

**LATIN AMERICA AND CARIBBEAN AGRICULTURE AND NATURAL RESOURCES
TECHNICAL SERVICES (LAC TECH II) PROJECT**

**PROJECT NO: 598-0807
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FINAL REPORT

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and
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The LAC TECH II project ran from August 1993 to July 1998. The project had a significant positive impact on program strategy and implementation within the LAC Regional Missions as well as USAID/Washington. This influence can be attributed directly to the quality and dedication of the LAC TECH II advisory staff.

Even though it was composed of resources from the USDA through a Resource Support Service Agreement, the Land Tenure Center (University of Wisconsin), USAID/RSD/BBEG, and Chemonics International Inc. and its subcontractor the Interamerican Management Consulting Corporation, the LAC TECH II project functioned as an integrated whole. Advisors viewed themselves as part of the "LAC TECH" team and this attitude helped create a smooth interface with both the Regional Missions and USAID/Washington. This attitude was established during the first phase of the contract under Albert "Scaff" Brown but it continued because of the leadership and dedication of Dr. James Riordan who served as the technical chief of party for the project. Dr. Riordan set the tone for LAC TECH II technical assistance and provided the technical leadership and vision which made it a successful project.

LAC TECH II could not have succeeded without the support of the two team leaders of USAID LAC Bureau's Broad Based Economic Growth Team (LAC/RSD/BBEG), Mr. Wayne Nilsestuen and Mr. John Becker. Their struggles on behalf of the project were greatly appreciated by the advisors and administrative staff of the project. The project manager would like to extend his personal thanks as well to the project officers who supported and guided LAC TECH assistance over the five years of the project, Mr. Sher Plunkett, Mr. Carl Lawhead, and Mr. Donnie Harrington.

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ACRONYMS

ARDTS	Agriculture and Rural Development Technical Services Project
CORDEP	Cochabamba Regional Development Project
IBTA	Bolivian Institute of Agricultural Technology
IDB	InterAmerican development Bank
G&A	General and Administrative
HFTE	Hemispheric Free Trade Expansion project
IMCC	Inter-American Management Consulting Corporation
LAC TECH	Latin America and Caribbean Agriculture and Rural Development Technical Services Project (sometimes referred to as ARDTS)
LAC TECH II	Latin America and Caribbean Agriculture and Natural Resources Management Technical Services Project
LOE	Level of Effort
LT	Long Term
LTC	Land Tenure Center (University of Wisconsin)
NTAE	Nontraditional Agricultural Export
OMS workshop	Organizational Management for Sustainability workshop
OYB	On Year Budget
PL 480	Public Law 480
PLUS	Haiti Project
POD	Program Objective Document
RSSA	Resource Service Support Agreement
TDY	Temporary Duty
TSO	Technical Services Order
TA	Technical Assistance
TIAFTA	Technology Initiatives for Agricultural Free Trade in the Americas
USDA	U.S. Department of Agriculture
USAID/G	U.S. Agency for International Development/Global Bureau
USAID/LAC/DR/RD	U.S. Agency for International Development/Latin America and the Caribbean Bureau/Office of Development Resources/Rural Development Division - Now referred to as LAC/RSD/BBEG
USAID/LAC/RSD/BBEG	U.S. Agency for International Development/Latin America and the Caribbean Bureau/Rural Sustainable Development/Broad Based Economic Growth Team

INTRODUCTION

The LAC TECH II Project was started in August 1993 as an in house technical resource base for the USAID LAC Bureau's Rural Development Division to assist in its assigned task of assisting the LAC Regional Missions and the Bureau with regard to strategy and programming in areas associated with rural development. The project was transferred formally to the Global Bureau in 1994 but continued in its assigned mission to assist the LAC Bureau and the Regional Missions. The project officially ended in July 1998. This report provides a brief summary of the project including project design and implementation, accomplishments, and lessons learned. The report is geared to provide recommendations for similar projects or activities that may follow.

Section I provides a brief overview of the project and the major issues which guided its implementation. Section II summarizes the most important accomplishments of the project and gives a summary of lessons learned that are applicable to future projects or activities.

Three annexes detail the reports produced by the project, the advisory assistance given to the LAC Regional Missions and the final equipment disposition under the project.

SECTION I

PROJECT DESIGN AND IMPLEMENTATION

LAC TECH II followed directly on the heels of the LAC TECH project. In essence, little changed between the first and second iterations. A great deal more outside short term technical assistance in specific sectoral areas was programmed. However, contractual changes which made contracting short term technical assistance more cumbersome combined with a chronic shortage of obligated funding meant that this was severely underutilized during the life of project.

A. Project Objectives and Project Description

The rationale for the project grew directly out of LAC/DR/RD's mandate to support both the LAC Bureau and the field missions with expertise in agricultural development and natural resources management. Because of declining staff levels and unpredictable operation budgets, the original LAC TECH project was designed to complement the Bureau and Mission direct-hire staff by providing services offering technical depth and breadth that could no longer be obtained internally. The project also served as an institutional memory in the Bureau, providing decision-makers with analyses of current and future trends based on frequent on-site experience in virtually all of the LAC Missions.

Continuity, rapid response time, and high-quality technical assistance in areas of maximum demand characterized LAC TECH I. Over 90 TDYs were performed in the last year of the LAC TECH I project in response to Mission requests. An evaluation of the LAC TECH I project praised its excellent approach in meeting a critical need, and recommended a follow-on project. The LAC TECH II project was designed to continue the support begun under LAC TECH I with some change of focus. The project was designed to provide the Bureau and Missions with concept papers, sector strategies, program evaluations, and other key support in a wide range of carefully-selected technical areas including: agricultural policy, food security strategies, land tenure, agribusiness, agricultural research, natural resource management, plant protection/quarantine, and financial policies.

A1. Technical Areas of Emphasis

Initially, priority technical areas to be covered by the project were selected in line with identified Mission needs and the four objectives of the LAC Bureau's Agriculture Natural Resources Management guidelines. The number of areas covered was supposed to fluctuate with actual funding availabilities. These areas differed somewhat from those under LAC TECH I. Initial priority areas were:

LAC TECH II Project Goal:

To assist the LAC Bureau and LAC Missions to design or implement more effective agricultural development and natural resources management programs.

LAC TECH II Project Purpose:

To help Missions and USAID/Washington better address: (1) policy-induced distortions affecting the agricultural and natural resource sectors; (2) constraints impeding growth in agricultural investment, production, and trade; (3) efforts to increase small farmer incomes and employment opportunities, as well as off-farm rural employment opportunities; and (4) sustainable production from forests and other renewable natural resources.

LAC TECH II Project Mandate:

To Deliver prompt, quality technical assistance services to the LAC Bureau and Missions in support of agriculture and natural resource management programs. The project resources will be dedicated to meeting LAC Bureau and Mission needs for technical assistance.

Agricultural Policy
 Forestry and Natural Resources Management
 Agribusiness and Trade
 Food Policy
 Plant Protection and Quarantine
 Agricultural Research, Education and Extension
 Rural Financial Policy
 Resource Tenure
 Research Support
 Sustainable Institutions

A2. Nature of Support to the LAC Bureau

The LAC Bureau was one of the main clients of technical support for the LAC TECH II Project. In addition to their Mission support roles, LAC TECH II personnel were responsible for providing the information which the Bureau needed to keep its programs appropriate and effective. The technical assistance services available under the project supported the Bureau with the technical leadership needed to design and monitor LAC strategies and programs. Under the direction of the cognizant USAID project officer the advisors supported and assisted the LAC Bureau to maintain a dialogue with other USAID Bureaus, other U.S. Government organizations, private entities and international donors. Advisors served as a “reality check” to support LAC/DR/RD’s (later LAC/RSD/BBEG) participation in the annual programming process, assisting in the review of Program Objective Documents (POD) and Action Plans.

A3. The LAC TECH II Team

The LAC TECH II core team consisted of three technical advisors and a managerial/ administrative staff to support their work and the work of outside short term experts hired under the contract.

Long Term Advisors

Three long term advisors were hired under the contract, an agricultural policy advisor (and technical chief of party), an agribusiness and trade advisor, and a financial policy advisor.

Chemonics LAC TECH II Project Team

James Riordan/Mike Wise - Chief of Party/Agricultural Policy Advisor
 Kenneth Weiss - Agribusiness and Trade Advisor
 Jorge Daly - Financial Policy Advisor

Emilia Roberts - Project Director
 Amy Regas/Dave Tacker - Project Manager/Administrative Coordinator
 Michael Stewart - Project Assistant

Agricultural Policy

Advisor/Technical Chief of

Party - Dr. James Riordan served as the agricultural policy advisor and technical chief of party for the project until November 1997 at which time he was replaced by Mr. Michael Wise. The position was a full time long-term position until May, 1996 at which point it became a part time long-term position. The advisor provided the LAC Bureau with assistance in analyzing agricultural and rural development policies, identifying policy issues, and developing strategies for policy reform. Specific duties included:

- Work with the LAC Mission to identify and prioritize the most important policy issues facing the agricultural and rural sectors in LAC countries. Identify the most significant constraints to policy reform in each country, and assist Missions to develop alternative strategies for dealing

with these constraints.

- Prepare various studies, analyses, and evaluations in accordance with technical directions issued by the project officer as shown in annual work plans.
- Provide assistance to the LAC Bureau and Missions in defining policy issues, conducting policy analysis, assessing the capabilities of host government institutions to analyze policy, formulating and implementing new policies and designing projects with policy implications.
- Conduct at least five trans-national or trans-sectoral analyses on topics approved by the cognizant USAID project officer and/or more than two assessments of the role of the private sector in shaping agricultural and economic policy in the region.
- Analyze selected topics in conjunction with other LAC TECH II advisors as determined by the project officer.

Agribusiness and Trade Advisor - Mr. Ken Wise served as the full-time long-term agribusiness and trade advisor until the position was eliminated in the partial termination (May 1996). In this capacity he provided the LAC Bureau and Missions with: assistance in designing and evaluating marketing and agribusiness/trade promotion projects; identification of appropriate technical experts; identification of issues and opportunities for increased involvement in agribusiness development; and training of Mission and host country personnel. Specific duties included:

- Assist the LAC Bureau and Missions in defining issues, conducting analyses, designing projects with agribusiness components, and assisting Missions with the elaboration of strategic goals and objectives related to agribusiness and trade.
- Support managers and directors of USAID-supported nontraditional agricultural export projects in program planning, resolution of problems, and activities such as the development of agribusiness information systems.
- Conduct studies on potential agribusiness opportunities, sources of capital for agribusiness development and marketing systems, transportation, and compliance with regulations of importing countries.
- Advise the LAC Bureau on trends and developments in agribusiness and their implications for investors, growers, and exporters in the LAC region.
- Organize workshops and training seminars on agribusiness and trade as required.
- Monitor changes in agroindustrial development and laws of the U.S. and LAC Countries affecting imports and exports, and market demand. Provide recommendations and advise USAID programs regarding appropriate product and market combinations.
- Perform long-term analyses as assigned by the project director in collaboration with the project officer.

Financial Policy Advisor - Dr. Jorge L. Daly was the full-time long-term advisor who served as a

resource and collaborator with LAC/DR/RD on all areas related to financial systems, the formal and informal financial sectors, and the macroeconomic and agricultural policies inherent in improving the financial markets in the region. The position was originally budgeted for one year but was extended to a year and a half. Dr. Daly formally left the core contract in January of 1995. Specific duties included:

- Assist the Missions to identify and prioritize policy issues and to identify the most significant constraints to financial system reform.
- Work with the Missions to encourage governments to liberalize policies governing their financial markets, particularly as they relate to pre- and post-harvest investments. This includes adopting market rates of interest and the elimination or reduction of taxes and regulation deleterious to the efficient operation of financial markets.
- Promote deposit mobilization in all rural development financial systems strategies.
- Assist Missions to encourage host-country financial institutions to achieve efficiency and viability; and promote the formation of equity markets as a means of mobilizing capital.
- Encourage Missions to consider rural finance issues when formulating macroeconomic policy.
- Conduct studies on rural financial markets, identify weak areas, diagnose causes of problems, and formulate policies and relevant guidance for resolution of problems.

Managerial/Administrative Staff

Administrative staff for the project consisted of a part time project director, Ms. Emilia Roberts who left the project in the Spring of 1995, a project manager/administrative coordinator, Amy Regas and later Dave Tacker when Ms. Regas left the project in 1995, and an assistant, Michael Stewart. This core-funded administrative staffing configuration was originally created to deal with the large anticipated outside short-term technical assistance component.

The managerial and administrative staff was responsible for project planning and reporting, liaison with the USAID designated Project Officer and Contracting Officer, recruitment of short term technical assistance, preparation of Technical Services Orders (TSOs), administrative backstopping of the core technical team, editing and other support for project publications, project procurement, management and monitoring of the project budget, management of the subcontract with the Inter-American Management Consulting Corporation (IMCC), and all other administrative functions associated with the project.

The administrative demand was increased because of a new contractual mechanism, the Technical Services Order (TSO) put in place to regulate outside short term assistance (that is short term consultants contracted to complement or supplement the activities of the long term core team) provided under the contract. TSOs were standardized 7-10 page detailed documents that were submitted for approval to the Contracting Officer for each outside short term assignment to be carried out under the core contract. They had to be submitted not less than 21 days before the consultant's assignment was to be undertaken. These documents included a detailed description and scope of work for the assignment, rationale for that work, a detailed budget, and resumes and biodatas for proposed short-term consultants. Short term consultants could not begin work until a TSO was submitted to and approved by the Contracting Officer.

TSOs did not have to be submitted for the activities of the long term core team. Core staff could provide TDY-related assistance with the approval of the LAC TECH II Project Officer on a case by case basis. A formalized written approval process was instituted for this purpose.

A4. Subcontract with IMCC

Chemonics had a subcontract with IMCC to provide short term technical services under the contract. This subcontract was terminated as part of the partial termination agreement with USAID in May of 1996.

A5. Buy-in Contract

The Chemonics LAC TECH II Contract had a companion requirements contract or “Q” contract under which Missions or the Bureau could “buy-in” to receive technical services under the contract. This companion contract remained virtually unused until the partial termination agreement reached in May 1996. A total of 10 difference delivery orders were issued under the contract. Details are provided below.

B. Project Implementation

The LAC TECH Project had a number of characteristics which distinguished it from other projects. These characteristics helped to make it a success and should be incorporated into other similar projects in the future.

Extension of USAID - LAC TECH was a direct extension of the Broad-Based Economic Growth Team in USAID's LAC Bureau. Its sole purpose was to service that team and its constituents, the LAC regional Missions, and it had no agenda other than that. The LAC TECH office set up and managed by Chemonics not only housed Project personnel; it also served as a library, service center, and meeting venue for BBEG.

Teamwork - The Chemonics LAC TECH contract was only one of three procurement mechanisms under the Project. BBEG also secured expertise through a RSSA with USDA and a cooperative agreement with the Land Tenure Center of the University of Wisconsin. From the beginning, Project personnel consciously identified themselves with LAC TECH, not with Chemonics, USDA, or LTC *per se*. This obliteration of institutional distinctions was instrumental in inculcating loyalty to the Project and in creating an *esprit de corps* among staff.

Multidisciplinary approach - Long-term project staff hired through the three different procurement mechanisms mentioned above consisted of an agricultural policy advisor, a food security advisor, a rural finance advisor, an agribusiness and trade advisor, a phytosanitary advisor, a land tenure advisor, an institutional development advisor, and a natural resources advisor. This mix led to substantial informal as well as formal collaboration on projects and assignments and allowed project staff to address problems in a comprehensive manner. When need be, the project also supplemented core personnel with short-term specialists in other fields.

Vision and leadership - Despite diversity of activity under LAC TECH, the Project had a shared vision that guided its assignments. The vision was codified in official USAID guidance entitled, "Making Markets Work for the Rural Poor: An Agenda to Advance Broadly Based, Sustainable Rural Economic Growth in Latin America and the Caribbean." This "Agenda," drafted by Dr. James Riordan

focused on reduction of transaction costs as essential both for growth and for currently poor people to participate in growth. The "Agenda" has had a major impact programmatically: virtually all economic growth strategies of USAID Missions in Latin America and the Caribbean in recent years have their roots in thinking articulated in this document.

Global priority setting - Once a year, BBEG and Project personnel met in a workshop environment to step back from the fray and examine how well they were doing and see whether changes in programmatic course were in order. Obliging all personnel to slow down at one point each year has induced constructive reflection and deepened the partnership both between BBEG and Project personnel, and within each team.

Flexibility and rapidity of response - Within the overall parameters established by the Project, the operational philosophy of the project was, "have suitcase, will travel." At the heart of the "corporate culture" of LAC TECH II was service to clients when they needed it. For that reason, the project developed agile procedures to expedite rapid response by core LT staff with a minimum of paperwork. As mentioned above, this broke down to some extent when outside short-term consultants were needed and the TSO procedures had to be followed.

Service of multiple masters - LAC TECH serviced both the LAC Bureau and its field Missions -- and, through its field Missions, host-country institutions and programs. To resolve potential scheduling conflicts, the project developed transparent criteria to set priorities.

Communication - LAC TECH Project personnel communicated regularly with Mission personnel by email. They also met with their immediate client, BBEG, in weekly staff meetings. Staff meetings not only provided an opportunity to talk through technical concerns and to work through management and administrative procedures; they also introduced the personal touch, which is essential for trust.

Substantive commonality - A by-product of regular communication is that BBEG and Project personnel found themselves substantively on the same wave length. Long term continuity allowed project personnel to address emerging concerns with a minimum of start-up cost.

Dissemination - Although LAC TECH staff did not see themselves as breaking new ground on the economic development frontier, they did take pains to communicate their substantive findings and best practices. Dissemination took place in three ways, through formal studies, through workshops and personal presentations to interested parties and audiences, and through the project's Technical Bulletins. The Technical Bulletins, which passed through established quality control procedures, were an effective way to share LAC TECH approaches not only with Missions, but also with the broader development community, both stateside and in host countries. Topics covered by Technical Bulletins included the extent and nature of rural poverty in the region, criteria for distinguishing programmatically between public and private goods, approaches for assessing food insecurity and setting policy and program priorities, and a case study of rural financial intermediation through credit unions. A complete list of the Technical Bulletins produced by the project can be found in Annex A.

Implementation of the project was affected by several major outside issues and trends. These are discussed in brief below.

Rolling Workplans - Because the advisors responded to Mission requests, and Mission requests did not usually come in until an urgent need was identified, it was often difficult to predict more than a month in advance what the advisors would be doing. For this reason, LAC TECH management staff, with the

concurrence of the project officer and the head of LAC/DR/RD implemented a system of rolling workplans which were updated on a monthly basis. Project advisors continually updated these workplans and advised the project officer, on a monthly basis regarding any substantive changes. This flexible planning arrangement greatly helped the smooth functioning of the project. Periodic staff meetings kept the team informed about the work of the advisors and feedback was readily available.

Heavy Field Demand for the Agricultural Policy Advisor - There was a heavy demand by the field Missions for the services of Dr. Riordan; much heavier than originally called for in project planning. One consequence of meeting this extra demand was the limitation of the time that he was able to spend on direct assistance to the LAC Bureau, publications, and technical bulletins.

Cost Sharing - A new LAC TECH policy in 1994, brought on by the shortage in obligated funding, required the Missions to share costs. Missions were required to cover the non-salary related expenses associated with TDY's to the field. This was generally accomplished through the use of "invitational travel," however the use of "OYB transfers" from the Missions was also required during several periods to fund TDYs. This had a dramatic effect on the project and resulted in a drop off in services to the Missions. There was not necessarily a lack of willingness to pay for the services, but a frustration with the complexity of satisfying these cost sharing requirements. Mission staff told us that they did not have the lead time, the patience or the administrative capacity to arrange for OYB transfers. This was partly complicated by the rapidly changing procedural instructions associated with reengineering. Invitational travel was much easier for Missions to arrange. Cost sharing policy was relaxed and then enforced several times depending upon the availability of core project funding. As a result, there was some confusion at the Mission level regarding what it took to access LAC TECH II advisory services.

Transition to the Global Bureau - The project was formally transferred from the LAC Bureau to the Global bureau in late 1994. According to the Chemonics contract, the primary client was still the LAC Bureau. Funding for the project was still provided by the LAC Bureau. However, the project officer was a USAID/Global staff member and they were given formal authority over the project. While this could have resulted in a great deal of confusion and hampered LAC TECH's operational effectiveness, the staff assigned to direct the project by both Global and LAC cooperated admirably and created a working relationship with the project that functioned well.

Chronic Lack of Obligated Funding and the Partial Termination of the Project - Beginning in early 1994 and increasing in late 1995, the project was seriously affected by the lack of sufficient obligated funding. Outside short-term technical assistance provided under the project was severely curtailed to meet the requirements of the limited funding available and advisors were transferred on several occasions to other projects for short periods to save money. This had a serious impact on the effectiveness of the project. As previously mentioned, Missions were given mixed signals about the accessibility of technical assistance under the project, demand for services slumped, and advisors had a difficult time planning based on the uncertainty. In early 1996, these problems came to a head during the period of government furloughs. The project came to a virtual standstill and advisors, faced by job insecurity, were very concerned about their future with the project.

In May 1996, the lack of sufficient funds to continue the project led to its partial termination by the government. The Agribusiness and Trade Advisor was terminated as part of this termination agreement. The Agricultural Policy Advisor reverted to a part time position with very minimal administrative support. It was hoped that by extending the Agricultural Policy Advisor, even if only part time, he would be available to be hired through the buy-in contract on a case by case basis and

thereby meet Mission demand for services. Also, by maintaining the core contract on a shoestring budget, the companion Q contract would be available to help meet Mission demand for services. In fact this did work admirably. A total of 9 additional delivery orders were signed after the partial termination agreement took effect, many of which allowed the Missions to access the valuable expertise of Dr. James Riordan.

In November of 1997, Dr. Riordan elected to leave the project completely in order to take a position with Chemonics on a USAID project in Cairo called TAPR, a project very similar in structure to LAC TECH II. He was replaced by Mr. Michael Wise who was very familiar with Dr. Riordan's work and would be able to continue some of the work that he had started, particularly in Peru. Dr. Wise added a new dimension to the project as he was intimately familiar with regional trade initiatives and issues, particularly as they applied to agriculture.

B1. Level of Effort

The LAC TECH II project had a smaller long term technical assistance team than under the first project. This was made up for through short term technical assistance in focused areas of interest to the regional Missions and the LAC Bureau. The following table shows the anticipated level of effort for each long term position at the start of the project.

LEVEL OF EFFORT AS ORIGINALLY CONTRACTED	
Position	Person Months
Agricultural Policy Advisor	60.0
Agribusiness and Trade Advisor	60.0
Financial Policy Advisor	12.0
Outside Short-term Technical Assistance	88.0
Project Director (part-time)	30.4
Project Manager/Administrative Coordinator	48.0
Project Assistant (two originally projected)	68.8
Total:	367.2

In reality, several forces acted to dramatically change this projected amount as follows. First, demand for the services of the Financial Policy Advisor was higher than originally anticipated. Because of this demand from the Missions the position, originally budgeted for only one year was extended for an additional six months. Second, chronic shortages in obligated funding combined with the more burdensome rules for contracting short term technical assistance combined to greatly reduce the amount of outside short-term consultant LOE provided through the contract. Finally, the partial termination which occurred in May 1996 terminated several of the positions originally called for in the contract and cut the remaining Short-Term consultant LOE. Those LT positions which remained, did so on a part-time basis. The following table shows the total level of effort contracted as amended and the level of effort actually provided:

LEVEL OF EFFORT CONTRACTED AND DELIVERED

Category	Contracted (As Amended)	Delivered	% Delivered
Agricultural Policy Advisor	40.39	38.89	96.29%
Agribusiness & Trade Advisor	32.75	32.75	100.00%
Financial Policy Advisor	17.55	17.55	100.00%
Outside Short-term TA	14.30	14.30	100.00%
Project Director	13.79	13.79	100.00%
Project Manager	22.80	22.66	99.39%
Project Assistant	30.45	30.28	99.44%
Total	172.02	170.22	98.95%

In terms of LOE, the contract was therefore cut by a little more than half. Despite these cuts the project still managed to provide USAID with a long list of services an impressive portfolio of accomplishments.

B2. Services Provided

Under the core contract, project advisors performed 67 different TDY-related assignments in 14 different countries (see Annex B for details). They provided direct services to each of the regional Missions and provided indirect services by way of reviewing Mission strategy documents in Washington for the LAC Bureau. LAC TECH II advisors provided assistance on a day to day basis to USAID/Washington. The technical advisors completed 28 formal publications in addition to 17 technical bulletins, all of which were widely distributed at the Mission level (see Annex A for a list of these publications). Section 3 contains a more detailed summary of project accomplishments.

Technical Service Orders

20 TSOs were submitted for approval to the LAC TECH II contracting officer. Of these, three were canceled before implementation and one was denied approval. 16 TSOs for outside short-term technical assistance were therefore implemented under the contract as follows:

LAC TECH II - TECHNICAL SERVICES ORDERS						
No	Title	Dates	LOE Approved (hours)	LOE Expended (hours)	Approved	Expended
1	Computer Support	2-4/94	52	12	\$2,399	\$394
2	Procurement Support	11/93-1/94	12	0	\$385	\$0
3	Publications Support	2/94-4/95	124	74	\$4,354	\$2,624
4	IMCC, Staff Mtg Attendance				DENIED	
5	IMCC, Tropical Timber Mgmt Specialist	1/94	72	72	\$10,432	\$8,873
6	OMS Wkshop- Management Specialist - CANCELLED	12/94	120	-----	-----	-----
7	IMCC - Alain de Janvry Technical/Editorial Review	4-5/94	16	16	\$989	\$989
8	Team Leader for Haiti Coffee Revitalization Project Evaluation	3-4/94	192	192	\$18,432	\$17,134
9	IMCC Coffee Production Specialist for Haiti Evaluation	3-4/94	192	192	\$12,320	\$12,161
10	Team Leader for the Haiti PLUS Project Design Assessment	3-4/94	168	184	\$20,496	\$23,899
11	Publications Support	5/94-12/94	1,446	28	\$74,711	\$1,322
12	Haiti Project Design - CANCELLED					
13	IMCC & CHNC Forest Policy Conference Coord. Team	4-6/94	176	90	\$9,075	\$5,533
14	IMCC - Food Security Strategy Review	9-10/94	48	48	\$5,934	\$2,532
15	Admin. & Finance Specialist - OMS Workshop Dom. Republic	2/95	40	40	\$1,957	\$2,105
16	Admin. & Finance Specialist - OMS Workshop - Peru	3/95	40	40	\$4,338	\$4,358
17	Admin. & Finance Specialist - OMS Workshop - Six Countries	7-12/95	288	288	\$28,281	\$22,021
18	IMCC - Background Paper for expert wkshop on microenterprise	7-8/95	206	204	\$20,038	\$19,832
19	TIAFTA Study team	8-11/95	1,056	1,056	\$91,056	\$87,171
20	Agrinet Americas Consultant CANCELLED					

B3. Project Budget

The final budget shows the original budget compared to the final amended budget and the percent of the final amended budget expended. The final project billing was not submitted by the date of this report and therefore the actual expenditure column details expenditures made up through August 31, 1998.

LAC TECH II BUDGET				
Line Item	Original Budget	Final Amended Budget	Actual Expenditures (as of 8/31/98)	% expended
Salaries and Wages	\$1,742,506	\$859,971	\$876,241	101.89%
Fringe Benefits	\$387,729	\$314,920	\$318,603	101.17%
Overhead	\$1,488,264	\$856,698	\$792,185	92.47%
Travel and Transportation	\$695,625	\$140,804	\$142,162	100.96%
Non Expendable Property	\$16,155	\$3,005	\$3,005	100%
Training	\$40,000	\$0	\$0	100%
Other Direct Costs	\$873,746	\$326,216	\$313,877	96.22%
Subcontract	\$524,732	\$41,380	\$41,380	100%
Subtotal	\$5,768,756	\$2,542,993	\$2,487,453	97.82%
G&A	\$189,792	\$71,773	\$66,946	93.27%
Total Estimated Cost	\$5,958,549	\$2,614,705	\$2,554,399	97.69%
Fixed Fee	\$540,976	\$239,671	\$239,671	100%
Grand Total	\$6,499,525	\$2,854,376	\$2,794,070	97.89%

B4. Activity under the LAC TECH II Buy-in Contract

A Total of 10 different delivery orders were issued under the LAC TECH II Q Contract. These delivery order. The final delivery order contract was completed August 5, 1998. These delivery order contracts are summarized as follows. Section III gives details regarding the technical nature of the delivery orders.

LAC TECH II DELIVERY ORDERS UNDER THE Q CONTRACT			
DO Number/Title	Client	Date Signed	Amount
1/Financial Markets Survey	USAID LAC/RSD/BBEG	March 1995	\$60,992
2/Peru Anti Poverty Strategy	USAID/Peru	May 1996	\$52,009
3/CORDEP Evaluation	USAID/Bolivia	August 1996	\$29,672
4/Poverty Strategy	USAID/Dominican Republic	September 1996	\$25,375
5/Economic Growth Strategy	USAID/Honduras	August 1996	\$25,393
6/Food Security Strategy	USAID/Haiti	September 1996	\$62,953
7/IBTA Chapare Inst. Assessment	USAID/Bolivia	November 1996	\$28,530
8/Secondary Cities Strategy	USAID/Peru	August 1997	\$64,419
9/Cost Recovery Assessment	USAID/Bolivia	November 1997	\$37,000
10/CORDEP Follow-on Design	USAID/Bolivia	May 1998	\$108,542
Total Amount - Buy-in Contract:			\$494,885

SECTION II

ACCOMPLISHMENTS AND LESSONS LEARNED

The LAC TECH II project had a day-to-day influence on the programming and activities of both the LAC Bureau of USAID/Washington and the regional Missions. It is difficult to quantify these day to day accomplishments. LAC TECH II advisors were, in essence, an extended resource for USAID/Washington and Mission technical staff. When confronted with a technical issue or problem on which they needed advice or assistance USAID staff would pick up the phone and call the advisors. Much of the time, technical advice could be given during the same phone call or could be faxed down in written form soon after the call. Advisors did not necessarily have to travel to the field to provide these services. The Agribusiness and Trade advisor, in particular, frequently conducted limited research for the Missions and answered their technical questions (for example information on phytosanitary import requirements or market information) from the LAC TECH II offices in Washington.

In terms of assistance provided in the field, the Advisors were very busy. Annex B contains a full listing of TDYs undertaken during the project and a brief description of the technical nature of each of them. These short assignments were generally brief and occurred by request of the Missions or of USAID/Washington on a first come/first served basis provided there was legitimate technical justification for the trip. They generally lasted less than a week in duration.

In addition to field assignments, the technical advisors provided assistance to the Missions and the Bureau by authoring technical publications on subjects of critical interest to USAID/Washington and the Missions. Publication ideas generally came in by request from the field Missions or the LAC/Bureau and went through a rigorous screening process to insure that they merited attention. A full list of technical publications created by the project is included in Annex A. One method of broadcasting technical knowledge to a wide audience was the creation of technical bulletins, 17 of which were created during the life of the project. These bulletins were short and concise and provided a easy method of sharing ideas and “best practices” both between the field Missions and the LAC Bureau in Washington.

Some of the more notable achievements of the project are briefly highlighted below:

LAC TECH II Illustrative Programmatic Impacts

- Prepared a food security strategy for Peru that led to the government's decision to fortify all imported wheat with iron as a cost-effective way to combat iron-deficiency anemia.
- Provided technical assistance that led to more effective targeting of food aid resources to food insecure populations in Bolivia and Peru.
- Provided technical assistance that led to the creation of a cargo handling and cold storage facility at the international airport in Managua, Nicaragua. This was key to insuring that Nicaraguan NTAEs could remain competitive in world markets.
- Redirected the agroforestry program in Haiti to focus on sustainable income-generation interventions.
- Provided much of the underlying technical justification for a major IDB NTAE promotion loan to Trinidad and Tobago.

*The examples presented are ones in which LAC TECH's impact has been direct. There are also many examples of project impacts that have been indirect, but no less real.

A. Notable Project Accomplishments.

A1. Influence on LAC Bureau Strategy and Programming

The Project had a solid and significant impact on LAC Bureau strategy and programming that has since filtered down to the Mission level. This started with the day to day interaction that advisors had with LAC Bureau staff but became most notable when the Bureau came out with its December 1994 Agenda to Advance Broadly Based, Sustainable Rural Economic Growth in Latin America and the Caribbean: Making Markets Work for the Rural Poor. This document was crafted by Dr. Riordan based on his experience combined with input from the regional Missions and LAC Bureau experts. It defined a “vision” for the bureau of what it intends to help accomplish in the region. Then it introduced a filter, “transactions costs” of the rural poor, for making choices among competing claims on USAID development resources. Finally, it offered examples of the kinds of program actions that offer promise for reducing such costs - the creation of three enabling conditions: Participation, Conducive Policies, and Effective Organizations. This was, and remains, a very valuable tool for both the Bureau and the Missions. For example, the ROCA project, recently created in El Salvador cites the agenda as a basic building block from which it was created. As always, Dr. Riordan provided an elegant summary of the distinguishing features of the agenda (shown below).

In the past, development assistance has tended:	In the future, the Bureau proposes:
To equate the growth of the rural sector with the growth of agriculture	To ensure that its agenda includes all economic activity in and supporting rural areas.
To view agriculture as something agriculturalists do and natural resources management as something done primarily by environmentalists.	To build responsible natural resource management as part and parcel of all rural growth programs.
To view park protection as an activity independent of rural growth.	To support biodiversity conservation within a framework of rural poverty alleviation.
To view development as a production problem	To view development more appropriately, first, as an incomes problem and, second, as a production problem.
To view development either as an exercise in “getting prices right” or as directing resources preferentially to the “poorest of the poor.”	To recognize that both elements are essential and that the key is to make markets work for the rural poor.
To view poverty as largely a structural problem requiring targeted, subsidized assistance.	To recognize that the rural poor are part of the “private sector” and, as such, respond to market signals.
To predetermine what is profitable.	To encourage governments to create an economic environment conducive to decision making by private parties on what to produce and where to invest.
To support expansion of exports in an <u>ad-hoc</u> way.	To promote trade liberalization as a cornerstone of country development strategies.
To stress macroeconomic policy reform to the extent of underrating the contribution of other ingredients essential for growth.	To reaffirm the importance of appropriate macroeconomic policies, but to focus attention on conducive sectoral policies and other enabling conditions.
Either to minimize the importance of a participatory approach to development or to view participation as an end in itself.	To embrace participation as a key element in increasing the access of the rural poor to markets.
To assume that organizational inputs are all that a development organization requires to accomplish its mission.	To support an approach to organizational development that focuses on delivery of services required by the organization’s clients.

The project made several other notable contributions to LAC Bureau programming and policy as well.

Technology Institutions for Agricultural Free Trade in the Americas (TIAFTA) Study - A team provided through LAC TECH conducted a study on agricultural production trends and institutional dynamics within the evolving western hemispheric free trade region. The study consolidated input from agricultural technology experts within the region and summarized areas of consensus. The team came up with a series of recommendations regarding the creation of an agricultural technology system to link U.S. and LAC institutions. They provided some initial thinking on how the donor community, including USAID, can get involved in this system and contribute to hemispheric integration. The work greatly assisted the startup of the Hemispheric Free Trade Expansion (HFTE) Project within LAC/RSD/BBEG and helped to set goals and baselines for the agency in this important technical area.

Financial Markets in Latin America and the Caribbean - This survey of financial markets in Latin America and the Caribbean, compiled by Dr. Jorge Daly under LAC TECH II Delivery Order No. 1 provided a baseline and recommendations for USAID's LAC Bureau in the area of financial policy interventions in the region. It identified and summarizes the key constraints that block the development of financial markets and provided recommendations for prioritizing USAID assistance in the development of financial markets in the Hemisphere.

Liaison with other donors - The LAC TECH II advisors provided an invaluable liaison between USAID and other donors, particularly the Interamerican Development Bank. Most notable of LAC TECH's work in this area was the creation at the request of IDB officials of an internal document for the IDB called "The Case for NTAEs: The Rationale for Inter-American Development Bank Investment in Nontraditional Agricultural Exports." This document urged the IDB to fill the vacuum left when USAID ended its valuable assistance in this programmatic area. The document helped inject assistance for NTAEs into debate and programming within the IDB.

Aside from these major programmatic impacts the project made a number of smaller programmatic contributions as well such as the following:

- Organization of round table on increasing benefits to small producers from NTAE promotion
- Region-wide review of rural finance alternatives
- Periodic review and substantive comments on Regional Mission's annual "Action Plans"
- Design of science and technology component of regional free trade project (HFTE)

A1. Influence on Strategy and Programming at the Mission Level

In addition to its role assisting the Bureau, the LAC TECH II project had a profound impact on strategy and programming at the Mission level as illustrated by these examples of advisory assistance provided during the project.

Food Security Strategies for Peru, Bolivia, and Haiti - LAC TECH II advisors, led by Dr. Riordan assisted the three Missions of Peru, Bolivia and Haiti in the creation of comprehensive food security strategies to better target development assistance to the poorest portions of the countries. The strategies were founded upon the premises laid out in the Rural Growth Agenda and had a profound beneficial effect on the shape and structure of food security programs sponsored by the Missions and local governments. The basis for the strategies was the finding that food insecurity has its roots in poverty and that reducing poverty permanently requires the adoption of a developmental perspective that takes both the short term and long term needs of poor people into account. Programs based on this thinking

address the three dimensions of food security: availability, access, and utilization. Income generation for the poor is the logical means to escape from food insecurity. At the same time that income generation (i.e. access) is targeted, utilization problems are addressed through nutrition programs. In the cases of Peru, Bolivia and Haiti, access to food is a much more significant problem than availability of food. The logic chain for the strategy has been elegantly diagrammed by Dr. Riordan in the graphic found on the following page. As a result of this LAC TECH II assistance, food security programs have been made markedly more effective in all three countries.

Anti-Poverty Strategy for Peru - The food security strategy created for Peru led directly into the creation of a major \$2 billion anti-poverty program created by the Ministry of the Presidency. The Minister was so taken with the work performed by Dr. Riordan that he decided to adopt the strategy directly into the new program. The Director of the Peru Mission called Dr. Riordan's work with the Ministry among the most important contributions to Peru's development in years.

Alternative Development in the Chapare - LAC TECH advisory services were utilized in a long series of technical assessments and assignments to Bolivia and the Chapare to improve the quality and effectiveness of the alternative development program in the Chapare. The work culminated in the design of the follow-on project to the Cochabamba Regional Development Project (CORDEP) which at the time of this writing was recently released for solicitation.

Market Studies - There was a high demand by the Missions for studies on developed country markets for agricultural products. The LAC TECH Agribusiness and Trade advisor generally only proceeded with studies that could assist multiple Missions at the same time. There was particular interest in the agroprocessing study which had originally been done under LAC TECH I. In response to this demand, Mr. Weiss provided seminars in several countries regarding how local agriculture could obtain more value added from produce. Most countries in the region are now performing much more agro-processing than before and consequently retaining a much higher proportion of the value of crops. This is partly because of promotion conducted under LAC TECH though it would be impossible to attribute everything to the project.

Nontraditional Agricultural Exports - The LAC TECH advisors believed wholeheartedly in the benefits that can be achieved through NTAE promotion. Not only do NTAEs lead to diversification within developing economies but they bring a higher value to the exporting country and generate significant employment and represent a substantial contribution to economic growth. LAC TECH advisors played a key role in defending NTAEs and their reputation both within USAID, to congress, and to the public at large. LAC TECH II research demonstrated that NTAE growth can take place in an environmentally friendly manner. Project advisors helped create a promotional USAID video called "Harvest of Progress: A Quiet Revolution in Latin American and Caribbean Agriculture" which aired on PBS. In part because of the efforts of LAC TECH, many people have now been convinced that the benefits of NTAEs far outweigh the detriments.

Project Assessments/Evaluations - LAC TECH advisors were invaluable to the missions in conducting quick evaluations and assessments of ongoing projects. Advisors used their extensive past experience and knowledge to provide rapid recommendations that allowed the Missions to make their programs much more effective.

Insert graphic here.

Some examples of specific activities conducted by the core advisors follow:

- Identification and development of strategies to address technical barriers to trade in Bolivia, Ecuador, Peru, and Central America
- PL 480, Title III, policy conditionality in Nicaragua that calls for pricing of donated commodities on a par with domestic market
- A newsletter that covered significant trends and occurrences of import to the Missions. "Rural enterprise notes" was published monthly by the Agribusiness and Trade advisor. It received many favorable comments by Mission agriculture and economic growth officers.
- Technical assistance and presentations in Honduras and Nicaragua on financial sector reforms
- Technical Bulletin on proper sequencing of financial sector reforms
- Recommendations for training on NTAEs for banking sector loan officers in Nicaragua
- PL 480, Title III, policy conditionality in Nicaragua that calls for elimination of distortionary Technological Development Fund check-off
- PL 480, Title III, support for innovations in "popular participation" in Bolivia
- Support to public and private agricultural policy analysis units in Ecuador and Paraguay
- Technical assistance and presentation in Honduras and Nicaragua on financial sector reforms
- PL 480, Title III, policy conditionality on privatization of grain marketing in Nicaragua
- Technical Bulletin on basic grains trends in region
- Seminar on institutional alternatives for promoting diversification of agriculture in Paraguay
- Development of country admissibility lists and market studies for Ecuador, Guatemala, Nicaragua, and Peru
- Technical Bulletin on credit unions in Guatemala
- Assessment of information centers and market information systems in Nicaragua
- Technical assistance and seminars with producer associations on market requirements and trade barriers in Ecuador, Nicaragua, and Peru
- Recommendations on redirection of safety net programs in Nicaragua
- Promotion of trade points in Nicaragua and Peru

A2. Influence on Local Institutions

OMS Workshop - The "Organizational Management for Sustainability" workshops were created and delivered to NGOs representatives by LAC TECH II advisory and management staff. The three-day workshop, held in Nicaragua, Peru, Colombia, Bolivia, Dominican Republic, Honduras, and Jamaica, provided host-country NGOs with key management concepts, skills, and tools for becoming self-sufficient. It included four basic themes: finance and administration, internal and external communications, new business development, and human resource development. The OMS workshop combined a mix of instructor presentations, case studies, group discussions and problem solving, computer exercises, and organizational management simulations. The workshops received rave reviews from participants and Mission staff and have helped many institutions to take the steps necessary to survive break with donor funding.

B. Lessons Learned

The major lessons learned from the LAC TECH II project are summarized at right and explained briefly below. These lessons provide valuable building blocks with which USAID can build its assistance to the field Missions.

Substantive Lessons

First and foremost, the experience of the advisory staff shows that USAID and other donor assistance should focus more on “people” and less on “sectors.” In many cases, projects artificially limit themselves by imposing sectoral limits past which they cannot go. The interdisciplinary nature of the LAC TECH project allowed advisors to focus on the recipients of USAID programs, the people, and address themselves to the inter-sectoral nature of the problems that they face.

LAC TECH II assistance was based on the premise that assistance should focus on working to make sure that the market is functioning correctly and improving access to that market. While some technical assistance regarding agricultural production is necessary it should not be the be-all end-all of development efforts. The research performed during the creation of the food security strategy shows that the primary problem that faces the rural poor is one of access, not production.

LAC TECH II took a cross-disciplinary approach to its assistance. Advisors worked together and collaborated on their assistance to the Missions. Often the collaboration created results which went beyond the expectations of the Missions.

Lessons regarding Process

LAC TECH II advisors regarded the field missions as their primary client. In part, this resulted from what Dr. Riordon liked to call the advisor’s “quasi-extended staff” function. To all intents and purposes, LAC TECH II advisors were extended staff of LAC/RSD/BBEG. BBEG’s job was to support the field Missions. This feeling of being quasi-extended staff was created because the project was fully-funded by USAID/Washington and therefore extremely flexible and easily accessed by the Missions. This gave the project continuity, an environment which led to cross-pollination of ideas, a rapid response capability, and a relationship of trust with the Missions. This type of relationships

Lessons learned from LAC TECH II

Substantive -- see "Making Markets Work for the Rural Poor"

- People vs. sectoral focus
- Market vs. production focus
- Cross-disciplinary approach (e.g., in NTAE "strategy" for IDB)

Process -- the Field Comes First

- When priorities compete, field service takes precedence
- Quasi-staff function: implications for trust; implications for continuity; implications for communications; "avoidance of evil" sometimes is as important as "doing good"
- Rapid response very important
- Information clearinghouse function -- cross-pollination through direct communication, TDYs, Technical Bulletins
- Analytical work is driven by Mission concerns; there is no core research agenda; central strategy work has clear programmatic focus; project's role is to translate state of the art into practical, programmatic USAID-friendly terms
- Focus on strategy rather than on activity designs
- Financing arrangements consistent with field service mission

allowed the advisors to call attention to bad ideas as well as good ones. In this sense, the advisors were able to help the missions avoid problems and prevent the diversion of resources to those problems. In short, the “avoidance of evil” (helping to avoid problem programming) as the advisors liked to call it, was just as important as “doing good” (creating new program ideas).

Rapid response is extremely important to the success of a project like LAC TECH II. This was demonstrated to extremes by the very simple mechanisms available to field core staff side by side with the cumbersome mechanisms set up to take care of fielding outside short-term consultants. Much of the assistance given to the Missions was time sensitive. They faced deadlines and needed to get assistance on a timely basis. If the project had been forced to go through the cumbersome TSO process for core assignments by long termers, field requests for services would have dropped off dramatically and Mission programming would have suffered as a result.

LAC TECH II served as a clearinghouse for information useful to the Missions. It was easily available in the form of technical bulletins and reports but more than that, the continuity provided by the LAC TECH advisors meant that they served as an informal clearinghouse for information. They saw what worked and what did not work at each Mission and could help Mission staff to duplicate the programs that worked and replace those that did not.

The LAC TECH II analytical research agenda was driven, first and foremost, by Mission concerns. As a result, advisors could focus on finding practical solutions to the problems of the Missions rather than spending their time on original research.

Advisors focused their attention on the overall strategy of programs rather than putting together detailed activity designs. In this way, they had a much greater impact on Mission programming than would otherwise have been possible.

As previously mentioned, a key lesson learned is that to be truly effective, financing arrangements for a project such as LAC TECH II should be consistent with the mission to provide services to the field. The core-funded nature of the contract allowed the advisors to provide services to the field Missions in a flexible and effective manner while providing a mechanism for consistency and long-term follow up.

ANNEX A

PUBLICATIONS LIST

The U.S. Market for Oriental Vegetables (English) (2-730)
The U.S. Market for Oriental Vegetables (Spanish) (2-731)
Assessment and Options for Jamaican Preclearance Program (2-733)
Pitahaya (hylocerus Updates) Options for Import Authorization (2-734)
Plant Protection and Quarentine Assessment for St. Vincent and Grenada (2-735)
Harvest of Progress (English) - Video also available (2-750)
Harvest of Progress (Spanish) - Video also available (2-750)
Making Markets Work for the Rural Poor (2-751)
Identifying the Key Variables, The Cochabamba Rural Household Survey (2-752)
Food Security Strategy for Peru (2-753)
Design Assessment: The Productive Land Use Systems (PLUS) Project (2-755)
Evaluation of the Haiti Coffee Revitalization Project (2-756)
Methyl Bromide Phase Out and Its Impact (2-757)
Survey of U.S. Spice Importers: Market Potential for Nicaragua (2-758)
Issues of Microenterprise and Agricultural Growth (2-759)
Financial Markets in Latin America and the Caribbean (2-760)
New Certification Procedures -- Conference Proceedings (2-761)
Lessons Learned from the Economic Education Project -- Dominican Republic (2-762)
Interim Impact Evaluation of PL-480, Title I, Sect. 108 Program in the Dominican Republic (2-763)
Report on the Jamaican Organic Movement (2-764)
TIAFTA Study (2-765)
The Case for NTAES (2-766)
Haiti Food Security Strategy (2-767)
Evaluation of the Marketing Component of the Cochabamba Regional Development Project (2-768)
CORDEP Project Evaluation (SPANISH) (2-768A)
Credit and Cost Recovery Assessment (Bolivia) (2-770)
IBTA/Chapare's Essential Functions and their Costs (2-771)
IBTA/Chapare's Essential Functions and their Costs - SPANISH (2-772)
A Synthesis Report: Non-Farm Employment, Its Importance and Programmatic Implications.

TB-1 Technical Bulletin No. 1 - Food Security (LAC TECH I)
TB-2 Technical Bulletin No. 2 - Property Registries (LAC TECH I)
TB-3 Technical Bulletin No. 3 - Rural Poverty
TB-4 Technical Bulletin No. 4 - Credit Unions
TB-5 Technical Bulletin No. 5 - Agro-Exports and the Rural Poor
TB-6 Technical Bulletin No. 6 - Non-Traditional Agricultural Exports
TB-7 Technical Bulletin No. 7 - Tenure
TB-8 Technical Bulletin No. 8 - Food Security Concepts
TB-9 Technical Bulletin No. 9 - Transaction Costs
TB-10 Technical Bulletin No. 10 - Funding: Public vs. Private
TB-11 Technical Bulletin No. 11 - Demand Driven Technology
TB-12 Technical Bulletin No. 12 - Title III: How it Works
TB-13 Technical Bulletin No. 13 - Innovative Uses for Food For Work
TB-14 Technical Bulletin No. 14 - Title II: Some Basics
TB-15 Technical Bulletin No. 15 - Food Security Update
TB-16 Technical Bulletin No. 16 - Peru Food Security Strategy
TB-16 Technical Bulletin No. 16 - Peru Food Security Strategy (SPANISH)
TB-17 Technical Bulletin No. 17 - Common Property Resource Managemern: Legal Issues

ANNEX B

CORE FUNDED TDY SUMMARIES (1993-1998)

HAITI

K. Weiss (3-4/94): Travelled to Haiti as Agriculture Economist/Marketing Specialist in a mid-term evaluation of the Coffee Revitalization Project. Edited and finalized the report. Made preparations for the visit of the group filming the NTAE video, and assisted them upon their arrival in-country.

K. Weiss (3-4/95): Team member in the USAID agribusiness subsector analysis performed as part of the new national agricultural sector analysis. Team recommendations related to overall development of agribusiness in Haiti including policies and infrastructure, crop and market selection, financing and input supply, production, handling and export marketing. The recommendations will help increase the income of agribusiness firms, small farmers, and organizations with which they are economically linked.

DOMINICAN REPUBLIC

J. Riordan and D. Tacker (8-9/95): Carried out an impact evaluation of the Mission's PL-480 Title I, Section 108 program. The evaluation examined the impact of the program on exports and imports of agricultural commodities from the United States and on the recipients of the various loans given out under the program. In order to obtain a larger impact, the team recommended several ways to maintain the corpus of the funds intact rather than gradually draw down the funding for the program.

J. Riordan (10/95): Presented the final draft of the interim impact evaluation of the Mission's PL 480, Title I, Section 108 program conducted in August and September. The Mission decided, based on the evaluation, to maintain the existing corpus of funds intact until the end of the program.

J. Riordan (12/95): Assisted the Mission in synthesizing lessons learned from its Economic Education Project. Recommended that the Mission engage the Fundación Economía y Desarrollo to develop a strategy for realigning public sector budget priorities to address poverty concerns and, thus, contribute directly to the Mission's economic growth strategic objective. Helped the Mission brainstorm on how to structure a workshop to identify key actions to make Dominican agriculture more competitive under free trade.

JAMAICA

K. Weiss (3/96): Lead two seminars, one in Kingston and one in Mandeville, on the organic foods industry for local producers. Seminar was organized by the Jamaica Exporters Association and the Small Business Export Development Project. Participated in a radio talk show to promote the seminars and met with selected individuals to discuss the organic foods industry in Jamaica. As a result of the seminars, the Jamaica Organic Growers Association expanded membership and received offers of material assistance. More than 40 producers or producer group representatives attended the seminar. All present learned more about the nature of the industry, solutions to its inherent problems and concerns specifically related to Jamaica.

M. Stewart (3-4/96): Researched the Jamaican organic foods industry for a case study that was produced by LAC TECH. The study was printed and distributed to USAID Missions and other organizations that can be of assistance to the organic agriculture movement. This activity may help the organic farmers association in Jamaica obtain partial grant funding for their operations. Organic farming is a sustainable, labor intensive production process. With proper promotion and support, it promises not only to improve the lives of small farmers in the LAC Reigion but also involve them to a greater degree in local and international markets. Moreover, organic production has a positive impact on human health and is both bio-rational and environmentally sound.

TRINIDAD AND TOBAGO

K. Weiss (12/94): Traveled with a team of 3 IDB staff members and 3 other consultants to provide two seminars regarding agribusiness development in Trinidad and Tobago. Mr. Weiss helped to improve the quality of the seminars by providing facts and ideas of use in agribusiness development by both government and business executives. These seminars will help IDB to structure the relevant component of its new program in agricultural development. This was a good example of donor coordination at work.

K. Weiss (4/95): At the request of the Interamerican Development Bank, Mr. Weiss spoke at a “farmers day” program in Tobago regarding U.S., E.C. and Canadian import regulations for fresh and processed produce. Mr. Weiss also conducted meetings in Trinidad regarding the IDB’s plans for NTAE development in the country. Mr. Weiss’ report will be used by the IDB to develop a request for funding of part of the program from the Multilateral Investment Fund (MIF).

GUATEMALA

J. Daly (12/93): Evaluated the Cooperative Strengthening Project and assess the feasibility of replicating the experiences of their credit unions to other Latin American countries. Follow up included delivery of a seminar in Guatemala City in early 1994.

M. Wise (4-5/98): Met with Guatemalan public and private sector representatives (as well as USAID/G-CAP personnel) to discuss impact/problem/solution of US food safety restrictions on export of Guatemalan (and LAC regional) agricultural products to the US. Recommended that G-CAP should be particularly alert to see that the agricultural sector’s trade issues are treated and that the sector’s contribution to regional economies is not unnecessarily reduced due to lack of compliance with phytosanitary and food safety trade requirements. The LAC Bureau should consider funding a regional meeting where these issues are discussed. Also recommended that the IDB diagnosis of the region’s analytical laboratories should proceed post-haste, but it should be sensitive to the fact that too many “under performing laboratories” currently exist in the region. More laboratories will likely make the few good ones economically unsustainable. USAID should continue to monitor the progress of the President’s Food Safety Initiative and assess its impacts on trade and economics in Central American agricultural sectors.

EL SALVADOR

J. Riordan (12/93): Provided assistance to USAID/El Salvador to write a concept paper for the Agricultural Sector Modernization Program which addresses constraints to "modernizing the agricultural sector in El Salvador." The program supports the mission's strategic objective #2, increased equitable economic growth, and draws upon recently completed studies undertaken in four policy areas: land tenure, agricultural credit, debt overhang and barriers to entry.

K. Weiss (2-3/94): Participated in a conference on future of NTAE development in El Salvador and then advise on future AID interventions to bring about sustainable increases in NTAEs produced by small-scale farmers.

J. Riordan (11/94): Assisted USAID/El Salvador in the review and updating of the GOES/USAID agricultural sector policy agenda. Assisted in the creation of the project strategy for the CRECER (Crecimiento Economico Equitativo Rural) Project. Helped to craft the rural policy and information components of the project.

HONDURAS

J. Riordan (1/95): Assisted USAID/Honduras in facilitating a food security seminar for government decision makers. Dr. Riordan gave a presentation on the evolution of the concept of food security, providing a framework for much of the discussion that followed. He emphasized the need to make choices, that is, to indicate not only what will be done, but also what will not be done. He also insured that concerns were heard about the danger of reducing the food security problem to a basic grains problem.

K. Weiss (11/95): Travelled to Honduras, El Salvador and Guatemala to participate in a feasibility study for an electronic communication, information and commerce system known as "Agrinet Americas," that is being developed by C/LAA, Sprint International and other organizations. Completed a team report which contained a series of recommendations. Found that C/LAA, Sprint and its partners should add agricultural information by putting the NAL (National Agricultural Library) data base on Agrinet before it is shown at the Miami Conference on the Caribbean.

NICARAGUA

K. Weiss (10-11/93): Assessed the production and marketing constraints facing export-oriented producers of canned baby corn, mangos, and pitahaya.

J. Riordan (11/93): Reviewed, together with Roberta van Haeften, progress toward the development of the P.L. 480, Title III, policy matrix and provide advice on the establishment of the Title III monitoring system.

K. Weiss (11-12/93): Examined why the Government of Nicaragua had not met its commitment under P.L. 480 conditionality to begin improving its price information system for basic grains, and to recommend corrective action. Also, participated in the Miami Conference on the Caribbean and AGRITRADE.

J. Daly (12/93): Assessed the microenterprise project loan launched by the Intern American Development Bank and made recommendations as to how this source of credit can be accessed by farmers' organizations. Follow up included the delivery of a seminar in Managua in early 1994. (See next entry.)

J. Daly (1/94): Delivered presentation on rural financial markets in a seminar on "Policies and Programs to Expand the Provision of Financial Services to Rural Areas," which was sponsored by the Inter American Development Bank, the United Nations Development Program and the Ministry of Agriculture of Nicaragua.

K. Weiss (8/94): Delivered presentations, along with Robert Bailey, as part of seminars on exporting non-traditional agricultural products from Nicaragua. Seminar details (sites, topics, participants) included:

Sebaco; sponsored by APENN; attended by 60 farmers; "U.S. Market for Products of the Sebaco Area" and "Marketing a Specific Product (asparagus) in the U.S."

San Marcos; organized by a U.N. project; attended by 200 persons; "U.S. Market for Fresh and Processed Pitahaya."

Managua; organized by APENN; attended by 25 farmers; "U.S. Market for Horticultural Products from Nicaragua." Resulted in interviews by reporters from two newspapers.

Also reviewed briefing papers prepared by Brian Rudert for the incoming Mission Director, and visited an agricultural marketing cooperative.

J. Riordan (8-9/94): Facilitated completion of the first draft of the objective tree analysis including narrative rationale or ARDO short, medium and long term strategic objectives. Also prepared a final report which was an elaboration of the agricultural and natural resources strategic objectives and program outputs found in the USAID/Nicaragua Action Plan. Led a half day retreat for Mission personnel regarding these findings. The Mission took much of the content of Dr. Riordan's report and incorporated it into the strategic planning exercise led by the new Mission Director. It had a profound positive effect on the final version of the strategic objective tree for the Mission.

K. Weiss (4-5/95): Assessed the design of phase II of APENN's Title III program, the market potential for new crops, APENN's marketing strategy and institutional fit with related entities in Nicaragua, and current market information system of APENN, CEI and others as well as plans for improving these systems.

J. Riordan (10/95): Assisted USAID/Nicaragua in preparations for a workshop to develop a plan of action for agriculture in Nicaragua. Met with all of the principal organizations involved in agriculture to gain ideas and reach preliminary agreements before the workshop takes place. If successful, the workshop could have a significant impact on the upcoming Presidential campaign and affect the future direction of sectoral policy.

K. Weiss (10/95): Assisted USAID/Nicaragua in resolving issues related to the admissibility to the U.S. of fresh pitahaya from Nicaragua and development by APENN of cargo handling and cold storage

facilities at the airport in Managua. Prepared a draft scope of work for a feasibility study and business plan for setting up a private, non-profit cargo handling and cold storage facility at the international airport in Managua.

J. Riordan (11/95): Returned to Nicaragua to continue the support provided in October. Drafted a summary of the objectives and plans for the workshop to serve as a basic reference for all interested parties. Prepared a first draft of the workshop agenda. Organized the conclusions of previous working committee meetings in matrix form to highlight where there had been, and where there had not been, tentative agreement on specific actions to date.

COSTA RICA AND BELIZE

K. Weiss (6/95): Mr. Weiss traveled to Costa Rica to attend and speak at the conference “Economic Integration in the Western Hemisphere.” He then traveled to Belize to help with preparations for the forthcoming IDB program in agriculture. Specifically he helped plan a study of the demand for the services of the proposed program, gathered business leaders ideas about the nature of the services, and suggested ways in which key program activities might become self sufficient within three years.

ECUADOR:

J. Riordan (2-3/94): Assisted USAID/Ecuador in merging its first (trade and investment) and second (agriculture) strategic objectives into once labeled “increase sustainable economic growth for a broad base of the population” and in broadening its fourth strategic objective, “promote the sustainable use of natural resources, the conservation of biological diversity, and the control of pollution.” Dr. Riordan provided a first draft of the SO program “tree” and performance indicators and text explaining the rationale for and composition of the Mission’s economic growth program.

J. Riordan (8/95): Collaborated with David Flood in the Ecuador Mission on the evaluation of the Agricultural Sector Reorientation Project (ASRP). The evaluation resulted in the compilation of lessons learned from the work with Fundación IDEA and the Ministry of Agriculture during the economic reform period. The final product (to be completed during future trips) will be a synthesis on the role of USAID-supported policy analysis and information projects, as exemplified by the experience of IDA and the MAG under the ASRP, in policy reform.

J. Riordan (8/95): Travelled to Ecuador to continue assistance to the Mission on the evaluation of the ASRP (see above).

PERU:

J. Riordan (1/94): Assisted USAID/Peru in the preparation of a strategy for sustainable development, which builds upon LAC/DR/RD’s “Broadly Based, Sustainable Rural Economic Growth in Latin America and the Caribbean: An Agenda for Programming USAID Assistance,” and applying it to the Peruvian context and broadening its coverage beyond rural areas to encompass the entire economy.

E. Roberts and A. Buckner (2/94): Conducted a 2-day workshop, along with Kerry Byrnes and Amy Buckner, “Organizational Management for Sustainability,” for 8 local NGOs currently working with USAID In Lima. Following the workshop, met with institutions individually to

provide technical assistance to assist them in applying the concepts discussed during the course of the workshop. Workshop participants included representatives from NGOs working in the areas of agricultural and rural development, policy reform, the environment, and microenterprise development.

J. Riordan (4/94): Assisted the Mission in refining its economic growth strategic objective to make explicit the Mission's commitment to development approaches in which there is widespread participation, especially by the poor. Drafted the SO program "Tree" and performance indicators, as well as the text explaining the rationale for and the composition of the Mission's economic growth program. Prepared a rough draft of a New Activity Description for an Increasing Access to Rural Finance Project.

J. Riordan/Jorge Daly (6/94): Dr. Riordan led a LAC TECH advisory team, along with Roberta van Haeften, to initiate work on the development of a food security strategy. The team drafted an outline and organized the division of responsibilities between the Mission, the team, and the local research staff contributed by the University of the Pacific. Dr. Daly will focus on how the macroeconomic situation affects food security in the country and provide insight on the impact of finance and credit on the food security situation.

J. Riordan (8/94): Assisted USAID/Peru in the continuation of work on a food security strategy. Traveled to areas of the country identified as high priority for food security (Ayacucho) and reviewed the draft research report produced by the University of the Pacific.

J. Riordan (9/94): Assisted USAID/Peru in the continuation of work on a food security strategy. Visited Cajamarca, an area identified as high priority for food security, and participated in meetings with government and NGO personnel concerned with issues related to food security. Assisted the Mission to craft a response to USAID/Washington's food aid and food security policy paper.

J. Daly (9/94): Previewed the final draft report prepared by the Centro de Investigacion de la Universidad del Pacifico and incorporated it as part of a document on food security strategy the aforementioned LACTECH team committed to write for USAID/Peru.

J. Riordan (10/94): Assisted USAID/Peru in the design and implementation of four program review workshops aimed at conducting in-depth analyses of the food aid program in Peru, and provide guidelines for the fiscal year 1996 planning cycle. In each workshop (with Caritas, ADRA, PRISMA, and CARE), Dr. Riordan presented the Mission's emerging strategy and worked with the cooperating sponsor to trace out the ramifications for its programs. This helped facilitate the transition of the Mission's food security portfolio to a more focused program.

J. Riordan (5/95): Assisted USAID/Peru in promoting a coordinated food security strategy and policy and program action plan among host country entities, principal donor agencies, and PVO/NGO food aid cooperating sponsors. The small group sessions and meetings were very successful in eliciting comments regarding the strategy and getting the various agencies to endorse the strategies analysis and recommendations. The Ministry of the Presidency was very excited about the strategy.

J. Riordan (6/95): Gave the principal presentation and served as the primary technical resource at a food security conference hosted by the Ministry of the Presidency. Initial reactions to the new strategy were very positive and in late 1995, the Government launched a major five-year anti-poverty plan, many of the elements of which came from key directions proposed in the food security strategy.

J. Riordan (10/95): Participated in two round tables at the tenth Latin American Congress of Nutritionists and assisted USAID/Peru to help the Ministry of the Presidency in developing a five-year plan to combat poverty. Also participated in a brainstorming session concerning a proposed Mission “basic education” initiative.

J. Riordan (1-2/96): Assisted USAID/Peru to combine its economic growth and food security strategic objectives for its country plan. Drafted a strategic objective tree for the Mission. Met twice with the Ministry of the Presidency regarding its 5 year \$2 billion anti-poverty plan. The minister asked that Dr. Riordan prepare a full-fledged project proposal for the plan targeted at international donors.

J. Riordan (3/96): Began assistance to the Ministry of the Presidency in the preparation of its five-year \$2 billion anti-poverty plan. The Ministry adopted the food security strategy as the basis of its plan. Dr. Riordan drafted two operational substrategies for the Ministry: 1) how to bring operational order to the plethora of government nutrition programs, and 2) how to make operational a strategy to support secondary and tertiary cities.

BOLIVIA:

J. Riordan (4/94): Assisted USAID/Bolivia in preparing the first complete draft of its 1995-97 PL 480, Title III, program proposal. Influenced the document by focusing on Bolivia’s Altiplano and valleys, supporting those agricultural and non-agricultural activities that are likely to bring about the most significant income increases for the country’s food insecure population. Also succeeded in achieving a focus on access of the poor to three different kinds of resources, central government revenues, land, and productive finance. As a result of Dr. Riordan’s work, the program will not pick winners beforehand, but support those project ideas that emerge from a program-sponsored competitive grants program with the highest impact on the incomes of poor households.

J. Riordan (4/94): Participated in an PL 480, Title III, workshop sponsored by USAID/Bolivia and the GOB to develop a strategy for enhancing the food security impact of the 1995-97 program.

J. Riordan (3/95): Assisted USAID/Bolivia by working with IBTA/Chapare, an agricultural research institution, to develop an organizational sustainability strategy. Dr. Riordan advised the Mission to take one of three alternatives, only the most “radical” of which, endowing IBTA/Chapare and making it commercial, will allow IBTA/Chapare to be able to provide a regular basic minimum of essential services for the foreseeable future without undue reliance on other parties.

J. Riordan (9/95): Began assistance to the Mission in Bolivia in the preparation of a food security strategy similar to that under way for Peru. The GOB will present the food security strategy at the

World Bank Consultative Group meeting in Paris in March of 1996.

J. Riordan (11/95):

particular emphasis this time on donor coordination with U.N. and other major programs) and provided assistance to USAID/Bolivia's PL 480, Title II, cooperating sponsors in the preparation of their five-

Riordan presented the Mission's proposals for targeting functionally and geographically in the future.

J. Riordan (2/96):

strategy for the country.

J. Riordan (2/96):

of time with the principal author of the strategy refining its main policy and program implications and brainstorming on how to put together a compelling executive summary. Helped the PL 480, Title II

functionally, of their programs. Offered comments on the GOB's sustainable rural development strategy that encourage a view from more of a demand driven approach.

Reviewed the development assistance plans (DAPs) prepared by USAID/Bolivia's PL 480, Title II cooperating sponsors, ADRA, Caritas, Food for the Hungry, and Project Concern.

description of the relationships between the programs proposed in the DAP submissions, Mission strategic objectives and the GOB's food security strategy. Assisted the Mission in identifying means of

development strategy presented in Paris at the World Bank Consultative Group Meeting. The Mission requested that LAC TECH issue a technical bulletin on the food security strategy.

K. Weiss (3/96): Participated in the Americas Business Forum held in conjunction with the Trade

to USAID. Visited the Cartagena Trade Point and drafted a report detailing progress made to date. Noted that USAID can help the trade points by 1) providing speakers for seminars, b) help them set up

access it more easily. Mr. Weiss briefed trade point staff on the plans for Agrinet. The trade point receives the most inquiries from U.S. exporters interested in selling in the Cartagena area.

J. Riordan (9/93): Assisted USAID/Paraguay in assisting the Government of Paraguay in

diversification of Paraguayan agriculture.

URUGUAY:

Spoke in a seminar, sponsored by the "Camara Mercantil" and other local organizations, on potential for revitalization of the fruit and vegetable industry in Uruguay in the

UNITED STATES

Atlanta, GA - K. Weiss (7/93): This assignment was closely tied to the production of the NTAE video by USAID/LAC. Assisted in the implementation of USAID's plan to shoot B-roll of the produce section of a Piggly Wiggly store including a special display of sweet onions and to film interviews with two produce managers, the president of Georgia Vegetable Company, and a consultant on onion production from the University of Georgia. Also discussed NTAE's in Nicaragua with James John, formerly of APENN and now of MANCOSA in Nicaragua.

Miami, FL - K. Weiss (12/94): Mr. Weiss attended the Miami Conference on the Caribbean and Latin America and the AgroAmericas conference which was jointly organized by C/LAA and IICA. He provided a written summary of his observations regarding the confereces. He was particularly struck by the comments of John Lamb who noted that many farmers in the LAC region are drowning in information but are still thirsty for knoledge. They want to know what they can sell, to whom and how; who their competitors are, how much investment is required for their ventures to be viable, and how to decrease their costs and increase yields. More and better information helps farmers to minimize uncertainty and contain risks, expand production and trade, and spread the benefits of agriculture more widely. Mr. Weiss will follow up with C/LAA and others regarding this need for information. This is a potential area for USAID support.

Miami, FL - J. Daly (12/94): At the request of the LAC Bureau, Dr. Daly attended the 18th Annual Conference on Investment, Trade and Development at the Miami Conference on Latin America and the Caribbean. Dr. Daly attended and contributed to seminars on increasing the efficiency and competitiveness of financial systems in the region, emerging capital markets, stock market activity in the caribbean basin, and NAFTA and a vision of hemispheric free trade. He provided a detailed oral briefing for members of LAC/RSD/BBEG.

New York, NY - D. Tacker (12/94): Mr. Tacker attended the Foreign Trade Data Users Group Meeting "Surfing the Internet for Trade Information." He provided a detailed 25 page report which will be utilized by the advisors and USAID counterparts to facilitate the work of the project.

Anaheim, CA - K. Weiss (2/95): Mr. Weiss attended the annual convention and exhibition of the United Fresh Fruit and Vegetable Association. He distributed the new USAID video and booklet on NTAEs and distributed LAC TECH publications on Agribusiness. He showed the video three times to an audience of more than 20. In his role as agribusiness and trade advisor he increased his knowledge and contacts in the fresh produce industry which will allow him to better serve the regional Missions.

La Jolla, CA - K Weiss (2/95): Mr. Weiss attended the 1995 Hemispheric Policy Forum "Reform and Integration: Next Steps." This was particularly useful because the forum provided a great deal of insite into NAFTA and its probable course for the next several years, an issue of great concern to regional USAID Missions. Mr. Weiss was also able to promote USAID's new NTAE video and booklet to attendees.

New York, NY - K. Weiss (6/95): Attended a foreign trade data users group meeting on the subject "trade information - the internet and beyond." The session had specific relevance to current LAC Bureau and Mission activities.

Attended the Miami Conference on the Caribbean and Latin America and provided observations and reports on the outcome of individual sessions to LAC Bureau officials.

Traveled to Washington, D.C. to review USAID/LAC and G-CAP strategies for trade expansion in the LAC region to assure internal consistency with bi-lateral efforts with regional and bi-lateral Missions.

ANNEX C

EQUIPMENT DISPOSITION

As part of its contractual obligations under LAC TECH II, Chemonics provided working space, computer equipment and support for many of the LAC TECH advisors, not just those under the Chemonics contract. Much of the computer equipment used by the advisors had been purchased under the LAC TECH I contract. When the Chemonics International Computer system upgraded to a Windows environment, Chemonics provided upgrades for much of this older project equipment and used project funds as part of the upgrade process.

At the time this report was written, Chemonics had requested instructions for the disposition of this equipment but had not yet received detailed instructions from the contracting officer regarding final disposal. The disposition request letter sent to the Contracting Office on September 10 is included as part of this annex. This letter details the current status and location of equipment purchased under the Chemonics contract.