

**Quarterly**  
**Report**  
**October through December**  
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# **CHAPTER I: SUMMARY OF PROJECT OBJECTIVES AND RESULTS**

This report describes the progress made during the fourth quarter of Calendar Year 2000 in establishing a sustainable, licit agricultural economy in the Cochabamba tropics through training, technical assistance, marketing support, investment promotion and the development of a results-oriented information system.

The report format focuses on the achievement of results set forth in the performance-based contract between USAID and Development Alternatives, Inc.

## **A. PROJECT OBJECTIVES**

The Counter-Narcotics Consolidation of Alternative Development Efforts in Bolivia (CONCADE) is a four-year project based in the Department of Cochabamba, Bolivia. The contract naming Development Alternatives, Inc. (DAI) as the principal contractor for this project was signed in La Paz, Bolivia, on May 27, 1999, with an effective start date of June 1, 1999. The project began with the arrival of the expatriate advisors on June 19, 1999, and is scheduled for completion no later than May 31, 2003.

The purpose, as stated in the contract, is to support the USAID Counter-Narcotics Special Objective and the Bolivian Government *Plan Dignidad* in eliminating the growing and trafficking of illegal coca in the Chapare by developing a sustainable economy for licit crops in place of coca. Specific Objectives include:

- 1) Establishing sustainable farm-level production capacity for licit crops;
- 2) Establishing sustainable market linkages for licit crops;
- 3) Strengthening alternative development organizations;
- 4) Stimulating private sector investment and agriculturally-based industries; and
- 5) Putting in place a results-oriented management, geographic information system for PDAR, which supports policy and implementation actions and decisions made by AMU (Administrative Management Unit), GOB and USAID.

DAI manages CONCADE activities, in consultation with the Bolivian Vice-Ministry for Alternative Development, through the Administrative Management Unit and with the participation of USAID through the Activity Implementation Committee. USAID's Counter-Narcotics Special Objectives Team (CN-SOT), during periodic reviews of project work plans and results, sets the over-arching policy decisions and priorities of CONCADE.

## **B. OVERVIEW AT END OF FOURTH QUARTER 2000**

The DAI contract provides for project management, administrative and financial activities to support the five Specific Objectives (SOs). To fulfill these SOs the DAI contract cites twenty-three (23) Results designed to measure DAI's achievement of the SOs over the four-year life of the project. While Results and Critical Tasks will not change without modification to the USAID contract, activities at the field level are dynamic and subject to on-going refinement and improvement as determined by the Administrative Management Unit. In December 2000

USAID and DAI reached an agreement to revise these contracted results, reducing their number to twelve(12). Beginning in 2001 all quarterly reports submitted by DAI will report only on these twelve indicators which are identified in the tables in the text with **heavy bold borders**. These revised indicators retain the spirit of the original indicators, making improvements only where necessary in clarifying the nature of the results sought after and the manner in which it will be measured.

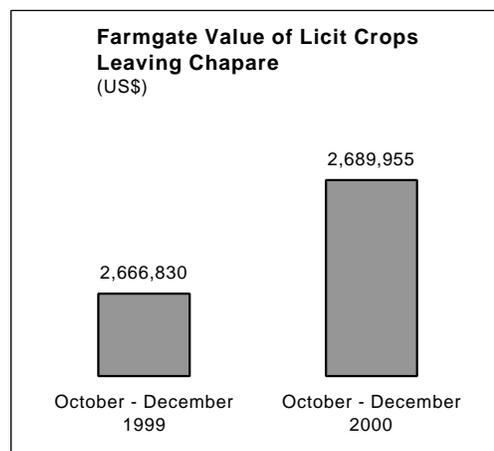
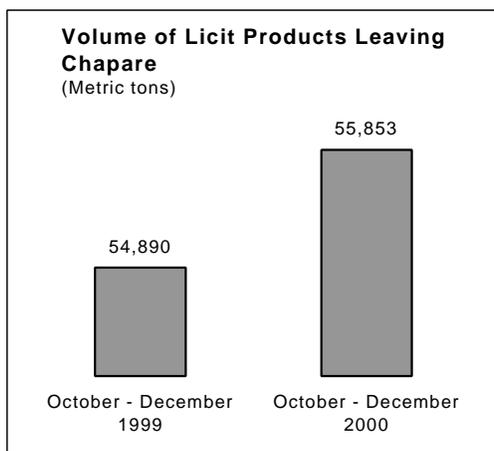
Achievement of contracted results are tracked and reported in a quarterly and cumulative fashion. Eventually this information will be available on demand from the Performance Management Information System (PMIS), which will track results of all the CONCADE partners.

The CONCADE Project is designed to fit seamlessly with the Results Framework of both USAID and the GOB'S *Plan Dignidad*. Our commitment is to direct all our efforts toward the ultimate strategic objective of the eradication of illegal coca production and trafficking in the Chapare by achieving the Project's Intermediate Result of establishing a viable, self-supporting agricultural economy for licit products in coca-free zones within the Chapare.

Chapter II reports on the status of the original and newly agreed upon Result Indicators. Each indicator is provided in a separate table, comparing targeted with actual results, indicating the source of the data used in the analysis, comments about the terms and data, and a statement of progress. These Results serve as our principal contract management barometer of effectiveness.

Notable events during the quarter include the following:

- ▶ The **volume of licit products leaving the Chapare rose a modest 1.8%** in fourth quarter 2000 compared to the same quarter in the prior year. Although the percentage increase is small, the increase itself is significant given the civil unrest and road blockades which caused damage to productive facilities and prevented movement to and from the Chapare for half the month of October. Generally lower farmgate and market prices in 2000, compared to 1999, also deflated the effect of modestly higher volumes leaving the Chapare.



Source for both graphs: CAIB Reports on Product Movement at the Bulu Bulu and Paracti Inspection Points, October through December, 1999 and 2000, special data evaluation studies done by Steve Romanoff, and farmgate prices generated by the CONCADE Marketing Unit. CONCADE/DAI, 15Jan01, csf.

- ▶ The CONCADE Policy Unit, working closely with the Vice Ministry of Alternative Development and other CONCADE partners, developed the **first model for measuring the economic and social impact of alternative development** in the Chapare. This model provides the first, broad-scale quantitative measurements of the efforts and impacts of alternative development, permitting comparisons of economic growth in the Chapare with other regions of Bolivia.
- ▶ CONCADE **agricultural extension** is now benefiting 7,332 Chapare families that farm more than 11,000 hectares of licit crops. All these families have received some combination of rapid rural appraisals, direct-to-farmer technical assistance, certified plant material or farm management training. This number does not include possible other farm families receiving assistance from the road maintenance program and other alternative development agencies, such as UNDCP/FAO/C23 and UNAGRODI.
- ▶ **Farmer organizations** are rapidly developing the skills necessary to become sustainable. During the year 2000 there were approximately 24,000 participants in about 1,740 training events. Thirty-three farmer associations offer services to their members, as well as generate income from sales of crops, plant material or agricultural inputs. There are fifty-seven producers' associations now that plan and project their own production of basic grains and perennial crops. Thirty-two associations are paying, either partially or completely, for their technical assistance, and there are 290 community-level promoters whose work extends the reach of agricultural extension in a cost-effective manner.
- ▶ **IBTA** is becoming better focussed and pro-active in its research and investigation. As of year-end 2000, IBTA has initiated thirty-eight new crop trials, established sixteen community demonstration plots and nine validation trials, distributed ten publications on improved crop management practices, and has sponsored a series of fourteen seminars on research results. The Experimental Station "La Jota" has also conducted 174 pest or disease diagnoses, has programs underway to monitor pests and diseases in banana and heart-of-palm in dispersed areas of the Chapare, and has emitted forty-one phytosanitary certifications. Fifteen IBTA researchers are participating in the farmer experimentation program. During the year 2000 IBTA also produced 476,000 coffee seedlings for the C23 project.
- ▶ **Market linkages** were established for the approximately two hundred hectares of the Sigatoka-resistant banana variety FHIA 1 under cultivation. The cooperative La Khochalita has committed to purchasing over half the projected production to fill orders for dried bananas from its customers in Europe. In addition, CONCADE developed markets for the FHIA 1 variety in Oruro and Cochabamba where the product sells for roughly the same price as its Cavendish-variety competitor. Also, Chapare produce began moving through newly established channels between grower associations and buyers in La Paz. This is the first time that Chapare produce has entered the La Paz open-air markets ("*tambos*") on a consistent basis. Also during the quarter, DAI completed a successful trial of delivering bananas for the school

breakfast program in Santa Cruz. Nearly 23,000 banana fingers reached sixteen school centers operated by the Colegio Fé y Alegría over a five-week period.

- ▶ **Grants** amounting to over US\$ 1.5 million were awarded to Chapare producers associations, hotel/tourism operators and service providers during the fourth quarter. The majority of these grants were destined for market-driven projects intended to expand the production and processing base for licit crops in the Chapare. In the section under SO3 Strengthening Farmer Associations, we describe in greater detail the beneficiaries and amounts of these grants.

In Chapter III we indicate how funds were expended during the quarter by CLIN. In Chapter IV we describe DAI's fulfillment of deliverables and outputs as called for in the USAID/DAI contract. In Chapter V we provide a table showing the level of effort in person/months expended during the quarter. The report concludes with an Appendix providing glossaries of acronyms, terms and phrases used in the body of the report.

## CHAPTER II: PROGRESS TO DATE BASED ON RESULTS INDICATORS (AS OF DECEMBER 31, 2000)

### A. Sustainable Farm-Level Production Capacity for Licit Crops Established (Specific Objective 1)

CONCADE's strategy for **SO1** focuses on providing an overall framework to increase the likelihood that farmers in Coca-Free Areas (CFAs) will successfully make the transition to licit and profitable agricultural activities. Our integrated approach is to simultaneously:

- ◆ Improve policies that affect agriculture and agribusinesses operating in the Chapare;
- ◆ Re-direct research and extension systems so that they respond more precisely to client needs; and
- ◆ Remove financial subsidies that inhibit farmer groups from becoming self-directed and sustainable in a competitive marketplace.

In the policy area (Critical Task A), our staff made significant progress in the quarter in the following areas:

- ▶ **The new economic impact model of alternative development demonstrated that the economic contribution of the licit economy in the Chapare surpassed the contribution of coca/cocaine in 1998, and by year 2000, was 70% greater.** The contribution of the Chapare licit economy continues to increase, showing a 4% improvement over the year 1999. In addition to contributing to the development of this economic impact model, the CONCADE Policy Unit was instrumental in incorporating the Banana School Breakfast Program within the Bolivian public decree pertaining to "Improving Nutrition and Strengthening Alternative Development within National Agricultural Production". The Unit also formulated a set of constructive options for the sustainable reorganization of IBTA/Chapare on the basis of market-driven factors related to agricultural research and technology transfer.
- ▶ **A proposal for restructuring the generation and transfer of Agricultural Technology was launched during the quarter.** Establishing greater relevancy and continuity to the functions of technology transfer is critical to the success and sustainability of alternative development. The study examined technology generation and transfer, as well as the provision of farming inputs and other technical-scientific services in the Chapare. Short-term advisors working on this project included Dr. Richard Sawyer, Dr. Alfredo Alvarado, and Ing. Florencio Zambrana. The report concluded that scientific services could be effectively provided by a small research and training organization that would:
  - Capture and generate information on priority crops;
  - Transfer that information to extensionists and other actors via training; and
  - Identify major pests and diseases and make recommendations for their control.

Plant production and research on other, less important crops would be largely contracted out to third parties.

In the area of “Agricultural Technology Transfer and Training” (Critical Task C), we note the following accomplishments during 2000:

- ▶ **Beneficiaries.** CONCADE-financed extension activities benefited 7,332 farm families in the Chapare. These families received benefits from either direct technical assistance, plant material or specialized training programs. The list of these families was carefully edited (cleaned) to eliminate duplicate names and attendance at multiple extension and training events.
- ▶ **Hectares.** Preliminary findings reported by Digital Earth Consulting indicate that the agricultural area in the Chapare increased by about 5,500 hectares to 113,984 hectares, with the largest increases occurring in banana/plantains, basic grains, and pastures. Most of the newly cropped area originated from recuperation of abandoned parcels or the conversion of scrub or secondary forest, since cover of primary forest decreased by less than one percent (less than 1,000 hectares) from 1999 to 2000. Complementary data provided by the extension groups suggest that CONCADE farmers manage more than 11,000 hectares of these licit crops, including almost 3,100 new hectares established during 2000.
- ▶ **Crop Yields.** Comparison of crop yields achieved by CONCADE and non-CONCADE farmers show that yields of banana and pineapple are greater with CONCADE farmers, whereas there is little difference in yields of heart-of-palm. Yields, however, are still generally low due to low plant populations, lack of fertilization, and inadequate pest and disease control. An expert in banana, Juan Felix Moreira, has been hired full-time by North Carolina State University to work with farmer associations and agribusinesses in solving their technical problems.
- ▶ **Environment.** Local and foreign consultants have been hired to examine how negative environmental impacts of CONCADE activities can be avoided or mitigated. Preliminary contacts have been made with the Better Banana Program run by the Rainforest Alliance and a team from the Program will visit the Chapare in February 2001 in order to assess how banana can be produced in a more environmentally friendly fashion. Environmental assessments are underway of the disposal of waste material at the banana packing sheds and heart-of-palm processing plants.
- ▶ **Farmer Training.** The four extension groups provided 1,740 training events that included almost 24,000 participants, of which approximately 30% were women.
- ▶ **Extensionist Training.** Extensionists’ skills and knowledge were upgraded through eighteen training events attended by 253 participants. The list of courses in the agronomic and organizational strengthening areas is shown on the next page. In addition, the extension companies implemented a number of internal training events for their personnel during the course of the year. The table on the next page lists the training themes and number of days dedicated to each theme.

<i>Course Theme/Agronomy</i>	<i>Number of Days of Training</i>
<b>Agronomy</b>	
Tea Management	3
Annual Crops	2
Banana Clinics (2)	22
Livestock Management	3
Palmito Management	3
Pineapple Management	4
Identification of Weevils in Heart-of-palm(3)	3
Monitoring of Black Sigatoka	1
Fertilization of Heart-of-palm	1
Sub-Total Agronomy	<b>42</b>
<b>Organizational Strengthening</b>	
Participatory Development of Technologies (3)	12
Institutional Strengthening	2
Marketing, Commercialization, and Processing (2)	4
Sub-Total Organ. Strengthening	<b>18</b>
<b>Total</b>	<b>60 days</b>

- ▶ **Researcher Training.** Researchers from IBTA were trained in the following: monitoring of pests and diseases in banana and heart-of-palm, farmer participatory development of agricultural technologies, pineapple management, heart-of-palm management, banana management, production and management of papaya, and community promoters.
- ▶ **Promoters.** The community promoter system contains 290 promoters or group leaders. About 40% work as volunteers, while about 25% are paid partially or completely by the farmer associations. Promoters are a key link between extensionists and individual farmers, greatly expanding the reach of the extension system at little additional cost.
- ▶ **Farmer Experimenters.** The farmer experimentation network currently includes ninety-seven farmers who are conducting trials, with IBTA and extension system personnel, on eight themes related mainly to pest or disease control or soil fertility in four crops: banana, heart-of-palm, black pepper, and pineapple. Some 454 farmers (about one-quarter women) from twenty-one associations have been trained in participatory diagnostic and research techniques.
- ▶ **Crop Planning.** In response to the marketing need for better information regarding the volume and timing of crop harvests, fifty-seven associations are currently projecting the production of basic grain or perennial crops.
- ▶ **Paid Technical Assistance.** Thirty-two associations are paying, partially or completely, for technical assistance. This technical assistance includes office administration, nursery management, supervision of agricultural input sales, as well as direct-to-farmer technical assistance in crop management.

- ▶ **Participatory diagnoses** of fifty-eight farmer groups representing 2,528 families with recently eradicated coca were performed as an initial step to incorporating them formally into the CONCADE program. Participatory diagnoses enable the creation of a realistic farm plan based on a careful assessment, by farmers and extensionists, of farmer resources, limiting factors, problems, objectives, and the joint identification of potential solutions and production alternatives. About 60% of these families have been formally incorporated into the extension program.
- ▶ **IBTA Results.** IBTA reported that to date thirty-eight new trials have been initiated, sixteen demonstration plots installed, nine technologies are in the process of validation, and ten publications are in press and another thirteen are under review. In the area of agricultural services, IBTA produced 476,000 coffee seedlings; executed 174 pest or disease diagnoses; is monitoring potential pest or disease problems banana and palmito in twenty areas of the Chapare; and has emitted forty-one phytosanitary certifications. An analysis of infrastructure needs was completed and the expansion of the auditorium of the La Jota Experimental Station has begun. The annual operating plan for 2001 was prepared. In addition, IBTA trained more than 450 farmers, promoters, and extensionists via events focussed on the priority crops.
- ▶ **Fertilization Program.** A mass demonstration program was initiated to illustrate the benefits of fertilizer use in banana, heart-of-palm, and pineapple. The trials will compare the use of fertilizers *versus* farmers' traditional practices on approximately 1,000 hectares (mixed between the five priority crops) and will involve IBTA, the extensionists, and farmers. Twenty extensionists have been trained to take plant and soil samples. In addition, CONCADE purchased fertilizers (principally nitrogen and potassium) sufficient for 250 hectares and IBTA prepared training manuals in sampling and began analysis of 350 samples of plants and one hundred samples of soil.
- ▶ **Soil Data Geo-Referenced.** Data from 401 soil profiles sampled in the past were geo-referenced as a preliminary step to incorporate such data in the geographic information system (GIS). The mapping of soils in sub-regions III and V at a scale of 1:50,000 was also contracted in order to complete soil maps of the Chapare.
- ▶ **Road Maintenance Association.** The technical and financial feasibility study for this project was mostly complete at the end of this quarter. Working with international consultants, the DAI staff finished the road maintenance market analysis. Based on it, we agreed with Caminos Vecinales that due to the stone paving of 400 km of existing roads over the next few years, two sets of heavy equipment would be needed. Two associations should logically operate these two sets of equipment; one in the east (Carrasco-Entre Rios, Puerto Villaroel and Chimoré) and one in the west (Villa Tunari and Shinaota). Each association would maintain about 300 km of existing gravel road.

Organizing meetings continue with the alternative development groups in the western Chapare, and community interest in the first association is very strong. A complete package of all the documentation for this project will be submitted to the GOB partners for their written approval in the next quarter, after which the heavy equipment for the first association will be ordered using existing DAI SO budget.

<b>Specific Objective 1:</b> <b>Sustainable Farm-Level Production Capacity for Licit Crops Established</b>				
<b>Result No. 1.1:</b> <b>Eradication conditionality increasingly accepted by farm families</b>				
<b>1.1. Performance Indicator: Farm families receiving alternative development assistance conditioned on coca-free areas/agreements</b> <b>Coverage:</b> AD assisted families <b>Unit of Measure:</b> Cumulative number of farm families assisted <b>Source:</b> DIRECO, Communities, Extension Groups, and PDAR as well as other AD Projects reporting through PDAR <b>Description:</b> Alternative Development assistance is defined as: technical agricultural assistance, marketing and financial support, productive infrastructure, genetic material and agricultural inputs, food security assistance, training and education, assistance in production and marketing of livestock, assistance in production and marketing of handicrafts, and road maintenance and improvement. Assumes no significant reduction in population. <b>Frequency:</b> Quarterly <b>Baseline</b> End of CY 1999: 4,070 families <b>Relationship to CN Results Framework:</b> Sub-Intermediate result 3.1				
<i>Performance Milestones</i>	CY 2000	CY 2001	CY 2002	June 2003
<b>Targets</b>	10,000 families	15,000 families	20,000 families	25,000 families
<b>Actual Result</b>	7,332 families	Future	Future	Future

**Statement of progress.** 6,284 families are receiving direct benefits (as defined above) from CONCADE's extension program, while rapid rural appraisals have been completed for 1,048 families that have not yet been incorporated into the extension program. The 6,284 families represent slightly over one-fifth of the estimated total number of families in the Chapare.

CONCADE is developing mechanisms for capturing additional data for this indicator from other alternative development efforts such as UNDCP/FAO/C23, UNAGRODI and the highway and electrification programs. Inclusion of such direct beneficiaries would substantially increase the results reported above. Our quarterly reports will identify farm family beneficiaries for each alternative development project beginning in 2001.

<p>Specific Objective 1: Sustainable Farm-Level Production Capacity for Licit Crops Established</p>				
<p><b>Result 1.2:</b> <b>Increased area of licit crops planted in the Chapare</b></p>				
<p><b>1.2. REVISED Performance Indicator:</b> Area of licit crops planted in the Chapare  <b>Coverage:</b> Chapare  <b>Unit of Measure:</b> Hectares  <b>Source:</b> Annual satellite survey  <b>Description:</b> Licit crops including pastures, excluding agroforestry  <b>Frequency:</b> Annually in July-August of each year, with data analysis by December.  <b>Baseline:</b> July, 1999: 108,504 (new verified baseline for CONCADE)  <b>Relationship to CN Results Framework:</b> Sub-Intermediate Result 4.1</p>				
<b><u>Performance Milestones</u></b>	<i>July 2000</i>	<i>July 2001</i>	<i>July 2002</i>	<i>June 2003</i>
<b>Revised Targets (2000-2002)</b>	115,500	123,200	128,550	132,900
<b>Actual Results</b>	<b>113,959</b>	Future	Future	Future

**Statement of progress.** Digital Earth Consulting was re-contracted to obtain and analyze recent, high-resolution satellite images to provide information on all hectares planted to licit crops in the Chapare. Preliminary findings indicate the following changes:

**Cropped Area (ha) in the Chapare.**

<i>Crop</i>	<i>Area in 1999 (ha)</i>	<i>Area in 2000 (ha)</i>	<i>Difference (ha)</i>
Banana/plantain	20,750	21,840	1,090
Heart-of-palm	2,980	2,725	-255
Pineapple	1,668	1,840	172
Citrus	22,360	23,110	750
Pepper	163	278	115
Maracuya	158	112	-46
Yuca	7,920	6,125	-1795
Pasture	28,232	29,414	1,182
Basic grains	8,029	10,110	2,081
Mixed, other crops	18,244	18,405	161
<b>Total agriculture</b>	<b>108,504</b>	<b>113,959</b>	<b>5,455</b>
Primary forest	110,313	109,302	-1,011
Secondary forest	93,012	88,568	-4,444
Total forest	203,325	197,870	-5,455

Cropped area in the Chapare increased by 5,455 hectares, to almost 114,000 hectares, with the largest increases occurring in banana/plantains, basic grains, and pastures. Most of the newly cropped area originated from the conversion of scrub or secondary forest, since cover of primary forest decreased by less than one percent (less than 1,000 hectares).

CONCADE contributed about 60% (3,083 hectares) of the net increase in cropped area. Total crop area under CONCADE is conservatively estimated at 11,435 hectares. However, it is likely that the area of pasture, yuca, and citrus under CONCADE is under-reported by 3,000 to 6,000 hectares, since these crops were incorporated only recently into the program. Recent analyses of cropped area per family (approx. 3 hectares/family) suggest that the area managed by CONCADE farmers should be about 18,000 hectares, which is in general agreement with the estimate of 6,000 under-reported hectares. In the future, better estimates of the cropped area under CONCADE are needed. A cost-effective means of locating the geographic coordinates of CONCADE plots will be identified. This will permit the geo-referencing and monitoring of their evolution over time via the analysis of satellite imagery.

Specific Objective 1:  
Sustainable Farm-Level Production Capacity for Licit Crops Established

**Result 1.3:**  
**Alternative development subsidies increasingly reduced**

**1.3 NEW Performance Indicator:** Sustainable local organizations less dependent on subsidies

**Coverage:** CONCADE

**Unit of Measure:** Percentage of costs covered by non-CONCADE resources, average across investments, including in-kind labor or materials provided by producer and local road maintenance organizations.

**Source:** For road maintenance: CCVV and road associations; for productive infrastructure: CONCADE Staff, NGOs and private firms

**Description:** Financial/in-kind contribution from municipalities, farm organizations, road maintenance organizations, community groups and/or infrastructure users. Road infrastructure is not defined as productive infrastructure. Productive infrastructure is that owned only by farmer organizations, not investors.

**Frequency:** Quarterly

**Baseline:** Estimated: CY 99.6%

**Relationship to CN Results Framework:** Sub-intermediate result 4.2

<i>Performance Milestones</i>	<i>CY 2000</i>	<i>CY 2001</i>	<i>CY 2002</i>	<i>June 2003</i>
<b>New Targets</b>	10%	15%	25%	30%
<b>Actual results</b>	<b>12.2%</b>	Future	Future	Future

This indicator will be replaced by New Result No. 1.3 in 2001

Result Indicator for Alternative Development Subsidies Increasingly Reduced				
<b>Old Result 1.3.1: Increasing percentage of farmer organizations graduated from CONCADE assistance</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Percentage of existing farmer organizations currently receiving USAID-funded assistance graduated</b>	0%	15%	25%	50%
<b>Actual results</b>	0%	1% (As of Dec. 31, 2000)		
<b>Source/Methodology</b> Percentage of existing farmer organizations receiving USAID-funded assistance graduated, as reported by NGOs and private extension firms.				

**Statement of progress.** One farmer association concentrating on bananas, ASIPA (16 de julio), was graduated from CODELCA to Banabol, a private banana producer/exporter. In addition, two banana associations (Chimboco and Cornelio Saavedra) and one pineapple association (APROATROC), were graduated from the “less advanced” technical assistance program to the “more advanced” program served by CODELCA. In general, during the course of the year there have been large and notable increases in farmer organization capacity (see SO3).

This indicator will be replaced by New Result No. 1.3 in 2001

Result Indicator for Alternative Development Subsidies Increasingly Reduced				
<b>Old Result 1.3.2: Overall subsidies on productive infrastructure reduced</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in CONCADE contract</b>	85%	55%	25%	0%
<b>Actual results</b>	---	N/A (As of Sept. 30, 2000)		
<b>Source/Methodology</b> Percentage of overall subsidy provided by CONCADE, as reported in the PMP data base. This is measured by dividing the investments made in productive infrastructure by the amount contributed by farmer organizations, expressed as a percentage. Productive infrastructure includes packing sheds, cableways, wells, fences/walls and improved water systems.				

**Statement of progress.** CONCADE's four extension groups completed an assessment of eight banana producers' associations. We are currently making an assessment of the productive infrastructure needs of the more advanced farmers' organizations, including those engaged in the production of pineapples and palm hearts.

This indicator will be replaced by New Result No. 1.3 in 2001

Result Indicator for Alternative Development Subsidies Increasingly Reduced				
<b>Old Result 1.3.3: Local capacity for sustainable <u>maintenance</u> of road infrastructure enhanced</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in CONCADE contract</b>	10% Municipality 5% Community	15% Municipality 10% Community	35% Municipality 20% Community	55% Municipality 30% Community
<b>Actual results</b>	10% Municipality 5% Community	0.17% Municipality 4.12% Community  (As of Sept. 30, 2000)		
<b>Source/Methodology</b> Percentage of costs covered by non-activity resources, as reported in the PMP database. Municipalities and communities have made contributions in labor and in-kind (for example, locally available materials), and cash (for example, funds from beneficiaries deposited in bank account of Caminos Vecinales).				

**Statement of Progress** The municipality of Villa Tunari has expressed its willingness to cooperate with the CONCADE road infrastructure team. The Mayor's Office of Villa Tunari and Caminos Vecinales have signed a Co-Participation Agreement. However, to date no activity by the Mayor's Office has been reported on the fulfillment of this Agreement and several obstacles have been presented:

- Despite the approval of the Mayor of Villa Tunari, *sindicato* leaders led by Evo Morales instructed community leaders not to participate in the First Informational Meeting, levying fines of Bs. 450 per person on those who did; and
- During the month-long blockade in the Chapare from September 14 to October 13, the Mayor's Office of Villa Tunari presented a new face as a principal instigator of the social unrest and as a leader in criticism directed at alternative development.

Although the results on this indicator are below the established targets, we remain hopeful that the Mayor's Office of Villa Tunari will return to its cooperative spirit and move forward with the Co-Participation Agreement.

This indicator will be replaced by New Result No. 1.3 in 2001

Result Indicator for Alternative Development Subsidies Increasingly Reduced				
<b>Old Result 1.3.4: Local capacity for sustainable <u>improvement</u> of road infrastructure enhanced</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in CONCADE contract</b>	5% Community and others	10% Community and others	20% Community and others	30% Community and others
<b>Actual results</b>	5% Community and others	5.32% Community and others (As of Sept. 30, 2000)		
<b>Source/Methodology</b> Percentage of costs covered by non-activity resources, as reported in CONCADE PMP database. Municipalities and communities are contributing with labor and locally available materials (for example, logs and wood beams for gavion-wood bridges), and cash.				

**Statement of Progress.** See Statement of Progress under New Result 1.3

## B. SUSTAINABLE MARKET LINKAGES ESTABLISHED (SO 2)

The objective of Special Objective 2 is to generate increased income, crop value, export value, and jobs in the region by establishing access to year-round markets for products grown and/or processed in the Chapare. These year-round markets are comprised broadly of the local market segment, the industrial processing segment, and the export market segment. Specific strategies include:

- ◆ Undertake marketing-related actions leading to sustainable markets for licit crops in the Chapare;
- ◆ Take an aggressive, market-driven approach which uses market research to identify new local, regional and export markets and buyers for existing and new Chapare products;
- ◆ Encourage contract farming and strategic alliances in a way in which farming, processing and marketing operations become sustainable; and
- ◆ Create new farm, off-farm and non-farm jobs, while expanding the marketing of licit Chapare fresh and processed products.

The CONCADE Marketing Unit, under the new leadership of David Anderson, made impressive improvements in the effectiveness of all aspects of its work. Marketing support is now tightly aligned to deal-making at the Chapare producer and processor level, in contrast to past times when this support was diluted by trade fairs, overseas prospecting and broad market research. Marketing advisory services are now consolidated within DAI, eliminating much duplication of effort and streamlining the closing of trade deals. There is a close collaboration between the Marketing Unit and PDAR; joint visits to the growing area and prospective markets are made with greater frequency now, resulting in much improved professional relations with our GOB counterparts when compared to the past.

Under Market Analysis (Critical Task A), the following progress was made during the quarter:

- ▶ **Market trials of new products.** CONCADE conducted extensive market testing of Chapare-grown **waxed yuca** in the Santa Cruz market. Three Chapare associations participated as suppliers in the tests including AIPASET (Eterazama), Tres Pozas (Ivirgarzama), and Tunari (Valle de Sacta). Over 600 kilograms of waxed yuca were distributed to supermarkets and wholesalers in Santa Cruz. In the course of conducting the market test, specifications were written for waxed yuca as presented below:

Variety	Boboré
Harvest	9-10 months after planting
Process	To occur within five hours after harvest
Quality	Roots with a length no greater than 40 cm. And no less than 15 cm.; diameter from 3-20 cm.
Washing and Treatment	Immersion in chlorinated water, disinfection in fungicide, drying and waxing
Packing	In used cardboard apple cartons
Weight	30 kg. Per carton
Price	Bs. 1.5 per kg. Delivered to destination in Cochabamba or Santa Cruz

- ▶ Market trials were also conducted for **bananas** in the school breakfast programs in Cochabamba and Santa Cruz. A total of 768 boxes of 120 fingers were delivered to school breakfast programs; 527 boxes to schools in Punata (Cochabamba) and 241 boxes to the Colegio Fe y Alegria in Santa Cruz. On the basis of these trials we were able to make several observations about the appropriateness of the school breakfast program:
  - Bananas are very popular with school children ages 7-18 and much preferred to cookies and powdered milk.
  - Packing bananas in fingers is not an optimal procedure, slowing down packing efficiency and adding costs often not compensated by the price schools are willing to pay.
  - Plastic returnable boxes did not perform well in the trials, bruising the fruit and holding a small quantity of bananas compared to the larger cardboard cartons.
  
- ▶ **Marketing and cost/benefit analyses.** Five studies were completed for diverse projects and distributed to CONCADE partner institutions and extension groups. These studies will guide marketing actions, investment promotion strategies and the use of financial supports during the forthcoming months. The studies included:

<b>Marketing and Cost/Benefit Analyses</b>			
<i>Date</i>	<i>Study</i>	<i>Description</i>	<i>Author(s)</i>
October 2000	Analysis of Chapare refrigerated transport requirements	Weekly Chapare demand for refrigerated tractor-trailers for hauling perishable fruit, especially bananas, to Argentina and Chile.	David Anderson, Charles Foster
October 2000	Survey of experts regarding most appropriate cattle breeds for the Chapare	Interviews with experienced cattlemen regarding appropriate breeds for Chapare small farmer management.	David Anderson, Carlos Sarabia and Sergio Cassab
October 2000	Analysis of market prospects in the open-air markets of La Paz	Visits to the “tambos” in La Paz to interview prospective wholesale and retail buyers of fresh tropical fruit.	Gustavo Meriles, Mauricio Cossio and CONCADE Marketing Unit
November 2000	Cost comparison of importing banana packing material versus buying locally	Analysis of cost of goods and shipping charges for imported and locally purchased packing materials, such as Kraft paper, plastic bags and cardboard cartons.	David Anderson, Feliz Moreira and Victor Eid
December 2000	Analysis of costs associated with producing banana seedlings	Profile of investment and operating costs associated with establishing a nursery for banana seedlings in the Chapare	Ignacio Molina

- ▶ **Market reporting service.** Data on market conditions, collected by the CONCADE Commercial Information Unit, were loaded into the PMIS database during the quarter and are steadily updated. These data cover prices and volumes in eleven export markets, as well as wholesale prices in Cochabamba and farmgate prices in the Chapare.

In the area of Market-Driven Technical Assistance (Critical Task B), the following progress was made:

- ▶ **Market-Driven Training.** The CONCADE Marketing Team participated in three training workshops for extensionists and small farmers related to new product development, post-harvest handling and marketing techniques. These courses serve to increase farm family incomes by developing new or improved product offerings for credit-worthy market niches. The courses included:

<b>Training Workshops Related to Marketing</b>			
<i>Date</i>	<i>Course</i>	<i>Description</i>	<i>Number of Participants</i>
02 September	Ripening and Packing Papaya for Market	Training course in a) using Ethrel for ripening papaya and b) packing uniform fruit in boxes with net weight of 12 kgs.	8 farmers in community of Tres Pozos and 3 extensionists with Ciaprot
08 September	Marketing of Bananas Grown in San Luis	Training course in delivering quality bananas to national market customer segments	30 farmers affiliated with San Luis association (ASBA) and 4 extensionists with Codelca
11 September	Banana Ripening Chamber in Tarija	Instructions for constructing a modest-size ripening chamber in Tarija for handling bananas being purchased from the association in San Carlos (ASPROBAN)	3 buyers from Tarija and 1 extensionist from Codelca

- ▶ **Market-driven food processing assistance.** Notable activities in this area included:
  - During the quarter CONCADE provided extensive technical assistance to the juice processor **Emcopaivi** in Ivirgarzama. Their passion fruit processing plant was re-modeled to improve workflow efficiencies. New juicing and freezer storage equipment was installed, and improvements were made to the packaging and presentation of their finished passion fruit product. Emcopaivi is one of few *campesino*-operated processing plants to maintain continuous operations and report increasing yearly sales. DAI has given special attention to these plants, often operating at far below installed capacity, with encouraging results to date. In the past two years Emcopaivi has become one of the leading buyers and processors of fresh passion fruit in the Chapare, handling over fifty tons of fresh product per year.
  - Similarly, the tea processor **Agro-Té** received extensive technical assistance in renovating its plant and installing new gas dryers. Didi Mercado, the CONCADE Food Processing Specialist, conducted a thorough review of process flows within the processing plant to improve efficiencies and reduce

operating costs. As a result, Agro-Té is processing a superior quality product at competitive prices and entering promising new markets, including supermarkets in Santa Cruz.

- The dried fruit processor La Khochalita received CONCADE technical assistance during the quarter which helped them expand their fruit drying capacity. Assistance focused on increasing the number of solar tents used for drying fresh fruit (tents were expanded from six to ten), enlarging the processing/packing area for improved work flow, and increasing the fresh product-to-finished product yield (yield was increased from 10 tons fresh: 1.5 tons finished to 10 tons fresh: 2.2 tons finished). La Khochalita is the single largest buyer of Sigatoka-resistant FHIA 1 bananas, which are grown by over 125 Chapare farm families. Improving plant operations and cost efficiencies at La Khochalita has delivers straight-line benefits to Chapare farmers through an assured market demand.

In the area of Market Linkages (Critical Task C), the following progress was made:

- ▶ **Pineapple exports to Argentina.** During the quarter 7,600 boxes of pineapples were exported to Argentina and Chile by Chapare shippers. 92% of this amount was shipped to Argentina. Two producer associations supplied the pineapples (all Smooth Cayenne) for Banabol and Chapare Exporta; the associations were APAMI (Eterazama) and ASPROCUT (Gérman Busch). Cofrut shipped pineapples harvested off its own plantation in Chasqui. Detail of these shipments is provided below:

<b>Exports of Chapare-Grown Pineapples Fourth Quarter 2000</b>			
<i>Exporter</i>	<i>Number of Boxes (18 kilos net)</i>	<i>Export Destination</i>	<i>Price Paid to Chapare Producers Per Box (box supplied by exporter)</i>
Banabol	1,000	Argentina & Chile	USD\$ 2.50 in all cases
Chapare Exporta	4,600	Argentina	
Cofrut	2,000	Argentina	
<b>Total</b>	<b>7,600 boxes</b>		

The year 2000 shipping season was the first time in three years that fresh pineapples were successfully exported outside Bolivia. Rejected shipments in years past, due to poor quality (internal browning and stem rot) at destination, prompted all exporters to halt pineapple exports in 1997. This year CONCADE made extensive improvements to the Mariposas Packing Center, turning the facility into a modern, mechanized fruit consolidation and packing operation. In addition, post-harvest skills were upgraded and a wax coating was given to all CONCADE-assisted pineapples, both for export and local markets, to extend shelf-life. These changes made pineapples one of the star export crops of the 2000 season.

- ▶ **Deal-making between sellers and buyers.** Two important deals were made between Chapare producer groups and market buyers. These agreements contain specific

volume and price commitments. The negotiations were closely supervised and assisted by the CONCADE Marketing Team in coordination with the seller groups and the extension group assigned to their zone. The deals are shown below. In general, thirty-three farmer associations signed commercial agreements with suppliers or buyers and there are thirty-two groups of economically active women.

<b>Buyer-Seller Agreements Fourth Quarter 2000</b>			
<i>Date</i>	<i>Chapare Seller</i>	<i>Buyer</i>	<i>Terms of Deal</i>
November 2000	Senda B Banana Association	Raul Copa (Yacuiba)	3,000 boxes per week beginning December 15 at US\$ 4.10/box fob packing center. Signed letter of intent on file.
November 2000	Senda B Banana Association	Wholesalers Group in Tarija	10 truckloads of bananas per month. Signed letter of intent on file.

- ▶ **Wholesalers Association “10 de mayo” in La Paz.** The agreement signed last September between producers associations and this La Paz Wholesalers Association went into effect in the fourth quarter. The agreement was immediately disrupted by the month-long road blockade, but commenced shortly after the blockades were lifted. The association ASPROPI in Mariposas sold 120,000 pineapples to the La Paz wholesalers’ group, generating approximately US\$ 120,000 per week in sales revenue over a six-week shipping period. After many unsuccessful attempts to penetrate the La Paz market in years past, this is the first real foothold established in this highly competitive market.
- ▶ **The cholera quarantine threatened by Argentina was resolved and all restrictions prohibiting Chapare exports to the country were lifted.** CONCADE played an important role in these negotiations which would have halted nearly 90% of all Chapare exports. David Anderson and Carlos Sarabia pro-actively sought the support of the Bolivian Chancellery in La Paz to refute the allegations of cholera in the Chapare. CONCADE paid for the services of an animal-plant health inspector in Argentina to investigate the charges and certify that the Chapare was cholera-free. This certification ultimately prompted the Argentine government to lift trade restrictions and permit the free flow of Chapare fruit and vegetable exports.

<p>Specific Objective 2: Commercially Sustainable Market Linkages Established for Licit Products</p>				
<p><b>Result 2.1:</b> <b>Income from CONCADE-assisted crops increasing by 3-4 percent annually</b></p>				
<p><b>2.1 NEW Performance indicator:</b> Annual per family farmgate value of Chapare agricultural products  <b>Coverage:</b> CONCADE-assisted families (Ag Extension)  <b>Unit of Measure:</b> U.S. dollars/family annually  <b>Source:</b> Annual Survey of families receiving agricultural extension assistance  <b>Description:</b> Roughly forty commodities, including livestock products, produced in the Chapare. Total production (including home-consumption) multiplied by farm-gate prices. Value of logs, lumber and wood products excluded.  <b>Frequency:</b> Yearly  <b>Baseline: Estimated 2000:</b> \$1,706  <b>Relationship to CN Results Framework:</b> Intermediate Result 4</p>				
<i>Performance Milestones</i>	<i>CY 2000</i>	<i>CY 2001</i>	<i>CY 2002</i>	<i>June 2003</i>
<b>New Targets</b>	NA	\$1766	\$1828	\$1864
<b>Actual Results</b>	<b>Not yet measured</b>	Future	Future	Future

**Statement of progress.** Although the volumes of licit products moving to market destinations increased modestly in 2000, farmgate prices for these products fell compared to the prior year. There was little indication of significant improvement in Chapare farm family incomes in the year 2000, in part due to one-week civil disturbances in Cochabamba in April and to the one-month road blockade throughout Bolivia from September 14 to October 13, 200.

<b>Specific Objective 2:</b> <b>Commercially Sustainable Market Linkages Established for Licit Products</b>				
<b>Result 2.2:</b> <b>Agribusinesses purchasing Chapare produce and/or supplying agro-inputs on a regular basis</b>				
<b>2.2 Performance indicator:</b> Agribusinesses purchasing Chapare agricultural products and/or supplying agro-inputs on a regular basis <b>Coverage:</b> Chapare <b>Unit of Measure:</b> Number of businesses <b>Source:</b> Periodic surveys <b>Description:</b> A sustainable agribusiness has a minimum of \$25,000 in gross annual sales with its own capital at risk, and operating consistently for at least one year. Excludes tourism, hotel, log, lumber and wood businesses. <b>Frequency:</b> Yearly <b>Baseline:</b> Estimated end of CY 1997: 33 businesses <b>Relationship to CN Results Framework:</b> Sub-intermediate result 4.2.1				
<i>Performance Milestones</i>	<i>CY 1999</i>	<i>CY 2000</i>	<i>CY 2001</i>	<i>CY 2002</i>
<b>Targets</b>	55	65	75	85
<b>Actual Results</b>	55	<b>67</b>	Future	Future

The 67 agribusinesses are:

<u>In Chapare (49)</u> Growers and Producers (31): Banabol Chapare Exporta Cofrut Emprobal Siete Hermanos Truchas – Paracti Truchas – Tablas Montes Banana Asocs.(8) <sup>a</sup> Palm Heart Asocs. (7) <sup>b</sup> Passion Fruit Asocs. (4) <sup>c</sup> Pepper Assoc. (1) <sup>d</sup> Pineapple Asocs. (4) <sup>e</sup>	Food Processors (10): Agro-Te Bolhispania Emcopaivi Fabopal Indatrop Ingenio Castro Ingenio Ruiz Milka Tropi-Agro Tropi-Miel Service Providers (8): Agripac Agro-López	Service Providers, continued: CIDRE Coin Gek Comercial Pedro Maitec Sisam Veterinario El Campo  <u>Outside of Chapare (18)</u> Alimenta, Sta Cruz Babalú, La Paz Bloch, Cbba Cobal, Cbba Del Valle, Cbba	Outside of Chapare (Continued): Dillmann, Cbba Ecovir, Punata El Trovador, La Paz Helados Cabrera, Sta Cruz Supermercados Kuljis, Sta Cruz Hacienda Norita, Sta Cruz Inabol, Cbba Ind. Venado, Cbba La Khochalita, Cbba Naturaleza, Tarata OCS, Cbba Prodesco, Cbba Vascal, Cbba
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<sup>a</sup>: Banana associations include: Todos Santos, San Carlos, San Luis, Villa Fernandez, Senda B, Ingavi B, 16 de julio and Chimboco.

<sup>b</sup>: Palm heart associations include: Eterazama, Samsubete, Ibuelo, Gnrl. Villarroel, Bolívar, Vueltaadero and Senda 3.

<sup>c</sup>: Passion fruit associations include: La Estrella, Villa Imperial, Sucre and Chancadora

<sup>d</sup>: Pepper association includes: Vueltaadero

<sup>e</sup>: Pineapple associations include: Eterazama, German Busch, Mariposas and San Lorenzo.

Specific Objective 2:  
Commercially Sustainable Market Linkages Established for Licit Products

**New Result No. 2.3:  
Marketed Value of Chapare Licit Crops and Livestock  
Increased**

**2.3 REVISED Performance indicator:** Wholesale value of licit agricultural products leaving the Chapare

**Coverage:** Chapare

**Unit of Measure:** Thousands of U.S. dollars (annual, wholesale prices)

**Source:** Transport survey, SINSAT, MAGDR, INE, Industry

**Description:** Wholesale value *including milk and meat. Use observed wholesale prices where available (especially for major products), and apply imputed estimates for other products*, excluding logs and wood.

**Frequency:** Quarterly

**Baseline:** End of CY 1999: \$47,658 (revised).

**Relationship to CN Results Framework:** Sub-intermediate result 4.3.2

<i>Performance Milestones</i>	<i>CY 2000</i>	<i>CY 2001</i>	<i>CY 2002</i>	<i>June 2003</i>
<b>Targets with new methodology</b>	\$ 58,000	\$ 67,000	\$ 76,000	\$ 82,000
<b>Actual Results:</b>	<b>\$ 44,000</b>	Future	Future	Future

<b>Result Indicator for Sustainable Market Linkages Established</b>				
<b>OLD RESULT 2.1: Net <u>per capita</u> income from CONCADE-assisted crops increasing by 3-4 percent annually</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in CONCADE contract</b>	\$1,780	\$1,850	\$1,900	\$1,960
<b>Actual results</b>	N/A*	N/A*		
<p><b>Source/Methodology</b> Average annual income per capita in U.S. dollars, as reported in the CONCADE PMP database. This will be measured by an on-the-ground agricultural survey in the fourth quarter of 2000.</p> <p>*Not available, awaiting field survey.</p>				

**Statement of progress.** From the Transport Survey, we observed a drop of 14% in the farmgate value of products leaving the Chapare during third quarter 2000 compared to the same quarter in 1999. The blockade lasted from September 14 to October 13, 2000.

This indicator will be incorporated into the New Result No. 2.2

Result Indicator for Sustainable Market Linkages Established				
<b>Old Result 2.2: Domestic agribusinesses purchasing Chapare produce and/or supplying agro-inputs on a regular basis</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in CONCADE contract (Cumulative)</b>	55 agribusinesses	65 agribusinesses	75 agribusinesses	80 agribusinesses
<b>Actual results</b>	46 agribusinesses	67 agribusinesses  (Cumulative as of Dec. 31, 2000)		
<b>Source/Methodology</b> The 67 agribusinesses are:				
Agripac Agro-López Agro-Te Alimenta Babalú Banabol Banana Asocs.(8) <sup>a</sup> Bebidas S.A. Bloch Bolhispania Cabrera Chapare Exporta	Cobal Cofrut Coin Gek Comercial Nina Del Valle Dillmann Ecovir El Sol El Trovador Eliá Ltda. Emcopaivi Empresa Supermercados Kuljis	Emprofrut Fabopal Hacienda Norita Inabol Ind. Venado Indatrop La Granja La Khochalita Maitec Milka Naturaleza OCS Palm Heart Assocs. (7) <sup>b</sup>	Passion Fruit Assocs. (4) <sup>c</sup> Pentagro Pepper Assoc. (1) <sup>d</sup> Pineapple Assocs. (4) <sup>e</sup> Prodesco Siete Hermanos Sisam Tropi-Miel Tropi-Valle Truchas-Paracti Truchas-Tablas Montes	

<sup>a</sup>: Banana associations include: Todos Santos, San Carlos, San Luis, Villa Fernandez, Senda B, Ingavi B, 16 de julio and Chimboco.

<sup>b</sup>: Palm heart associations include: Eterazama, Samsubete, Ibuelo, Gnrl. Villarroel, Bolívar, Vueladero and Senda 3.

<sup>c</sup>: Passion fruit associations include: La Estrella, Villa Imperial, Sucre and Chancadora

<sup>d</sup>: Pepper association includes: Vueladero

<sup>e</sup>: Pineapple associations include: Eterazama, German Busch, Mariposas and San Lorenzo.

This indicator will not be included in future quarterly reports.

Result Indicator for Sustainable Market Linkages Established						
<b>R2.3: Agribusinesses exporting Chapare fresh and processed products on a regular basis</b>						
	CY1999	CY2000	CY2001	CY2002		
<b>Targets in CONCADE contract:</b> (Cumulative)	12 agribusinesses	13 agribusinesses	14 agribusinesses	15 agribusinesses		
<b>Actual results</b>	8 agribusinesses	7 agribusinesses  (Cumulative for year as of Dec. 31, 2000)				
<p><b>Source/Methodology</b> Number of agribusinesses (cumulative), as reported in CONCADE PMP database. The seven companies regularly exporting are:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;">           Banabol            Chapare Exporta            Eco-Vir            Fabopal         </td> <td style="width: 50%; vertical-align: top;">           Indatrop            La Khochalita            Primo Rios         </td> </tr> </table>					Banabol Chapare Exporta Eco-Vir Fabopal	Indatrop La Khochalita Primo Rios
Banabol Chapare Exporta Eco-Vir Fabopal	Indatrop La Khochalita Primo Rios					

**Statement of progress.** The seven companies cited above have exported Chapare fresh and processed licit products for at least one year. The company Bolhispania dropped from the list presented last quarter because they reported no exports in the fourth quarter of Year 2000. The company Primo Rios was added to the list because it completed one continuous year of exporting bananas produced by the producers' association ABIB in Ingavi B.

Specific Objective 2:  
Commercially Sustainable Market Linkages Established for Licit Products

Result 2.4:  
Licit agriculturally-based employment

**2.4 NEW Performance indicator:** On-farm employment created in licit Chapare agriculture

**Coverage:** Chapare

**Unit of Measure:** Full time worker equivalents absorbed in farm production

**Source:** Satellite data and existing studies

**Description:** Annual absorption of on-farm labor, both family and hired

**Frequency:** Yearly based on satellite hectareage of licit crops.

**Baseline:** June,1999: 43,109 (verified baseline)

**Relationship to CN Results Framework:** Sub-intermediate result 4.3

<i>Performance Milestones</i>	<i>CY 2000</i>	<i>CY 2001</i>	<i>CY 2002</i>	<i>June 2003</i>
<b>Targets</b>	45,500 jobs	48,000 jobs	50,500 jobs	53,000 jobs
<b>Actual Results</b>	<b>46,078 jobs</b>	Future	Future	Future

This indicator will be reported under New Result No. 2.3 in future quarterly reports.

Result Indicator for Sustainable Market Linkages Established				
<b>Old Result 2.4: Marketed value of licit crops increasing by 20-30 percent annually</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in CONCADE contract</b>	\$52 million	\$64 million	\$74 million	\$91 million
<b>Actual results</b>	\$58.2 million	\$49.4 million (Cumulative for year as of Dec.. 31, 2000)		
<b>Source/Methodology</b> Value of licit produce in U.S. dollars, as reported by CONCADE PMP database. This calculation multiplies the volume of licit crops reported leaving the Chapare in the Transport Survey by their respective farmgate value during the quarter to arrive at a total farmgate value. This farmgate value is then multiplied by a factor of 3.4 to arrive at marketed value. Logs and wood are not included in the calculation of marketed value.				

**Statement of progress.** In Year 2001 this indicator will be replaced by New Result No. 2.3, reflecting the wholesale value of licit crops produced in the Chapare and using both a new methodology and new milestone targets.

This indicator will not be included in future quarterly reports.

Result Indicator for Sustainable Market Linkages Established														
<b>Old Result 2.5: Exports of Chapare licit fresh and processed produce increasing annually</b>														
	CY1999	CY2000	CY2001	CY2002										
<b>Targets in CONCADE contract</b>	\$3 million	\$5 million	\$6 million	\$7 million										
<b>Actual Results</b>	<b>\$2.4 million</b>	\$5.3 million (Cumulative for year as of Dec. 31, 2000)												
<p><b>Source/Methodology</b> Value of Chapare fresh and processed produce exported measured in U.S. dollars (non-cumulative), as reported in the CONCADE PMP database. These numbers were reported by each of the exporting companies.</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">\$ 288,547 Banabol</td> <td style="width: 50%;">\$ 552,900 Fabopal</td> </tr> <tr> <td>521,936 Chapare Exporta</td> <td>305,900 Indatrop</td> </tr> <tr> <td>19,000 Cofrut</td> <td>17,000 Int'l Andean Services</td> </tr> <tr> <td>30,000 Ecovir</td> <td>8,500 Primo Rios</td> </tr> <tr> <td></td> <td><b>\$ 1,743,783 Total for quarter</b></td> </tr> </table>					\$ 288,547 Banabol	\$ 552,900 Fabopal	521,936 Chapare Exporta	305,900 Indatrop	19,000 Cofrut	17,000 Int'l Andean Services	30,000 Ecovir	8,500 Primo Rios		<b>\$ 1,743,783 Total for quarter</b>
\$ 288,547 Banabol	\$ 552,900 Fabopal													
521,936 Chapare Exporta	305,900 Indatrop													
19,000 Cofrut	17,000 Int'l Andean Services													
30,000 Ecovir	8,500 Primo Rios													
	<b>\$ 1,743,783 Total for quarter</b>													

**Statement of progress.** Fourth quarter 2000 exports grew by 38% from the US\$ 1,259,339 reported in the same period in 1999. This is a remarkable accomplishment considering that there was no access to markets for half the month of October 2000 due to road blockages and civil disturbances.

This indicator will be reported under New Result No. 2.4 in future quarterly reports

Result Indicator for Sustainable Market Linkages Established				
<b>Old Result 2.6: Licit agricultural-based employment</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in CONCADE contract</b>	2,000 jobs	4,000 jobs	5,000 jobs	6,000 jobs
<b>Actual results</b>	N/A*	2,969 jobs created  (Cumulative for year as of Dec. 31, 2000)		
<b>Source/Methodology</b> Number of full-time licit jobs created, as reported in CONCADE PMP database.				

**Statement of progress.** This indicator will be replaced in 2001 by one with an improved measuring methodology and revised milestone targets.

### Número de Personas Dedicadas a la Agricultura Lícita en el Chapare

1998/1999  
43.109

1999/2000  
46.078

Cambio  
**2.969 personas**

This indicator will be reported under New Result No. 4.2 in future quarterly reports

Result Indicator for Sustainable Market Linkages Established				
<b>Old Result 2.7: Licit non-agricultural-based jobs created</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in CONCADE contract</b>	300 jobs	350 jobs	400 jobs	450 jobs
<b>Actual results</b>	N/A*	188 jobs (Cumulative for year as of Dec. 31, 2000)		
<b>Source/Methodology</b> Number of full-time licit jobs created, as reported by the CONCADE PMP database.				

**Statement of progress.** This indicator will be replaced in 2001 by one with an improved measuring methodology and revised milestone targets. The new indicator will be moved to SO4 to reflect its importance as a tool for measuring job creation through new investments in the Chapare.

## C. ALTERNATIVE DEVELOPMENT ORGANIZATIONS STRENGTHENED (SO3)

The objective of **SO3** is, working in conjunction with the extension service providers and IBTA, to provide assistance to farmer organizations in order to increase their organizational and commercial capacity. The types of services offered by CONCADE are:

- ◆ Agricultural and business management technical assistance and training support;
- ◆ Strengthening of both farmer associations and second-tier producer organizations; and
- ◆ Assistance in improving the management of revolving funds, accounting systems and other mechanisms for cost recovery and financial sustainability.

As with all forms of CONCADE technical assistance to farmers, the strengthening of farmer associations relies heavily on farmer participation and input. In all rural appraisals, farmers are asked about their expectations regarding membership in associations, the difficulties they encounter in cooperative organizations, and ways in which farmer organizations might be improved. This information is referred to the extension groups working in the zone and together – extensionists and farmers – they work to solve problems and strengthen associations.

In CY 2000 we saw notable improvements in many aspects of farmer organizations. The organizations dedicate more attention to bookkeeping, maintaining their rotating funds, and calculating profitability. They are more aggressive in exploring marketing opportunities and closing trade deals. They are actively seeking revenue-generating services they can perform to generate benefits for their members and customers. In short, they are becoming more market-oriented after many years of upgrading their skills in proper crop management. We find these changes especially encouraging, because all these new skills are essential to a growing and sustainable enterprise.

Under “Technical Assistance and Training for Institutional Strengthening” (Critical Task A), the following progress was made:

- ▶ **Accounting Systems of Farmer Organizations.** Two outside accountants were hired to assist Winrock and INDASA with the analysis of the status of the rotating funds and accounting systems used by their farmer associations. Extension agencies reported that they assisted approximately seventy-two producers’ associations in improving their basic accounting systems.
- ▶ **Private Accounting/Business Assistance Firms.** Terms of reference were prepared for the contracting of private firms that will give periodic assistance to farmer associations in accounting, preparation of business plans, inventory and warehouse management, and legal assistance.
- ▶ **Income Generation.** Thirty-three associations are generating income from at least two sources including the sale of products or services or dues paid by members.

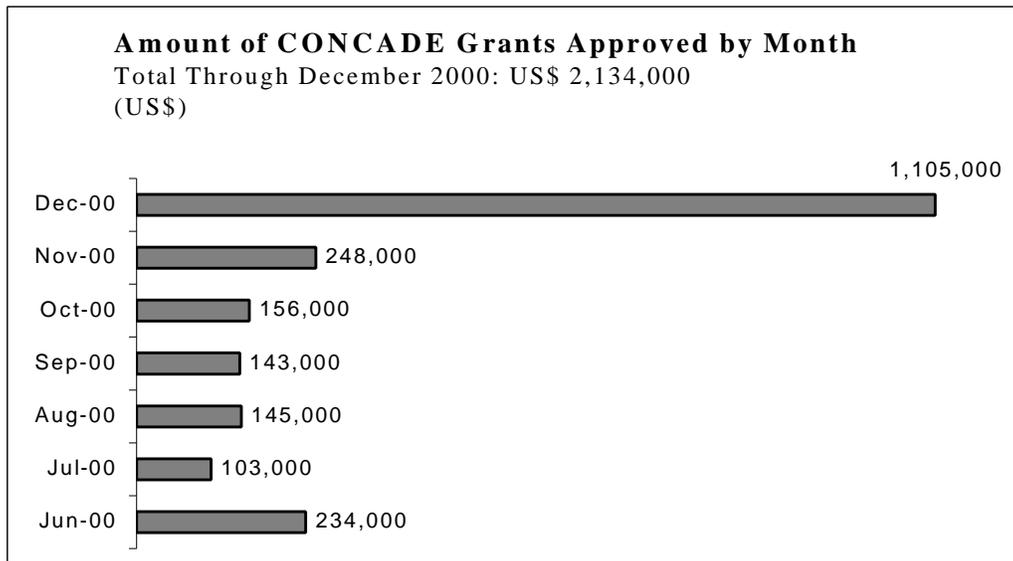
- ▶ **Services Provided by Associations.** Forty-five associations are presently providing services (e.g. commercialization, technical assistance, inputs, or equipment) to their members.
- ▶ **Commercial Relationships.** Thirty-seven farmer groups have entered into contractual or credit relationships with agricultural suppliers or buyers.
- ▶ **Production Projections.** Fifty-seven associations are projecting agricultural harvests and are reporting these data to the CONCADE Marketing Unit.
- ▶ **Strengthening of Producer Organizations.** Second-tier producer organizations were strengthened in a number of ways, as described below:
  - **The Special Commission of Heart-of-Palm Producers (CEPPAL),** the heart-of-palm producers organization, has developed a draft version of the statutes needed in order to obtain legal standing. The organization has also received a project donation for \$99,000 for the contracting of a professional administrative staff and the establishment of tool and input banks that would be accessible to CEPPAL's members. CEPPAL also produced more than 700,000 heart-of-palm seedlings for CONCADE and sold pre-germinated seed to Winrock for a value of Bs. 11,000 which is helping finance a local input supply store.
  - **The Union of Associations of Pineapple Producers of the Cochabamba Tropics (Unipiña)** composed of four pineapple farmer associations, is formulating a draft version of the statutes needed to legally constitute the organization. Unipiña is also in the process of formulating a proposal aimed at setting up tool, machinery, and input banks and consolidated blocks of pineapple plantations for export.
  - **UNABANA** , the banana producers organization, contracted a full-time professional manager. It has also established a system for sale of agricultural inputs to its members.
- ▶ **Training Tours.** A number of training tours were held to interchange experiences related to farmer organizations, involving both male and female farmer leaders. Thirty-three participants visited the Integrated Cooperative of the High Valleys (dairy processing cooperative with 4,800 members) and the Punata Irrigation Association, a self-supporting cooperative with professional administration that offers services and administers irrigation systems for its 4,200 members. Twenty-seven participants visited the Bean Producers Association in Santa Cruz, an example of a strategic alliance between a team of professional managers and organized farmers aimed at increasing exports. As a result of these visits, pineapple and heart-of-palm producers have seen the need to specialize their animal and crop management practices. Farmer representatives, extensionists, and IBTA researchers attended international training courses in:

- Organic meat and milk production in Costa Rica (2 farmers, 2 extensionists);
  - Medicinal plants in Peru (3 IBTA researchers);
  - Yuca production and processing in Colombia (1 IBTA researchers);
  - Banana production and marketing in Mexico (20 extensionists and 1 IBTA researcher); and
  - Crop production and agricultural extension in Nicaragua and Costa Rica (8 extensionists, 2 IBTA researchers, 3 DAI technicians).
- ▶ **Participation of Women in Decision-Making.** Sixty-six farmer associations have at least one female representative in their governing boards or internal committees.
- ▶ **Economic Activities Involving Women.** There are thirty-two economically active groups of women involved in the production and sale of *jipi-japa* artisan products, marmalades, honey, banana and yuca chips, worm raising, tropical flowers, products based on yuca, and yogurt and other dairy products.
- ▶ **Women Extensionists.** The four extension service providers employed twenty-one women extensionists.
- ▶ **Increasing Educational Institution Involvement.** CONCADE held talks with the University of San Simón, Nur University, the Catholic University, the Canada Agriculture and Technical School (TAC), as well as the Don Bosco and Fé y Alegría schools, regarding their interests and strengths related to the formation of an integrated system focussing on agricultural and agribusiness training. A diagnosis of educational needs and services offered has been carried out, a strategy for working with educational institutions has been proposed, and a new vocational program for the formation of technicians in business administration has been designed.
- ▶ **Satellite Communication Network.** A needs analysis and proposal have been developed to install a satellite communication network in the Chapare. The network would be used to link Alternative Development institutions, schools, and universities in Cochabamba and the Chapare, provide Internet and email services, and serve as a channel for long-distance education. Approximately 18 to 20 sites as well as 1 or 2 training centers would be linked together in this network.
- ▶ **Mass Communications.** A consultant was contracted to examine the need for a mass communications strategy to promote alternative development and assist the extension system. Candidates for a mass communications position are being selected in order to complement efforts of PDAR in this area.

Under Mechanisms to Improve the Management of Revolving Funds and other means of cost recovery and self-sufficiency (Critical Task B), the following progress was made:

- ▶ **Revolving Funds.** Approximately 30% of the funds disbursed in the past have been recovered in fixed or liquid assets. Active rotating funds exist in fifty-eight associations.

- ▶ **Grants.** The CONCADE Grants Committee approved awards of US\$ 1,509,000 during the fourth quarter of 2000. There was a surge of grants in December when USAID approved supplemental funds for the Grants program. The tables below show in greater detail the amounts of the awards by month since the inception of the Grants program in June 2000, as well as the destination/use of these grants in the fourth quarter:



<b>Grants by Project Type</b> Fourth Quarter 2000			
<i>Type</i>	<i>Number of Projects</i>	<i>Grant Amount (US\$)</i>	<i>Percent of Total (%)</i>
Post-Harvest Equipment and Infrastructure	21	\$642,398	43%
Food Processing	6	\$329,361	22%
Organizational Support	12	\$325,587	21%
Agricultural Production	11	\$199,754	13%
Other	3	\$11,900	1%
<b>Total</b>	53	\$1,509,000	100%

Specific Objective 3:  
Alternative Development Organizations Strengthened

Result No. 3.1:  
Development organizations in the Chapare effectively advance the  
interests of their members

**3.1 NEW Performance Indicator:** Selected development organizations expanding membership.

**Coverage:** Chapare

**Unit of Measure:** Average percentage increase of dues-paying members over previous year.

**Source:** Records of the *selected second-tier organizations*.

**Description:** Dues paying membership in the following organizations, or their successors: UNABANA, CEPPAL, UNIPINÑA, Federación Ganadera del Chapare, Cámara Agropecuaria del Trópico de Cochabamba, Cámara de Empresarios del Trópico de Cochabamba. Dues includes a member's financial contribution to the organization through a check-off system, fees for services, or a similar collection mechanism.

**Frequency:** Semi-Annual

**Baseline:** Estimated end of CY 2000: 0%

**Relationship to CN Results Framework:** Sub-Intermediate results 4.1 and 4.2

<i>Performance Milestones</i>	<i>CY 2000</i>	<i>CY 2001</i>	<i>CY 2002</i>	<i>June 2003</i>
<b>Targets</b>	NA	10%	10%	5%
<b>Actual Results</b>	<b>Not yet measured</b>	Future	Future	Future

Specific Objective 3:  
Alternative Development Organizations Strengthened

Result No. 3.2.1:  
Increased capacity for technology transfer

**3.2.1 REVISED Performance indicator:** Number of legally registered farmer organizations generating revenues which also provide services to their members or clients.

**Coverage:** CONCADE-assisted organizations

**Unit of Measure:** Number of organizations

**Source:** NGOs/private firms, farmer organizations.

**Description:** Business-oriented local farmer organizations include sindicatos, associations, cooperatives, farmer enterprises, and others at the community level. Revenues should come from 2 or more of the following: dues, rotating funds, sales, sales commissions, services, or other sources.

**Frequency:** Quarterly

**Baseline:** Estimated 1999: 16

**Relationship to CN Results Framework:** Intermediate result 4.1

<i>Performance Milestones</i>	<i>CY 2000</i>	<i>CY 2001</i>	<i>CY 2002</i>	<i>June 2003</i>
<b>Revised Targets</b>	28	40	52	58
<b>Actual Results</b>	<b>33</b>	Future	Future	Future

The thirty-three farmer organizations identified for Year 2000 are listed and described on the next page.

<b>Legally Registered Farmer Organizations Generating Their Own Revenue and  Providing Services to Their Members or Clients</b> - As of December 31, 2000 -				
No.	Extension Group Affiliation	Farmer Organization	Community	Manner in Which Revenue is Generated or Services Provided
1	<b>CODELCA</b> (7 groups) ↓	ABIB	Ingavi B	Dues, sales of banana, equipment rental
2		APROBAC	San Carlos	Dues, sales of banana, equipment rental
3		ASBA	San Luis	Dues, sales of banana, equipment rental
4		ASIPA	16 de Julio	Dues, sales of banana
5		ASPROBACI	Villa Fernandez	Dues, sales of banana, equipment rental
6		ASPROBAN	Senda B	Dues, sales of banana, equipment rental
7		Agro-Té	Senda B	Dues, sales of tea, equipment rental
8	<b>WINROCK</b> (7 groups) ↓	AIPASET	Eterazama	Dues, sales of palm heart
9		ASOPRINA	Nuevo América	Dues, sales of palm heart, transport fees
10		AINPROB	Samusabete	Dues, sales of black pepper
11		ASINPAT-A	La Estrella	Dues, sales of banana and palm heart
12		ASIPMMI	Isinuta	Dues, sales of palm heart
13		AIPAB	Semda Bayer	Dues, sales of banana and inputs
14		CAY	Paracito	Dues, sales of tumeric, anatto & ginger
15	<b>CIAPROT</b> (15 groups) ↓	AGROSAJTA	Tarata	Dues, sales of products & inputs
16		AIPROA-CNE	Nueva Esperanza	Dues, sales of products & inputs
17		AIPROCUT-CA	Trinitario	Dues, sales of products & inputs
18		APAT-II	Transversal	Dues, sales of products & inputs
19		APPAFI	Ibuelo	Dues, sales of products & inputs
20		APROATROC	San Lorenzo	Dues, sales of products & inputs
21		APTP-BOLIVAR	Bolívar	Dues, sales of products & plant material
22		ASAIPA	Gual. Villaruel	Dues, sales of products & plant material
23		ASAMAPA	Mayopampa	Dues, sales of products & inputs
24		ASIPROA-VH	Valle Hermoso	Dues, sales of products & inputs
25		ASPPROT	Gérmán Busch	Dues, sales of products & inputs
26		ASPROP	02 de marzo	Dues, sales of products & inputs
27		Casa Ltda.	Santa Ana	Dues, sales of products & inputs
28		PROASPA	Senda 3	Dues, sales of products & inputs
29	S. Dorado Grande	Dorado Grande	Dues, sales of products & inputs	
30	<b>INDASA</b> (4 groups) ↓	ASIPAT	Tunari	Dues, sales of palm hearts
31		AIPAI	Isarzama	Dues, sales of bananas
32		APAT	Tunari	Dues, sales of palm hearts & pineapple
33		ASIPACH	Chancadora	Dues, sales of banana & palm hearts

Source: From monthly reports of the CONCADE extension groups and a report dated December 6, 2000, from Ing. Mario Arrázola confirming the information, CONCADE/DAI, 08 December 2000, csf

This indicator will be incorporated into New Indicators 3.1, 3.21 and 3.2.2 in future quarterly reports

Result Indicator for Alternative Development Organizations Strengthened				
<b>Old Result 3.1: Increased capacity for sustainability in farmer organizations</b>				
<i>Performance Milestones</i>	<i>CY1999</i>	<i>CY2000</i>	<i>CY2001</i>	<i>CY2002</i>
<b>Targets in CONCADE contract</b>	12 organizations	24 organizations	36 organizations	50 organizations
Actual results	16 organizations	33 organizations (As of Dec. 31, 2000)		
<b>Source/Methodology</b> Number of legally registered farmer organizations that generate income from at least two sources, as reported by farmer organizations providing information to the four extension groups working in the Chapare.				

**Statement of progress.** Payments to farmer associations are generated by dues from members, surcharges on export production, or payments for services such as pest control, supplying of inputs or tools, or technical assistance or assistance with marketing.

**Specific Objective 3:  
Alternative Development Organizations Strengthened**

**Result No. 3.2.1:  
Increased capacity for technology transfer**

**3.2.2 REVISED Performance indicator:** Number of farmer organizations paying for their own technical assistance

**Coverage:** CONCADE-assisted organizations

**Unit of Measure:** Number of organizations

**Source:** Information provided by farmer organizations and validated by NGOs/private firms

**Description:** Number of organizations paying, at least partially, for technical assistance in production, marketing, plant propagation, or business administration

**Frequency:** Quarterly

**Baseline:** Estimated 1999: 12

**Relationship to CN Results Framework:** Intermediate result 4.1

<i>Performance Milestones</i>	<i>CY 2000</i>	<i>CY 2001</i>	<i>CY 2002</i>	<i>June 2003</i>
<b>Revised Targets (2001-2003)</b>	10	40	55	63
<b>Actual Results</b>	<b>32</b>	Future	Future	Future

Comments: The thirty-two associations are:

Codelca

ABIB, Ingavi B  
APROBAC, San Carlos  
ASBA, San Luis  
ASPROBACI, V. Fernandez  
ASPROBAN, Senda B  
ASPROPI, Mariposas  
ASPROCUT, G. Busch  
Agro-Té, Senda B

Winrock

AIPASET, Eterazama  
ASOPRINA, N. América  
AINPROB, Samusabete  
ASIMPAT-A, La Estrela  
ASIPMMI, Isinuta  
AIPAB, Senda Bayer  
CAY, Paractito

Ciaprot

AIPAVIN, v. Nueva  
AIPROA-CNE, N. Esperanza  
AIPROCUT-CA, Trinitario  
APPAFI, Ibuelo  
APROATROC, S. Lorenzo  
APTP-Bol, Bolívar  
ASAIPA, G. Villaroel  
ASAMAPA, Mayopampa  
ASIPROA-VH, V. Hermoso

Ciaprot (cont'd)

ASPPROT, G. Busch  
ASPPROP, 2 de marzo  
Casa Ltda, S. Ana  
PROASPA, Senda 3  
S. Buena Vista, B. Vista

Indasa

AIPAI, Isarzama  
ASIPAT, Tunari  
AIPAS, Sucre

This indicator will be incorporated into New 3.2.1 in future quarterly reports

Result Indicator for Alternative Development Organizations Strengthened				
<b>Old Result 3.2: Number of farmer organizations paying for their own technical assistance</b>				
<i>Performance Milestones</i>	<i>CY1999</i>	<i>CY2000</i>	<i>CY2001</i>	<i>CY2002</i>
<b>Targets in CONCADE contract</b>	2 organizations	10 organizations	25 organizations	40 organizations
<b>Actual results</b>	12 organizations	32 organizations  (As of Dec. 31, 2000)		
<b>Source/Methodology</b> Number of farmer organizations capable of paying for their own technical assistance as reported by the extension service providers.				

**Statement of progress.** Thirty-two farmer associations are paying, at least partially, for technical assistance in agronomy, commercialization, or business management. In addition, there are 112 community promoters working voluntarily, seventy-six promoters paid entirely or partially by the farmer associations, and 102 promoters paid entirely by the extension service providers. Farmer associations involved in contract farming are paying for technical assistance, pest control and cultivation programs.

This indicator will not be included in future quarterly reports.

Result Indicator for Alternative Development Organizations Strengthened				
<b>Old Result 3.3: Increased capacity for technological transfer in GOB organization (IBTA/Chapare)</b>				
<i>Performance Milestones</i>	<i>CY1999</i>	<i>CY2000</i>	<i>CY2001</i>	<i>CY2002</i>
<b>Target set forth in CONCADE contract</b>	25%	35%	50%	75%
<b>Actual results</b>	0%	9* (As of Dec. 31, 2000)		
<b>Source/Methodology</b> Percent of individual research activities completed in any given calendar year positively validated and adopted by farmers. Field extensionists from the four extension groups will be responsible for gathering data on agricultural technology used by farmers. *Number of validation trials.				

**Statement of progress** . IBTA reported that to date thirty-eight new research trials have been initiated, sixteen demonstration plots installed, 1000 ha of fertilizer demonstration plots have been planned, 9 validation trials have been established, and ten publications are in press and another 13 are under review. In addition, fifteen IBTA researchers are participating in the farmer experimentation program. In the area of agricultural services, IBTA produced 476,000 coffee seedlings; has executed 174 pest or disease diagnoses; is monitoring potential pest or disease problems in banana and heart-of-palm in 20 areas of the Chapare; and has emitted 41 phytosanitary certifications. An analysis of infrastructure needs was completed and the La Jota auditorium is being expanded. The annual operating plan for 2001 was prepared. PDAR and DAI are discussing IBTA's research and extension program with the intention of simplifying its operations and making its work more compatible with the expressed needs of farmers

This indicator will not be included in future quarterly reports.

Result Indicator for Alternative Development Organizations Strengthened				
<b>Old Result 3.4: Increased average annual yield of promoted crops</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in USAID/DAI contract:</b>				
<b>Bananas</b>	70 mt/ha	90 mt/ha	110 mt/ha	135 mt/ha
<b>Pineapples</b>	11.5 mt/ha	12 mt/ha	13 mt/ha	13.5 mt/ha
<b>Passion Fruit</b>	10 mt/ha	10 mt/ha	10 mt/ha	10 mt/ha
<b>Palm Hearts</b>	675 kg/ha	750 kg/ha	815 kg/ha	900 kg/ha
<b>Black Pepper</b>	3 mt/ha	3 mt/ha	3 mt/ha	3 mt/ha
<b>Actual results</b>				
<b>Bananas</b>	20-30 mt/ha	25 mt/ha		
<b>Pineapples</b>	11.5 mt/ha	18 mt/ha		
<b>Passion Fruit</b>	6-7 mt/ha	6.4 mt/ha		
<b>Palm Hearts</b>	500 kg/ha	550 kg/ha		
<b>Black Pepper</b>	1.5 mt/ha	0.9 mt/ha		
		(As of Dec. 31, 2000)		
<b>Source/Methodology</b> Average annual yield of promoted crops, as reported by surveys of farmers by extension groups. Yields from 1999 are based on consultant estimates, focal groups of farmers and extensionists, and some field measurements. Yields from 2000 are based on surveys of farmers by extension groups. The data for banana are reported by CODELCA which works with the more advanced banana growers.				

**Statement of progress.** Yields for pineapple and palmito are greater, those for passion fruit and banana are similar, and those of black pepper are less than the reported base lines. It should be noted that the base line estimates were based on expert opinion and were necessarily crude. In addition, there is a great deal of variability among extension groups in reported crop yields.

One measure of benefits provided by the extension system is to compare crop yields produced by CONCADE farmers *versus* those unassisted by the program. This comparison is shown in the table below.

**Annual crop yields (mt/ha) produced by CONCADE-assisted and non-CONCADE-assisted farmers.**

Crop	Non-assisted	CONCADE
<b>Bananas</b>	8.4	14-25
<b>Palmito</b>	0.59	0.55
<b>Pineapple</b>	15.1	18.1
<b>Pepper</b>	Not available	0.9
<b>Passion fruit</b>	Not available	6.4

Source: Surveys of farmers carried out by extensionists, December 2000.

According to the data in the Table, yields of banana and pineapple are significantly greater on CONCADE-assisted farms than on farms that do not participate in the program. The similar palmito yields on both types of farms is indicative of the low management inputs typically used on this crop. Nevertheless, yields under CONCADE are still generally low due to low plant populations, lack of fertilization, and inadequate pest and disease control by farmers.

## **D. PRIVATE SECTOR AND AGRICULTURALLY-BASED INDUSTRIES STIMULATED (SO4)**

The objective of **SO4** is to stimulate the growth of an agribusiness sector in the Chapare that is competitive and self-sustaining in the long term, giving initial attention to the five under-performing, community-run processing plants. The primary means for supporting agribusiness development and private investment include a combination of:

- ◆ Feasibility studies for existing Chapare agribusinesses, leading to the reformulation of their management, financial and operating structure, especially the five under-performing community processing plants (i.e. Agro-Té, Inintrop, Emcopaivi, Agroprovasa, and Milka);
- ◆ Assistance with private sector business plans describing investment requirements, market potential and projected profitability of new agribusiness investments;
- ◆ Promoting the entry and/or expansion of Chapare-based businesses, especially those which fill critical gaps in the production-marketing system for licit crops (e.g. banks, commercial nurseries, transport companies, multi-use food processing plants, and small farm equipment distributors); and
- ◆ Establishing and managing capital access programs (e.g. grants, loans and performance-based incentives) to assist selected private companies or farmer groups in attaining CONCADE objectives.

In Fourth Quarter 2000 there were major changes in the structure and strategy of the Investment Promotion Unit. Ignacio Molina was named as the new Manager of the Unit, bringing to the position an extensive background in private business operations and contacts with leaders in the Bolivian business community. The investment promotion strategy changed from one of generating leads from trade fairs and overseas prospecting to one of presenting cogent business opportunities to qualified Bolivian investors. To strengthen existing Chapare agribusinesses, more attention was given to building strategic alliances and partnering relationships than had been in the past.

These changes in leadership, strategy and tactics quickly delivered positive results. Three private groups (Vibapal, Hotel Victoria and Saavedra) made investment commitments in the Chapare and one existing agribusiness (Agro-Té and B) improved their production and marketing capability through alliances. As of year-end, the Investment Promotion Unit was working with fifteen companies which have expressed serious interest in investing in the Chapare and are well along in their business plans for such an investment.

Under “Assessment of Production and Investment Capital Requirements in the Chapare” (Critical Task A), the following progress was made:

- ▶ **Circulation of investment promotion materials.** Through the Cámara de Empresarios Privados, CONCADE circulated 150 brochures on opportunities for investors in the Chapare. These brochures describe investment conditions in the

zone, areas of CONCADE support and specific opportunities which complement established agribusiness ventures (for example, the fabrication of packaging materials). Brochures were also distributed to the Cámara de Industria and the Cámara de Exportadores, both in Cochabamba. We expect this outreach to attract many new investors to licit agricultural opportunities in the Chapare.

- ▶ **Reports on Production and Investment Capital Requirements.** During the quarter the CONCADE Investment Promotion team completed six financial evaluations of investment opportunities in the Chapare. These studies will assist companies with serious intentions to invest in the Chapare, as well as serve to describe concrete investment opportunities in forthcoming promotional presentations. The studies included:

<b>Analyses of Production and Investment Capital Requirements</b> CONCADE Investment Promotion Unit Fourth Quarter 2000		
<i>Date</i>	<i>Study</i>	<i>Description</i>
November 2000	Feasibility study for <b>El Jichi</b> fish-farming project	Analysis of investment costs and cash flows for ten year fish-farming project
November 2000	Feasibility study for <b>Complejo Hotelero “Victoria”</b> resort	Analysis of investment costs and cash flows for expanding hotel complex
November 2000	Feasibility study for banana seedling nursery	Analysis of investment costs and cash flows for banana nursery operation
December 2000	Feasibility study for <b>Terotec</b> for fruit juice concentration project	Analysis of investment costs and cash flows for banana nursery operation
December 2000	Feasibility study for <b>Empropal</b> palm heart nursery project	Analysis of investment costs and cash flows for expanding current palm heart nursery operation
December 2000	Feasibility study for <b>Bom Gusto</b> meat-processing project	Analysis of investment costs and cash flows for ten year meat-processing project

Under “Assistance in Feasibility Studies, Investment Support, and Joint Ventures” (Critical Task B), we undertook the following activities:

- ▶ **Livestock project.** Assistance was provided to the project of introducing dual-purpose (milk and beef) cattle to the Chapare. A study was initiated and completed to identify the existence of cattle diseases in the Chapare; the study noted that there is currently no evidence of hoof-and-mouth and other serious diseases associated with livestock. Additionally, a study was launched to recommend cattle breeds which are both suitable for the climatic conditions of the Chapare and manageable by small, relatively inexperienced farmers. This study will be completed in late January.
- ▶ **On-going administrative support to the banana exporter Chapare Exporta.** The exporter continued operations during the quarter despite a large debt burden and cash flow difficulties. CONCADE advisors assisted the company in trimming

costs of operations and in reducing its heavy debt burden. This counsel has made Chapare Exporta a leaner operation, where all costs of operations are directly recoupable through the price of goods sold. Sharply lowered prices for bananas in Argentina have aggravated the company's financial situation despite these cost-saving measures. Chapare Exporta continues to receive our priority attention.

- ▶ **New Investment Promotion Specialist.** Lic. Ignacio Molina began work as the new Investment Promoter during the quarter. The strategy of investment promotion was changed to give greater emphasis to the preparation of a business prospectus for viable investment opportunities and use this material in pro-active visits and presentations to qualified Bolivian investor groups. Sr. Molina brings extensive experience in both the investment and export sectors, having worked several years in Alternative Development with PDAR , with Duralit in Cochabamba and with the Ministry of Foreign Commerce in La Paz.
- ▶ **Performance-based incentives.** There were no awards of performance-based incentives during the quarter. The Investment Promotion Fund has been depleted and requests for financial support now flow directly through the Grants Committee (see SO 3 – Strengthening Alternative development Organizations). To date CONCADE has signed performance-based incentive agreements totaling \$470,000 with the following groups:

<b>Performance-Based Subcontracts To Date</b>			
<i>Date</i>	<i>Company</i>	<i>Description</i>	<i>Amount</i>
November 1999	Andean Group	Purchasing bananas for export from small farmer associations	\$ 25,000
November 1999	Ingavi B Banana Producers Association	Establishing a box fund for becoming a full-service packing center	\$ 25,000
May 2000	Chapare Exporta	Purchasing bananas for export from small farmer associations	\$ 85,000
May 2000	Banabol	Purchasing bananas for export from small farmer associations	\$ 50,000
June 2000	Fabopal	Steady purchases of palm heart stalks from small producers	\$ 50,000
June 2000	Indatrop	Steady purchases of palm heart stalks from small producers	\$ 50,000
August 2000	APAMI Pineapple Producers Association in Eterazama	Improving packing center operations and finalizing purchase contract with Naturaleza	\$ 5,000
September 2000	Chapare Exporta	To maintain flow of banana exports to Argentina	\$20,000
September 2000	Milka plant	To open new market segments and increase purchases from Chapare dairymen	\$60,000
September 2000	Chapare Exporta	Credit from Loan Guarantee Fund	\$100,000
<b>Total</b>			<b>\$ 470,000</b>

Specific Objective No. 4:  
Private Sector Investment and Agriculturally-Based Industries Stimulated

**Result No. 4.1:  
Increased investments by the business sector**

**4.1 NEW Performance Indicator:** Value of investment by the business sector in the Chapare

**Coverage:** Chapare

**Unit of Measure:** Total Investments (Millions US\$)

**Source:** Business surveys

**Description:** Total cumulative investments undertaken by private businesses located in the Chapare exclusive of CONCADE investment funds, including producers and processors, agriculturally related services providers, producer associations, hotels and tourism businesses.

**Baseline:** End of CY2000: \$33.4

**Frequency:** Yearly

**Relationship to CN Results Framework:** Sub-intermediate result 4.1 and 4.2

<i>Performance Milestones</i>	<i>CY 2000</i>	<i>CY 2001</i>	<i>CY 2002</i>	<i>June 2003</i>
<b>Targets</b>	NA	\$35	\$37	\$38
<b>Actual Results</b>		Future	Future	Future

**This indicator will not be included in future quarterly reports.**

Result Indicator for Private Sector Investment and Agriculturally-Based Industries Stimulated				
<b>Old Result 4.1: Investment credit needs identified</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in CONCADE contract</b>	5 credit applications	10 credit applications	N/S*	N/S*
<b>Actual results</b>	2 credit applications <sup>a</sup>	8 credit applications <sup>b</sup>  (Cumulative for year as of Dec. 31, 2000)		
<p><b>Source/Methodology</b> Credit applications including feasibility studies received from prospective investors favorably reviewed by USAID/GOB, as reported in the CONCADE PMP database.</p> <p><sup>a</sup> Ingavi B Banana Producers Association and Andean Group</p> <p><sup>b</sup> Chapare Exporta, Banabol, Fabopal, Indatrop, Milka and Eterazama Pineapple Producers Association</p> <p>*Not specified in contract</p>				

**Statement of progress.** Eight companies or associations received financial assistance through the Investment Promotion Fund of performance-based incentives. This Fund is now depleted and financial support is being channeled through the Grants Committee.

Specific Objective No. 4:  
Private Sector Investment and Agriculturally-Based Industries Stimulated

**Result No. 4.2:  
Increased agribusiness employment in the Chapare**

**4.2 REVISED Performance indicator:** Off-farm employment in licit Chapare agribusinesses

**Coverage:** Chapare

**Unit of Measure:** Number of salaried licit jobs

**Source:** Agribusiness records

**Description:** Total agribusiness employment each year. Includes both permanent and seasonal. Included are jobs in food processing, transport services, warehousing, distribution of agro-inputs, credit and lending, and fabrication of farm container materials. Employment in tourism, log, lumber and wood businesses and hotels are excluded.

**Frequency:** Quarterly

**Baseline:** CY1999: 385 (verified)

**Relationship to CN Results Framework:** Sub-intermediate result 4.3

<i>Performance Milestones</i>	<i>CY 2000</i>	<i>CY 2001</i>	<i>CY 2002</i>	<i>June 2003</i>
<b>Revised Targets</b>	450	500	550	600
<b>Actual Results</b>	<b>367</b>			

**This indicator will not be included in future quarterly reports.**

Result Indicator for Private Sector Investment and Agriculturally-Based Industries Stimulated												
<b>Old Result 4.2: Investment credit fund established and operational</b>												
	CY1999	CY2000	CY2001	CY2002								
<b>Targets in CONCADE contract</b>	0 firms	3 firms	5 firms	5 firms								
<b>Actual results</b>	2 firms	8 firms <small>(Cumulative for year as of Dec. 31, 2000)</small>										
<p><b>Source/Methodology</b> Number of firms established in the Chapare receiving loans or incentives from Investment Fund, as reported in CONCADE PMP database. The two firms receiving financial assistance from the Investment Promotion Fund in 1999 were Andean Group and Ingavi B. The seven firms which have received financial assistance from the Fund since project inception are:</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Eterazama Pineapple Association (APAMI)</td> <td style="width: 50%;">Fabopal</td> </tr> <tr> <td>Andean Group</td> <td>Indatrop</td> </tr> <tr> <td>Banabol</td> <td>Ingavi B Banana Association (ABIB)</td> </tr> <tr> <td>Chapare Exporta</td> <td>Milka</td> </tr> </table>					Eterazama Pineapple Association (APAMI)	Fabopal	Andean Group	Indatrop	Banabol	Ingavi B Banana Association (ABIB)	Chapare Exporta	Milka
Eterazama Pineapple Association (APAMI)	Fabopal											
Andean Group	Indatrop											
Banabol	Ingavi B Banana Association (ABIB)											
Chapare Exporta	Milka											

**Statement of progress.** Cumulative progress to date is ahead of contract targets.

**E. RESULTS-ORIENTED MANAGEMENT AND GEOGRAPHIC INFORMATION FOR PDAR IN PLACE (SO5)**

The description of the indicators and milestone results which follow are textually the same as those in the contract. There has been no agreement to date on which indicators might be better defined and measured.

<p>Specific Objective No. 5:                  Result-Oriented Management, Geographic Information System for PDAR in Place                  Supporting Policy and Implementation Actions and Decisions Made by the AMU,                  the GOB and USAID</p>		
<p><b>Result No. 5.1:                  Performance Monitoring Plan (PMP) Completed and Operational</b></p>		
<p><b>5.1 Performance Indicator:</b> PMP system operational to monitor progress towards CONCADE results.  <b>Unit of Measure:</b> Level of use among USAID/GOB agencies and other donors.  <b>Source:</b> Evaluation conducted by Performance Monitoring Team of CN/SOT.  <b>Frequency:</b> Quarterly.  <b>Relationship to CN Results Framework:</b> Intermediate Results 3 and 4.</p>		
<i>Performance Milestones</i>	<i>1999</i>	<i>2000</i>
<p><b>Targets in CONCADE</b>  <b>Contract:</b>                  Plan for PMP Developed and Approved:                    PMP Established:                    PMP Totally Operational:</p>	<p>End of September 1999</p>	<p>End of March 2000                   End of July 2000</p>
<p><b>Actual Results:</b>                  Plan for PMP Developed and Approved:                    PMP Established:                    PMP Totally Operational:</p>	<p>PMP Planned: October 1999                   Implementation Plan Approved: November 1999</p>	<p>System Diagram Submitted (ERD): April 2000                   “Alternative” PMP System in Operation: June 2000                   PMIS System Functional (See Details Below): December 2000                   Modification of Methodology for Measuring Results Indicators Approved: October 2000                   “Alternative” PMIS System Fully Operative (See Details Below): October 2000</p>

**Comments:** Result 5.1 says: “Plan for Monitoring of Performance (PMP) complete and operative”. The indicator refers to the “PMP System”. The contract makes no clear distinction between the Plan and the System. Below we describe the results to date in a manner which distinguishes between the Plan and the System.

In order to fulfill contract specifications, the Plan for Monitoring of Performance (PMP) passed through several stages:

- The plan for the system design of the PMP was completed during the first four months of the project and submitted to USAID in October 1999.
- The Implementation Plan for putting the system into operation was submitted to USAID on November 30, 1999.
- The Functional Models for IBTA and caminos Vecinales were presented on February 17, 2000.
- The Entity Relationship Diagram (ERD) is the actual design of the system showing in schematic form the relationships between processes and flows of information.

The computerized system under design is referred to as the Performance Monitoring Information System (PMIS). The design work took the extra time indicated above for a number of reasons. One of these reasons was that the existing data and systems were deficient, making it necessary to first reformulate the data and systems to permit migration to the new PMIS. Another reason for delays was the necessity to assure the full participation of the GOB agencies who are part of the group of implementing agencies of CONCADE. The PMIS design was completed in April 2000. The planning phase (referred to as the Performance Monitoring Plan – PMP) could not be completed without the system design itself; that is, the PMIS. The functionality of the system was demonstrated in December 2000. The task of reaching a CONCADE consensus on measurement methodology and baseline line markers was completed three months later.

The development of the PMIS to monitor project results was also delayed by the process of redefining the Indicators to make them more understandable and their form of measurement more sensible and uniform. For nearly the entire Year 2000, DAI analyzed the indicators to detect areas of multiple interpretation and difficulties in precise measurement. These observations and suggested remedies were presented to USAID for their approval. Until this consensus and approval were obtained, it was not possible to measure project results in a manner satisfactory to all parties. The document of recommendations for revising the indicators was finally presented to USAID in September 2000 and approved in October 2000.

As work was proceeding on the design of the PMIS and on improvements to project result indicators, an Alternative System for Monitoring Results was put into place. This Quarterly Report utilizes quantitative information generated by the Alternative System and incorporates the enhancements made to the performance indicators.

Specific Objective No. 5:  
Result-Oriented Management, Geographic Information System for PDAR in Place  
Supporting Policy and Implementation Actions and Decisions Made by the AMU,  
the GOB and USAID

**Result 5.2:  
Integration and Dissemination of a PMP Completed for  
Performance Monitoring and Results Tracking**

<i>Performance Milestones</i>	<i>1999</i>	<i>2000</i>
<p><b>Targets in CONCADE Contract:</b></p> <p style="padding-left: 40px;">Marketing and Infrastructure Systems Integrated:</p> <p style="padding-left: 40px;">PDAR and DIRECO Systems Integrated:</p> <p style="padding-left: 40px;">IBTA, NGOs and Private Companies Integrated:</p> <p style="padding-left: 40px;">PMP System Integrated:</p>	<p>End of December 1999</p>	<p>End of March 2000</p> <p>End of July 2000</p> <p>End of September 2000</p>
<p><b>Actual Results:</b></p> <p style="padding-left: 40px;">Marketing and Infrastructure Systems Integrated:</p> <p style="padding-left: 40px;">PDAR and DIRECO Systems Integrated:</p> <p style="padding-left: 40px;">IBTA, NGOs and Private Companies Integrated:</p> <p style="padding-left: 40px;">PMP System Integrated:</p>		<p>Alternative Marketing System Established: June 2000</p> <p>Alternative Productive Infrastructure System Established: June 2000</p> <p>Road Infrastructure Systems Established: November 2000</p> <p>DIRECO System does not Pertain</p> <p>PDAR System, Incorporating Result Verification and Performance-Based Operating Plan, Approved: November 2000</p> <p>System for Capturing Data from NGOs and extension companies approved: June 2000</p> <p>IBTA System, Incorporating Operating Plan, approved: November 2000</p> <p>Cleaning of Data Initiated Prior to PMIS Migration: November 2000</p>

**Comments:** Result 5.2 says: “Integration and dissemination of a PMP completed for the monitoring and follow-up of results”. Indicator 5.2 emphasizes the need for better data. The targets for both the Result and the Indicator make reference to the integration of the respective systems for all the various CONCADE components.

The alternative systems permitted the development of data capturing and storing mechanisms which will be migrated to the PMIS in the first quarter of 2001.

- The system reporting on prices and product volumes has been functioning since June 2000.
- The system reporting on productive infrastructure has been functioning since June 2000.
- The system reporting on road infrastructure is incorporated into the Operational Performance Plan of Caminos Vecinales and approved in November 2000. The Operational Plan is revising the module to meet the system requirements of the PMIS (See below).
- DIRECO is not participating directly in the system. For this reason, the target as presented is not relevant. Future reports will not include this mention of DIRECO’s module.
- PDAR’s system includes procedures for verifying results reported by CONCADE institutions. In addition, their Operational Plan assures that the PMIS will fulfil performance-based results and provide information by municipality, as approved in November 2000.
- The system for capturing data on NGOs and private companies has been operational since June 2000. These data have been cleaned of errors and duplications, and will be migrated to the PMIS in the first quarter of 2001.
- IBTA will maintain its current systems, which reflect performance-based planning and information by municipality. This was approved in November 2000.
- The goal of delivering a fully operational PMIS by December 2000 required both an inspection and cleaning of data prior to migration to the PMIS. We have finished defining the scope of information we need and the methods to be used in capturing the appropriate data. On this basis, data cleaning commenced prior to migration to the PMIS. This data-cleaning will be completed in January 2001.

The PMIS system consists of eight modules into which data will be migrated and integrated. The modules and their status of completion as of December 31, 2000, are:

1. Parameters (75% complete): consists of data with commonalties.
2. Agricultural Extension (90%): consists of data related to technical assistance provided by the extension groups.
3. CCVV (80%): provides monitoring and control over heavy equipment for road maintenance and improvement.
4. IBTA (60%): consists of data related to climate, crop diseases, laboratory work, research, plant propagation and technology transfer.

5. Operational Plan (50%): Planning, budgets and activity follow-up for PDAR, IBTA, CCVV and DAI.
6. Marketing (20%): consists of data related to prices and market conditions for Chapare products, and investments.
7. Events (60%): Consists of data related to training events, trade fairs and technical inspection trips.
8. Acquisitions (90%): Consists of data related to DAI purchases of plant material for subsequent distribution to farmer organizations o Bolivian agencies.

The Geographic Information System (GIS) is being developed as an additional module, even though there are GIS functions in all the other modules. The timing of the integration of the GIS module depends on when we receive necessary data from the Instituto Nacional de Estadística (INE). DAI's effort to collect this data from INE commenced in January 2000 and is currently awaiting the signing of an agreement between the Vice Minister's office and INE.

Specific Objective No. 5:  
Result-Oriented Management, Geographic Information System for PDAR in Place Supporting  
Policy and Implementation Actions and Decisions Made by AMU, the GOB and USAID

**Result No. 5.3:  
Integration of a PMP completed for financial and administrative  
decision making**

**5.3 Performance indicator:** Financial and administrative PMP fully integrated and operational between implementing entities using existing financial and administrative systems.

**Unit of Measure:** Degree of integration of the systems and databases.

**Source:** Evaluation conducted by the Performance and Financial teams from CN/SOT.

**Frequency:** Quarterly.

**Relationship to CN Results Framework:** Intermediate Results 3 and 4

<i>Performance Milestones</i>	<i>2000</i>	<i>2001</i>
<p><b>Targets in CONCADE Contract:</b> Financial and administrative systems integrated:</p> <p>Consolidated quarterly reports presented to USAID and GOB with information on results and financial status:</p> <p>Systems for IBTA, NGOs and private companies integrated:</p> <p>Systems for PDAR, IBTA and SNC/CCVV integrated:</p> <p>Operational plans utilizing the computerized system consolidated:</p>	<p>March 2000</p> <p>March 2000</p> <p>July 2000</p> <p>July 2000</p> <p>September 2000</p>	
<p><b>Actual Results:</b> Financial and administrative systems integrated:</p> <p>Consolidated quarterly reports presented to USAID and GOB with information on results and financial status:</p> <p>Systems for IBTA, NGOs and private companies integrated:</p> <p>Systems for PDAR, IBTA and SNC/CCVV integrated:</p> <p>Operational plans utilizing the computerized system consolidated:</p>	<p>Terms of Reference for Computerized Financial System Completed: April 2000 Methodology of Cost per Result in Operational Plans Approved: November 2000 Financial system Contracted: November 2000</p>	<p>Projected First Quarter 2001</p> <p>Projected First Quarter 2001</p> <p>Projected First Quarter 2001</p> <p>Projected First Quarter 2001</p>

**Comment:** Result 5.3 says: “Integration of the PMP completed for financial and administrative decision-making”. The targets require the integration of the financial and administrative systems into the PMIS. The indicator refers to management use of the information system for decision-making.

In the first quarter of 2000, DAI prepared the Terms of Reference for the public solicitation of a financial accounting system compatible with the Oracle system. This solicitation was finalized in April 2000.

The bidding process required the Vice Minister’s approval of the Terms of Reference. The bidding also required the approval of USAID prior to public announcement. The contracting of OPTIMIX was completed in November 2000 and the implementation of this system began in December 2000. Trials of this system are planned for March 2001, when the first disbursements of GOB funds are scheduled to commence.

The integration of the financial/administrative systems required a new approach to financial planning not previously in use by the Bolivian governmental agencies. This required extensive analysis of costs per result, which was achieved between June and August 2000 at the time of submission of the Operating Plans. These Plans were approved in November 2000. At the same time, it was necessary to dis-aggregate the information in the Operating Plans to show results by municipality; this had never been done previously by the institutions engaged in Alternative Development.

The goal of September 2000 for the computerized presentation of consolidated Operating Plans would seem to contradict the indicator requiring existing financial/administrative systems. On the basis of results, as required by the integrated system, we are striving to implement a financial system and also a planning system organized around costs per result. The PMIS will consolidate and integrate these systems. By giving careful consideration to needed improvements in existing databases, we are confident that will be delivering a superior final product. Additionally, it is likely that the system will require satellite communication between Cochabamba and the Chapare. This satellite communication linkage is planned for the second quarter of 2001.

Specific Objective No. 5:  
Result-Oriented Management, Geographic Information System for PDAR in  
Place Supporting Policy and Implementation Actions and Decisions Made by  
AMU, the GOB and USAID

**Result No. 5.4:  
PDAR Managing the Integrated PMP**

**5.4 Performance indicator:** The PDAR fully capable of managing PMP developed by Contractor.

**Unit of Measure:** PDAR capability

**Source:** Evaluation conducted by Performance Monitoring Team of CN/SOT

**Frequency:** Quarterly.

**Relationship to CN Results Framework:** Intermediate results 3 and 4

<i>Performance Milestones</i>	<i>1999</i>	<i>2000</i>	<i>2001</i>
<b>Targets in CONCADE Contract:</b>  PDAR has staff to start training:  PDAR staff fully trained in PMP:  PDAR staff managing consolidated PMP:	September 1999	September 2000	March 2001
<b>Actual Results:</b>  PDAR has staff to start training:  PDAR staff fully trained in PMP:  PDAR staff managing consolidated PMP:	September 1999	September 2000	Projected Second Quarter 2001

**Comments:**

- In September 1999 DAI sent home office professionals to begin the training of PMP staff belonging to PDAR and other CONCADE partners. To date the Information System (IS) staffs of PDAR, IBTA and Caminos Vecinales have been trained. These staff members have received 1,520 hours of Oracle courses.

- In October of this quarter the PMIS was extensively tested in the executing units of the GOB. During this stage of system tests, all of the users of each CONCADE agency actively participated together with the IS specialists. We consider this a good indicator of the level of training that the agencies have attained.
- In February 2001 PDAR will complete the contracting of all the personnel necessary to manage the PMIS. In the meantime, the PDAR person responsible for the PMIS is fully participating in the co-management of the Information Management Unit.

To accelerate the development of the PMIS System, Oracle made available the services of one of its Senior Development Team Leaders. The consultant observed that Designer 2000 as not the appropriate tool in this case for system development; he recommended developing the system using a combination of Oracle tools, such as the PL/SQL toolkit, WebDB, and JavaScript.

Unfortunately the Senior Development Team Leader resigned within a few weeks after arriving in Bolivia and was replaced by a new Team leader who arrived in mid-July. He was introduced to USAID during a PMIS task force meeting in La Paz, where he presented a status report describing some of the difficulties faced by the team during the development phase. Under the Team Leader's guidance, new schedules were elaborated and a great deal of the development took place including the integration between each of the modules.

Oracle completed programming the eight modules by the end of September, although the majority of the data has yet to be integrated into the system. DAI and the GOB tested these modules and a number of issues were identified and forwarded to Oracle for solutions. Oracle proposed to initiate a new implementation phase to deliver a complete system before December 22, 2000. Oracle is now working to complete this phase of the system and DAI has requested the active participation of GOB's IT staff during this new phase.

During the quarter there were as many as eight Oracle programmers working at one time to develop the PMIS in order to meet the completion deadline of September 30.

### Communications

As a preliminary step in establishing a Long Distance Training Center in the Chapare, the DAI Information Unit recommended that the company TELEDATA be hired to provide reliable communications between Cochabamba and the Chapare. This recommendation remains under consideration.

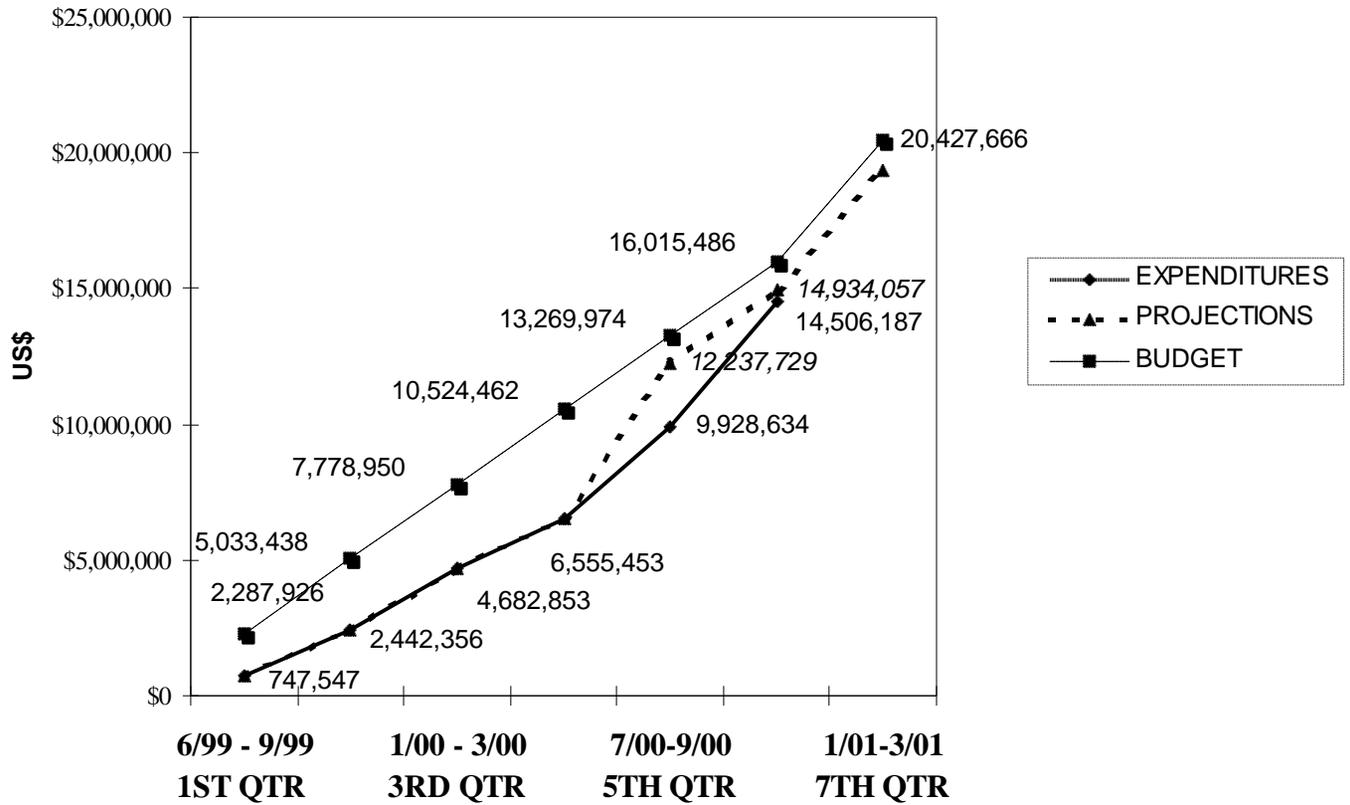
### Training and Other Activities

A total of 1,520 hours of training was provided to IT personnel in Oracle tools. The Transport Study is managed and supervised constantly by CONCADE staff to assure data integrity and quality. The volumes of licit agricultural products from the Chapare that reach the markets are increasing, while the volume of licit coca from the Chapare is decreasing significantly. Reports to this effect were made available to CONCADE partners and to USAID.

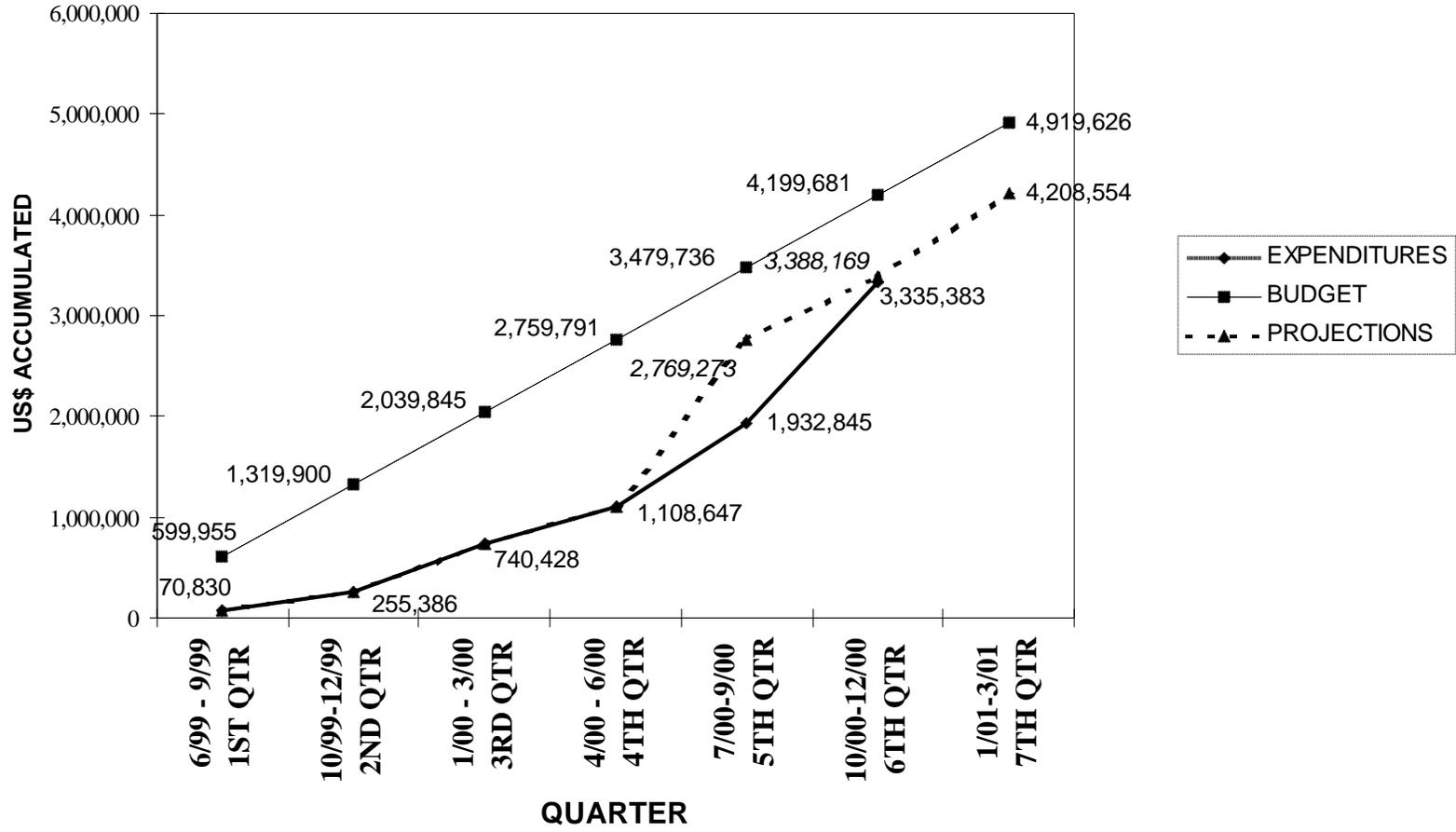
### **CHAPTER III: USE OF FUNDS DURING THE QUARTER**

The charts in this chapter illustrate actual CONCADE spending for the first six quarters of the project (June 1999-December 2000), as well as projected spending for the next quarter (January - March 2001), providing a description of CONCADE spending for the eighteen months of operations. Charts corresponding to the entire CONCADE budget, as well as to each CLIN are provided. Note that the projections for January – March assume a redistribution of funds in line with DAI's budget realignment proposal currently under development and pending negotiation with USAID.

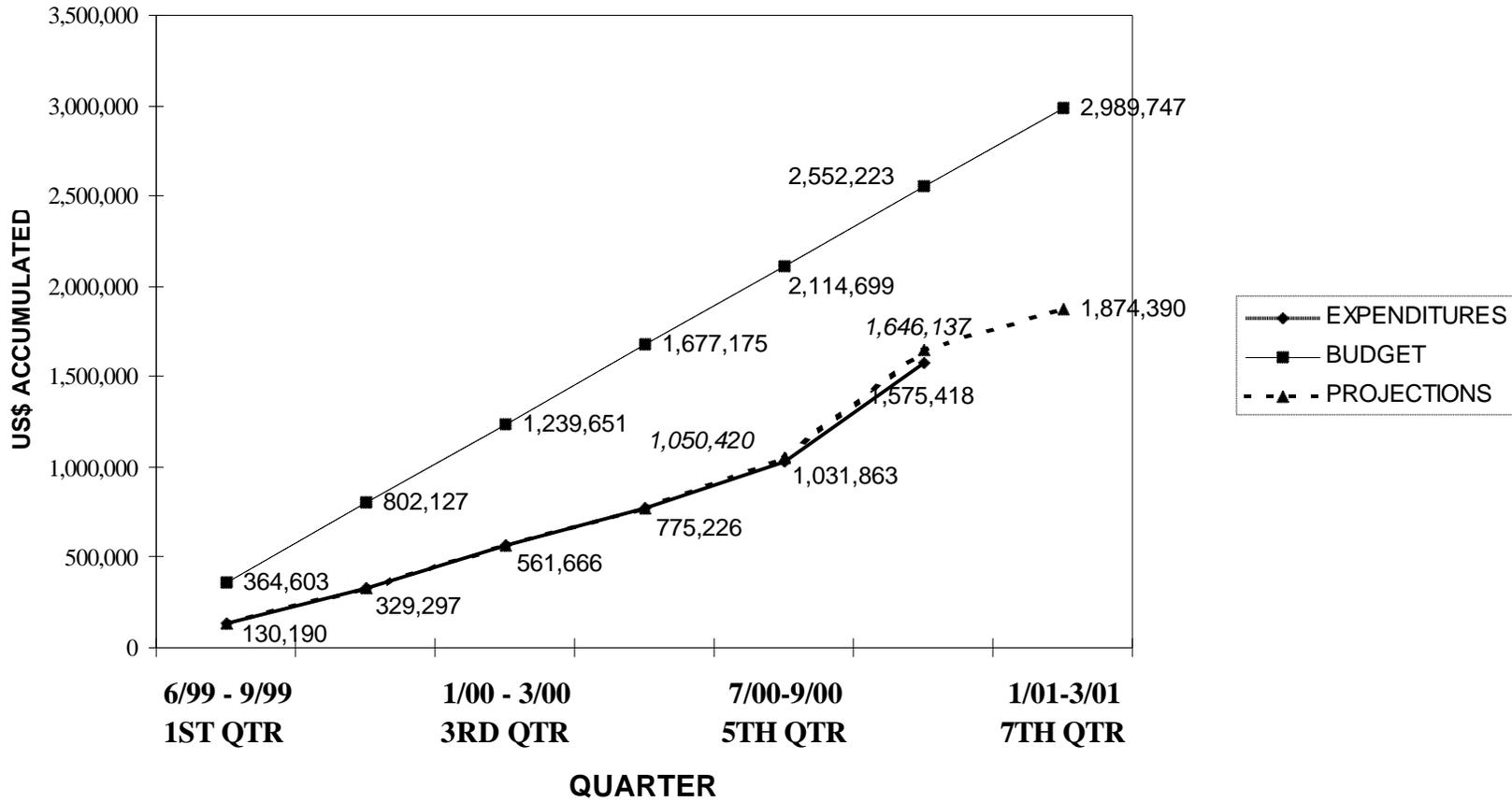
### CONCADE EXPENDITURES, BUDGET AND PROJECTIONS 6 CLINs - ACCUMULATED



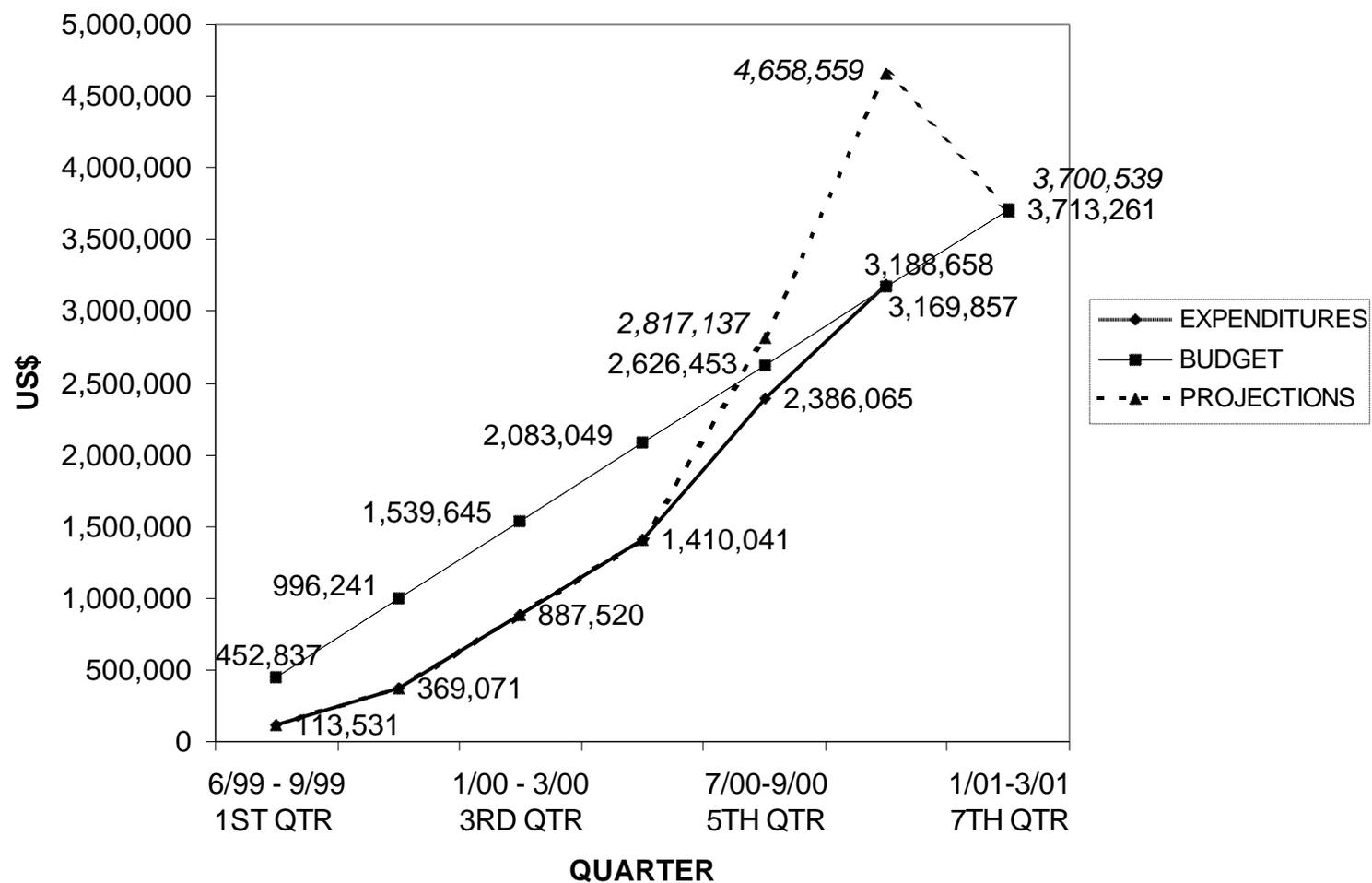
## CONCADE EXPENDITURES, BUDGET AND PROJECTIONS CLIN 1 - ACCUMULATED



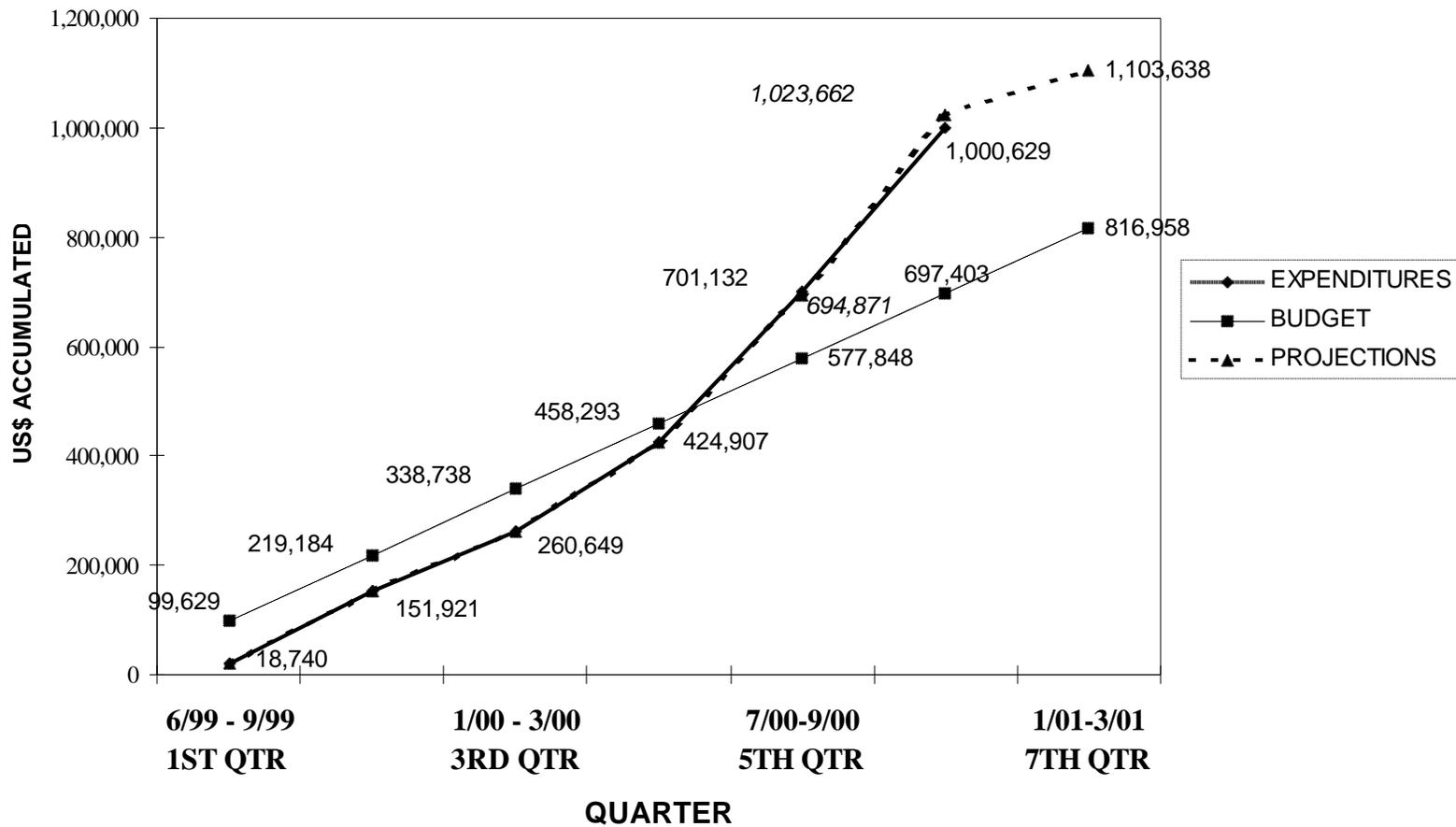
## CONCADE EXPENDITURES, BUDGET AND PROJECTIONS CLIN 2 - ACCUMULATED



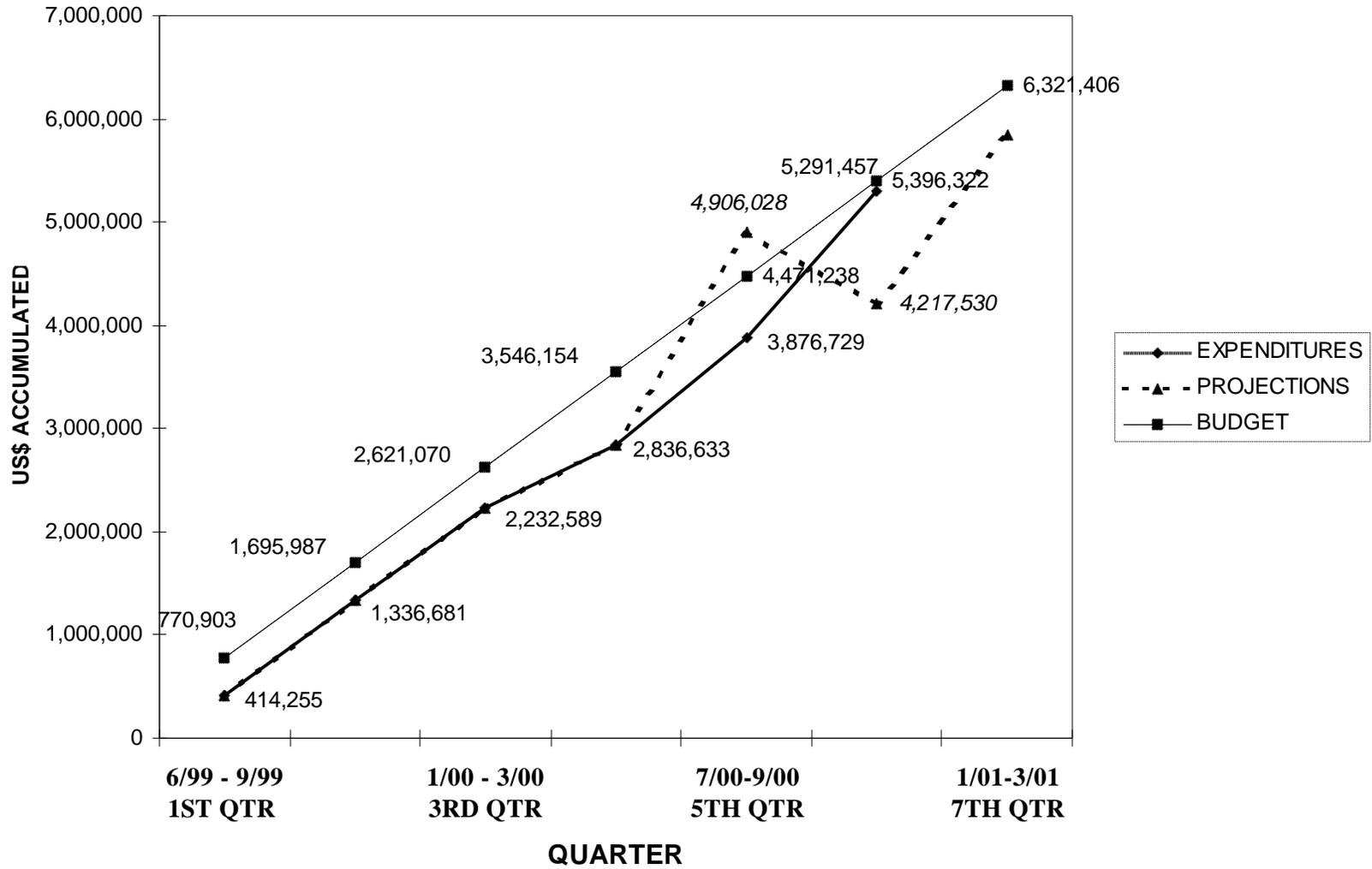
## CONCADE EXPENDITURES, BUDGET AND PROJECTIONS CLIN 3 - ACCUMULATED



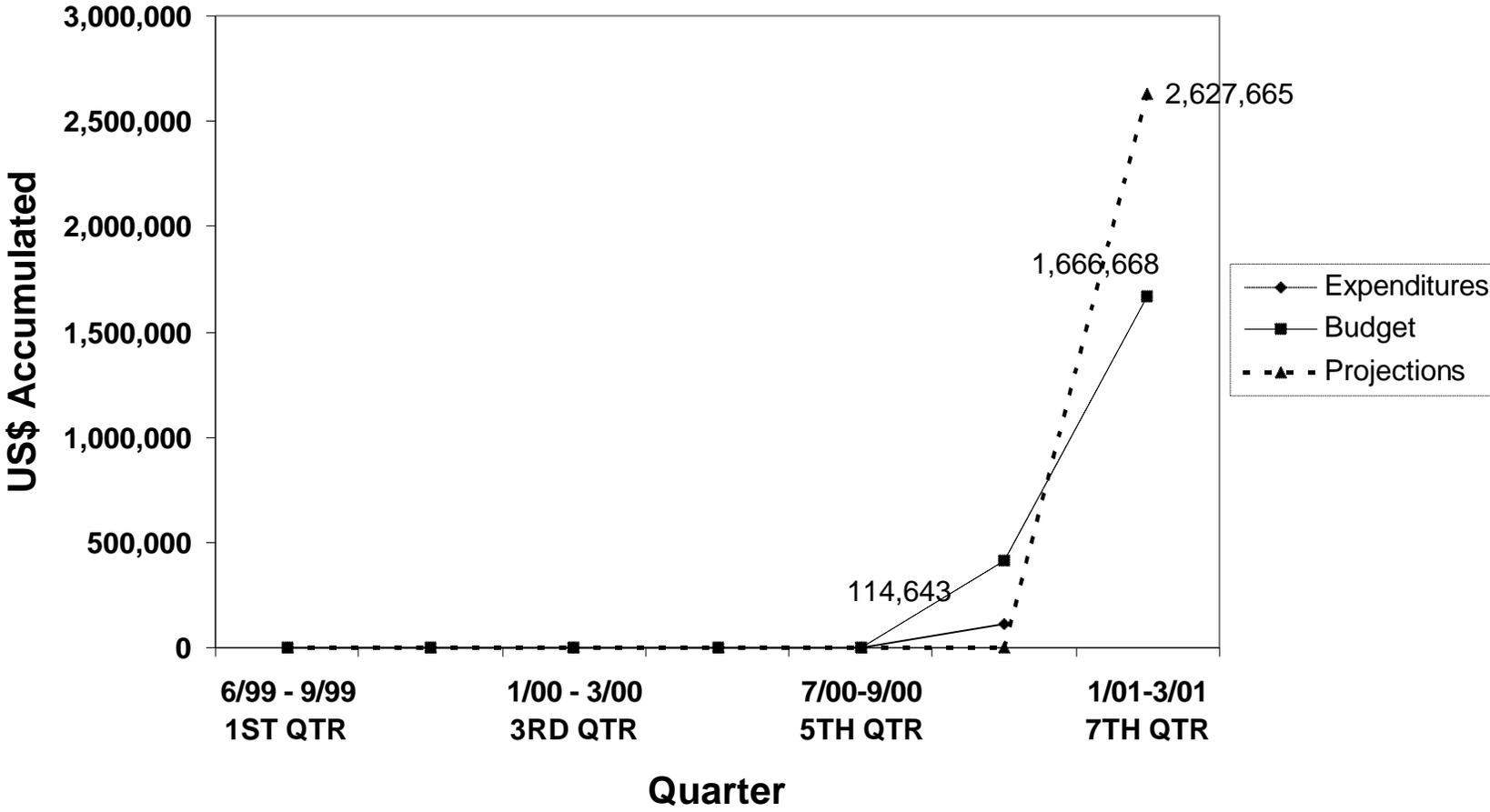
**CONCADE  
EXPENDITURES, BUDGET AND PROJECTIONS  
CLIN 4 - ACCUMULATED**



## CONCADE EXPENDITURES, BUDGET AND PROJECTIONS CLIN 5 - ACCUMULATED



# CONCADE EXPENDITURES, BUDGET, AND PROJECTIONS CLIN 6 - ACCUMULATED



**EXPENSES (QUARTER)**

			<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>	<b>Fifth Quarter</b>	<b>Sixth Quarter</b>	<b>Seventh Quarter</b>
	<b>CLIN</b>		<b>Jun - Sept. 99</b>	<b>Oct – Dec 99</b>	<b>Jan - Mar 00</b>	<b>Apr - Jun 00</b>	<b>Jul – Sep 00</b>	<b>Oct – Dec 00</b>	<b>Jan – Mar 01</b>
	CLIN 1		70,830	184,556	485,042	368,219	824,198	1,455,326	873,171
	CLIN 2		130,190	199,106	232,369	213,560	256,637	614,274	298,972
	CLIN 3		113,532	255,540	518,449	522,521	976,023	2,272,494	511,881
	CLIN 4		18,740	133,182	108,728	164,258	276,226	322,529	103,009
	CLIN 5		414,256	922,425	895,909	604,044	1,040,097	340,801	550,997
	CLIN 6								1,250,001
	<b>TOTAL</b>		<b>747,548</b>	<b>1,694,809</b>	<b>2,240,497</b>	<b>1,872,600</b>	<b>3,373,181</b>	<b>5,005,424</b>	<b>4,851,052</b>

**EXPENSES (ACCUMULATED)**

	CLIN 1		70,830	255,386	740,428	1,108,647	1,932,845	3,335,383	4,208,554
	CLIN 2		130,190	329,297	561,666	775,226	1,031,863	1,575,418	1,874,390
	CLIN 3		113,532	369,071	887,521	1,410,041	2,386,065	3,188,658	3,700,539
	CLIN 4		18,740	151,922	260,649	424,907	701,133	1,000,629	1,103,638
	CLIN 5		414,256	1,336,681	2,232,590	2,836,633	3,876,729	5,291,497	5,620,644
	CLIN 6							114,643	2,627,665
	<b>TOTAL</b>		<b>747,548</b>	<b>2,442,357</b>	<b>4,682,854</b>	<b>6,555,453</b>	<b>9,928,604</b>	<b>14,506,187</b>	<b>19,135,430</b>

## CHAPTER IV: CONTRACT DELIVERABLES

As defined in the USAID/DAI contract, deliverables refer to four outputs in four areas: a) work plans, b) quarterly reports, c) scopes of work and d) PMS. The cumulative contracted Deliverables provided as of June 30, 2000, include the following:

<b>Work Plans and Documents</b>	
<b>Document</b>	<b>Submission date to USAID</b>
DAI Year 2000 Work Plan	March 2000
DAI Year 2001 Work Plan	December 2000

<b>Quarterly Reports</b>	
<b>Document</b>	<b>Submission Date to USAID</b>
Quarterly Report (July-September 1999)	October 1999
Quarterly Report (October-December 1999)	February 2000
Quarterly Report (January-March 2000)	May 2000
Quarterly Report (April-June 2000)	August 2000
Quarterly Report (July-September 2000)	October 2000
Quarterly Report (October-December 2000)	February 2001

<b>Scopes of Work</b>	
<b>Long-Term Experts</b>	<b>Date Submitted to USAID</b>
LTTA for core team	December 1999
LTTA for 2.5 NCSU positions	Action Memo #7 (No objection)
LTTA for 2 DAI positions	Action Memo #8 (No objection)
LTTA for 2 DAI positions	Action Memo #14 (No objection)
LTTA for 1 DAI position (Contract Specialist)	Action Memo #16 (No objection)

<b>PMS</b>	
<b>Deliverable</b>	<b>Date Submitted to USAID</b>
PMP Plan	October 1999
Oracle Implementation Plan	February 17, 2000 (with periodic updates)
8 functional PMP Modules w/o data	September 2000

## CHAPTER V: LEVEL OF EFFORT IN PERSON-MONTHS

Level of Effort Utilization for SO-1  
Sustainable Farm-Level Production for Licit Crops  
Established

	POSITION	Per Proposal Planned LOE	Cumulative thru Prior Quarter	Utilized in Current Quarter	Cumulative LOE Utilized to Date	Percent Utilized vs. Plan	Balance of LOE Remaining
<b>EXPAT LTTA</b>	Chief of Party	18.0	6.4	1.2	7.6	42.2%	10.4
	Coordinator of Planning and Budgeting	0.0	1.5	1.3	2.8		-2.8
	Senior Agricultural Advisor	30.0	13.1	2.5	15.5	51.7%	14.5
	Senior Policy Advisor/CONCADE Policy Advisor	30.0	3.4	1.2	4.6	15.3%	25.4
	<i>Contracts Specialist</i>		0.0	1.0	1.0		-1.0
	<b>Sub-Total</b>	<b>78.0</b>	<b>24.4</b>	<b>6.2</b>	<b>30.5</b>	<b>59.6%</b>	<b>46.5</b>
<b>LOCAL LTTA</b>	Applied Research/IPM Specialist	27.0	0.0	0.0	0.0	0.0%	27.0
	Senior Marketing Advisor	12.0	3.4	0.7	4.1	34.2%	7.9
	Alternative Dev Organization Advisor	12.0	3.0	0.3	3.3	27.5%	8.7
	<i>Market Information Specialist</i>	0.0	0.9	0.3	1.2	0.0%	-1.2
	Agriculture Policy Statistician/Policy Implementation Coordinator	24.0	5.7	3.0	8.7	36.3%	15.3
	Infrastructure Unit Manager/Infrastructure Advisor	36.0	13.1	3.0	16.1	44.7%	19.9
	Infrastructure Finance Specialist	36.0	10.8	3.0	13.8	38.3%	22.2
	Maintenance & Equipment Engineer	18.0	0.0	0.0	0.0	0.0%	18.0
	Finance Unit Manager	24.0	7.1	1.0	8.1	33.8%	15.9
	Financial Analyst-CBB	12.0	4.1	1.6	5.7	47.5%	6.3
	Administrator	24.0	6.7	1.0	7.7	32.1%	16.3
	<b>Sub-Total</b>	<b>225.0</b>	<b>54.8</b>	<b>13.9</b>	<b>68.7</b>	<b>30.5%</b>	<b>156.3</b>
<b>STTA</b>	Expatriate STTA	11.0	1.4	0	1.4	12.5%	9.6
	Local STTA	16.0	39.8	12.8	52.6	328.8%	-36.6
	<b>Sub-Total</b>	<b>27.0</b>	<b>41.2</b>	<b>12.8</b>	<b>54.0</b>	<b>199.9%</b>	<b>-27.0</b>
<b>TOTAL LEVEL OF EFFORT</b>		<b>330.0</b>	<b>120.4</b>	<b>32.9</b>	<b>153.2</b>	<b>53.3%</b>	<b>175.8</b>

Level of Effort Utilization for SO-2  
Sustainable Market Linkages Established

	POSITION	Per Proposal Planned LOE	Cumulative thru Prior Quarter	Utilized in Current Quarter	Cumulative LOE Utilized to Date	Percent Utilized vs. Plan	Balance of LOE Remaining
<b>EXPAT</b>	Chief of Party	6.0	1.9	0.4	2.3	38.3%	3.7
<b>LTTA</b>	Senior Marketing and Investment Promotion Advisor/DCOP	36.0	9.4	1.5	10.9	30.3%	25.1
	<i>Assistant for Reports and Investments</i>	0.0	2.8	1.2	4.0	0.0%	-4.0
	<b>Sub-Total</b>	<b>42.0</b>	<b>14.1</b>	<b>3.1</b>	<b>17.2</b>	<b>41.0%</b>	<b>24.8</b>
<b>LOCAL</b>	Food Processing Marketing Advisor	36.0	10.1	2.2	12.3	34.2%	23.7
<b>LTTA</b>	Senior Marketing Advisor	12.0	3.4	0.7	4.1	34.2%	7.9
	Alternative Dev Organization Advisor	0.0	0.3	0.0	0.3	0.0%	-0.3
	Marketing Advisor	24.0	6.9	1.5	8.4	35.0%	15.6
	<i>Market Information Specialist</i>	0.0	11.2	2.3	13.5	0.0%	-13.5
	<i>Women's Economic Activity Coordinator</i>	0.0	0.5	0.0	0.5	0.0%	-0.5
	<b>Sub-Total</b>	<b>72.0</b>	<b>32.4</b>	<b>6.7</b>	<b>39.1</b>	<b>54.3%</b>	<b>32.9</b>
<b>STTA</b>	Expatriate STTA	40.0	0.6	0.0	0.6	1.4%	39.5
	Local STTA	32.0	35.6	4.7	40.3	125.9%	-8.3
	<b>Sub-Total</b>	<b>72.0</b>	<b>36.2</b>	<b>4.7</b>	<b>40.9</b>	<b>56.7%</b>	<b>31.2</b>
<b>TOTAL LEVEL OF EFFORT</b>		<b>186.0</b>	<b>82.6</b>	<b>14.5</b>	<b>97.1</b>	<b>52.2%</b>	<b>88.9</b>

Level of Effort Utilization for SO-3  
Alternative Development Organizations Strengthened

POSITION	Per Proposal Planned LOE	Cumulative thru Prior Quarter	Utilized in Current Quarter	Cumulative LOE Utilized to Date	Percent Utilized vs. Plan	Balance of LOE Remaining
<b>EXPAT</b>						
Chief of Party	6.0	1.9	0.4	2.3	38.3%	3.7
<b>LTTA</b>						
Senior Marketing and Investment Promotion Advisor/DCOP	0.0	0.3	0.5	0.8	0.0%	-0.8
Senior Agricultural Advisor	6.0	2.6	0.5	3.1	51.7%	2.9
<i>Coordinator of Planning and Budgeting</i>	0.0	1.1	0.2	1.3	0.0%	-1.3
<b>Sub-Total</b>	<b>12.0</b>	<b>5.9</b>	<b>1.6</b>	<b>7.5</b>	<b>62.5%</b>	<b>4.5</b>
<b>LOCAL</b>						
Applied Research/IPM Specialist	9.0	0.0	0.0	0.0	0.0%	9.0
<b>LTTA</b>						
Senior Marketing Advisor	24.0	6.8	1.6	8.4	35.0%	15.6
Alternative Dev Organization Advisor	36.0	9.8	0.8	10.6	29.4%	25.4
<i>Agricultural Extension Coordinator</i>	0.0	6.2	3.0	9.2	0.0%	-9.2
Marketing Advisor	12.0	4.1	1.0	5.1	42.5%	6.9
<i>Market Information Specialist</i>	0.0	0.2	0.0	0.2	0.0%	-0.2
<i>Women's Economic Activity Coordinator</i>	0.0	13.9	1.0	14.9	0.0%	-14.9
Financial Analyst-CBB	12.0	4.1	0.9	5.0	41.7%	7.0
Financial Analyst - Chapare	24.0	10.1	3.0	13.1	54.6%	10.9
<b>Sub-Total</b>	<b>117.0</b>	<b>55.2</b>	<b>11.3</b>	<b>66.5</b>	<b>56.8%</b>	<b>50.5</b>
<b>STTA</b>						
Expatriate STTA	4.0	3.8	1.0	4.8	120.0%	-0.8
Local STTA	10.0	11.9	10.1	22.0	220.0%	-12.0
<b>Sub-Total</b>	<b>14.0</b>	<b>15.7</b>	<b>11.1</b>	<b>26.8</b>	<b>191.4%</b>	<b>-12.8</b>
<b>TOTAL LEVEL OF EFFORT</b>	<b>143.0</b>	<b>76.8</b>	<b>24.0</b>	<b>100.8</b>	<b>70.5%</b>	<b>42.2</b>

Level of Effort Utilization for SO-4  
Private Sector Investment and Agriculturally-Based Industries Stimulated

POSITION	Per Proposal Planned LOE	Cumulative thru Prior Quarter	Utilized in Current Quarter	Cumulative LOE Utilized to Date	Percent Utilized vs. Plan	Balance of LOE Remaining
<b>EXPA</b>						
<b>T</b>						
<b>LTTA</b>						
Chief of Party	6.0	1.9	0.4	2.3	38.3%	3.7
Senior Marketing and Investment Promotion Advisor/DCOP	12.0	2.8	0.9	3.7	30.8%	8.3
<i>Assistant for Reports and Investments</i>	0.0	1.7	1.7	3.4	0.0%	-3.4
Senior Policy Advisor/CONCADE Policy Advisor	6.0	0.0	0.0	0.0	0.0%	6.0
<b>Sub-Total</b>	<b>24.0</b>	<b>6.4</b>	<b>3.0</b>	<b>9.4</b>	<b>39.2%</b>	<b>14.6</b>
<b>LOCA</b>						
<b>L</b>						
<b>LTTA</b>						
Food Processing Marketing Advisor	12.0	3.1	0.7	3.8	31.7%	8.2
Marketing Advisor	12.0	2.4	0.5	2.9	24.2%	9.1
Investment Promotion Specialist	48.0	12.2	2.0	14.2	29.6%	33.8
<i>Market Information Specialist</i>	0.0	0.7	0.3	1.0	0.0%	-1.0
Agriculture Policy Statistician/Policy Implementation Coordinator	3.0	0.0	0.0	0.0	0.0%	3.0
Financial Analyst-CBB	0.0	0.4	0.0	0.4	0.0%	-0.4
<b>Sub-Total</b>	<b>75.0</b>	<b>18.8</b>	<b>3.5</b>	<b>22.3</b>	<b>29.7%</b>	<b>52.7</b>
<b>STTA</b>						
Expatriate STTA	8.0	3.2	0.0	3.2	40.4%	4.8
Local STTA	10.0	16.1	5.5	21.6	216.0%	-11.6
<b>Sub-Total</b>	<b>18.0</b>	<b>19.3</b>	<b>5.5</b>	<b>24.8</b>	<b>137.9%</b>	<b>-6.8</b>
<b>TOTAL LEVEL OF EFFORT</b>	<b>117.0</b>	<b>44.5</b>	<b>12.0</b>	<b>56.5</b>	<b>48.3%</b>	<b>60.5</b>

Level of Effort Utilization for SO-5  
Result-Oriented Management and Geographic Information System

POSITION	Per Proposal Planned LOE	Cumulative thru Prior Quarter	Utilized in Current Quarter	Cumulative LOE Utilized to Date	Percent Utilized vs. Plan	Balance of LOE Remaining
<b>EXPAT</b> Chief of Party	12.0	3.8	0.8	4.6	38.3%	7.4
<b>LTTA</b> <i>Coordinator of Planning and Budgeting</i>	0.0	2.2	1.4	3.6	0.0%	-3.6
<b>Sub-Total</b>	<b>12.0</b>	<b>6.0</b>	<b>2.2</b>	<b>8.2</b>	<b>68.3%</b>	<b>3.8</b>
<b>LOCAL</b> Agriculture Policy Statistician/Policy Implementation Coordinator	3.0	0.0	0.0	0.0	0.0%	3.0
<b>LTTA</b> Information Unit Manager	48.0	14.1	3.0	17.1	35.6%	30.9
MIS Specialist	48.0	13.4	2.0	15.4	32.1%	32.6
<i>MIS Specialist</i>	0.0	13.6	3.0	16.6	0.0%	-16.6
<i>Hardware and Communications Specialist</i>	0.0	9.1	1.9	11.0	0.0%	-11.0
GIS Specialist	18.0	0.0	0.0	0.0	0.0%	18.0
Data Entry Specialist	36.0	0.0	0.0	0.0	0.0%	36.0
Finance Unit Manager	24.0	6.5	1.5	8.0	33.3%	16.0
Financial Analyst-CBB	12.0	4.0	1.1	5.1	42.5%	6.9
Administrator	24.0	5.8	1.5	7.3	30.4%	16.7
<b>Sub-Total</b>	<b>213.0</b>	<b>66.5</b>	<b>14.0</b>	<b>80.5</b>	<b>37.8%</b>	<b>132.5</b>
<b>STTA</b> Expatriate STTA	10.0	0	1.1	1.1	11.0%	8.9
Local STTA	12.0	4.7	0.0	4.7	39.2%	7.3
<b>Sub-Total</b>	<b>22.0</b>	<b>4.7</b>	<b>1.1</b>	<b>5.8</b>	<b>26.4%</b>	<b>16.2</b>
<b>TOTAL LEVEL OF EFFORT</b>	<b>247.0</b>	<b>77.2</b>	<b>17.3</b>	<b>94.5</b>	<b>38.3%</b>	<b>152.5</b>

Level of Effort Utilization for SO-6  
Emergency Stabilization Support to the Economy of the Chapare

POSITION	Per Proposal Planned LOE	Cumulative thru Prior Quarter	Utilized in Current Quarter	Cumulative LOE Utilized to Date	Percent Utilized vs. Plan	Balance of LOE Remaining	
<b>EXPA</b> <b>T</b>	Senior Marketing and Investment Promotion Advisor/DCOP	0.8	0.0	0.2	0.2	0.0%	0.6
<b>LTTA</b>	Contracts Specialist	1.5	0.0	0.0	0.0	0.0%	1.5
	<b>Sub-Total</b>	<b>2.3</b>	<b>0.0</b>	<b>0.2</b>	<b>0.2</b>	<b>8.9%</b>	<b>2.1</b>
<b>STTA</b>	Expatriate STTA	6.7	0.0	0.5	0.5	7.5%	6.2
	Local STTA	1.3	0.0	0.0	0.0	0.0%	1.3
	<b>Sub-Total</b>	<b>8.0</b>	<b>0.0</b>	<b>0.5</b>	<b>0.5</b>	<b>6.3%</b>	<b>7.5</b>
<b>TOTAL LEVEL OF EFFORT</b>		<b>10.2</b>	<b>0.0</b>	<b>0.7</b>	<b>0.7</b>	<b>6.9%</b>	<b>9.5</b>

Per the CONCADE contract reporting requirements, the above table does not include any LOE provided by subcontractors or home office support.

## APPENDIX A: GLOSSARY OF ACRONYMS

(Spanish equivalent in parentheses)

AIC:	Activity Implementation Committee
AMU:	Activity Management Unit (DAI Chief of Party and PDAR Executive Director)
APHIS:	Animal and Plant Health Inspection Service (U.S. Dept. of Agriculture)
ASC:	Activity Steering Committee
CCVV:	Rural Roads Department ( <i>Caminos Vecinales</i> )
CLIN:	Contract Line Item Number
CN/SOT:	Counter Narcotics Strategic Objectives Team
CONCADE:	Counter Narcotics Consolidation of Alternative Development Efforts in Bolivia ( <i>Consolidación Antinarcóticos de los Esfuerzos del Desarrollo Alternativo</i> )
CORDEP:	Cochabamba Regional Development Program
CRDP:	Chapare Regional Development Project
DAI:	Development Alternatives, Inc.
DIRECO:	Bolivian Coca Eradication Agency ( <i>Dirección de Reconversión de la Coca</i> )
EMISBA:	Association of Municipalities in the Chapare ( <i>Empresa Intermunicipal de Saneamiento Básico</i> )
FCC:	Fertility Capability Classification
FHIA:	Honduran Foundation for Agricultural Research ( <i>Fundación Hondureña para Investigación Agropecuaria</i> )
FONADAL:	Bolivian National Fund for Alternative Development ( <i>Fondo Nacional de Desarrollo Alternativo</i> )
GIS:	Geographic Information System
GOB:	Government of Bolivia ( <i>Gobierno de Bolivia</i> )
HACCP:	Hazard Analysis Critical Control Points
IBTA:	Bolivian Institute for Agricultural Research ( <i>Instituto Boliviano de Investigación Agropecuaria</i> )
IPM:	Integrated Pest Management ( <i>Manejo Integral de Plagas</i> )
LTTA:	Long Term Technical Assistance
MERCOSUR:	Southern Cone Common Market -Chile, Brazil, Paraguay, Uruguay & Argentina ( <i>Mercado Común del Sur</i> )
MU:	Management Unit
NCSU:	North Carolina State University
NGO:	Non-Governmental Organization
PDAR:	Regional Alternative Development Program ( <i>Programa de Desarrollo Alternativo Regional</i> )
PLA:	Product Line Assessment
PMP:	Performance Monitoring Plan
PPL:	Bolivia's Popular Participation Law ( <i>Ley de Participación Popular</i> )
RFP:	Request for Proposal
RRA:	Rapid Rural Appraisal
SNC/CCVV:	National Road Service/Rural Roads Department ( <i>Servicio Nacional de Caminos</i> )
SO:	Strategic Objective
SOT:	USAID's Strategic Objectives Team
STTA:	Short Term Technical Assistance
TAMIS:	Technical and Administrative Management Information System
USAID:	U.S. Agency for International Development
VIMDESALT	Vice Ministry for Alternative Development ( <i>Viceministerio para el Desarrollo Alternativo</i> )
VMDA:	Vice Ministry for Alternative Development
WIDTECH:	USAID's Women in Development Technical Assistance Project

## APPENDIX B: GLOSSARY OF TERMS AND PHRASES

(Spanish equivalent in parentheses)

Agricultural continuum:	The conceptual model for agriculturally-based economic growth which links Market Research, Applied Research, Agricultural Extension/Technology Transfer, Farm-Level Production, Postharvest Handling, Market Transport/Distribution, and Market Sales in a closed, sequential loop.
CORDEP priority crops:	Crops receiving targeted development assistance in the previous project. These crops were bananas, pineapples, palm hearts, passion fruit and black pepper.
Input:	The provision of goods, services and/or monies. First level inputs include: technical assistance, goods and training. Second level inputs include: contracts/agreements and consultants. Third level inputs consist of financing. ( <i>Insumo</i> )
Intermediate result:	A key result that needs to be completed to attain the strategic objective. ( <i>Resultado intermedio</i> )
Performance indicator:	A characteristic or unique dimension used to measure projected changes, as defined in the results framework.
Output:	The result of a specific action. For example: people trained, vaccinations administered. ( <i>Producto</i> )
Result:	A change in the client's situation or a change in the situation of the host country having a relationship with the client. ( <i>Resultado</i> )
Specific objective:	The contract includes twenty-three specific objectives for measuring performance and results related to attaining the strategic objective ( <i>Objetivo específico</i> )
Strategic objective:	The most ambitious result that USAID, the GOB and other cooperating agencies, together with their members, can achieve and for which they are willing to assume responsibility. ( <i>Objetivo estratégico</i> )