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# *Dezenvolve Setor Privadu*

**Annual Report**

**July 19, 2006 – July 18, 2007**

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## Acronyms and Abbreviations

AMFITIL	Association of Microfinance Institutions in Timor-Leste
ATCTL	Associação de Transportes dos Camiões de Timor-Leste
BDC	Business Development Center
CCT	Cooperativa Café Timor
DAI	Development Alternatives, Inc.
DSP	USAID Desenvolve Setor Privado Project
ETDA	East Timor Development Agency
FETL	Fórum dos Empresários de Timor-Leste (Timor-Leste Business Forum)
IDP	Internally Displaced Person
IMFTL	Microfinance Institute of Timor- Leste
MFI	Microfinance Institution
TIDS	Timor Institute of Development Studies
UNTL	National University of Timor-Leste
USAID	United States Agency for International Development
WFP	World Food Programme

## Introduction

In July 2007, the Dezenvolve Setor Privadu project completed its second year of operation.<sup>1</sup> The DSP project goal is to support economic growth and promote market efficiencies for agribusinesses, commercial enterprises, financial institutions, and the governmental entities that affect businesses. DSP's program approach is to strengthen the business environment in Timor-Leste – the enabling environment-- while offering and strengthening the services that businesses need to grow and contribute to creating jobs and incomes in Timor. By focusing its efforts on the private sector DSP assists USAID in achieving its strategic objective of accelerating economic growth in Timor-Leste.

Project Year 2 (July 2006-June 2007) saw a dramatic change in both the DSP project and its operating environment. At the end of the first project year, DSP's expatriate staff members were working in Bali, Indonesia, where they had been evacuated in May 2006, the project was still struggling to identify its primary focus, and the chief of party was replaced. Timor-Leste itself experienced a political and social upheaval in May and June 2006, that left many dead, more than 100,000 fleeing their homes for the relative safety of IDP camps, and compelled a change in the post of Prime Minister.

In 2006-2007, the DSP project undertook activities to support the additional production of selected agricultural goods – particularly high-value horticultural products - to meet the demand in domestic markets. Demand for high quality farm goods increased owing to rapid growth in the number of international aid and security workers at exactly the time when Timor experienced a significant decline in the market. This was caused in part due to concerns about the security of shipments as well as personal safety. This insecurity and the reduced access to markets resulted in an overall decline in domestic production.

At the end of Project Year 2, the project has identified a plan of work that all stakeholders agree will return significant, measurable improvements in Timor-Leste's economy. In recognition of this sharp improvement in project performance, USAID asked DAI in June 2007, to submit a proposal for an additional two years of project work. USAID subsequently granted a two-year, for-cost extension of the project in July 2007.

During Project Year 2, DSP implemented programs in four primary project components: agribusiness services, commercial services, financial services, and enabling environment. In each program area, the actions support the overall goal. Key accomplishments in each of the project components are described in following sections.

## Program Challenges

The violence and civil crisis of 2006 had a very real impact on DSP's staff. Four of the DSP local staff lost their homes during the violence. Even at the end of 2006 two DSP staff members were living in the

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<sup>1</sup> Development Alternatives, Inc. (DAI) was awarded Task Order # GEG-I-03-02-00011-01 under its AMAP Microfinance indefinite quantity contract on July 19, 2005 to manage and implement the United States Agency for International Development (USAID) private sector development project in Timor-Leste. Originally titled the Bolstering Agriculture and Sustainable Agribusiness/Private Sector Reform Project, DAI and its subcontractor, ACIL Australia, renamed the project to Dezenvolve Setor Privadu (DSP) – Development of the Private Sector - to better reflect the project's goal.

office, one staff member was living in an IDP camp, and two were living with relatives. Incidents of violence in Dili continued well into 2007 and reduced productivity. These incidents, that at times occurred almost daily, were a constant reminder of very real tragedies of the past and the potential for trouble again.

Travel within Dili was sometimes restricted and travel to certain areas proscribed because of incidents of fighting, illegal roadblocks, and dangerous rock-throwing. Office hours were occasionally shortened to allow staff sufficient time to return home before dark when taxi drivers refuse to go into some parts of the city in the late afternoon. Frequently business meetings were rescheduled at the last moment because of safety concerns. These events combine to create tension that eroded project output.

In addition to security problems that directly and adversely affected project operations, during Project Year 2, DSP faced

- Continued difficulties in identifying business persons with the capacity and focus to lead the development of business activities.
- Difficulty in accessing packaging and marketing materials to promote Timor-Leste's products. DSP was unable to procure plastic or glass bottles for virgin coconut oil without placing a large quantity order. The cost of labeling materials is also excessively high comparative to Indonesia.
- Manufacturing technology is not available locally. For example, replication of hydraulic presses for coconut oil production is non-existent, due to limited access to and high cost of simple materials (e.g. stainless steel), and a low level of manufacturing expertise.
- Limited expertise of service providers, including survey institutes, in undertaking complex tasks without extraordinary involvement of project staff members and consultants.
- Continued distortion of the horticulture supply industry and other supply chains due to the ongoing crisis in Timor-Leste.

<b>Table I. Selected DSP Successes</b>	
<b>Intended Impact</b>	<b>Selected Successes</b>
Increase volume and value of the supply of produce to high-end buyers through farmer and private sector linkages	<ul style="list-style-type: none"> <li>▪ Over 3.7 metric tons of 10 different graded horticultural products worth more than \$3,500 were supplied to institutional buyers (supermarkets) during March- June 2007.</li> </ul>
Increase the number of enterprises accessing commercial services	<ul style="list-style-type: none"> <li>▪ Linked 134 businesses and other service providers to each other with the <i>Baucau Business Directory</i></li> <li>▪ 16 micro to small enterprises accessed training that had not previously received services from the Baucau Business Development Center.</li> </ul>
Greater production and sales of mungbeans through farmer and private sector linkages	<ul style="list-style-type: none"> <li>▪ DSP distributed 5.5 metric tons. of mungbean seed to 24 farmer groups (315 household/farmers in eight villages) for planting 215 ha with a potential yield of approximately 190 metric tons valued at \$95,000 - \$100,000.</li> <li>▪ 12 agricultural loans of \$1,200/each were distributed to mungbean farmers by the microfinance institution, IMfTL.</li> </ul>
Increase trade in live cattle through farmer and private sector linkages.	<ul style="list-style-type: none"> <li>▪ Sale of 129 young bulls for \$20,000 in early 2007</li> </ul>
New commercial service products	<ul style="list-style-type: none"> <li>▪ Introduced new training course – <i>Inventory &amp; Stock Control</i> – at the Baucau Business Development Center</li> <li>▪ Developed an agricultural loan product for microfinance institutions. Resulting in access to credit by 110 farmers.</li> </ul>
Continued strengthening the Transportation Truckers Association (ATCTL)	<ul style="list-style-type: none"> <li>▪ ATCTL awarded a six-month, \$160,000 transportation contract from World Food Programme awarded in early 2007</li> <li>▪ After a year of DSP support to date, the association's 34 members and 50 subcontracted, independent truckers have earned \$351,220 in additional revenues.</li> </ul>

## **Agribusiness Services**

DSP supports income generation through improved business linkages within supply chains. Agribusiness initiatives focus on identifying markets and buyers for local agricultural goods; assisting producers to increase output, production efficiency, and quality based on buyer specifications; and strengthening business and supply chain management.

### **July-September 2006**

Significant actions for the July-September 2006 period include:

- DSP's coconut processing specialist, Divina Bawalan, returned for her second mission between the 23<sup>rd</sup> of September and October 9<sup>th</sup>, and supervised training of 50 people from 3 districts representing 12 village coconut enterprises and NGOs. In early October a seminar was also delivered to Government and NGOs on health and nutrition benefits of the coconut.
- The DSP fresh produce specialist, Dr Merle Menegay, arrived on September 4<sup>th</sup> to lead initiatives aimed at supplying fresh products to the high-end market in Dili. A demand survey on restaurants, supermarkets and institutional buyers is underway to identify viable fresh products to target a pilot supply chain initiative. This is being conducted together with East Timor Insight, a local survey institute. Simultaneously, DSP is investigating potential partners for seed supply, pilot production sites, and designing wholesale marketing mechanisms suitable for the Dili commercial environment.

### **October – December 2006**

Significant actions for the October – December 2006 period include:

- Completion of a demand survey covering restaurants, supermarkets and institutional buyers to identify viable fresh products to target a pilot supply chain initiative, conducted together with East Timor Insight.
- DSP identified potential partners for seed supply, pilot production sites, and designing wholesale marketing mechanisms suitable for the Dili commercial environment.
- DSP staff conducted a number of surveys to identify potential partners in horticulture industry development, and identified a local business involved in domestic supply of horticulture products, as well as export of agricultural commodities. The business employs 10 persons, supplies horticulture produce to 30 clients in the main wet markets in Dili, and sources produce from 10 groups under contract farming arrangements. This business has yet to target institutional buyers or new vegetable lines in its operation, but is the primary candidate for partnering under DSP's horticulture initiative.
- Dr. Merle Menegay returned for his second consultancy with DSP from 14 October to 2 December, during which time the draft assessment of demand for fresh products was completed. Site visits to potential production sites for horticulture were also undertaken, and a shortlist of sites prepared.
- DSP Agribusiness staff members Kurt Koomen (Advisor) and Carlos dos Reis attended the Symposium on Fresh Produce Supply Chain Management in Chiang Mai, Thailand in December. This provided an opportunity to meet professionals in the fresh produce field and learn from other experiences. This included vegetable cooperatives supported by USAID in Philippines. It also provided valuable industry contacts in Indonesia and Australia.
- DSP staff members also conducted a site visit to 'Bali Fresh', a NGO that partners with women farmers, input supply companies, a marketing company, and an university, focused on supplying fresh produce to institutional buyers in Bali and Indonesia.
- DSP-supported producer groups successfully applied training from DSP to produce virgin coconut oil and soap. This will be used for promotional purposes in the next quarter.

### **January – March 2007**

Significant actions for the January – March 2007 period include:

- DSP facilitated the sale of 129 young bulls (value of sale: \$20,000). These sales were made by 39 farmers and seven traders. The bulls were assembled by traders based in Lautem, Baucau, Bobonaro, and Suai districts, and sold to Cooperativa Café Timor (CCT). DSP assisted the sale by disseminating information on market price and specifications, and trained 31 traders and farmers in bull selection. Further value will be added to the bulls by CCT as they are fattened in Suai and then traded to West Timor, Indonesia, eventually selling at export for nearly \$40,000.
- DSP has identified potential buyers of mungbeans. One buyer requires large quantities of mungbean and is willing to pay \$0.50 per kilogram throughout the year, much higher than the prices farmers report to receive at harvest time, which ranges from \$0.15 to \$0.35 per kilogram.
- DSP has disseminated mungbean market information to 873 farmers in Bobonaro District, 26 farmers groups in Suai/Covalima, and three groups of farmers in Viqueque District. DSP will provide assistance on seed sourcing, crop management, and market linkages to enable future sales to the identified buyers. Up to 657 farmers from Bobonaro and Suai districts may participate in this initiative, bringing between 100 ha and 235 ha of land into productive use for cash generation.
- DSP facilitated agreements and deliveries of graded local product by DSP's horticulture wholesaler partner to Dili supermarkets as the initial step in its fresh products initiative. A total of five deliveries were made during this quarter.
- Bali Fresh technician and DSP staff held three workshops for industry representatives, students, and farmers on approaches to horticulture production and supply chain, and options for Timor-Leste. These workshops were attended by 72 people.
- Specialized horticulture areas were selected to partner with the horticulture wholesaler, and a specialized horticulture training program was devised in order to initiate production of new and improved varieties of produce for the high-end market. The site and trainee selection, as well as the training program, were developed by the Bali Fresh technician who visited Timor-Leste in February 2007.
- DSP designed a product search activity with the Timor Institute of Development Studies (TIDS) and the National University of Timor-Leste (UNTL) aimed at identifying key horticulture sites, production calendars, and potential horticulture areas to supplement the produce supply chain. Dr. Merle Menegay trained seven persons in the survey methodology, including a team of five students and a supervisor from UNTL, and a representative from TIDS. The field surveys commenced in early April 2007.

## **April – June 2007**

Significant actions for the April – June 2007 period include:

- DSP sent trainees to study horticulture at the Bali Fresh facilities in Bali. The training consisted of a three-month training in horticulture production attended by four persons, and a two-week training in cold chain management and marketing attended by three persons.
- DSP continued to facilitate agreements and deliveries of graded local product by DSP's horticulture wholesaler partner to Dili supermarkets as the initial step in its fresh products initiative. Nine deliveries of 10 different varieties of graded vegetables totaling more than 3.7 metric tons, were made during this quarter. The deliveries are worth over \$3,500.
- DSP completed a product search activity aimed at identifying key horticulture sites, production calendars, and potential horticulture areas to supplement the volume of produce that enters the supply chain. Surveys were conducted with 60 farmers from 14 villages from six sub-districts in four districts.

- DSP initiated horticulture seed variety trials through TIDS and UNTL in June 2007. The trials are being conducted in five villages in Aileu, Ainaro, Baucau and Dili districts, involving 25 farmers. The trials are aimed at assessing the performance of new seed varieties as well as documenting constraints faced by farmers in horticulture production, including pest/diseases and farmer practices.
- DSP identified 24 farmer groups with 315 household/farmers in eight villages and four sub-districts of Suai to participate in the mungbean expansion program, and distributed 5.5 metric tons of mungbean seed as an in-kind loan to the groups based on land area of each group member. Training in seed selection and planting was provided to the groups, and technical assistance provided for troubleshooting. A total of 215 ha of mungbean were planted by the groups, with a potential yield of 190 metric tons.
- DSP identified a supplier of packaging in Bali to facilitate a trial marketing initiative of virgin coconut oil produced by
- DSP fielded two consultants (one international, one Timorese) to conduct a fisheries supply chain assessment. The assessment was aimed at identifying key constraints to developing the fisheries/seafood industry.

## **Commercial Services**

DSP supports private sector growth by increasing access to technical and business services essential for efficient enterprise operation. DSP's objectives are to (1) increase the number of enterprises accessing commercial services, (2) introduce new commercial service products into the market, (3) support the continued development of the Transportation Truckers Association, and (4) develop the accounting skills used both by practicing Timorese accountants and entrepreneurs.

### **July-September 2006**

The highlight from the July-September 2006 period is the continued growth in the commercial services requested by the donor community and provided by the Transportation Truckers Association in the movement of emergency food to those displaced or adversely affected by the April/May violence. Specifically, DSP continued its assistance to the association in managing the World Food Programme (WFP) emergency food aid distribution contract and assisted them in the successful bid preparation for the following contracts:

- A three month (July – Sept) contract to deliver 2,000 tons in emergency food aid. The estimated value of this contract is \$47,000.
- A one month contact (for October) to deliver 1,000 tons of food for general food aid, food aid to support the WFP school feeding and the child and maternal health programs. Estimated contract value: \$20,000.

### **October – December 2006**

Significant actions for the October – December 2006 period include:

- DSP co-developed with the East Timor Development Agency (ETDA) a basic money management training course for micro to small businesses.

- 31 of the 35 members of the DSP assisted, Truck Transport Association attended the inaugural offering of the DSP/ETDA training course.
- 62 members and subcontractors to the Truck Transport Association earned an additional \$123,750 in revenues during the quarter, as a result of DSP's support of the association in its implementation of its food aid transportation contracts with the World Food Programme (WFP).

## January – March 2007

Significant actions made by the DSP commercial services team for the January – March 2007 period include:

- Assisted the Transportation Truckers Association in the bidding and winning of a contract with the World Food Programme to transport food commodities to its various feeding programs. The six month contract to deliver food to each of Timor's 13 districts is worth approximately \$160,000.
- Conducted a survey of the business training and service needs of Baucau businesses
- Launched the ETDA Business Center. DSP provided technical support in the development of the new service funded by the USAID Small Grants Program.
- Assisted the Ministry of Development's Baucau Business Development Center in compiling and producing the *Baucau Business Directory*, linking 134 businesses, NGOs/donors, and service providers to each other.
- DSP's Commercial Services Advisor (Lendell Foan) and Commercial Services Specialist (Francelino Boavida) attended USAID sponsored, Value Chain Workshop 12 – 16 March in Cambodia. The conference provided a forum for best practices to be shared amongst regional USAID projects and further developed DSP's technical staffs' skills and knowledge in use of value chains in development program design.

## April – June 2007

Significant actions made by the DSP commercial services team for the April – June 2007 period include:

- Developed and launched a new business training course –*Inventory & Stock Control* – with the International Labour Organization at the Baucau Business Development Center
- Worked with the Baucau BDC staff and the International Labour Organization to link 18 micro-to small enterprises to commercial services
- Fielded a Commercial Services Specialist consultant, Marina Krivoshlykova, to survey the accounting needs of, and training available to, businesses within Timor-Leste
- DSP's Commercial Services Specialist, Francelino Boavida, provided training sessions on value chains to the staffs of the Baucau Business Development Center and of the USAID Small Grants Program

## Financial Services

DSP's financial services activities support financial institutions to expand outreach to small and micro enterprises, both geographically and within the existing community of potential borrowers. During project year 3, these activities will be fully integrated into the commercial services program of work.

DSP began its work with microfinance institutions in Timor-Leste with the expectation that enterprises would generate more income and employment through more convenient access to appropriate financial services. However, for a combination of reasons, MFIs have not expanded lending nor offered financial products of any significant interest to Timorese businesses. As a result, the scope of MFI lending is shrinking, with the number of clients reduced by about 20 percent from September 2005. Additionally, the market is dominated by two MFIs that account for 70 % of the market; but are not interested in lending for business expansion.

**Table 2. Change in Microfinance Lending Market**

MFI	September 2005		Today	
	% Market	Clients	% Market	Clients
<b>Medi – CCF</b>	15%	3,603	13%	2,490
<b>Hotflima</b>	5%	1,118	<i>Lending Discontinued</i>	
<b>IMFTL</b>	15%	3,539	20%	3,737
<b>Moris Rasik</b>	35%	8,308	49%	9,336
<b>Timor Aid</b>	1%	184	1%	178
<b>OTL</b>	15%	3,625	<i>Closed</i>	
<b>TRM</b>	13%	3,161	17%	3,247
<b>TOTAL</b>		<b>23,538</b>		<b>18,988</b>

### July-September 2006

The highlights for the July-September 2006 period include:

- DSP provided two consultants to the Association of Microfinance Institutions in Timor-Leste (AMFITIL) to facilitate a legal status that will help MFIs access commercial funds and operate more sustainably in the future.
- DSP facilitated two separate strategic meetings with MFIs to address the impact of the crisis on them and their client businesses and potential for continued operations and expansion.
- Through AMFITIL, DSP provided the stability, communication, credible data and the safe working space needed to support continued operations of MFIs displaced and/or disrupted by the security crisis,

## **October – December 2006**

The highlights for DSP financial services activities October – December 2006 period include:

- DSP-supported AMFITIL complete a draft management training course for microfinance staff, revised its post crisis business plan, increased its membership revenues, completed a rapid assessment of members and provided clear and transparent data for government, public and donor use.
- DSP coordinated bank, donor, MFI and other stakeholder interest in a wholesale lending product and identified the most appropriate potential provider for the first half of 2007.

## **January – March 2007**

Significant actions for the January – March 2007 period include:

- Completed a brief update data of 2007 conditions, largely taken from the Financial Landscape of 2005 financial assessment produced by consultant Lena Hansen for USAID, ADB and other stakeholders.
- Assessed opportunities for establishment of a wholesale lending product, to potentially be offered by IMfTL. The consultant, Mr. Tillman Bruett, also provided recommendations for Moris Rasik as the first target client of IMfTL. Unfortunately, Moris Rasik is also the sole client for any such loans for the foreseeable future and IMfTL has been reluctant to establish a loan product for a limited and narrow market.

## **April – June 2007**

Significant activities during the April – June 2007 period include:

- Facilitated a meeting between AMFITIL and the Minister of Development, where AMFITIL introduced the benefits of microfinance activities in Timor and the concerns and needs of the industry to the government.
- DSP assisted in the development and linked agricultural loans to the following microfinance institutions and their clients:
  - Moris Rasik – 39 clients linked to DSP's agribusiness initiative in mungbeans
  - Christian Children's Fund (CCF)-MEDI – 98 clients linked to \$11,900 in credit

# Enabling Environment

DSP's work in improving the enabling environment - Timor Leste's commercial and legal framework - is aimed at facilitating business growth. The improvements are those that will help Timor-Leste to be more conducive to business formation and efficient operation.

## July – September 2006

During the April-May crisis period many business owners, including most of the members of FETL left Dili - either to rural districts or abroad. Most returned before mid- July but the Chairman of the Presidential Council, Julio Alfaro, did not return until September. In July and August DSP helped the business community to assess the amount of losses from the crisis and to identify the companies which were ready and able to support the Government during the emergency period.

The Government of Timor-Leste took initial steps to improve the business enabling environment in Timor-Leste, following DSP/Business Forum Business Consultation Meetings:

- Eighty percent of the delayed payments from the GoTL were made
- A new business registration procedure is in place, generally reducing processing time to “only” 30 days
- A dialogue between the concerned departments and the private sector on issues affecting the business community continues
- Customs and tax departments are reviewing their procedures
- The Prime Minister appointed a special advisor to deal with the problems faced by the business community and its relations with the concerned government departments and a special team of legal advisors to look at the legal and regulatory environment.

## October – December 2006

After urging by Timor's business community, the government took action in late 2006 to make still other improvement in the business registration process. Two separate processes were established, one for national/international (“standard”) businesses and a simpler process for small businesses.

- A standard business is one that is capitalized with US\$5,000 or more, with a bank statement accepted as proof. The time for registration is targeted to be less than three working days and the registration fee is \$100.
- A small business is one that has at least US\$500, but a bank statement need not be supplied. To better serve Timor's small businesses, the National Directorate of Commerce has established registration centers outside of Dili, allowing a small business to register or renew a license in the four locations outside of Dili --at the BDC offices in Baucau, Maliana, or Oecussi and at the District Administrator's office in Same. The registration process for small businesses should take one or two working days. The registration process for small businesses should take one or two working days and the registration fee is \$10.

## January – March 2007

DSP took significant actions in improving the business environment during the January – March 2007 period by contracting a Portuguese speaking legal advisor to review, amend and revise the draft land law. Specifically, the consultant revised the original land law draft. The draft law was prepared in several versions. The primary change involved a new process for resolving conflicting land claims, devolving the responsibility to local authorities, as opposed to a central council, as had been proposed in earlier drafts. The current draft is simpler, potentially less controversial, and better organized. The formal characteristics of the draft legislation, such as language, structure of the sections and internal coherence, were adjusted according to appropriate legal standards.

## Report on Delivery of Work Days

USAID ordered a total of 8,187 days from various labor categories under the contract through 18 July 2008. As of 1 July 2007, the project delivered a total of 4,685.5 days of labor, or 57 percent of the total labor for the contract through 18 July 2008. The specific breakdown per labor category and the delivery of days through this reporting period is shown in the following tables.

**Table 3. Long Term Technical Assistance – US Nationals**

<b>Category</b>	<b>Days Ordered</b>	<b>Days for Quarter</b>	<b>Cumulative</b>	<b>% Expended</b>	<b>Days Remaining</b>
Chief of Party	690	72	452.5	66%	237.5
MFI Manager	460	19.5	349	76%	111
Commercial Services Advisor	690	50	413	60%	277
<b>TOTAL</b>	<b>1,840</b>	<b>141.5</b>	<b>1,214.5</b>	<b>66%</b>	<b>625.5</b>

**Table 4. Short Termed Technical Assistance – US Nationals**

<b>Category</b>	<b>Days Ordered</b>	<b>Days for Quarter</b>	<b>Cumulative</b>	<b>% Expended</b>	<b>Days Remaining</b>
Ag. Specialist	100	60	171	171%	(71)
Financial Analyst	-	-	24	n/a	(24)
Commercial Services Specialist	30	-	5	17%	25
Microfinance Specialist	120	18	35.5	30%	84.5
Enabling Environ. Specialist	57	-	30	57%	27
Microfinance Specialist (L2)	60	-	8	13%	52
Project Admin. (L2)	-	-	8	n/a	(8)
Project Admin. (L3)	20	-	24	120%	(4)
Information Technician (L3)	20	-	-	-	20
Researcher/Admin. (L3)	60	-	-	-	60
<b>TOTAL</b>	<b>467</b>	<b>78</b>	<b>304</b>	<b>65%</b>	<b>163</b>

**Table 5. Long Termed Technical Assistance – Third Country or Cooperating Country Nationals**

<b>Category</b>	<b>Days Ordered</b>	<b>Days for Quarter</b>	<b>Cumulative</b>	<b>% Expended</b>	<b>Days Remaining</b>
Ag. Coop. Advisor (TCN)	460	17	330.5	72%	129.5
Program Director	690	-	234.5	34%	455.5
M&E Specialist	650	63.75	286.25	44%	363.8
Commercial Serv. Specialist	650	61.25	403	62%	247
Microfinance Specialist	650	62.4	407	63%	243
Ag. Coop. Specialists	650	56.75	428.5	66%	221.5
Microfinance - <i>Field</i>	630	33	253	40%	377
Commercial Services – <i>Field</i>	630	-	-	0%	630
Sub-sector Specialist	600	117	394	66%	206
<b>TOTAL</b>	<b>5,610</b>	<b>411.15</b>	<b>2,737</b>	<b>49%</b>	<b>2,873</b>

**Table 6. Short Termed Technical Assistance – Third Country or Cooperating Country Nationals**

<b>Category</b>	<b>Days Ordered</b>	<b>Days for Quarter</b>	<b>Cumulative</b>	<b>% Expended</b>	<b>Days Remaining</b>
Commercial Serv. Specialist	50	-	-	-	50
Microfinance Specialist	160	-	30	19%	130
Market Specialist	60	41	143.5	239%	(83.5)
MIS Specialist	-		14	n/a	
Legal Advisor	-	35.5	62.5	n/a	(62.5)
Systems Admin.	-		20	n/a	(20)
Finance & Accounting Specialist	-		160	n/a	(160)
<b>TOTAL</b>	<b>270</b>	<b>76.5</b>	<b>430</b>	<b>159%</b>	<b>(160)</b>