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Market Access and Poverty Alleviation

MARKET ACCESS AND POVERTY ALLEVIATION 2 (MAPA 2)

ANNUAL WORK PLAN

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EXECUTIVE SUMMARY

INTRODUCTION

This is the first annual work plan for the Market Access and Poverty Alleviation 2 (MAPA 2) Project, financed by USAID/Bolivia. The USAID contract with Chemonics International has an effective date of September 30, 2005 and an estimated completion date of September 30, 2010. The estimated total cost of the MAPA 2 contract is US\$9,429,446. Prime International Inc. and *Promoción e Investigación de Productos Andinos* (PROINPA), a Bolivian NGO, form the remainder of the Chemonics consortium. This work plan covers a twelve-month period beginning September 30, 2005 and ending September 30, 2006.

In the introduction, we review the purpose and objectives of the MAPA 2 project followed by a summary of the main activities to be undertaken during the first year of the project. In Sections I through V, we present our detailed work plan for the activities to be carried out in FY 2006. For each component, we summarize the impacts and opportunities developed under MAPA 1, followed by the component's objective and expected end-of-project results. We then describe the programmed activities and expected results for Year One, which ends September 30, 2006.

OVERVIEW OF THE MAPA 2 PROJECT

For five years, the USAID/Bolivia Market Access and Poverty Alleviation project (MAPA 1) helped strengthen critical commodity chains in the Valleys region of Bolivia; it provided assistance to more than 20,000 small and medium agro-entrepreneurs, principally farmers, increasing their average household incomes by nearly 25 percent. The multiplier effect of MAPA 1 assistance has been conservatively calculated at US\$47 million, a 2.17:1 ratio when compared to the value of the MAPA 1 contract (US\$21,600,074).

The MAPA 2 project is one of several activities that together contribute to the achievement of USAID/Bolivia's Strategic Objective N° 2 "Economic Opportunities" with the goal to "increase the income of Bolivia's poor." Together with USAID/Bolivia's Title II program and the Rural Competitiveness Activity (ARCo), MAPA 2 is USAID's main vehicle for attaining SO 2's Intermediate Result (IR) N° 2 "Increased access to agricultural technology and markets." In this context, the goal of MAPA 2 is to increase the incomes of a large number of the poor residing in the Valleys and Altiplano regions.

The purposes of MAPA 2 are fourfold. First, following on the successes of MAPA 1, it engages the Bolivian public and private sectors in making commodity chains and related agricultural enterprises more profitable resulting in competitive and innovative agricultural sectors in the Valleys and Altiplano regions. Essentially, it does this by increasing rural farmers' and entrepreneurs' access to local, regional, and international markets and strengthening their abilities to produce, package, and deliver goods that respond to demand trends in those markets.

A second objective of MAPA 2, to ensure the sustainability of MAPA 2 initiatives, is the promotion of the *Fundación para el Desarrollo Tecnológico Agropecuario* (FDTA-Valles) as a sustainable, effective, and efficient Bolivian-led institution that supports and encourages the development and expansion of commodity chains in the Valleys regions, including both agricultural enterprises and SMEs all along the value chain, over the long term. During the life of MAPA 2, FDTA-Valles will receive direct grant assistance from USAID to cover some of its administrative costs. It will also draw on its USAID-financed Trust Fund to cofund with other donors its technical assistance and training activities. MAPA 2 will provide technical assistance and training in 4 areas: commodity chain development, strengthening producer organizations, enhancing the capacity of off-farm SMEs and in improving the Agricultural Wholesale Market Information System (Spanish acronym SIMA).

A third, parallel objective is to work with the Foundation for the Development of Agricultural Technology of the Altiplano (FDTA-Altiplano) so that it can provide the necessary leadership and support to increase significantly the sales and incomes of participants at different levels in a minimum of four commodity chains, including quinoa and sweet onions commodity chains. MAPA 2 assistance will include grants for technical assistance and training of value chain participants, including farmers, their organizations, and off-farm SMEs involved in transformation, packaging, and marketing as well as technical assistance providers. It will also provide limited financial and technical support for FDTA-Altiplano administration and financial management.

A fourth purpose of MAPA 2 is to stimulate and support improvements in the regulatory and policy environment, by strengthening key policy institutions and legal frameworks: the Bolivian System of Agricultural Technology (*Sistema Boliviano de Tecnología Agropecuaria* – SIBTA), *Servicio Nacional de Sanidad Agrícola, Ganadero e Inocuidad Alimentaria* (SENASAG - the Bolivian organization responsible for plant protection, animal health, and food safety), *Régimen Agropecuario Unificado* (RAU), and *Régimen de Internación Temporal para la Exportación* (RITEX).

In programming MAPA 2 activities for FY 2006, this work plan balances three critical factors: the 5-year life of project (LOP) timeframe, LOP funding (US\$9.4 million), and the urgency of early impact in the project regions. In order to move producer clients and institutional partners rapidly toward sustainability, MAPA 2 provides intensive inputs of technical and institutional assistance during its early phases, including emphasis on capacity building, so that activities in Years 4 and 5 can be implemented with greater leadership coming from partners, specifically the regional Foundations for the Development of Agricultural Technologies (FDTAs). In Year One emphasis is placed on assistance to commodity chain development in the two regions (Valleys and Altiplano).

MAPA 2 PRINCIPAL END-OF-PROJECT RESULTS INDICATORS

MAPA 2 End-of-Project Output Indicators and Targets are the following:

- Agro-entrepreneurs accessing technology: 20,000 (16,000 in the valleys and 4,000 in the Altiplano)
- Agro-entrepreneurs accessing marketing services: 20,000 (16,000 in the valleys and 4,000 in the Altiplano)
- Producer organizations strengthened: 20 (16 in the valleys and 4 in the Altiplano)
- Foundations strengthened: 2 (FDTA-Valles and FDTA-Altiplano)
- Strengthened SENASAG procedures: 3
- Operational technical information system established in SENASAG

- SENASAG staff members trained in oversight: 27
- New farmers registered in RAU: 3,000
- Reduction in RITEX processing time: 50 percent.

SECTION I

START-UP TASKS AND REQUIRED REPORTING

The contract with USAID stipulated a series of important tasks to be completed in the first months following contract signing as well as special reports for USAID controls. The principal start-up tasks are:

- Sign MOUs with both FDTAs (Valles and Altiplano) outlining the nature of MAPA 2 support and establishing coordination mechanisms.
- Hire staff for the MAPA 2 Cochabamba and Oruro offices
- Establish an office sharing arrangement with both partner FDTAs, to be reimbursed by MAPA 2
- Submit draft subcontracts with PRIME and PROINPA to the USAID RCO for approval and then sign those contracts;
- Meet with MAPA 2 CTO, Mr. Jorge Calvo, to review and fine-tune MAPA 2 strategies
- Prepare a Life-of-Project and Year One Work Plans for USAID review and approval
- Prepare the MAPA 2 Grants Manual for USAID review and approval
- Prepare the MAPA 2 Performance Monitoring Plan for USAID review and approval
- Present the MAPA 2 Procurement Plan to CTO for approval.
- Hold initial meetings with GOB partner organizations, e.g., MACA.

In October 2005, MOUs were signed with both FDTAs (see copies in Annexes 3 & 4). MAPA 2 also defined staffing needs for Year One (see staffing matrix in Annex 5). Subcontracts with both PRIME International and PROINPA were approved by USAID and signed by the respective organizations. In mid October 2005, MAPA 2 senior staff held a strategy review meeting with Jorge Calvo, the USAID CTO and the interim Director of FTDA-Valles.

In November 2005 the following will be concluded as per contract requirements: a) Grants Manual, Life-of-Project Work Plan, and PMP submitted to USAID, b) initial coordination and planning meetings with Title II partners, c) office sharing arrangements established with both partner FDTAs, and d) initial meetings with SENASAG. After

November 28, the only start-up task remaining will be the presentation of the MAPA 2 procurement plan; MAPA 2 will present this to the CTO for approval by December 20, 2005.

The Year One MAPA 2 Work Plan also includes:

- Quarterly reports presented to USAID no later than 30 days after the end of each USAID FY quarter,
- Quarterly coordination meetings with the Title II partners (FHI, CARE, ADRA, and Save the Children), these meetings may be more frequent as needs of MAPA 2 and Title II partners dictate,
- The first annual report on taxes assessed on commodity purchases over US\$500, on or before November 17,
- The first annual report on government property, by October 29, and
- A Year One Annual Report to be presented by September 1, 2006 (one month prior to the conclusion of Year One).

Finally the Year One MAPA 2 Work Plan includes staff and subcontractor annual performance evaluations in September 2006.

SECTION II

FURTHERING COMMODITY CHAIN DEVELOPMENT WITH FDTA-VALLES

OVERVIEW AND OBJECTIVES OF MAPA 2

One objective of MAPA 2 is to promote FDTA-Valles as an effective coordinator and facilitator of production, post harvest, and marketing assistance to rural-based value chains.

With the assistance of the MAPA 1 project, FDTA-Valles manifested its capacity as an effective agent to manage agricultural development processes, demonstrably more effective than the other three FDTAs of the SIBTA system. For example, FDTA-Valles showed significant maturity by developing additional funding sources for project implementation. While the other FDTAs are completely dependent upon funding from the IDB and the *Fondo Común de Apoyo* al SIBTA (FOCAS), the FDTA-Valles successfully negotiated agreements with the bilateral mission of Denmark, SOCODEVI of Canada, Prefecture of Tarija, CIAT of Colombia (using funding from DIFD), and private sector entities to implement development projects. It also administered MAPA 1 grants for administrative costs and effectively managed its USAID-financed Trust Fund.

The principal value chain assistance mechanism is the Applied Technology Innovation Project (Spanish acronym PITA), an integrated technical assistance and training project and budget, jointly developed with beneficiaries at one of more value chain links (or across value chains) to enhance competitiveness or resolve constraints by introducing improved production, post harvesting, and/or marketing technologies. The policies and procedures which have made FDTA-Valles a standout in the quality and timeliness of its responses to value chain participants are codified in its Competitive Fund for Innovation (CFI) Procedures Manual developed with MAPA 1 and USAID/Bolivia.

Under MAPA 1, beneficiaries paid at least 15% of direct PITA costs as a counterpart contribution to the FDTA-Valles Trust Fund. The PITA costs were financed by USAID and to a much lesser extent other donors. In the life of MAPA 1 (2000-2005), FDTA-Valles implemented 50 PITAs and similar technical assistance projects, valued collectively at US\$4.39 million.

OVERVIEW OF MAPA 2 ASSISTANCE TO FDTA-VALLES

MAPA 2 will provide technical assistance and training support to the current and future activities of FDTA-Valles, but not grants for technical assistance to farmers or for FDTA-Valles administrative costs. FDTA-Valles will compete for a US\$1 million five-year grant directly from USAID to cover its administrative costs in conjunction with drawdowns on the FDTA-Valles Trust Fund and grants from other donors and clients. FDTA-Valles will soon begin

cofunding PITAs and other technical assistance and training programs and projects using funds from its Trust Fund, complemented by resources from other donors, and beneficiary contributions.

MAPA 2 assists FDTA-Valles in four areas: (1) technical assistance and training to consolidate commodity chains, including improvements in beneficiary participation and expanding the number and improving the quality of technical assistance providers, (2) technical assistance and training to expand donor and beneficiary financial support for commodity chain strengthening, (3) market information support, and (4) technical assistance and training to correctly administer its USAID grant for administrative costs. The following work plan was jointly developed with the FDTA-Valles senior staff and has been formalized in a Memorandum of Understanding, attached here as Annex 3. It also reflects the FDTA-Valles grant proposal to USAID.

MAPA 2 PRINCIPAL END-OF-PROJECT RESULTS INDICATORS

The principal minimum expected results of MAPA 2 assistance with FDTA-Valles to Valleys commodity chain development by September 30, 2010, are the following:

- 16,000 value chain participants accessed technologies
- 16,000 value chain participants accessed new markets, utilized new strategies, or sold new products
- 16 producer organizations strengthened, i.e., have business plan and environmental review.

MAPA 2 ACTIVITIES FY 2006

MAPA 2 will provide technical assistance and training, with no direct grant support, to FDTA-Valleys, in the following areas:

- Increasing agro-entrepreneurs access to technologies and markets;
- Strengthening FDTA-Valles administrative capacities;
- Strengthening the Market Information System (SIMA);
- Strengthening FDTA-Valles resource base.

FDTA-Valles team will receive technical assistance from MAPA 2 personnel below in a variety of areas, under the overall coordination of MAPA 2 COP Bruce L. Brower, effectively continuing the unified team created under MAPA 1:

- Enrique Rivas in the areas of agribusiness and marketing
- Nancy Manson and Mónica Méndez in the areas of finance and management
- Rodrigo Daza in the areas of production and environmental aspects
- Carlos A. Laserna in the areas of communications and training
- Eduardo Velarde in the areas of M&E and improving the enabling environment
- Lily Alvéstegui in the area of horticulture

- Roxana Gumucio in the area of events coordination
- Susana Munckel and Ivana Alandia in the areas of grant administration
- Brichitt Vargas in the areas of market information and library.

In November 2005, MAPA 2 senior staff and FDTA-Valles senior staff will jointly undertake a review of the PITA and CFI procedures and requirements. The MAPA 2 objectives are:

- 1) Assure that FDTA-Valles is periodically incorporating best practices to streamline procedures as well as strengthen producer organizations and technical assistance providers,
- 2) Develop a model PITA-CFI procedures and requirements manual to be adopted, with little modification by FDTA-Atiplano, and
- 3) Have a model for presentation and analysis with SIBTA and IDB for potential replication to the other 2 FTDA's.

The FDTA-Valles revised PITA-CFI guidelines will be presented to the FDTA-Valles Board in December 2005.

MAPA 2 administrative staff will also act as mentors to FDTA-Valles staff in implementing administrative protocols for the management of its expected USAID grant throughout FY 2006. To complement those activities, MAPA 2 staff will review in November and December 2005 with FDTA-Valles Trustees guidelines and budgets for use of the USAID-financed Trust Fund, currently valued at US\$8.272 million.

MAPA 2's biggest contribution in terms of resources will be direct technical assistance to FDTA-Valles in developing strategies to improve the competitiveness of previously supported commodity chains and in identifying technical and market assistance packages for new commodity chains. This continuous activity throughout Year One began in October. In November 2005, MAPA 2 staff will attend the Produce Marketing Association annual conference in Atlanta, Georgia with MAPA 2 financial support. An important part of MAPA 2 assistance will be to strengthen the abilities of FDTA-Valles and its technical assistance provider network to improve formulation of business plans for producer organizations, including environmental reviews, as prerequisites for USAID-funded grant assistance from FDTA-Valleys. This will also include technical assistance in developing a certification program for technical assistance providers and subsequent training to assist them complete the certification process.

Under MAPA 1, FDTA-Valles also established its Wholesale Market Information System (Spanish acronym SIMA), which is primarily a mechanism for price collection and dissemination through radio broadcasts, published bulletins, and the Internet. MAPA 2 will help FDTA-Valles investigate the opportunities to expand SIMA services and explore avenues of collaboration with other systems to offer a greater range and depth of market information. MAPA 2 will also continue MAPA 1 discussions with USDA on long-term PL 480 funding to support the SIMA information system. FDTA-Valleys will finance with USAID grant assistance and resources from its Trust Fund the continued implementation and refinement of the SIMA.

MAPA 2 staff will also support FTDA-Valleys in fundraising, reviewing English language materials received from potential donors and assisting in proposal development as well as in the preparation of English language FTDA-Valleys background materials. This activity will begin in November 2005 and will continue through the remainder of Year One.

MAPA 2 PERFORMANCE INDICATORS: FY 2006

The principal minimum expected results of MAPA 2 assistance to FD'TA-Valles by September 30, 2006, are the following:

- 3,200 value chains agro-entrepreneurs accessed technologies
- 3,200 value chains agro-entrepreneurs accessed new marketing services
- 4 producer organizations strengthened, i.e., have business plans and environmental reviews
- Participants registered in RAU - 500
- Signed at least 10 PITA agreements
- Resources from beneficiary payments
- Resources captured from sources other than USAID

SECTION III

COMMODITY CHAIN DEVELOPMENT IN THE ALTIPLANO REGION

OVERVIEW AND OBJECTIVES OF MAPA 2

FDTA-Altiplano was founded in 2000, as was FDTA-Valles, to coordinate efforts to provide high-yielding and cost-saving technologies to predominantly low-income farmers in Bolivia's Altiplano region, comprised of 3 departments (Potosi, Oruro, and La Paz). That mandate now encompasses assistance in access new markets, improving marketing strategies, and in developing new, value-added products.

MAPA 1 provided limited assistance to the Altiplano region. In the 2004-2005 period, it implemented agricultural interventions in horticultural crops, particularly in the area around Oruro and Potosi, undertaking a rapid assessment of existing technologies and market opportunities and then developing and executing projects, valued at more than US\$500,000, including the following value chains: onions, garlic, beans, quinoa, and animal products.

The objective of MAPA 2 with respect to FDTA-Altiplano is to significantly increase incomes using PITA-like activities that will improve commodity chain competitiveness and SME sustainability as well as develop local long-term capacity to provide services in the Altiplano region. MAPA 2 will also assist FDTA-Altiplano to manage effectively and correctly USAID grants channeled through MAPA 2. PROINPA, a member of the MAPA 2 consortium, will be very actively involved in delivering technical assistance to farmers and FDTA-Altiplano in commodity chain development.

MAPA 2 will administer a US\$1,854,860 grant fund in support of Altiplano producer organizations, commodity chains and PITA technical and marketing assistance projects, including grant assistance for administrative costs, for the five-year implementation period. SIBTA rules recognize the prerogative of a donor to establish the operating rules for the use of its funds. With USAID approval, MAPA 2 will apply successful practices and procedures drawn from MAPA 1 and ongoing MAPA 2 experiences to improve the functioning and impact of the Altiplano PITA program. The Foundation's Executive Director, Eduardo Alfaro, projects a trajectory for the next five years that requires the same innovative approaches to sustainability and services that are envisioned for FDTA-Valleys, i.e., with an emphasis on marketing; innovative, effective technologies; flexibility in funding PITAs and commodity chains; strengthening SMEs all along the value chain; and institutional responsiveness to client needs.

The following work plan summarizes the recently signed Memorandum of Agreement with FDTA-Altiplano attached as Annex 4.

MAPA 2 PRINCIPAL END-OF-PROJECT RESULTS INDICATORS FOR THE ALTIPLANO

By September 30, 2010, as a result of MAPA 2 assistance, in the Altiplano region: 1) at least 4 commodity chains will have been strengthened, 2) at least 4,000 agro-entrepreneurs will have accessed technology and marketing services, and 3) at least 4 producer organizations will have been strengthened. Additionally MAPA 2, in collaboration with the MAPA CTO, will establish a target for farmer registration in the RAU.

MAPA 2 ACTIVITIES FY 2006

As with FDTA-Valleys, in general, MAPA 2 will provide technical assistance and training, with the addition of grant support for PITAs and administrative costs, to FDTA-Altiplano, in the following areas:

- Increasing agro-entrepreneurs access to technologies and markets;
- Strengthening FDTA-Altiplano administrative capacities.

MAPA 2, building on MAPA 1 studies, is working with FDTA-Altiplano to develop commodity competitiveness projects that will generate beneficiary contributions of at least 15 percent. Starting in November 2005, one MAPA 2 staff person, PROINPA Andean Crops Expert Paul Meruvia, will work full time in the Altiplano offices for the entire project period; he will be supported by the MAPA 2 Altiplano Coordinator, Javier Siliézar. MAPA 2 will pay the Foundation for office space, support services, and provide the necessary office equipment to support Mr. Meruvia, and will locate a vehicle in the Altiplano region to support FDTA-Altiplano assistance in the region, including projects financed by other donors. Additionally, MAPA 2 will foster exchanges between it and FDTA-Valles and expose FDTA-Altiplano to the successful concepts, practices, and procedures of FDTA-Valleys. Through these concrete activities, the flexibility, effectiveness, and programmatic reach of the Foundation will be increased.

INCREASING FARMER AND SME ACCESS TO TECHNOLOGIES AND MARKETS

FDTA-Altiplano, with MAPA 2 financial and technical assistance, will develop a minimum of four commodity chains in the Altiplano, including quinoa and sweet onion. The identification and selection of grant-supported commodity chains will follow the procedures developed under MAPA 1. There are, however, important differences between the two regions that influence commodity chains selection:

- Natural and human conditions allow fewer commodity options in the Altiplano.
- Economic and social pressures and political conflict in the Altiplano add urgency to finding and implementing projects that offer quicker impact on income and employment.
- Altiplano commodity chains will likely be more rudimentary and fragmented, with less current and potential value-added participation by primary producers.

The challenge for MAPA 2 will be to balance short-term poverty alleviation with long-term sustainability. To achieve a quick start toward income and employment generation, the MAPA 2 / FDTA-Altiplano team will keep producer and farm sustainability a top priority while balancing short and longer-term objectives, incorporating the following criteria in the selection of commodities for the Altiplano:

- Give priority to post-harvest handling and transport;
- Improve quality and consistency of products delivered to processors.

- Improve sanitary conditions for processing and handling perishables to reduce loss and gain access to more demanding markets.
- Reduce number of intermediaries in the post-harvest chain;
- Seek alternative commodity chains that have market potential.

The MAPA 2 - FDTA-Altiplano team is paying particular attention to the requirements of El Alto buyers and processors with regard to guidelines for production, post harvest handling and quality, and product movement, as well as interventions in the marketplace to increase the demand for Altiplano commodities. The team collaborates with USAID's Trade and Business Competitiveness II (BTBC II) project to improve the conditions of the El Alto markets for MAPA 2 producers.

The commodity chains initially selected for MAPA 2 assistance in Year One may include: quinoa, sweet onions, oregano, chinchilla, garlic, maca, flowers, snow peas, sugar snaps, and tarwi. MAPA 2 will give priority technical assistance and training to farmers and SMEs close to roads and within 3 hours travel to Oruro and Potosi. The following paragraphs expand on likely technical assistance and training in support of the quinoa and sweet onion value chains.

Quinoa is a traditional Altiplano crop with high nutritional content; many small and subsistence-level farmers are involved in its production; and it is important in the Bolivian diet. To raise quinoa from a subsistence crop to a cash crop on a sustainable farm, the MAPA 2 - FDTA-Altiplano team may work in such areas as increasing farm-level productivity and efficiency, in particular seed improvement. The MAPA 2 - FDTA-Altiplano team will also look for new value-added uses and/or presentations of quinoa that would be competitive in world markets. Among the uses of quinoa to be investigated include:

- Preparations that capitalize on quinoa's high nutritional value and zero-gluten content, that make it appropriate for infant and non-allergic foods;
- An alternative to traditional products in donors' grain-based food programs, capitalizing on quinoa's high nutrition to bulk/weight ratio;
- Quality food markets that would pay a premium for a non-white grain product that brings visual aesthetics to the table;
- Flower and ornamentals markets, where the quinoa stalk and head would complement flower arrangements.

There are several donor-financed quinoa programs in Bolivia implemented through local and international development agencies. The MAPA 2 - FDTA-Altiplano team is discussing collaboration with FUNDES, which is, concurrently with PRODEM and PROINPA, implementing a US\$3 million quinoa activity financed by Holland. Coordinating this program with FUNDES, as a technical service provider in the MAPA 2 PITA program, and with PROINPA, will advance mutual objectives.

Sweet onion is a product MAPA 1 supported extensively in the Valleys region and initiated trials in the Altiplano. MAPA 2 continues to develop this commodity, as it has demonstrated production potential in both the Valleys and Altiplano regions, allowing a high level of interaction between regions.

In FY 2006, MAPA 2 will assist FDTA-Altiplano in identifying the most propitious agronomic conditions in the Altiplano and programming, with participating farmers, harvests to coincide with market windows, primarily in the U.S. Technical assistance and training for farmers will initially be led by PROINPA, as well as FDTA-Valles' technical assistance providers, strengthened under MAPA 1, who will work, as mentors, with Altiplano technical assistance providers. Because it is new to the Altiplano and there are preferential export markets and premium prices for organic sweet onions, the MAPA 2 - FDTA-Altiplano team will also be developing an organic technology package that delivers a combination of yield and price for sustainable returns.

IDENTIFYING AND STRENGTHENING LOCAL SERVICE PROVIDERS

MAPA 2 will facilitate the participation of FDTA-Altiplano staff in the FDTA-Valles program to develop and apply certification standards to technical assistance providers. These will then be applied in a pilot program with Altiplano technical assistance providers seeking to prequalify for PITA grant assistance. PITA grant assistance will include periodic external audits whose results will be used by technical assistance providers, FDTA-Altiplano, and MAPA 2 to fine tune individual institutional strengthening plans.

STRENGTHENING FDTA-ALTIPLANO ADMINISTRATIVE CAPACITY

Due to IDB regulations FDTA-Altiplano staff are hired as consultants. The organization has very limited flexibility in its operating costs, creating implementation challenges. MAPA 2 is assisting FDTA-Altiplano in adapting their administrative systems to be more flexible and conducive to good development, which will make them more attractive to donors, and help assure good governance and transparent use of donor funds. MAPA 2 is also assisting the Foundation to establish a Trust Fund, as in FDTAs-Valleys and FDTA-Trópico Húmedo with an independent Trust financial management system. This will involve coordination with the FDTA-Altiplano Board of Directors and staff to identify the necessary structure and realignment of staff capabilities, and the corresponding MAPA 2 technical assistance and training programs.

MAPA 2 assistance in Year One is focused on:

- Administrative reengineering (positions and procedures) what will assure a correct and timely administration of grant funds;
- Establishing a CFI using best practices and lessons learned from MAPA 1;
- Establishing a Trust with FDTA-Altiplano;
- Capturing donor support for PITA cofinancing, including overhead contributions;
- Implementing quality control in financial management, including annual external audits;
- Strategic planning.

MAPA 2 PERFORMANCE INDICATORS: FY 2006

The principal minimum expected results of MAPA 2 assistance to FDTA-Altiplano by September 30, 2006, are the following:

- 800 value chains agro-entrepreneurs accessed technologies.

- 800 value chains agro-entrepreneurs accessed new marketing services.
- 1 producer organizations strengthened, i.e., have business plans and environmental reviews.
- Participants registered in RAU (target to be determined).
- 5 projects underway.

SECTION IV

POLICY AND REGULATORY STRENGTHENING

OVERVIEW AND OBJECTIVES OF MAPA 2

MAPA 2 will work with institutions and their policy frameworks with important roles in enhancing Bolivian competitiveness. One is the Bolivian organization responsible for plant protection, animal health and food safety (Spanish acronym SENASAG). The second is the Bolivian System of Agricultural Technology (Spanish acronym SIBTA). A third target of MAPA 2 policy and procedural reform is the *Régimen Agropecuario Unificado* (RAU). The fourth is the *Régimen de Importación Temporal para la Exportación* (RITEX).

MAPA 2 PRINCIPAL END-OF-PROJECT RESULTS INDICATORS

MAPA 2 End-of-Project Output Indicators and Targets, with respect to policy and regulatory reform, are the following:

- Strengthened SENASAG procedures: 3
- Operational technical information system in SENASAG
- SENASAG staff members trained in oversight: 27
- New farmers registered in RAU: 3,000
- Reduction in RITEX processing time: 50 percent

The following sections describe the problems that will be the focus of MAPA 2 assistance as well as proposed FY 2006 activities and targets.

SENASAG

FY 2006 Activities

The *Servicio Nacional de Sanidad Agrícola, Ganadero e Inocuidad Alimentaria* (SENASAG) is the Bolivian organization responsible for plant protection, animal health and food safety. It has been roundly criticized for not fulfilling its primary functions and responsibilities. In 2005, a multi-donor evaluation (IDB-USAID-DFID, focused on three aspects of SENASAG's mandate and found it wanting in all three. Two of those aspects are beyond the scope of work of MAPA 2, but the third—SENASAG's contribution to the development of exports, basic agricultural

products, and improved food quality—is directly related to MAPA 2’s objectives. For example, each exporter is required to register, at a cost of US\$437 approximately, and for each product imported the importer must pay SENASAG US\$500 each time, irrespective of the quantity imported. Currently SME exporters are demanding a review of the fee schedule to recognize size/volume differences. The MAPA 2 technical and grant assistance seeks to achieve the following improvements in SENASAG:

- Significant improvements in the quality and applicability of its services, as judged by its clients
- Implementation of a communication program which essentially informs users regarding the what, why, and how of SENASAG's services, including providing easier access to forms, information regarding the status of a request, taxes, rules and regulations, etc.
- Installation and maintenance of an information system with access to global sources regarding norms, standards, and requirements for export markets.

These three pillars will provide SENASAG with a positive image as a facilitator and, the “go-to organization” for help in the technical facets of competitively producing, processing and exporting commodities to world markets.

To accomplish these objectives, MAPA 2 will develop a joint work plan with SENASAG in the months of December 05 – February 2006. That tentative work plan is described in the following paragraphs. It will be presented to USAID for approval by March 30, 2005. A working group of SENASAG staff at different levels will continuously monitor the formulation and implementation of the MAPA 2 assistance plan. MAPA 2 will also include SENASAG in the annual SIBTA seminar in order to synchronize activities and share feedback. The institutional strengthening of SENASAG will be led by Eduardo Velarde.

- a) Improved quality and applicability of services. By June 30, 2006, MAPA 2 will have implemented an assessment with external and internal focus groups and through stakeholder consultations of areas where the quality and timeliness of SENASAG is particularly deficient. In the following 2-3 months (by September 30, 2006), an institutional strengthening assistance project will be developed which will call for MAPA 2 FY 2007 assistance in training, institutional reengineering, and pilot testing of new policies and procedures, most probably in the Altiplano and valleys regions.
- b) SENASAG communications program. One expected result of the initial assessment with current and potential clients is to refine the content of the communications program to inform current and potential users as to services and access procedures. MAPA 2 will provide SENASAG with a consultant to develop the communications program by September 30, 2006 to be initiated in FY 2007. The communications program will include easy-to-implement assessment mechanisms so that the MAPA 2 / SENASAG oversight committee can periodically assess its effectiveness and orient improvements. MAPA 2 assistance also includes providing SENASAG technicians and institutional collaborators in FY 2006 with accurate, up-to-date guides for producing for local and export markets.
- c) Installation and maintenance of a norms and standards information system for internal and external use. MAPA 2 will assign a consultant to develop this internet-based system, which at its core is expected to be concluded by August 30, 2006. Content will periodically be added, through electronic links to organizations setting or monitoring standards. Also MAPA 2 consultants with SENASAG will develop written and electronic summaries for national distribution. MAPA 2 will provide information and training for SENASAG technical personnel, regarding international regulations, norms and procedures for importing inputs and exporting products. The emphasis will be

on FDTA commodity chains and the required compatibility between inputs used in production and commodity-specific regulations of importing countries.

FY 2006 Performance Indicators

In summary, MAPA 2 will perform an assessment and develop a work plan with SENASAG for implementation in FY 2006; therefore none of the relevant targets will have been reached by September 30, 2006.

BOLIVIAN SYSTEM OF AGRICULTURAL TECHNOLOGY (SIBTA)

USAID and other donors have observed the great disparity in the results achieved by FDTA-Valles in comparison with the other three FDTAs. Lessons learned from FDTA-Valles can help improve the SIBTA system and its component FDTAs. Specifically, the time to field technical assistance in FDTA-Valles is only 3-6 months versus almost 12 months in the other FDTAs. This is due to the requirement that FDTA-Valles utilize the USAID-approved financial and technical assistance norms, developed under MAPA 1. As the umbrella network of FDTAs, SIBTA and its principal donor, IDB, are integral players in MAPA 2 and are in agreement with and supportive of its trajectory and activities.

FY 2006 Activities

The objectives of MAPA 2 synergy with SIBTA are three fold:

- Propose nationwide streamlined and standardized operating procedures to be responsive to client demands;
- Harmonize PITA and CFI criteria and procedures, regardless of the funding source;
- Identify and disseminate best practices, e.g., certification standards for technical assistance providers;
- Offer training for new elected Directors of FDTAs.

To assist and encourage SIBTA to review and improve policies to facilitate responsive and quality technical assistance for Bolivia's farmers, the MAPA 2 team will invite officials of CAS and senior staff from other FDTAs in field visits as well as in participatory assessments with FDTA-Valles senior management, technical staff, Board members, and stakeholders. Senior management, technical staff, and Board members from other FDTAs staff will also be included in assessments of participatory methods to design and monitor PITA implementation and in the efforts to develop and apply certification standards to technical assistance providers. MAPA 2 may have to provide the other FDTAs with a small grant to cover travel and per diem for these activities.

MAPA 2 will continue to conduct its annual seminar for SIBTA Directors and the Foundations, to up-date them on the project's progress, difficulties encountered and recommendations for operational modifications to improve the efficiency and effectiveness of the system. The annual seminar for FY 2006 is tentatively schedule for April 2006.

RÉGIMEN AGROPECUARIO UNIFICADO (RAU)

The GOB instituted the RAU mechanism to tax farm land. It also allows rural small-holders to obtain formal tax payer status from the Bolivian Tax Service as having farms too small to require property tax payments. Based on a self-assessment for farmers without formal title to their land (the majority of poor rural families), many farmers can take shelter under the RAU mechanism. The farm property tax permits even efficient, high-value producers on small farms to take tax shelter.

USAID wants MAPA 2 to support the formalization of tax registry, including those who will not have to pay taxes, increasing registrants nationally by 3,000 by September 30, 2010. But, in the case of efficiently produced, high-value SME commodities, the advantages derived by registration, as smallholders under the RAU mechanism, must be evaluated in a business context.

One important disadvantage associated with the registration is that RAU registrants in the “no tax due” category cannot issue legal sales receipts. This acts as a disincentive to efforts to integrate SMEs into commodity chains, as buyers will be reluctant to purchase from farmers unable to provide legally acceptable receipts that allow buyers to document to the GOB the true value added at the next level. Buyers can deduct taxes on purchases from farmers for the government, but this makes selling to downstream buyers less attractive to small holders. Initially it appears that a viable compromise would be for SME producers to register as smallholders under the RAU mechanism, but their cooperative would be registered as a business, not a landowner. The individual small-scale grower could still have a tax shelter while the cooperative, which markets the product, would have access to the next level of the chain by paying taxes on sales.

FY 2006 Activities

The MAPA 2 program will address this problem in Year One by hiring specialized tax consultants to assess the mechanisms and options available to farmers and their producer organizations, as well as SMEs, taking into account the needs and mechanisms available to buyers. This assessment is programmed for the months of May-August of 2006. From the joint review of the results of that assessment with FDTA-Valles and FDTA-Altiplano and in consultation with the MAPA 2 CTO, we will develop a registration strategy and associated information campaign to be implemented by the two partner FTDA's in Year Two which will help farmers understand the importance of registering and having a legal status which makes them attractive to downstream buyers. The Year Two campaign will include information dissemination roles for technical assistance providers and producer organizations.

FY 2006 Performance Indicators

The MAPA 2 overall goal is to increase RAU registrants within commodity chains assisted by FDTA-Valles and FDTA-Altiplano by at least 3,000 by September 30, 2010. As a result of the activities described, an increase in 500 registrants from MAPA 2 activities is expected in Year One in the valleys region.

RÉGIMEN DE IMPORTACIÓN TEMPORAL PARA LA EXPORTACIÓN (RITEX)

The RITEX is the tax law specifying procedures for exemption of import duties on goods and services used in producing exports. To qualify for RITEX exemption from the Bolivian Tax Service, each exporter must have submitted and received approval for the imported input mix used in producing goods for export. Based on the preapproval, an exporter can import approved goods without paying import duties. The exporter must request within a year of having exported formal exoneration for specific import bills of lading for the corresponding amounts used according to the preapproved formula in producing the goods exported. If all imports were not used in producing the goods exported, the exporter is liable for the corresponding duties as well as interest from the date of import. The implication is that for small-scale producers and producer organizations, good bookkeeping and accounting controls as well as technical skills in preparing the technical request are required to prepare the import input-output matrix.

Alternatively, exporters can pay import duties on their own imports and indirectly on imported or locally produced commodities purchased in country. Then, within 180 days of each export, the exporter can request a negotiable certificate corresponding to the value of import and sales taxes paid, based on an itemized report of expenses and a

detailed explanation of how imports and local purchased goods were used. The Bolivian Tax Service then conducts an audit to determine if the reported quantity of imports and locally purchased goods was indeed used. For the purchases approved, it issues the Tax Reimbursement Certificate (known as *Certificado de Devolución Impositiva* – CEDEIM – in Spanish), which can be sold on a secondary market at about a 2% discount or used to pay any income, sales, or import taxes. The exporter can present a surety bond (valued between 0.4% and 1% of the amount to be reimbursed) to receive the certificate immediately. The issuing of the CEDEIM can take up to 12 months. While this alternative permits recovery of taxes paid on locally purchased goods, whether imported or produced in Bolivia, it also requires very good bookkeeping. Further, exporters, like the farmer organizations that MAPA 2 will be assisting, need to meticulously document input use on local versus export sales.

Neither mechanism permits the reimbursement of the SENASAG fees. An exporter can use both mechanisms, using the CEDEIM to recover taxes paid on locally purchased goods, especially when import supply is limited.

In general terms, SME exporters feel the RITEX prequalification process is very onerous, because it requires meticulous control to assure respecting the input approved coefficients. And many SME exporters simply pay the taxes without attempting to seek exemption or fiscal credit. Other eligible businesses are often unaware of eligibility requirements or the merits of the alternatives discussed above. Worse, inefficient administration of this competitiveness enhancement instrument can negate much of its intended impact, as when re-imbursement of duties paid is excessively slow. For SMEs, tying up operating or investment capital in government coffers places heavy stress on their financial resources.

FY 2006 Activities

MAPA 2 will not be able to change Bolivian tax law. Rather, its strategy to improve the coverage and impact of the RITEX and CEDEIM mechanisms is to train tax consulting groups and individual consultants to assist the exporters in assisted commodity chains to prepare import input-output matrices to present to the Bolivian Tax Service and to prepare applications for CEDEIM tax certificates, starting in FY2007. MAPA II will in FY 2007 and the following project years implement this training of for-profit service providers, which may include a requirement for partial payment of training materials and costs. Additionally in Year Two MAPA 2 will prepare a campaign to inform SME exporters of the benefits and opportunities of the RITEX exoneration or CEDEIM reimbursement mechanism. MAPA 2 will also sponsor the preparation of a RITEX and CEDEIM users' manuals for exporters and information dissemination through producer and exporter groups and associations, NGOs and other private sector and institutional channels.

FY 2006 Performance Indicators

The objective of MAPA 2 is to decrease RITEX processing time of input-output matrices by 50% for MAPA 2-assisted exporters. As MAPA 2 assistance in this area will not commence until FY 2007, no progress in reducing RITEX reimbursement processing time is expected. The key intermediate result expected is a baseline and time targets for each stage: preparing RITEX applications, obtaining RITEX preapproval, and formalizing exoneration of import duties. The baseline may also include an assessment of CEDEIM processing of tax reimbursements.

SECTION V

CROSS-CUTTING THEMES

OVERVIEW AND OBJECTIVES OF MAPA 2

In the MAPA 2 organization 2 responsibilities are managed as cross-cutting support functions: environmental compliance and monitoring and evaluation (M&E). Rodrigo Daza is the Production and Environment Specialist and Eduardo Velarde is the M&E Coordinator.

ENVIRONMENTAL COMPLIANCE

FY 2006 ACTIVITIES

Environmental Assessments

The Environmental Threshold Decision recommends a “Categorical Exclusion and Positive Determination.” A positive Determination is issued for all agricultural and crop technology components of MAPA 2. A Programmatic Environmental Assessment (PEA) will be completed prior to initiating any crop technology introduction or improvement by MAPA 2, by January 20, 2006. This PEA will be carried out as a first step in planning and will take into full account the PEA I Pesticide Evaluation Report and Safer Use Action Plan (PERSUAP) prepared under MAPA 1. This PEA will be submitted only in English.

Environmental reviews (ERs) will be conducted for all appropriate project activities to ensure compliance with 22 CFR 216 and define project-wide mitigation, monitoring, and internal review procedures and reporting responsibilities. Recognizing that some of the productive activities contemplated have potential for negative environmental impacts if not planned well, mitigation measures will be incorporated in the ERs. For those activities, environmental impact assessments will be conducted. An environmental assessment methodology will be standardized and built into business plan preparation of each PITA client, as appropriate, using practical guidelines, screening, and monitoring tools based on the LAC Bureau “Environmental Guidelines for Development Activities in Latin America and the Caribbean” manual. The business plans will also include organizational pesticide safe use policies and where appropriate mitigation measures.

MAPA 2 will also translate relevant sections of these guidelines and make them accessible to project staff, partners, and stakeholders, by December 15, 2005.

The MAPA 2 team has begun to also encourage the FDTAs to integrate environmental reviews into grant and cost-sharing activities for non-USAID financed PITAs and investment projects and to include environmental protection measures as eligible expenses for PITA financing. During the months of January-August 2006, MAPA 2 will sponsor

institutional and private sector training with respect to environmental issues that affect SIBTA/FDTA project eligibility and implementation, conformity with national laws and regulations, and compliance with export/import standards.

The MAPA 2 team will also provide various short term consultancies to carry-out in depth supplemental environmental assessments (SEAs) following Federal Regulations 216 (CRF-216) guidelines for each subcontractor and/or grantee commodity program it approves.

FY 2006 PERFORMANCE INDICATORS

In Year One, MAPA 2 will:

- Present a Programmatic Environmental Assessment (PEA) by January 20, 2006
- Translate relevant sections of USAID environmental compliance guidelines and make them accessible to project staff, partners, and stakeholders, by December 15, 2005.

PERFORMANCE MONITORING AND EVALUATION

FY 2006 ACTIVITIES

Based on the Mission's experience with MAPA 1, the bottom line for an effective MAPA 2 is to manage for results. The MAPA 2 Performance Monitoring Plan (PMP) will focus on improvements in four primary indicators: commodity chains, agro-entrepreneurs and households, producer organizations, and institutions—measured in terms of number of participants and the income increase of households. An initial draft matrix of regional and consolidated results indicators for MAPA 2 commodity chain assistance is shown in the table below.

Working with project staff, key partners, and USAID, the draft PMP submitted in the Chemonics MAPA 2 proposal will be fine tuned and finalized with performance indicators and targets, as well as methods and schedules for data collection, with submission to USAID in English only by November 30, 2005. It will include a detailed M&E plan for Year One and a summary plan for the entire five-year period.

Data collection. The majority of performance indicator data will come from client firms and the FDTAs as shown in the draft PMP. MAPA 2 will work with firms, organizations, and institutional partners to strengthen their performance monitoring capacities by helping them adopt good business practices and monitor results through business plans compliance and farm record keeping. This will be formalized through the PITA procedures defined with the FDTAs. Where possible PITA grantees and FDTAs will be permitted to directly register performance data electronically in the MAPA 2 M&E system.

Assessment of gender impact. As part of the PMP, the MAPA 2 M&E Specialist will disaggregate data collection and analysis, where possible, to indicate the impact of project activities on gender. The MAPA 2 team will also make sure activities take into consideration the different communication mechanisms, venues and timing factors that can impact the participation of beneficiaries in the program.

Data baselines. MAPA 2 will establish baselines through special and/or rapid assessments of commodity chains and with each PITA project and participating producers. As part of performance monitoring, they will compile and evaluate customer feedback on individual services provided through PITA projects.

ILLUSTRATIVE PERFORMANCE AND MONITORING PLAN – COMMODITY CHAIN DEVELOPMENT

Indicator	Baseline FY 2005	FY 2006	Cumulative Target FY 2005 – 2010
Avg. Participant Increase in gross income in assisted commodity chains (disaggregated by commodity chain level, and new vs. MAPA 1 continuing participants)			
# Rural families with gross incomes increasing at least 5% in Fiscal year (disaggregated by sex)			
USAID Performance Indicators			
1. # Participants accessing new or improved technologies (disaggregated by sex)			20,000
2. # Participants accessing markets (new markets or new strategies/products) (disaggregated by sex)			20,000
3. Producer Organizations with Business Plans, including Environmental Review			20
4. # Participants registered in RAU (includes members of affiliated producer organizations) (disaggregated by sex)			3,000
5. % of assisted FDTAs annual administrative budget financed with resources outside USAID and each Foundation's Trust Fund			TBD
6. # of budgeted PITAs and similar projects financed with resources outside USAID and each Foundation's Trust Fund			TBD
MAPA 2 Internal Indicators			
1. # of Signed PITA Grant Agreements			
2. # Assisted Commodity Chains (disaggregated by continuing from MAPA 1 vs. new under MAPA 2)			
3. # Concluded PITA Grant Agreements			
4. Avg.% of PITA direct costs paid by beneficiaries			
5. Value of production sold by PITA participants (disaggregated by current or past participant)			
6. Volume of production sold by PITA participants (disaggregated by current or past participant)			
7. # PITA participants (disaggregated year of first participation, sex and farmer vs. off-farm SME)			
8. # Recipients of MAPA 2 direct technical assistance (disaggregated year of first participation, sex and farmer vs. off-farm SME)			
9. # Recipients of MAPA 2 direct training (disaggregated year of first participation, sex and farmer vs. off-farm SME)			
10. # Technical service providers certified by FDTAs (disaggregated by continuing from MAPA 1 vs. new under MAPA 2)			

Note: 20 Producer Organizations Strengthened remains the goal for MAPA 2. However, some grants benefit more than one organization. In the case of oregano, MAPA 1 signed an agreement with AgroCentral, and five cooperatives. The total number of organizations strengthened will be reported.

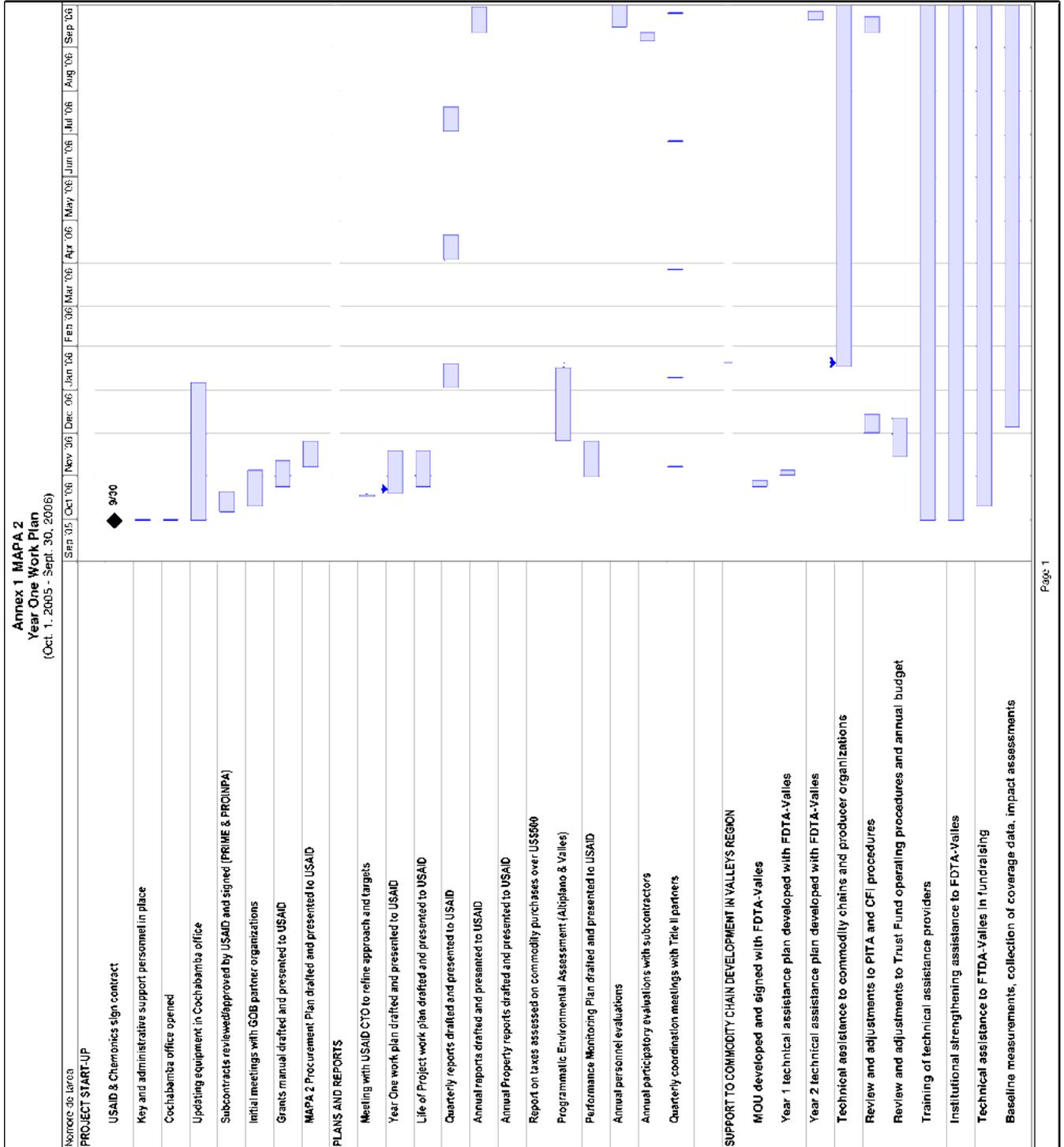
FY 2006 PERFORMANCE INDICATORS

In Year One, MAPA 2 will:

- Submit a finalized PMP, reviewed with both FDTAs, to USAID in English only by November 30, 2005
- Completed baseline assessment of all Year One targeted commodity chains at the farmer level by March 30, 2006
- Completed baseline of RITEX processing experiences by MAPA 1 assisted exporters

ANNEXES

ANNEX 1



**Annex 1 MAPA 2
Year One Work Plan**
(Oct. 1, 2005 - Sept. 30, 2006)

Monitore de tarea	Sep '05	Oct '05	Nov '05	Dec '05	Jan '06	Feb '06	Mar '06	Apr '06	May '06	Jun '06	Jul '06	Aug '06	Sep '06
SUPPORT TO COMMODITY CHAIN DEVELOPMENT IN ALTIPLANO REGION													
MOU developed and signed with FDA-Altiplano													
Year 1 technical assistance plan developed with FDA-Altiplano													
Grant to FDA-Altiplano to provide office services to MAPA 2													
MAPA 2 office established within FDA-Altiplano													
PROINPA Altiplano Coordinator in place in FDA-Altiplano													
Years 2-5 technical assistance plan developed with FDA-Altiplano													
Technical assessment to commodity chains and producer organizations													
Establishment of FDA-Altiplano Board of Trustees													
Establishment of FTDA-Altiplano Trust Fund													
Review and adjustments to Altiplano Trust Fund operating procedures and annual budget													
Training of technical assistance providers													
Technical assistance in strengthening SME participation in commodity chain development													
Institutional strengthening assistance to FDA-Altiplano													
Technical assistance to FTDA-Valles in fundraising													
IMPROVING THE ENABLING ENVIRONMENT													
Annual training and project review with senior staff in all FDTAs													
Strengthening SENASAG													
Year One MAPA 2 strategic support plan jointly developed													
Quality assessment with SENASAG clients and staff													
MAPA 2 technical assistance and training to SENASAG staff													
MAPA 2 designs SENASAG information campaign for producers and exports													
RAU													
Specialized consultant evaluates legal framework and registration system - recommendations to GOB and FDTAs													
FDTA-Valles and FDTA-Altiplano establish and disseminate registration assistance guidelines													
RTEX													
Baseline assessment of RTEX import duty waiver and CEDEM reimbursement process													
CROSS CUTTING SUPPORT													
Provide USAID environmental guidelines to partners													
Environmental reviews for all MAPA 2 activities													
Baseline assessments of targeted commodity chains													

ANNEX 3

LETTER OF AGREEMENT MAPA 2 / FDTA-VALLES

ANNEX 4

LETTER OF AGREEMENT MAPA 2 / FDTA-ALTIPLANO

ANNEX 5

THE MAPA ORGANIZATION

Year 1

POSITIONS	PERSON
Expatriate and Third Country National Long Term	
Chief of Party	Bruce Brower
Field Project Administrator	Nancy Manson
Altiplano Program Coordinator	Javier Siliézar
Local Long Term	
Deputy Chief of Party & Agribusiness and Marketing Specialist	Enrique Rivas
Monitoring & Evaluation Coordinator (PRIME)	Eduardo Velarde
Training and Communications Manager	Carlos A. Laserna
Valleys Agricultural Expert	Lily Alvéstegui
Andean Agricultural Expert (PROINPA)	Paul Meruvia
Production and Environment Specialist	Rodrigo Daza
Advisor in Mechanical Engineering	Werner Munckel
Agricultural Marketing Specialist	Brichitt Vargas
Accountant	Edith Zambrana H.
Office Manager	Mónica Méndez
Grant Manager	Ivana Alandía
Market Information Specialist	Benjamín Moreno
Event Organizer	Roxana Gumucio
Administrative Assistant	Susana Munckel
General Services – Driver	Julio Morales
General Services – Driver	Amadeo Rojas
General Services – Driver (based in Oruro)	TBD
General Services	Juan Villca

ANNEX 6

THE FDTA-VALLES ORGANIZATION

Year 1

POSITION	PERSON
Long Term	
Executive Director	Edgar Guardia
Technical Coordinator	Ricardo Alem
Program Officer	Juan Arévalo
Accountant	Virginia Oviedo
Administrator	Patricia Moscoso
Program Technician	Osvaldo Urquidi
Program Technician	Marcelo Céspedes
Processes Technician	Jenny Serrano
Program Officer	Juan Carlos Claire
Executive Assistant	Martha Vega
Receptionist	Marcela Zabalaga
General Services – Driver	Ramiro Rojas
Long Term Consultants (FOCAS)	
Accounting Assistant	Elizabeth Herrera
Regional Agent	Deborah Velásquez
Regional Agent	Javier Arce
Regional Agent	Lency Rojas
Information Systems and Analysis Consultant	Andrés Quiroga
Institutional Development and Impact Assessment Consultant	Marcelo Ferrufino
Legal Advisor	Gabriela Montaña
SIMA	
Analyst	Cristina López
Information Systems	Mauricio Fernández
Head Reporter	Margarita Callapa
Data entry	Leopoldo Lora
Reporter – Tarija	Delmira Velásquez
Reporter – La Paz	Gladys Isnado
Reporter – La Paz	Sandra Bilbao la Vieja
Reporter – Santa Cruz	Juanita Rocha
Reporter – Sucre	Debora Velásquez
Reporter – Arequipa	Lucía Medina

POSITION	PERSON
Reporter – Salta	Ramiro López
Training	Shirley Rojas
Others	
Program Officer DER (Rural Business Development Program)	Enzo Pacheco
Coordinator FIT 8 & 9	Gabriela Silva
Coordinator FIT 16	Yesid Aramburo
Prefecture Tarija Program	
Regional Coordinator – Project <i>Cadena de Frío</i>	Gustavo Vacaflores
Regional Coordinator – Berries Project	Fernando Casap
Regional Coordinator – Spices Project	Horacio Aramayo
Technical Specialist – Spices Project	Germán Zambrana
Administrator – Tarija	Hugo Castillo
Sweet Onion Program	
Administrator	Regina Torrico
Administrative Assistant	Jorge Rodríguez
Production Technician I – Oruro	Rodo Velásquez
Production Technician II – Cochabamba	Salomé Fernández
Production Technician I – Cochabamba	Víctor Fernández
Production Technician Assistant – Cochabamba	Filemón Paniagua

ANNEX 7

THE FDTA-ALTIPLANO ORGANIZATION

Year 1

POSITION	PERSON
Long Term	
Executive Director	Eduardo Alfaro
Monitoring and Evaluation Specialist	Jaime Clavijo
Planning Assistant	Sergio Arrieta
Accountant	TBD
Accounting Assistant	Miriam Patiño
Administrator	Luis Soux
Executive Assistant	Marcela Meleán
Receptionist	TBD
General Services – Driver	TBD
Long Term Consultants (FOCAS)	
Regional Agent - La Paz	Ghilka Sanabria
Regional Agent – Potosí	Germán Nina
Regional Agent – Tarija	Esteban Miranda
Long Term Consultants (BID)	
Monitoring & Evaluation Assistant – Potosí & Oruro	Edgar Llanos
Monitoring & Evaluation Assistant – La Paz & Cochabamba	Freddy Yapur
Monitoring & Evaluation Assistant – Oruro	Cleto Magne