

**Practical and Participatory  
Approaches to Monitoring  
and Evaluating of  
Agricultural Technical  
Capacity and Transfer in  
the Chapare Region of  
Bolivia**

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## **EXECUTIVE SUMMARY**

This report focuses on practical and participatory approaches to monitoring and evaluating of agricultural technical capacity and transfer in the Chapare region of Bolivia. It builds off a previous set of participatory design activities that produced quantitative and qualitative indicators of performance linked to strategic objectives of program activity. The process of defining, clarifying and building consensus on performance indicators has contributed to a better understanding of project goals among the project collaborators and has contributed to on-going policy discussion for improvement of project indicators. Here, attention is focused on design of implementation procedures and team-building consistent with the previously determined indicators. The report describes the activities, observations, and proposals developed through collaboration with international and Bolivian partners during the period May 15-30, 2000. It is intended to facilitate decision-making and build understanding and support among program leaders, their collaborators and stakeholders/clients.

## **SECTION 1: INTRODUCTION AND CONTEXT**

The Chapare region of Bolivia receives a large amount of international development assistance for rural development. Much of the assistance is in the form of conditional grants and service programs for localities that comply with government policies relating to coca eradication. Supervision and management of the alternative development program is based on strategic program objectives and related performance indicators. This report reviews the progress of the research and extension program entities and considers future steps toward full implementation of monitoring and evaluation systems for agricultural technology transfer and extension services.

Based on the considerable experience of USAID, the World Bank, Inter-American Foundation and others, it is clear that project impacts are diverse and are manifest in economic, social and environmental effects. Some of the most important impacts may be the most difficult to measure. In the context of CONCADE/IBTA, this is especially pertinent because project performance will be measured in relation to the degree that it achieves targets in restructuring the civil society, building economic security and providing for sustainable flow of social and economic benefits into the future. These are not trivial undertakings and they don't always lend themselves to simple quantitative measures. Therefore, qualitative assessments are needed in addition to the quantitative indicators. The qualitative indicators will be particularly useful when monitoring progress of program activities at the levels of the community and the farm.

## **SECTION 2: OBJECTIVES**

The terms of reference for this consultancy are:

- 1) to assist in the development of a system, including indicators and methods, to monitor and evaluate the processes and results of IBTA's research.
- 2) to assist with development of a related system that will allow IBTA to monitor the technical performance of extension service providers, and
- 3) to help develop the capacity within IBTA to implement and manage the above evaluation systems and analyze and interpret the results.

## **SECTION 3: APPROACHES TO MONITORING AND EVALUATION**

Design and implementation of an integrated monitoring and evaluation system for research and extension requires four key steps. The first step is gaining an understanding of program goals and operations through observations, interviews and review of available information. The second step is identifying indicators of performance and impact appropriate for the context of the project. The third step is to validate the indicators with project stakeholders and beneficiaries. The fourth and final step is to incorporate the new indicators into a revised system for evaluation. Through previous work, the first three of the above steps have been achieved (more or less). Attention, therefore, now turns to the fourth step – to develop implementation strategies and instruments that are high in utility and low in cost and will facilitate future development.

### **Substantive Targets of Monitoring and Evaluation**

Strategic program objectives and their associated performance indicators are intended to provide unambiguous targets for monitoring and evaluation. In the course of program development new knowledge is developed, and new insights into program operations provide a rationale basis for revisions of performance indicators. The revisions are not intended to alter the strategic objectives, but rather provide a better measure of performance relative to the objectives. Mid-course adjustments in performance indicators may necessitate changes in database design, data collection procedures and may require training to implement consistently across the organization. In the case of the CONCADE project, continued high-level discussion of possible revisions in performance indicators are intended to improved the monitoring and evaluation system to provide unambiguous and technically sound data and interpretation. Ambiguities need to be resolved at the highest level by consensus on matters of the scope and definition of terms. On technical matters of measurement, sampling, data collection and analysis, DAI should have the necessary authority to implement the performance system and make necessary technical adjustments as may be required due to changes in conditions.

## **Target Population**

The target population of the CONCADE project is described in project documents. As described above, there may be certain ambiguities about definitions of the target population, e.g., the definition of a family. For purposes of monitoring and evaluation, a fundamental goal of the project is to provide services to increasing proportion of the target population. At the beginning of the project, a relatively small proportion of the target population will be served, but as the program develops many more associations and families will receive program benefits. For monitoring and evaluation purposes, this imposes the requirements of a dynamic sampling scheme that will track the growth in populations segments receiving program services.

## **Working Arrangements**

There is a large literature on strategic design of organizations. Monitoring and evaluation activities must be designed to fit the operational characteristics and information needs of the organization. In the case of CONCADE, operational strategies for research and extension are changing to provide for a much greater presence of researchers and extension specialists working together with farmer associations and assisting participatory strategies of research analysis. To the extent that the CONCADE program is successful is fostering a participatory approach, day-to-day activities of researchers, extensionists and farm organizations working together will obviate the need for burdensome supervision, coordination, and reporting schemes. The vision for the future contemplates a team approach with team members bringing to bear their comparative advantages in knowledge and capacities. Monitoring and evaluation will be shared responsibilities where different participants may have different perspectives, but will have a better appreciation for the combined efforts of the program.

IBTA is the lead research institution in the region with a staff of approximately 25 professionals representing different crop and disciplinary foci. IBTA is a unit of the Bolivian government, but depends heavily on external funds to support its activities. At the present time, IBTA is under intense pressure to reform and mobilize its technical resources to assist rural development in the short, medium and long terms. This implies institutional strengthening, technology transfer, technical service delivery and management improvements. The operational changes taking place represent a significant step forward, but care must be taken to recognize and take advantage of the technical knowledge skills and abilities of IBTA professionals. Future personnel actions in IBTA, new hires, and promotions, should be based on merits of technical preparation and performance consistent with the needs of the organization. Participatory research should not marginalize IBTA in favor of others, but rather engage IBTA with others.

Four extension service companies have been formed with clearly delineated areas of action within the program. In CONCADE, the extensionists are considered the primary providers of information and technical support to the rural associations. As ONGs, the extension companies were formed quickly without the regulatory burdens imposed on government agencies. The autonomy of the extension companies also minimizes administrative overhead and permits rapid response to needs of farmer associations to outbreaks of plant disease, pests, or market factors. Accountability and transparency in the extension companies depends on full implementation of monitoring and evaluation systems based on the strategic indicators relating to the extension component. Extension tasks for the year 2000 related to monitoring and evaluation include:

- a. Strengthen relationships with other institutions within the region such as IBTA and PDAR.
- b. Assist with training on how to report monitoring and evaluation indicators.
- c. Record qualitative information to aid with interpretation of indicators.
- d. Register problems and requests for research or extension services.
- e. Keep a daily record of activities.
- f. Register indicator data on a monthly or less frequent basis.
- g. Report supplementary information (qualitative data) as programmed.

### **Supervision of Extension Activities**

As set forth in the CONCADE program document, IBTA has responsibility for supervision of the extension companies. In order to complete this task, IBTA has added three technical people to its staff. Working with the coordinator of the area, an ambitious set of activities have been planned by IBTA for the year 2000:

- a. Establish base of operations in the area.
- b. Establish institutional relationships within the region.
- c. Assist with training the extension companies on how to report monitoring and evaluation indicators.
- d. Register problems and requests for research or extension services.
- e. Keep a daily record of activities.
- f. Implement quality control of indicator data supplied by the extension companies, based on systematic sampling of program clients.
- g. Implement field surveys as programmed.

Even with the addition of staff, IBTA will be limited in its capacity to serve the numbers of farmer associations in the area. Table 1 indicates the magnitude of the task, as the ratio of supervisors to farmer associations and commodity groups currently qualifying for assistance is approximately 1: 30. As new associations qualify for services, IBTA will be further challenged to do more and more. Given that the needs of the farmer associations are great, it is unrealistic to expect that IBTA and the extension companies will be able to keep pace with the rapid growth projections in the service population.

Table 1. Assignment of IBTA personnel

<b>Technician</b>	<b>Extension Firm</b>	<b>Associations</b>	<b>Syndicate/Location</b>
Ing. Edgar Bilbao	WINROCK/a  CODELCA	All associations (26)  ASITROC (banana) APROBAC (banana) APROBATS (banana) APAMI (pineapple) AGROTÉ (tea)	V. Gral Román San Carlos La Isla Eterazama Paractito
Ing. Ariel Zárate	CIAPROT/b  CODELCA	Associations that attend the offices in Shinaota and Chimoré. (est. 28)  ASPROBAN (banana) ASPROBACI (banana) ASBA (banana) ABIB (banana) ASPROCUT (pineapple) ASPROPI (pineapple) AGROTÉ (tea)	From Agrigento to Ayopaya-Trinitario  Senda B Villa Fernández San Luis Ingavi B Germán Busch Mariposas Senda B
Ing. Rómulo Loayza	INDASA/c  CIAPROT  CODELCA	All associations (28)  Associations that attend the offices in Ivirgarzama and Vueltadero.  ASIPA (banana) AGROTÉ (tea)	Senda 6, Ivirgarzama, Santa Ana, Valle Ivirza, Vueltadero, Villa Nueva  16 de Julio Valle Ivirza

Notes:

a/ The working area of WINROCK, corresponds to zone A, and includes micro-regions I, IV y V, from Chocolatal to the Chapare river and continuing in North West direction to Isinuta. They have offices in Villa Tunari (Main Office), Eterazama y Villa 14 de Septiembre.

b/ The working area of CIAPROT, corresponds to zone B, and includes sub-regions II, III y VI, from Agrigento to the left margin of Sacta river. Their offices are located in Shinatota, Chimoré (Main Office), Ivirgarzama y Vueltadero.

c/ INDASA's activities are developed in C zone, which includes sub-region VII, from the right margin of the Sacta river to Bulu Bulu. Their offices are located in Sacta, (Main office) and Entre Ríos.

## Sampling

In order to provide systematic supervision with a minimum of time and resources, sampling procedures will be required. The specific sampling design has not yet been developed or approved, but discussions within IBTA suggest certain specifications for the sampling design as follows:

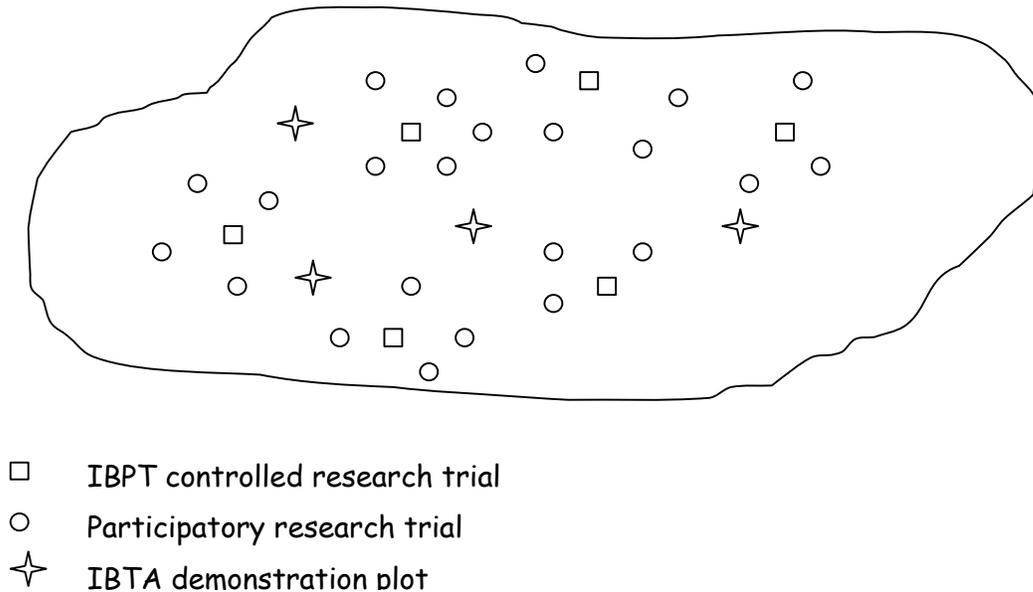
- a. The design should provide a maximum of exposure to all served areas. Therefore, a design using fixed panel of respondents is not recommended, even though this would give perhaps the best basis for follow-up and interpretation of changes from period to period.

A "fixed panel" sample, is a sample panel that represents the population. The panel members are selected and trained to provide periodic ratings or data of interest. For example, the Niellson TV ratings panel. They provide repeated measurements for an extended period of time. They provide control for individual differences, because changes can be analyzed within respondents. A floating panel would provide a representative group but new panel members would be selected randomly for each period of measurement. The latter provides for broader participation in evaluation, but less effective control over random individual differences.

- b. The design should be representative of different kinds of technology transfer activity, including IBTA controlled research trials, satellite participatory research trials and demonstration plots. Therefore, sampling stratification by the above classes of activities are recommended.
- c. The design should randomly select active participants in the localities where the activities are conducted

Figure 1 illustrates how activities of different types may be distributed within the service area of an extension company and corresponding IBPT extension supervisor. Over the duration of the project, it is expected that the extension company and IBTA will serve all of the associations and families in the area, either directly or indirectly. However, in any given period, services and supervision may be concentrated on selected associations and selected topics within associations.

Figure 1: Sampling Domain of Research Trials and Demonstration Plots



Because the extension companies and IBTA will be working together, it is proposed that the evaluation of extension services and research activities be based on a common sample. Roles and responsibilities for collecting data are described in the following sections.

#### **SECTION 4: OBSERVATIONS ON DATA COLLECTION FOR THE PROGRAM INDICATORS**

Table 2 presents observations on the frequency and methods for collection of the data pertaining to each of the performance indicators for extension (as previously established). The table of indicators includes quantitative indicators that are registered by extension workers as part of their normal work. The table also includes indicators, which are more qualitative in character that will be monitored by periodic surveys. The observations made about each of the indicators are new. They reflect ideas and suggestions developed in extensive discussions by the consultant with CONCADE staff. They represent informed views, but should be regarded as preliminary and subject to further review and analysis.

Table 3 presents new material for IBTA and CONCADE to consider. Indicators and measures for IBTA were generated from lists of the kinds of activities programmed for IBTA in the year 2000. For each indicator, a unit of measure is suggested, as well as means of verification, frequency of measurement and observations (questions) for implementation. As above, they reflect ideas and suggestions developed in extensive discussions by the consultant with IBTA staff. They represent informed views, but should be regarded as preliminary and subject to further review and analysis.

## **SECTION 5: PERFORMANCE SURVEYS**

Participatory procedures are intended to make the monitoring and evaluation process better by making it more inclusive. Performance surveys are proposed as a device to orient and structure discussions between service providers and clients. The survey sample will be as described above. Different parts of the performance surveys will be administered by IBTA and extension company staff. Some questions are presented to both association leaders and individual farmers. Responses to the survey questions should not reflect a single point of view, but rather the shared views of stakeholders where the association leader would respond from the perspective of association leader and the farmer would respond with the perspective of association member (farmer). If a consensus view can not be determined, then the different views should each be reported as unresolved, pending further examination (perhaps by external consultants or others). The performance surveys help the research and technical support services extension services better understand what's happening and why. The survey data will also assist the interpretation of the official record of performance indicators managed by the extension companies. Finally, it will provide independent quality assurance that the data collected by the companies are accurate and complete.

Survey data will be collected as follows:

1. As participatory research trials are implemented, indicator baselines and a monitoring schedule will be established
2. Monitoring will be agreed to by the participants.
3. Core indicators and supplementary questions will be collected and verified as programmed.

### **Training for Performance Surveys**

Training of extension agents and managers is required to implement and manage the monitoring and evaluation system. Training also is needed to assure uniform application of surveys and measures of performance indicators. Survey questions (in Spanish) will need to be translated in the local languages, Quechua or Aymara.

## **DRAFT COPY OF PERFORMANCE SURVEY QUESTIONS**

### **Investigation and Transference of Technology Survey**

#### **From IBTA's technician to the farmer:**

Do you know about demonstration plot? Yes, No or A little Do you know what they are used for? A lot. A little. Nothing.

Do you know about the participative trials? Yes or No Do you know what they are used for?

A lot. A little. Nothing.

Did you know the new technology? Are you applying it? Partial adoption or complete adoption of package.

Do you consider that the information IBTA's technicians have is good, fair or bad?

Define the limiting factors, such as technical, economical or social factors.

#### **From IBTA's technician to extension firm:**

Do you know IBTA's publications? Yes or No Which ones? Magazine, brochure, pamphlet, etc.

What do you think of the quality of the publications? Useful, not useful or indifferent.

How many extensionists have been trained? and how many clients?

Has the information received from IBTA's training program been useful for you in the field? Yes or no.

How many services has IBTA provided? Of the services you have received, how many do you consider were good?

#### **From IBTA's technician to the associations:**

What's the quality of the plants or seeds you received from IBTA?

Have the certifications by IBTA helped you to have good quality plants? Yes or No.

Are IBTA's nurseries profitable? Are they comparable to those run by firms?

Do you believe training received from IBTA is good or bad?

Has the support offered by IBTA strengthened your institution? Has it been timely?

### **Extension Survey**

Have the services offered by your association to your farmers increased? Yes  
No

Has the cooperation between farmers increased, diminished or remained the same?

Have your skills, knowledge and aspirations increased, diminished or remained the same?

What are the objectives of your association? Do know Don't know

Do you know of any new technology that has been validated/tested in your zone?

What's the quality of your soil and water? In the past years it has: gotten better or gotten worse.

### **From the extension technician to women farmers:**

Has the importance concerning women's participation in activities in the association increased, remained the same or diminished?

Has the value of women's roles and participation in your firm increased, diminished or remained the same?

### **IBTA's technician to the association:**

Have any new roles and duties been assumed by your association compared to last year? Yes or No.

Has the cooperation between farmers increased, diminished or remained the same?

What are the goals of your association? Do Know Don't know.

Whenever you need information about prices, markets or accounting, do you get it in an adequate way?

Do you have new activities compared to last year?

How many institutions does your association work with? And how do you get along?

What area under drops is being managed with the recommended technology?  
(By crop): palm heart, maracuya, banana, pineapple, pepper, yuca...

How are the losses this year compared to last year? More, Same, Smaller.

Which agro-chemicals do you use on your crops? Are these the same you used last year?

What's the quality of your soil and water? In the past year has: gotten better or gotten worse.

Has the importance concerning women participation in activities in the association increased, remained the same or diminished?

## **SECTION 6: CONCLUSIONS & RECOMMENDATIONS**

1. The program performance indicators provide essential focus and stability in the context of an extremely fluid operational environment. Continuing high level discussions are useful to further clarify the indicators, making changes where necessary to improve the indicator without changing the fundamental purpose or intent. There is a probable need to reassess the appropriateness of some of the performance indicators, taking into consideration the feasibility of performance targets, given factors beyond the control of the project. For example, market values of exports depend on market prices. Also, the production for some of the larger, consolidated producers occurs within already fixed areas where yield and quality are more appropriate considerations than enlarging their areas of production.
2. Flexibility needed to deal with uncertainties. Uncertainties arise from instabilities the policy environment, in markets and in biological events (such as outbreaks of plant disease). They are not subject to prevention or control. DAI project leaders will need to respond with agility to factors as they arise. Frequent and regular strategy discussions between DAI project leaders and partners are needed to coordinate field strategy, including how to respond to events as revealed by field indicators generated by the monitoring and evaluation system.
3. The traditional configuration of line management necessarily imposes a heavy burden of supervision and paperwork. Changes in supervision, monitoring and evaluation systems are required to complement and reinforce the current efforts to move to more participatory approaches to research and extension. Participatory approaches to monitoring and evaluation will minimize the direct costs of supervision and the opportunity costs of evaluation which require field personnel to allocate more time to administrative tasks at the expense of working directly with clients.

4. If IBTA implements the kinds of participatory reforms in its operations, IBTA will become a partner with the extension companies in a process of research and technology transfer. The implication for IBTA and specifically its role as supervisor of extension will change dramatically.
5. On-farm demonstration and research plots will be the primary instruments to bring together research and extension specialists with local leaders and farmers. Systematic input from extension for research planning and training activities is needed. The partnership arrangement should take advantage of the strengths and comparative advantages offered by the different partners. Specifically, the extension firms should not be overly constrained by contract stipulations that mimic government regulation. Rather, their flexibility to adjust to market forces should be maintained. Similarly, the technical capacities of IBTA must be recognized and reinforced to assure that services reflect the best knowledge available.
6. Networks and long distance collaboration should be a priority in IBTA. They should be equipped to access technical information by networks and other arrangements and serve in the role of facilitator in obtaining necessary technical information. They should put emphasis on interpretation and application of technical information available anywhere in the world and not so much emphasis on "research" per se.
7. Transition issues will require special consideration—IBTA's Annual Operating Plan (POA) 2000 should not impose undue constraints on the amount of change in program activities. The POA 2001 should create space for more change.
8. Because the extension companies and IBTA will be working together, it is proposed that the evaluation of extension services and research activities be based on a common sample.
9. Clarify the roles of IBTA and PDAR-- independent assessments by PDAR may not be necessary in the new system.
10. Training of extension agents and managers is required to implement and manage the monitoring and evaluation system. Training also is needed to assure uniform application of surveys and measures of performance indicators.
11. Follow-up studies are needed to validate the quantitative and qualitative systems indicators.
12. Studies are needed to estimate the costs of information gathering in relation to the utility of information to users. On-going analysis of information supply and demand are essential to the system.

## **SECTION 7: REFERENCES**

Zaffaroni, Cecilia (1997) El marco de desarrollo de base. Fundación Interoamericana, Montevideo.

Valadez, Joseph & Michael Bamberger (1994) Monitoring and evaluating social programs in developing countries: A handbook for policymakers, managers, and researchers. The World Bank, Washington D.C.

Plan Operativo 2000, IBTA

CONCADE Results Package, 1998-2002

## **SECTION 8: APPENDICES:**

### **Scope of Work**

Research and Extension Evaluation Specialist

Number of Days: 15

### **Background/Justification**

The CONCADE-DAI project is focussed on developing commercially viable crops as alternatives to coca in the Chapare region of Bolivia. Critical task c) under Special Objective 1, "Sustainable Farm-Level Production Capacity for Licit Crops Established", specifies that the project provide technical information and training to farmer groups in order to increase yields of the 5 major commercial product lines (banana, pineapple, heart-of-palm, black pepper, and passion fruit), other potentially important commercial crops, as well as subsistence crops.

Responsibility for generating and validating technical information and technologies lies with the Bolivian Institute for Agricultural Technology (IBTA) while technology transfer will be carried out by private sector extension service providers or ONGs. In some cases (e.g. on-farm trials and demonstration plots), the responsibilities for research and validation will be shared among IBTA and the extension service providers.

Both types of institutions need to be responsive to the needs of various actors along the agricultural production – commercialization chain, including farmers and agroindustries. This implies the periodic use of evaluation systems in order to monitor activities and results and provide feedback to the research and extension system. Evaluation systems, including simple, easily understood and interpretable tools, are needed in order to allow IBTA to monitor the effectiveness and impact of its own research and validation program, as well as the technical performance of the extension service providers.

## Objectives

The objectives of this short-term consultancy are:

- 1) Develop a system including methods, indicators and frequencies of measurement, to monitor and evaluate the future impact of IBTA's research and validation program among direct users of technologies and information, i.e., farmers, extensionists, and agroindustry personnel.
- 2) Develop a similar system that will allow IBTA to monitor the technical performance of extension service providers
- 3) Help develop the capacity within IBTA to apply the evaluation systems and analyze and interpret the results.

## Tasks

The consultant will be expected to undertake the following tasks:

- 1) In consultation with IBTA, extension service, and DAI personnel, design monitoring and evaluation systems for the research and validation program and the extension service providers. Such systems should contemplate the inclusion of indicators of tangible and intangible benefits. It may be helpful to consult the Grassroots Development Framework for monitoring project impact, developed by the Interamerican Foundation.
- 2) Train appropriate IBTA personnel in the use and interpretation of the monitoring and evaluation systems.

## Outputs and Deliverables

A report, written in English, on methods for monitoring and evaluation of research and extension services, due before departure from Bolivia

Training of appropriate IBTA personnel in the application, analysis, and interpretation of the evaluation systems.

## Timeframe

The timeframe of the consultancy is May 15 – 30, 2000 and a level of effort of 15 days is estimated. Time will be spent in the Chapare, in Cochabamba.

## **Calendar of Activities of Consultant**

Monday, May 15	Depart RDU
Tuesday, May 16	Arrive Cochabamba, briefing with DAI technical advisor, Larry Szott; participate in meeting on review of program indicators with Larry, Steve Huffstutlar, Preston Pattie, Bill Greenwood, Ken Weigand, Richard Fisher and others.
Wednesday, May 17	Travel to Villa Tunari; Presentations on CONCADE/DAI annual work plans; continue previous days discussions of program indicators
Thursday, May 18	Review TOR with Severo España; Meet with Ricardo Alem and Mario Zenteno on IBTA POA 2000; Meet with Pastor Montaña on TOR and general briefing on evaluation concepts and strategies. Review annual plans of extension agencies and training in DPT (Desarrollo Participativo Técnico); Meetings with Juan Fernandez, IBTA Extension Specialist, and Mario Zenteno, IBTA Agricultural Economist to consider the implications of changes in research strategy on future evaluation operations and systems.
Friday, May 19	Meeting with women weavers in Chipiriri; meeting in afternoon with three new IBTA supervisors of extension; continue review of project documents.
Saturday, May 20	Reviewed documents and prepared materials for future meetings (at DAI offices in Villa Tunari, because the road to La Jota was blocked by protesting coca growers and sympathizers)
Sunday, May 21	Meet with Ricardo Alem and Juan Fernandez to review the new formulation of evaluation indicators. Afternoon field trip to Rio Vinchuta; debriefed Szott on field observations.
Monday May 22	Meet with Ricardo and Mario on POA and systems design issues; discussed concepts and methods for implementation consistent with POA requirements.
Tuesday, May 23	Attend a DPT workshop with farmers, promoters, extensionists and researchers in Chipiriri. Afternoon meeting with Larry to review more changes in the

strategy document and review indicators for evaluation of research.

- Wednesday, May 24 Prepare tables for research and extension indicators based on latest information available; Working with IBTA, generated questions for evaluations surveys, based on the indicators for research and extension.
- Thursday, May 25 Working with IBTA, considered issues of survey implementation, especially issues of sampling, data quality control, delineation of roles and responsibilities of different institutions, etc. Begin writing trip report.
- Friday, May 26 Continue writing on a report including suggestions for monitoring and evaluation systems for both extension and research; afternoon travel to Cochabamba. Reconfirm return travel.
- Saturday, May 27 Continue writing on the report
- Sunday, May 28 Review the main points of the consultancy report with Larry Szott and make revisions based on the meeting
- Monday, May 29 Meetings with E. Velarde and others at DAI headquarters. Print, copy and present draft of the report to DAI. Debriefing.
- Tuesday, May 30 Depart Cochabamba

### **List of Important Contacts and Affiliations**

Eduardo Velarde (DAI)  
Larry Szott (NCSU)  
Juan Fernandez (IBTA)  
Mario Zenteno (IBTA)  
Rolando Escobar (IBTA)  
German Inturias (IBTA)  
Raimundo Montaña (IBTA)  
Mary Guevara (IBTA)  
Ricardo Alem (IBTA)  
Severo Espana (IBTA)  
Mario Arrázola (DAI)  
Pastor Montaña (IBTA)  
Edgar Bilbao (IBTA)  
Ariel Zárate (IBTA)

Rómulo Loayza (IBTA)  
Rosio Gonzalez (DAI)  
Joe Blubaugh(DAI)