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CONSULTANT FINAL REPORT
AGRIBUSINESS AND ASSISTANCE PROGRAM
PROJECT 511-0472

PRESENTED BY:

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CONTRACT 511-0472-S-00-2001

PRESENTED TO:

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
LA PAZ, BOLIVIA

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I. INTRODUCTION

The advisory services contracted by AID under Contract Number 511-0472-S-00-2001 were initiated on October, 1981. The advisor contracted for this purpose was the writer of this report, Gustavo A. Vega, Economist and Financial Expert with over fifteen (15) years of experience in the field of the study and development of agro-industrial projects and ample experience in the management of credit programs geared to the small, medium, and large enterprises.

For the purpose of providing adequate advice the Advisor required, at the beginning of his contract, a field inspection visit to assess existing problems on-site. The results of this inspection allowed the Advisor to make the initial recommendations to the participating entities. This document is available at the Private Enterprise and Rural Development Division (PRD).

Most of the comments made by Central Bank, private bank and producer association officials during the field visit have proved valid and the failure to heed them has prevented, to a great extent, the implementation of the A&A Program.

During the first year of the consulting assistance, the Consultant dedicated most of his time to direct advising to the Bolivian

Central Bank's Development Department. Such assistance contemplated such aspects as the reorganization of that Department, taking into account the type of function for which it was created. Some problems were observed at that time because of the excessive workload imposed on that office. Most of the projects were evaluated by the offices of the Central Bank, private banks did not have adequate personnel to carry out such functions.

In time, the need to involve the Advisor more in promoting and project evaluation tasks, uniting potential investors and financing institutions and providing them with direct assistance was seen. During this stage, the Advisor contacted about 26 potential sub-borrowers. Numerous meetings were held with these individuals to promote the use of existing resources at the Central Bank, initially, and then in other AID projects. In total 21 projects were revised, evaluated and discussed with the owners. Some of these cases had to be revised up to 5 times.

The program supporting institutions were integrated into the assistance target group. The advising was specifically oriented to motivate greater participation in the program.

The consulting was extended to other AID projects, guiding the assistance towards two specific fields, promotion and assistance to

agro-industrial projects, as well as the study and evaluation of proposals for the automation of the control systems of these units' projects.

One additional task given the Advisor was the coordination with other outside consultants. Among these, we can mention the contract awarded to Chemonics in 1984/1985. Before then, it was the one awarded to Checchi in 1982.

One last field of action of this Advisor was the assistance to various AID offices. Such assistance was oriented to the preparation of financial tables for new Mission projects.

All of the above aspects are recorded in the various quarterly reports submitted by the Advisor to the Mission.

II. DESCRIPTION OF PARTICIPATING INSTITUTIONS

2.1 A.I.D.

In 1978, the Agency for International Development provided financial assistance to the Government of Bolivia in the amount of US\$ 6.0 million, plus US\$ 3.0 million to the same Government to promote the development of agribusiness and artisanry units for the benefit of small and medium producers.

Under this financial package, AID included some resources to cover the costs of the technical assistance to the Development Department of the Central Bank of Bolivia, to the ICIs and the Supporting Institutions. Similarly, AID budgeted an amount to finance the procurement of a computing system for the Development Department. It also included resources for the setting up of a technical assistance system. Financing and technical assistance funds were subsequently added in 1983. At that time, A.I.D. and the Government of Bolivia signed an Amendment to the Agreement, increasing the financial assistance by US\$ 10 million. At the time of writing this report, only US\$ 113,000 of this amount had been disbursed.

This Agribusiness and Artisanry Program is handled by AID through the PRD Division, where a Project Management Office has been established. From the beginning, this office coordinated the tasks to be developed by the Advisor with the participating institutions.

2.2 Development Department of the Central Bank

The Central Bank's Development Department is the authorized unit for the management of financial projects and technical assistance. This department is supported by eight offices in various Departments of Bolivia. At the beginning of the

advising, only the Cochabamba and Santa Cruz offices had enough personnel for loan promotion, evaluation and approval under the A&A program. The rest of the Departments had technical offices, with the exception of Pando, where the office was created later. These technical offices report administratively to the Development Department. On one occasion, they were given the authority, for a short period, to authorize loans of up to US\$ 25,000. Similarly, the D.D. was authorized to approve loans of up to US\$ 300,000. This authority was cancelled because of internal problems.

The Development Department and its offices have been staffed with a team of technicians with the best experience in project evaluation at the financial sector level. This team is in the process of dissolution because of the internal labor union problems that arose at the Central Bank. One of the weaknesses that this Department has always presented is the lack of people dedicated to the management of the A.I.D. programs. At this moment, for instance, two sections compose this unit, Technical and Accounting. The assistance to the BCB has been focused on motivating the BCB to facilitate loan approval procedures and, particularly, on creating a third section, staffing it with capable personnel to plan activities to be developed in every existing program, to carry out studies on the financial needs of the various productive

sectors of the country, and to present to the authorities new projects that could be financed with local and external resources. A first attempt of a financial plan was made in 1983, when the Advisor collaborated directly in the preparation of a credit program for the agricultural sector. This sector was in critical situation because of the drought in the Altiplano areas and the floods in the Eastern region of the country. This experience was repeated in 1985 under the Emergency Agricultural Program. Notwithstanding the results obtained, based on these two experiences, it has not been possible to persuade the directors and executives of the Central Bank on the urgent need to have a section and adequate personnel in charge of elaborating financial plans for other sectors of the economy.

The support given the Advisor by the executives of the Development Department has been mixed. In some instances the proposed ideas were accepted and implemented, but in most other instances there was an adamant refusal to heed the advice. The receptivity was quite different in the rest of the regional offices of the Central Bank. In many occasions the Advisor had to travel to the interior of Bolivia in search of new projects or promoting some agricultural financing project. In such occasions the support received by the Advisor from the Central Bank offices was insuperable. At one

given time, one of the regional managers requested the Advisor to work in his office quarters.

The behavior of AID financed programs was not always similar. In the past, and according to the A.I.D. A&A Program Manager, the work developed jointly with the BCB in the industrial and agricultural refinancing programs was excellent. Undoubtedly, one cannot forget that the political, economic and social situations were entirely different. Experiences lived by all economic sectors of the country for the last five years have been a unique case in the history of this country. For instance, during 1984 and 1985, there was a series of strikes at the Central Bank that paralyzed the banking system and the productive sector. Being the Central Bank the implementing unit of the A&A program, these walkouts impacted on the lack of utilization of project resources.

There have been many efforts made in the past to mobilize existing resources at the Central Bank. The Central Bank enabled its agencies and the Development Department to approve loans of up to the equivalent of US\$ 300,000 and the technical offices of up to US\$ 25,000. The private banks were requested to form and consolidate its credit units. AID financed direct training at six banks on bank marketing, cost estimates of their development units and so forth. In spite of these

efforts, the US\$ 10.0 million from the project could not be disbursed. For the existing credit lines, only an average of 50 percent of available funds could be disbursed. The lack of loans using new A&A resources may be attributed to labor problems at the Central Bank, to confusion with the A&A Program amendment that was named the A&A-2 Program (as if it were a different program) and, to a lower extent, to the lack of interest at a certain executive level of the Central Bank. In view of this situation, the private banks and AID had to start thinking of establishing more expeditious ways to distribute funds. Hence the idea of forming a Second Story Bank. The study of this project was financed by AID and submitted to the consideration of the Mission at the end of May, 1986. A resolution in this respect is still pending.

The Government of Bolivia is aware of intermediation problems in developing programs through the Central Bank of Bolivia. Several alternatives were thought of, one of them being the creation of a national financing institution to pool the resources of the public and private sectors. The possibility of transferring management of these funds to the State Bank has also been mentioned.

In one occasion, the consulting firm Chemonics, commissioned by AID, prepared a study that recommended the creation of a

unit separated from the Central Bank, if the above was not possible in the short run, and also recommended to raise the Development Department to the category of a Credit Management office so it would have the rank it deserves. The Advisor believes that a great portion of such recommendations are valid and would have been advisable to analyze the human factor at the Development Department as well. Until the Government of Bolivia decides what to do with the D.D., it would be appropriate to redefine its functions, procedures and to redistribute existing positions and strengthen it with people having experience in program management. Recently, there have been some partial efforts made in those areas. The reconstruction of a country requires an efficient mechanism of financial intermediation. It is the primary responsibility of the Bolivian authorities and of the Ministries of Finance, Planning and Coordination, and Industry and Commerce in particular, to support and motivate their institutions to fulfill their duties.

2.3 Intermediate Credit Institutions (ICIs)

At present, the ICIs are the commercial and state banks of the system and the Federation of Savings and Loan Cooperatives. The approval of the La Merced Cooperative is still pending. From the beginning, the participation of private banks in AID

credit lines has been limited. In the past, they had access to international commercial banks loans. Because of the foreign debt crises, deterioration of internal savings rates, and the recently discovered profitability of refinanced loans, these banks have started using the resources of the Central Bank. Nevertheless, this utilization has been diminished by the delay in credit processing by the Central Bank. There are many complaints from the banks in this respect.

In spite of the above, the interest of the banks in working with refinanced credit was enhanced through AID financed advice for the creation and development of evaluation units at private banks. At this writing, only six of the fourteen banks have received this assistance. There is a request from the rest of the banks so that such assistance may be extended to them as well.

The situation of the ICIs has not been easy during the last five years. In order to survive, they have had to enter into the short term discount business, that is, the collection and placement of resources at the shortest possible term and the financing of some non-productive activities that could afford the interest rates reigning in the market.

As mentioned before, private banks have shown great interest

in creating a fund gathering system through a Second Story Bank.

2.4 Supporting Institutions

The A&A Agreement contemplated the participation of some institutions to serve as support to the Central Bank and the ICIs. Among the major such supporting institutions one can name INBOPIA, an office dependent from the Ministry of Industry. This institution was to collaborate with artisans in the submission of loan requests and coordinate some technical assistance. For this purpose, the Ministry of Finance was to have allocated a bigger operational budget for INBOPIA. In many instances, USAID and Central Bank officials supported the motion for such a bigger budget but this financial support was practically unworkable.

At the private level, some institutions such as Arado, Agrocentro and others were mentioned. These institutions have done an excellent job, mostly at the small producer level.

III. MAJOR TASKS PERFORMED

3.1 Project Promotion

In Annex 1 to this report, there is a list of companies and cooperative groups with which the Advisor has had direct contact. The main promotion task consisted in explaining the range of credit programs using AID resources. Assistance was also provided in coordinating with the banks of the system that could finance their project. By way of introduction, the framework of reference for presentation of feasibility studies was explained. In total, 26 projects were promoted, with an investment potential of US\$ 25.3 million. From this group of enterprises and individuals, the following projects for which financing was approved may be mentioned: Universaltext, Industrias del Valle, Hacienda Santa Rosa, Hacienda Clara Chuchio, IMPA, SAGIC, Taquiña, Artesanos del Calzado and Coinca. For these nine projects, financing for a total amount of US\$ 6.9 million was approved. Of all these, only the approval for SAGIC was withdrawn. There are about three projects pending approval for a total of US\$ 2.2 million. The 14 remaining projects, totalling US\$ 16.2 million were disregarded, some for not being profitable, others because of the steep investment required and still a few others because the potential investors did not submit their project.

This project promotion task should be continued once there are resources available at the Central Bank, and the Central Bank and the ICIs should dedicate some of their time to this task.

3.2 Assistance in Formulating and Evaluating Projects

A marked weakness of consulting firms in Bolivia is in the formulation of projects, with special emphasis in the areas of market analysis and financial calculations. The area in which the Advisor provided more assistance was in the preparation and presentation of financial projections. A total of 19 projects were reviewed and changes were recommended. The noteworthy are: SACIG, DILLMAN, Cia. de Fosforos, Industrias del Valle, Universaltext, Agropecuaria Copacabana, IMPA and others (See Annex 2).

The same weakness could be perceived in credit officials of private banks in project evaluation. The advisor pointed out such weaknesses to the consulting firm Chemonics, so their courses could address these shortcomings. The Central Bank also carried out several seminars to this purpose, using the Technical Assistance Program financing. It would be recommendable that local universities offer courses emphasizing more this type of education. AID has a program called the Institute for the Development of Entrepreneurs and Administrators (IDEA) that could also lend a hand in this matter.

3.3 Technical Assistance to the Central Bank of Bolivia -
Development Department

The technical assistance provided to this institution had a varied range of activities. Annex 3 details all contributions made by the Advisor. As previously mentioned, the Advisor's recommendations were not always well taken by the heads of the Development Department.

Among the major recommendations made by, and the tasks carried out by the Advisor, the following can be mentioned:

a) Several reorganization alternatives for the Department. It was detected that 33 percent of the time of the technicians was spent in typing reports, letters, and memoranda. The lack of a program management unit was evident. The Development Department placed more emphasis on evaluation and accounting controls. There was a heavy concentration of technicians in the city of La Paz and a weak staffing of the technical offices. The response of the Development Department authorities to this concern was to strengthen the technical offices but, at the same time, they increased the number of technicians in La Paz making the loan approval and review tasks even more difficult.

b) The Advisor collaborated directly in field data collection because of the drought in the Altiplano regions and the valleys, and the floods in the Eastern region. This work permitted the elaboration of a financial plan for the agricultural sector. This plan was named the Agricultural Sector Refinancing Program, 1983-1984 Season. This example was followed up by the Emergency Agricultural Fund (EAF), 1985-86 Season.

c) Some notes on a government development policy were prepared. This work emerged from a motion made by the Central Bank during the II Simposio Nacional Agropecuario in Trinidad on February, 1986.

d) A first attempt was made at calculating interest rates to be charged under the credit lines administered by the Central Bank of Bolivia.

e) The studies for the installation of a computer system for the Development Department prepared by Bolivian consultants were reviewed. This activity is now in the process of selecting a company to supply the equipment and software.

f) The first draft of import regulations under the Program was prepared.

g) Assistance was provided to the Development Department for the evaluation of the Emergency Agricultural Program, Winter Season of 1983.

h) The Scope of Work for an institution to take charge of the administration of the Technical Assistance Program, was prepared.

There were many other activities carried out during the period of the advisory services. Through communication with the Central Bank authorities at every level, the Advisor obtained a clear vision of the problems faced by this institution.

3.4 Assistance to Participating ICIs

The assistance to the ICIs was oriented mostly to show the economic and financial advantages of mobilizing resources available at the Central Bank. It was shown that, at a given moment, the internal rate of return for one Peso of their own resources invested in refinanced credit was greater than the rate for one Peso invested in commercial credits. This situation was confirmed by the consulting firm Chemonics. This helped motivate the ICIs towards an increased participation in refinanced credits.

A better utilization of training, using resources from the Technical Assistance Program, was also promoted among the ICIs.

The assistance to be provided by Chemonics was coordinated with six of the ICIs.

The Trust Funds from Public Law 480 were negotiated with a few ICIs.

3.5 Coordination of External Technical Assistance

In 1984 AID contracted under the A&A Project the consulting firm Chemonics to provide assistance to the Central Bank of Bolivia and to the ICIs. The former received advice on the reorganization of its Development Department. The latter were assisted in strengthening their development units through training in Bank Marketing, Operational Costs, and Project Evaluation. Of the six ICIs assisted, four have profited well from this training. There are eight other banks interested in similar assistance. As for the Central Bank, recommendations suggested by Chemonics have become just one more study.

The assistance given by the Advisor for this activity consisted in coordination between the consulting firm and the

participating institutions. The Advisor held a number of meetings with private banks, readying their personnel for the arrival of the consultants. Likewise, he worked with the Central Bank Chemonics Advisor in the formulation of the reorganization plan for the Development Department and, particularly, in the inclusion of the Program Management Section.

The Advisor also gave assistance to the consulting group CHECCI, which prepared an evaluation of the private sector in Bolivia in 1982. The work performed consisted in the preparation of the information base for such evaluation.

The Advisor collaborated with another consultant in the formulation of a new guarantee program. Subsequently, he prepared an expenditures and investments budget. Last - but to a lesser degree than desired -, the Advisor collaborated with the team that prepared an evaluation of the financial sector of Bolivia in 1986. In all three instances, the experience on the local situation permitted these groups a better grasp of Bolivian realities.

3.6 Assistance to other AID Programs

The most important activity developed in this area was the

assistance in promoting, formulating, and evaluating agro-industrial projects under the Chapare Program. The scope of these activities is mentioned in detail in paragraphs 3.1 and 3.2 of this final report.

One further assistance given by the Advisor was the review and recommendations for the procurement of computers for the Development Corporations Unit, the Secretariat for the Development of the Bolivian Tropics, and the Economic Policies Analysis Unit (UDAPE) Programs. In all of these consulting activities, the Advisor coordinated with the requesting institutions in the elaboration of a document showing their automation needs. Based on the proposals submitted by computer suppliers, these were evaluated in function of the needs of the assisted institution.

3.7 Assistance to Other Units and/or Programs Within AID

This assistance was initiated with the collaboration in preparing and utilizing Balance Statement, Profit and Loss Statement and Cash-flow models. These models were used for presentation purposes in the Project Papers of all large agri-businesses that could be financed with resources from the Chapare Project.

Assistance was given to AID in preparing financial calculations for the new projects: Management Training and the Artisanry Project.

The Advisor collaborated in preparing a document concerning the agro-industrial sector demand levels, which permitted the creation of the AIRC Project.

IV. RECOMMENDATIONS

4.1 At the Central Bank Level

a) Submit suggestions to the Finance Ministry and the Planning and Coordination Ministry for changes in the organization and credit processing mechanisms, while the Government of Bolivia decides on the Development Department of the Central Bank.

Redefine the functions of the Development Department. One section should be created in charge of planning program activities and elaborating financial plans. Its task should focus on the review of projects and verify whether they comply with program standards. Similarly, ex-post monitoring should be carried out to verify the subject of, and use given the credits. It should also continue developing direct promotion of credit lines.

b) The Government of Bolivia must furnish capital to present credit lines in accordance with the behavior of the Bolivian economy.

c) The Development Department should expedite installation of the computer system for its operations.

d) In the short run, an evaluation of the A&A Program and its components should be carried out.

e) Redesign credit application forms, making their submittal more practical.

f) Authorize the ICIs a level of credit approval to permit the D.D. to assume its new functions.

g) Revise the information requirements of the ICIs, and negotiate these changes with the international financial institutions.

4.2 At the ICIs Level

- Provide technical training to their personnel for project evaluations.

- Establish a strict cost control of their development units.
- Alleviate the collateral guarantee requirements.
- Execute the new Guarantee Program.
- Give their branches more loan approval powers.

4.3 At the AID Level

a) Assistance to Local Consulting Firms

In formulating projects emphasizing the marketing and financial areas. Such training could be provided through IDEA.

b) Assistance to Local Banks

Bank Marketing

Direct Cost Calculation

Techniques for the formulation of active and passive rates

Savings Mobilization

Define its participation and support to the Guaranteed
Credit Program and Second Story Bank

c) Assistance to the Government of Bolivia

In drafting a new law to regulate the financial system.
Create new forms of financial organization.

In defining financial policies in accordance with
Bolivian realities.

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Private and Rural Development Division

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A N N E X No. 1

LIST OF PROJECTS PROMOTED

<u>Name</u>	<u>Location</u>	<u>Activity</u>	<u>Financing Required</u> <u>(in US\$ Millions)</u>
Universaltext	La Paz	Textiles	1.0
Dillman - 1	Cochabamba	Canned Products	0.5
Dillman - 2	Cochabamba	" "	1.6
Industrias del Valle	Cochabamba	Bottled Fruit Juice	0.3
CBN	La Paz	Brewery	1.5
Hacienda Sta.Rosa	Cochabamba	Turkeys	0.1
SAO	Sta. Cruz	Soy Meal	1.0
IASA	Sta. Cruz	Soy Meal	1.0
Hacienda Clara Chuchio	Sta. Cruz	Soy Meal	0.3
IMPA	Cochabamba	Wood Chip Boards	1.0
SAGIC	Chuquisaca	Singani	2.0
FEMACE	Cochabamba	Ceramics	2.0
Quimbol	Cochabamba	Paper pulp	8.0
Complejo Pto.Villarroel	Cochabamba	Beef	0.5
IASA	Sta. Cruz	Lecitin	0.2

A N N E X No. 1 (Contd.)

<u>Name</u>	<u>Location</u>	<u>Activity</u>	<u>Financing Required</u> <u>(in US\$ Millions)</u>
Anproca	La Paz	Coffee Beans	0.5
Anicarve	Sta. Cruz	Charcoal	0.5
UNAG	Sta. Cruz	Rice Mill	0.5
Artisanos Calzado	La Paz	Shoes	0.5
Taquiña	Cochabamba	Brewery	1.0
COINCOS	Tarija	Wines	0.2
COPROYFOS	La Paz	Citric Juices	0.5
ANAPO	Sta. Cruz	Seed Processing	0.1
J. Steer & Co.	Sta. Cruz	" " " " (corn)	0.1
La Alimenta	Sta. Cruz	Soy Bean Processing	
		for Beef and Milk	0.2
Cooperativa Punata	Cochabamba	Integral Services	0.1
C. de la Torre	Cochabamba	Dehydrated Bananas	0.1

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A N N E X No. 2

LIST OF PROJECTS ASSISTED WITH PROJECT FORMULATION OR EVALUATION

<u>NAME</u>	<u>LOCATION</u>	<u>ACTIVITY</u>	<u>APPROX/ FINANCING</u> <u>(in US\$ Millions)</u>
Universaltext	La Paz	Textiles	1.0
Dillman	Cochabamba	Canned Products	1.6
Industrias del Valle	Cochabamba	Bottled Juices	0.3
CBN	La Paz	Brewery	1.5
SAO	Sta. Cruz	Soy Meal	1.0
IASA	Sta. Cruz	Soy Meal	1.0
Hda. Clara Chuchio	Sta. Cruz	Soy Meal	0.3
IMPA	Cochabamba	Wood Chip Board	1.0
Anproca	La Paz	Coffee Beans	0.5
Coproyma	La Paz	Citric Juices	0.5
Cooperativa Punata	Cochabamba	Integral Services	0.1
CORDECO	Cochabamba	Tea	0.8
Cia. de Fósforos	La Paz	Wooden Crates	0.6
SAGIC	Chuquisaca	Singani	2.0

A N N E X No. 2 (Contd.)

<u>NAME</u>	<u>LOCATION</u>	<u>ACTIVITY</u>	<u>APPROX/ FINANCING</u> <u>(in US\$ Millions)</u>
Charcas Glorieta	Chuquisaca	Felt Hats	1.0
Agropec.Copacabana	Cochabamba	Hog Fattening	0.6
Central Aguirre	Sta. Cruz	Warehousing Service	1.0
Proyecto Ulla Ulla	La Paz	Alpaca Thread	1.0
Curtiembre Oriental	Cochabamba	Leather	0.5

A N N E X N o . 3

MAIN ACTIVITIES AND ADVICE PROVIDED
TO THE CENTRAL BANK OF BOLIVIA

1. Review and comments on the computing study prepared for the Development Department by Eng. Duverty Millan.
2. Direct survey of 7 private banks in the city of La Paz, related to problems of, and solutions to, ICIs guarantee requirements.
3. Preparation of the Scope of Work for the Management of the Pre-investment under the Technical Assistance Program (TAP).
4. Preparation of the first draft of regulations for goods imported under the Agribusiness and Artisanry Program.
5. Drafting and review of varios types of reports to be submitted by the Central Bank of Bolivia to AID.

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6. Review, analysis and comments on audits performed on different AID financed credit lines handled by the Central Bank.
7. First trial calculation of active interest rates under the refinanced credit lines.
8. A&A and TAP Publicity and Promotion Program.
9. Elaboration of agricultural production costs by department and crop kind.
10. Preparation of the Agricultural Sector Refinancing Program, 1983-1984 Season.
11. Assistance in calculating funding required by the Santa Cruz and Beni cattle raisers.
13. Preparation of "Notes on a Government Policy for the Bolivian Agricultural and Livestock Development." Motion by the Central Bank during the II Simposio Nacional Agropecuario.

14. Collaboration with the D.D. in evaluating the Emergency Agricultural Program for the Winter Season, 1983.
15. Review, Analysis and Comments on the TAP Manuals prepared by the Advisor to this program.
16. Preparation of the Scope of Work for a contractor company to be in charge of the TAP management.
17. Direct promotion of credit lines during the International Fair held in Santa Cruz in 1982.
18. Preparation of three different proposals for the reorganization of the Development Department.
19. Preparation and survey of private banks regarding the role of the D.D. and how to improve its performance.
20. Review, Analysis and Comments on the evaluation of the A&A Program, 1983.
21. Review of the A&A Program Manual.
22. Preparation of the issues to be discussed at the Forum on Small Industry and Artisanry Problems in Bolivia.

23. Production and Promotion of the "Dialog and Orbit" data bank among Government and Private Agencies.
24. Proposal Summary on Processing and Marketing of Non Traditional Products Problem Diagnosis.
25. Participation in the meeting of the Central Bank Regional Technical Offices.
26. Contribution in translating some articles published in the TAP Bulletin.
27. Coordination with ALIDE for project evaluation training of D.D. Technicians.
28. Document resulting from the field visit showing public opinion regarding the A&A Program and how it could be improved.
29. Survey at the D.D. Technicians level to find out how they spend their time.

30. Review and Recommendations on steps to be given by the D.D. in loan approvals.

31. Recommendations on RTOs and Central Bank Agencies strengthening and the need for decentralization.

A N N E X No. 4

OTHER TYPES OF TECHNICAL ASSISTANCE

1. Analysis and recommendations of the type of computer required by the Secretariat for the Development of the Chapare. Also, for the Development Corporations Program Office. The same with respect to UDAPE.
2. Initial review and comments on new programs. For instance, Private Farming Organizations, Second Story Bank and Artisanries.
3. Preparation of financial aspects of new projects. For example, Artisanries and Managerial Training, Guarantee Program and Development of the Chapare.
4. Preparation of information prior to the Evaluation of the Bolivian Private Sector - Checci Group.
5. Information collection on potential demand of products imported by agro-ndustrial firms, AIRC.

6. Figures and Scope of the Central Bank Warrant Program.
7. Alternate Energy Cost Calculation for the Chapare Project.
8. Profitability calculation for the Central Bank credit lines.
9. Formulation of the study submitted by FENACRE to be accepted as an ICI by the Central Bank.
10. Analysis of the ASBA Proposal to integrate with the Guarantee Program of the Central Bank/AID.