

AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT DATA SHEET		1. TRANSACTION CODE A A = Add C = Change D = Delete	Amendment Number N/A	DOCUMENT CODE 3
2. COUNTRY/ENTITY LAC Regional		3. PROJECT NUMBER 598-0807		
4. BUREAU/OFFICE LAC/DR/RD [05]		5. PROJECT TITLE (maximum 40 characters) Agricultural & Natural Resources Management Technical Services		
6. PROJECT ASSISTANCE COMPLETION DATE (PACD) MM DD YY 0 8 1 5 9 8		7. ESTIMATED DATE OF OBLIGATION (Under 'B', below, enter 1, 2, 3, or 4) A. Initial FY 9 3 B. Quarter 2 C. Final FY 9 7		

B. COSTS (\$000 OR EQUIVALENT \$1 =)

A. FUNDING SOURCE	FIRST FY			LIFE OF PROJECT		
	B. FX	C. L/C	D. TOTAL	E. FX	F. L/C	G. TOTAL
AID Appropriated Total	1,447	---	1,447	10,250	---	10,250
(Grant)	(1,447)	(---	(1,447)	(10,250)	(---	(10,250)
(Loan)	(---	(---	(---	(---	(---	(---
Other U.S. 1. Potential Mission	---	---	---	5,000	---	5,000
2. Buy-ins						
Host Country						
Other Donor(s)						
TOTALS	1,447	---	1,447	15,250	---	15,250

9. SCHEDULE OF AID FUNDING (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH CODE		D. OBLIGATION TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1 Grant	2 Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) FN				---	---	10,250	---	10,250	---
(2)									
(3)									
(4)									
TOTALS				---	---	10,250	---	10,250	---

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)

11. SECONDARY PURPOSE CODE

12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)

A. Code

B. Amount

13. PROJECT PURPOSE (maximum 480 characters)

To help LAC missions and AID/W better address 1) policy induced distortions affecting the agricultural and natural resources sectors, 2) constraints impeding growth in agricultural investment, production and trade, 3) efforts to increase employment opportunities and the incomes of small-scale farmers, and 4) sustainable production from forests and other natural resources.

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14. SCHEDULED EVALUATIONS

Interim MM YY Final MM YY

0 6 9 5 | | | 0 4 9 8

15. SOURCE/ORIGIN OF GOODS AND SERVICES

000 941 Local Other (specify)

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a ___ page PP Amendment.)

"I certify that the methods of payment and the audit plan are in compliance with the Payment Verification Policy."

[Signature]
Douglas Robbins, LAC/Controller

17. APPROVED BY

Signature: *[Signature]*

Title: _____

Date Signed: MM DD YY | 1 1 2 5 9 2

18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION

MM DD YY | | |

**AGRICULTURAL AND NATURAL RESOURCES MANAGEMENT
TECHNICAL SERVICES PROJECT
PROJECT PAPER
(LAC TECH II)**

(Project No. 598-0807)

VOLUME I PROJECT PAPER

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November 13, 1992

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PROJECT AUTHORIZATION

Name of Country: LAC Regional
Name of Project: Agricultural and Natural Resources
Management Technical Services
(LAC TECH II)
Project Number: 598-0807

1. Pursuant to Section 103 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the Agricultural and Natural Resources Management Technical Services Project for the Latin America and Caribbean Region (LAC) involving planned obligations not to exceed Ten Million Two Hundred Fifty Thousand United States Dollars (\$10,250,000) in grant funds over a five year period from date of authorization, subject to the availability of funds in accordance with the A.I.D. Operating Year Budget process to help in financing foreign exchange and local currency costs for the project. The planned life of the project is five years from the date of the initial obligation. In addition, up to \$5 million dollars in buy-ins from the Missions are approved.

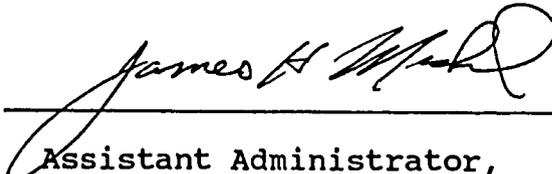
2. The project will furnish specialized technical assistance and advisory services to the LAC Bureau and missions in the form of analyses, special studies, program and project design conceptualization, comparative or cross-cutting evaluations, training and other services deemed appropriate to further A.I.D.'s development assistance objectives in promoting agricultural development and natural resources management. The mix of skills is keyed to the strategic objectives of the LAC Bureau and A.I.D as a whole. Long-term advisors funded under the project will provide breadth and depth in selected technical areas and provide comparative, summative, and forward looking studies for the region. A number of contracting mechanisms will be used to allow maximum flexibility.

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3. The Project Agreements, which may be negotiated and executed by the officer to whom such authority is delegated in accordance with A.I.D. regulations and Delegations of Authority, shall be subject to the following essential terms and covenants and major conditions, together with such other terms and conditions as A.I.D. may deem appropriate.

a. Source and Origin of Commodities, Nationality of Services

Commodities financed by A.I.D. under the Project shall have their source and origin in the United States (Code 000), except as A.I.D. may otherwise agree in writing. Except for ocean shipping, the suppliers of commodities or services shall have the United States (Code 000) as their place of nationality, except as A.I.D. may otherwise agree in writing. Local procurement in accordance with the Agency's "Buy America" policies, is permitted. Ocean shipping financed by A.I.D. under the project shall, except as A.I.D. may otherwise agree in writing, be financed only on flag vessels of the United States.



Assistant Administrator,
Bureau for Latin America and
the Caribbean

November 23, 1992

Date

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ACRONYMS

AA/LAC	Office of the Assistant Administrator, Bureau for Latin America and the Caribbean
ACCESS II	Access to Land, Water and Other Natural Resources II Project
AID	Agency for International Development
ANRM Guidelines	Strategic Guidelines for Programming A.I.D. Assistance for Agricultural Development and Natural Resources Management
APAP II	Agriculture Policy Analysis Project II
APHIS	Animal and Plant Health Inspection Service
CFR	Code of Federal Regulations
DAA/LAC	Office of the Deputy Assistant Administrator, Bureau for Latin America and the Caribbean
DAEC	Development Assistance Executive Committee
DEFIL II	Development Strategies for Fragile Lands II Project
EPA	Environmental Protection Agency
FA/OP/B/LA	Latin America Branch, Contracts Division B, Office of Procurement, Bureau of Finance and Administration
FDA	Food and Drug Administration
FY	Fiscal Year
GC/LAC	Legal Staff, Bureau for Latin America and the Caribbean
GDP	Gross Domestic Product
GS	General Services
IEE	Initial Environmental Examination
IQC	Indefinite Quantity Contract
LAC	Bureau for Latin America and the Caribbean
LAC/CAR	Office of Caribbean Affairs, Bureau for Latin America and the Caribbean
LAC/CEN	Office of Central American Affairs, Bureau for Latin America and the Caribbean
LAC/DPP	Office of Development Planning and Programs, Bureau for Latin America and the Caribbean
LAC/DR	Office of Development Resources, Bureau for Latin America and the Caribbean
LAC/DR/RD	Rural Development Division, Office of Development Resources, Bureau for Latin America and the Caribbean
LAC/DR/E	Environment and Energy Staff, Office of Development Resources, Bureau for Latin America and the Caribbean
LAC/DR/EHR	Education/Human Resources Division, Office of Development Resources, Bureau for Latin America and the Caribbean
LAC/DR/HPN	Health/Population/Nutrition Division, Office of Development Resources, Bureau for Latin America and the Caribbean
LAC/DR/PS	Project Support Staff, Office of Development Resources, Latin America and Caribbean Bureau
LAC/SAM	Office of South American and Mexican Affairs, Bureau for Latin America and the Caribbean

LAC/TI	Office of Trade and Investment, Bureau for Latin America and the Caribbean
LAC TECH I	Agriculture and Rural Development Technical Support Project
LAC TECH II	Agriculture and Natural Resources Technical Services Management II Project
NGO	Non-Governmental Organization
NTAE	Non-Traditional Agricultural Export
OICD	Office of International Cooperation and Development
PA	Participating Agency
PACD	Project Assistance Completion Date
PIO/T	Project Implementation Order/Technical Services
PL	Public Law
PO	Project Officer
POD	Program Objectives Document
PRISM	Program Information Systems Management
R&D/EID	Office of Economic and Institutional Development, Bureau for Research and Development
RFP	Request for Proposals
RSSA	Resources Support Services Agreement
SA/LAC	Special Assistant, Bureau for Latin America and the Caribbean
SAR	Semi-Annual Report
TDY	Temporary Duty
USDA	United States Department of Agriculture
USDH	United States Direct-Hire
USG	United States Government
USFS	United States Forest Service

PROJECT SUMMARY AND RECOMMENDATIONS

A. RECOMMENDATION

It is recommended that A.I.D. approve the Agricultural and Natural Resources Management Technical Services Project (LAC TECH II) with a life of project funding authorization of \$10.25 million for the period of FY 1993 - FY 1998. The project will consist of long-term and short-term technical assistance, specialized training, and studies in selected high priority sectors to assist in the transfer of information between AID/W and the LAC region countries. Five million dollars additional funding from Mission buy-ins is also recommended. The Missions funds would be used to obtain for them medium and long-term services in areas within the project's focus.

B. SUMMARY

Since August 1988, LAC field missions have received technical assistance in selected agriculture and natural resource management areas provided by the Agricultural and Rural Development Technical Services Project (LAC TECH I).

LAC TECH I is a flexible and quickly responsive mechanism that effectively meets the needs of both LAC Bureau management and the Missions. LAC TECH I provides:

- o specific expertise and continuity, serving as the institutional repository of high priority technical skills for LAC missions;
- o technical planning capacity for the LAC Bureau in general, and LAC/DR/RD in particular;
- o a skill mix that closely parallels the LAC Bureau's strategic goals and the four sectoral objectives set forth in the Strategic Guidelines for Programming A.I.D. Assistance for Agricultural Development and Natural Resource Management (ANRM Guidelines); and
- o strong service and rapid response to mission and bureau needs in a time when technical staff is continuing to be scaled back and resources are declining.

The LAC TECH I project has become the principal means of ensuring adequate AID/W support for agricultural and natural resources management issues in the LAC region. Clearly, LAC TECH fills a special niche in the array of management tools available to the LAC Bureau. As expressed in LAC TECH I's mid-term evaluation:

"LAC TECH I will have to be renewed once the current project ends precisely because it performs such vital technical and strategic functions." (p. 26)

The expected Project Assistance Completion Date (PACD) for LAC TECH I is 8/15/93. LAC TECH II will be the second phase of this program and continue to provide technical services to the LAC Bureau and missions. LAC TECH II design has incorporated useful practices which evolved during the first phase and the evaluation team's recommendations. As the Agency's strategic goals change over the years, LAC TECH II is designed to rapidly respond to mission and Bureau requirements and contribute to the attainment of the Agency's objectives.

The goal of LAC TECH II is to assist the LAC Bureau and LAC missions to design and implement more effective agricultural development and natural resources management programs. The purpose of the project is to help missions and AID/W better address 1) policy induced distortions affecting the agricultural and natural resource sectors, 2) constraints impeding growth in agricultural investment, production and trade, 3) efforts to increase small farmer incomes and employment opportunities, and 4) sustainable production from forests and other renewable natural resources. The purpose of this project is consistent with the ANRM Guidelines in the LAC region.

The principal project activities are: technical assistance in design of strategies, programs and projects; and cross-cutting studies, analyses, evaluations, seminars, publications and training activities. These services will be provided by a cadre of highly qualified technical specialists based in AID/W and contracted on a long-term basis in order to maintain continuity in the program. These advisors will provide short-term (less than one month) assistance to the LAC Bureau and field missions.

Short and medium-term consultants will be contracted on an as-needed basis to enhance the flexibility and technical breadth of the project. These consultants will provide short and medium-term (one to twelve months) assistance to the LAC Bureau and field missions in situations where the Washington-based advisor is not available or the technical area, while of compelling need and within the project's mandate, falls outside of the technical areas covered by the Washington-based advisors.

It should be noted that throughout the project paper the term "advisor" is used for those experts (semi_)permanently attached to the project from those contracted for a specific task or Mission. The latter group is referred to as "consultants." In the cases of medium and long-term assistance to meet a Mission need, the Mission will be expected to provide funding through a buy-in to the project.

In order to assure maximum flexibility and maximum access to highly qualified experts, a variety of contracting mechanisms will be employed by the project. These include competitively-bid contracts, RSSAs, buy-ins to other regional or central-bureau projects and direct procurement.

Initially, eight priority technical areas have been selected in line with identified mission needs and the four objectives of the ANRM Guidelines. The project manager will closely monitor the field's requests for technical assistance, as well as the needs of the LAC Bureau, to determine if any changes in the technical mix are required. The number of areas covered may also fluctuate with actual funding availabilities. Annual management reviews and mission surveys are also planned to evaluate the technical skill mix and identify any areas that should be adjusted to better address the needs of the LAC Bureau and missions. The initial priority technical areas to be supported by the project are:

- o Agricultural Policy
- o Forestry and Natural Resource Management
- o Agribusiness and Trade
- o Food Policy
- o Plant Protection/Quarantine
- o Agricultural Research, Education and Extension
- o Rural Financial Policy
- o Resource Tenure

The scopes of services to be provided in each of these areas are described further in ANNEX F.

I. PROJECT BACKGROUND, RATIONALE AND STRATEGIC FRAMEWORK

A. PROJECT BACKGROUND

LAC TECH I was designed to meet a specific need within the LAC Bureau. Declining and often unpredictable resource and direct hire staff levels have presented the LAC Bureau and its missions with an increased management burden and a shortage of in-house technical expertise. It was in this environment that LAC TECH I was designed to help improve the effectiveness of the LAC region's agriculture and natural resource management programs. The trend of declining staff resources has continued and is expected to do so during the second phase of LAC TECH.

The first phase of LAC TECH emphasized the transfer of technology and information. Initially demand driven, LAC TECH I was a resource for missions that required rapidly delivered technical assistance from a known source of high quality. Response to mission needs is still the *raison d'être* for the project. However, after the mid-term evaluation, LAC TECH I's activities were modified to add the Bureau itself as a primary client and to devote a portion of project resources to pro-active analyses of strategic importance. LAC TECH II emphasizes the importance of the advisors producing studies and analyses which take advantage of their collective experience and unique vantage point and which identify trends and opportunities that LAC decision makers need to consider in order to develop more effective strategies and programs in the region.

The evaluation team found LAC TECH I to be an "invaluable activity for the LAC Bureau in particular and for A.I.D. more generally" (Midterm Evaluation, p. i). Drawing upon the experience of LAC TECH I, the team made several recommendations for refinements in the design of LAC TECH II. Some of the improvements incorporated into the design of LAC TECH II¹ are:

- o support for LAC missions and support for the LAC Bureau will comprise the two project components;
- o restructuring the long-term advisors' time to include more "pro-active" analyses of multi-national and trans-sectoral ANRM themes, as well as synthesis of trends and opportunities for dissemination to AID/W Bureaus and missions via technical bulletins, workshops and newsletters;

¹ The first two recommendations were implemented after the Annual Management Review of 1991.

- o intra and inter-bureau coordination will be improved through the activities to be carried out under the information transfer/studies component; and
- o the number of short-term consultant person months will be increased to free long-term advisors for pro-active assignments and augment their technical breadth.

B. PROJECT RATIONALE

1. THE IMPORTANCE OF AGRICULTURE AND NATURAL RESOURCE MANAGEMENT

Agriculture ranks as a major contributor to Gross Domestic Product (GDP) in roughly two thirds of the A.I.D. assisted countries in the region. Achievement of the LAC Bureau strategic objective of broadly based, sustainable economic growth will require a balance between enhancement of the productivity of the natural resource base as a primary contributor to economic growth, and conservation of that resource base in order to ensure sustained production.

2. THE IMPORTANCE OF READILY AVAILABLE TECHNICAL ASSISTANCE

Technical expertise is vital to ANRM programs. Moreover, the broad range of program activities and the large number of interdependent technical specialties involved in modern agricultural systems, as well as the pursuit of the goals of greater democratization and sustainable economic growth, require the particular knowledge of a wide variety of highly trained specialists. The interconnection of agricultural and natural resource issues with the general economy is everywhere so complex that even missions with no agricultural programs would be remiss in moving forward with a country program without first considering the intersection of such variables as macro-agricultural policy, food security and land tenure. Yet the agency can no longer afford to maintain an in-house technical capability based on a direct-hire staff representing a wide spectrum of technical specialties.

The need for an ever increasing variety of agricultural and natural resources specialists intersects the continuous decline in direct hire staffing levels. And, often enough, a particular specialty is required in a given Mission only briefly or sporadically. As a result, while administrative backstopping and the overall direction of programs remain the function of direct-hire employees, A.I.D. increasingly relies on supplementary technical staff contracted or on loan from outside sources. LAC TECH II allows the Bureau and missions to quickly access high quality technical assistance without a significant burden being placed on either budgets or staff.

3. THE UNIQUE QUALITIES OF LAC TECH

The LAC TECH I evaluation included a survey which asked mission officers to state the most important reasons for their use of LAC TECH services. The responses identify two primary and a less important tertiary reason for high mission utilization. The first important characteristic cited is rapid access. In the case of analysis to be done in Washington on behalf of a Mission, a long-term advisor can begin working on the request the same day it is received. Travel to missions can be initiated, in some cases, within one week. The second is quality of the service. A mission's ability to acquire the services of a specific credible advisor who has had a long-term and recent association with the mission and is known to produce quality work was seen as exceptionally useful and supportive. A third aspect of LAC TECH I that led missions to request assistance has been the availability of the services at no cost and low staff burden.

The first page of ANNEX A compares LAC TECH services to other procurement options available to bureau and mission managers. The project is established as uniquely able to quickly provide specific expertise to Missions or the Bureau.

The essential advantage offered by the LAC TECH II advisors is the application of technical expertise across most of the countries in the region over several years. This continuity offers insights and an opportunity to identify trends and build an experience base unavailable to missions and the bureau from other procurement sources. The wide variety of technical areas and access to a variety of institutions enhance the project's usefulness. All this taken together, provides the LAC Bureau with advisors able to produce pro-active and cross-cutting analyses which are needed if the Bureau is to make informed technical and policy decisions regarding program management, resource allocation, and future direction.

C. STRATEGIC FRAMEWORK FOR LAC TECH II

1. RELATIONSHIP OF PROJECT TO OVERALL A.I.D. POLICY OBJECTIVES

Services provided under the project will assist the Bureau and missions in their development of programs, policies and strategic objectives that promote broad-based, sustainable economic growth supported by agriculture and natural resource management.

2. RELATIONSHIP TO LAC BUREAU STRATEGIC OBJECTIVES

LAC TECH II will provide technical leadership and increased transfer of information between countries in the LAC region.

LAC TECH II technical services are divided into four functional groups directly linked to the four sub-objectives, indicated below, of the LAC Bureau objective to support broadly-based, sustainable economic growth. (ANNEX C, Logframe)

LAC Objective I. Support the achievement of broadly-based, sustainable economic growth.

Sub-objective I. A. Encourage economic policies that promote investment, productive employment and outward-oriented diversification.

Sub-objective I. B. Encourage a vigorous private sector response.

Sub-objective I. C. Encourage increased economic opportunities for the disadvantaged.

Sub-objective I. D. Encourage preservation and sustainable use of the natural resource base.

LAC Regional Strategic Objective. Increased LAC Bureau and mission capacity in selected development policy and program areas.

3. RELATIONSHIP TO OTHER DONORS

As development assistance levels continue to shrink worldwide, the need to share information with other donors becomes increasingly important in order to identify each donor's comparative advantage and coordinate program design. LAC TECH I, through participation of the advisors in donor-sponsored seminars and conferences and the joint design and execution of regional studies, improved coordination and cooperation with other donors. LAC TECH II will build upon that experience to provide A.I.D. personnel greater access to development information and experience generated by the international donor community.

D. PROJECT DESCRIPTION

1. GOAL AND PURPOSE

The goal of the LAC TECH II Project is to assist the LAC Bureau and LAC missions to design and implement more effective agricultural development and natural resources management programs. Effective sectoral programs will:

- o encourage the adoption of economic policies that promote investment, productive employment and outward-oriented diversification;
- o strengthen the private sector;
- o encourage opportunities for increased participation in the economy by the disadvantaged, including women and minorities; and
- o preserve and sustain natural resources.

Progress toward goal achievement and overall project success will be measured through the number of LAC Bureau and mission programs and strategies which benefit from or incorporate LAC TECH II services and outputs. (ANNEX C)

The purpose of the LAC TECH II Project is to assist the LAC Bureau and missions to better address 1) policy induced distortions affecting the agricultural and natural resources sectors, 2) constraints impeding growth in agricultural investments, production and trade, 3) increasing the incomes of small-scale farmers and employment opportunities in rural areas, and 4) sustainable production from forests and other renewable natural resources by providing the high quality technical assistance and analytic services they require. Purpose achievement will be measured by the quantity and quality of services and products provided the principal clients of LAC TECH II, the LAC missions and the LAC Bureau. A formally instituted system for collecting feedback from the users of LAC TECH II services will provide guidance on level of demand, quality of service and suggestions for improvement.

Goal and purpose achievement and project impact will be assessed in annual management reviews and project evaluations scheduled in years three and five of the project.

2. PROJECT MANDATE AND SCOPE OF SERVICES

The project mandate is to deliver prompt, quality service to the LAC missions and bureau in support of agriculture and natural resource management programs. The project resources will be dedicated to meeting mission and LAC Bureau requests for

assistance. Requests will be screened according to criteria described on pages seven and eight to decide if the request fits within the LAC TECH mandate and to select the most appropriate response.

Examples of high priority LAC TECH II services include:

- o strategy formulation
- o sector assessments
- o conceptual input for program/project development, design and evaluation
- o monitoring program impact
- o technical training and advisory services
- o scopes of work

LAC TECH II support for the LAC missions and the bureau will be composed of technical assistance provided by LAC regional funds (\$10.25 million) and potential yet-to-be-identified mission-funded buy-ins (\$5.0 million). LAC regional funds will be used to obtain the services of: LAC TECH II advisors based in AID/W on long-term contracts or agreements, consultants needed for short (less than one month) or medium-term work (between one and twelve months), and studies, seminars and publications. Mission buy-in funds will be used for medium or long-term (more than one year) assistance directed at, and usually resident in, one host country.

LAC TECH II advisors based in AID/W on long-term contracts or agreements will be selected for their expertise in one of the priority technical areas. These advisors will provide missions with short-term support. They will also be assigned longer-term tasks such as cross-cutting studies and multi-country analyses. Illustrative scopes of work are included in ANNEX F.

Short or medium-term consultants will be provided under the Resources Support and Services Agreement (RSSA) or contract arrangements to augment the services of the LAC TECH II advisors. These services were found to be critical during implementation of LAC TECH I. Use of short or medium-term consultants maintained the rapid and quality response capabilities of LAC TECH I even when the LAC TECH I advisor in a particular field was not available or the requested support called for a specialization beyond the advisor's capability.

Studies, seminars and publications represent the third type of LAC regionally-funded services to be provided under LAC TECH II. The findings and recommendations generated by these studies and analyses performed by the LAC TECH II advisors and short and medium-term consultants will be disseminated via seminars, meetings and publications arranged under project auspices.

Mission buy-in capability is being added to LAC TECH II in response to mission requests during implementation of LAC TECH I. Buy-ins using mission funds will procure medium and long-term specialists for in-country, mission-specific support through the project's contracted organizations. Missions may choose to buy-in to LAC TECH II to obtain services for reasons of continuity with a particular organization or because the identified source of services is the most appropriate for the given task.

3. PROJECT COMPONENTS

a. Support to Missions

LAC TECH II mission support will most often involve travel to LAC field missions. It occasionally may involve desk analysis done from Washington.

Throughout the life of the project, mission views and feedback will be reviewed by project management. Mission suggestions will be solicited on the mix of technical areas covered by the project and on how the project can provide better service.

The LAC TECH II advisors will provide missions with short-term support according to the following criteria:

- o **Nature of Assignment:** Within the agricultural and natural resource management sectors, each proposed activity will be expected, with rare exceptions, to be firmly tied to a mission's and the Bureau's goals and strategic objectives. Within these parameters, requests will be reviewed with the following priority purposes in mind:
 - mission's strategic or program-level planning;
 - Bureau's long-term technical interests;
 - conceptualization and analysis as input to project design (as concept papers, input to PIDs, PPs, or evaluation), particularly that which contributes to syntheses applicable to several countries or the region; and
 - assistance with training, studies or technical implementation issues.

In each case, a specific product/output is required.

- o **Scope/Impact:** Proposed activity has either multi-country or sub-regional scope or relevance for other countries and USAID programs.
- o **Predominant Capability:** Activity appropriately falls within the unique niche of LAC TECH capability, resources and operational style.

Required services cannot be appropriately or adequately provided through use of alternative mechanisms, such as an IQC or a buy-in to another project.

- o **Timing:** The timing of proposed activity does not conflict with already scheduled commitments.
- o **Functional Priority:** Proposed activity is of high importance among the competing demands for the advisor's services, including the advisor's "pro-active agenda," requests from the LAC Bureau for services, etc.
- o **Mission Contribution:** Requesting mission has prepared adequately for the TDY, including:
 - preparing a scope of work and country clearance in advance of assignment;
 - making staff, resources and logistical support available as needed to facilitate the assignment;
 - providing team leadership where appropriate.

b. Support to the LAC Bureau

An appropriate level of the project's resources will be devoted to long-term analyses and short-term assistance for the Bureau. Under LAC TECH I, it became apparent that the Bureau was also an important client of the project. With overall stewardship of LAC resources, the Bureau needs forward-thinking analyses based on current information and recent field trends. The LAC TECH I evaluation recommended that the project be realigned to better meet the Bureau's requirements by taking advantage of the unique experience and vantage point of the LAC TECH II advisors. In addition to their mission support roles, the advisors would be charged with providing the pro-active and provocative information that the Bureau needs to keep its programs appropriate and effective. This long-term analytical role of the advisors, together with the technical depth and breadth of other LAC TECH assets, will support the Bureau with the technical leadership needed for the design and monitoring of LAC strategies and programs. LAC TECH II advisors will help maintain a LAC Bureau dialogue with other A.I.D. Bureaus, other U.S.G. organizations, private entities and international donors. LAC TECH II advisors will also provide technical depth and serve as a "reality check" to back up the Rural Development Division's participation in POD/Action Plan reviews and reviews of programs in other Bureaus and organizations that affect Latin America. Their presence in AID/W will allow the LAC TECH II advisors to draw upon central resources supporting the Agency's initiative for Women in Development (WID) such as the LAC WID advisor and R&D/WID.

II. IMPLEMENTATION PLAN

A. ADMINISTRATION

Presently, LAC TECH combines an institutional contract, three individual RSSAs with USDA/OICD, and two buy-ins to R&D/EID central projects, one for short-term studies and one for long-term technical assistance. Each type of procurement offers distinct advantages and a characteristic type of service. The mix of contract mechanisms under LAC TECH I provided the depth, flexibility and responsiveness needed by the LAC Bureau and missions. LAC TECH II will initially continue with the same procurement approach.

The LAC TECH II project will be managed by the LAC/DR/RD office, with backstop support from the AID/W Contracts Office (FA/OP/O/LAC). Project technical services funded with LAC Bureau funds will be provided by contracted agents via the four primary mechanisms described below and ranked in descending order according to the share of project resources to be expended:

- o Competitively bid contracts. This mechanism will be used as the prime source of the LAC TECH II advisors and short/medium-term consultants as well as of studies, seminars and publications.
- o RSSAs. Agreements will be initiated with other U.S. Government agencies to provide long and short-term technical assistance in areas in which those agencies have unique capability and/or where the nature of the position requires a U.S. Government employee. Potential agencies include OICD, APHIS, USFS, FDA and EPA.
- o LAC regionally funded buy-ins to other centrally and regionally funded projects. This mechanism will be used to provide short and long-term technical and analytical assistance. Buy-ins will also be used to ensure dialogue with other A.I.D. Bureaus and LAC representation in setting the research agendas of other AID/W projects. Potential projects that LAC TECH II may buy into include DESFIL II, ACCESS II and APAP II.
- o Direct procurement. This mechanism may include direct purchase orders, IQCs or cooperative agreements for provision of short and long-term technical assistance for studies, seminars, project audits, evaluations and other products required by the project.

The procurement methods described above will be used to provide LAC TECH II with a flexible number of long-term advisors (initially eight), each representing a specific area of technical specialization. The specific technical areas will reflect mission and Bureau needs as determined from analysis of the requests for assistance and regular surveys sent to missions and Bureau management.

1. ROLE OF LAC/DR/RD

LAC/DR/RD will assume responsibility for management oversight of the project. The LAC/DR/RD office will provide office space and support to RSSA contractors, as space permits. Other services will be responsible for providing their own office facilities and support.

A RSSA parent-agency representative will be designated to serve as the primary contact person with the A.I.D. Project Officer. In addition to any RSSA technical advisors, the RSSA arrangement(s) will be used to provide an administrative coordinator for the project. This position proved invaluable under LAC TECH I for maintaining the administrative self-sufficiency of the project and keeping the management burden for direct-hire employees to a minimum. The scope of work for this position is included in ANNEX F.

a. A.I.D. Project Officer

Up to 50-60% of the A.I.D. Project Officer's time will be spent on LAC TECH II project management. This person's specific responsibilities will encompass the following:

- o preparing scopes of work, budgets, PIO/T documents and vouchers for all project contracts;
- o acting as central liaison and coordinator between contractors, other Bureaus and field missions;
- o assuring contractors comply with AID and Bureau guidance; and
- o monitoring, evaluating and reporting project accomplishments and financial status, as well as overseeing the dissemination of project deliverables, studies and reports.

b. Program Leaders

Each LAC TECH II advisor will be assigned a direct-hire backstop officer in LAC/DR/RD who will be designated as a program leader and responsible for providing supervisory guidance to the advisor. This backstopping function will be divided along the

lines of the LAC Bureau's strategic objectives areas: agricultural policy and equity, agribusiness/private sector response, disadvantaged issues and natural resource management. Specific program leader responsibilities will include:

- o technical approval of advisors' workplans and activities to ensure support for LAC Bureau objectives;
- o acting as liaison on technical matters between advisors and the project manager, other LAC Bureau, AID/W and mission officers;
- o providing guidance and information to advisors in technical/strategic areas;
- o reviewing and disseminating advisor deliverables in coordination with the project manager to appropriate field, AID/W and external sources;
- o monitoring and evaluating advisor performance in coordination with the project manager.

2. ROLE OF LAC TECH II ADVISORS AND SHORT-TERM CONSULTANTS

The long-term LAC TECH II advisors provide the most important project services. The nature of their long-term assignment allows the advisors to remain abreast of issues in individual LAC countries, identify themes that transcend national issues and offer insights on trends and future developments. These insights, their role as a conduit of information between bureau and mission offices, and their availability will provide a much enhanced level of analysis for LAC Bureau decisions on agricultural and natural resource management matters. (ANNEX F)

The LAC TECH II advisors will:

- o support regional initiatives that make a significant contribution to LAC strategic objectives;
- o communicate cross-cutting themes and new approaches to the field and the Bureau by distributing technical studies, sponsoring workshops, and publishing thematic bulletins;
- o advise LAC and other bureaus on technical matters, donor coordination and agency initiatives (e.g., forestry strategy, food aid, program planning and evaluation); and
- o assist missions in interpreting technical and other guidance from AID/W.

Short-term consultants will be provided on an as needed basis under the competitively bid contract or the RSSA arrangements to complement the long-term advisors' services in those instances where the long-term advisor is not available or where the technical field is so specialized that the long-term advisors would not be able to perform the requested task.

3. ROLE OF CLIENTS

In the original design of the LAC TECH project, only the field missions were designated as the primary beneficiaries of LAC TECH's services. Although the LAC Bureau was expected to benefit from the information that the LAC TECH advisors provided, the advisors were primarily focused on serving the missions and not the bureau. However, as the project has evolved, the advisors have been directed towards the dual roles of: providing the bureau with a current and multi-national view of their technical specialties, including how the missions are working toward the LAC strategic objectives; and providing the field with an "AID/W perspective" of the technical guidance necessary to address agricultural and natural resource management issues within the mission. LAC TECH II is designed to formalize and define the role of both clients - the LAC Bureau and missions. The LAC Bureau and missions are expected to:

- o use LAC TECH II services to assist them in reaching their strategic objectives as they relate to agriculture and natural resource management;
- o clearly define the scope of work, deliverable required, and how it relates to Bureau strategic objectives before requesting LAC TECH II services; and
- o provide the project manager with information on the substance and quality of the LAC TECH advisor's performance.

B. MONITORING AND EVALUATION PLAN

The LAC TECH II project will be evaluated twice, audited once, and monitored throughout its implementation. Specifically, the project will include:

- o Annual Project Management Reviews as well as more frequent monitoring via mission surveys and contractor performance evaluations;
- o A mid-term evaluation performed during the third year of the project and a final evaluation performed upon completion of year five. Both evaluations will be external and contracted out; and

- o An audit carried out in conjunction with the mid-term evaluation.

1. MONITORING

A variety of mechanisms will be used to monitor the progress of the project.

Initial Management Review:

An initial management review, in which all project participants will participate, will be held within three months of signing the RSSAs and the competitively bid contract(s) to establish the specific tasks for which the technical advisors and project as a whole will be held accountable. In addition, the review will be used to determine the mechanisms which will be used to collect data to evaluate project performance. Part of this review will involve elaboration of the LAC TECH II advisors' workplans with adequate time for production of pro-active technical papers and cross-cutting analytical papers.

Monitoring approaches which have worked well in LAC TECH I will be carried over. In addition to the project manager, LAC/DR/RD has assigned direct-hire functional officers to support from one to three of the technical advisers. These functional officers, among other backstopping duties delineated under the section describing administration of the project, conduct technical performance evaluations of the technical advisers.

Specific Reporting Requirements:

A "by the product" system of feedback employed each time an adviser goes to the field will allow continuous monitoring and provide basic data for evaluation. The initial management review will elaborate the specific format for this type of monitoring, keeping in mind the need to minimize the management burden for the field and AID/W staff. Project management, in consultation with contracted staff, will assess the impact of the project in terms of objectives and targets. Of particular interest is how project resources have directly influenced conditionality, policy dialogue, and important aspects of project design which address mission and bureau strategic objectives and contribute to their program outputs.

All project management reporting requirements, including the trip reports required of the advisors and any feed-back regularly requested from the Missions, will be carefully designed to tie in with the contractual reporting requirements of the various institutions involved in the project and the A.I.D. reporting requirements including the Semi-annual Reports (SAR), the LAC Bureau Quarterly Workplan Update, the LAC Bureau Annual Action Plan, and, where possible, the PRISM level of data collection.

Annual Management Reviews:

One of the most effective management/monitoring tools developed under LAC TECH I was the annual management review. The reviews will thoroughly inquire into project purpose, successes, constraints, management inefficiencies or errors and recommended adjustments. They will function as informal, internal process evaluations and efficient fora to discuss any required adjustments. The impact of project outputs will be assessed and the LAC TECH II advisors' work plans for the coming year planned accordingly.

Intra-Bureau Working Group:

LAC/DR will continue the practice of inviting the DR technical offices, LAC/TI, LAC/DP, the LAC WID advisor, and FA/OP/B/LA to participate with LAC/DR management in the semi-annual project reviews. These meetings will review project accomplishments and potential problems. Field input will be sought, where appropriate, to confirm proposed actions.

2. EVALUATIONS

a. Mid-term Evaluation

The mid-term evaluation will focus on progress in implementation and areas needing modification. The efficiency of management and the effectiveness with which the resources have been deployed toward the highest priorities will be examined.

The mid-term evaluation will examine:

- o adequacy of project management oversight and of communication among the various parties responsible for implementing the project;
- o achievement of outputs targeted in each annual management review the preceding year;
- o overall user (mission, bureau, other) satisfaction with the services provided by the project and the specific technical assistance rendered. Quality, relevance, continuity and ease of access will be evaluated;
- o the pro-active work envisioned for the technical advisors including the concept papers; cross-cutting or strategic evaluations, special studies and seminars;
- o whether the pro-active work is being effectively distributed and incorporated in ways that advance achievement of objectives throughout the Bureau or, alternatively, causes them to be rethought.

b. Final Evaluation

The final project evaluation will focus on achievement of outputs, end-of-project indicators and the contribution the project has made in assisting missions to design and implement more effective agricultural development and natural resources management programs. The final evaluation will repeat the basic assessment done at the project midpoint as noted above. Special emphasis will be placed on the effectiveness of LAC TECH II of reaching or affecting project and Bureau objectives and goals, and the level of achievement vis-a-vis the plans for cross-fertilization and collection of lessons across missions and regions.

3. AUDIT

In accordance with A.I.D. General Notice "FA/MCS" on Audit Management and Resolution issued April 3, 1992, project funds will be reserved for financing an audit of the contractors in years two and five of the project at the same time as the mid-term and final evaluations. Recommendations from the mid-term audit will be incorporated along with those from the mid-term evaluation into the project through revisions and adjustments. The AID/W Office of Procurement (FA/OP) will have the audit tracking and monitoring responsibility for this project.

C. CONTRACTING PLAN

1. ROLE OF THE CONTRACT OFFICER

Specific responsibilities of the Contract Officer will include:

- a. awarding the competitively bid contracts;
- b. executing the RSSAs;
- c. executing the buy-ins to A.I.D. centrally funded projects;
- d. executing purchase orders, I.Q.C.s or cooperative agreements for audits, evaluations or other special studies as required;
- e. executing required amendments, reviewing and approving the daily rate of short-term consultants;
- f. administering incremental funding on an annual basis for each instrument noted above;

- g. communicating AID/W contract guidance and project contract-related concerns to the project manager;
- h. negotiating, drafting and signing the delivery orders under the Requirements contract; and
- i. reviewing and signing Technical Service Orders (TSOs) for the core contract.

2. PROCUREMENT PLAN

LAC TECH I demonstrated the need for a variety of different procurement mechanisms to provide the project with a broad and flexible means of response to field mission and Bureau requirements. While obligation levels are the ultimate determinant of the type and amount of procurement, a mix of sources and instruments allows the project manager maximum flexibility in an environment of changing needs and unpredictable funding availability. Services to be procured under the project are expected to fall into four basic groups: competitively bid contracts, RSSAs, buy-ins to A.I.D. central bureau projects and cooperative agreements/direct procurement for special services.

Fully funding long-term advisors and an adequate amount of short-term contractors' assistance from LAC regional funds are key to the effectiveness of the project.

a. Competitively Bid Contracts

As noted in the LAC TECH I mid-term evaluation report, the services offered in a competed contract may be arranged in a manner that offers extremely high quality service with a very low management burden for LAC. The RFP process can define the required services and select for a vendor with the goal of establishing a source of service that is self-sufficient and much less management intensive than other procurement arrangements. The competitive contracts will be the principal source of the LAC TECH II advisors, short-term consultants, studies, seminars and publications. (ANNEX F)

b. RSSAs

RSSA arrangements offer the advantage of U.S. Government employees with skills and experience unavailable in the private sector. The utility of U.S.G. employees, their unique insights and experience with other federal agencies are a useful and necessary adjunct to the services and skills provided by contractors from the private sector. A.I.D. regulations grant U.S.G. RSSA employees special legal and oversight authority that makes them suitable for project-wide management tasks for which

non-U.S.G. employees are not appropriate. LAC TECH I demonstrated that carefully written job descriptions taking advantage of a RSSA employee's special authorities to incorporate a high degree of administrative self-sufficiency allowed the LAC Bureau to exercise the required oversight functions with a minimal management burden for direct-hire employees. (ANNEX F)

c. LAC TECH II Buy-Ins to R&D or Other Central Bureau Projects

Buy-in arrangements with LAC TECH II funds to existing A.I.D. centrally funded projects have the following advantages:

- o Buy-ins provide the services of an entire project to the LAC region;
- o Negotiation prior to the buy-in ensures LAC Bureau and missions a seat at the table in formulating the research agenda of that project as well as discrete technical assistance available to LAC missions from the centrally funded project; and
- o Buy-ins keep LAC engaged with the other bureaus in the continuing technical dialogue needed to maintain the availability of a sufficient level of quality services for LAC missions.

d. Buy-ins from Missions

Five million dollars are reserved for mission-funded buy-ins to the LAC TECH II Project. It is planned that buy-in funds will be used for the services of medium and, to a lesser extent, long-term assistance needed by the missions. The competitively bid contractor will be the likely source of technical assistance for mission buy-ins. Mission buy-ins are not intended as a means for missions to access the time of the LAC TECH II advisors; to do so would compromise the very effectiveness that makes the LAC TECH II advisors so essential for the project (i.e. their availability to a wide range of missions for short-term assignments so that they can gain the topical, multi-country experience necessary for the cross-cutting analyses that are expected under LAC TECH II).

e. Cooperative Agreements/Direct Procurement

Other types of procurement including indefinite quantity contracts (IQC), purchase orders (PO) and cooperative agreements may be used to procure services for technical assistance, special studies, evaluations and audits. These methods will be used at the project management's discretion.

METHODS OF IMPLEMENTATION AND FINANCING

Project Elements	Type of Assistance	Method of Implementation	Method of Financing	Amount (\$000)
Technical Assistance	AID Direct	For-profit contractor	Direct Pay	6340
	Grant	RSSA	Direct Pay	2385
	OYB Transfer	Buy-in by LAC TECH Project to R&D Bureau Project	Direct Pay	925
Studies/Seminars /Publications	AID Direct	For-profit contractor	Direct Pay	100
	Grant	RSSA	Direct Pay	50
	OYB Transfer	Buy-in by LAC TECH Project to R&D Bureau Project	Direct Pay	325
Mission Buy-Ins	AID Direct or Grant	For-profit contractor or PASA	Direct Pay	5,000
Audit	AID Direct	For-profit contractor	Direct Pay	60
Evaluation	AID Direct	For-profit contractor	Direct Pay	65
TOTAL				15,250

VOLUME II
PROJECT PAPER ANNEXES

ANNEX A
SHORT-TERM PROCUREMENT OPTIONS

	Response Time	Relative Cost/Person Day	Ease of Repeated Access	Required Documents
Indefinite Quantity Contract	**	*	3/ **	SOW, PIO/T, Work Order
Purchase Order	**	** (if individual)	* or ***	SOW, PIO/T, PO
Personal Services Contract	1/ * or **	***	* or ***	SOW, PIO/T, Contract
Buy-in to AID/W Project	2/ * or ***	* or **	**	SOW, PIO/T, Contract Amendment
Competitively Bid Contract	*	* or **	*	SOW, PIO/T, RFP, Contract
RSSA/PSSA	*	**	**	SOW, PIO/T, RSSA/PSSA
LAC TECH Advisor Services	****	****	****	SOW
LAC TECH Consultant Services	**	****	4/ ***	SOW

Response Time 5/, 6/

- * = Response will take more than two months
- ** = Response will take more than three weeks and less than two months
- *** = Response will take more than one week and less than three
- **** = Response will take less than one week

Relative Cost/Person Day

- * = Cost of assistance plus overhead greater than 50% of cost
- ** = Cost of assistance plus overhead less than 50% of cost
- *** = Cost of assistance with no overhead
- **** = No additional cost to client (Mission or LAC Bureau)

Ease of Repeated Access

- * = Request may not specify specific advisor or organization. Subsequent procurement process required.
- ** = Request may specify organization but not the individual advisor. Subsequent procurement process required.
- *** = Request may specify individual advisor. Subsequent procurement process required.
- **** = The same advisor may be repeatedly accessed with no subsequent procurement process required.

1/ Depends on length of PSC-- major uncertainty is need for security clearance (required for greater than 90 days)

2/ Small buy-ins = **, large buy-ins = *; Short-term = **, Long-term = ***

3/ Problems could arise if IQC reaches ceiling. IQCs are only awarded for three year periods.

4/ Request may not specify individual. Subsequent procurement process not required.

5/ Response time begins when request received by LAC TECH II Project Officer or when documentation received by A.I.D./W Contract Officer.

6/ Mission PIs and PIO/Ts are assumed to take three weeks.

ANNEX B

SUMMARY OF LAC TECH I EVALUATION RECOMMENDATIONS

ANNEX B. SUMMARY OF LAC TECH I EVALUATION RECOMMENDATIONS

A mid-term evaluation of the LAC TECH project was completed in May 1992. The evaluation concluded that the project was successfully meeting its original objectives and had stayed abreast of changes in LAC Bureau programs since 1989. The most significant finding was that, in the face of declining levels of A.I.D. direct-hire technical officers, the services provided by the project have been crucial in helping both field missions and LAC/DR/RD maintain the ability to carry out substantive, technically sound programs in the agriculture and natural resource management areas. Additionally, the project has enabled LAC/DR to respond to external requests for technical studies in those areas.

As of June 1992, the LAC TECH team had carried out almost 90 TDY assignments for USAIDs in the region as well as numerous assignments for LAC/DR/RD. Those assignments involved a range of subjects -- from technically specific (agriculture quarantine inspection concerns) to broad, programmatic concerns (consideration of Title III assistance).

Missions and LAC/DR staff were overwhelmingly positive in their assessment of LAC TECH's services. These conclusions were confirmed through interviews with A.I.D. staff in Washington and the field and from responses to a questionnaire circulated to all field posts.

The principal reasons given for the success of the project to date have been: the quality of the technical advisors; easy access to the services; the general responsiveness and timeliness of those services; and, the fact that the cost of services is borne primarily by the LAC TECH project and not by the missions.

The evaluation team also gave good marks to LAC/DR/RD's management of the project. Suggestions for improving project backstopping were identified during an internal management review in late 1991 and by the evaluation team. These improvements are being vigorously adopted by the project management team.

The evaluation also identified a broader issue involving a LAC TECH-type response, given the continued erosion of technical agricultural capacity in Washington and the field. If the LAC Bureau hopes to continue to develop and implement technical programs in the manner it has, some critical level of technical expertise in AID/W is necessary. LAC TECH can help provide that capacity, but it requires adequate DH staff to backstop such a program and provide it with substantive direction and oversight.

The evaluation concluded that no major course corrections were necessary. It offered several recommendations involving the substantive direction of the project and some others regarding project management.

Its principal recommendation was to develop a follow-on project to maintain the level and quality of services to the LAC Bureau that LAC TECH has demonstrated is so critical. It also recommended a more proactive role for LAC TECH advisors. While supporting strongly "the response orientation" of the team to requests for assistance by individual missions and LAC/DR, the evaluation concluded that allowing advisors more time for analysis of subjects having regional and cross-sectoral interest would be highly beneficial to the Bureau.

Additional recommendations called for efforts to involve other LAC offices and the field in reviewing client needs to avoid possible duplication of effort, and also to monitor closely the requests for LAC TECH assistance to determine whether changes in the technical skills mix were desirable.

Other recommendations included: publishing frequent thematic bulletins that provide state-of-the-bureau syntheses of LAC TECH's work on specific regional/sub-regional and cross-sectoral subjects; improving LAC TECH's promotional efforts; and, clarifying the project's "technology and information transfer" objectives.

Lastly, there were recommendations to establish more efficient management backstopping procedures and to develop a process for obtaining better feedback from clients on project effectiveness and impact.

The evaluation concluded by noting that the services provided under LAC TECH were an important element in the ability of USAID field missions and LAC/DR to program effectively resources that support agricultural development and natural resource management objectives in the LAC region. In simplest terms, if LAC TECH did not already exist, it would have to be created.

**ANNEX D
INITIAL ENVIRONMENTAL EXAMINATION**

PROJECT LOCATION: LAC Regional

PROJECT TITLE: Agricultural and Natural Resources Technical Management Project

FUNDING: \$15.25 Million

LIFE OF PROJECT: 5 years

IEE PREPARED BY: Joseph P. Salvo, LAC/DR/RD

A. Project Description: LAC TECH II is a five year \$15.25 million project designed to provide technical expertise to LAC missions and the Bureau. The Project Goal is to assist the LAC Bureau and missions attain broad-based, sustained economic growth in the region. The Project Purpose is to ensure that the LAC Bureau and Missions better address: (1) policy induced distortions affecting the agricultural and natural resource sectors, (2) constraints impeding growth in agricultural investment, production and trade, (3) increasing small farmer incomes and employment opportunities, and (4) sustainable production from forests and other renewable natural resources. Technical assistance is the principal service provided under the project to the LAC Bureau and missions. This project will not encourage deforestation or negatively impact the natural or physical environment. On the contrary, this project is designed to assist missions and the Bureau in better managing their natural resource environment.

B. Statement of Categorical Exclusion: It is the opinion of the project manager that this project does not require further environmental analysis because its activities fall within the class of actions subject to the categorical exclusion, as described in Section 216.2, paragraph c.2.i and c.2.iii of 22 CFR 216. This section states that education, technical assistance, or training programs except to the extent such programs include activities directly affecting the environment," and "Analyses, studies, academic or research workshops and meetings" are types of activities generally excluded from further environmental review.

C. RECOMMENDATION: That you approve the threshold decision of a categorical exclusion for this project given that the activities to be funded are evaluations, training activities, studies, workshops, technical assistance and other activities which will not directly affect the environment and which are included in the classes of actions not subject to the full A.I.D. environmental assessment procedures.

Approved  Date 7/23/92

Peter Bloom, Director, LAC/DR

Clearance:
WNilsestuen, LAC/DR/RD  Date 7-15-92

Drafted:JSalvo:U:\DRPUB\RD\LT2_6_29



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

LAC-IEE-92-44

REQUEST FOR A CATEGORICAL EXCLUSION

Project Location : LAC Regional

Project Title : Agriculture and Natural
Resources Technical Services
Management Project (LAC TECH II)

Project Number : 598-0807

Funding : \$15.5 million

Life of Project : 5 years

IEE Prepared by : Joseph Salvo
LAC/DR/RD

Recommended Threshold Decision: Categorical Exclusion

Bureau Threshold Decision : Concur with Recommendation

Comments : Categorical exclusion issued
under 22 CFR 216.2 (c)(2)(i) and
(c)(2)(iii), as stated in the
attached IEE. Where LAC TECH
technical assistance and other
services in support of a
specific project may have an
effect on the natural or
physical environment, an EA
for the specific project will
be required (as determined by an
IEE) that will evaluate LAC TECH
services as well as other
project activities.

John O Wilson Date JUL 31 1992
John O. Wilson
Deputy Chief Environmental Officer
Bureau for Latin America
and the Caribbean

REQUEST FOR A CATEGORICAL
EXCLUSION, cont'd.

LAC-IEE-92-44

Copy to : Wayne Nilsestuen, Chief
LAC/DR/RD

Copy to : Joe Salvo, LAC/DR/RD

Copy to : Susan Reichle, LAC/DR/CAR

Copy to : IEE File

ANNEX E
ILLUSTRATIVE PROJECT FINANCIAL SUMMARY AND OBLIGATION SCHEDULE (\$000)

Component	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
COMPETITIVELY BID CONTRACT*						
Long Term TA	1100	1100	1100	1120	1120	5540
Short Term TA	160	160	160	160	160	800
Studies/Seminars/Publications	20	20	20	20	20	100
Subtotal	1280	1280	1280	1300	1300	6440
RSSAs*						
Long Term TA	450	450	450	465	470	2285
Short Term TA	20	20	20	20	20	100
Studies/Workshops	10	10	10	10	10	50
Subtotal	480	480	480	495	500	2435
BUY-INS TO OTHER PROJECTS**						
Tech Assistance	185	185	185	185	185	925
Studies	65	65	65	65	65	325
Subtotal	250	250	250	250	250	1250
EVALUATION						
		25			40	65
AUDIT						
		25			35	60
SUBTOTAL LAC REGIONAL FUNDS						
	2010	2060	2010	2045	2125	10250
MISSION BUY-INS***						
	0	1200	1500	1750	550	5000
TOTAL						
	2010	3260	3510	3795	2675	15250

* Line items in these categories include overhead costs.

** LAC regional funds may be used to buy into DESFIL II, ACCESS II, APAP or other centrally funded project.

***\$5,000,000 is available for Mission funded buy-ins.

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ANNEX F
ILLUSTRATIVE SCOPES OF WORK

**ILLUSTRATIVE SCOPE OF WORK
AGRICULTURAL POLICY ADVISOR**

Objective:

To assist LAC Missions and the LAC Bureau in analyzing agricultural and rural development policies, identifying policy issues, and developing strategies for policy reform. The Agriculture Policy Advisor will act as technical Chief of Party for the LAC TECH team.

**% of Time
Required:**

Responsibilities

- 55% Improve the quality of AID field programming, by assisting LAC missions to identify and prioritize the most important policy issues and constraints to policy reform facing the agricultural rural sectors in LAC countries, and to develop alternative strategies for dealing with these constraints. Assist Missions to assess the capabilities of host government institutions to analyze, formulate and implement policy. Assist host governments and LAC Missions to define policy issues, analyze and formulate new policies, and design projects with policy implications. Conduct regional policy conferences and policy workshops for host country government officials and USAID staff.
- 30% Conduct cross-cutting assessments and regional studies on topics related to agricultural and economic policy and its impact in the region. Develop and disseminate syntheses, technical bulletins, newsletter articles, and other information products.
- 15% Assist the LAC Bureau in developing and monitoring its ANRM Strategy and policies. Review the LAC regional objectives for agriculture and rural development, and the methodology used to monitor progress compared to Agency objectives and evolving regional needs. Report as requested by project management on the state of policy development and analysis capabilities and achievements in the region, and recommend strategies to be followed at Bureau and Mission levels.

Qualifications:

- Senior-level rural or agricultural development specialist with at least ten years of experience in agricultural and rural development policy formulation and analysis in Latin America and the Caribbean.
- Prefer a Ph.D. in economics, agricultural economics, or related discipline or equivalent experience.
- Fluent Spanish preferred.

**ILLUSTRATIVE SCOPE OF WORK
AGRIBUSINESS AND TRADE ADVISOR**

Objective:

To assist LAC Missions and the LAC Bureau in developing and maintaining a region-wide agribusiness and trade strategy and programs/projects which promote increased marketing and value added from processing; and exports of food, fiber and forestry products.

% of Time

Required:

Responsibilities:

- 55% Improve the quality of AID field programming, by assisting USAID missions and host governments to define issues, identify opportunities for agribusiness development, conduct analyses, and design and evaluate projects with agribusiness components. Support managers and directors of AID-supported non-traditional agricultural export projects in program planning, resolution of problems, and activities such as development of agribusiness information systems. Develop a database of highly qualified agribusiness and trade development advisors to meet most anticipated areas of mission needs. Provide training for host country and mission personnel.
- 30% Conduct studies on agribusiness opportunities, sources of capital for agribusiness development and marketing systems, transportation, and compliance with regulations of importing countries. Develop and disseminate syntheses, technical bulletins, newsletter articles and other information products.
- 15% Assist the LAC Bureau in developing and monitoring its agribusiness development strategies and programs. Advise Bureau management on all aspects of agribusiness and agricultural trade promotion programs and projects. Organize and participate in regional, sub-regional, and national workshops on selected aspects of agribusiness and trade. Monitor and advise on changes in agro-industrial developments, U.S. and LAC country laws affecting imports and exports, and market demand in order to target AID programs to appropriate product/market combinations.

Qualifications:

- O Graduate degree in business administration or related field and experience in agribusiness development in the LAC region.
- O Broad knowledge of agribusiness, and at least ten years experience in the LAC region.
- O Fluent Spanish preferred.

**ILLUSTRATIVE SCOPE OF WORK
AGRICULTURAL RESEARCH, EXTENSION AND EDUCATION ADVISOR**

Objective:

To assist LAC Missions and the LAC Bureau in developing the capacity of private and public agricultural technology providers to meet the changing technology requirements for sustainable agricultural production, trade, and natural resource management.

% of Time

Required:

Requirements:

- 55% Improve the quality of AID field programming, by assisting USAID Missions and host governments to identify and prioritize issues and constraints in development of sustainable agricultural technology generation and transfer systems, conduct analyses, develop alternative strategies, and design and evaluate projects with agricultural sustainability and institutional development components. Assist public sector agricultural research and extension organizations with privatization of selected technology generation and transfer functions. Conduct assessment of training needs, and organize and implement training workshops for mission, host government and host country organization personnel.
- 30% Conduct cross-cutting studies and analyses on topics related to agricultural sustainability, privatization of agricultural research, and technology generation and transfer in the region. Develop and disseminate syntheses, technical bulletins, newsletter articles and other information products.
- 15% Assist the LAC Bureau in developing an ANRM Strategy and programs which promote sustainable agriculture. Review AID documents and advise Bureau management on issues in sustainable agricultural technology. Collaborate with international organizations and donors in designing and carrying out activities that support the LAC Bureau's Strategic Guidelines for Programming A.I.D. Assistance for Agricultural Development and Natural Resource Management. Participate in international and national conferences and workshops on sustainable agricultural technology as requested by project management.

Qualifications:

- O Substantial experience in institutional development in agriculture research, education, or extension programs with a minimum of five years of experience in the Latin America and Caribbean area.
- O A graduate degree in a relevant discipline is required.
- O Fluent Spanish is preferred.

**ILLUSTRATIVE SCOPE OF WORK
RURAL FINANCIAL POLICY ADVISOR**

Objective:

To assist LAC Missions and the LAC Bureau in developing and maintaining a region-wide strategy and programs/projects which promote efficient functioning of rural financial markets, incentives for savings mobilization and broader access to credit.

% of Time

Required:

Responsibilities:

- 55% Improve the quality of AID field programming, by assisting the missions and host country governments in identifying financial policy issues and constraints, conducting analyses, developing strategies, formulating improved macroeconomic policies, and designing and evaluating projects with financial policy components. Assist host-country financial institutions to achieve efficiency and viability, form equity markets, assess rural finance issues and formulate macroeconomic policy.
- 30% Conduct cross-cutting analyses and studies on topics related to agricultural economic policy, rural credit supply, informal finance, financial reform and the role of financial institutions. Monitor the status of financial reform in the 13 countries served by the project. Develop and disseminate syntheses, technical bulletins, newsletter articles and other information products.
- 15% Assist the LAC Bureau in developing and monitoring the financial policy components of its Strategic Guidelines for Programming A.I.D. Assistance for Agricultural Development and Natural Resource Management. Identify and advise Bureau management on financial policy issues and constraints, and the status of financial reform in the region. Participate in regional, sub-regional and national conferences and workshops on financial policy and rural credit as requested by project management.

Qualifications:

- Ph.D. in economics. Strong background in macroeconomics with experience in financial markets. Expertise in rural credit delivery systems and familiarity with constraints in rural financial markets.
- Ten years of field experience in developing countries, preferably in the LAC region.
- Fluent Spanish is preferred.

**ILLUSTRATIVE SCOPE OF WORK
FORESTRY AND NATURAL RESOURCE MANAGEMENT ADVISOR**

Objective:

To assist LAC Missions and the LAC Bureau in developing and maintaining a region-wide natural resources management strategy and projects/programs which promote sustainable production from forests and other renewable natural resources.

**% of Time
Required**

Responsibilities:

- 55% Improve the quality of AID field programming, by assisting LAC missions in problem identification, and development of program strategies, concept papers, project designs and evaluations which utilize state of the art methods.
- 30% Develop and disseminate information on cross-cutting topics and regional issues which impact the achievement of LAC Bureau objectives. This includes development of studies, syntheses, workshops, technical bulletins, newsletter articles, and other information products.
- 15% Assist the LAC Bureau in developing and monitoring the forestry and natural resource management components of its Strategic Guidelines for Programming A.I.D. Assistance for Agricultural Development and Natural Resource Management. Identify and advise Bureau management on forestry and natural resource management issues and constraints, and the status of related policy reform in the region. Participate in regional, sub-regional and national conferences and workshops as requested by project management.

Qualifications:

- Ten years of policy development, project management and advisory experience in forestry and natural resource management, preferably in Latin America and the Caribbean.
- Graduate degree in natural resources or related area.
- Fluent Spanish is preferred.

**ILLUSTRATIVE SCOPE OF WORK
FOOD POLICY ADVISOR**

Objective:

To assist LAC Missions and the LAC Bureau in developing and maintaining a region-wide food policy strategy and projects/programs which promote efficient food production systems and markets, and cost effective (non-distorting) food security programs.

**% of Time
Required**

Responsibilities:

- 55% Improve the quality of AID field programming, by assisting LAC missions in review of food policy and food security issues; development of food/food aid strategies, strategic objectives and indicators; design of Title III programs; and monitoring and evaluation of policy and program impact.
- 25% Develop and disseminate information on cross-cutting topics and regional issues which impact the achievement of LAC Bureau objectives. This includes preparation of studies, syntheses, workshops, technical bulletins, newsletter articles, and other information products.
- 15% Assist the LAC Bureau in developing its food and agricultural policy and PL 480 strategies, and promulgating these strategies and the LAC Bureau Objectives to LAC Missions, other AID/W Bureaus and international donors. This includes reviewing and contributing to the LAC ANRM Strategy, PODs, Action Plans and PL 480 policies.

Qualifications:

- O Ten years of experience in food and agricultural policy, including development of food policy agendas, aid strategies and security systems. Familiarity with the Latin America and Caribbean region is required.
- O Graduate degree in agricultural economics or related area.
- O Fluent Spanish is preferred.

**ILLUSTRATIVE SCOPE OF WORK
PLANT PROTECTION AND QUARANTINE ADVISOR**

Objective:

To assist LAC Missions and the LAC Bureau in developing and promoting phytosanitary and quarantine programs which eliminate plant and animal health constraints to agricultural trade, and increase NTAE marketing opportunities.

**% of Time
Required**

Responsibilities:

- 55% Assist LAC Missions in strengthening host country quarantine policies and systems. This will include assessing existing policies and systems; identifying constraints; helping to develop strategies, infrastructure and certification programs which meet US import laws and regulations; reviewing potential NTAE exports and advising on NTAE marketing opportunities.
- 30% Develop and disseminate information, and provide training on phytosanitary and quarantine issues to LAC Missions, host country agricultural ministries, and NTAE exporting groups. This includes preparation or oversight of seminars and workshops, syntheses, studies, technical bulletins, newsletter articles, and other information products.
- 15% Assist the LAC Bureau in developing an ANRM strategy which addresses pertinent phytosanitary issues and constraints. Update the Bureau on APHIS policy and regulatory changes which impact NTAE sectoral growth, and the status of plant quarantine activities in the region. Coordinate regional phytosanitary initiatives with USDA/APHIS. Participate in phytosanitary conferences and seminars as requested by project management.

Qualifications:

- Broad knowledge of U.S. phytosanitary laws and regulations, and USDA/AID phytosanitary and quarantine operations in the Latin American and Caribbean region. A minimum of five years of relevant experience in the LAC region is required.
- A graduate degree in an area related to plant protection and advanced training in APHIS' regulatory requirements, procedures and systems.
- Fluent Spanish is preferred.

**ILLUSTRATIVE SCOPE OF WORK
RESOURCE TENURE ADVISOR**

Objective:

To assist LAC Missions and the LAC Bureau in developing and maintaining a resource tenure strategy and projects/programs which promote security of property and resource use rights, efficient land markets, and access to land among the disadvantaged.

**% of Time
Required**

Responsibilities:

- 55% Improve the quality of AID field programming, by assisting LAC missions in identifying tenure problems; monitoring and evaluating tenure law, structure and policies; and developing program strategies, concept papers, project designs and evaluations which incorporate the latest research findings related to resource and tenure.
- 30% Develop and disseminate information and research findings on land and legal issues in the region which impact the achievement of LAC Bureau objectives. This includes development of studies, syntheses, workshops, technical bulletins, newsletter articles, and other information products.
- 15% Assist the LAC Bureau in ensuring that land use, regulation and policy reform needs are reflected in the Strategic Guidelines for Programming A.I.D. Assistance for Agricultural Development and Natural Resource Management. Assesses land law and tenure systems in the LAC region, provides guidance on tenure-related law and policy issues, and helps to interpret and apply land tenure research findings. Participates in international conferences, workshops and meetings on land tenure policy and law as requested by project management.

Qualifications:

- Ten years of specialized experience in legal and policy analysis of property issues, particularly in Latin America and the Caribbean.
- Graduate degree in appropriate field required.
- Fluent Spanish preferred.

**ILLUSTRATIVE SCOPE OF WORK
PROJECT ADMINISTRATIVE COORDINATOR**

Objective:

To assist LAC/DR/RD in overseeing the administrative needs of the project, coordinating with implementing organizations, and facilitating the flow of technical information between the project and its clients. This position will be provided for under a RSSA with another U.S.G organization and is equivalent to an entry level professional position.

**% of Time
Required**

Responsibilities:

- 40% Assist in managing and implementing all components of the LAC TECH Project. Includes planning and drafting PIO/Ts, developing and monitoring budgets, assessing equipment needs, coordinating procurement and delivery of goods and services for LAC TECH II advisors, facilitating technical information requests on behalf of advisors, and improving communications and reporting between implementing organizations and AID.
- 40% Assist in managing the operational needs of the project. Reviews, designs and implements operational procedures and guidance; improves communications and reporting systems between AID and implementing agencies; assists in drafting contractual documents; monitors and reports on status of project activities and accomplishments; maintains project calendars, meeting agendas and computer inventories.
- 20% Facilitate the storage and flow of technical information for the project. Design and manage project library and filing systems, maintain an inventory of project deliverables, produce publications lists, assist in developing and disseminating project newsletters, disseminate technical bulletins and special studies, and respond to requests for information from missions.

Qualifications:

- O Experience in project administration and knowledge of U.S.G./AID procedures.
- O Self-starter with strong writing, analytical and interpersonal skills.
- O Graduate degree in international development or management, and overseas development experience is required.