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An Interorganizational Approach to Development Assistance
Eric Martin & Brian Fahey

LAMP – Linking Agricultural Markets to Producers

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Case: Agriculture in BiH

1996 – The past

- 60% of livestock was killed in the war
- GDP was only 20% of pre-war level
- Weak culture of commercial agriculture - Bosnia was not a prime agricultural producer in former Yugoslavia

Today – The problem

- Estimates indicate that 60% of food consumed is imported
- 50 - 60% of population is dependent on agricultural activities
- 800,000 'farms', average size 3 hectares

Target Areas – The potential

- Fruits and vegetables (berries); Dairy; Medicinal Herbs; Honey, Wine, Fish

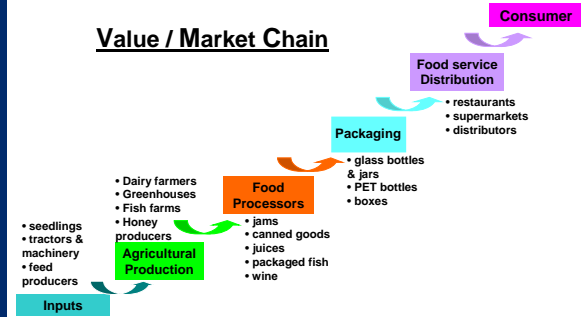
Value Chain – Then Need (next slide)

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LAMP's Charge

Value / Market Chain



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Constraints to Agricultural Reform (stories)

- The Institutional Environment
 - Fish Farm
- **Market Linkages**
 - Dairy Co-op
- Inefficient Production
 - Farm Size; Refrigerated trucks
- Land Ownership
 - Debated; Not source of Asset
- Rural Credit
 - Very high interest rates; minimal funds; strict terms, collateral

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Solution 1) Forming Linkages

- Network meetings**
 - 101 events
 - 3,869 attendees
- Connecting 'players'**
 - 16 cluster meetings
 - Donor coordination
- Trade Fairs**
- Strengthen Associations & Cooperatives**



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Solution 2) Technical Assistance

- Trainings**
 - 457 seminars
 - 12,330 participants
- Training-of-trainers**
 - 11 workshops
 - 202 participants
- Short-Term Experts**
 - 26 foreign
 - 17 local
- Study Tours**
 - 10 World Learning; 14 LAMP



Milk hygiene training in village near Zenica

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Solution 3. Access to Credit

Bank Loans – DCA

- 45 loans completed
- 15.3 million KM

Micro Credit Loans

- 3,985 loans
- 18.7 million KM

Small grants

- 89 grants provided



Vegic Commerce, Ljubuski
Received 1 million KM DCA loan for greenhouses

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Solution 4. Policy Reform



Land Management

- New Laws on Agric. Land drafted
- Public hearings
- Parliamentary procedure

Milk Quality and Pricing

- New Decree on Milk Quality
- New Laws on Livestock
- Harmonized pricing systems

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Success Required Overt External Partnerships:

USAID as consultant, lobbyist, advocate, and broker

- **Forming Linkages** (throughout value chain)
- **Technical Assistance** (Universities; bilateral consultants)
- **Access to Credit** (Banks, Bilateral and Multilateral)
- **Policy Reform** (OHR, Local Legislature)

Success depended on others..

- Multilateral (UN, NATO-SFOR, OSCE, WB, IMF, EBRD)
- Local International (OHR, IMC, Central Bank, OBN)
- Bilateral (EU, AID, DFID, GTZ, Japanese, Saudis, Israelis, etc)
- NGOs (Care, CRS, WV, ICRC, Oxfam, etc.)

Sustainability required Bosnian – local change

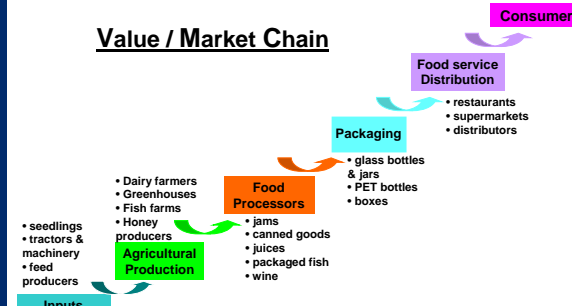
- (3 (non distinct) sectors; at 4 levels; across multiple ministries, 3 ethnicities, Brcko & Mostar)

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LAMP's Private Sector Charge

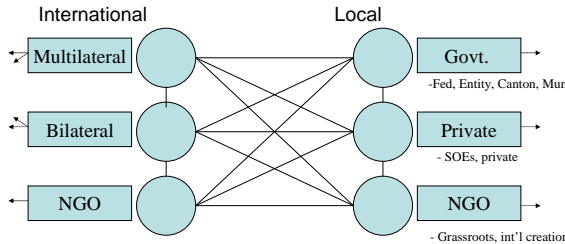
Value / Market Chain



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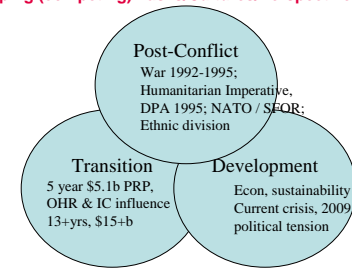
LAMP's Cross-sectoral Stakeholder Reality




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Overlapping (competing) Tasks/Cultures/Perspectives



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The Complexity of International Development Assistance

- Many organizations
 - With varied budgets, cultures, patrons & parliaments
- Multiple Layers, Levels & Bureaucracies
 - Of policy, action, interests
- Spans the macro → micro spectrum
 - Policy to implementation
- Cross-sectoral, multilateral, international dynamics
 - Different organizational dynamics / IORs
- Need measurement and assessment of success
 - We don't measure what actually sustains change

so perhaps OT as a helpful lens for development administration


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PERHAPS AN INTER-ORGANIZATIONAL MODEL...

- As a model for contracting; For clearly identifying expectations; For strategic planning, IOR perspective addresses:
- **Environmental or Contextual**
Task Complexity : Local Obstruction of Reform Efforts; Dramatic Funding Swings (Drop); Changes in Tasks and Priorities; Org vs IOR
- **Organizational**
Competition, Gaps and Duplication of Service; Mission Creep; Timing; Experience and Learning; Culture, IORs as Organizations
- **Managerial**
Pay; Skills and Experience; Turnover; Frustration, Autonomy and Apathy; Management and Leadership of IORs


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LAMP External Relations / IOR Activity:

- Within the international community
 - Policy → Program Implementation
 - International, Multinational
 - Infighting; common voice; timing, ends-means
- Within the local Bosnian community
 - Cross-sectoral, cross-task
 - Cross entity borders
 - Legacy of past; incapacity
- Between Local and international communities
 - Donor → Recipient
 - Moral hazard; patronage; modernization; dependency
 - Local, Bilateral, Multilateral


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IOR-based Action Plan

| | Within IC | Between IC And Local | Within Local |
|----------------------------|-----------|----------------------|--------------|
| Environmental / Contextual | | | |
| (Inter) Organizational | | | |
| Managerial | | | |

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Determinants of success across organizations

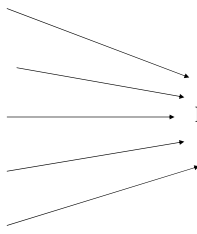
Leadership

Clear Issues

Incentives


Number & Variety

Predisposition



For each cell


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Success measured by:

- Leadership –
 - did local leaders emerge? Did IC fade over time
- Clear Issues –
 - did the major impediments surface?, did they change?
- Incentives –
 - what facilitated participation? What worked to get people to table?
- Number and Variety –
 - where the right players involved? Who wasn't there, who didn't send DMs?
- Predispositions –
 - how were initial fears overcome? What were they?
- Means vs. Ends – i.e. achieving sustainability in each of the "cells"

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Implications

- A framework for thinking about the process by which the different sectors can and do work together (conference theme)
- Small country export to larger ones? YES, we need LAMP in my town of Willimantic, CT.
- The process of creating and maintaining IORs (relationships) as a contractual task (outcome)
- 'Strength of ties' as an outcome measure (long term) – not market linkages, which is short term
- Much longer time horizon; less early success
- Selection of contractors (accounts and business finance, vs facilitators, activists) MPA vs MBA
- Overt recognition of importance / task priorities

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