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513-0316

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 CLASSIFICATION

PROJECT EVALUATION SUMMARY (PES) - PART I

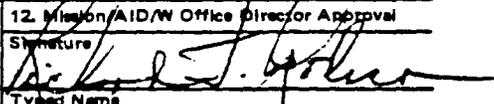
Report Symbol U-447

1. PROJECT TITLE  MULTISECTORIAL COMMUNITY DEVELOPMENT	2. PROJECT NUMBER 513-0316	3. MISSION/AID/W OFFICE USAID/Chile
	4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) <u>513-80-3</u> <input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	

5. KEY PROJECT IMPLEMENTATION DATES A. First PRO-AG or Equivalent FY <u>79</u> B. Final Obligation Expected FY <u>79</u> C. Final Input Delivery FY <u>80</u>	6. ESTIMATED PROJECT FUNDING A. Total \$ _____ B. U.S. \$ <u>100,000</u>	7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>May 1979</u> To (month/yr.) <u>May 1980</u>
		Date of Evaluation Review <u>7-25-80</u>

8. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR		
A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS	10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT
<input type="checkbox"/> Project Paper <input type="checkbox"/> Implementation Plan e.g., CPI Network <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Financial Plan <input type="checkbox"/> PIO/T <input type="checkbox"/> Logical Framework <input type="checkbox"/> PIO/C <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Project Agreement <input type="checkbox"/> PIO/P	A. <input type="checkbox"/> Continue Project Without Change B. <input type="checkbox"/> Change Project Design and/or Change Implementation Plan C. <input type="checkbox"/> Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)	12. Mission/AID/W Office Director Approval
Ault M. Nathanielsz, Program & Evaluation Officer William D. Ross, Controller George Packard, Director, ICA/Chile Judith Tresise, ICA Staff	Signature  Typed Name Richard F. Apodaca Date 9/23/80

### 13. SUMMARY

This project began in April 1979 as a one year contribution from A.I.D. to support the multisectorial community development program that the Institute of Cultural Affairs (ICA) had started in June 1978 in a small rural village of approximately 640 inhabitants located north of Santiago.

Under an agreement signed between A.I.D. and ICA., \$100,000 were provided to carry out seven activities during the period of the grant. All funds have been disbursed and used to carry out the activities included in the project design.

### 14. EVALUATION METHODOLOGY

This is the final evaluation which was scheduled for a year after the signature of the Agreement.

This evaluation is the result of meetings with FVO officials, interviews with beneficiaries, visits to the project site and a review of project records.

Persons contacted: George Packard, Director, ICA/Chile  
Judith Tresise, ICA Staff

### 15. EXTERNAL FACTORS

At the time the project started the Corporación de la Reforma Agraria (CORA) and the Servicio Agrícola Ganadero (SAG) had not assigned titles to the lots occupied by non-landed families in the community of Sol de Septiembre. This process was delayed by reorganizations taking place within these Chilean Government agencies. Therefore, community land could not be assigned by the Municipality for public use until the family land issue was resolved, and no permanent construction projects such as the Community Center, Preschool Facility, Community Kitchen and Cafeteria, could be carried out for some time. Land titles were in process of being assigned in the fourth quarter, and at the end of the project construction of the permanent facilities was underway.

### 16. INPUTS

The project inputs were:

a. Funds to establish a Community Development Revolving Fund to extend credits to community businesses.

b. Construction materials, furnishings and equipment for a Community Center.

c. Construction materials, furnishings, supplies and equipment for a building to carry out preschool and after school programs.

d. Materials and equipment to carry out a nutrition project which includes the establishment of a community garden, a community kitchen and a cafeteria.

e. Materials and equipment for agricultural infrastructure and development.

f. Furnishing, supplies and equipment for an adult education program.

g. Supplies, materials, salaries and training costs for an agricultural/commercial management services office.

h. Indirect costs (Transportation, per diem and other costs related to the above programs).

## 17. OUTPUTS

a. A Community Development Fund was created in response to the complexity of handling money needed to start business and industrial enterprises in the community which would need initial capital investment, but would be able eventually to repay the amount.

During the life of the project the Development Fund has provided impetus to existing businesses and the means for initiating several new ventures. It has enabled the construction and equipment of a bakery, the testing of several new crops such as strawberries and high yield corn in the demonstration farm, the establishment of a concrete block industry, the purchase of a land leveler, development of a rabbit skin tanning industry, and the establishment of a sales room and marketing team to commercialize community products.

The total amount of the revolving fund was disbursed or committed during the life of the project. About 25 per cent of the capital was repaid at the end of the project period and was in turn committed in enterprises waiting for money to become available.

Only the loan made to the Demonstration Farm for strawberries had some problems with repayment, as it is a crop which requires two years to show a profitable yield. Besides, a fungus destroyed about 40 per cent of the crop. Finally the crop was plowed under and replaced by cucumbers which will provide the necessary income to repay the loan. This experience proved valuable to the Loan Committee by stressing the importance of feasibility projections before approving future loan requests.

b. Due to delays in obtaining the necessary authorization to build the Community Center in the land which had been selected for that purpose, a temporary facility was constructed. This facility has provided space for the children programs, adult training programs, community meetings and special events. The Municipal permit was finally obtained in the last quarter of the project, therefore, the permanent building was not complete at the end of the project period. Land clearing was completed, and the fabrication of concrete blocks by the Community Construction Company had been completed and all construction materials had been purchased. The site was being prepared for the laying of the foundation. During the planning of the building project it was decided to combine the pre-school facility with the community center and this was reflected in the architectural design which includes a large multipurpose room, offices, a small meeting room and the pre-school area with kitchen and bathroom, which will serve the regular children's programs and all public functions.

c. The pre-school program was the first to be initiated within the project. It has been carried out in a borrowed room awaiting the construction of the permanent building. Furniture and supplies for the program have been purchased in preparation for the new facility opening.

A total of twenty-two three year old children are now enrolled in activities which introduce them to a daily schooling routine and an educational environment. Community women have been trained to assume teaching roles and develop a daily curriculum which includes basic skills such as pre-reading, mathematics and writing, as well as social awareness and individual self-understanding. Two classes of ten and seven have graduated and entered first grade. The effectiveness of the pre-school program was confirmed when four out of the top five students to complete first grade were pre-school graduates.

The after school program was designed to support the formal education program as well as to provide a variety of extra curricular experiences. The program functions with a staff of four community women assisted by three community youths. It is held for three hours every day during the school year and for six hours each day during the summer vacation months. Attendance is between 45 and 60 children between the ages of six and twelve.

d. The community kitchen was equipped and operates with the assistance of teams of volunteer mothers. The home gardens and community garden projects were successfully started despite some problems which have affected the location of the community garden. Emphasis on home gardens has continued with regular technical assistance provided by DIAKONIA.

In order to fight more effectively child malnutrition it was decided to supplement this program with hen and rabbit raising projects and a daily child feeding program which would involve and train mothers of malnourished children. In addition, a food preserving class was started to keep the garden produce for later use in the nutrition program.

The nutrition program has also provided a means of giving improved nourishment to the 60 children who participate in the daily children programs and has increased the participation of children of marginal families in these programs (approximately 20 children).

e. A demonstration farm was started at Sol de Septiembre to establish the means and feasibility of intensive agriculture, experimental crops, judicious use of water and the formation of a working partnership of non-landed community residents.

A study was carried out by the Department of Soils and Engineering of the University of Chile in order to improve the community's irrigation system which, like many in the region, is too complex and wasteful. The study isolated problem areas and proposed short and long term solutions. In the meantime, at the demonstration farm, a system using both drip and siphon irrigation in combination with plastic lined canals and holding tanks has created a model for several alternatives. In addition, a land leveler and irrigation plow have been added to the community machinery pool to prepare land for more effective water application.

In the final quarter of the project, a more comprehensive improvement in agriculture began with the use of A.I.D. funds for the staging of a five day agricultural consultation. This event brought together 20 agricultural technicians and a large number of local farmers to study in depth the problems facing agriculture in the community, and to formulate the necessary plans to turn the community's ever diminishing resources into a viable economic base. Every crop in Sol de Septiembre was examined for its feasibility and its capacity to produce a profit. The production practices for each crop were examined for their effectiveness and efficiency and the administration and marketing techniques were analyzed and evaluated. As a result of the consultation the community initiated the steps to secure water rights and the formulation of new irrigation administration districts. Also, detailed studies on crop production costs were started and a plan for diversification formulated.

Other results of the consultation include feasibility studies on cattle and other animal projects and modifications to the administration of the Agriculture Machinery Pool and the beginning of measures to create "water communities" or legal administrative units for each group which receives water from one of the community's seven wells.

A direct result of the agricultural consultation was the establishment of a marketing agency with a pilot group of Sol de Septiembre farmers who have begun to shape the policy for the functions which the agency will assume. It is planned that over the coming years the entire farm owner group will be incorporated into this association. In addition, the non-owner workers will form teams which will have the option of renting or purchasing any farm which comes up for sale in the community, thus allowing the land to remain in the hands of the inhabitants of Sol de Septiembre.

f. Adult education has been focused through:

(1) A scholarship program that emphasizes on-the-job training to upgrade the skills and management techniques of those community residents who are responsible for the children's programs, the management of the bakery, the management of the sewing industry, the up-keep of the plaza, the community garden and the rabbit project, and the coordination of the community offices;

(2) A leadership development program under which weekly training meetings are held with the participation of approximately 30 community leaders; and

(3) A new skills training program with special courses in sewing, tractor maintenance, preserving and canning, tanning and pelt curing, baking, legal language and first aid, which has provided needed skills for those engaged in building and strengthening community programs and industries.

g. Early in 1980 the I.C.A. set up and revised several management systems and worked with those leaders in charge of managing the different programs initiated by the project. By mid year, those leaders not only were using the systems but had greatly revised many of them to fit more closely the local conditions. A team of five people was elected to act with the I.C.A. auxiliary in the coordination of agricultural, business and social activities. An office was rehabilitated and equipped for the operation of this management team.

By the end of April 1980, the team was rotating the leadership of the daily coordination meetings and the I.C.A. auxiliary was participating as an additional member of the team, just the reverse of the situation existing when the team was nominated.

The management team has been trained to work through feasibility projections on behalf of the Credit Fund Advisory Board. This training has enabled the team in the latter part of the project to discern what appeared to be good commercial ventures from others not feasible at all.

## 18. PURPOSE

"To provide support for a multisectorial community development program which I.C.A. is carrying out in Sol de Septiembre, a rural village of approximately 640 inhabitants located 39 kilometers north of Santiago. This program will contribute to the development of a social and economic infrastructure to provide the means by which educational, management, cultural and health programs necessary to carry out the development effort will be delivered to the community."

All the outputs described in Section 17 above have contributed to the fulfillment of the project purpose. As a result there are physical changes in the community of Sol de Septiembre - expanded facilities, additional project headquarters and programs, new signs of permanence and an economic base which provides new work opportunities for men and women. There is also broader community participation and a deepened leadership base.

During the year of the project Sol de Septiembre has made the critical transition from a community being served to a community strengthened and able to serve others.

Full achievement of the project purpose will take place when the 15 programs which I.C.A. plans to launch in the community are completely self-supporting under community management, and when the community leaders are fully capable of planning and designing their own future activities.

19. GOAL/SUBGOAL

N.A.

20. BENEFICIARIES

The rural village settlement of Sol de Septiembre was first established more than a decade ago as part of the land reform program of the Chilean Government. At that time 150 low-income families formed the village's three areas of settlement, one of which is the present community of Sol de Septiembre. Some of these families moved from different locations on the old farm and others came from the Santiago metropolitan area.

This project benefits directly the total population of Sol de Septiembre through different programs designed to improve simultaneously the economic, social, health, educational and cultural areas of the community.

21. UNPLANNED EFFECTS

No significant unplanned effects resulted from this project.

22. LESSONS LEARNED

N.A.