

518-0008

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UNITED STATES AID MISSION TO ECUADOR
AGENCY FOR INTERNATIONAL DEVELOPMENT
QUITO, ECUADOR

PD-MAF-930

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Ms. Elise Smith
Executive Director
Overseas Education Fund
of the League of Women Voters
2101 2 Street, N.W., Suite 916
Washington, D. C. 20037

Dear Ms. Smith:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "A.I.D." or "Grantor") hereby grants to the Overseas Education Fund of the League of Women Voters (hereinafter referred to as "O.E.F." or "Grantee") the sum of \$100,000 to cover implementation activities during the first six months of operations of a project, summarized below, and more fully described in Annex "A" to this Grant entitled "Project Description." The project purpose, in summary, is to improve the economic and social conditions of 1,000 families living in the Tarqui community, a marginal area located in the southern part of Quito, through the formation and operation of a community cooperative based on a community market place, through various types of training, and through establishment of a community child care center.

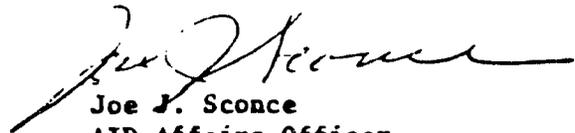
This Grant is effective and the initial obligation of \$100,000 is made as of the date of this letter and shall apply to commitments made by the O.E.F. in furtherance of program objectives as described in Annex "A." Additional financing for the project, which has a planned implementation period of three years, and contemplates a proposed A.I.D. total contribution of \$489,000, will be provided in annual increments, subject to the availability of funds and to the mutual agreement of the parties, at the time of the subsequent increment, to proceed with the implementation of this Grant.

This Grant is made to the O.E.F. on condition that the funds will be administered in accordance with the terms and conditions as set

forth in: Annex "A," "Project Description;" Annex "B," "Standard Provisions;" and Annex "C," "Budget and Payment Provisions," which have been agreed to by your organization and are hereby made an integral part of this Grant.

Please sign the statement of Assurance of Compliance enclosed herein, and also made a part of this Grant as Annex "D," and the original of this letter to acknowledge your acceptance of the conditions under which these funds have been granted, and return them to our Office.

Sincerely yours,


Joe J. Sconce
AID Affairs Officer

Annexes:

- A. Project Description
- B. Standard Provisions
- C. Budget and Payment Provisions
- D. Statement of Assurance of Compliance

Accepted by:


Elise Smith, Executive Director
Overseas Education Fund

Date: March 30, 1979

Fiscal Data:

Appropriation: 72-1191021.6
Allotment: 946-54-518-00-69-91
Project No.: 518-0008

PROJECT DESCRIPTION

A. Purposes of the Grant

The project purposes are (1) to increase the incomes of the residents of the Tarqui community (a low income neighborhood of approximately 1,000 families, located on the southern fringe of Quito), (2) to decrease their costs of obtaining food, clothing, and other basic household goods, and (3) to increase their ability to work effectively together in developing their community.

B. Specific Objectives

To achieve the purposes, the project has three principal components: (1) formation and operation of a community cooperative, which in turn will operate a community marketplace, (2) training of Tarqui residents in such skills as survey interviewing, administration, fiscal management, personnel management, production of articles for sale in the market, cooperative principles and practices, human development and community action, child care, nutrition, health, and family planning, and (3) establishment of a community child care center.

By the end of the project the following conditions are expected to exist: (1) a well-managed community cooperative with a board of directors and 800 members, (2) a functioning, self-sufficient market facility with trained staff, (3) a child care center serving the children of the community, (4) food, clothing, and other essential household items more easily available to the people of Tarqui and surrounding neighborhoods, (5) an average increase of 15% in real income for Tarqui families, (6) 500 persons trained in income-generating skills, (7) 500 persons trained in techniques of community action, (8) 25 community residents capable of being trainers in a variety of trade skill areas and/or human development/community action skills, (9) substantial participation in socioeconomic programs, problem-solving group activities, and other community projects, (10) increased contacts between Tarqui and public and private institutions outside the community, leading to tangible improvements in health, nutrition, education, and recreational opportunities for Tarqui residents, and (11) capability of SEGESVOL (an Ecuadorean private voluntary agency participating in the implementation of the project) to provide technical services directly to the poor of Quito via training, linking the poor to appropriate resources, and other such techniques.

C. Implementation

To achieve the above objectives, the Grantee shall carry out the following activities: (1) recruitment, selection, and orientation of a project director, a market manager, a coordinator of volunteers, and a secretary, (2) formation of an organizing committee to establish the Tarqui Community Cooperative, (3) formation of committees on membership, finance, child care center, and other subjects, (4) planning and conducting a feasibility study to determine needs and resources for the market, and analyzing the results thereof, (5) planning and conducting a survey of job skill interests and child care needs in the Tarqui community, including identifying and training SEGESVOL and community volunteers to conduct the survey, (6) formally organizing the community cooperative, including election of officers and selection of committees, (7) development of a plan for training the board, committee, and general members of the cooperative in aspects of cooperativism and market operation, (8) construction of the market and child care center, (9) selection of assistant manager, other staff, and volunteers, (10) training of staff, as well as of board and committee members, in business and administrative skills, (11) operation of the market and child care center, (12) identifying skills trainers and providing them with proper training, (13) identifying community and SEGESVOL trainers and providing them with training in human development and community action methods, (14) conducting skill training and human development/community action training for general members of the cooperative (adding 20 to 30 new trainees per month), and (15) conducting evaluations of the project activities.

Grantee will be responsible for the carrying out of the above activities. Its in-country project director will coordinate with SEGESVOL and other participating institutions and will be a liaison with the USAID/Ecuador Mission to assure that the activities are carried out as planned.

D. Reporting Requirements

The fiscal requirements are detailed in the Budget and Payment Annex. As to program requirements, Grantee is required to submit a monthly progress report, detailing progress indicators for the project purposes, outputs, and inputs, and explaining in narrative form the general progress to date, delays, actions needed, and expected activities for the project. In addition, there will be two in-depth evaluations at months 12 and 24 of the project, conducted by the Grantee with the participation of USAID, other participating institutions, and the community. The evaluations will measure closely the accomplishments to date, determine progress toward end-of-project indicators, measure the nature and impact of project inputs, and recommend modifications of the project design if called for.

E. Budget

The AID financed project budget is as follows, by element:

Salaries and Fringe Benefits	\$ 183,595
Consultants' Fees	27,535
Travel and Per Diem	46,386
Equipment, Materials, Supplies, Maintenance, Seed Capital	94,000
Construction of Market	31,533
Printing and Duplicating	11,000
Telephone, Telegraph, Postage	10,500
Evaluation	9,930
Other Direct Costs	6,600
Contingency	42,169
Overhead	<u>25,752</u>
Total	\$ 489,000

The funds obligated under this agreement (\$100,000) may be spent within any of the categories and for amounts as designated under the Year 1 column of the budget presented in the project proposal. Funds will be disbursed in either local currency or U.S. dollars in accordance with AID regulations and the stipulations of the Budget and Payment Provisions Annex. Details on disbursing mechanisms are given in the Budget and Payment provisions Annex. Movement among line items require the written permission of USAID.

F. Special Provisions

The Standard Provisions Annex provides the provisions which are an integral part of this Agreement.

G. Overhead Rates

Because of the nature of this Grant (i.e., an Operational Program Grant based on a proposal originating from the Grantee), an overhead rate was negotiated below that already established or likely to be established in the future for Grantee's other projects with AID. The overhead to be paid in this Project will be ten percent (10%) of the salaries and direct fringe benefits of personnel and consultants working directly in the Project, and ten percent (10%) of the travel and per diem costs of those individuals.

H. Title to Property

Grant financed property brought into or purchased in Ecuador for the implementation of the Grant may have title in the name of the

Grantee or the Tarqui Community Cooperative. At the termination of the period of this Grant, all Grant-financed property in Ecuador shall have title in the name of or be transferred to the Tarqui Community Cooperative. Should the Tarqui Community Cooperative not exist, or should some other circumstance occur which, in the opinion and at the discretion of AID, would make the transfer of property to the Tarqui Community Cooperative inadvisable, title to such property shall revert to AID or, at AID's discretion, be distributed as indicated in the Standard Provisions Annex. The list of property as indicated in 9 (c) of the Standard Provisions Annex shall include property in the name of the Tarqui Community Cooperative.

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The Files

March 15, 1979

Michael A. Hirsh
Capital Development Officer

Negotiation Memorandum: Overseas Education Fund - Tarqui OPG
Proposal

REF: (a) RA 13 - 106-IV, (b) 78 AIDTO A-464, (c) 78 AIDTO 461.

1. The Overseas Education Fund (OLF) of the League of Women Voters submitted to USAID/Ecuador in February 1979 a final proposal for an OPG to "provide economic and social development to the Tarqui Community, Quito." The three-year project, which requests AID funding of \$488,934 out of a total project cost of \$727,382, has as its purposes to increase the incomes of the 1,000 families of the Tarqui community (a low income neighborhood on the fringe of Quito) to decrease their costs of obtaining food, clothing, and other basic household goods, and to increase the people's ability to work effectively together in developing their community. The project has three principal components: (a) formation and operation of a community cooperative, which will run a community marketplace, (b) training of Tarqui residents in such skills as survey interviewing, administration, fiscal management, personnel management, production of articles for sale in the market, cooperative principles and practices, human development and community action, child care, nutrition, health, and family planning, and (c) establishment of a community child care center. AID will finance the salary of the project director, part of the salaries of the cooperative personnel, and some of OLF's direct administrative expenses (total of \$100,000): various consultants (27,535); travel and per diem for all the above (\$40,300); equipment, materials, supplies, maintenance, and seed capital for the market (\$94,000); construction of the market (\$31,833); printing and duplicating (\$11,000); telephone, radio, mail, and postage (\$10,500); evaluation (\$2,930); other direct costs (\$4,000); contingency (\$42,167); and overhead for OLF (\$25,752). AID's authorization for FY 1979 will be \$100,000. AID's future authorizations are expected to be: FY 1980 - \$200,000, FY 1981 - \$100,000.
2. This final proposal is the outcome of several months of negotiations. Ms. Asparro Giraldo was in Ecuador in July, 1978 to do initial field work. Ms. Louise Montgomery, OLF's Director of Field Programs, and Ms. Giraldo were in Ecuador in September to have initial detailed discussions with the Mission. They returned in

January to continue negotiations. The project had a considerable evolution over these months, based on these discussions and on separate USAID visits to the community. As to the design of the project, the project is considerably less oriented toward intangible training components and more toward training which will directly impact on the incomes of the people. Also, a child care component was added based on a serious community defined need. As to the budget, USAID, after a series of consultations with AID/W (IAC/DF/PVO) sharply cut back overhead and the support costs of OEF's U.S.-based staff. The proposal as a whole, including the budget, chronogram, and project details, reflects the typical evolution from a rough idea to a technically sound project.

3. For administrative efficiency, USAID has adopted a standard format (from ID 13) for its CFC agreements. The agreement for the subject project was reviewed by RLA W.S. Gair on March 23, 1975.
4. As discussed above, the proposed budget reflects a considerable decrease in overhead and support of OEF's U.S.-based staff from the original draft. As general policy, USAID wishes to limit a PVO's overhead to not more than 10% of direct and identifiable indirect support costs of staff and consultants directly involved in the project. Likewise, as general policy USAID will not allow pro-rata time of U.S.-based support staff but only the time of such staff which can be directly identified in support of the project. The final budget is in accord with these two policies. All other budget items appear reasonable. Some (such as the construction costs of the market) were costed out in a detailed fashion during the preparation of the project, and final expenditures will likely closely match those figures. Other items (such as telephone, telegraph, and postage) and contingency) are only estimates and may well be on the high side; nonetheless, since they reflect OEF's best estimates based on experience and since OEF will have to justify every expenditure in each category before reimbursement can be effected, USAID believes it reasonable to include the various line items in the amounts proposed.
5. There are no unusual features to the grant. The Mission recognizes that the project is complex and on the high end of what USAID considers permissible risk and cost per benefitted family. Nonetheless, given OEF's capabilities and experience with projects of this nature, given the well thought out and designed project proposal, given the high level of community interest and previous community achievements, and given the substantial support for the project promised in writing by other institutions, USAID considers this to be an acceptable CFC proposal.

6. Though some of the project implementation will be carried out by SEGLSVOL (an Ecuadorean PVO) and other institutions, OEF will have complete responsibility for project administration, in accordance with normal CPG procedures. The OPG agreement details the financial and progress reports which OEF will have to submit to USAID.

BEST AVAILABLE COPY

O/CAF: PSM/DFL

Clearance O/DF: PMaldonado (in draft)

cc: SER/CM/ED w/copy of proposal and agreement
O/DF: PMaldonado

518-0008/004401 ~~ROMA~~

PROPOSAL TO
THE U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
FROM
THE OVERSEAS EDUCATION FUND
FOR
AN OPERATIONAL PROGRAM GRANT
TO
PROVIDE ECONOMIC AND SOCIAL DEVELOPMENT
TO THE TARQUI COMMUNITY, QUITO

February, 1979

THE OVERSEAS EDUCATION FUND of the League of Women Voters
2101 L Street, N.W., Suite 916, Washington, D.C. 20036

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INTRODUCTION

Quito, the capital of Ecuador, lies in a bowl-shaped hollow high in the Andes. In the past four years its population has increased by 25% to nearly a million - largely due to migration from rural areas. Squatter shacks of the new arrivals are inching up the sides of the surrounding mountains.

The results of this stream of rural people to the capital in search of a better life are the all too familiar conditions of urban poverty - unemployment, underemployment and miserable housing.

The government of Ecuador is attempting to meet housing needs through construction of low-cost houses by the National Housing Board and through credit for such housing by the Ecuadorian Housing Bank.

Houses are an important beginning, but better housing alone does not make a better life. The government and the people in the new housing projects are well aware that these new residents need vocational skills so they can earn more money and human development skills so they can work together to build the essential social structure of a community.

Tarqui, a low-cost housing project in the foothills of the mountains to the south of Quito, has been chosen for this project. Its residents recognize their need for the above skills. They have shared with the Overseas Education Fund (OEF) their need and desire for their own community market. They see this market as a way to provide better goods at a lower cost to the community, as a savings of money and time to the women who now make the long trip into market centers, as a source of income to those who work in and produce for the market - especially the women, and as an opportunity to learn new income-producing skills.

As more women go to work outside the home, they see the urgent need for a child care center for preschool children.

Percepcion ellas

I. Project Purpose and Summary Description

The goal of this project is to improve the economic and social conditions of the 1000 families of the Tarqui Community.

This project will enable these families to increase their earned incomes and decrease the cost of obtaining food, clothing, and other basic household goods. It will also increase the people's ability to work effectively together in developing the Tarqui Community.

Other beneficiaries of this project include:

An additional 8000 people in surrounding communities, who will have access to the cooperative market to be established in Tarqui.

SEGESVOL, a voluntary coordinating agency in Quito, serving 23 affiliate groups composed of over 600 volunteers, will learn by participating in this project how to plan and carry out self-help projects in coordination with government and private institutions.

The other voluntary groups in Quito to which SEGESVOL will transfer this capability.

Preschool children of working parents, who will be cared for, fed, and taught in the day care center.

Private and government programs that want to use this project as a model for their own integrated development.

This 36 month project has three major components:

A. Formation and operation of a community cooperative, based on a community marketplace.

The cooperative will produce and/or purchase foods and other goods for sale in the marketplace to be constructed in a commonly held area in the center of Tarqui.

The cooperative marketing environment will:

enable approximately 300 people to produce and sell goods or be qualified for employment in the market or outside the community

make more accessible a greater variety and higher quality of goods to residents of Tarqui and surrounding communities

To ensure the efficient operation of the community cooperative and the market, the cooperative Board of Directors, members, market staff, and the community will be trained in cooperativism.

B. Training of Tarqui residents in the following areas:

1. interviewing skills for conducting child care and job skill surveys
2. business skills such as administration, operation of a market and a community cooperative, purchasing and marketing of goods, fiscal management, personnel management, etc.

3. income-generating skills for production of articles identified in the feasibility study as saleable in the market. This training especially for women and young people.
4. cooperative principles and practices including economic and social value of group action, efficient service, accounting system, organizational structures, purchasing power, self-help organization, cooperativism, basic membership principles, democratic management and control, fair distribution of economic returns, etc.
5. human development and community action skills, such as group dynamics, leadership, communications, self-confidence, male-female roles and attitudes, decision-making, human relations, motivation, and utilization of community resources.
6. child care, nutrition, health, and family planning.

C. Establishment of a community child care center

Conditions expected to exist at the end of the project are:

1. A well-managed community cooperative with a Board of Directors, and 800 members.
2. Establishment of a market facility with trained staff.
3. A child care center serving the children of the community.
4. Food, clothing, and other essential household items more easily available to the people of Tarqui and surrounding barrios.
5. An average increase of 15% in real income for Tarqui families.
6. Five hundred people trained in income-generating skills.
7. Five hundred people will better use their human resources and been trained in techniques of community action.
8. Twenty-five community residents capable of being trainers in a variety of trade skill areas and/or human development/community action skills.
9. Men and women of Tarqui will have developed greater self-confidence and higher aspirations as demonstrated by their participation in socioeconomic programs, community projects, and problem-solving group activities.
10. Tarqui will have increased contacts with public and private institutions outside the community which will lead to improvement in health, nutrition, education, and recreational opportunities for the residents.
11. SEGESVOL will have a capability to provide technical services directly to the poor of Quito via training, linking the poor to appropriate resources, etc.

II. Project Background

A. Tarqui Community

Tarqui Community was the first government-built, low cost, housing project in Ecuador.

It was formed as a result of political pressure of a group of people who demanded housing programs.

In 1974 the Ecuadorian Housing Bank, the government agency that provides the credit, and the National Housing Board which is responsible for planning and development of housing projects in the country, created Tarqui for low income families. Families eligible for housing may have monthly income of from \$40 to \$120 US. Interest rates on the mortgage depend on family income and vary from 4-7%, payable over a period of 25 years. The repayment rate represents 25% of the monthly family income.

Additional finishing of the interior of the houses, such as building closets, will cost the owner from \$60 - \$80.

The residents of this community organized themselves into three housing cooperatives, named La Concordia, Nuevo Cinto and 16 de Febrero, of approximately 360 families each.

Formation of these cooperatives was a legal requirement for handling the sale of lots and construction and sale of houses and was under the supervision of the National Division of Cooperatives. There is a Coordinating Committee of the three cooperatives headed by an elected President.

The cooperatives worked together to obtain urbanization services from the municipality. They formed mutual-help work groups to carry out clearing of the land and construction of the houses. This created a socio-administrative structure, making use of the available skilled labor as well as the total group effort.

The distribution of lots was performed by leaders chosen by each square block. It is interesting to note that these leaders were in a proportion of 2 women to 1 man.

Tarqui Community owns and has set aside lots for a day care center, a market, and for recreational activities. The church is being constructed. The community center, health center, kindergarten, and two school buildings are completed and one primary school and the kindergarten are operating.

The residents already have a sewer system functioning. They have a water system in the community but not yet in every house. Recently, and due to their combined efforts, electricity was installed in every house. The access road to the barrio is being improved.

The marketplace is an urgent need for this community. At the beginning of 1978 a group of residents started a pro-marketplace support group.

B. Profile of Target Group

Primary beneficiaries of this project are the more than 1,000 families (approximately 8,000 total population) residing in the three areas (La Concordia, Nuevo Cinto and 16 de Febrero) of Tarqui.

A recent comprehensive economic and social investigation conducted by the Junta Nacional de Vivienda provides the following information regarding the residents:

1. Average income per family is approximately \$70/month. 30% of the families earn less than \$60/month.
2. The average family has six to seven members. A majority (53%) of the households are headed by women.
3. Major occupations of heads of households are crafts production (21%), domestic cooks (21%) and street vendors (15%). The remaining 43% are in occupations such as public employees (chauffeurs, porters, policemen), building trades (plumbers, carpenters, electricians), etc.
4. Fewer than 10% of the heads of households have gone beyond the primary educational level (6th grade). Another 5% have no formal education whatsoever.

Statement of the Problem

The following community problems have been identified through an analysis of community data and meetings of the OEF Program Developer with residents of the community:

- Excessive individualism which prevents people from working together effectively
- Insufficient income to provide for the basic human needs of the family - food, health, housing, clothing, transportation
- Sources of employment being too far away from the community
- High cost of food and household necessities as well as raw materials for making clothes
- Limited access to goods and services (The center of Quito is 1 1/2 hours away by bus)
- Lack of income-generating skills and/or vocational training for the people of Tarqui

- Poor utilization of women's skills and potential
- Lack of child care facilities
- Lack of leadership and group skills needed to develop the community
- Lack of health facilities
- Poor nutrition due to limited purchasing power and access to marketplaces
- Young people's being out of school, unskilled, and unemployed

III. Economic and Social Analysis

A. Economic Effects

The primary benefits of this project will accrue the 8,000 residents of Tarqui who will be better able to become employed, to identify new and productive ways to generate income, and to better utilize and manage that income.

It is estimated that at the conclusion of OEF's participation the real income of Tarqui families will have increased an average of 15%. This increase in income is expected to grow as these men and women build on the skills, experience, increased self-confidence, and marketing capability acquired as a result of their participation in this project and in the Tarqui Cooperative.

OEF further projects that the average family will be able to purchase basic necessities at less than present cost through cooperative purchasing and not having to pay transportation costs to market. These savings can be utilized to purchase necessities which families presently must do without.

The benefits of this project will not be limited to the residents of Tarqui. Neighboring communities representing another 8,000 people will be served by the marketplace developed under this project and will be able to benefit from the increase in quantity and quality of products available.

B. Social and Cultural Effects

The people of Tarqui Community, through improved human development skills will have increased their capability to work effectively together. Individually, they will have developed a more positive self-image and greater self-confidence leading to higher aspirations for themselves and their children.

Tarqui will utilize to a greater extent the public and private resources available to the community. This will lead to improvement in the health, nutrition, education and recreational opportunities for the residents. Women will take a more active role in the activities in the community as well as in the family and more women will be employed in economically productive work.

IV. Project Methodology

A. Formation and Operation of Tarqui Cooperative

The Tarqui Cooperative will be structured and operated to serve market, employment, child care and other needs of the Tarqui community. The following steps will be taken to establish the Tarqui Cooperative:

1. Establishment of a temporary organizing committee to manage activities until cooperative is formally constituted
2. Two community surveys will be conducted:
 - a. to determine the economic feasibility of a market and
 - b. to identify community needs for child care and skills training

The feasibility study would determine (i) present family food consumption and patterns of purchasing, (ii) future requirements for food, clothing and other household necessities, (iii) food and product resources, and (iv) anticipated cooperative membership. This information will be used by the organizing committee, the Tarqui Housing Cooperative leaders, and the Project Director to determine the market requirements and employment possibilities as well as the needs of the market for working capital, inventory, cash flow, etc.

The information gathered in the other survey will aid in planning the size and entry requirements for the child care center and also indicate present skills of women and young people as well as suggest the kinds of skills they wish to learn in order to earn money.

3. Based on the results of the feasibility study, the organizing committee for the cooperative will draft the constitution and by-laws within legal limits of Ecuadorian law. They will determine the capital requirements of the cooperative, the initiation fee, capital contribution, and quantity of volunteer work expected from members.

4. Formation of committees on:

Membership - to set up requirement for membership (and grounds for removal of members), will also screen members. Membership recruitment will be done in group meetings and individual visits with the assistance of community volunteers.

Education - to inform the community of the rights and responsibilities of cooperative membership as well as the principles and philosophy of cooperativism.

Finance - to do fiscal planning of the cooperative, including recommending manner of distribution of profits to members.

5. Formal organizing of Tarqui Cooperative with election of Board and officers

6. Construction of the market
7. Management of the market under the direction of a salaried manager and assistant manager. Much of the work in the market will be volunteer work contributed by the members.

This market is presently planned as one that will purchase articles from the community and elsewhere for resale at a profit. It will carry meat and poultry, fresh fruits and vegetables, groceries, and have a bazaar of clothing and miscellaneous items. It will be open to any customers.

Training Components

1. Survey and interviewing skills

During the initial phase of the project, volunteers of SEGESVOL and the Tarqui Community will be trained in assessment of needs for child care and skills training, interviewing skills, and motivation techniques. These volunteers will then survey the Tarqui Community.

Based upon an analysis of the information gathered in this survey and a subsequent survey by SEGESVOL of the product markets in the Quito area, the project staff, organizing committee, and Tarqui Housing Cooperative leaders will determine:

- market employment and Quito-wide employment possibilities
- income-generating skills needed by market and Quito area.

2. Business and Administration

To assist the staff and cooperative members in managing the community market as well as individual enterprises, training will be provided in the following areas:

- a. fiscal management - accounting systems, budgeting, salaries and commissions, direct and indirect costs, fiscal reporting procedures, revolving seed fund, profits and dividends.
- b. personnel management - recruitment, orientation and staff development, full-time and part-time employees, motivation, personnel assessments, supervision
- c. marketing - purchasing of goods, distribution and display, "mark-up", quality control, storage, advertising, sales
- d. organizational structure and administration - composition and rules of Board and Committees, relations between staff and committees/board, responsibilities of and relations between staff
- e. equipment and production management - purchase and maintenance of equipment, manufacturing schedules and control, inventory, coordination of production and marketing

3. Income-Generating Skill Training

The major emphasis of this component will be to increase the income of Tarqui residents through self-employment, piece-work for established employers or full-time employment. Based on product markets to be preidentified by SEGESVOL volunteers (in Quito, Tarqui and surrounding communities), skill training will be conducted by training experts, skilled artisans or public/private sector employers, in areas identified in the survey of community needs. Because of the high unemployment rate and lack of income-generating skills among the young in the Tarqui community, special efforts will be made to provide vocational training for young men and women.

Training courses will be planned for small groups (average of 15 per course). Peer-mediated learning would also be structured into the training so that one trained person could pass his or her skill on to another in an individualized manner. An integral part of the training will be quality control and marketing skills. Manuals, materials and training guides will be developed and institutionalized as much as possible for the Tarqui Community, allowing continuation/replication after the life of this project.

4. Cooperative Principles/Practices Education

The basic elements of cooperative principles will be adhered to in this training component to assure that the Tarqui Community membership will be able to manage, operate and expand the marketplace.

5. Emphasis will be placed on the full participation of the Tarqui community. There will be motivation and incentive education training for the Tarqui residents, which will provide the understanding, cooperation and participation needed for successful implementation of cooperative/market activities. The content of the consumer cooperative education will include: economic and social value of group action, efficient service, purchasing power, self-help organization, cooperativism basic membership principles, democratic management and control, fair distribution of economic returns, accounting systems, organizational structures, etc. Community leaders and SEGESVOL volunteers will be identified and trained to conduct these small-group training activities in the community.

Cooperative officers, employees and volunteer workers will receive in-depth training as required.

Additional education and training will be designed for the Cooperative membership when warranted.

Human Development/Community Action Training

This training component will run concurrently with the Skills Training and Business Administration courses, since OEF experience has demonstrated that combining concrete, immediate economic-related training with human development training produces individual growth and increased participation in the training activities. Innovative approaches to these subjects will be reinforced throughout the training, which will be conducted by Project Staff, SEGESVOL trainers and Tarqui trainers. Emphasis will be placed on developing areas such as self-confidence, leadership, group process skills, communicating skills, male-female roles and attitudes, decision making, and utilization of community and personal resources.

6. Training in Child Care, Health, Nutrition and Family Planning

In conjunction with the child care program to be developed in the Tarqui Community, training will be provided for parents in the following areas: child care, health, family planning, and nutrition.

V. Project Staffing and Implementation Plan

A. Staffing and Administrative Support for the Project

The Overseas Education Fund will implement this project in cooperation with the Tarqui community and SEGESVOL. The project organizational structure (see chart p. 13) indicates how activities for this project will be supervised and coordinated. The staff being funded under this grant and their responsibilities are as follows:

1. Project Field Staff

Project Director

Under the supervision of the Director of Field Programs, the Project Director will have responsibility for (i) overall administration and management of the project within Ecuador, (ii) coordinate and provide training of project staff, SEGESVOL Volunteers, and cooperative members (iii) accountability of OEF resources provided for the project, and (iv) coordination and liaison with OEF/Washington, representatives of the present housing cooperatives, AID/Ecuador, and the future community cooperative on all project activities in Ecuador.

Qualifications of the Project Director would include high-level skills in project management, business administration, training, and cooperativism in order to effectively undertake the following responsibilities:

- a. Advise and assist project staff to eventually carry out all project activities on their own

- b. Assist Coordinator of Volunteers to train SEGESVOL volunteers and community members in motivation techniques, group dynamics, human relations, survey skills, and communications, management, volunteerism, etc.
- c. Secure consultants in cooperativism, marketing, skills training, etc., as needed by the project and within budget limitations
- d. Assist Organizing Committee in establishment and development of the Tarqui Community Cooperative
- e. Advise and collaborate with Cooperative Board of Directors and Cooperative Committees in administration of cooperative, recruitment of members, etc.
- f. Advise Market Manager in accounting, purchase and distribution of products, and developing work plans consistent with the purpose and time table of the project
- g. Coordinate (and train if necessary) trainers and training in business and vocational skills, human development, community action, child care, etc.
- h. Maintain the quality of all training activities
- i. Submit progress and finance reports as required by the Director of Field Programs.
- j. Keep a visual record of project progress for slide/tape presentation.

Manager of Tarqui Market

Responsible to the Community Cooperative's Board of Directors, the Market Manager will handle the overall operation of the market. He/she will possess strong skills in business administration, retail marketing, cooperative management, personnel and fiscal management, and vocational training. He/she will work closely with the Project Director.

Specific tasks include:

- a. Employment and supervision of personnel of Market; provide management training as needed
- b. Coordination of all purchasing, pricing, and marketing of the products of the market
- c. Establish and control a system of accounting and submit monthly reports to the Board of Directors
- d. Oversee the quality control of the products

Assistant Manager

Responsible to the Manager of the Market. Works in all aspects of the day-to-day operation of the market, carries out detailed assignments such as purchasing of products, stocking and/or coordinating products in the marketplace, accounting, etc.

Child Care Committee

A Child Care Committee of volunteers established by the Tarqui Cooperative Board of Directors will be responsible for the management and operation of the Tarqui Child Care Center including:

- a. Recruitment and supervision of teachers, teacher aides, and maintenance staff
- b. Coordinating the training of parents in child care, health, nutrition, and family planning;
- c. Budgeting
- d. Purchase and maintenance of supplies and equipment.

Teachers and Teacher Aides (Funded by Ministry of Social Welfare)

Responsible to Child Care Committee and provide cognitive affective and psychomotor skills to children in center.

Cook/Helper (Funded by Ministry of Social Welfare)

Bilingual Secretary

Responsible to the Project Director. Carries out secretarial duties for the Director and the Market Manager. Translates from English to Spanish and vice-versa as required. Maintains the files of the Project.

2. SEGESVOL

Volunteer Coordinator

Volunteer Coordinator works under the supervision of the Project Director. This person will recruit, train, and supervise the 25 SEGESVOL volunteers of the project and assist in the training and coordination of the 25 Tarqui volunteers.

The Volunteer Coordinator will supervise the survey of the Tarqui Community to determine needs for child care and for skills training. She/he will also supervise the survey of product market possibilities - to be carried out by trained SEGESVOL volunteers. As the liaison between SEGESVOL and Tarqui, this coordinator is expected to identify resources and linkages with the larger community that will be useful to Tarqui.

The Volunteer Coordinator will also be an invaluable resource to SEGESVOL in helping its affiliated organizations carry out developmental projects in the community.

3. OEF Headquarters Support

During the course of the project, OEF Headquarters will provide the following services to the Project:

- recruitment, orientation, and training of Director
- materials collection and development, research
- translating materials
- planning and evaluation assistance
- supervising via field trips and feedback on progress reports
- miscellaneous services such as arranging travel, lodging insurance, audits, etc.

B. Implementation Plan

FY 1979

Major Activities	April	May	June	July	Aug.	Sept.
1. Recruitment, selection, orientation of Project Director, Manager of Market, Coordinator of Volunteers, and Secretary	_____					
2. Formation of Organizing Committee to establish Tarqui Community Cooperative		_____				
3. Formation of committees on Membership finance, membership, Child Care Center		_____				
4. Planning, conducting and analysis of the feasibility study to determine needs and resources for the market		_____				
5. Identification and training of community and SEGESVOL Volunteers to conduct community survey; planning and conducting of survey of job skill interests and child care needs in the Tarqui community				_____		
6. Formal organizing of community cooperative including election of officers and selection of committees					_____	
7. Develop plan for training of Cooperative Board, committees and members in aspects of cooperativism and market operation						_____

FY 1981

FY 1982

O N D J F M A M J J A S
 c o e a e a p a n i u p
 t. v. c. n. b. r. r. y e y g. t.

O N D J F M
 c o e a e a
 t. v. c. n. b. r

1. Training for Tarqui Cooperative members in skills and human development (20-30 new trainees per month)
2. Operation of the cooperative market, and child care center
3. Project evaluations

FY 1980

Oct. Nov. Dec. Jan. Feb. Mar. Apr. May June July Aug. Sept.

1. Construction of market and child care center _____

2. Selection of assistant manager and other staff and volunteers _____

3. Training of Cooperative Committees and Board as well as Market staff in business and administration skills _____

4. Market and child care center become operational _____

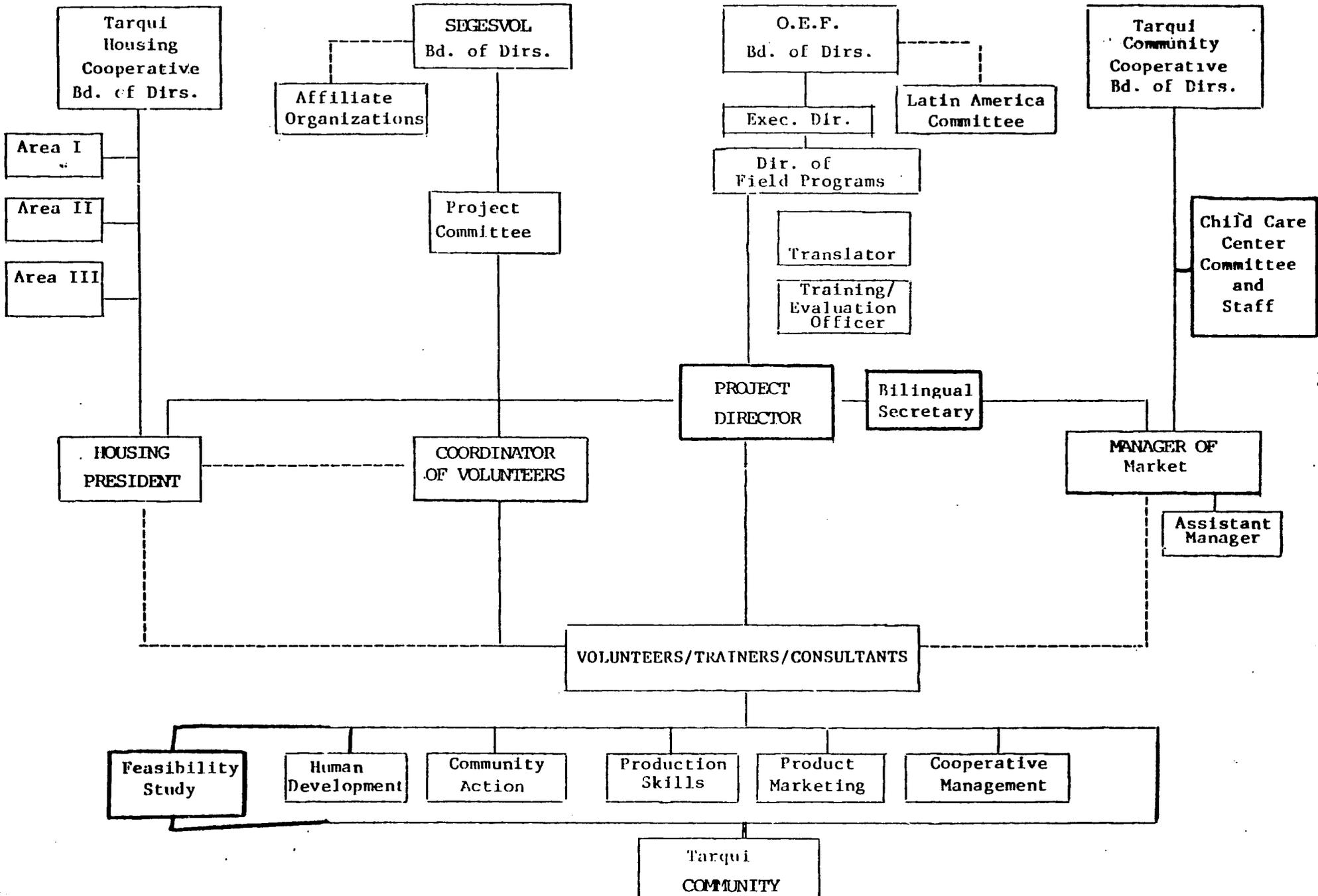
5. Identify, conduct training for skill trainers _____

6. Identify, conduct training of SEGESVOL and community trainers in human development and community action areas _____

7. Conduct skill training as well as human development training for Tarqui cooperative members (20 to 30 new trainees per month) _____

8. Project evaluation _____

PROJECT ORGANIZATIONAL CHART



VI. Coordination, Institutionalization, and Replication

The counterpart organizations with which OEF will work during the first six months of the project are the three Tarqui Housing Cooperatives headed by a single president. The Tarqui Community Cooperative will become operational during month 6 and thereafter will serve as the counterpart organization in the project.

In addition to the Tarqui community, this project will involve government and voluntary organizations as partners in a total development effort for the people of Tarqui. It will integrate the efforts of participating organizations to respond to the problems and needs of the community and to improve their social and economic conditions.

The program begun under this grant should be completely self-supporting by the conclusion of the grant period, with subsequent recurring costs met by the profits of the marketplace and the Tarqui Cooperative. Skills training expertise will be institutionalized within the residents of Tarqui and members of SEGESVOI.

Throughout the progress of this project, OEF will assess its replicability and will encourage cooperating government and private organizations to use its pertinent aspects throughout Ecuador. OEF intends to photograph and document each phase of the project and to produce a full slide/tape presentation for educational and training purposes in the US, Latin America, and other locations that would benefit from such training.

VII. Evaluation Plan

Prior to the commencement of the project, the OEF Training and Evaluation Officer will develop a comprehensive evaluation system to measure and analyze project progress and to determine the need for modification of project design and resource allocation. The evaluation system will contain the following components:

1. Monthly Progress Report

A monthly reporting form, developed for the objectives, outputs and inputs of this project, will be submitted by the Project Director to the OEF Director of Field Programs and Training and Evaluation Officer. These reports will provide narrative and quantitative data that show the application of resources and efforts to the project (input level indicators). (See logical Framework Matrix for these selected measurable indicators.)

2. Interim Evaluations

Two in-depth evaluations are planned during the course of the project - Months 12 and 24. These will be conducted on site in cooperation with the project staff and AID/Ecuador. The purpose of these eva-

evaluations will be to measure closely the accomplishments to date, to establish the nature and impact of the project inputs, to determine progress toward end-of-project-indicators, and possible modifications of project design.

End of Project Evaluation

An evaluation is planned for month 36 at the conclusion of OEF participation in the project. In close cooperation with AID/Ecuador, an intensive evaluation will be conducted to (i) determine degree of success of the project relative to achieving project purposes, as well as the causes for the successes and failures, (ii) identify the elements of the project that are most suitable for replication and (iii) ascertain the degree of institutionalization of the cooperative and marketplace.

VIII. OEF and SEGESVOL Experience and Capability

1. OEF

The Overseas Education Fund of the League of Women voters is recognized as a pioneer in working with voluntary organizations in Latin America. Since 1947 OEF has assisted hundreds of organizations to strengthen themselves institutionally and to direct their energies toward community development and self-help programs.

The capability of OEF to carry out the proposed project in conjunction with SEGESVOL and the Tarqui Community is demonstrated by OEF's experience, cultural sensitivity, and effective technical assistance in the areas of training, income generation, community development/housing, and human resource development.

OEF has not only provided training to thousands of Latin Americans in the wide variety of areas required by this project (motivation, group dynamics, human relations, program planning, management, etc.) but, more importantly, has trained hundreds of people to be trainers themselves and thereby multiplied the effect of OEF training.

In Bolivia, Colombia, Ecuador, and Costa Rica, OEF has trained coordinating agencies, whose affiliates carry out a variety of projects that enable the poor to improve their standard of living. In El Salvador, OEF has trained community workers in low-cost housing communities to organize inhabitants to resolve such issues as providing health services, street-paving, and child care facilities. In 1977 OEF began a 30 month project in Costa Rica to prepare low-income women for the changes demanded by entering new employment, training, and/or housing situations. The OEF training enables the women to jointly use the resources of the community to resolve individual and community problems. A survey of child care needs of low income women was conducted by OEF in 1978 in the Dominican Republic, Peru and Brazil.

2. SEGESVOL

SEGESVOL was founded in 1969 to coordinate the activities of voluntary organizations in Quito.

Presently, twenty-three voluntary agencies representing over 600 members are affiliated with SEGESVOL. In this project, SEGESVOL will apply its training and community survey capabilities. SEGESVOL has trained over 900 Ecuadorian in the last ten years in motivation, volunteerism, human relations, recruitment, fund-raising, management, and organization development. Members of SEGESVOL have been trained in community survey techniques and conducted a comprehensive investigation of La Tola Alta Community in 1975.

In addition, members of the affiliates of SEGESVOL have experience in providing health, literacy training, day care, nutrition, and recreation services -- all needed by the Tarqui Community. SEGESVOL members also can provide linkages for Tarqui with private and government agencies capable of providing further services.

IX.

LOGICAL FRAMEWORK

<u>Summary</u>	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Goal: To improve the economic and social conditions of the residents of the Tarqui Community</p>	<p>Increase in income and decrease in unemployment</p>	<p>Project impact evaluation</p>	<p>Government of Ecuador continues to give priority to</p>
	<p>Increased purchasing power through reduced cost of obtaining basic food, clothing, and household goods.</p>	<p>Data and Statistics from the Ministries of Labor and Social Development, Health, Education</p>	<p>improving the socio-economic conditions of the urban poor of Quito.</p>
	<p>Increase in quality and quantity of available social service programs</p>		
	<p>Increased opportunities for women.</p>	<p>Ecuadorian census data</p>	<p>Political, economic and social stability prevails within</p>
	<p>Improved health services.</p>	<p>National Housing Bank Data</p>	<p>Ecuador during period of</p>
	<p>Improved nutrition.</p>		<p>OEF activity and the Ecuadorian government remains in</p>
	<p>Decrease in births and child mortality rate.</p>		<p>basic agreement with the OEF approach and method of operation</p>

<u>Purposes</u>	<u>End of Project Status</u>	<u>Means of Verification</u>	<u>Important Assumptions</u>
1. Increase earned income and decrease costs for obtaining food, clothing, and other basic human needs of the families of Tarqui	A well-managed cooperative and marketplace will be operational	OEF evaluation & monitoring Reports	Continued interest and cooperation of government private and voluntary organizations
2. Increase the capability of the people to work effectively together in developing the community of Tarqui	Food, clothing and other essential household items will be available to the people of Tarqui and surrounding barrios without the cost of transportation	Records of National Housing Bank	Raw materials are available to cooperative
3. Institutionalize the capability of SEGESVOL to provide technical assistance to poor communities in Quito	The people of Tarqui will increase their average real income per family by 15%	Cooperative financial records	Internal and external markets exist for products of the marketplace
4. Increase Tarqui community's access to social services	500 people of Tarqui will have received income-generating/vocational skills in areas identified as needed by the community survey	on-site visits	Community recognizes the importance of working together
4. Increase Tarqui community's access to social services	500 people will have received human development and community action skills and have increased their capability to work effectively together to build the community		SEGESVOL committed to working directly with the poor
5. Provide adequate day care for preschool children of working parents	Men and women of Tarqui will have developed greater self-confidence and higher aspirations as demonstrated by indicators such as participation in socioeconomic programs, community projects, and problem-solving group activities		Tarqui community purchases from marketplace
	Tarqui will have increased contact with public and private institutions outside the community, leading to improvement in health, nutrition, education and recreational services for the residents		Ecuadorian government and private support for construction, equipping, staffing, and food for Day Care Center is forthcoming

<u>Purposes</u>	<u>End of Project Status</u>	<u>Means of Verification</u>	tant <u>Assumptions</u>
	<p>SEGESVOL will have a capability to provide technical services directly to the poor of Quito via training, linking the poor to appropriate resources, etc.</p>		
	<p>The community of Tarqui will have a minimum of 25 trainers in a variety of trade skill areas, and/or human development and community action</p>		
	<p>Project staff and community members will have received training in business and administrative areas to effectively operate cooperative, marketplace and individual or group enterprises</p>		
	<p>The Tarqui community will have an operational child care center</p>		

<u>Project Outputs</u>	<u>Output indicators</u>	<u>Means of Verification</u>	<u>Assumptions</u>
500 residents of Tarqui have marketable skills and community action skills	60 trained in Year 1 240 trained in Year 2 200 trained in Year 3	OEF evaluation and monitoring reports	Community recognizes need to develop income-generating skills and importance of working effectively together
25 SEGESVOL and 25 community volunteers trained and working on the project		Cooperative records SEGESVOL records	
A market staff of 1 Manager 1 Secretary 1 Assistant Manager Paid staff/volunteers as needed to run market	Selection and training during term of project		Qualified personnel exists in Ecuador
Market structure	Built on commonground during term of project	On-site visits	SEGESVOL volunteers are interested in committed to Tarqui
Training materials for topics of the project	Manuals and other materials in skills training and human development		
Child Care Facility Child Care Committee Teachers and Teacher Aides Maintenance Staff	Center staffed and operating	On-site visits	

<u>Project Inputs Supported by OPG</u>	<u>Quantity</u>	<u>Means of Verification</u>	<u>Assumptions</u>
. Project Staff	(1) Project Director (1) Manager of Market (1) Assistant Manager (1) Bilingual secretary	OEF records	OEF and community are able to identify and recruit qualified staff
. OEF support	Child Care Teachers & Teacher Aides and Maintenance Staff Orientation, training, research, evaluation, supervisory services	Project monitoring reports	Local support for Day Care Center is forthcoming OPG approved for the amount and time period of project
. SEGESVOL	(1) Coordinator of Volunteers	On site inspection	
. Materials Equipment and supplies	See budget		
. Consultants, volunteers	See budget		OEF and SEGESVOL are committed to project
<u>In-kind contributions</u>			
1. Tarqui Community	See budget (in-kind contributions)	OEF monitoring reports	
2. SEGESVOL	25 volunteers, Office space (see budget)	SEGESVOL records	
3. OEF volunteers	L.A. Committee	OEF records	
4. Government of Ecuador including National Housing Board, Patronato Nacional del Niño, Ministry of Nutrition Ministry of Social Welfare	Services, consultants, construction, equipping, and staffing of child care center	Government records	
5. Caritas	Food for Child Care Center		

TARQUI BUDGET JANUARY 1979		AID FUNDING				IN COUNTRY FUNDS				TOTALS				
		Year 1	Year 2		Year 3	Total	Year 1	Year 2	Year 3	Total	Year I	Year II	Year III	Total
Salaries		Mos.												
Project Director		22507	25883		29765	78155					22507	25883	29765	78155
Cooperative Manager		(9) 6000	(12) 8800	(6) 4840	19650			(6) 4840	4840	6000	8800	9680	24480	
Assistant Manager		(3) 1000	(12) 4400	(6) 2420	7820			(6) 2420	2420	1000	4400	4840	10240	
Secretary		(11) 3080	(12) 3696	(6) 2033	8809			(6) 2033	2033	3080	3696	4066	10842	
Coordinator of Volunteers		(11) 3080	(12) 3696	(12) 4066	10842					3080	3696	4066	10842	
OEF support in:														
Recruitment, orienta-														
tion, training,														
progress planning &														
evaluation, research/														
data collection,														
arrange insurance &														
audit, monitor monthly														
reports, field visits														
for supervision of														
Project Director,														
translating		10011	7670	8075	25756					10011	7670	8075	25756	
Total		45678	54145	51199	151022			9293	9293	45678	54145	60492	160315	
II Fringe		6569	10727	11095				3578	3578					
Wash		1596	1191	1395										
Total		8165	11918	12490						8165	11918	12490	32573	
III Volunteer Time (See Attached)						47226	16310	17538	81074*	47226	16310	17538	81074	
IV Consultants		(days)												
Cooperativism @180		(20) 3600	(10) 1800		5400	3600	1800	1800	7200	7200	3600	1800	12600	
Human Development @180		(20) 3600	(10) 1800	(10) 1800	7200	5400	2700	1800	9900	9000	4500	3600	17100	
Feasibility Study @125		(40) 5000			5000	(160)6400			6400	11400			11400	
Marketing @180		(5) 900	(10) 1800	(5) 900	3600		1800		1800	900	3600	900	5400	
Skills Training @ \$5/hour		760	3040	2535	6335		300	300	600	760	3340	2835	6935	
Total		13860	8440	5235	27535	15400	6600	3900	25900	29260	15040	9135	53435	

* Additional time of volunteers Child Care Committee: 6 vols x 127 wks x 8 hours at \$2.40 = \$15,240

TARQUI BUDGET JANUARY 1979	AID FUNDING				IN COUNTRY FUNDS				TOTALS				
	Year 1	Year 2	Year 3	Total	Year 1	Year 2	Year 3	Total	Year I	Year II	Year III	Total	
V	Travel & Per Diem												
	Project Director:												
	700	770	847										
	15 d. PD Wash @ 50	750	825	900									
	30 d PD Quito @ 53	1590											
	Quarters allowance	4500	4900	5300									
	Local transportation	500											
	OEF Supervision:												
	3 RT Wash-Quito	2100	2310	2541									
	30 days PD Quito	1590	1710	1830									
	Local transportation	300	330	380									
	Consultants:												
	Total 5 RT Wash-Quito	1400	1540	847									
	6 RT Bogota-Quito	354	389	428									
	109 days PD total Quito	2915	2088	1152									
	Local transportation	200	300	100	500	800	600	1900					
	Total	16899	15162	14325	46386	500	800	600	1900	17399	15962	14925	48286
VI	Equipment, material, supplies												
	office equipment, supplies,	10000	2000	5000	17000	1300			1300	11300	2000	5000	18300
	camera, etc.	8000			8000					8000			8000
	Vehicle	3000	3000	3000	9000					3000	3000	3000	9000
	Parts, maintenance, gas												
	Equipment & seed money	30000			30000					30000			30000
	for market												
	Material & seed money	5000	20000	5000	30000	750	2000	2000	4750	5750	22000	7000	34750
	skills training												
	Total	56000	25000	13000	94000	2050	2000	2000	6050	58050	27000	15000	100050

TARQUI BUDGET JANUARY 1979	AID FUNDING				IN COUNTRY FUNDS				TOTALS			
	Year 1	Year 2	Year 3	Total	Year 1	Year 2	Year 3	Total	Year I	Year II	Year III	Total
VII Space												
Land for market 1600 sq. meters @ \$240					38400			38400	38400			38400
Use of community center					9000	11000	13000	32000	9000	11000	13000	33000
Office space					7200	7800	8200	22200	7200	7800	8200	23200
Total					54600	18800	21200	94600	54600	18800	21200	94600
VIII Market: Construction	31533			31					31533			31533
Architect and plans					10000			10000	10000			10000
Volunteer labor					6667			6667	6667			6667
Total	31533			31533	16667			16667	48200			48200
IX Printing & Duplicating	2000	3000	6000	11000	300	450	490	1240	2300	3450	6490	12240
X Tel. Tel. Postage	3000	3500	4000	10500	540	550	550	1640	3540	4050	4550	12140
XI Evaluation	3000	3300	3630	9930					3000	3300	3630	9930
XII Other Direct Costs												
Audit, Ins., LA Comm. Emp.	2800	1800	2000	6600					2800	1800	2000	6600
Agency fee, etc.												
XIII Contingency-10% above costs	18293	12626	11188	42107					18293	12626	11188	42107
XIV Overhead												
10% I, II, IV, V	8460	8967	8325	25752					8460	8967	8325	25752
Grand Totals	209688	147858	131392	488938	137283	45510	55571	238364*	346971	193368	186963	727302

* Does not include funds to be donated for construction, equipment and staffing of child care center.

TARQUI BUDGET VOLUNTEER TIME

Attachment of Budget Worksheets, OEF

<u>Function</u>	<u>Year I</u>	<u>Year II</u>	<u>Year III</u>	<u>Total</u>
Training at \$5 an hour:				
5 trainers of trainers x 72 hrs.	1,800	1,800	1,800	5,400
5 trainers of interviewers x 48 hrs.	1,200			1,200
Tarqui survey 50 x 60 hrs. at \$5	15,000			15,000
Job Market survey 30 x 60 hrs.	9,000			9,000
Placement service 10 x 10 hrs.	500			500
30 x 25 hrs.		3,750		3,750
20 x 10 hrs.			1,000	1,000
Human/Community Development				
4 x 12 hrs.	240			240
16 x 12 hrs.		360		960
13 x 12 hrs.			780	780
Driver for Project Vehicle	3,466	4,400	4,838	12,704
Work on Cooperative Committees at \$2.50 an hour				
Organizing Comm. 8 x 30 wk x 4 hr.	2,400			2,400
Plan Construction 6 x 30 wk x 4 hr.	1,800			1,800
Plan Expansion 6 x 12 wk x 4 hr.			720	720
Management Comm 8 x 6 mos x 6 hr.	720			720
8 x 12 " x 6 hr.		1,440		1,440
8 x 12 " x 6 hr.			1,440	1,440
Education Comm 6 x 6 " x 6 hr.	540			540
6 x 12 " x 6 hr.		1,080		1,080
6 x 12 " x 6 hr.			1,080	1,080
Finance Comm 8 x 6 " x 8 hr.	960			960
8 x 12 " x 12 hr.		2,880		2,880
8 x 12 " x 12 hr.			2,880	2,880
Market Construction				
40 vol x 96 hrs.	9,600			9,600
Expansion				
30 vol x 40 hrs.			3,000	3,000
				<hr/>
				81,074