

**AIRGRAM**

**DEPARTMENT OF STATE**

**KDU - ACPO**

932-0091-③  
PD-AA6-284

UNCLASSIFIED  
CLASSIFICATION

932-0091

AGENCY FOR INT. SEC.  
CRM-TEL BRANCH

DATE REC'D

1978 APR 25

1978 MAY - 1

For each address check one ACTION | INFO  
 |

TO- AID/W TOAID A # 16

DATE SENT

3-11-78

DISTRIBUTION  
ACTION

Mail  
INFO  
Room

FROM - BOGOTA

SUBJECT - PES for Project Pha- G- 1157

Duplicate

REFERENCE - Letter José Rodríguez/Fitzgerald, dated 5 April 1978

I am herewith transmitting an ACPO and Mission approved PES for subject project.  
Please forward to AID/W project manager Maurice Kchan PHA/PVC/OFNS.

**ASENCIO**

*[Signature]*

encl: A/S sent Mail Room - 4/28/78

PAGE 1 OF 1 PAGES 1

DRAFTED BY EHRD/Dan Cox <i>[Signature]</i>	OFFICE EHRD	PHONE NO 291	DATE April 6/78	APPROVED BY AD/Jerry Martin <i>[Signature]</i>
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AID AND OTHER CLEARANCES

PO/G. McCloskey *[Signature]*

Unclassified

CLASSIFICATION

35-W  
w/attach  
attach to  
be run  
w/airgram



**PROJECT EVALUATION SUMMARY**

(Submit to MO/PAV after each project evaluation)

1. Mission or AID/W Office Name			2. Project Number <i>932-0091</i> <i>pha-G-1157</i>	
3. Project Title <i>Cinema Cultural Popular</i>				
4. Key project dates (fiscal years) I-19-77 I-19-1980			5. Total U.S. funding life of project	
a. Project Agreement Signed Nov. 19/76	b. Final Obligation I-1980	c. Final input delivered	Total budget \$ 975,120	
6. Evaluation number as listed in Eval. Schedule	7. Period covered by this evaluation FROM: I-19-77 TO: I-19-78 Month/year Month/year		8. Date of this Evaluation Review 11 - 28 -78 Month/day/year	
9. Action Decisions Reached at Evaluation Review, including items needing further study (Note--This list does <u>not</u> constitute an action request to AID/W. Use telegrams, airgram, SPARS, etc., for action)			10. Officer or Unit responsible for follow-up	11. Date action to be completed

12. Signatures:	
Project Officer Signature: <i>[Handwritten Signature]</i> Typed name: JOSE A. RODRIGUEZ Date: Bogotá, April 5 de 1978	Mission or AID/W Office Director Signature: Typed name: Date:

PROJECT EVALUATION SUMMARY - PART I

13. SUMMARY - Summarize in about 200 words the current project situation, mentioning progress in relation to design, prospects of achieving purpose, major problems encountered, etc.

— This grant, which is designed to develop the capability of local institutions in other least development countries (LDC) to assist Latin America's poorer populations, is being implemented according to the plan outlined in the Project Paper and Contractual Agreements reviewed. The evaluation Committee, as described in Section 14, finds the project to be on schedule and being carried out with care utilizing normal and acceptable management practices.

Acción Cultural Popular has created an International Division with a professionally qualified staff as envisioned in the project. The staff has developed a detailed work plan for the life of the project, provided 100 hours of in-service training to its four members, trained 20 other ACPO personnel for 120 hours, submitted 4 progress reports, developed 10 research and discussion papers, travelled and made initial contacts with 30 agencies in Latin American countries, and has completed 30% of ACPO assessment and information retrieval system. These achievements are commensurate with project design.

The prospects of achieving this purpose appear to be very good. It is too early in the project's development to make a final judgement; however, the institution is well on its way to creating an organizational capacity within itself to plan, design, and evaluate other Latin American Non Formal Education Programs (NFE-P), and to develop modern technology for training in other Latin American Organizations.

During the first year, the major problem encountered was finding and hiring professionally qualified personnel to carry out the project. This problem has been surmounted.

AID and ACPO inputs have been timely and sufficient. The funds which were to be provided by the Misereor (German aid) for the construction of additional building facilities, are being renegotiated and should be forthcoming in April. ACPO is also in the process of providing space needs and a utilization study for the D.P.G.

14. **EVALUATION METHODOLOGY** - Describe the methods used for this evaluation, i.e., was it a regular or special evaluation? Was it in accordance with the Evaluation Plan in the PP with respect to timing, study design, scope, methodology and issues? What kinds of data were used and how were they collected and analyzed?

**Identify agencies and key individuals participating and contributing.**

-- This is a regular evaluation and it is in accord with the Project Paper in terms of timing, study design, scope, methodology and issues.

Regular reports, special reports, verbal assessments given by ACPO staff, and observations made by AID officials in Bogota and Washington were utilized.

After careful study and analysis of these data by ACPO-AID, Washington Project Manager and Mission staff, a joint meeting was conducted to draft the evaluation. Participants in the meeting were; from ACPO, Monsig. Salcedo, ACPO General Director; Hernando Bernal, Planning and Evaluation Division Director; Josè Rodriguez and Aurora Giraldo, Director and Assistant Director of the D.P.G. Project. From AID, Hunter Fitzgerald, USAID Bogota, and Maurice Kohan from AID/Washington.

15. Documents to be revised to reflect decisions noted page 1 (other side):  Project Paper (PP)  Logical Framework  CPI Network  Financial Plan  PIO/T  PIO/C  PIO/P  Project Agreement/ Other

This evaluation brought out ideas for a new project -- a Project Identification Document (PID) will follow.

-- No revisions recommended at this time.

16. Evaluation findings about external factors. Identify and discuss major changes in project setting which have an impact on the project. Examine continuing validity of assumptions.

-- In relation to external factors, the following was found:

- 1) There has been an improvement in the financial situation of ACPD as a result of completed negotiations with HID on a US\$ 3,000,000 grant.
- 2) German assistance for ACPD's study center in Sutatenza (CES) has not yet been secured but its approval is expected in April. The project calls for considerable equipment procurement. This will be completed after the training component of the project is designed and construction is under way which is to be funded by the German group mentioned above.
- 3) The rest of the assumptions are still valid.

17. Evaluation findings about GOAL/SUBGOAL - For the reader's convenience, quote the approved sector or other goal (and subgoal, where relevant) to which the project contributes. Then describe status by citing evidence available to date from specified indicators and by mentioning progress of other projects (whether or not U.S.) which contribute to same goal. Discuss causes--can progress toward goal be attributed to project, why shortfalls?

— Significant progress has been made toward the goal according to the original project plan:

- International Division staff was hired and trained.
- The project staff produced a design for publications, evaluation, technical assistance criteria and others.
- The International Division staff is providing training and technical assistance to other ACPO Divisions staff members and has developed a detailed strategy to assist NFE Agencies outside of Colombia.
- Specified indicators will be described under the next section.

18. Evaluation findings about PURPOSE - Quote the approved project purpose. Cite progress toward each End-of-Project Status (EOPS) condition. When can achievement be expected? Discuss causes of progress or shortfalls.

-- "PROJECT PURPOSE: To create an organizational capacity within ACPO enabling it to lend technical assistance to other non-formal education projects in Latin America; and to make the education facilities of the Sutatenza Center suitable for modern teaching systems (Source: ACPO DPG PROP, abbreviated)".

- ACPO's International Division staff consistn of the following:

A Director who plans, coordinates and supervises all activities;

A Subdirector who also works as the evaluation expert to develop evaluation models;

Two training experts who develop training models and materials;

An evaluation assistant who collects information and conducts formative evaluation processes, under the direction of the evaluation expert;

One librarian and two secretaries.

- In meeting the purpose of the project, the International Division has produced seven documents, developed systems and operating manuals and carried out training activities for 60 ACPO staffers.
- Services to staffers from other countries N.F. Organizations have been provided as follows:

<u>Country</u>	<u>Number of Visitors Received</u>
Nicaragua	6
Venezuela	6
Panamá	2
Bolivia	1
Honduras	2
Haití	1
El Salvador	2

<u>Country</u>	<u>Number of Visitors Received</u>
Argentina	2
Egypt	4

Services are programmed for the following countries:

Brasil	FEPLAN
Argentina	ICUPO
Bolivia	ERBOL
Venezuela	Two organizations
Haiti	One project
Panamá	One program
Nicaragua	Two programs
Honduras	One program

Information about the objectives, media and methodologies used, personnel training and technical assistance needs, and information interests of N.F.E. programs in 20 countries is being collected.

The following shortfalls were found:

- 1) Partial delay in the start of the project as scheduled, particularly in recruiting and training of the key staff;
- 2) Delay in obtaining complete information about other Latin American N.F.E. Project needs.

Overall progress toward the goal has been reasonable for the first year of implementation of the D.P.G.

19. Evaluation findings about **OUTPUTS** and **INPUTS** - Note any particular success or difficulties. Comment on significant management experiences of host contractor, and donor organizations. Describe any necessary changes in schedule or in type and quantity of resources or outputs needed to achieve purpose.

-- INPUTS:

- From ACPO: ACPO has provided financial and material support. As far as ACPO's own personal resources, the requirements of the D.P.G. are creating the necessity of a careful review of the ACPO organization.
- From AID: AID's contribution has been adequate and it should also be noted that it has enhanced ACPO's ability in project management.
- From Misereor: As stated above, the German funds have been delayed; financing will be renegotiated next April. A careful study is being done by ACPO in relation to space utilization and training needs, to determine the actual equipment and space required.

OUTPUTS:

- The International Division is composed of a Director, evaluation technicians and training and clerical staff.
- An internal program has been designed and adopted. Training seminars have been conducted, manuals and conceptual documents have been produced; foreign organization staffers have been informed or trained. Information and documentation

on N.F.E. Projects are being collected; C.E.S. curriculum design is being developed.

ACPO's internal activities have been emphasized in order to improve its capacity to transfer technology to other N.F.E. projects.

The design and production of the theoretical materials' original project is 10% completed and will be 80% completed by December 1978.

20. Evaluation findings about UNPLANNED EFFECTS - Has project had any unexpected results or impact, such as changes in social structure, environment, technical or economic situation? Are these effects advantageous or not? Do they require any change in plans?

-- Although it is too early to assess any project impact, it should be noted that changes within the internal structure of ACPO will be needed.

21. CHANGES IN DESIGN OR EXECUTION - Explain the rationale for any proposed modification in project design or execution which now appear advisable as a result of the preceding findings (items 16 to 20 above) and which were reflected in one or more of the action decisions listed on page 1 or noted in Item 15 on page 2.

-- Other than normal minor project adjustments, no significant modifications are planned as a result of this evaluation.

22. **LESSONS LEARNED** - What advice can you give a colleague about development strategy e.g., how to tackle a similar development problem or to manage a similar project in another country? What can be suggested for follow-on in this country? Similarly, do you have any suggestions about evaluation methodology?

-- Institutions should start early the recruitment of key personnel. Expected contributions of other departments of the Institution to the goal of the Grant should be planned since the outset.

23. **SPECIAL COMMENTS or REMARKS** (For AID/W projects, assess likelihood that results or project will be utilized in LDC's).

-- Preliminary results indicate that the output of this project will be utilized in other less developed countries.

## PROJECT EVALUATION SUMMARY

### PART II

#### Supplementary Questions

1. Describe the central purpose and type of activities undertaken by the PVO before its relationship through a grant with AID.

-- ACPO's central purpose was the integral non-formal education of rural populations, especially that of the adult farmer through radio schools.

Through a complex organization of leaders, ACPO provided instruction using combined forms of media, such as radio, press, booklets, records and interpersonal action.

ACPO also published books in areas of health, agriculture, community development, population, literacy and basic mathematics.

2. Describe any changes in program priorities and approach after the grant has been in effect for one, two or three years.

-- The first year of the DPG development has introduced a deep interest in ACPO staffers in reorganizing and

Systematizing its internal processes in order to develop the capacity to transfer its methodologies to other similar programs in Latin America.

The emphasis during the middle of the first year of the DPG implementation was put on producing a system's description and analysis of ACPO's internal specialized departments, rather than increasing external relations with foreign programs.

3. How has the grant affected the PV0's internal organizational structure, particularly the relationship of program staff to executive and policy-making leadership and the balance of responsibilities in the organization?

-- The DPG staff has enjoyed complete support from ACPO's General Direction.

The International Division is playing an important role in the leadership of ACPO's other Departments, and the implementation of the DPG is creating structural and methodological changes throughout the ACPO organization.

4. Has the grant significantly influenced the PV0's communications and relationships with its constituency or membership, with its

clients or field staff, counterpart organizations in host countries and other associate groups?

-- It is too early to identify this type of impact. However, the relationship with other organizations has been considerably extended and improved.

5. Have the PV0's fund raising efforts been improved during the grant period?

-- ACPO's internal financing has improved and some external negotiations have been successfully accomplished. For instance, a negotiation with the BID to increase the capacity of ACPO has been approved.

6. Have particular problems or needs not previously identified impeded expected progress under the grant; conversely, have any unforeseen developments accelerated progress under the grant?

-- Problems of personnel and financing in other ACPO departments have slowed the program's progress in certain areas, such as the development of manuals and other documents.

7. Discuss how the enhanced capability under the grant has been reflected in improved project planning and implementation:

- What projects presently in operation have been designed by the program and planning staff?

- In what ways do these projects differ from previous overseas activities?
- To what extent have the systems developed under the grant been institutionalized and put into effect?

-- The International Division staffers have been offering assistance to other ACPO departments. A specific example of this assistance is the structural reorganization of the Promotion and Extension Department in accordance with Planning Models learned on the training courses taken by the staff of the International Division.

Another step in the same direction will be the development this year of operations manuals, following the general lines of the Planning Models by using the system's approach and planning the activities of the Departments by objectives. This methodology had not been used by ACPO in a systematic way before.

8. What are your organizational plans for operation after the grant period has terminated?

-- It is expected that the organizational capacity of the Institution will be able to continue offering training to other N.F.E. Programs in Latin America.

It is also expected that instructional materials developed under the grant, will constitute a complete set of training materials that can be used by other organizations. As far as ACPO internal change is concerned, the implementation of the DPG will produce different attitudes and a capacity in the institution's personnel which will make the new methodologies and processes irreversible.

9. Summarize progress to date and recommendations with regard to the institutional impact of the grant.

-- DPG progress up to date can be summarized in the following aspects:

- The International Division has recruited qualified staff to implement the project.
- The Internal and External actions have been initiated both with the ACPO Departments and with foreign organizations.
- The development of instructional materials and publications are in progress.

As far as recommendations are concerned, the International Division staff expects to receive feedback from any group that is interested in providing such.