

CLASSIFICATION  
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-447

1. PROJECT TITLE  ACOMUC OPG: Rural Leadership Training for Women			2. PROJECT NUMBER 527-0204	3. MISSION/AID/W OFFICE USAID/Peru
6. KEY PROJECT IMPLEMENTATION DATES			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)	
A. First PRO-AG or Equivalent FY <u>79</u>	B. Final Obligation Expected FY <u>81</u>	C. Final Input Delivery FY <u>81</u>	5. <input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	
6. ESTIMATED PROJECT FUNDING			7. PERIOD COVERED BY EVALUATION	
A. Total \$ <u>110,000</u>			From (month/yr.) <u>September, 1978</u>	
B. U.S. \$ <u>80,000</u>			To (month/yr.) <u>October, 1980</u>	
			Date of Evaluation Review <u>October 1980</u>	

B. 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., program, SPAR, PIC, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
<ol style="list-style-type: none"> <li>USAID increase review and field observations of the voluntary agency's project implementation activities and accounting procedures.</li> <li>ACOMUC develop and provide USAID with copy of re-programming of available funds (approximately \$26,000).</li> <li>ACOMUC develop and provide USAID with copy of complete list of leaders of women's groups as well as volunteers, promoters, social workers and technical specialists who have participated in project implementation.</li> <li>ACOMUC develop and provide USAID with copy of project sites that are ready for small income producing activities.</li> </ol>	<p>Verónica de Ferrero, Project Manager</p>	

<p>9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS</p> <table> <tr> <td><input type="checkbox"/> Project Paper</td> <td><input type="checkbox"/> Implementation Plan e.g., CPI Network</td> <td><input type="checkbox"/> Other (Specify) _____</td> </tr> <tr> <td><input type="checkbox"/> Financial Plan</td> <td><input type="checkbox"/> PIO/T</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Logical Framework</td> <td><input type="checkbox"/> PIO/C</td> <td><input type="checkbox"/> Other (Specify) _____</td> </tr> <tr> <td><input type="checkbox"/> Project Agreement</td> <td><input type="checkbox"/> PIO/P</td> <td>_____</td> </tr> </table>	<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	_____	<p>10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT</p> <p>A. <input checked="" type="checkbox"/> Continue Project Without Change</p> <p>B. <input type="checkbox"/> Change Project Design and/or <input type="checkbox"/> Change Implementation Plan</p> <p>C. <input type="checkbox"/> Discontinue Project</p>
<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	_____											
<p>11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)</p> <p>María Isabel Rodriguez, AID Project Manager until 7/80 Verónica Diaz de Ferrero, AID Project Manager since 8/80 Danilo Cruz-DePaula, AID Evaluation Officer Kathleen Vitale, Evaluator</p>	<p>12. Mission/AID/W Office Director Approval</p> <p>Signature <i>Howard D. Lusk</i></p> <p>Typed Name <u>Howard D. Lusk</u></p> <p>Date <u>January 23, 1981</u></p>												

## PROJECT EVALUATION SUMMARY

### ACOMUC OPG: RURAL LEADERSHIP TRAINING FOR WOMEN

PROJECT No.: 527-0204

#### 13. SUMMARY

The project, signed September 28, 1978, is designed to promote the integration of the campesina (peasant woman) into the socio-economic structure of the country. This is to be achieved through strengthening the Association for Cooperation with Campesina Women (ACOMUC), and through teaching the campesina skills that will improve her capacity to perform the multiple roles demanded of her.

##### I. Organization

ACOMUC is a non-profit organization of volunteers whose objective is to promote the economic, social, cultural and political integration of the campesina through various types of training programs. It was founded in 1972 by the wife of the then Minister of Agriculture, and most of its early members were wives of Ministry officials. ACOMUC was envisioned to work alongside and in close collaboration with the Ministry of Agriculture.

The Ministry of Agriculture continues to provide office equipment and space to the organization. The linkage of members to Ministry officials, however, has weakened over the years. Many new members are simply women with humanitarian interests in the rural sector, and the current national board of ACOMUC has no close contacts with the new GOP.

ACOMUC's national office is located in Lima. Affiliates are located in most major urban areas of the country.

ACOMUC is responsible for the overall administration of the project, and utilization of grant funds, including the contracting (with AID approval) of a project manager and a project supervisor.

USAID/Peru, as grantor of the OPG funds, is responsible for overseeing the implementation of the project.

The project was designed in two phases to be implemented over an 18 month period. (The implementation period was later extended six months to cover startup delays.)

## II. Project Strategy

### Phase I: Training of ACOMUC volunteers, campesina leaders and related specialists (\$40,000 or 50% of the U.S. contribution)

The first phase provided resources for training 10 percent of ACOMUC's volunteers in leadership development, and administrative and management skills to strengthen the organization's overall performance throughout the country.

It also provided specialized training for campesina leaders, cooperating Ministry of Agriculture employees and selected ACOMUC volunteers from Agrarian Zone VIII (the area of the pilot campesina training program of the second phase of the project. At the beginning of the project, Zone VIII included three departments, Junín Huancavelica and Ayacucho.) The specialized training included teaching methodologies and specific subjects that were later to be taught to the campesina in the field during the second phase of the project.

### Phase II: Pilot Campesina Training in Agrarian Zone VIII (\$40,000 or 50% of the U.S. contribution)

The second phase of the project was designed to develop, test and apply a comprehensive training program for 2,700 campesinas in 27 rural locations. The training was to include such subjects as health, nutrition, family and home care, food preservation, animal husbandry, home vegetable gardens and manual arts.

## III. Findings

Both the former and the present GOP have given low priority to programs specifically geared towards campesina women. ACOMUC continues to be the only organization in the country whose sole purpose is to promote the integration of the campesina into the socio-economic structure of Perú.

While the project is credited with revitalizing ACOMUC affiliates (part of Phase I), it falls far short of providing a comprehensive campesina training program in the pilot area (Phase II). One factor in this regard is that the task of reaching and helping the campesina is much greater than envisioned by the designers of this OPG. In addition, the extreme poverty in which she lives makes her reluctant to change her way of living without a tangible reward in hand. Another important factor has been the implementation problems discussed below.

The project has succeeded in organizing campesina groups in 30 locations, and has presented to the campesina groups information on health, first aid, nutrition and family care that they would not have otherwise received.

In some locations, classes have also been presented on home gardens, animal husbandry and manual arts. The information presented was, however, not nearly enough to achieve the project goals. Originally planned as 26 hour courses, the campesina has actually received courses of up to six hours each spread over several days. The full series of subjects has not been completed in any one location, and in most instances, the most desired courses--those with remunerative possibilities--are yet to be presented.

Participating campesinas are anxious to receive all the information promised. In addition, those interviewed by the evaluator repeatedly requested more birth control information and help in setting up animal husbandry and/or manual arts projects.

An analysis of major problems encountered in the project follows:

- A. Funds have not been requested and disbursed in a timely fashion to achieve project goals.

Approximately 65 percent of the committed USAID grant contribution of \$80,000 has been disbursed during the two years of project implementation. The flow of vouchers from the field has been sluggish, and vouchers have often been presented in disorganized or incorrect forms, further delaying disbursement. The project coordinator hired by ACOMUC does not have necessary accounting skills to administer the project.

- B. Project implementation has lagged severely in the pilot campesina training program.

Plans for the pilot campesina training program (Phase II) included 370 comprehensive courses for 2,270 campesinas. To date, approximately 130 short courses have been given to 1,200 campesinas. Reasons for the shortfall include: unforeseen difficulties of reaching the campesina in such a large pilot area; lack of proper supervision of project activities; lack of logistic support in the field; volunteers trained in Phase I have not participated in the campesina training program as planned; participating ACOMUC volunteers and Ministry promoters prefer not to present much of the course material themselves; and, some sites selected for the campesina training were not appropriate.

- C. The project lacks proper supervision and management.

National ACOMUC officers lack interest in and ability to supervise the project's implementation (though they have interest in the project itself). As a result, the USAID project manager has dealt directly with the two ACOMUC-contracted project staff.

There was little contact between the USAID project manager and field operations. Most of the project manager's information on implementation came from the project staff. In retrospect, it is clear, that this information, particularly in reference to project implementation accomplishments was often over optimistic.

D. Logistic support is not enough to facilitate project implementation.

The resource base that ACOMUC's national officers draw on to support work in the field is severely limited.

The former Agrarian Director of Zone VIII committed his support to the pilot campesina training, but no signed commitment exists with the present GOP.

Although ACOMUC has 13 vehicles distributed throughout the country, the project uses only three of them. These plus voluntary and sporadic vehicular support by the Ministry of Agriculture, are not enough to meet project needs. The three ACOMUC vehicles are centered in Huancayo. (One is a small volkswagen used mainly within the city, as it lacks power to handle the mountain roads covered in the project. The other two vehicles are four-wheeled drive. One is used full time for the project. The other is assigned to the president of ACOMUC-Huancayo, and is loaned part of the time to project activities.) Huancavelica has no vehicle for project activities. Ayacucho gained the use of a promised Ministry of Agriculture vehicle only after a prolonged debate between ACOMUC national officers and local Ministry officials.

Only three of a planned of eight Ministry of Agriculture promoters are working on the project. (Fiscal restraints for the GOP cut the available number down to four, and one of those has no interest in working with the project.) In addition to Ministry salaries, the promoters receive per diem for field work from project funds. (Per diem budgeted by the Ministry for promoters was withdrawn.)

E. Few ACOMUC volunteers have participated in the pilot campesina training program.

Only a few of the ACOMUC volunteers who received specialized training during the first phase of the project are still working in the pilot campesina training program. Reasons for this limited participation include: poor selection of volunteers for training programs; a total lack of field work experience by the volunteers; overriding obligations of home and family; economic necessities forcing volunteers to take remunerative positions; lack of adequate logistic support and planning to send volunteers to the field immediately following their training.

(Note: Prior to this project ACOMUC volunteers made only day trips to rural areas. The project, however, requires that volunteers spend days or even weeks at a time living under primitive conditions to which most are not accustomed.)

- F. The few ACOMUC volunteers and Ministry promoters working on the pilot campesina training program prefer to take along specialists to present course material.

Volunteers and promoters claim they are not competent to present many of the planned courses to the campesina. They prefer instead to rely on scarce volunteer specialists, thus severely limiting the number of courses that can be given over a specific period of time. For example, women's health--one of the most popular courses taught to the campesina--is generally presented by a nurse or doctor. Volunteers and promoters tend to be shy about discussing sexual relations and birth control (subjects of great interest to the campesina included in the women's health course). In addition, they have little or no experience raising cuyes or rabbits, tanning skins, or weaving material on a loom. Appropriate selection of volunteers to be trained as instructors as well as adequate field work and demonstrations, could have partially solved this problem. But it is the evaluator's opinion that was asked too much of well-meaning housewives who wanted to volunteer some of their time to help the campesina. In addition, the ACOMUC project coordinator and supervisor should have been more directly involved in providing technical assistance, i.e. teaching campesina women.

- G. Some sites selected for the campesina training were inappropriate.

The campesina training is more successful at SAIS production units than at cooperatives or campesino communities specifically because SAIS officials often supply needed logistic support. They arrange lodging for volunteers and visiting specialists, coordinate local help with their own professional staff (social workers, school teachers or medical personnel), occasionally provide transportation, and generally allow campesinas adequate free time to attend the training sessions. Agrarian cooperatives, on the other hand, are often in poor financial condition, have internal political problems, and sometimes refuse to allow the campesinas to attend training on a regular basis. The results can be seen in the following chart.

Type of site	Campesina Training Sites		
	Nº	Project continues	Project discontinued
SAIS Production Units	9	9	0
Cooperatives	13	8	5
Campesino Communities	7	4	3
Native Communities (Jungle)	1	1	0

Note: Project staff indicate that sites were discontinued due to transportation problems (isolated locations, not enough vehicles available), lack of available meeting place, lack of time on the part of the campesinas, as well as lack of support from officials at the sites. This reflects a lack of appropriate planning on behalf of the ACOMUC project coordinator.

#### 14. Evaluation Methodology

This is the first evaluation since initiation of project activities. It is based on review of project documents (eg. project proposal, approval memorandum, project agreement), ACOMUC and USAID project background reports, and correspondence and accounting files. A visit was made by the evaluator to seven project sites in the Department of Junín, where meetings were held with project beneficiaries. At that time the attached questionnaire was completed by interviewing the participants. (Completed questionnaires are on file in USAID/Perú's Special Projects Office.) Meetings and interviews were also held with key individuals from USAID/Perú, ACOMUC and the Ministry of Agriculture. Comments on possible future USAID/ACOMUC projects, and a list of persons contributing to this evaluation are attached. The evaluation was prepared by a local hire contractor in coordination with the USAID/Perú Project Manager.

#### 15. External Factors

##### I. GOP Priorities.

Support for the project seems to depend on the good will of the Ministry of Agriculture officials working in the area. The former Director of Agrarian Zone VIII, for example, was supportive of the project (within the confines of the current economic crisis). That support, however, did not aid ACOMUC project activities in Ayacucho, or, for the most part, in Huancavelica.

##### II. Political Factors.

Political factors which had an impact on the project's implementation include: reorganization of Agrarian Zone VIII and creation of a separate zone for Ayacucho in August 1979; a change in government in July 1980 which brought in new Ministry of Agriculture officials and new policies in the field; and a national strike of Ministry of Agriculture employees in August-September 1980 that prevented access to ACOMUC national offices.

#### 16. Inputs

The two project staff members lack the technical capacity to plan and implement the project as designed. The timely disbursement of funds for the project has suffered as a result.

I. USAID

OPG contributions of \$80,000 are committed to this project. The project, originally envisioned to cover 18 months, was extended to two years.

Project Fund Disbursements

	September 30, 1980		
	<u>Planned</u>	<u>Disbursed</u>	<u>Remaining</u>
Training	\$54,000	\$36,000	\$18,000
Administration	24,000	16,000	8,000
Evaluation	<u>2,000</u>	<u>0</u>	<u>2,000</u>
Totals	\$80,000	\$52,000	\$28,000

The contracts between the two paid project staff members and ACOMUC terminated in July 1980, though they continue to work on project implementation activities.

Remaining project funds have not been reprogrammed.

II. ACOMUC

ACOMUC's planned \$30,000 contribution to the project included salaries for a secretary and a chofer, office space, office equipment and material, three vehicles, vehicle maintenance, and the service of its volunteers.

Volunteer hours were estimated to be 900 hours in all, and were valued at U.S. \$4.50 per hour for the purposes of computing the input. (Note: the evaluator finds the value assigned volunteer hours inordinately high since the figure used is twice what either of the paid professionals in the project make.)

17. OutputsI. Phase I, designed to strengthen ACOMUC and its training course delivery capabilities.A. Training of ACOMUC volunteers (February-March 1979)

Eight-day training programs were held at three locations for 140 ACOMUC volunteers. These trainings programs were presented by the Peruvian Institute of Business Administration (IPAE). The training--designed to strengthen and revitalize the affiliate organizations--included presentations on leadership development, and administrative and management techniques.

National officers of ACOMUC credit the training with revitalizing affiliates and helping to expand their activities and membership. The same officers, however, along with the project staff and project manager, say that the training did not produce the results hoped for, and that they would not recommend repeating the training of volunteers in a future OPG with USAID. As was previously noted, few of the ACOMUC volunteers trained actually participated in the campesina training program.

B. Training of Campesina Leaders (June 1979)

An IPAE technician was also responsible for presenting a training program to 30 campesina leaders from the pilot zone selected for Phase II of the project. According to project files, this training emphasized communication skills that would facilitate the linkage between ACOMUC volunteers and campesina groups in the field.

Only a few of the campesina leaders trained in this program are currently active in the project. Project staff say that some of the leaders were poorly selected. In addition, the home area of some of the campesina leaders have been dropped from the project. While training and selection problems were encountered, the evaluation team and ACOMUC staff still feel that the concept of selecting campesina leaders is still valid.

C. Training of Trainers (September 1979)

A training program by the Association of Educational Training of Perú was presented to 35 women from Agrarian Zone VIII. The group--made up of ACOMUC volunteers, campesina leaders, Ministry of Agriculture employees and cooperating specialists--received presentations on how to present the planned series of courses to campesinas in rural areas during the second phase of the project.

The training program included no field experience and was apparently not practical enough for the few participants that have continued in the project, as even they generally prefer to use scarce volunteer specialists to present course material, rather than present it themselves.

II. Phase II, the pilot campesina training program (November 1979 to the present)

The 130 courses which have been presented to campesina groups in 30 locations represent less than half of the originally scheduled courses. Instead of the 26 hours per course planned, the campesinas receive from 2 to 6 hours per subject. (Note: While the presence of outside experts among the campesinas has raised expectations, the superficiality and shortness of the courses, the lack of reinforcement and review of course material, and the lack of adequate visual aids have left those expectations unfulfilled.)

ACOMUC project staff members want to continue the campesina training program through January 1981 with available funds. They estimate they could give an additional 104 courses during the 3 months. (Note: The evaluation committee feels that it is not possible to complete such an ambitious number of courses as the rains have already started in the sierra, further complicating the problems of transportation.)

#### Training Goals

	<u>Planned</u>	<u>To Date</u>
<u>Phase I</u>		
Training of ACOMUC volunteers	135	140
Training of Campesina Leaders (originally planned for Phase II)	---	30
Training of Trainers	35	35
<u>Phase II</u>		
Campesina Training Courses	370	130
Campesina beneficiaries	2700	1200

#### 18. Purpose

The purpose of the grant is to assist ACOMUC to train volunteers and to implement a pilot training program for campesinas in three marginal sierra departments--Junín, Ayacucho and Huancavelica--that will improve their capabilities to perform the multiple functions demanded of them (e.g., housekeeping, child rearing, agriculture and commercial activities).

The project has fallen short of planned goals due to the following:

- The task of reaching the campesina is much greater than originally envisioned;
- The pilot training program has not been completed in any one location; (for the reasons discussed above)
- The training offered to the campesina has been more superficial than originally planned;
- Logistic support needed for project implementation has been lacking;
- ACOMUC volunteers have not worked in the pilot training program in the numbers originally envisioned;
- Supervision of coordination tasks needed to be better organized.

#### 19. Goal/Subgoal

The goal of the project is to assist ACOMUC in its efforts to promote the integration of the campesina into the socio-economic structure of Perú.

In addition, the project is expected to increase the income, improve the nutritional status and provide employment opportunities for the poor residing in rural areas.

While it is too early to measure the degree to which project activities promoted the integration of the campesina, the evaluation committee believes that the chances of achieving the goal would have been good if the courses were presented to the campesina as originally planned (e.g., 26 hours per course and the full series of courses).

## 20. Beneficiaries

This OPG provided 1,200 campesinas with new information on several of the following topics: health, nutrition, first aid, family and home care, animal husbandry, home vegetable gardens and manual arts. These campesina beneficiaries belong to the poorest sector of the country, and are the subjects of no other project specifically designed to help them. In addition to the campesinas, many men at the sites insist on participating in the training courses, or having the courses presented to them in a separate group.

While the courses have been short and superficial for the most part, and the full series not yet presented, in the evaluator's opinion, they offer the only chance available to the campesina for any training at all.

ACOMUC has also benefitted from the project. The training of volunteers is credited with renewing activities of some of the affiliates.

### Beneficiaries

<u>Who They Are</u>	<u>No.</u>	<u>How They Benefitted</u>
<u>Phase I</u>		
ACOMUC volunteers	140	Receiving training in leadership development, and administrative and management skills.
Campesina Leaders	30	Received training in leadership and communication skills.
Training (volunteers, promoters, specialists and campesina leaders)	35	Received training in teaching methodologies and course material to be taught to campesinas during Phase II.
<u>Phase II</u>		
Campesinas	1200	Received short courses in at least four of the following subjects: health, nutrition, first aid, family and home care, animal husbandry, home vegetable gardens and manual arts.

21. Unplanned Effects

Not pertinent at this time.

22. Lessons Learned

I. Volunteers without previous field experience can not carry out a training program for rural campesinas.

II. Volunteers and campesina leaders should be assessed as to the likelihood of their future participation in a project before offering them specialized training.

III. In determining the size of an area to be covered by a rural development project, greater emphasis must be given to available logistics, i.e. vehicle support.

IV. An official GOP committment is necessary to provide adequate logistic support for a campesina training program.

V. A voluntary organization that receives an OPG should have, or have access to, management, supervisory and accounting personnel to guide the project.

23. Special Comments or Remarks

There is a need to continue to help the Ministry of Agriculture focus on the role and needs of women in the rural sector. Previously, agricultural extension services were provided to the campesina and her family under the U.S. sponsored SIPA program. While the new GOP plans to revive rural extension programs, those plans include only professional training. Training programs for the campesina have omitted.

The annexes to this evaluation are as follows:

- Annex A: Ideas on a Follow-up OPG with ACOMUC
- Annex B: Sample Questionnaire Used in the Evaluation
- Annex C: Map of Project Sites
- Annex D: Persons Contributing to the Evaluation
- Annex E: Photographs

Annex A

Ideas on a Follow-up OPG with ACOMUC

The rural campesina is a member of the poorest sector of Peruvian society and is therefore an appropriate target for further USAID assistance.

As the only Peruvian organization specifically and solely interested in improving conditions of the campesina, ACOMUC deserves USAID's continued support.

I. Organization

A. The National Board of ACOMUC should obtain formal GOP commitments for support of campesina training programs. It is essential for the voluntary organization to demonstrate its leverage with the government to assure support for its field work. (Note: Prior to continuing USAID support, it would be important to find out the role of Cooperation Popular in this senario.)

B. A national project coordinator and adequate support staff with management and accounting skills should be hired.

C. A regional field coordinator should be hired and located in each of the three departments (Junín, Ayacucho and Huancavelica), and the project should concentrate on these three areas prior to expanding into other areas.

D. Selection of project personnel should not be limited to current staff members or preclude former or current members of ACOMUC, and should be based on previous experience working with rural campesinas.

E. In addition to the paid field coordinator, each department should include a team of specialists that would present the campesina training programs. These specialists should be assigned fulltime to the project by the GOP, and should include a nurse or health specialist, an agricultural specialist and a specialist in manual arts appropriate to the area. The field staff should also include a promoter responsible for coordinating a revolving loan fund that would be established with an existing Peruvian credit lending institution.

F. ACOMUC volunteers should be encouraged to gain field experience by accompanying the professional team and helping to motivate the campesina and by reinforcing the training program material presented. Volunteers should also be encouraged to develop projects to sell products produced through project-sponsored activities. (income generating activities)

## II. Campesina Training Courses

A. Campesina training courses should be continued and expanded at existing project sites. Review of previous course material should be integrated into the more comprehensive approach originally proposed by ACOMUC (e.g., 26 hours of training per subject).

B. Birth control information should be expanded, but should continue to be handled under the general subject of women's health. (Note: ACOMUC's national board is reluctant to get out in front of the government or the church on this subject.)

C. Clases and demonstrations in animal husbandry and manual arts should be greatly expanded, should include constant reinforcement by technical personnel, and should not be delayed until the end of a series of courses.

Timely financial support should be made available to campesina groups to provide needed equipment and/or animals (e.g., looms, wool, dyes, tanning chemicals, sewing machines, cuyes, rabbits) to continue the activities after the training has been completed.

## III. Feasibility Study

A. The OPG include funds for feasibility studies to determine the market potential for various economic activities appropriate to the area. The results of the studies should dictate the types of manual arts and/or animal husbandry activities taught in the campesina training'

## IV. Logistics

A. Provision of per diem for GOP technicians should be continued to allow Ministry of Agriculture promoters and specialists to participate in the project.

B. Adequate vehicles and drivers should be made available by ACOMUC and the Ministry of Agriculture for project field work. (The evaluator estimates that approximately 10 vehicles would be necessary to carry out project activities as designed in the current OPG.) Project budget should allow funds to repair Ministry vehicles currently idle in Ministry garages, providing the vehicles are assigned to ACOMUC for the life of the project.

C. All paid project staff members should be required to drive when necessary.