

ANNUAL REPORT
OCTOBER 1980 ~~TO~~ SEPTEMBER 1981

MANAGEMENT TRAINING IN PROJECT
PLANNING, DESIGN, IMPLEMENTATION
AND EVALUATION FOR SMALL
EVANGELICAL, PRIVATE VOLUNTARY
ORGANIZATIONS

AID/WASHINGTON MSS TRAINING GRANT

Submitted by:
World Relief Corporation
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SUMMARY

One year of the AID/PDC/PVC MSS grant to World Relief Corporation (WRC) for development planning and management training has been completed. In this period WRC has expanded its development assistance program widely through development planning workshops, the initiation of a survey of development activity among evangelical organizations overseas, the employment of three regional development coordinators, the enablement of development consortium-type groups, the implementation of development projects, and a study of the successful development program run by the Christian Service Society in Bangladesh.

By the end of the first year of the grant, 25 workshops in 11 countries have trained over 550 workers in development planning and management skills. These workshops have utilized workshop notes previously developed by WRC, but now revised and more effective in communicating planning and management techniques.

The survey of development activity by evangelical church and mission organizations has been completed in one country, is currently underway in 12 countries, and is planned for initiation in another three countries. It will not be carried out in two other countries. The survey has been initiated in the United States and targeted at the home offices of those surveyed overseas. These surveys will result in country profiles providing guidelines on constituency needs for future WRC development assistance activities.

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line*

As of June 15, 1981, three people have been in place to serve as regional development coordinators (formerly called programmers): Dick Anderson for Africa, Dave Kornfield for Latin America/Caribbean, and Dan Martin for Asia.

In the last year WRC has enabled the Evangelical Fellowship of Kenya (EFK) to begin a development office. Through workshops, development survey, consultation, and an institutional enablement grant, WRC is helping EFK to develop this office for the funding of development assistance activities in Kenya.

Four projects have been implemented as a result of WRC workshops recently: a community development/reverse migration project in Colombia; a health project in Kalokol, Kenya; an agricultural project in Nicaragua; and a vocational training project in Bolivia. An additional 20 projects are under consideration for funding in late 1981/early 1982.

Phil Baur of WRC's development assistance staff initiated the study of the Bangladesh program of the Christian Service Society (CSS). The initial work identified all the elements of the program and a project paper is currently being written. This will provide the basis for additional study of replicative elements of the program and enable WRC to reproduce the program elsewhere.

DEVELOPMENT SURVEY

The first objective is to survey NAE-related organizations to determine specific needs in regards to their participation in economic and social development. There are two aspects to the survey: a survey in each of 18 countries specified in the grant and a survey among the same groups in the United States.

The original plan called for WRC to utilize a team of consultants and the WRC development assistance staff to conduct the survey. It was to be completed within four months of the grant signing. This approach proved to be impractical and undesirable in some countries.

As mentioned previously the development coordinators were not in place until nine months of the first year of the grant had passed. This prevented them from being utilized in the early stages. Perhaps more importantly, it was determined that the survey approach originally conceived was inadequate. The questionnaire was revised to be more reliable in gathering the information needed. The survey has been designed to be more detailed and to utilize existing consortia or counterpart agencies wherever possible to gather the desired information.

In several of the countries there are consortia or counterpart agencies which we have assisted in development activities. They can survey development activities more effectively in their countries among evangelical constituencies and WRC has sought to use them wherever possible. This has delayed the survey, but it is an approach which will be more useful and effective in the long-term.

In the United States the survey is being mailed in August and the results are expected in by early October. Subsequent tabulation and analysis will provide information for a report, which is expected to be completed in November of this year. This report will complement the country surveys and will fill in the gaps overlooked on the field. The home offices are in a position to supply

information which the field offices might not have available. Furthermore, this survey will help WRC to determine differing priorities and perceptions between home and field levels.

For each country surveyed, a report will be produced documenting the needs by evangelical groups for development assistance. The country report will include tabulations, analysis of findings, and recommendations concerning WRC activities in that country for the coming years. The country reports will be collated and a regional summary will be produced for each of the three regions (Africa, Asia, Latin America/Caribbean) covered by the grant. These reports will be completed in early 1982.

The organizations surveyed have been members of the NAE-EFMA-IFMA-WEF network. This incorporates both national and expatriate organizations carrying out development activities in the respective country. Individual agencies have been identified through membership lists and the MISSION HANDBOOK: North American Protestant Ministries Overseas. Copies of the questionnaire and basic survey materials are in the appendix of this report.

A country-by-country status report for the survey follows:

In Indonesia the survey has been completed by Richard Lewis, a WRC consultant. Analysis will begin shortly.

In the Philippines the survey is expected to be completed by the end of September. The relief and development arm of the Philippine Council of Evangelical Churches, known as PHILRAD, is overseeing the survey.

Dan Martin, WRC development program coordinator for Asia, initiated the survey in Papua New Guinea during a visit there in July. The Evangelical Alliance of the South Pacific Islands is coordinating the survey in this country, with completion set for October.

The survey has not commenced in Bangladesh or Sri Lanka, but we anticipate these will begin by October and be completed by early 1982. Bangladesh was

included in the original list of countries and Sri Lanka was requested after the grant started.

Dick Anderson, WRC development program coordinator for Africa, visited Kenya, Rwanda, Burundi, and Upper Volta in June and July to begin the survey in these countries. The Evangelical Fellowship of Kenya's community development department is conducting the survey throughout Kenya and is expected to complete the task in October.

The church and mission groups in Rwanda and Burundi are relatively few in number and Dick Anderson was able to start the survey among these groups directly. Responses are expected by the end of September.

The survey in Mali and Upper Volta is being supervised by WRC's representative for West Africa, Moise Napon, who is based in Ouagadougou. These surveys will be completed by the end of October. Dick Anderson oriented Moise Napon to the survey and helped to initiate it among several groups in Ouagadougou.

Workshops in Jamaica, Dominican Republic, Honduras, Nicaragua, and Bolivia were used to initiate the survey in these countries. It will require specific follow-up in each country to complete the survey.

Tom Hawk, WRC staff person in Honduras, will be working in September and October to oversee the work in Honduras and Nicaragua. It is expected that the survey will be completed in November. Dave Kornfield, WRC development program coordinator for Latin America and the Caribbean, will visit these two countries in early November as further follow-up.

Dave Kornfield will also visit Jamaica and the Dominican Republic in October, in conjunction with workshops in Haiti, to oversee the survey in these two countries. The Agency for Evangelical Development (AED) in the Dominican Republic is coordinating the survey there, while the Jamaica Association of Evangelicals is coordinating it in Jamaica.

The survey in Bolivia is being supervised by Dennis Johnson, who works with the Berea Vocational Training School which is funded by WRC. He is a volunteer representative for WRC in Bolivia and Dave Kornfield will be working with him on the survey in September.

The survey will also be conducted in Haiti. Arrangements for this will be made through CODEPLA, the relief and development arm of the Council of Evangelical Churches of Haiti (CEEH), by Dave Kornfield at the same time workshops are held in October.

We expect that the surveys for these 16 countries will be completed by early 1982. We would hope that the survey could be conducted in Colombia and Nepal as well, but present circumstances will not permit this. In both cases, travel permission has not been granted.

PARTICIPANTS TRAINED AND WORKSHOPS CONDUCTED

The second objective was to review and redesign the development planning and management workshop, then conduct 20 phase one and four phase two workshops in the first year, training 460 indigenous and expatriate PVO leaders in the field.

By the end of the first year of the grant, 16 phase one workshops and nine phase two workshops will have been completed. (Twelve phase one and seven phase two have been completed already and the remainder are scheduled for September 1981.) With estimates for attendance at upcoming workshops, the number of PVO workers trained is about 550 for the workshops in Upper Volta, Mali, Kenya, Jamaica, Dominican Republic, Bolivia, Colombia, Honduras, Nicaragua, Ecuador, and the Philippines. (A list of the organizations represented is in Appendix G.)

The reports from consultants leading the workshops, evaluations from participants, and informal discussions with leaders and participants are positive in general. Key aspects of these reports and evaluations are summarized below:

1. Poor communication in several situations about workshop content and the physical arrangements for the sessions. This was due to the use of regional representatives in coordinating the workshops and was most prevalent in Bolivia. Development coordinators are now responsible for coordinating the workshops and this is not anticipated to be a problem in the future.
2. Workshops have generated unrealistically high expectations in terms of project funding. This has partially been corrected by less discussion of how much money is available and by emphasizing smaller projects in discussions, presentations of sample projects, and in workshop lectures.
3. Some participants have been allowed to participate in phase two workshops without attending the phase one workshops. This has given participants sound management training, but it is not always related to specific development projects. One way to alleviate this problem is by tighter registration procedures. However, consideration is being given to the idea of a single workshop, lasting four or five days and incorporating material from both phase one and phase two. Understanding of phase two material is not contingent upon understanding of phase one material.

4. Some responses have indicated that the material is too complex or irrelevant for the participants, especially as the educational level drops. Others have speculated on the cultural relevance of some of the management concepts and the techniques used to present the concepts. WRC is aware of the difficulty involved in these situations. For rural participants, the material has been simplified. It is acknowledged that more work and study in this area is needed and we will look to the results of a formal evaluation before altering the material significantly to meet these criticisms. The material has proven successful in many areas and we are not eager to change the format and/or content significantly without greater documentation.
5. Another area of concern, particularly in Latin America, has been that the workshop has not been conducted in Spanish. (It is taught in English and translated into Spanish.) At present WRC does not have staff or consultant capability in presenting the material in Spanish. It is acknowledged that this would increase the effectiveness of the material and accomodation to this recommendation is being sought.

In the evaluation plan it was agreed that an evaluation would be conducted at the conclusion of the first year. WRC is preparing now for that evaluation and will be looking to outside expertise in the area of cross-cultural training and/or non-formal education for assistance in this regard. It is expected that such an evaluation will be diagnostic in nature, helping to correct existing difficulties in the workshop format and content.

Reports of consultants, participant evaluations, participant lists, and suggested project lists from the workshops are in Appendix A.

The workshop material was reviewed and revised early in the first year of the grant by consultants who have had lead roles in conducting past workshops. This material has been photocopied in looseleaf form for use in the workshops. It has also been translated into Spanish and French. Copies of the materials have been given to the AID Project Officer and are available for review from her.

PROJECTS IMPLEMENTED

The first output on the logical framework is "economic and social development projects implemented in selected countries." The projected output for the first year was four projects.

There are four projects funded by World Relief which have grown out of recent workshops in the countries covered under the grant: the Kalokol Community Health Project (Kenya), the Salaqui Community Development Project (Colombia), the Zelaya Agricultural Project (Nicaragua), and the Berea Vocational Training Project (Bolivia). Project descriptions of the four projects mentioned above are in Appendix B.

There are other projects which have been implemented as a result of planning at the workshops, but these have been funded by other organizations. WRC's information about these projects is inadequate and a procedure is being established to maintain better communication with this type of project for the purpose of determining impact of workshops.

The four projects are not the limits of WRC funding of development activity during the first year of the grant. WRC development activity for 1980 was \$1,183,541; for the first six months of 1981, \$782,117. The number of project proposals submitted to World Relief from the workshops has been less than expected. There are currently about twenty projects under consideration which were developed as a result of the workshops and it is expected that about ten of these will be funded in early 1982.

The delay in development coordinator activity in the field is a factor in the number of projects funded. Most of the participants need direct follow-up after the workshop and this has been carried out by visits or correspondence from development assistance staff or regional representatives. The quality, quantity, and frequency of project proposals submitted indicate that additional follow-up is needed. The proposals have also indicated changes needed in the

workshop presentations, such as more detailed explanation of what a complete project proposal should include. These changes have been incorporated into the workshop notes and presentations.

CONSORTIA FORMATION

The fourth objective of the grant calls for WRC to enable consortia of NAE-related development groups to be formed at the field level to meet human needs in developing countries. WRC has been working along this line for several years, but is expanding this activity under the grant. According to the logical framework, one consortium would be formed in the first year of the grant.

One consortium-type organization has been developed and enabled by WRC during the past year. Prior to the initiation of the grant, preliminary discussions had been held with the Evangelical Fellowship of Kenya (EFK) about a community development department within EFK. Subsequent to the initiation of the grant, we have provided consultation and a small enablement grant to start a development project office under the direction of EFK. In September 1980 and again in September 1981, workshops among EFK's constituency will help to bring development planning and management skills to Kenyans. EFK is also conducting the survey of development activity in Kenya for WRC and this will enable them to better understand their constituency and plan to meet constituency needs.

In 1981 WRC funded a community health project for the community of Kalokol, Kenya, through EFK. EFK has also visited several projects on behalf of WRC and made recommendations concerning future funding. Apart from WRC funding, EFK has been assisting the Africa Inland Church (AIC) in establishing a Farm Service Training Center and Small Business Institute in Nakuru; a feeding program in the Alale area of Karen-Pokot, Northern Kenya, for over 1,000 people; and considering other projects in the areas of vocational training, poultry, water for drinking and irrigation, and rehabilitation for physically handicapped students.

A list of the EFK membership is in Appendix E.

The workshop in the Dominican Republic in October 1980 led to the formation of a consortium in Santo Domingo for the organizations represented at the workshop.

The consortium, called IGLADECO, has sponsored subsequent phase one and phase two workshops there. WRC has not provided any funds to the organization, but has provided consultation in conjunction with the workshops. Several proposals for development projects from IGLADECO are under consideration. These will be followed up by Dave Kornfield in October.

IGLADECO stands for Iglesias Asociadas Para el Desarrollo Comunal, meaning Association of Churches for Community Development. Its initial membership includes Iglesia Metodista Libre (Free Methodist Church), Iglesia Asambleas Cristianas (Christian Assembly Church), Iglesia Misionera de la Frontera (Missionary Church), Iglesia Pentecostal Avivamiento (Pentecostal Church), Iglesia de Dios (Church of God), Iglesia Asambleas de Dios (Assemblies of God), and Iglesia Adventista del 7 Dia (Seventh-Day Adventist). Other members include Mennonites, Worldteam, and World Outreach.

Several workshops have been held in Jamaica sponsored by the Jamaica Association of Evangelicals (JAE). Consultation on organization and management have also been provided to JAE, but they have not formulated a specific department or autonomous organization yet. They have supported a few activities in the relief and development area, but have conducted these through their membership.

Initial discussions have been held with the Evangelical Alliance of the South Pacific Islands (EASPI), headquartered in Mendi, Papua New Guinea. The EASPI has shown interest in starting a development office to meet human needs in Papua New Guinea and other South Pacific islands and is conducting the development survey in PNG for WRC.

Activities in the coming year will include consolidation and growth of EFK's role in development in Kenya, a closer working relationship with IGLADECO in the Dominican Republic, and continued consultation with JAE and EASPI concerning development activities in Jamaica and Papua New Guinea, respectively. Workshops and development surveys will help these organizations to identify the needs of

their constituencies and establish plans and operations for meeting these needs.

WRC will continue to provide consultation through development assistance staff and consultants, primarily in tandem with workshops, but not limited to these.

WRC is also in the position to provide limited funds for institutional enablement.

BANGLADESH STUDY

Objective three of the grant states that WRC will develop the capability to replicate the Bangladesh project. This is a two-step process of writing the basic program paper and then adapting the program design for application in other locations.

Early in 1981 plans were made for a development assistance staff member, Phil Baur, to spend four to six weeks in Bangladesh studying the operation of the Christian Service Society (CSS), also known as World Relief Bangladesh. Baur spent five weeks with Paul Munshi, Director of CSS, during July and August visiting all the projects run by CSS, which number about 60.

The data collected was in the form of project summaries which are being revised and finalized. The summaries will form the basis of a complete project design.

The expected output of the study is an overall program design with logical framework and comprehensive budget that will highlight operational and organizational aspects of the program. There will also be individual project summaries following a modified GPOI format.

Following the completed program design, applicability to other situations will be studied. The initial information provides program description as well as operational and organizational guidelines, but specific investigation of relevance in other cultural settings will be essential. It is anticipated that this stage of the study will be started in late 1981 and completed by early 1982.

Some situations are currently being considered for replication of the project. The director of CODEPLA, the relief and development arm of the Council of Evangelical Churches in Haiti, visited the Bangladesh program in October 1980 as an initial step in considering Haiti as a site. The director of PHILRAD, the relief and development arm of the Philippine Council of Evangelical Churches,

has scheduled a visit for this in early 1982 to consider implementing a similar program in Mindanao, Philippines, among tribal groups. Some thought has also been given to implementing a similar program in West Bengal, India, an encouraging possibility given the geographic and cultural similarities.

A summary of the CSS program is provided in Appendix D.

DEVELOPMENT ASSISTANCE STAFF

One of the outputs stated in the logical framework is "capable and experienced WRC development assistance staff." As of June 15, 1981, three programmers, now called development coordinators, were in place to cover the three specified regions: Dick Anderson for Africa, Dan Martin for Asia, and Dave Kornfield for Latin America/Caribbean.

The timing goal for this output was three months from the signing of the grant agreement, or late December 1980. Simply put, WRC could not find the qualified people for the job in that time period. Geographic location, travel requirements of the position, and salary were all factors in the delay. In the end, we have three excellent coordinators, two of whom have broad development experience. The third has a good academic background and cross-cultural experience in the region.

The delay in employing the coordinators has partially hindered achievements of objectives in terms of projects implemented, replication of the Bangladesh projects, and formation of consortia. It has not appreciably hindered the training of workshop participants, which was conducted by consultants. The assistant to the director of development assistance acted as a development coordinator in terms of processing project proposals and development assistance activities. The absence of the coordinators placed a greater load on the development assistance staff as well as WRC regional representatives, who coordinated workshops in the absence of the coordinators.

In delaying longer than was desirable, WRC was able to hire experienced and trained coordinators, which has reduced the time needed for training and orientation and enabled WRC to move ahead quickly in its development assistance program.

Resumes for the three coordinators are in Appendix F.

SECOND YEAR PLANS

Plans for further implementation of the grant in 1982 will center on increased development coordinator involvement in all aspects of WRC's development assistance project, completion of the development survey, an evaluation of the workshops, a revision of the workshop concept, additional work in forming consortia, and completed program design of the CSS Bangladesh program and a decision concerning project replication sites.

The surveys in selected countries will be completed and country profiles written. Country profiles will be summarized in three regional papers providing guidelines for subsequent WRC development assistance activities. These reports should be completed in the first quarter of 1982.

By September 30 plans will be made for an evaluation by an independent consultant of WRC's workshops. Information from this will be used to redesign the phase one and phase two material and format as necessary. The phase three approach will be revised to train about 100 people in 10 countries/regions. In late 1981 and early 1982 the material for phase three will be developed, based on earlier workshop experience and the finding of the evaluation. The remaining four months of 1981 will be used to refine the concept and to identify potential participants in this new format. A full workshop schedule will be carried out in 1982, with greater emphasis on Asian and African countries.

The number of projects implemented will increase considerably with additional development assistance staff in the field working with workshop participants. There are currently 20 or more projects under construction and some of these will be implemented in late 1981 or early 1982.

Development of consortia will proceed much as it has through 1981. More attention will be given to the Jamaica Association of Evangelicals and the Evangelical Alliance of the South Pacific Islands during the coming year. WRC will continue its enabling relationship with the Evangelical Fellowship of Kenya.

The next step in the Bangladesh study is completion of the project paper on the design of the CSS program. Additional study at a more intensive level in Bangladesh will be needed to draw out the transferable concepts. By June 1982 a decision will be made concerning replication of the Bangladesh program and plans will be made to incorporate the key elements of the program design in a project elsewhere.

APPENDIX A

For each workshop there is a report from the workshop leader, a summary of the participants' evaluations, a list of projects worked on during the sessions (phase one only), and a list of participants. Also enclosed is a copy of the evaluation form which each participant completes and is the basis for the second item mentioned above.

Materials are included for the following countries: Bolivia, Colombia, Dominican Republic, Ecuador (Alfalit and HCJB workshops), Honduras, Jamaica, Mali, Nicaragua, and Upper Volta.

WORKSHOP LOCATION _____

DATE _____

1. Please rate your reaction to this workshop by circling the number which best describes your feelings.

_____ → Favorable
1 2 3 4 5 6 7

2. List the most valuable and least valuable aspects of this workshop.

Most valuable _____ Least valuable

3. List the ways you plan to use the material presented in this workshop when you return to your organization:

4. Was the workshop pertinent and useful to your needs and interests? Please explain.

5. How do you feel about the quality of instruction?

6. What changes would you make in the workshop content or methods?

7. Additional comments.

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WORKSHOP REPORT

BOLIVIA: Phase One (Cochabamba and La Paz, October, 1980)

Cochabamba

Although the workshop was originally scheduled for Thursday, Friday and Saturday, we found that only a few of the participants would be able to attend on Saturday. As a result, we compressed the material into two full days.

We stressed small projects and as a result the people came up with some very good, reasonable proposals during the final exercise. In particular, Eduardo Flores presented a water catchment project for farmers in a drought area. Flores is an activist and a trained economist. I highly recommend supporting his project if and when he submits a proposal. It is a small project and immediate results will be visible. This would be a great start for WRC to become really active in Bolivia--minimal investment and supervision, while showing an immediate interest in following up our planning workshops.

The support we received from Jose Moreno was fine. If anything happens in Cochabamba, it will be as a result of Eduardo Flores' motivating others to become more active.

La Paz

Mark Frink understood the workshop was to be about general management principles. He advertised it accordingly and was somewhat distressed to hear we were there to talk about development project planning.

We revised our approach to spend the first two days talking about management and leadership. Then we spent the last day focusing on project planning. In my opinion, the revision went quite well. I think the attached evaluations are primarily positive and reflect the participants' pleasure with the emphasis on management and leadership.

Again, we stressed small, inexpensive, brief projects and we had some very good proposals. There are quite a few reliable, responsible individuals in the La Paz area who could develop and manage small projects. I think WRC would do well to support one or two small projects to demonstrate our interest.

Mark Frink stated that he would like more pastors to be able to attend another workshop, and wanted to know if we would return next year. If we do, I would recommend we hold one workshop for new people and then a one or two day follow-up for those who attended the first. If we support a couple of projects by then, all the better. We could then focus on project management issues.

I enjoyed working with Ruffi Macagba. He is highly motivated and the participants responded warmly to him due to his personable style. I am sure he could conduct a workshop on his own, if the situation called for that.

Jim Schmook

JS/dj

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PARTICIPANT LIST

BOLIVIA: Phase One (Cochabamba, October, 1980)

1. Milton Eduardo Flores, Economista, INALCO-Iglesia Pentecostal, Casilla 1910
Tel. 46301, Cochabamba.
2. Wilma Jordan Oliva, Alfalit Boliviano, Casilla 2552, Tel. 46301, Cochabamba.
3. Demetrio Casgano, Casilla 689, Tel. 25137, Cochabamba
4. Agripin A. Richa, Alfalit Boliviano, Casilla 2518, Cochabamba.
5. Daniel Ortiz, Seminario Biblico U.C.E., Casilla 736, Cochabamba. Tel. 2-8280.
6. Sigfrido Ortiz L., Iglesia Bautista, Casilla 2776, Cochabamba.
7. Favio Restrepo, Union Bautista Boliviana, Casilla 561, Cochabamba.
8. Lloyd Robert Powlison, Director, Union Para Progreso del Sordo, Casilla 2548,
Cochabamba.
9. Cesar Tokokary F., Iglesia Bautista, Casilla 561, Cochabamba.
10. Keith Frampton, Engineer, Bible Teacher, Mision Sueca Libre, Casilla 1627,
Cochabamba.
11. Srta. Cathy Deitz, Missionary, Mision Bethesday, Casilla 2798, Cochabamba.
12. Jose Moreno L., Director Nacional, Casilla 945, Cochabamba.

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PARTICIPANT LIST

BOLIVIA: Phase One (La Paz, October 1980)

1. Francisco Paxi, Nazareno, Casilla 1056, Tel, 38-9551, La Paz
2. Profirio Rondo, Iglesia Evangelica Boliviana de Santidad, Casilla 1119, Merion Dom., Zona Alto Tocagua, Tel. 32-4488, La Paz
3. Sixto Antonio, Iglesia Evangelica Boliviana de Santidad, Tel. 32-4488, La Paz
4. Guillermo Vionel, Iglesia Evangelica Luterana, La Paz
5. Denny Fernandez B., Iglesia Luterana "El Redendor", La Paz
6. Ruth Loza Darvas, Iglesia Luterana Latino America, Av. Vase Ma. Peres No.559, Tel. 31-1431, La Paz
7. Francisco Escobar, Iglesia E. B. de S., La Paz
8. Romualdo Atahuadin, Iglesia Evangelica Boliviana de Santidad, Casilla 1119, La Paz
9. Claudio Licon V., Iglesia del Nazareno, Calle Lancaya 242, Casilla 1056, La Paz
10. Marcos Frink, Mision Bol. de Santidad, Aranjuez, La Paz
11. Justo Uri M., Iglesia Evangelica Luterana Boliviana, Casilla 8471, La Paz
12. Daniel L. Breve, Mision Iglesia del Nazareno, Casilla 5950, La Paz

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PARTICIPANT LIST

BOLIVIA: Phase Two (La Paz, July 13 -14, 1981)

1. Maximo Jurado, Iglesia del Nazareno, Casilla 7616, La Pa, Bolivia
2. Daniel Mita, Iglesia del Nazareno, Casilla 1056, La Paz, Bolivia
3. Timothy B. Soukup, Boliviana de Santidad, Casilla 1119, La Paz, Bolivia
4. Sixto Antonio Bautista, Boliviana de Santidad, Viacha
5. Francisco Paxi V., Iglesia del Nazareno, Munaypata
6. Pastor Ramos Ch., Iglesia del Nazareno, Casilla 5958, La Paz, Bolivia
7. Mario Castro H., Boliviana de Santidad, Villa las Nieves
8. Romualdo Atahuachi, Boliviana de Santidad, Viacha
9. Francisco Escobar, Boliviana de Santidad, Villa Victoria
10. Porfirio Rondo M., Boliviana de Santidad, Alto Cacagua
11. Eucebio Montealegre, Boliviana de Santidad, Villa Cejada
12. Carlos Huaynoca R., Iglesia del Nazareno, Casilla 7616, La Paz, Bolivia
13. Humberto Gutierrez, Iglesia Evang. Los Amigos, Casilla 8369, La Paz, Bolivia
14. Randy Morse, Mision Evang. Los Amigos, Casilla 544, La Paz, Bolivia
15. Dr. Douglas Smith, Centro para Ninos y Circulo Cristiano, Casilla 20100, La Paz, Bolivia
16. Max Quiroz C., Iglesia Bautista y Soc. Biblica Boliviana, Casilla 7392, La Paz, Bolivia

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WORKSHOP REPORT

COLOMBIA: Phase One (Cali, November 13-15, 1980)

This workshop was noticeably in contrast to the other workshop held in Colombia, in many respects. Monteria was hot, humid and heavily infested with mosquitos. Many of the participants were pastors and people working in rural areas. In Cali, the workshop was held in the cold, rainy, mountains at a Presbyterian camp. Most of the participants were middle class Colombians from organizations interested in finding ways to further their own organizational goals and needs. The Cali group was also a much better educated group and had needs much different than the Monteria group.

We had only 16 people, seven were missionaries. One of the seven missionaries was from Mexico. The entire group was extremely interested in the course. We had excellent participation and very good attendance. They worked hard, asked good questions and I am certain we can accept their own collective statement that it was a great profit for them.

The arrangements were good. Cold and wet and inadequate conference facilities. We had the sessions in the chapel and two ping-pong table tops for black boards. The food was okay but the fellowship was outstanding. The projects reflected the level of the groups interest. Most of the projects were requests to help the organizational outreach and not clearly developmental to benefit the poorest of the poor.

I strongly suggest we consider holding early discussions with AGAPE (Ross Clemenger) about their interest and ability to coordinate the Evangelical Development activity in Colombia, Peru and Ecuador. If the evangelical community will get behind the already established AGAPE organization to represent and coordinate development activities for them, I would think a good regional consortium arrangement could be worked out under the AID grant.

Cleo F. Shook

CFS/dj

WORKSHOP EVALUATION SUMMARY

COLOMBIA: PHASE ONE (CALI, NOVEMBER 1980)

1. All favorable, mostly sixes.

2. Most helpful:

Very practical
Information on donor community
Logical framework
Good illustrations
Exercises and games
Relations with others

Least helpful:

Only a few things were mentioned and each was mentioned by only one person, for instance the group activities, list of donors, too intense for short period of time, too detailed, not detailed enough, etc.

3. Most of the participants plan to develop and present projects to the donor community. Some will report and share the knowledge with others.

4. The majority of the participants said that the workshop was useful and cited different ways it met their needs. The concepts, the knowledge of the donors and the OMR framework were some specifics.

5. The participants found the instruction very good to excellent. Comments were concise and accurate, knowledge and experienced, and applied well locally.

6. Suggestions:

For information show other methods of planning, PERT, critical path, etc., make in longer, give it in Spanish, do not translate.

7. Come back and give phase two, give more, use the same location use a different location. Is it possible to present it to non-evangelical agencies?

Leader: Cleo F. Shook

World Relief

PROJECT LIST

COLOMBIA: Phase One (Cali, November 1980)

1. Motor de Centro para una Lancha de transporte and 500,000 pesos, 2 months, 8,000 people, Rio San Juan.
2. University Evangelhia de Colombia \$2,000,000, Cali.
3. Salveridad Nutrition Alfabetization, Cali teaching practice--500 people, 3 years.
4. Financionalion ala Repuena Industria, Bolata, 350 people, 3 years, \$80,000.
5. Industria Panelera, 200-1125 people, \$100,000-2½ years to establish loan fund in community for community development.
6. Construction de un Edir furnish equipo shop \$100,000, 3 years, Bolota.
7. Recuperacion de Solventes. Cali, \$6,500/6 months, 5 direct + 5 city, small business.
8. Exray machine, 100 people, month, \$510,000, 6 months.

Cleo F. Shook

CFS/jm

World Relief

PARTICIPANT LIST

COLOMBIA: Phase One (Cali, November 1980)

1. Luis Carrea, (Mencoldes), Apartado Aereo 26640 Bogota 1, Colombia.
2. Samuel Ovando P., Nazarene, Apartado Aereo 7784, Cali, Valle.
3. Carlos Oliveros-Colegio Interamericano, Apartado Aereo 20871, Bogota, Colombia, S.A.
4. Roy Libby, Apartado Aereo 9795, Cali.
5. Glima de Fernandez KU5A#5-146 Cali, (S.E.C.) Servicia de Extention Cristiana.
6. Milton Espinel: Alfalit, Apartado Aereo 3577, Cali, Colombia.
7. Jose' Rios. - Fundacion, Mencoldes, Apartado Aereo 601, Palmira (V.)
8. Hector Rojas, Vision Mundial, Apartado Aereo 1434, Bogota, D.E..
9. Miguel Artura Valencia, V.M., Apartado Aereo 6365, Cali, Colombia, Iglesia, Presbiteriana.
10. Dr. Paul Rodriguez, Clinica Maranatha, Apartado Aereo 436, Palmira, Valle, Colombia, S.A., Gospel Missionary Union.
11. James Giles, S. Baptists, Apartado Aereo 6613, Cali, Colombia, International Baptist Theological Seminary.
12. Larry Cardoze, Apartado Aereo 5969, Cali, Colombia, The C&MA.
13. Peter Lowen, Mennonite Brethren Missions/Services, Apartado Aereo 6557, Cali, Valle, Colombia, S.A.
14. Ross Clemenger, AGAPE, Apartado Aeroe D35, Santa Maria, Magd.
15. Jerry Clemengo, AGAPE, Apartado Aereo D35, Santa Maria, Magd.
16. David Wroughton, Apartado Aereo 9795, Cali, Colombia, Asst. Project Director, AGAPE.
17. Jose Lopez, Apartado Aereo 678, Arwenia, Quiudio C., Alianza Cristiana.

Cleo F. Shook

CFS/dj

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World Relief

WORKSHOP REPORT

COLOMBIA: Phase Two (Monteria, November 1980)

This workshop is one of the few phase two workshops we have done. It was set up for two full days. The material used provided about 18 hours of class instruction.

There was a good turn out of about 24 people, most of whom had been through the phase one workshop in Cartagena last October. There were several new people, however, that had not been in Cartagena, so we needed to review the logical framework and budgeting. The major emphasis was on a more concentrated presentation of management techniques. The new material presented was: motivation, time management, situational leadership, and creative thinking and planning. We also reviewed OMR and project proposal preparation. We concluded with the last two hours working on four individual projects together by developing a logical framework as a class exercise for each of the four projects proposed by the class.

The attention was good with very good participation. Ross Clemenger did an excellent job as interpreter with some relief from one other missionary. There were six missionaries in attendance and visits by three others. The missionaries were a good addition and help to this session. Completely different from the Africa workshop, I suggest we consider Colombia as an early candidate for the phase three material.

The facilities and food were adequate but marginal. We met in a school building and the children had their classes outside. Food was prepared at the school. At least we did not lose the class by their taking off to look for food or to take a siesta. The whole group was very serious about development. I was kept busy every break and noon talking to individuals about project problems.

Cleo F. Shook

CFS/ae

World Relief

WORKSHOP EVALUATION SUMMARY

COLOMBIA: Phase Two (Monteria, November 1980)

1. All of the responses were favorable, most of them sixes.

2. Most Helpful:

The most helpful, mentioned many times, was instruction on how to plan a project, budgeting, the logframe and so on. Donor policies were also mentioned several times as were the practical applications and the evaluation concepts. Some said all.

Least Helpful:

Not being able to practice on a project, the games, the motivation process, and the difficulty of funding for projects were each mentioned once.

3. Planning a project was mentioned by almost everyone. A few said they would evaluate their work and that of their organizations and some planned to share it with others.

4. It was agreed by most that the workshop was useful and met their needs in a number of different ways. It was very practical. It showed what needs to be done and how to do it. It gave a better understanding of the donor community and it clarified previously unclear ideas.

5. The consensus on the instruction ranged from very good to excellent; practical, clear, and simple. Two found it too technical.

6. Suggestions:

Make it longer, divide the people into groups and let them work on some projects, make the presentation in Spanish, use an overhead projector, and use materials printed in Spanish.

7. The personal interest that the instructors took in the participants was appreciated. Practical application of the material was good. They want more seminars, more exercises, more time given to develop their proposals while the help is available and certification for those who attend.

Leader: Cleo F. Shook

World Relief

PARTICIPANT LIST

COLOMBIA: Phase Two (Monteria, November 1980)

1. Leocadio de Meneses, Monteria, Colombia
2. Sr. Alfredo Avilez, Monteria, Colombia
3. Rvdo. Gabriel Acosta Y., A.A. 70, Monteria, Colombia
4. Sr. Joaquin Torreglosa, Monteria, Colombia
5. Sr. Ismael Manga, Apartado Aereo 70, Monteria, Colombia
6. Sr. Fausto M. Ramos R., A.A. 18, Monteria, Colombia
7. Sr. Ronald Denhartog, A.A. 18, Monteria, Colombia
8. M.V.Z. Norman Piersma, Apartado Aereo 18, Monteria, Colombia
9. Sra. Donna de Piersma, Apartado Aereo 18, Monteria, Colombia
10. Srta. Dita Hampshire, A.A. 18, Monteria, Colombia
11. Srta. Susan Spann, A.A. 18, Monteria, Colombia
12. Sr. Ramon Carmona, A.A. 297, Cartagena, Colombia
13. Sr. Orlando Hernandez, A.A. 2914, Cartagena, Colombia
14. Rvdo. Tomas Lambis, A.A. 190, Sincelejo, Colombia
15. Sra. Lola de Lambis, A.A. 190, Sincelejo, Colombia
16. Sr. Eleazar Moreno, Apartado Aereo 190, Sincelejo, Colombia
17. Sr. Esteban Kirkland, A.A. 190, Sincelejo, Colombia
18. Sra. Pamela de Kirkland, A.A. 190, Sincelejo, Colombia
19. Rvdo. Juan Gonzalez, A.A. 337, Sincelejo, Colombia
20. Rvdo. Gregorio Landero, A.A. 557, Monteria, Colombia
21. Sr. Rafael Vego M., A.A. 18, Monteria, Colombia
22. Srta. Cira C. Bula S., A.A. 18, Monteria, Colombia
23. IA. Jose D. Ramos R., Apartado Aereo 18, Monteria, Colombia
24. Rvdo. Adalberto Lopez, Monteria, Colombia

World Relief

WORKSHOP REPORT

DOMINICAN REPUBLIC: Phase One (Santo Domingo, October 9-11, 1980)

Unfortunately, the workshop got off to a bad start. Our flight from Jamaica to the Dominican Republic was delayed and we did not arrive in Santo Domingo until noon on the 9th. We arrived at the workshop site at about 2:30 and started the workshop immediately. By that time, however, we had lost two of the participants.

We started the workshop with 18 participants and had only ten on the last day. We were able to cover the key parts of the planning model and complete the demonstration on the last one-half day. We only had two days and two evenings.

The group recognizes their need for planning in relation to development projects, and worked hard (some of them) at trying to comprehend the process. About one-half of the class seemed to catch on and the rest still have a long way to go. We need to plan on about twice the time with these church leaders than we have planned for them. They should go through the first phase again.

Al Ortiz did an excellent job of interpreting, one of the best we have had. The facilities were adequate, but as in Jamaica the participants did not come prepared to present project ideas. Al Ortiz did not have copies of the material in Spanish for the participants. I had one copy with me and it was duplicated and distributed at the end of the course.

Rufi Macagba participated in this session for a short time and did very well. He is quite enthusiastic about what we are doing and made a good strong presentation on the part he did give. He will do more at the next session.

The projects that were presented were for the most part fiction. There were three or four, however, that were real and could be developed into sound projects. They need a great deal of help.

Cleo F. Shook

World Relief

PROJECT LIST

DOMINICAN REPUBLIC: Phase One (Santo Domingo, October 9-11, 1980)

1. Escuela de Enfermaia Anivel Medio (Asst. Nurses Training School)
Serve 300,000. Three years \$70,000.
2. Dispensario Medico (Medical Dispensary)
Serve 1500 mothers, 4500 indirectly. One year \$20,000
3. Alimentarion Rural (Rural Food Supplement)
Serve 284,000, 150,000 children 2-7. Five years \$488,436 and rural workers
4. Saludia Basica Rural (Basic Rural Health)
Serve 3500, \$50,000 Three years
5. Control de Familia (Family Planning)
Serve 600 families, population 3600. Three years \$60,000
6. Escuela Technica Vocacional
Building trades, secretary. 80 per year, 400 per year.
One year-3 years \$75,000 per year
7. Panaderia Belen-- on the job training and job creation in bakery.
13 jobs, 40 others. Supply bread to approximately
1200 people daily. 30-35 workers. 175 people to 5000
Building and equipment. 18 months - \$98,000 maximum production
Loan for 4 years - \$3-4,000 monthly 75%
8. Ayuda Y Desarrollo (Help and Development)
10,000 people. Three years \$47,000
9. Taller de Costura (Tailor Shop)
100 mothers, job creation. Two years \$6,000.
10. Pequenas Industrias (Ag Production Processing)
Corn, others. 3500 people. 18 months, \$35,000
11. Escuela de Ebanizteria a Nivel Perito (Master Cabinet School)
500 people, Two years \$50,000
12. Clinica Rural de Salvo
1000 people, 2-½ days per week. Two years, \$12,000

7/3

World Relief

WORKSHOP REPORT

DOMINICAN REPUBLIC: Phase One and Two (Santo Domingo, May 1981)

The composition of this phase one workshop was completely different than that of the workshop held in October of last year. Most of the people attending had some connection with economic or social development, or were seriously interested in learning about development.

The workshop was sponsored by the new development organization IGLEDECO. The details for the two workshops were handled by Angel Carceras who had attended the very first DAS workshop held in August 1976. He was also chairman of the board for AED and also attended the first phase last October. He therefore was well prepared for these sessions and made good arrangements. He was disappointed that more people did not show up, but we had about 22 very good people. There were four university students there who are also working for AED. They kept the group (and the instructor) wide awake with good questions and even better comments. We had six women, most of whom were from IGLEDECO. They also were extremely well prepared to participate and really did the best job on the project design of any of the others.

The enthusiasm of all the participants was summed up by an unusual person. A donor! He is giving land and cattle and large sums of money to some of the development organizations. He said he came to visit for a few hours to see if there was any real basis for good accounting for resources by voluntary development organizations. He stayed for the entire week, did not miss an hour, and said at the end that he wished he had attended such a course 20 years ago! He gave a dinner for the class at his elegant home on the last night and announced he would give an additional \$40,000 for development as a result of the class.

There were three young men from Food for the Hungry Hunger Corps who attended two of the three days and were most appreciative for the chance to learn a method to prepare their projects for submission to the home office.

There was as much difference between this group and the October group as there is between night and day.

The second phase was almost entirely composed of the recent first phase people. There were three from the October phase one. It also went extremely well--a great deal of interest and eager participation.

The leadership of the workshop were very interested in scheduling more of the phase one and phase two workshops and I am certain that we will be hearing from them soon.

Leader: Cleo F. Shook

World Relief

WORKSHOP REPORT

ECUADOR: Phase One (Quito (ALFALIT), November 17-20, 1980)

This was one of the largest groups we have ever had. Thirty-three people were in attendance (at various times). The results of the workshop were more than satisfactory. The interest in project design and management was very high. The educational level was considerably above the average for Latin America, which made it much easier to present the workshops. Dr. Arturo Cabezas Lapey, a medical doctor from Costa Rica who is the president of Alfalit, added a great deal to the workshop by setting the norm for attendance and conduct during the class sessions. There is a lot of movement and continual talking in a Latin American class.

Alfalit is expanding its outreach into community development and advancement for women. This is in addition to their literacy and literature work which they see as a starting place for development. The camp was in a remote mountain area about 30 Km out of Quito in the mountains. It was COLD!!! It rained and hailed all but one day of the four for the workshop. The facilities were passable, but not ideal. We had to use ping-pong tables turned on the side for black boards. The participants had a few tables, but there were not enough for everyone, so taking notes was difficult. The food was adequate, but drinking water was in short supply and hard to get. The camp was isolated and without a phone or a car that was readily available to get to the nearest village to phone or cable.

The group was composed of people from most of Central and part of Latin America--Guatemala, Costa Rica, Salvador, Honduras, Nicaragua, Colombia, Peru, Dominican Republic, and Ecuador. We lost some time not being able to agree on common situations and costs. We soon changed the process and went to a make-believe situation and costs in order to move the course along. There were four North American missionaries there and they added a great deal. All in all it was a good program.

Cleo F. Shook

/jm

World Relief

WORKSHOP EVALUATION SUMMARY

ECUADOR: Phase One (Quito [ALFALIT], November 17-20, 1980)

1. All favorable, four to six.

2. Most helpful

There was a good balance of responses; almost everything was mentioned with planning and practical application coming up the most. Many said all was helpful.

Least Helpful

The fact that it was translated, despite a very good translator; discussions that developed sources of donor resources and lack of order and structure for participation.

3. The participants plan to use the information to prepare projects for submission to donor agencies.

Yes, the workshop met their needs as it will help them to better prepare projects for donors and it will help them to meet the needs of their countries.

All thought that the instructors were good to excellent. Some would have preferred the instruction to be in Spanish, others wanted more toleration for "dumb" questions.

Suggestions:

Do it in Spanish. Get the materials out beforehand so they have time to prepare. Do not be sidetracked by irrelevant discussions. Use audio-visual aids. Include group recreation and group dynamics.

K. Vargas was an excellent translator. Thanks.

Reader: Cleo F. Shook and James Schmook

PROJECT LIST

ECUADOR: Phase One (Quito (ALFALIT), November 17-20, 1980)

1. Education for development/Stu Domingo-727, 2 years, \$35,200.
2. Irrigation for one valley, Sucre, Bolivia, \$5,000-65,000, 2 years.
3. Teach sewing, 17 communities, 900 women, \$20,000, Nicaragua.
4. Replacing construction of housing for displaced persons due to flood-earth, 75 families/800 people, \$30,000, 2 years, Ancash/Peru.
5. Lorena Stoves, 100 families/800 people, one year, \$15,000, Guatemala.
6. Literacy during summer school, UPLA-C.R., 3 months, \$10,000, 1000 people.
7. Development of women (advancement), Santa Fe, Dominican Republic, 600 women, 2 years, \$51,000.
8. Literacy and development of vegetable gardens, Laguna, Costa Rica, one year, \$6,250. (500 new readers-- $32 \times 5 = 160$).
9. Radio study program. Quito-Cuayaquil 1,000, one year, \$20,000.
10. Family planning training program Cali, Colombia, 5 suburbs/1,000 homes, one year, \$20,000/2000 people up to 8,000 people.
11. Sewing and embroidery shop, Medellin, 2 years, 10,000 people, \$25,000.
12. Basic adult education. Honduras Pinelajeo, 200 people, 3 years, \$25,000.
13. Cattle program, 100 families, 600 people, training for farms, 2 years, \$50,000-Santo Domingo/Colordo-Ecuador.
14. Leadership training for rural leaders, 100 leaders, 50 men/50 women, one year, \$22,825, Bocacanista, Dominican Republic.
15. Pastoral workshop for education of adults. Panama, 10 local churches, 500 people, \$12,000, 3 years.
16. Nutrition education, 100 women, Quito, Ecuador, \$15,000, one year.
17. Medical assistance/literacy, 10,000 refugees, San Jose, 2 years, \$45,000 (mostly medicine).

World Relief

PARTICIPANT LIST

ECUADOR: Phase One (Quito, ALFALIT, November 17-20, 1980)

1. Wilma Jordan Oliva, Alfalit Boliviano, Casilla 2552, Tel. 26507
2. Florencio T. Duran B., Alfalit en el Peru, Jr. Orbegozo - 650 - Brena, Apartado 3997, Lima 100, Peru
3. Carlos Landeo Sarmiento, Iglesia Evang. Pent. Misionera, Apartado 5146 Miraflores Lima, Peru
4. Mario Alvear C., Alfalit Ecuatoriano, Rocafuerte No. 959, Quito, Ecuador
5. Moises Colop, Asistente Administrativo de CRWRC, Apartado 172, Quezaltenango, Guatemala, C.A.
6. Juan de Jesus Cornelio, Apartado 380, Santo Domingo, Republica Dominicana, Alfalit Dominicano
7. Jorge Lavado Miranda, Alfalit Peruano, Apartado 3997, Lima 100, Peru
8. Eugene L. Madeira, Hermanos en Cristo, Apartado A-257, Managua, Nicaragua, C.A.
9. German Claros G., Alfalit Boliviano, Casilla 1466, Cochabamba, Bolivia, S.A. Tel. 44794
10. Florencio R. Lopez, Alfalit El Salvador, Apartado 144, El Salvador, C.A.
11. Julio Cesar Guerra D., Alfalit de Panama, Apartado 1722, Panama 1, Panama Tel. Of. 25-6683, Res. 22-9323.
12. Luz Dany Marin de Espinal, Alfalit de Colombia, Apartado Aereo 3577, Cali, Colombia, Tel. Of. 761140, Home 510623
13. Miguel Mosquero, Alfalit Colombia, Apartado Aereo 4240, Medellin, Colombia Tel. 42-36-81
14. Thomas J. Price, Jr., Director de Relaciones Publicas, Oficina Central, Alfalit, Apartado 292, Alajuela, Costa Rica Tel. 41-55-26, Home 24-44-53
15. Ramiro Alvarez, Alfalit Salvadoreno, Apartado 292, Alajuela, Costa Rica, C.A.
16. Alejandro Figueroa, Alfalit Dominicano, Box 727, Santo Domingo, Rep. Dominicana Tel. 687-8371-796-8790
17. Guillermo Asencio, Alfalit Dominicano, San P. de Macores, Rep. Dominicana, Apt. 118, Tel. 529-3502

World Relief

ECUADOR: Phase One
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18. Jose Ernesto Munoz C., Alfalit, Tegucigalpa, Honduras, C.A. Tel. 32-1085
19. Esperanza de Fuentes, Miembro de la Junta, Guatemala
20. Mercedes Fuentes, Guatemala, Tel. 53-85-32
21. Pedro Brenes Rosales, Costa Rica, Apartado 748, Centro Colon, San Jose, Costa Rica, Tel. 22-0360
22. Inocente Maldonado, Apartado 869, Tegucigalpa, Honduras, C.A.
23. Maria Lourdes Jiron M., Apartado 2597, Managua, Nicaragua, C.A.
24. Ernesto R. Olivo Silva, Ecuador, Cestaris y Oleary No. 1170, San Diego Alto, Quito, Ecuador.

World Relief

WORKSHOP REPORT

ECUADOR: Phase One (Quito [HCJB], July 16-18, 1981)

The workshop started with 30 people for the first two days. Saturday not being a work day was hard to keep people who had personal business to attend to.

The group was a very good mix. Not only HCJB people, but people from MAP, World Vision, the Luke Society, the Berea Mission, GMU, and the Peace Corps. Most of the people in attendance were engaged in development already. This allowed for good discussion and we had some excellent project examples to work with. The attention was very good with spirited discussions and great participation. There were about six Ecuadorians there and were very interested in a session for local development workers in Spanish. They will contact Don Hawk if they get themselves organized.

The Evangelical Alliance of Ecuador also expressed some interest in a workshop for rural pastors. They also may contact Don for a scheduled time.

It was a very good workshop.

Cleo F. Shook

Contact in Ecuador: Doug Peters

World Relief

WORKSHOP EVALUATION SUMMARY

ECUADOR: Phase One (HCJB, Quito, July 16-18, 1981)

1. On a scale of 1 to 7, almost everyone rated the workshop a 6, though one person each rated it 4, 5, and 7.
2. The following items were noted as helpful by more than one person. The number indicates how many people noted it:

Planning	8
Learning style	6
Leadership style	5
Motivation	3
Information about donors	3
Logical framework model	2
3. About half the participants mentioned that they expected to put into practice principles learned concerning leadership training. About one-quarter of the participants expected to put into practice principles related to planning or project presentation.
4. Most of the people were very positive, though about one-quarter of them felt that the workshop was not very pertinent. One in particular thought that it was too complex and didn't relate to the grass-roots level where most of them were working. Six people mentioned that both in the area of community development and planning style the workshop had been a real help to them.
5. Everyone ranked the workshop teaching quality as either good (5), very good (8), or excellent (5).
6. As regards recommended changes, several people mentioned putting more emphasis on evaluating projects and a desire for more information on leadership and management.
7. Basically the additional comments had to do with being grateful for the seminar and interested in the possibility of more seminars.

DEK/ae

APPENDIX B

Profiles of the four projects discussed in the projects implemented section of this report constitute Appendix B. The reports cover the Berea Project (Bolivia), the Salaqui Project (Colombia), the Kalokol Project (Kenya), and the Zelaya Project (Nicaragua).

World Relief Project Profile

COUNTRY: BOLIVIA
PROJECT TITLE: BEREA VOCATIONAL INSTITUTE
COOPERATING AGENCIES: WORLD GOSPEL MISSION
AMOUNT NEEDED: \$32,480

This project will provide rural workers with capability to earn their own income and provide benefits to rural villages through the use of new skills learned in the vocational training program.

Need

The Berea Vocational Institute of Santa Cruz, Bolivia, trains men and women students who come from a low income background. There is a need for vocational skills at the village level. Skilled workers are needed to provide services which are lacking in the village and instruction should be provided that others may learn the skills as well.

Outcomes

As a result of this project, skilled services will be provided and local people will be trained enabling them to be self-employed. The instruction in poultry raising will increase the supply of eggs and chickens for consumption in the villages, both of which are in demand, and raise the nutritional level of the village. The addition of these skills to the local economies will serve to raise the living standard of the village where these teachers serve.

Methods

Students at the Berea Institute are required to take three years of vocational training. All of the students will be trained in carpentry, construction, sewing and poultry raising and will be given the opportunity to concentrate on any one of the areas. All of these represent jobs or services for which there is a demand on the local markets. There is a need for furniture in the villages and carpentry students will be able to make the simple kind of items used. They will also be qualified to train others in this skill and thus help to provide additional jobs in their area.

Poultry products are always in demand and training in poultry raising will help them increase the quality and quantity of produce. The workers they need to help will provide additional jobs and the knowledge they have will benefit the entire community.

Sewing classes will enable students to make local clothing simply, but well. There is a constant demand for clothing and they will be able to share their skills with others.

Finally, there is much construction work at the present in Bolivia and the skills of these people will be in high demand. They will need assistance in much of the work they do, and so their skills will also be shared with others in the village increasing the amount of work they can accomplish and the quality of construction work at the village level.

The shops at the school will be almost entirely self-supporting as they will be able to market what they produce in class. Local teachers and qualified expatriates will provide qualified instruction in each one of the subjects, and there will be opportunity for practical application and on the job experience while they are learning.

Resources

	LOCAL	DONOR	TOTAL
Sewing:			
1. Classroom	\$ 2,000	-	\$ 2,000
2. Basic furniture	1,000	-	1,000
3. Vocational director	3,250	-	3,250
4. 10 sewing machines	-	\$ 2,000	2,000
5. Material inventory	-	1,000	1,000
6. Patterns/textbooks	-	1,000	1,000
7. Land	250	-	250
Construction:			
1. Vocational director	3,250	-	3,250
2. Land for buildings	2,000	-	2,000
3. Tools	1,500	-	1,500
4. Cement	-	1,200	1,200
5. Bricks	-	800	800
6. Sand/gravel	-	275	275
7. Roofing lumber	-	825	825
8. Roofing	-	4,470	4,470
9. Plumbing/electrical	-	6,000	6,000
10. Flooring/windows	-	4,500	4,500
Poultry:			
1. Chicken sheds	2,000	-	2,000
2. Tractor/machinery	6,000	-	6,000
3. Vocational director	3,250	-	3,250
4. Land	500	-	500
5. Hammer mill	-	5,000	5,000
6. Additional building	-	4,000	4,000
7. Feed supply	-	2,325	2,325
8. 5,000 birds	-	2,250	2,250
Carpentry:			
1. Shop	3,000	-	3,000
2. Addition to shop	-	3,000	3,000
3. Storage shed	-	2,000	2,000
4. Instructor	3,250	-	3,250
5. Lumber supply	600	2,000	2,600
6. Land	500	-	500
7. Labor	2,500	2,500	5,000
8. Hand and power tools for shop	2,725	8,500	11,225
9. Three phase electric supply	-	4,000	4,000
Program management	-	3,480	3,480
TOTAL	\$37,575	\$61,125	\$98,700
	38%	62%	

4/4

World Relief Project Profile

COUNTRY: COLOMBIA
PROJECT TITLE: SALAQUI REVERSE MIGRATION/COMMUNITY DEVELOPMENT
COOPERATING AGENCIES: AGAPE, IIDI
AMOUNT NEEDED: \$18,890

Many cities of the world find themselves facing an overwhelming population problem as rural people migrate to the commercial centers in hopes of finding employment. This problem is magnified in third world countries which do not have the industrial base necessary to support large urban populations. Thousands of peasants flee each year from the countryside only to end up in urban slums with no hope for the future. This project will provide an escape from the poverty of the city slum and a chance for families to provide for themselves on their own land.

Need

In the northern section of the Choco province of Colombia, peasants are being forced off the land and into the cities. For those who remain in the country, their only opportunity to work is for a large landholder with poor wages and no hope for advancement. Those who flee to the cities find thousands who have preceded them. The cities are clogged with unemployed poor who know nothing but working the land, but there is no land to work in the cities. There is little hope for employment and steady income in the congested cities; other outlets must be found.

Outcomes

This project will take families out of the city where there is little hope for employment or self respect, and help them move back to their own land. Quality of life will improve for them and they will regain confidence in themselves which has been destroyed by life in the city. The chance to start their own community from the ground up will instill in them that esteem they had lost for themselves and each other and give them pride in their accomplishments and their ability to achieve against odds that appear hopelessly stacked against them.

This project will set an example for others in Colombia in the same plight. It will help to relieve the burden of the overcrowded cities, relieving the pressure there and helping to reduce unemployment by moving idle labor out of the city and putting it into productive farmwork. Agricultural output will increase and nutritional benefits accrue to the families of the farmers and the local communities as well. As agricultural productivity increases in these small villages, economic activity in general will be stimulated to the benefit of everyone in the area.

Methods

The government had made homesteading land available to those who will prove their claim by clearing the land. For those who need this kind of opportunity, it is almost impossible to take advantage of it. They have little to live on day to day, let alone what it would take to support them while they take the time to clear the land and start up crops and stock from nothing. For the time period while they are doing this there would be no income.

This project will help support ten families for the first year in their new village. The heads of the families have already staked their claim and at great personal expense and hardship, have cleared the land when they could spare a few days. Capital will now be provided for them to purchase breeding stock, tools, seed, and fertilizer for the first crop. Funds will also be provided to supplement their meager food supply while the stock and crops mature. Civil engineers and an agronomist will provide technical assistance in planning the new community.

Within three years there will be a vital, growing, self-supporting community on land that was unproductive, composed of people who appeared to be without hope.

Resources

	LOCAL	DONOR	TOTAL
1. Supplemental food supplies for the first year	\$ 3,308	\$ 4,000	\$ 7,308
2. Consultant fees--civil engineer and agronomist	763	1,000	1,763
3. Tools and equipment	2,415	3,000	5,415
4. Breeding stock: 2 boars 20 sows	4,072	5,000	9,072
5. Administration	2,167	2,500	4,667
6. Program management	-	3,390	3,390
TOTAL	\$12,725 40%	\$18,890 60%	\$31,615

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World Relief Project Profile

COUNTRY: KENYA
PROJECT TITLE: KALOKOL COMMUNITY HEALTH
COOPERATING AGENCIES: AFRICA INLAND CHURCH
AMOUNT NEEDED: \$10,427

Many of the Turkana tribesmen of Northern Kenya suffer from diseases and blindness that could be prevented with proper care, hygiene, or immunizations. They are nomads by tradition, although drought conditions have forced them to settle semi-permanently in areas where there is a consistent supply of water. These areas are too remote to expect them to travel by foot for regular health care or classes. However, these areas are accessible by landrover from the hospital at Kalokol. This project will run mobile clinics from the hospital that will specialize in preventive measures and in classes in sanitation and hygiene.

Need

Several years ago the combination of a prolonged drought followed by devastating floods wiped out most of the livestock owned by Turkana tribesmen in the Kalokol district of Northern Kenya. It was so widespread that the Turkana tradition of the unaffected helping those who had lost all was not possible. This forced a major change in the lifestyle of many. They became more sedentary as water supplies have dwindled to a few spots. Without cattle their diet was changed from a protein rich one of blood, milk, and meat, to a less sufficient one of maize. The resulting concentration of more people in fewer areas who are less able to care for themselves has brought about an increase in disease and consequential death and blindness. The truly sad part is that most of these are preventable, either through better sanitation and hygienic practices, or through immunizations.

Unfortunately, most of the population centers are a long way from the Kalokol hospital and they are unwilling or unable to come for help, even in life or death situations. Health care and instruction in the basics of nutrition, sanitation, hygiene, and immunization campaigns must be delivered to tribesmen if the incidence of disease is going to be reduced.

Outcomes

The outcome of this project will be a 60% decrease in communicable and endemic diseases in the area surrounding the Kalokol hospital. This will also result in a decrease in blindness and death that results from these diseases.

Classes will increase the knowledge of the tribesmen and healthier people are more productive people. A rise in the standard of living is anticipated over the long run from this project.

Methods

Twenty population centers have been chosen in the Kalokol area, between one and 60

kilometers from the hospital. One day each month each of these sites will be visited by a team consisting of several nurses, a midwife, a driver, and a government worker with a particular specialty, such as nutrition, sanitation, personal hygiene, or agronomy. Except in cases of extreme emergency, all of the care provided by the mobile clinic will be preventive. Patients needing curative care will be referred to the hospital. All children under five will be given a checkup and immunizations as necessary.

At each site a local person will be contacted to serve as a liaison with the clinic. This person will be responsible for seeing that those in the area will know when and where the clinic will be held each month. She will also receive basic health care training, enabling her to do some work during the month when the clinic is not there. It is expected that she will share her knowledge in nutrition, eye care, ante-natal, and child care with her people. The majority of the team members will be Kenyan nationals, both nurses and government workers.

Resources	SPONSOR/ LOCAL	DONOR	OTHER	TOTAL
1. Salaries	\$4,580	\$ 4,160	\$ 215	\$ 8,955
2. Consultant	3,310	-	-	3,310
3. Travel	-	2,897	-	2,897
4. Materials	138	1,035	1,380	2,553
5. Training	-	165	-	165
6. Office	207	-	-	207
7. Program management	-	2,170	-	2,170
TOTAL	\$8,235 41%	\$10,427 51%	\$1,595 8%	\$20,257

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World Relief Project Profile

COUNTRY: NICARAGUA
PROJECT TITLE: ZELAYA AGRICULTURAL PROJECT
COOPERATING AGENCIES: MANOS EXTENDIDAS, BRETHREN IN CHRIST
AMOUNT NEEDED: \$14,375

The Misquito Indians of Nicaragua are subsistence farmers who find life to be a day-to-day struggle. The crops which they coax from their fields are just enough to support them until the next harvest. This project will give farmers production loans to enable them to clear new fields and provide them with better seed to break out of the subsistence cycle.

Needs

The Indian farmers produce only enough to survive year by year, no more. Although there is more productive land available from the government, to claim it they must clear it and begin working it. To do this in their current mode of existence would jeopardize the crops they rely on now to sustain life. All they need is security to carry them through clearing the land and the first cycle of crops. After the initial crop has been gathered they will again be able to support their families.

Outcomes

This project will make more productive land available to these farmers by helping them through the difficult period of land clearing, fencing, and initial planting when no harvest is available. Once this is done, the farmers will have crops to sustain their families as well as extra to sell, giving them a disposable income which they can use to improve other areas of their lives. They plan to build a school for their children and a health center with the extra funds.

At the same time farmers will need help in the preparation of new larger fields. Hiring of local labor will provide jobs where unemployment runs high. The project will give the participants a sense of being in control of their own lives.

Methods

Loans will be made to 59 families in the Huapi and Las Pavas communities for the purchase of food for three months and quality rice, corn, and vegetable seeds for their new fields. Land which they clear and fence is granted to them by the government of Nicaragua and will be more productive than fields presently being worked.

Once they have harvested the first crop, they will again be self-sufficient and will begin repaying their loan. The donor will be responsible for providing funds for the loan and the Misquito Indians will do all of the labor involved on a voluntary basis.

Crops are planted twice a year and taken to market by boat and on horseback. Much of what is produced is consumed by farmers and their families.

The loan will be made through a local organization which will monitor the project and use the repaid funds to assist others in the same operation.

Resources

	DONOR	LOCAL	TOTAL
1. Food	\$ 9,000	-	\$ 9,000
2. Seed (rice, corn, vegetable)	3,500	-	3,500
3. Labor (clearing, tilling, planting)	-	\$5,000	5,000
4. Project Management	1,875	-	1,875
TOTAL	<u>\$14,375</u>	<u>\$5,000</u>	<u>\$19,375</u>
	<u>74%</u>	<u>26%</u>	

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APPENDIX C

This appendix includes materials utilized in the survey of development activities, including the survey questionnaire and letters to those surveyed.



SURVEY OF DEVELOPMENT ACTIVITY BY EVANGELICAL ORGANIZATIONS
CONDUCTED BY WORLD RELIEF OF NAE
DEPARTMENT OF DEVELOPMENT ASSISTANCE

This is a survey to determine what your organization is doing in community development. The survey results, available to the evangelical community at large, will help World Relief be aware of how best to serve you in development assistance.

World Relief is the disaster relief and development assistance arm of the National Association of Evangelicals in the USA. In this capacity, World Relief serves EFMA and IFMA missions and WEF-related bodies in an official capacity. This survey is funded by the U.S. Agency for International Development as one part of a training program in development planning and management.

Five general development areas are explored in the survey: Food production, health, non-formal education, family planning, and job creation.

- A. Food production includes activities designed to improve nutrition or to improve food supply through agriculture, (including irrigation), animal science, fisheries, food storage, marketing, food processing, or nutrition education.
- B. Health includes all those activities related to health care and to improving the health of beneficiaries. There are two basic aspects of health care: 1) preventive, including activities in water supply and sanitation; and 2) curative, the major aspect of which is hospitals.
- C. Nonformal education includes activities such as literacy training, on-the-job training, and vocational training. It does not include formal education programs such as primary schools, secondary schools, and college/university level schools. Nonformal education generally provides beneficiaries with skills of immediate value in improving their socio-economic status. Formal education generally yields long-term results more than five years hence.
- D. Family planning includes activities designed to control population growth, ranging from education on reproduction, to distribution of birth control devices or pills, to sterilization.
- E. Job creation, or income generation, are activities designed to increase the economic status of the poor. The primary purpose of such projects is to increase the amount of disposable income available to beneficiaries. This is done through establishing small businesses, either urban or rural, in activities such as handcrafts, small industry, poultry, piggeries, beekeeping, rabbits, carpentry, or commerce.

Your response to the following ten questions will help us become aware of what your organization is presently doing in development, and what you would like to do.

1. For the following types of projects, please indicate the approximate value in dollars of your organization's contributions in the last year.

In determining the value of the organization's contribution to developmental activity, the value of commodities, material, or equipment supplied, the value of labor, management, or administration provided, and the amount of money spent should all be included. For example, if a missionary spends all his time on a development project, such as a clinic or vocational school, and it costs \$22,000 to keep that missionary on the field for a year, that amount would be shown as a mission's contribution. This can also be applied on a pro-rated basis. Likewise, include the value of all commodities, material, or equipment supplied.

	VALUE OF COMMODITIES MATERIAL, EQUIPMENT	VALUE OF ALL PERSONNEL	CASH INPUT	TOTAL
a. <u>Food Production/ Nutrition</u>				
b. <u>Health</u> 1. preventive				
2. curative				
c. <u>Nonformal Education</u>				
d. <u>Family Planning</u>				
e. <u>Job creation/ Income Generation</u>				
f. <u>Other (Specify)</u> _____				
TOTALS				

Please place an asterisk (*) next to the development projects you noted above that you consider are significantly helping people to be self-reliant and self-motivating.

2. Approximately what part of your total overseas expenditures has been spent on community development over the last three years? _____%
3. If any other organizations including governments, national churches, or development agencies have contributed this last year to development projects your organization has supervised, please give their names, the project, the amount contributed, and the cost of the project as a whole. (More space is provided at the top of page 3 if needed.)

3. (continued)

4. Please list specific projects you think would have a high priority for your organization if funding, training, personnel, and/or technical assistance were available. Place a letter in front of each project according to whether it is basically:

- a) food production/nutrition
- b) health - curative (b-1) or preventive (b-2)
- c) nonformal education
- d) family planning
- e) job creation/income generation
- f) other (specify) _____

For example: c 0. Literacy Project in Cochabamba

- ___ 1.
- ___ 2.
- ___ 3.
- ___ 4.
- ___ 5.

For the above projects, check what kind of assistance you need.

	PROJECT FUNDING	PROJECT DESIGN	TECHNICAL CONSULTANTS	MANAGEMENT TRAINING
1.				
2.				
3.				
4.				
5.				

Does your organization have a clear definition of development? ___ Yes
___ No

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7. If your answer to question #6 was yes, could you complete this sentence?

Development is.

8. WRC has the capability to provide training workshops in designing development projects and in management. Would representatives of your organization find it useful to participate in a field workshop, conducted by professionals, for the purpose of training in project design, planning, management, and evaluation?

9. If yes, how many people and in what locations?

10. Please comment on the need for development assistance within your organization.

11. What do you consider to be two or three of the most important questions currently facing Christian organizations involved in development?

1.

2.

3.

12. How many members of your organization have participated in a training workshop for project planning and management?
13. If your people have participated in a training workshop, do you remember the sponsoring organization, when it was, and where it has held?

14. Basic Information

Respondent:

Organization:

Address and Telephone:

Countries in which your organization is currently engaged in development activities:

Organizational affiliations: (EFMA, IFMA, NAE, WEF, other)

World Relief



Jerry Ballard, executive director

September 1, 1981

Dear :

During these past months of reorganization of World Relief activities, more attention than ever has been given to our responsibility to serve mission agencies affiliated with EFMA or IFMA. As another step in this commitment, we are undertaking a study of what evangelical church and mission organizations are doing in relief and self-help development activities.

I am writing to ask you to help us identify planned programs you are engaged in to cope with problems inherent to the poor, such as hunger and disease, overseas. You can help us by completing the attached survey, the results of which will be available to our evangelical missions at large and will greatly aid World Relief in assisting you in your concern for suffering people.

World Relief, the disaster and relief and self-help development arm of the National Association of Evangelicals in the USA, serves EFMA and IFMA missions and WEF-related bodies in an official capacity. This survey is part of the total training package that World Relief is involved in.

Will you please take twenty minutes right now to answer this survey? (You know how easily matters like these tend to end up in a pile that gets "swept away" if we don't respond right away!) If you absolutely don't have the time right now, could you schedule it into one of the next couple of days? We urgently need the survey results back in our office no later than September 21, 1981.

Feel free to approximate where necessary the figures that are asked for in the survey if you do not have exact data.

I appreciate your cooperation in this cause that we believe will be "for the good of man and the glory of God."

Sincerely,

Jerry Ballard
Executive Director

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World Relief



Jerry Ballard, executive director

September 22, 1981

Dear :

Three weeks ago, I wrote you regarding an extremely important survey of your mission's activities in relief and development. I'm sorry if the letter did not reach you, as apparently it did not, as we have had no reply. As a result, I am attaching another survey with the request that you help us identify what evangelical church and mission organizations like yours are doing overseas in planned programs to cope with problems of the poor such as hunger and disease. The results of this survey will be available to evangelical missions at large and will aid World Relief greatly in assisting you in your concern for suffering people.

World Relief, the disaster and relief and self-help development arm of the National Association of Evangelicals in the USA, serves EFMA and IFMA missions and WEF-related bodies in an official capacity. This survey is part of the total training package that World Relief is involved in.

Will you kindly take the time right now to complete the survey? If you don't have the time today, could you please schedule it within the next couple of days? We urgently need the results of the survey in our office no later than October 5, 1981.

Exact data is preferable. However, feel free to approximate where necessary the figures asked for in the survey.

You have my sincere gratitude for your kind cooperation.

Cordially,

Jerry Ballard
Executive Director

APPENDIX D

A summary of the Christian Service Society program is included
in Appendix D.

SUMMARY OF CSS PROGRAM

1. Primary Village Co-operative Societies

There are 130 societies in Dacope, Kotalipara, and Gopalganj with approximately 50 families in each society: total families, 16,500; total number of heads, 82,500. There are approximately 35,000 acres of land being cultivated by these families per year with CSS credit, technical assistance, irrigation, and mechanized help. CSS investment for this program is \$89,269. The average yield counted as 1,640 lbs. per acre. The total yield for 35,000 acres is 28,000 tons. The average rate of the grain is \$7.00 per 100 lbs. and the total cost of the product is \$393,260. Each family is getting \$240 per year. The CSS investment is a revolving fund, recollected each year and reinvested again for the same program the following year.

2. Fisheries Project

There are 100 ponds for 200 families. The CSS investment is \$28,000 and the income per year for 100 ponds is \$56,000. Each family will earn \$280 per year. The CSS investment will be repaid after three years and this fund will be used again for the same purpose.

3. Rickshaw Puller Project

There are 130 rickshaws for 260 families. The CSS investment is \$26,400 and the total yearly income is \$78,876. The yearly income per family is \$300. The CSS investment is a revolving fund and after one year the total investment is recovered and the rickshaw pullers will be the owners of their own rickshaws. This revolving fund will be used in the next year for another 260 rickshaw pullers and their families.

4. Wood-chopping and Push-cart Project

The CSS investment is \$10,000 with a total yearly income of \$30,340. This benefits 100 families with a total yearly income per family of \$300. The CSS investment is a revolving fund and within one year's time, the total fund will be repaid and the workers will own their own carts. This revolving fund will be used in the next year to finance another group of 100 workers.

5. Husking Project

The CSS investment is \$10,100 and this project benefits 50 families. The

total yearly income is \$10,100 with yearly income per family at \$200. The CSS investment is a revolving fund which will be loaned again next year for the same program.

6. CSS Clinic

The total cost for clinic operations is \$9,450 per year and half of the amount is contributed by the Lions Club of Khulna City.

7. Orphanage

The total yearly expense for the orphanage is \$26,950 and it cares for 100 boys. It is a costly program, but in the words of Paul Munshi, "when we think about the precious human lives, then the money has no meaning." Bangladesh is suffering from the lack of dedicated leaders, so if CSS can raise several qualified, honest leaders the project will have been worthwhile.

8. Gallamari Seed Production Farm

This program is almost self-supporting, producing better variety seeds for the growers.

9. Handloom, Handicraft and Sewing Projects

These are training and job-creating projects, where destitute women are engaged to earn their livelihood. They are self-supporting projects.

10. Sunderban Forest Project

The CSS total investment is \$73,000 and this project benefits 150 families. The total yearly income, which is distributed among 150 families, is \$80,900. The yearly income of a family is \$540. The CSS investment is an increasing revolving fund. This invested fund is not only producing \$80,900, but also giving the organization a net profit of \$16,850 per year.

11. Secretarial Training Course

This program trains secretaries in shorthand, typing, and speaking English. It also creates jobs and is self-supporting.

12. Adult Education Project

CSS has 58 adult education classes in three service centers. Total expense for the program is \$7,850 and half of the amount is coming from students and half from the government. Through this program 2,400 people are learning to read and write each year.

13. Family Planning Project

The total cost of the program is \$17,500 for 960 patients per year. The CSS expense is \$3,200 and the remainder (\$14,300) is provided by the Bangladesh Association for Voluntary Sterilization (BAVS) and the government. The expense to sterilize one patient is \$18. Out of this amount, CSS pays \$3.50, BAVS pays \$7.00, and the government pays \$7.50.

14. Thieves' Village and School

At the Kotalipara Service Center, there were 73 families of professional thieves living in the "thieves village". Their actual profession was stealing every night and it was known by everybody, including the authorities. CSS started working with this village and they formed a cooperative society, stopped stealing, and started a school. This is the first time their children have gone to school. They are no longer called thieves, but are now respectable, law-abiding citizens.

15. Cattle Extension Project

CSS has an artificial insemination center at Dacope to improve local livestock. It is also almost totally self-supporting because CSS charges for insemination and breeding.

16. Workshop

This is a training, job-creating, and profit-making project, which primarily makes agro-implements.

APPENDIX E

A list of the membership of the Evangelical Fellowship of Kenya
is Appendix E.

MEMBERS OF E.F.K. AND THEIR EXECUTIVE LEADERS:

Africa Inland Church	Rev. Ezekiel Birech	Bishop
Africa Gospel Church	Rev. Jonah Chesengeny	Moderator
Pentecostal Assemblies of God	Rev. Shem Irangi	General Superintendent
Kenya Pentecostal Holiness Church	Rev. Philip Bande	General Superintendent
Kenya Assemblies of God	Rev. Elisha Likoko	Distr. Chairman
Redeemed Gospel Church	Rev. Arthur Kitonga	Chairman
Association of Christian Churches Kenya	Rev. Dick Hamilton	Chairman
Scriptural Holiness Mission	Mr. G. Mulaha	Chairman
Conservative Baptist Fellowship	Dr. Frank E. Dobra	Field Secretary
World Gospel Mission	Rev. Loren Clark	Director of TEE-Dept.
Pentecostal Assemblies of Canada	Rev. John F. Lynn	Field Secretary
Kenya Pentecostal Holiness Church (Mission)	Rev. Joe Arthur	Field Secretary
Trans World Radio	Rev. S. Boakye-Yiadom	Director
World Vision Kenya	Mr. Macmillan Kiiru	Director
Food for the Hungry	Mr. Richard Dukes	Director
The Navigators	Rev. Bruce Van Wyk	Director
Africa Gospel Light	Mrs. M. Simbiri	Secretary / Manager
Life Ministry	Dr. Al Rhea	Chairman
International Bible Projects	Mr. Dan Kyanda	Director
Every Home Crusade	Mr. B. Odhiambo	Director
Word of Life	Mr. Dave Robertson	Director
Nairobi International Women Association	Miss Norma Kelly	Secretary

E.F.K. EXECUTIVE COUNCIL MEMBERS:

Chairman:	
Rev. Jonah Chesengeny	Africa Gospel Church
Vice Chairman:	
Pastor Elija Cherorot	Africa Inland Church
Treasurer:	
Rev. Luka Kihamba	Kenya Pentecostal Holiness Church
General Secretary:	
Rev. Isaac A. Simbiri	Africa Inland Church
Rev. Nathaniel Korir	Africa Gospel Church
Rev. Ezekiel Birech	Africa Inland Church
Rev. Loren Clark	World Gospel Mission
Rev. Christopher Galo	Pentecostal Assemblies of God
Rev. Patrick G. Mwangi	Kenya Assemblies of God
Rev. Philip Bande	Kenya Pentecostal Holiness Church
Rev. Roger E. Coon	Association of Evangelicals of Africa and Madagascar / co-opted
Dr. Tokunboh Adoyemo	Association of Evangelicals of Africa and Madagascar / co-opted
Mrs. Margaret Simbiri	Africa Gospel Light
Rev. Stephen Boakye-Yiadom	Trans World Radio
Rev. Stanley Gichane	Kenya Assemblies of God
Pastor Mark A. Sindani	Pentecostal Assemblies of God
Rev. Joe Arthur	Kenya Pentecostal Holiness Church
Rev. L.A. Watkins	Pentecostal Assemblies of God

APPENDIX F

The resumes of the new staff people for Development Assistance are included in Appendix F.

RESUME

NAME: Richard Keith Anderson

ADDRESS:

PHONE:

PERSONAL:

Citizen: U.S.A.

LANGUAGES: English
French

EDUCATION: 1971-73 University of Washington Seattle, Wn..
Graduate School, Geography
1965-66 International Peoples' College Elsinore,
International Understanding / Denmark
1961-66 University of Washington Seattle, Wn
Business Administration, B.A.

SPECIAL SEMINARS/ STUDIES:

1. Designed and conducted a management seminar in Bamako, Mali, for World Vision Project Managers, emphasis on community development. May, 1979.
2. Graduate, International Institute of Rural Reconstruction seminar in Manila (Cavite), Philippines. January-March, 1978.
3. Participated in "Management Through Communication" seminar in Bellevue, Washington. April-October, 1977.
4. Participated in a work-study of agricultural and social practices of the Kibbutz Yaffat, Yaffat, Israel. October-December, 1970.

PAPERS WRITTEN AND PRESENTED:

1. "Sub-Regional Development Model" - Presented to U.S. Technical Assistance Division, USAID, Washington, D.C., 1977.
2. "Operational Program Grant - Livestock Improvement Project" for Kivu, Republic of Zaire. Presented to USAID, Kinshasa, Zaire. 1977.

Resumé, Richard K. Anderson

PAPERS WRITTEN AND PRESENTED (cont.):

3. A Training Concept for West Africa".
Presented to World Vision International, Abidjan,
Ivory Coast. 1978.

MILITARY - U.S. ARMY:

- 1967 Infantry Training, Fort Dix, New Jersey.
1968 Officers' Candidate School, Fort Belvoir, Virginia.
Engineering. Commissioned 2nd Lieutenant.
1969-70 Republic of Vietnam

WORK EXPERIENCE:

- 1979-81 Self-employed as private contractor, residential
and commercial building, Monroe, Washington.
- 1978-79 World Vision International, Relief & Development Director
Abidjan, Ivory Coast.
Responsible for approximately 30 projects in
Senegal, Mali and Upper Volta with a budget of
\$500,000. US per year.
Designed community development projects for water
resource development, agriculture and village level
health programs. Identified, trained and worked
with nationals in each country.
- 1977 MAP International, Consultant, Kinshasa & Kivu, Zaire.
Designed a Livestock Improvement Project for Kivu
Province and presented the project proposal to
USAID, Kinshasa.
- 1976-77 State of Washington, Regional Director for Early &
Periodic Screening, Diagnosis & Treatment Program,
Everett, Washington.
Expanded primary health care delivery facilities
rural communities in 5 counties.
- 1973-74 Action Kusaidia, Directeur Régional Adjoint, Bukavu,
Kivu, Republic of Zaire.
Contracted by the government of Zaire to work as
counterpart to a military colonel (FAZ), to establish
regional headquarters for a development program.
Hired 500 men to develop the infrastructure of
the Kivu province. It involved developing or improv-
ing roads, bridges, and the construction of schools
and hospitals. Health, education, agricultural
and marketing training programs were initiated.

Resume, Richard K. Anderson

WORK EXPERIENCE (cont.):

1970 Medical Assistance Program, Kabul, Afghanistan.

Responsible for medical and mobile clinic logistics in the Hindu Kush.

1969-70 U.S. Army, Port Security Officer, Qui Nhon, Republic of Vietnam.

I was in charge of a 100-man security platoon. Responsible for land and sea security of Port of Qui Nhon.

Decorated: Vietnam Commendation Medal
 Bronze Star

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DAVID E. KORNFIELD

PROFESSIONAL OBJECTIVE

To facilitate both individual and organizational development in such a way that all concerned are more satisfied and more productive.

EDUCATION

- Ph. D., Comparative Education, 1980, University of Chicago, magna cum laude.
Dissertation: Socialization for Professional Competency of Protestant Seminarians in Latin America.*
- M.A., Education, 1976, Azusa Pacific College, Azusa, CA, summa cum laude.*
- M.A., Anthropology, 1974, University of Chicago, cum laude.
Thesis: The Cross-Cultural Strengths and Weaknesses of the Socio-Psychological Concept of Modernity.*
- B.A., Anthropology, 1973, Wheaton College, Wheaton, IL., summa cum laude.*

PROFESSIONAL COMPETENCIES

JOB ANALYSIS SKILLS

**Identifying organizational needs: for example, I have designed a needs assessment instrument for volunteer organizations that assesses both the volunteer's areas of strength and weakness and gives the organization direction for further training.*

**Developing and using psychometric tools: for example, administering and scoring the Skills and Attributes Inventory (developed by the Industrial Relations Center, University of Chicago).*

**Assessing job competencies: pinpointing competencies that distinguish highly effective professionals, managers, or on-line personnel from average ones; for example, I have implemented such research with the Human Resources Center, University of Chicago, as regards nontraditional administrators in higher education and faculty in higher education.*

TRAINING SKILLS

**Designing curricular or structural interventions: on the basis of needs assessment, plan interventions that result in greater productivity; for example, I have designed and implemented professional internships for people needing to acquire specific job-related competencies.*

**Coordinating workshops: enabling people to further develop needed job-related competencies; for example, coordinating a workshop for training specialists, reviewing the instruments currently available for assessing generic competencies (at University of Chicago's Center for Continuing Education).*

**Teaching: using clear learning objectives and a broad range of educational methods; I have taught for four years in the area of educational psychology, one year in Bolivia and three at Wheaton Graduate School, Wheaton, IL.*

COST-BENEFIT ANALYSIS SKILLS

**Identifying the costs and benefits of "soft" projects: trained at the Human Resources Center, University of Chicago, to determine the costs and benefits of such projects as team-building seminars, training seminars, and other organizational development interventions.*

**Using statistical skills: for example, I have done organizationally-based research using multivariate regression analysis to identify the degree to which professional training actually equipped people with the needed competencies, and to isolate the variables in the training program that most facilitated this process.*

**Designing research proposals and instruments: I have received training at University of Chicago, the National Opinion Research Center, McBer and Company (founded and directed by David McClelland of Harvard); this enables me to design research concerning current problems, identify emerging issues, analyze local and regional trends and articulate current research findings.*

ADDITIONAL WORK HISTORY

(not mentioned above)

- 1980, 1981 *Evaluator for the Consortium on Quality in Nontraditional Education (Sponsored by FIPSE at University of Chicago's Center for Continuing Education).*
- 1976-1980 *Simultaneous translator for Spanish and English at international conventions in Urbana, Illinois; Quito, Ecuador; Jamaica, and the Dominican Republic.*
- Summer 1976 *Coordinator of the Graham Communication Graduate School's pilot project involving international leaders in community outreach.*
- 1975-1977 *Research assistant, Department of Comparative Education, University of Chicago.*
- Winter 1975 *Instructor of cultural anthropology orientation seminar for new workers of the Mennonite Community Development, Cochabamba, Bolivia.*
- 1974-1975 *Research project on students' values in higher education in Bolivia and Argentina, auspices of University of Chicago.*
- 1972-1973 *Teaching assistant, Department of Anthropology, Wheaton College, Wheaton, IL.*

REFERENCES

Available upon request.

RESUME

Danny D. Martin

Career objectives:
Administration in relief and
development

EDUCATION:

Simpson College
San Francisco, CA.

B.A. History
1968

Trinity Evangelical
Divinity School
Deerfield, IL.

M. Div. School of World
Missions 1971

EXPERIENCE

World Concern
P.O. Box 33000
Seattle, WA. 98133
2/78 to 4/81

Director of Overseas Ministries:
Created a program which sent 150
overseas workers.
Coordinated relief and development
projects. Administered a \$2,000,000
budget and supervised a staff of 25.
Administered 3 international offices.
Wrote relief and development project
and proposals.

Job Therapy, Inc.
Eleventh Floor
Smith Tower Bldg.
Seattle, WA. 98104
6/73 to 2/78

Executive Director: Supervised 700
volunteers visiting men and women in
prison. Placed 1000 ex-offenders
into jobs in one year. Raised
\$1,500,000 through proposals.
Supervised 50 staff.

Other jobs included business management, sales,
and construction.

PERSONAL DATA:

Born: March 24, 1946
in Spokane, WA.

Married: August 23, 1968
Two sons, 9 and 6.
One daughter, 3 years old.

Health: Excellent

Willing to relocate

Activities: All sports

REFERENCES:

Dr. Gib Martin
P.O. Box 66026
Burien, WA. 98166

Dr. Tom Sine
210 W. Smith
Seattle, WA. 98199

APPENDIX G

Appendix G is a list of organizations by country represented at workshops in the past year.

World Relief

The following is a list of organizations represented at different workshops conducted in the last year:

BOLIVIA

ANDEB (Evangelical Association)
Andes Evangelical Mission
Church of the Nazarene
Bolivian de Santidad
Evangelical Friends Church
Evangelical Friends Mission
Centro para Niños y Círculo Cristiano
Baptist Church
Bolivian Bible Society
World Gospel Mission

COLOMBIA

Mencoldes (Mennonite)
Church of the Nazarene
Colegio Interamericano
AGAPE (IIDDI)
Servicio de Extensión Cristiana
Alfalit
World Vision
Maranatha Clinic
Southern Baptist
Christian and Missionary Alliance
Mennonite Brethern Mission/Services

ECUADOR (HCJB)

MAP International
HCJB (World Radio Missionary Fellowship)
Gospel Missionary Union
Christian and Missionary Alliance
Berea Mission
World Vision
Luke Society
Peace Corps

ECUADOR (Alfalit)

Alfalit Bolivia
Alfalit Colombia
Alfalit Costa Rica
Alfalit Dominican Republic
Alfalit Ecuador
Alfalit El Salvador
Alfalit Guatemala
Alfalit Nicaragua
Alfalit Honduras
Alfalit Panamá
Alfalit Perú

HONDURAS

World Gospel Mission
IDH (IIDDI)
CAM International
Holiness Church
Friends Church
CEDEN
World Vision
Alfalit
Honduras Bible Society
Nazarene Church
Church of God

JAMAICA

Jamaica Association of Evangelicals
United Brethern in Christ
Source of Light Mission
Church of the First Born
Christian Brethern
Foursquare Gospel Church
Youth for Christ
Missionary Church
Associated Gospel Assembly

MALI

Christian and Missionary Alliance

NICARAGUA

Brethern in Christ
Alfalit
Manos Extendidas
Nicaragua Bible Society
Church of God
Nazarene Church
CAM International (Church and Mission)
Bethesda Church

UPPER VOLTA

Protestant College
Christian and Missionary Alliance
Assemblies of God Church
Assemblies of God Mission
Apostolic Mission
Evangelical Pentecostal Church
FEME (Evangelical Federation)