

AGENCY FOR INTERNATIONAL DEVELOPMENT  
**PROJECT PAPER FACESHEET**  
 TO BE COMPLETED BY ORIGINATING OFFICE

1. TRANSACTION CODE (BY APPROPRIATE BOX)  
 ORIGINAL  CHANGE  
 ADD  DELETE

PP  
 DOCUMENT  
 3

2. COUNTRY/REGIONAL ENTITY/GRAANTEE  
 Colombia

3. DOCUMENT REVISION NUMBER

4. PROJECT NUMBER  
 5140210

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6. ESTIMATED FY OF PROJECT COMPLETION  
 FY 76

7. PROJECT TITLE (SHORT (STAY WITHIN BRACKETS))  
 SCF/CAF INTEGRATED RURAL DEVELOPMENT  
 OPG

8. ESTIMATED FY OF AUTHORIZATION/OBLIGATION  
 A. INITIAL NO. YR. B. FINAL FY 76

9. SECONDARY TECHNICAL CODES (MAXIMUM SIX CODES OF THREE POSITIONS EACH)

10. ESTIMATED TOTAL COST (\$000 OR EQUIVALENT, \$1000)

A. PROGRAM FINANCING	FIRST YEAR			ALL YEARS		
	B. FX	C. L/E	D. TOTAL	E. FX	F. L/E	G. TOTAL
AID APPROPRIATED TOTAL	300		300	300		300
(GRANT)	( 300 )	( )	( 300 )	( 300 )	( )	( 300 )
(LOAN)	( )	( )	( )	( )	( )	( )
OTHER U.S. 2.						
HOST GOVERNMENT	641		641	641		641
OTHER DONOR(S)	1,196.5		1,196.5	1,196.5		1,196.5
TOTALS	2,137		2,137	2,137		2,137

11. ESTIMATED COSTS/AID APPROPRIATED FUNDS (\$000)

A. APPROPRIATION (ALPHA CODE)	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE	FY 76		FY		FY		ALL YEARS	
			D. GRANT	E. LOAN	F. GRANT	G. LOAN	H. GRANT	I. LOAN	J. GRANT	K. LOAN
FN	151	244	300							300
TOTALS			300							300

12. ESTIMATED EXPENDITURES

13. PROJECT PURPOSE(S) (STAY WITHIN BRACKETS)  CHECK IF DIFFERENT FROM PID/PRP

To enable three groups of poor rural Colombians to establish a self-help process for making progress toward well-being as it is defined by the communities themselves.

14. WERE CHANGES MADE IN THE PID/PRP FACESHEET DATA NOT INCLUDED ABOVE? IF YES, ATTACH CHANGED PID AND/OR PRP FACESHEET.  
 YES  NO

15. ORIGINATING OFFICE CLEARANCE

SIGNATURE: *James Mejias*  
 TITLE: DIRECTOR AID/COLOMBIA

DATE SIGNED: NO. 03 DAY 05 YR. 76

16. DATE RECEIVED IN AID/W. OR FOR AID/W DOCUMENTS. DATE OF DISTRIBUTION

APPLICATION TO  
AGENCY FOR INTERNATIONAL DEVELOPMENT  
FOR AN  
OPERATIONAL PROGRAM GRANT  
FOR COLOMBIA

SAVE THE CHILDREN FEDERATION/COMMUNITY DEVELOPMENT FOUNDATION

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Submitted: February 26, 1976

OPERATIONAL PROGRAM GRANT PROPOSAL

OPERACION COOPERACION

SCF/CDF COLOMBIA

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- No. 8 - Training Budget
- No. 9 - Training Detail

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OPERATIONAL PROGRAM GRANT PROPOSAL  
FOR

"OPERACION COOPERACION"

TOTAL OPG REQUEST: \$300,000

SAVE THE CHILDREN FEDERATION/COMMUNITY DEVELOPMENT FOUNDATION

Bogotá, Colombia, Jaime Victoria - Director

February, 1976

I. PROGRAM PURPOSE & DESCRIPTION (See Logical Frame Work Matrix Annex # 1)

PURPOSE OF THE PROGRAM:

The purpose of the program Operación Cooperación (Operation Cooperation) is to implement three replicable, fully integrated community-based rural development operations in three municipal districts of Colombia - Sibundoy in the Department of Putumayo, Guadalupe in Huila and Sumapaz in Cundinamarca. The areas involved represent widely dispersed communities with distinctly different climates and cultures.

The immediate goal of the project is to improve the economic and social well-being of the residents of the three selected target areas. By selecting three distinct areas it is intended to demonstrate that many agencies working within the same geographical area with a willingness to cooperate and coordinate efforts can achieve greater cost effective development results than that of many single agencies devoted to development but working independently. Even though each agency retains its legal autonomy the phased, coordinated approach will be demonstrably more effective. The "glue" for such an effort is a small coordinating team of committed development managers.

The ultimate goal of the proposed program is to improve the economic and social well-being of the rural poor of all departments of the Republic of Colombia, through a systematic replication of the project design on a national scale. It is felt that the achievement of this goal is the most effective and logical means of stemming the rapid and presently uncontrollable rural-to-urban migration with its disastrous consequences.

To achieve its purpose, Ayuda Estudiantil (the Colombia branch of the Community Development Foundation) has identified four key components:

1. Establishment of Basic Community Organizations. These committees should be able to assess their own needs, determine priorities and implement

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community services. Without realization of these committees, any rural development program amounts to only a temporary relief in the drab life of the rural poor.

2. Linkage and coordination of resources, both within the district socio-economic system and, externally, at the regional and national levels. These systems are essential for delivery of important technical information and essential commodities.
3. Comprehensive training program involving base organizations, community leaders, district (municipal) officials and rural, regional representatives. Special attention will also be given to training of women groups, key participants in the development process, as well as to training in important technical disciplines.
4. District infrastructure projects which are recognized to contribute directly to improvement of local productivity and betterment of essential educational and health services. These projects, outlined in the following proposal have been selected and will be implemented by local community groups in accordance with their own ongoing decision-making processes.

It is recognized that a continual process of community level evaluation will lead to a refinement of specific infrastructure projects and some re-targeting of objectives.

As stated above, it is expected that this project can serve as a pilot program in community-based integrated rural development, providing a model that will be suitable for replication elsewhere in Colombia.

#### TARGET GROUP OF BENEFICIARIES:

The target population of Operación Cooperación consists of the families in and around each of the three areas of Sibundoy, Guadalupe and Sumapaz.

These families, like those in most of Colombia's rural areas are large (6-11 children per family) and have an average family income of approximately US\$360.00 per year. Furthermore, they have little access to educational, medical, agricultural and normal community services. What is worse, they possess no political "clout" with which to ameliorate their situation.

#### GENERAL DESCRIPTION:

"Operación Cooperación" consists of an integrated rural community-based development project in each of the three communities mentioned above and involves the combined efforts of some twenty agencies. Three fourths of these agencies are Colombian. General coordination for this two-million dollar effort, the leader and cultural training and the reporting system, is to be the responsibility of SCF/CDF Col.

Based on a questionnaire about initial socio-cultural & economic conditions and meetings at the community level, SCF/CDF Col. has designed a program for the three communities which, it is felt, meets many of their needs, present

and future. In actuality, some of the activities by Colombian agencies are a result of their normal plans. But evidence suggests that limited additional help acts as encouragement for further effort. That help, plus the all-important part to be played by the local SCF committees, should provide a new experience in inter-agency cooperation.

The local SCF committee members have been carefully chosen by the people in each area. The pattern is usually one person from each hamlet. A board of directors is then elected to do much of the day-to-day business. This is sometimes a problem because of the impracticability of electing a board member from a far distant hamlet. The problem is dealt with as democratically as possible and the need for widespread representation on the board is continuously recognized.

In Guadalupe the total SCF committee meets every fifteen days and so the board can be more concentrated in the central community. In Sumapaz the local committee used is Community Action which meets in an ad hoc fashion in Las Auras, a hamlet centrally located in the "populated" portion of Sumapaz. In each tiny hamlet there is a sub-group for Community Action. In Sibundoy, the SCF committee is similar in structure and meeting schedule to Guadalupe. At this time four veredas consisting of Kamsa Indians and an equal number of low income "colonials" or white settlers meet regularly at Sibundoy.

As stated earlier, not only has SCF/CDF Col. sought the felt needs from the residents but they have also sought priorities from their committees.

Taking into account priority needs as stated by the target population, SCF/CDF Col. has added to each community the services which are planned by each Colombian Agency plus any to be performed by PVO's (ex. Inter-American Foundation). To this there have been added certain other projects which, as seen by SCF/CDF Col, complete a fairly sound integrated rural community program.

Although physical infrastructure, high on priority lists, comprises about 40% of the cost of the program, the greatest hope for the future lies in the training to be given to both hamlet leaders and families in the program areas.

This training will range from formal classes in high schools to short intensive courses on integrated rural community-based development, to home economics sessions in the local hamlets. It is planned that Rural Culture training will reach nearly every family in the three areas.

The staff of SCF/CDF Col. are also being trained in the concepts and implementation integrated rural community-based development.

Final detail, more accurate than that shown in the Logical Framework Matrix is somewhat difficult at this point. Because not until the hamlet leaders have joined Colombian governmental agency and SCF/CDF Col. personnel in a final feasibility study (see p.14) can final refinements in substance, techniques and timing be made.

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CONDITIONS AT END OF PROGRAM:

✓ At the end of the program it is expected that economic improvement can be demonstrated at a favorable cost-ratio, that social conditions will be improved and that plans will exist for duplicating this program, or major elements of it, elsewhere in rural Colombia.

Through the Rural Culture training each family should find newer and better methods of dealing with daily problems. Classes and technological input into the techniques and diversification of agriculture and animal husbandry should help to upgrade those practices. These latter classes, in conjunction with craft, credit and cooperative training, should account for a reasonable start toward economic improvement. We should see the younger children starting to school instead of being held out to work in the fields and the day care centers should partially release women for a more active community role.

By the end of three years, nutrition, income and educational levels should be at a point where, at a minimum, they would be maintained. Hopefully however, that point could serve as a spring board for continued progress.

At the least, however, the target population of the three areas will have become used to attending meetings where they exercise a voice in their affairs and will find life better due to the completion of the physical infrastructures. It will also be easier to move goods to market and to secure more education for their children.

## II. PROGRAM BACKGROUND

### SCF/CDF ORGANIZATIONAL GOALS AND PHILOSOPHY - CBIRD:

"In order to promote community-based integrated rural development, SCF/CDF uses an approach called (CBIRD).

The basic premise behind this approach is that development can be made most effectively at the grass-roots level, using techniques most responsive to the needs and cultural traditions of the community, and that it must cut across all aspects of concern and needs of the community involved.

This approach has been initiated overseas by SCF/CDF in Bangladesh, Dominican Republic, Greece, Honduras, Israel, Korea, Lebanon, Mexico and Tanzania, as well as in various parts of the United States.

SCF/CDF's overall objectives are:

1. To improve the quality of life, including economic, medical, social, educational, cultural and environmental factors.
2. To develop a better understanding of methodologies for the elimination of the causes and conditions of poverty.
3. To provide models of effective and integrated development for replication and institutionalization.

The methodology and underlying principles of SCF/CDF demonstrate its belief in the inherent ability of people traditionally deprived of physical, social, political and economic resources, to meet their needs, attain their potential and enhance human dignity. At the core of SCF/CDF's approach is the theme that self-determination, self-motivation and self-help are the essential paths to maximum progress. They are the means by which other elements of the development process-increased productivity, lower fertility rates and improved health and education can be introduced in a more cost-effective way and institutionalized at the local level without generating an attitude of apathy and dependency.

SCF/CDF is now allocating funds from sponsorship and other sources to representative citizen committees who have the responsibility of defining and meeting priority needs within the community. They rely on community decision-making and self-help input -both to achieve development through current projects and more importantly to create local capabilities for future activities. The ability of this community leadership to identify needs, determine priorities and motivate widespread support for solutions to problems is one of the basic ingredients in the CBIRD Approach.

A field coordinator is vital to the success of this approach especially in its early years. The coordinator provides training to the local committee and others in the community to enable them to handle their growing responsibilities. The training covers the broad topics of (community management and development) such as identifying needs, problem solving and allocating resources, as well as local administration and accountability.

More than a trainer, the field coordinator is also a catalyst and a resource agent for the community. At first it may be the field coordinator, more than the community committee, who motivates community people to action, provides answers to their questions and brings in resources to meet pressing needs. But as he or she does the job, the community itself takes over more and more of the responsibilities.

This process over time should lead to specific SCF/CDF goals.

1. To help the communities create effective grass-roots infrastructures and processes of decision-making for the articulation of community priorities and local implementation of activities to meet those priorities.
2. To develop the incentive for cost-effective, appropriately-scaled programs in health services, education, transportation networks, family planning, agriculture and other productivity-oriented activities.
3. To encourage development of local financial networks and investment policies which recycle the added income of the local people back into the economy of the community.
4. To mount a comprehensive attack on the basic deficiencies of the community through an integration of component services rather than a single specialized emphasis.
5. To involve local communities with appropriate regional and national agencies and institutions at the time when such linkages are necessary for further development.

It seems clear that in the near term the rural poor will have to deal with an interrelated set of circumstances in the areas where they are presently living. Urban migration offers no solution to present day problems. One of the few approaches offering any expectation of improving the lot of the rural poor is an integrated approach that considers the entire system of constraints and develops a coordinated plan of action which deals with each of them at the proper time. Although final conclusions cannot yet be drawn, there is adequate evidence to suggest that a community-based, participatory approach to the problems of the rural poor is an essential input in the development equation. SCF/CDF works in countries where the host national and regional govern-

ments are sympathetic to SCF/CDF methodology so that when a community succeeds in its endeavors its example may be replicated throughout the region and the nation. At a minimum it is critical that this hypothesis be tested in a variety of cultural areas and economic conditions to determine more systematically the effort of focus on the rural community in national development.

SCF/CDF chooses communities which are most appropriate for a program of this nature. Specifically they choose to work in communities that are bound together in a distinct geographical area with cultural ties, and other basic functional relationships. Just as SCF/CDF has decided that funding an individual child is not the most effective way to promote development that will best benefit that child, it is also apparent that in order to help effectively with the development of any particular village it is essential to work with all of the communities whose economic and social structure are intertwined.

There must be a motivated leadership potential comprising all significant segments of the community and a willingness of the community to form and work through a truly representative committee. The area must have obvious needs which are not being met by local or other resources.

We make a conscious effort not to choose communities in which we are guaranteed either success or failure. This makes it imperative that we choose communities and districts which are representative of the region which are representative of the country as a whole whenever possible so that we are developing models of community participatory development which can be replicated throughout a nation using local inputs."

#### HISTORY AND PROBLEMS:

At this point, in order to simplify presentation of three different backgrounds, each area will be treated separately.

#### Operation Sibundoy

The Sibundoy area involves five communities in the State of Putumayo and is located on a high river plain (alt. 7500 feet) between Nariño and the lower Putumayo jungle (see map).

The region is formed by the high part of the Putumayo River, near its source, to where it empties out into a narrow canyon.

The Valley has an area of 2½ sq. miles that is divided into three regions: a high mountainous region; an intermediate area suitable for cultivation and animal grazing; and another lowland region which is the valley proper.

The center and the lowest parts periodically suffer flooding from the Putumayo River with its extremely narrow, drainage area. Many minor tributaries also rise and contribute to the formation of a temporary lake

that frequently covers crops and floods homes, people and animals.

The average temperature in the Sibundoy valley is 60 degrees F. and the land is quite fertile. Both cold and warm climate crops grow in the same area and all are equally excellent in quality.

History tells that the Sibundoy-area Indians are descendants of a group of Quechua Indians who emigrated from Perú to the southern part of Colombia, arriving finally in the present day, Sibundoy Valley. There, they divided into two culturally distinct groups: the Sibundoy-Kansas and the Ingas.

At the beginning the Sibundoy-Kansas occupied the valley area as well as its periphery. Those in the periphery area suffered most and their number rapidly diminished due to the ferociousness of the conquerors.

The Tribes inhabiting the valley were more fortunate because the circle of mountains protected them for a longer period of time. The first Spaniards arrived in the valley in 1535 and, along with the missionaries, began their work of acculturating the Indians and expropriating their lands.

In 1700 Don Carlos Tamoabioy, Chief of the Valley Indians, left written documents testifying to the Indian land ownerships in the Valley lands that had been ceded to them by recognized authorities for the establishment of a reservation. Nevertheless, year by year the Indians have suffered expropriations by both the Colonists and the missionaries. The only experiment in behalf of the Sibundoyes by a COC agency has been the INCORA project. This project confiscated land and provided about sixty families with 25 acre parcels but annual flooding has all but destroyed these lands. Located as they are, recovery is too expensive. It is hoped that with a number of COC agencies working on Operation Sibundoy more confiscations of better land will be encouraged.

A work system frequently employed, which is reminiscent of past eras is that in which a group of neighbors work each parcel on a rotary basis; this is especially true during the planting and harvesting seasons.

Most crop production is limited and provides only for self-subsistence. When there is an excess, the Indians sell their products in the town market at low prices.

The women play an active roll in the production. They work with their husbands in the fields, weave beautiful cloth articles on rustic looms and in addition, attend to household and family responsibilities.

The children begin to take part in the production process at a very early age. Many do not enter school until they are nine or ten years old and often drop out before completing their primary school education. Other reasons for the high drop out rate are: poor academic results due to malnutrition; lack of educational facilities (they must travel far

over bad roads and paths to their schools); lack of school cafeterias; and lack of money to buy school supplies. In short, the principal reason for dropping out of school is an economic one.

The main staple of the Sibundoy Valley Indians is corn which is prepared in a variety of ways. (One way is to make "chicha" a popular fermented drink.) The meat they are able to obtain is that of a small rodent, called "cuy". Their diets are deficient because of the lack of necessary foods and ignorance concerning how to best utilize the products they have. An indication of the gravity of the malnutrition problem is the high, infant-mortality rate: almost all of the families have suffered losses of from three to six children within two years after birth.

The Sibundoyes also grow potatoes, corn, and other vegetables. But year by year, the available land area is reduced as a result of seasonal floods. Consequently, more and more Indians find themselves without land. The unity of the tribe has been seriously effected by this because they must spread out in search of a means of survival.

For the Kamsa Tribe, a victim of many deprivations, there is none more painful than that of being stripped of their lands. The Kamsa, original owner of the Valley bottom lands, is faced with the alternative of emigrating to another region or perhaps dying of starvation in the Valley. The disintegration of the tribe is now becoming more noticeable even as they disperse throughout the Valley. Day-by-day the remaining land increases in value due to the pressure of immigrants from other parts of the country. The Indians are aware of this and have expressed the desire that SCF/CDF Col. help them purchase lands, in a last attempt to repopulate their people on their own land.

The idea of possessing a parcel of land works as an incentive for all the members of the Tribe, transforming their habitual apathy into enthusiasm. In response to this desire, the Sibundoy program has come about. It is important to note that all the plans and the procedures were arrived at through meetings with the community; ideas that reach deep into the attitudes and history of the Indians. The major points are:

1. The purchase of land on the outskirts of the town of Sibundoy, where there is no risk of flooding.
2. Preparation of the land so that it can be used for cultivation and animal herding.

The procedures used to carry out the project must be lead to two primary goals:

1. That the Sibundoyes achieve economic and cultural self-sufficiency.
2. That their disintegration as an ethnic group be impeded.

### Operation Guadalupe

Guadalupe is located in a mountainous area in the State of Huila. The river Susza and several large streams provide irrigation for cultivation and the fertile land is suitable for both agriculture and cattle raising. The principle crops are sugar cane, frijoles (beans), corn, coffee and cocoa.

With the above description of the land and crops of the Guadalupe area one might wonder about the existence of problems. There are, however, several pressing problems which cause poverty. The farms are too small. Over 65% of the farm land is in "minifundios", small plots of less than 8 acres. Furthermore they are cultivated with a lack of technology and with inefficient farm tools. Perhaps the most pressing problem is that of farm-to-market roads. Of the twenty-four hamlets surrounding Guadalupe only three have access to a national highway and only seven have access to a state road. The remainder depend upon rudimentary trails, which during the rainy season, are cut off because of a lack of bridges.

There is no industry in the area and very little in the entire State of Huila. Guadalupe was once well-known for the production of straw hats, but due to a lack of stimulus and low prices these small industries have almost disappeared.

Houses in most hamlets are of poor quality with no sanitary facilities, water, gas or electricity. The level of education is very low and health facilities are scarce. In view of these conditions, their high, infant-mortality rate is understandable.

In spite of these adverse conditions, the people of Guadalupe have shown a degree of organization and each community hamlet has organized a community board and has completed projects. Prior to the arrival of SCP/CDF Col. these included school rooms, penetration roads, crude bridges, teachers' homes, etc. In each instance, the majority of the people participated in the projects. In the urban center, the Central Community Action Board has completed a medical center which will serve some of the population of Guadalupe and outlying villages. It has also been coordinating the work of the twenty-three hamlet community action boards.

SCP/CDF Col. has been assisting the communities with respect to priority needs identified by the hamlets, such as an agricultural high school and additional medical centers. The school is partially completed and the first medical center is in operation. The COC Ministry of Health has pledged more doctors and SCP/UK is budgeting for 2 nurses for the Guadalupe area. Besides this, nearly a dozen more COC agencies have agreed to provide an increased effort there.

### Operation Sumapaz

Sumapaz lies along the Andean Mountain range at an altitude ranging from 10,000 to 13,000 ft. Except for lakes and waterfalls the area is barren and cold with only eleven potentially viable veredas or hamlets in the

18 mile-long area. These veredas contain about 350 families with an average size of 7 persons/family. One reaches Sumapaz in three hours by travelling a community-made, rough, winding, gravel and rock road. The township seat, Nazareth, is a town of approximately one hundred people about 40 miles south of Bogotá.

Despite its proximity to Bogotá, Sumapaz is a neglected area for two major reasons. The access road very rough and is suitable only for high-centered vehicles. The other reason is that the people are timid and wary of outsiders. During the "violencia" (a type of Civil War which took place in Colombia from 1948-1960) Sumapaz was used by the revolutionaries as a staging area for assaults on Bogotá; as a consequence, the people suffered many hardships. To date there has been a minimum of public services extended to this remote area.

Most of the hamlets have a small elementary school but only four have a complete 5-year course. To complete high school the children must travel to Bogotá and board there. This represents a cost which is prohibitive for practically all of the families.

The majority of the families live in two-room, mud and stick houses which have no water, electric, gas or sanitary facilities. The houses are scattered throughout the mountain-side far from one another. Family income depends upon the earnings from 3-4 acres of potatoes (the only crop.) The terrain is rocky, the top soil thin and the average income is generally less than US\$30.00 per month.

SCF/CDF Col. has, for several years, worked with the people of Sumapaz with its traditional form of sponsorships. In 1972 the Sumapaz central Community Action Committee met to consider changing the individual sponsorship system to the new multiple-impact system whereby all sponsorship contributions are combined in projects to benefit the entire community. The decision for change was overwhelming and the committee set about to establish priorities. The first of the needed projects, a regional high school, is about one half completed with the first two of six grades needed for graduation. Built by residents of the total community, it features instruction in agriculture, animal husbandry, nutrition, sewing and part of the usual academic curriculum.

#### SITE SELECTION:

The three areas were chosen for project work for several reasons. The primary reason is that they have many rural poor. SCF/CDF Col. is aware that there may be some areas of even greater poverty but experience has shown that when attempting a multiple, pilot, integrated rural, community-based development program of this magnitude it is inadvisable to tackle a totally difficult situation. This is better left until the program has been replicated several times.

A further reason for the choice is the variety of climate, terrain and geographical location afforded by the three communities. Although it

makes the problem of communication more difficult it should help convince others that SCF/CDP Col. approach is applicable throughout the country.

Despite the caution cited above about the selection of sites, Sumapaz, must rank as one of the tougher problems in Colombia. The remoteness, inaccessability, climate and inherent distrust of the people, born of their harsh treatment during the violencia, all tend to make it a very difficult project. Unlike the other two areas, Sumapaz does not have a central market town and because of this, a total, integrated, rural, community-based development approach will not be possible in the orthodox sense. It is felt that unusual methods and systems and probably a re-evaluation of some of their projects will be in order. This will be done during the feasibility study, in conjunction with the Community Action Council. It is hoped that methods can be developed which will bring about an up-grading in life quality: this at a reasonable cost so that other high-country, sparsely settled, areas, can also look forward to a better life.

The Guadalupe area, to the casual visitor, looks like the farmer & rancher's answer but the poor small land owner has never been able to produce enough to more than make ends meet. There is much valley and low mountain country in Colombia which suffers from the same malaise.

The problem in Sibundoy, as was described earlier, is primarily a matter of assisting an indigenous culture to survive. Again this is a problem common to other parts of Colombia.

### III. PROGRAM ANALYSIS

#### APPROACH AND METHODS USED:

SCF/CDF Col. is presenting the program called Operación Cooperación as a result of preliminary findings. These findings are based on several factors:

1. Extensive discussions about felt needs with the committees of SCF committee or Acción Comunal in each of the areas;
2. A household questionnaire covering existing social and economic conditions (utilizing a 20% sample);
3. Empirical conclusions of the SCF/CDF Col. staff as to what inputs are planned by Colombian agencies and what things are necessary to complete an integrated program of community-based development.

Visits have been made to the major governmental organizations to ascertain their plans as related to methodology, timing and extent of their projects. No attempt has been made to change their ideas but rather, each organization's plans have been tentatively scheduled and regarded as a part of the whole.

It should be noted that most of the more costly projects should be finished by the end of three years. It should also be noted that, in a sense, institutionalization is "built in". This is because most of the projects other than infrastructure are those of a less-costly type, i.e. training, technological input, medical services, etc. And they are generally the kind of services provided normally by Colombian agencies to viable communities and hamlets.

In addition to the "built in" aspects, the counter-part, rural culture, hamlet leader, and local and national government official training over the period of three years should go far toward continuing the upward trend of institutionalization.

As important as they are, for good replication, SCF/CDF Col. believes that more is necessary than training health, technical input, infrastructure and providing experience in planning and project implementation. The use of a small, coordinating-PVO or a team from an appropriate national agency, with "seed money", is essential. Integrated developments do not just happen - someone has to lead and coordinate.

In general, the approach of SCF/CDF Col. will be to assist the three areas with their physical infrastructure using AID funding. In addition, it will be responsible for leadership and rural culture training. Agriculture and animal husbandry training health and technology will be mostly a responsibility of Colombian agencies; so also will skill courses and training in credit and cooperatives.

There will be continuous monitoring of each project area by SCF/CDF Col. in order to stop weaknesses or breakdowns in project scheduling. Such monitoring will be conducted by all staff and reported to the Bogotá office. It is realized however that in lieu of punitive, administrative measures for failure to perform, methods such as persuasion and re-scheduling will have to prevail.

Since the expressed, priority plans of the Colombian Government are to push development of the rural areas, it is believed that an effort of this type is timely. Furthermore, it is felt that the above approaches will maximize the chances for successful institutionalization and result in the most favorable cost-benefit ratio.

#### FEASIBILITY STUDY:

Prior to the beginning of Operación Cooperación (estimated to be approximately July 1, 1976) detailed, feasibility studies will be conducted. In these, each project will be re-scrutinized by local personnel as well as SCF/CDF Col. in order to re-assess its merits. The results will be matched with current, physical and financial, input capacities as well as cost-benefit expectations. This study, plus the AID required project studies, could cause minor adjustments to timing, quantity and cost-estimates, without, of course, altering overall figures.

#### ROLE OF WOMEN:

Women will be encouraged to exert more influence in community affairs, and to know more about home management and family planning. They also will be helped to participate to the fullest extent possible in the production process. This can be realized through the informal training called Rural Culture and through various classes, given largely by GOC agencies.

SCF/CDF Col. subscribes to the well-developed philosophy and approach of SCF/CDF on the role of women:

"Perhaps the single, most overlooked and undervalued factor in the development of the economic and social life of a country is the role of women. In many developing countries it is women who grow and market the food, provide the family with adequate-or-inadequate-diets, deal with basic family hygiene and are the first and sometimes only educators of their children. To consider any step in community development without considering the increased participation and the improvement of skills of women acts against common sense.

At the Conference on World Food and Population Problems, the consensus was that the advancement of women, particularly in the most tradition-bound sector of rural societies, is the single most important ingredient in a successful struggle for better nutrition, for smaller family patterns and indeed, for a more adequate development strategy."

With the proposed funding, SCF/CDF Col. will add to its field staff, in each of the three communities of the program, a Family Life Coordinator (Home Economist). This coordinator will be a woman who is specially trained to work with community committees and particularly the women members. Her goals will be to:

1. Improve basic health, nutrition and hygiene and make available modern family planning methods, appreciating the interlocking of each component. She will have basic training in each of these areas and will be directed to utilize to the fullest, available government services and facilities, to cooperate with other voluntary agencies working in the field, and to help develop community resources.
2. Promote literacy for girls and women, working cooperatively with agencies such as the World Education Association with which SCF has a cooperative program.
3. Encourage women to seek vocational training (including para-medical), train for jobs that can earn money outside the home, and develop self-help projects including cooperatives, crafts, marketing improved food production.
4. Help to develop leadership among women and urge their participation in the groups that make community decisions, calling on existing women's organizations that have programs in the villages aimed at helping women to develop skills.
5. Encourage women to seek roles outside their homes so that child-bearing is not the only option."

**SOCIO-CULTURAL IMPACT:**

Whereas the impact of Operación Cooperación upon socio-cultural traditions in Guadalupe will largely be one of strengthening them, the impact on Sibundoy and Sumapaz will be more dramatic.

Operación Sibundoy will restore a nearly disintegrated culture. The Sibundoy-Kamsas, through their community committee, have urged SCF/CDF Col. to help restore land by creating communal tracts. In their case, model farms would not only be demonstration areas but also communal farms. There is ample precedent for this type of farming as the Kamsas have shared crop work for centuries.

The above plan plus a special effort to bolster the faltering cooperative which markets the excellent woven products of the women of Sibundoy, should help in saving a disappearing culture.

In the case of Sumapaz, it is hoped that an improved access-road will afford them greater mobility and access to markets. In addition, increased

literacy and more effective social organizations should help to reduce their ruinous constraint of distrust.

In the long run, much of the success of this program will depend also upon a couple of other factors: 1) the added inquisitiveness about, and the acquisitiveness for, better ways of accomplishing the daily tasks with which they are faced; 2) how well the participants have learned to use community action to secure needed and deserved services, whether acquired by self-help, governmental action or other assistance, the prime ingredient is local initiative. SCF/CDF Col. will, in all of their training sessions and site visits, be constantly pressing this important point.

#### COORDINATION WITH OTHER PROJECTS:

It is understood that there may be projects sponsored by other agencies in two of the three selected areas. In Sibundoy there is a World Bank -DRI- Caja Agraria loan for rural development planned for early 1977. Since SCF/CDF Col. will have established its project there it is quite possible that, should there be duplication, some of SCF/CDF Col. program funds can be used elsewhere and project responsibility shared with DRI.

In Guadalupe and the area to the South there will be an AID-DRI project starting in late 1976. Its general purpose is to aid the small farmer through technical development and in this instance it appears that duplication is more certain. As in the Sibundoy operation, SCF/CDF Col. will be happy to share responsibility for coordination with appropriate Colombian agency and be ready to move its funds to where they are more needed.

#### ENVIRONMENTAL ASPECTS:

There are several projects which involve alteration of terrain. Perhaps the largest are: the model farms. Those projects consist of clearing land of scrub pine and bushes and providing for irrigation. In the case of Sibundoy, the farms also involve drainage canals and an access road to them. All such work will be accomplished with a regard for the natural contours of the land and with the least possible amount of disruption of surface soil. Flood conditions will not be increased by farm, road or walkway construction.

In Guadalupe and Sibundoy several water systems are proposed. These will either be well or mountain-conduit systems. Precautions will be taken to avoid all sources of contamination and water table levels will be taken into account. The "sanitarios" or outside toilets are constructed by the Colombian Agency INPES. This agency is staffed by trained engineers who are responsible for both design and construction.

#### IV. PROGRAM DESIGN AND IMPLEMENTATION

##### PLAN OF IMPLEMENTATION:

###### Design Overview

The design of Operación Cooperación calls for a small PVO coordinating the combined action of twenty agencies, mostly Colombian, as well as local committees of SCP/CDF Col. and Community Action, in a three-year program. The approach, as has been mentioned before, consists of a combination of input from these sources and a reflection of the expressed needs of the communities.

In the field of rural development, SCP/CDF Col. assumes a need for bottom-to-top planning through a high degree of popular participation. Because of this approach, a certain amount of flexibility is necessary for a program proposal of this nature. SCP/CDF Col. staff are aware of the many unknowns in this type of program and appreciate the difficulties involved with its implementation.

###### Expressions of Cooperation and the Plan

Contact has been made with the cooperating agencies listed as input agencies on the LFH (Annex # 1). In varying degrees, assurances of cooperation and projected work schedules have been received and the Dept. of Planación has agreed that the program is important and has approved it. That organization comes closer to being an overall development agency than all others in Colombia and its blessing is tantamount to Presidential approval. It is hoped that written approval can be secured as the program unfolds.

It would be rather difficult to discuss the exact situation for each of the approximately eighty individual projects involved in the program and in which community they are to be accomplished. It is perhaps more meaningful to divide the program inputs into five major categories: Training, Construction Projects, Health Programs, Technical Programs and Rural Industry-marketing. In this way it is possible to briefly describe them and to indicate agency responsibility for each one.

###### Training Program

The training input will be many-faceted. It is believed that this part of the program is so important that the next several pages will be devoted to a description of it. The program, one developed by CDF is called CBIRD training and is described as follows:

###### "Institutionalization and Training

Through both a careful review of current development literature and an evaluation of its own and other development projects around the world

CDF recognizes that in order to insure that effective "sustained development" takes place, it will become increasingly necessary to provide effective linkages between rural villages and the outside world - social, politically and economically. While it is important that low-income farmers be directly involved in the development process, CDF recognizes that their role should be primarily in the implementation of projects with the important decision-making process taking place at the municipal level. Simultaneously, within the wider frame-work of broad-based development, it is equally important that district programs conform to and reinforce national development goals and plans. The mechanism for linking these various essential elements of the development system will be available through training programs geared to meet the needs of the various target groups, and financially and administratively involving the community, community leaders, and agency personnel, the training program will have the dual purpose of insuring the effective outcome of the pilot CDF program and of effecting the institutionalization of the development methodology within host country institutions. Often these two objectives will be inseparable.

The target groups for training have been defined as follows:

1. Community People

This training will continue very much as it has up to the present, i.e. motivational training, technical skills and instruction in basic accounting and bookkeeping procedures. The objectives of these workshops will be to:

- a) assist each community committee to develop an accounting system that will meet its financial needs;
- b) improve contact with available agencies;
- c) improve community level project planning;
- d) provide motivation for further self-designed community development;
- e) provide more accurate data for cost-benefit evaluations;
- f) provide skills in identified sectors.

Since any training for community level people is best conducted under circumstances as close to those of every day life as possible, such training will generally take place at the community site itself. Such an approach avoids the dangers of changing expectations and also provides for maximum transferability of the new knowledge, attitudes, and practices acquired through the training program. Training will be provided by government agencies with SCF personnel assisting.

2. Rural Culture-Women's Training

Women training will take place on a rotation basis and will take the form of weekend field days.

Within its integrated approach, CDF stresses the importance of involving women in the development process by encouraging them to participate equally in the committee decision-making process and to form special subcommittees to deal with their particular concerns. In the future, by programming special funds for women's training, increased attention will be given to nutrition, family planning, non-formal education and small-community enterprises. Increased productivity will insure a greater participation of women in these activities.

In field staff training, CDF has continually emphasized the value of working with women to solve social and economic problems. Presently, a headquarters consultant has the special program responsibility to develop a base-line methodology on the status and role of women in project areas and to formulate targeted indicators to measure the progress of women within the various development components.

3. Community Leaders and Civil Servants

This group includes voluntary, elected, and/or paid community leaders as well as local agronomist, Peace Corps Volunteers, teachers, nurses, and health aides. Since these people provide the essential resource link to rural community groups, they will be given special attention in integrated rural development training programs.

The objectives of this basic training program will be to:

- a) provide appropriate introduction to community-based integrated development concepts and principles;
- b) improve the ability to conceptualize the complex interrelationships between the various developmental components, e.g. productivity, nutrition and the role of women;
- c) insure comprehension through project planning, implementation and evaluation;
- d) stimulate cooperative solutions to chronic problems of underdevelopment;
- e) insure a maximum utilization of local resources and an awareness of important ecological considerations;
- f) foster motivation and human relation skills to overcome major constraints.

4. District Officers

This would involve all authorities based in the market towns of Sibundoy and Guadalupe holding important supervisory or administrative positions within government and voluntary organizations. The district level seminars would be planned in order to orient local officials to the CDF program and basic CBIRD theory and methodology, to introduce them to basic planning and problem-solving techniques, and to encourage closer ongoing cooperation between all existing organizations affecting the development of the district. Participants will also visit Sumapaz for dialogue.

5. SCF Coordinators, Regional and National Agency Officials

This program would be a combination of a number of different efforts including multi-media presentations and seminars with selected groups. Discussions on project planning, implementation and motivation, teaching methodology, agency relationships and responsibility and community-based Integrated Rural Development lead to sharing of ideas and philosophy. These presentations would depict key elements of the program and explain the CBIRD methodology. These presentations would be followed by site visits and further discussions of the merits of the program. It is anticipated that government interest would lead to an on-site training program for carefully selected government and private agency promoters who would then spend additional time in SCF-CBIRD districts.

6. Advanced Training

In order to maximize the replicability and institutionalization of CDF-assisted projects, it is imperative that planning include government or host-country institution participation. One of the ways in which this can be accomplished is by insuring the availability of qualified persons at middle and high levels of agency and government activity, trained in planning and management of community-based integrated rural development programs. CDF expects to offer tailored, advanced training to one or two GOC counterparts in addition to its own Program director. The specific content and location of this graduate level training is to be developed through a feasibility study.

One of the major reservations regarding community-based integrated rural development is that, in spite of its conceptual forcefulness, it might be too complex to be put into practice in the field. Not only do management-level field staff need to be familiar with major technical components at the community level, they must relate these elements to issues of local motivation, the linking of increased local capabilities to appropriate regional and national systems, and the proper management of their regular, line responsibilities. If the implementation of community-based integrated rural development requires the prior existence of such individuals, there is an obvious question as to whether an adequate number of such managers exists.

It is recognized that most PVO programs need better front-end planning. It is also recognized that those responsible for program implementation are often critical that the planners have not taken into account factors of possible failure. Through an advanced training program partially funded by a Development Program Grant from USAID, CDF is aiming to involve national and regional planners more closely at the community level in a greater awareness of factors that influence planning and management. It is the opinion of CDF management that it has staff capable of implementing an expanded program of community-based integrated rural development. CDF presently possesses a field staff which is familiar with the community development principles and techniques and with certain aspects of planning and management of community-based rural development. (In addition, CDF has recruited a graduate intern from the Mister's Program in International Administration at the School for International Training, where many of the components of management of integrated rural development programs are taught). By working closely with adequately-trained headquarters staff and high level, short-term consultants, CDF field managers should be able to plan and implement the initial stages of the proposed expanded program.

The needs of the IDCs for programs that reach the rural poor are urgent. Because of the demand, CDF feels that the launching of integrated rural development programs can and should begin before the advanced training of staff is completed. The CBIRD Programs will increasingly become more effective as graduates of the advanced training are involved in program planning, management, evaluation and institutionalization.

For detail on the training plan, see Annex #9.

### Construction Program

#### Description

Because the lists of construction projects in the Logical Framework Matrix or the Budget do not, in all cases, explain the type of structure being built it is felt that further description is in order.

The budget adequately describes the primary school work - some construction and some renovation. High schools, however, are to be completed in Sumapaz, built from the start at Sibundoy and completed in Guadalupe.

Model farms also differ in nature in each community. They are all used to demonstrate modern techniques in agriculture and animal husbandry but there is the similarity ends. In Sibundoy, the farms will be large communal ones, totalling 200 acres or so, on the lands cleared and drained by Inter-American Foundation. In Guadalupe, sections of farms will be leased from individual farmers who live near the high school. In Sumapaz, land will be purchased near the high school. In all cases, experiments in agriculture and animal husbandry will be paid for by SCF/CDF Col.

The health centers are to be small satellite buildings next to centrally

located primary schools or a room added onto those schools.

Child Care Centers will consist of an extra room on primary schools. In Guadalupe however, the center is a separate building to be manned and funded by ICBF (the Colombian welfare agency) and SCF/UK.

In most cases, a percentage of the funds allocated for the buildings mentioned above will be used for equipment and supplies.

The crop storage structures will be constructed both above-ground and below-ground as dictated by climate, terrain and water tables.

The crop drainage system is a canal system designed to drain the land cleared for model farms at Sibundoy.

Community potable water systems are planned for Sibundoy, where wells and chlorinating systems will be installed and Guadalupe where the mountain aqueduct will be repaired and a chlorinator installed.

Individual waste-disposal systems, described in the LFM as outside toilets, employ concrete foundations and tanks. With donated labor, they can be built for approximately \$30 each.

Road work consists mainly of gravel and repairs in Guadalupe and Sumpaz and working with Inter-American Foundation on the village-to-model farm road in Sibundoy.

Walk ways, wide enough for horse drawn carts, were envisioned for Sibundoy as a village-to-model farm, access before it was known that Inter-American Foundation intended to build a penetration road. The item has been left in the budget in order to assure construction of one or the other. Since the road to be constructed will be about five miles long it will probably require funds from both organization's budgets.

The bridges planned for the two communities will be one-lane structures of concrete.

#### Building and Financing

Construction work is to be performed by only a few agencies but in nearly all cases, the labor will be supplied by villagers as their donation to the projects (a factor which increases scheduling difficulties). Care will be taken to match available manpower to the tasks proposed, as it is recognized that free time for labor is limited and that construction projects (as well as the training classes mentioned earlier) take longer because of this. In totaling the man-days required for construction projects in each year, it has been concluded that the needed donation of time by community residents is easily possible, for it amounts to only about one day per month of work by one person from each family/year.

In nearly all cases, there is more than one agency involved in the total

process, i.e. both construction and financing.

In Colombia, much rural construction is performed by the Community Action agencies using village labor, as mentioned above. They have indicated that they will, with financial assistance, build, repair, or add to the primary and high schools. What is more, they will participate in the construction of health centers, child care centers, crop storage structures, model farms, drainage canals, roads, bridges and walkways. Financing for most of the above projects will come from AID, SCF/CDF Col, GOC Ministry of Health, Inter-American Foundation and the Colombian Welfare organization -ICBF.

In addition to the above, the National School construction organization called Colombian School Construction Institute is budgeting for construction of schools in Sibundoy and Guadalupe.

INPLS, the National Contractor for Special Health Projects will construct the needed water and waste disposal systems. They will share the financing with AID.

Roads and bridges will be constructed and or repaired by both the GOC Public Works and Community Action. Financing will come from AID.

It is understood that construction projects which are funded by AID must be subjected to separate feasibility studies. SCF/CDF Col. welcomes the opportunity to work with AID in this effort. SCF/CDF Col. will be ready to start immediately upon approval of grant.

#### Health Programs

Cooperation between the two SCF agencies in Colombia and the GOC Ministry of Health will bring about a new level of health delivery services in the three program areas. Guadalupe will be the locale for training health workers for all the hamlets in the three communities. This is because the most adequate facilities and the two strongest organizations devoted exclusively to health, Ministry of Health and SCF/UK are located there. SCF/CDF Col. will fund part of this training and will provide some equipment and supplies to the trained workers when they return to their hamlets. Health workers, who will be trained in preventative medicine and simple curative practices, will be under the supervision of GOC Ministry of Health doctors and nurses.

Besides the training program above, the GOC Ministry of Health has agreed to furnish a doctor and/or a nurse to each of the three program areas.

#### Technical Programs (Agriculture and Animals)

Technical assistance to small farmers in agriculture and animals will be provided by experts from Cafeteros (coffee growers association), SENA, (the National Capacitation Training Organization), INCORA (the National Farmers Institute) and ICA (the Colombian Agriculture and cattle Inst.)

Each organization has its own method of assisting small farmers and will operate independently of, but in cooperation with, the others so as to avoid duplication.

In addition to securing the model farms for the technological input mentioned here, SCF/CDF Col. will supply fertilizers, seeds, animals, etc. for demonstrations and for initial, individual experiments.

#### Rural Industry and Marketing

An increase in agricultural yields will make further improvement in storing, drying and possibly preserving techniques necessary, if such an increase is to have maximum effect upon income and nutrition levels. Demonstrating practical techniques in this area will be a part of nutrition education.

Part of the program Operación Cooperación is crop-storage facilities for cereal-grain and garden produce. Such facilities allow reserves for a better market prices as well as community emergency reserves.

Encouragement of handicraft and cottage industries will be a part of the program. Critical to the development of these industries are the marketing system and credit facilities. CFP, the financing corporation, will be very influential in this effort.

A result of introducing new techniques and creating new needs in any community-based integrated rural development program is the need to maintain a stock of supplies to support them. A commercial cooperative effort in the interest of the community would provide for such items as seeds, cattle salt-licks, fungicides, tools, fertilizers, etc.

#### SCF/CDF Col. Philosophy on Programs

It should be noted that in most projects and programs, "seed" money is employed by SCF/CDF Col. This technique is important for two reasons. The first reason is encouragement to under-financed host country agencies and the other is, of course, to assist SCF/CDF Col. in its task of overall program coordination.

#### Coordination with Communities and Agencies

The Director of SCF/CDF Col. will coordinate the combined operation at the national level. At the national level, the prime coordinating tool will be the already-existing schedule of monthly meetings of most of the Colombian agencies involved in Operación Cooperación. It is hoped that the Director will be able to offer a brief progress report, and to pursue problem areas on an ad hoc basis at these meetings.

The Director will be assisted in his overall coordinating duties at the national level by a Program Manager responsible for the administrative duties attendant to such a program. The Program Manager will be assisted

by professional planners, in both the Socio-Politico field and in the Agro-Economic field. In addition to these personnel there will be one or more US advisors.

At the regional-local level, coordination will be effected by the SCE/CDF Col. Field Coordinator. Each of the three FCs have been selected by local communities and will be specially trained within the next few months. The FC's will be in charge of all personnel working for SCE/CDF Col. at the local level. Personnel backgrounds at this level will emphasize agriculture, training and home economics.

The most important input at the regional-local level will be the SCF or Community Action Committees. They will work with the FC's, their neighbors and the cooperating agencies on matters of development. In this manner they are not merely learning about the theory of planning and implementation, they are a vital part of it.

National office communication with the regional-local level will be accomplished through site visits, telephone calls, Bogota visits by field personnel and possibly, in the case of Sumapaz, by short-wave radio.

#### Technical Support Services

In certain instances, additional information or expertise will be needed to reinforce the technical and evaluative elements of the program. This consulting assistance to the SCE/CDF Col. program planners will come, if at all possible, from existing governmental agencies. Major sources of such expertise will be the Colombian agencies referred to in the section on "Technical Programs" (see p. 23) as well as United Nations specialized agencies and other international organizations.

In cases where hired consultant services are necessary, arrangements will be made locally, as far as possible. Should it become necessary to hire outside consultants arrangements may be made through US/CDF.

#### ANTICIPATED PROBLEMS:

Problems of adequate financing are not anticipated for most projects. The majority of construction will be completed in the first year and training projects are costed with an inflation factor included.

As far as community level organizational structure is concerned, the necessary coordinators and committees already exist at the local level and are functioning. So here also, no major problems are predicted.

There is an area however, which must be conducted with the greatest of care, that of coordination. All of the agencies providing input to Operación Cooperación are independent of one another and many have their own schedules and budgets. In addition to this the FC and the local SCE

and Community Action Committees will have a great deal of delegated authority.

Adding still more problems, management as well as policies of Colombian agencies seem to change rather often. Since these changes are usually dictated by National or even International politics they must be accepted gracefully and attempts must be made to accommodate the new situations.

It is also realistic to assume that the actual timing of projects might vary somewhat from predictions made in the SCF/CDF Col. office. These variations could be due to such things as delayed or cancelled, agency funds and/or SCF committee decisions.

So much flexibility in a program must be considered unorthodox but SCF/CDF Col. believes that the overall goals can be accomplished without excessive or damaging changes. It is of course, inevitable that, from time to time, adjustments will be necessary, but they need not mean failures. Such an approach may even point up a more meaningful method of operation for the GOC. Because of the need for greater regional - community level input in order to accomplish their stated rural development goals, the GOC might find it very necessary to accept the flexible "bottom up" team approach.

#### MEASUREMENT AND EVALUATION:

In order to measure progress, bases for achievement measures (see LFI sec. "Purpose Annex # 1) have been taken. At the end of this first quarter of operation, SCF/CDF Col. staff members, concerned with Operacion Cooperacion will meet for a review of program progress. At the end of the second quarter they can meet with AID for a program review. At the end of each year of operation there will be an on-site inspection of the communities by persons from AID, SCF/CDF Col. and the host country. This yearly inspection has several purposes; the complete year's operation can be reviewed and evaluated for the information and benefit of all agencies concerned; the results of the evaluation can be used to compare with the estimates for that period; the results of the comparison can serve as a basis for program revisions and finally; the host country representatives (preferably to include the Department of Planning) will take part in a necessary and very informative facet of program implementation.

#### SPECIAL FEATURES:

It is proposed that a detailed description of the implementation of Operacion Cooperacion be developed over the next three years, complete with evaluations of its strengths and weaknesses. Basis for part of the evaluation input into such a description should come from the ground level (small farmers, etc.) and be gathered by staff close to that level. This document, if written in concise language, could be used as a practical guide for adapting the program to other parts of Colombia.

In each community there will be an office to accommodate the field personnel. Such an office already exists in the downtown section of Guadalupe. In Sumapaz and in Sibundoy it will probably be located in the community high schools.

In order to communicate more adequately with staff at Sumapaz it seems advisable to purchase a 2-way short wave radio set. At present, the only way to communicate is to drive the rough penetration road for three hours, or take the one bus to Sumapaz and return on it the next day. This radio would not be used for the purpose of broadcasting to any groups of people.

A vital piece of equipment needed is a call-director telephone system for the Bogota office. The incoming three lines are adequate from a volume stand-point, but at present they are separate and distinct lines and cause much movement back and forth, not to mention lack of phone control. The cost of the above two pieces of equipment is less than US\$4000.

#### FINANCIAL REPORTING:

In keeping with the Program Budget format to be developed for Operacion Cooperacion, the monthly reporting system will emphasize programs and projects. Progress achieved and its cost will be compared with the required quarterly forecasts and allotments made. Major differences will be analysed and discussed in the report narrative.

The reasons for this approach are that SCF/CDM Col. has a continuing need for an analytic tool, headquarters SCF at Westport Conn. requires a monthly report and AID should find the quarterly reports quite adequate for their purposes.

It is felt that the most workable arrangement for dispersing AID money would be a reimbursable system with an initial advance. The details of amount, timing, forms required etc. can easily be worked out with AID Colombia.

#### ESTIMATED COST-BENEFITS:

##### Roads & Bridges

A recent AID study of the impact of rural road construction suggests a cost-benefit ratio of 1.25. With such a ratio, roads and bridges would account for a substantial increase in income in Sibundoy. It would amount to somewhat less in Guadalupe and Sumapaz, where road work is a matter of repair more than construction.

##### Schools

A University of Los Andes (Bogota) study in 1974 has cited a C-B ratio of 1.15 for primary school construction and 1.27 for high schools in the city of Bogota. Also an AID study on education states that money spent

on rural primary education has a proportionally greater impact on rural families than on urban families. This reasoning would seem to insure a reasonable C-B ratio for the work on the primary schools of Sibundoy, Guadalupe and Sumapaz.

As for the high schools, an even greater impact is expected than for primary schools. This is because the high schools planned are not just college preparatory but are also schools of agriculture and animal husbandry. Furthermore, much of the training is aimed toward adults which should bring about an even more rapid improvement in income.

#### Others

SCF/CDF Col. is convinced that community-based integrated, rural development will bring about greater progress than any alternative approaches. Although they do not lend themselves to easy analysis, each of the remaining projects are important to these communities. Indeed, some such as health programs could, if not initiated, negate favorable C-B ratios of other projects.

#### CDF-Efforts in Cost-Benefit Analysis

Cost-benefit analysis, besides offering a measurement of resources compared to results, also suggests a comparison of the effectiveness of different approaches and/or methods.

In-depth studies are underway at CDF, funded in part, by a DFC which are aimed at developing more refined efficiency indicators. With this data, common research protocols can be developed and applied to all projects for the purposes of reporting, comparison, evaluation and presentation of results.

CDF is developing three types of cost-benefit analyses which relate to different levels of analysis, i.e. program, sector (or operation) and project. Each type has different degrees of detail and different procedures for, a) a broad evaluation of a program as a whole, b) providing more specific indicators to be used for the analysis of sectors or operations, and c) in-depth analyses of certain specific projects.

CDF feels that the current proposal for Colombia will have a cost per person of less than US\$25.00. This figure represents the combined investment of AID and SCF. Considering the number of development components in Operación Cooperación including agriculture/productivity, health/nutrition, education/training and infrastructure, economic and social self-sufficiency it is felt that this represents a reasonable expenditure of funds.

V. FINANCIAL PLAN

BUDGET:

As has been stated earlier, the Budget will be constructed as a program type document. It is felt that project and program progress reports and their costs (as compared to earlier estimates) are more revealing than a recitation of how many yards of sand, cords of wood, etc. have been purchased.

EXPENDITURES BY SOURCE, LOCATION, MAJOR CATEGORY & FISCAL YEARS  
 OPERATIONAL PROGRAM GRANT  
 OPERACION COOPERACION

TABLE # 1

(- US\$ - 000 -)

	PERSONNEL *			TRAINING			COMMODITIES *			OTHER **			TOTAL
	76	77	78	76	77	78	76	77	78	76	77	78	
SAVE THE CHILDREN/UK GUADALUPE	42	42	42				40	12	12	40	12	12	254.
<b>A I D</b>	126						64			64			
SIBUNDOY										66.8	32.8	18.6	118.2
GUADALUPE										46.2	56.2	8.3	110.7
SUMAPAZ										31.8	33.2	6.1	71.1
<b>SCF/CDF - COLOMBIA</b>										300.0			300.
SIBUNDOY	20.1	20.1	20.1	4.4	3.9	3.8				16.8	14.4	7.4	111.0
GUADALUPE	36	36	36	10.9	9.9	9.8				47.5	37	36.9	260.0
SUMAPAZ	12.3	12.3	12.3	5.4	4.7	4.7				20.9	8.9	3.7	85.2
	205.2			57.5						193.5			456.
<b>OTHERS</b>													
SIBUNDOY	92	57	38.2	11.4	11.4	11.4				69.9	46.7	41.7	379.7
GUADALUPE	98.8	86.3	45.3	21.4	21.4	21.4				138.4	59.2	32.1	524.3
SUMAPAZ	48	34.7	26.3	11.4	11.4	11.4				30.8	24.5	25	223.5
<b>TOTALS</b>	526.6			132.6						468.3			1127.
	857.8			190.1			64			1025.8			2137.

\* SCF/UK - Approx. 14 Employees including British Director, 4 British nurses and one American

\* AID - No. AID or AID Sponsored personnel included.

\* SCF/CDF Col. includes 7 PCV's and one American College Student.

\*\* All "Commodities" and "Other" are to be purchased in Colombia except 4 Land Rovers from England.

BEST AVAILABLE

AVAILABLE

TABLE # II

EXPENDITURES BY SOURCE AND COMMUNITY (US\$ 000)

AID ITEM OR PROJECT	SIBUNDUY			GUADALUPE			SUMPAZ			TOTAL
	76	77	78	76	77	78	76	77	78	3 Year
Const. Primary Schools (US\$5000)	10	5		25	15		10	15		80
Renovate Primary Schools (US\$2000)				4	8					12
Model Farms	2.2	4.4	2.2	5				6.2		20
Health Centers	3.8	3.8		3.8	3.8		3.8			19
Child Care Centers	10							10		20
Crop Storage Structures		1	.5					1		1.5
Walkways	12.5	6.2	6.2							25
Roads	17				10		10			37
Individual Waste Disposal System	1.2	1.3	1.3	2.7	2.7	2.7	.5	.5	.5	13
Community Potable Water System	3	3	3		7					16
Bridges	1.5	2.5		5	4					13
Radio Short Wave							2			2
Overhead	4.5	4.5	4.4	4.5	4.5	4.4	4.4	4.4	4.4	40
Yearly Totals	65.7	31.7	17.7	50.0	55.0	7.1	30.7	37.7	5.5	300
COMMUNITY TOTALS	115.1			112.1			72.8			300
	SIBUNDUY			GUADALUPE			SUMPAZ			TOTAL
	76	77	78	76	77	78	76	77	78	
Field Staff Salaries	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	56
Bozota Staff Expenses	21	19.6	19.5	44.3	42	42.0	8.9	8.4	8.3	214
High Schools	7	7		23	23	23	16.0			97
Consultants	.7	1.3	1.3	.7	1.3	1.4	.7	1.3	1.3	10
Hamlet Level Training	.8	.7	.7	3.9	3.7	3.7	1.5	1.3	1.3	17
Capacitation Training	1.5	1.5	1.5	3	3	3	1.5	1.5	1.5	18
Rural Culture-Women Training	.3	.3	.3	1.8	1.8	1.8	.6	.6	.6	8
Local Official-Agency Training	.6	.6	.5	.6	.6	.5	.6	.5	.5	5
Community Leadership Training	.8	.8	.8	.8	.8	.8	.8	.8	.8	7
National Office Training	.4			.8			.4			1.2
Crop & Animal Tech.	1.4	1.3	1.3	1.7	1.7	1.6	.7	.7	.6	11
Field Equipment & Suppl.	1.5			1			1.5			4
Supplies & Equip. for Fam. Programs	.4	.3	.3	.4	.3	.3	.7	.7	.6	4
YEARLY TOTALS	42.7	39.7	32.5	88.3	84.5	84.4	40.2	22.7	21.8	456
COMMUNITY TOTALS	114.9			257.2			84.1			456

VI. CONDITIONS

All national agencies involved in Operación Cooperación have agreed to cooperate and appear to be enthusiastic about it.

As for national approval, verbal contact has been made with several officials of Planación Nacional and each one has personally agreed with the SCI/CDF Col. approach and approves of our Plan of Implementation. However, as yet we do not have this in writing.



ASAMBLEA DE CUNDINAMARCA

PRESIDENCIA

Bogotá D.E., Febrero 13 de 1.976.

Señor Doctor

JAIME VICTORIA

Director de Ayuda Estudiantil

E. S. D.

Estimado Doctor y amigo:

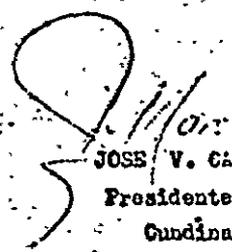
En mi calidad de Presidente de la Honorable Asamblea de Cundinamarca, quiero manifestar a Usted, que conociendo los programas que esa Entidad tiene al rededor de las Provincias de nuestro Departamento, pueden tener la plena seguridad que tanto la Corporación que me honro en presidir como la Comisión del Plan de la cual forma parte estarán todos en colaboración para buscar que las Entidades Oficiales del Departamento mantengan una estrecha colaboración con Ustedes.

En la reunión que mantuvimos con el Señor Gobernador del Departamento tuvimos la oportunidad de conocer su interés por estos programas y puedo darles la plena seguridad de que mantendremos un amplio dialogo sobre estos fines.

Actualmente en la Comisión del Plan, se estudian los planes de Desarrollo de los tres futuros años y conocer los planes de la Ayuda Estudiantil es una necesidad para evitar que objetivos suyos y del Departamento se encuentren, cuando lo normal y lo lógico es que en un amplio dialogo encontremos la solución y que con la ayuda de Ustedes y del Departamento se puedan materializar obras de interes Regional y Social.

Confío en que mantendremos el dialogo permanente que nos permita materializar estos deseos.

Atentamente,

  
JOSE V. CARRASCO PIZARRO  
Presidente Asamblea de  
Cundinamarca

# Protección de los Niños



# Save the Children

## "Ayuda Británica"

Cra. 12 No 7-61  
 B. IVA  
 Dept Huila  
 Colombia

**BEST  
 AVAILABLE**

Cra. 7 No. 17-64

Oficina 606

Teléfono 821 498

A. A. 6978

Bogotá, D. E. Colombia

17 Jun 76

Dear Jaime,

Day Care Centre/Nurses Training Centre

For our intended project in GUADALUPE the estimates are as follows.

<u>Capital Expenditure</u>	<u>£ Sterling</u>	<u>Pesos</u>
Vehicles (3)	£9000	585000 ✓
Equipment for office nursery, furnishings etc	£5000	325000 ✓
	<u>£14,000</u>	<u>910000</u>

occurring Annually

<u>Expatriate Staff</u>		
Salaries	£10,500	682500 ✓
board and lodging	£ 3,000	195000 ✓
air fares	£1,600	109200 ✓
leave allowance	£ 564	36660 ✓
transport costs	£5,500	227500 ✓
<u>Local Staff: Drivers (3)</u>	£1,800	117000 ✓
Clerks (2)	£1,600	65000 ✓
Nurse	£1,000	65000 ✓
Household & Day Care Centre	£6,500	422500 ✓
office costs	£1,000	65000 ✓
Food for nursery	£7,500	487500 ✓
	<u>£38,044</u>	<u>2742860</u>

The Day Care Centre and Childrens nurses training programme will be financed by Save the Children Fund from three to five years, depending on the progress made in training the Colombian staff.

This is a joint project with the Instituto Colombiano de Bienestar Familiar, who under the terms of the existing proposals will be entirely responsible for the construction of a Day Care Centre/Training Centre capable of accommodating 5 trainees childrens nurses, and 150 children. They will bear the entire cost of the building, and they will also be financially responsible for the accommodation, feeding, pay and bus fares of the trainee nurses.

*Jaime*

*Vicencio*

Dr Jaime Victoria R.

Patron: Her Majesty the Queen.

President: Her Royal Highness the Princess Anne.

Mrs. Mark Phillips, GCVO

C.J.K. Campbell  
 Field Director  
 Colombia

251 #

Bogotá, D.E.,

13 FEB. 1976

Doctor  
JAIME VICTORIA  
Director Ayuda Estudiantil  
CIUDAD.

Desde hace varios meses he venido siguiendo con muchísimo interés el proceso de desarrollo de algunas Comunidades a las cuales esa Organización está vinculada y en razón de ello, he creído conveniente solicitarle la colaboración y ayuda para algunas Comunidades que se encuentran dentro del área del Proyecto Cundinamarca No. 1, a efecto de adelantar proyectos más integrados de desarrollo, con la coordinación de sus servicios y los nuestros lo mismo que de otras entidades que trabajan a ese nivel.

Aunque usted bien conoce que esta colaboración se ha venido presentando exitosamente de tiempo atrás, como en los casos del Acueducto de la Vereda de ROMERO en UBAQUE, Carretera de POTRERO GRANDE en CHOACHI y JAMACO en CACHIPAY, estimo que una coordinación de servicios en mayor escala entre el INCORA y AYUDA ESTUDIANTIL, nos proporcionaría un mayor campo de acción y permitiría un mayor y mejor beneficio a las Comunidades Campesinas.

Nosotros poseemos en el área del Proyecto una red de comunicaciones y servicios a nivel rural que bien podría ser aprovechado por ustedes en beneficio de esas Comunidades Campesinas y a la vez nuestros programas de Reforma Agraria encontrarían un complemento vital.

Espero que el conocimiento que tiene del Instituto y las experiencias con trabajos en los cuales hemos unido esfuerzos lo motivarán suficientemente para aceptar esta propuesta que confiadamente le hago a la entidad que usted preside.

\*\*\*

En caso de una respuesta favorable podríamos determinar posteriormente las zonas y los programas donde se desarrollaría esta coordinación, lo mismo que las obligaciones que asumiría cada una de las entidades.

Agradeciendo el favor de una respuesta me suscribo.

Atentamente,

*B. I. Botero*  
BERNARDO LEIZA BOTERO  
Proyecto Cundinamarca No. 1  
Gerente Regional

**VERIFICATION**

Available reports

Available reports and records. Empirical evidence gathered by joint agencies

**GOAL ASSUMPTIONS** Effectiveness of approach has been communicated and evaluated

Sub-goal Progress is primarily a result of Operación Cooperación.

USE VERIFICATIONS a) Available reports and records. Empirical evidence gathered by joint agencies

Participating agency reports annual quarterly.

Health records. A and population Council

Operation by a joint team of AID and Host Agency

**PURPOSE ASSUMPTIONS**

a) Other agency programs are enough similar to claim replicability.  
b) Established, integrated, development operation will remain viable with community-based coordination and locally secured funds

1) Agriculture and animal husbandry are not constrained by weather or epidemics

2) Sales of products are not subject to serious drops in general market price

3) Availability of loan funds

4) Acceptance of modern health practices

5) Participation reflects acceptance

6) The three areas are typical of other regions.

**OUTPUT VERIFICATION**

Site visits

Empirical evidence

**OUTPUT ASSUMPTIONS**

1) Community estimates on the infrastructure are correct in size, number, location and timing.

2) Available water for community potable water systems

3) Availability of willing and trainable persons for Rural Culture and leader training.

**VERIFICATION**

Participating agencies' written & verbal reports

F/CDF internal reports

**INPUT ASSUMPTIONS**

1) Costs of inputs because of inflation won't become prohibitive and thus cause a reduction in them

2) Working agreements with other agencies are consummated as predicted

AMOUNT	SUBSIDIARY	QUANTITY
1000	11000	2000
500	1000	100



**GOALS** a) To help Colombian officials to find a way of stemming rural to urban migration  
 b) To improve the economic and social well-being of the poor elements of Colombia's rural poor

**Sub-goal** To improve the economical and social well-being of the residents of the three areas: Sibundoy, Guadalupe and Sumapaz

**GOAL ACHIEVEMENT MEASURES** a) A slowing

b) Improvement

**Sub-goal** Improvement in target area, far

**PURPOSE**

To establish three replicable, integrated, community-based, development operations in diverse areas of Colombia

**PURPOSE ACHIEVEMENT MEASURES** a) Plan

b) Act  
 c) Eval

**OUTPUT**

Inter-agency coordination and cooperation  
 Institutionalization of local services and community organization  
 Training programs  
 Infrastructure  
 Health programs  
 Technological input  
 Industry and marketing

1- % INCREASE, OVER BASE, IN VOLS PER YEAR	20
2- INCREASE IN HOUSEHOLDS UNDER SURVEILLANCE	50
3- % INCREASE, OVER BASE, IN CROPS	10
4- % INCREASE, OVER BASE, IN ANIMAL PRODUCTS	15
5- % INCREASE, OVER BASE, IN NUMBER OF STUDENTS	10
6- % INCREASE, OVER BASE, IN PERSONS TRAINED IN LIFE SKILLS	10
7- % INCREASE, OVER BASE, IN NUMBER OF PERSONS	10
8- % INCREASE IN DOLLAR VOLUME OF BANK SALES	10
9- INCREASE IN DOLLAR VOLUME OF CREDIT SALES	10
10- INCREASE OVER BASE, IN AGRICULTURE SALES	10
11- INCREASE IN COOPERATIVE MEMBERS	10
12- % INCREASE, OVER BASE, IN RESIDENCY STATISTICS	10
13- % INCREASE, OVER BASE, IN INFANT MORTALITY	5
14- NUMBER OF STUDENTS ENROLLED IN PRE-EDUCATION AND SCHOOL	50
15- INCREASED CLASSIC (SCHOOL) OR CAMPUS	2

**OUTPUT MAGNITUDE**

1- PRIMARY SCHOOLS	2	10	5	5
2- TRAINING INSTITUTIONS	1	2	1	2
3- MODEL FARMS	1	1	1	1
4- HEALTH PROGRAMS (NATIVE PERSONNEL)	1	1	1	1
5- HEALTH SERVICES	1	1	1	1
6- CHILD CARE CENTERS	1	1	1	1
7- LEAF STORAGE STRUCTURES	1	1	1	1
8- LEAF DRYING SYSTEMS	1	1	1	1
9- COMMUNITY DISTANCE WATER SYSTEM	1	1	1	1
10- WASH WATER CENTRAL SYSTEMS	1	1	1	1
11- BRIDS	1	1	1	1
12- BRIDGES	1	1	1	1
13- BRIDGES	1	1	1	1
14- MIDDLE LEVEL TECH. TRAINING	1	1	1	1
15- REPRODUCTION PROGRAMS	1	1	1	1
16- RURAL CULTURE WORKS TENS	1	1	1	1
17- NATIONAL SERVICE (SCHOOL) OR CAMPUS	1	1	1	1

**INPUT**

**MONETARY**

AID	(AGENCY FOR INTERNATIONAL DEVELOPMENT)
SCF/CDF COL	(SAVE THE CHILDREN FOUNDATION-COLOMBIA)
STATE GOVT PUTUMAYO	
CAJA AGRARIA	(FARMERS BANK)

**TRAINING**

GOC MINISTRY OF EDUC	
SENA	(NATIONAL INSTITUTE OF TECHNICAL EDUCATION)
ICA	(NATIONAL INSTITUTE OF AGRICULTURE)
SCF/UK	(SAVE THE CHILDREN FOUNDATION-UNITED KINGDOM)
SCF/CDF COL	

**TECHNICAL ASSISTANCE**

ICCE	(INSTITUTE FOR COMMUNITY DEVELOPMENT)
CFP	(COMMUNITY FARM PROMOTION PROGRAM)
IGAC	(INSTITUTE OF AGRICULTURE)
GOC MINISTRY OF HEALTH	
US PEACE CORPS	
INCORA	
CAFETEROS	(OPERATION REGIONAL DE EMPLEADOS)

**CONSTRUCTION**

COMMUNITIES	(SIBUNDOY, GUADALUPE & SUMAPAZ)
ACCION COMUNAL	
ICCE	
ICBF	(INSTITUTE FOR COMMUNITY DEVELOPMENT)
INPES	(INSTITUTE FOR COMMUNITY DEVELOPMENT)
INTER-AMERICAN FOUNDATION	
GOC SECRETARY OF PUBLIC WORKS	
GOC MINISTRY OF HEALTH	
INPES	

**OPERATIONAL COSTS**

SCF/CDF COL	
-------------	--

**TOTAL**

**YOTAL**

**INPUT MAGNITUDE**

INFRASTRUCTURE	100
STAFF	100
INFRASTRUCTURE	1
LOW COST LABOR	
SCHOOL TEACHERS	10
TECHNICAL COURSES	10
TECHNICAL COURSES	10
HEALTH TRAINING AND INTENTION	
TRAINING (CONSULTANTS)	10
ARCHITECTURAL PLANS AND INSPECTION	1
COOPERATIVES AND CREDIT	10
HELPS AND SUBSIDIES	
DOCTORS	10
ADMIN. AGRIC. AND HOME EC. VOLUNTEERS	10
AGRICULTURE AND ANIMALS	1
TECHNICAL TRAINING AND LABOR INFRASTRUCTURE	
LABOR AND MISC. MATERIALS	10
CONSTRUCTION WORK	10
SCHOOLS	10
TRAINING AND COMPLETION OF OCCUPANCY	10
BATHROOMS (OUTSIDE TOILETS)	10
TRIMMING AND RECLAMATION OF LAND	10
ROADS AND BRIDGES	10
HEALTH CENTER	10
WATER SYSTEMS	10
BUILDING, AGRICULTURAL AND ANIMAL	10
<b>TOTAL</b>	100
<b>YOTAL</b>	100

## QUESTIONNAIRE AND BASE-LINE DATA STUDY

December 1975 - January 1976

The questionnaire used by SCF/CDF Col. in each of the three program areas was designed to obtain basic, family-level data about agriculture/productivity, education/training, health/nutrition and infrastructure.

In addition, information was to be gathered on family size, ages, community leadership, availability of credit and technical assistance, and local organizations.

Selected regional people were trained in the use of the questionnaire. A 20% sample was taken in each of communities and students tallied results and presented the findings.

Of greatest importance to SCF/CDF Col. were the following questions:

- 10.1 What are the restrictions to increasing your productivity?  
 10.6 What are your hamlet needs?  
 10.7 Comment in general about your community.

Responses by percentages of total were:

Guadalupe

10.1	Credit Financial	44%	10.6 &	Streets and roads	14%
	Lacking land	26%	10.7	Educational issues	14%
	Technical assist.	6%		Water	13%
	Others	24%		Light	11%
		100%		Health Center	9%
				Sewage	8%
				Sports fields	6%
				Others	25%
					100%

Sibundoy

10.1	Pests	37%	10.6 &	Educational issues	17%
	Disease	24 %		Hospital	11%
	Flooding	14%		Sports Fields	9%
	Credit	12%		Restaurant	9%
	Weeds.	11%		Model Farms	7%
	Others	2%		Roads	7%
		100%		Water	7%
				Lights	6%
				Others	27%
					100%

Sumapaz

10.1	Credit	43%	10.6 &	Roads & Bridges	40%
	Land	20%	10.7	Educational Issues	22%
	Transportation	10%		Health Centers	7%
	Hired help	7%		Water	6%
	Health	7%		Lights	5%
	Tech. Assistance	7%		Telecommunications	5%
	Disease/pests	5%		Equipment	3%
	Equipment	1%		Others	12%
		<u>100%</u>			<u>100%</u>

The questionnaire revealed that only 24% of the population in the Guadalupe area are of dependency age (less than 12 years of age) compared with 40% and 37% in Sibundoy and Sumapaz respectively,

The educational status of the citizens of the three areas was estimated by the correspondents to be as follows:

Sibundoy - Primary Schooling 85% : illiterate 7%

Guadalupe- Primary Schooling 75% : illiterate 20%

Sumapaz - Primary Schooling 89% : illiterate 8%

Lists were made of self-diagnosed plagues from insects and plant diseases. Approximately 60% of the respondents claimed that up to 50% of their crops were lost due to such infestation.

It was found that few agencies function with regularity in the areas. The agriculture credit bank (Caja Agraria) scored highest with approximately 90% of the respondents saying they did not know about other agencies.

About 60% of the Sibundoy and Sumapaz respondents have received credit; Guadalupe correspondents reported a much smaller figure (tabulation difficulties).

Financial assistance in Sibundoy and Guadalupe has been directed mainly toward agriculture and in Sumapaz toward both agriculture and cattle.

Training needs reflected a strong interest in capacitation courses. Respondent responses were: Sibundoy 83% for agriculture and tailoring; Guadalupe 77% for agriculture and cattle; and Sumapaz 98% for veterinary medicine and agronomy. Nearly 80% of all respondents depend upon agriculture for their livelihood.

Health conditions were described in terms of parasitism and diseases: 87% of the respondents in Sibundoy estimated that more than 75% of the people are infected; in Guadalupe, 92% believed that more than 75% were infected; and in Sumapaz respondents felt that more than half

were infected.

Lists were made of disease in the areas, with pneumonia, diarrhea and parasitism ranking highest.

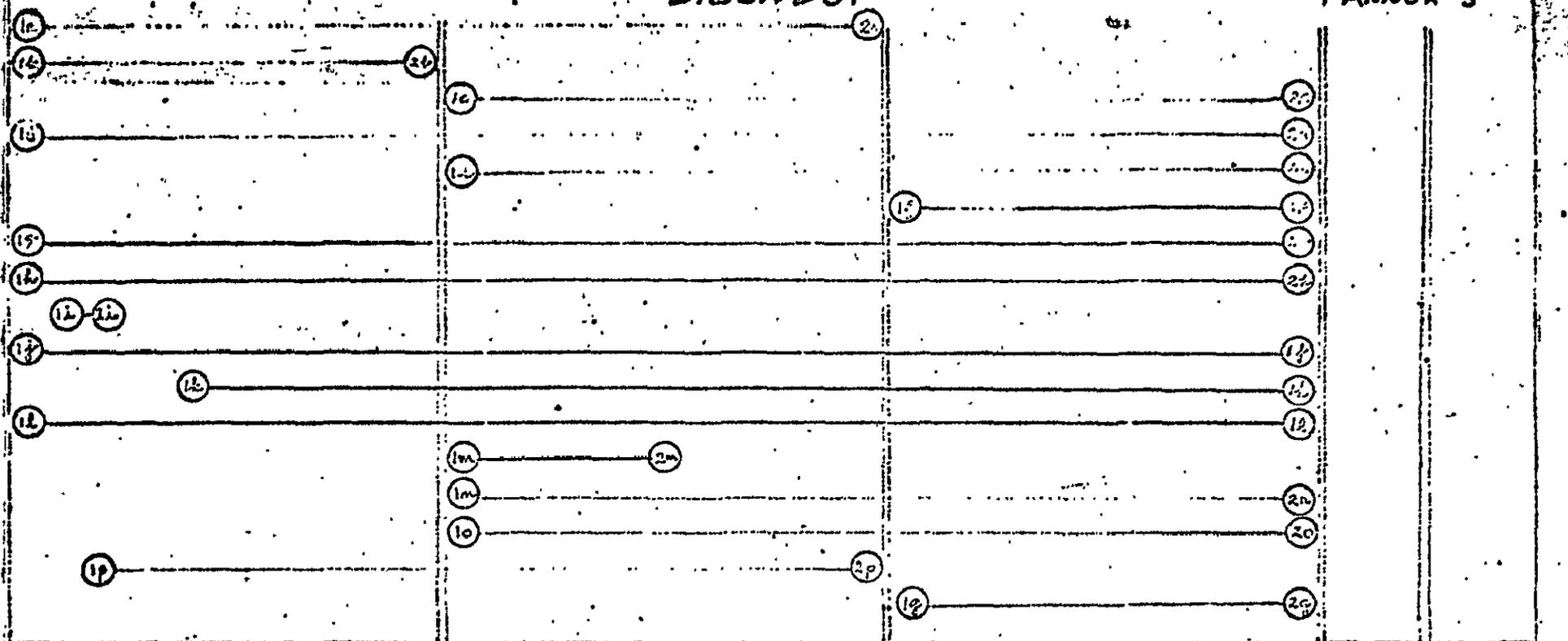
Infant mortality was reported as follows: in Guadalupe 77% estimated that there was about one infant death per family; in Sumapaz and Sibundoy, 61% and 86% respectively, reported three or more infant deaths per family. Little pre-natal care was reported.

**CONCLUSIONS:**

Respondents in all three areas indicated a strong, broadly-based concern with needs in agriculture/productivity, health/nutrition, infrastructure, education/training, credit and technical assistance.

# SIBUNDOY

ANNEX 3



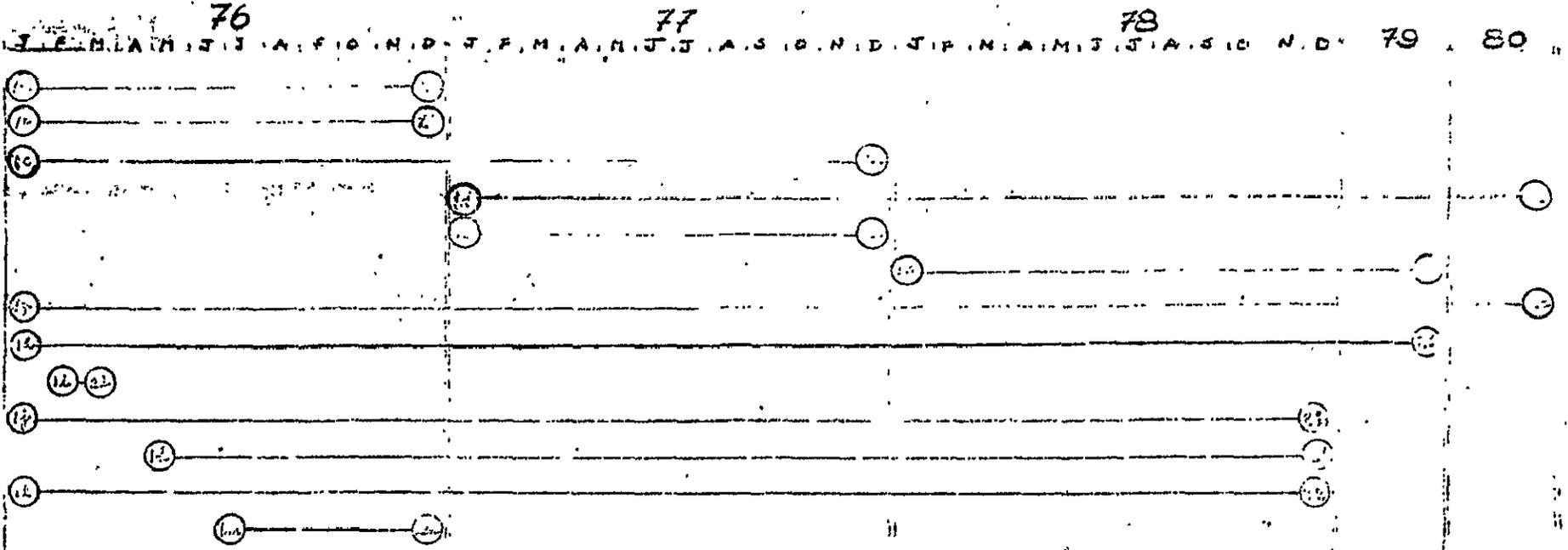
1a-2a	Model farms (8) (Const.)	Traveler's Club	17-27	Trng. in Agricultural & business	SENA
1b-2b	Trng. Institution (1) (Const.)	SCF/EDF	1b-2b	Additional School Classes (2)	GOE-Inst of Ed.
1c-2c	Primary schools (3) (Const. repair & added)	SCF/EDF & IGOE	1m-2m	Cooperatives	CFP
1d-2d	Road (8 miles) (Const.)	SCF/EDF	1m-2m	Crop Storage Structures (3) (Const.)	SCF/EDF
1e-2e	Health Centers (2) (Const.)	SCF/EDF	1a-2a	Community water systems (2) (Const.)	FINPSS
1f-2f	Child Care Center (1) (Const.)	SCF/EDF	1p-2p	Crop storage for irrigation (1) (Const.)	Individual
1g-2g	Outside toilets (200) (Const.)	FINPSS	17-27	Wallpapers (4) (Const.)	SCF/EDF
1h-2h	Health programs & doctors	SCF/EDF & GOE	1k-2k	Trng. in Rural Culture	SCF/EDF
1i-2i	Trng. handles & laborers & field staff	SCF/EDF			GOE-Inst of Ed.

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ESTIMATED PROJECT SCHEDULE

ANNEX 3

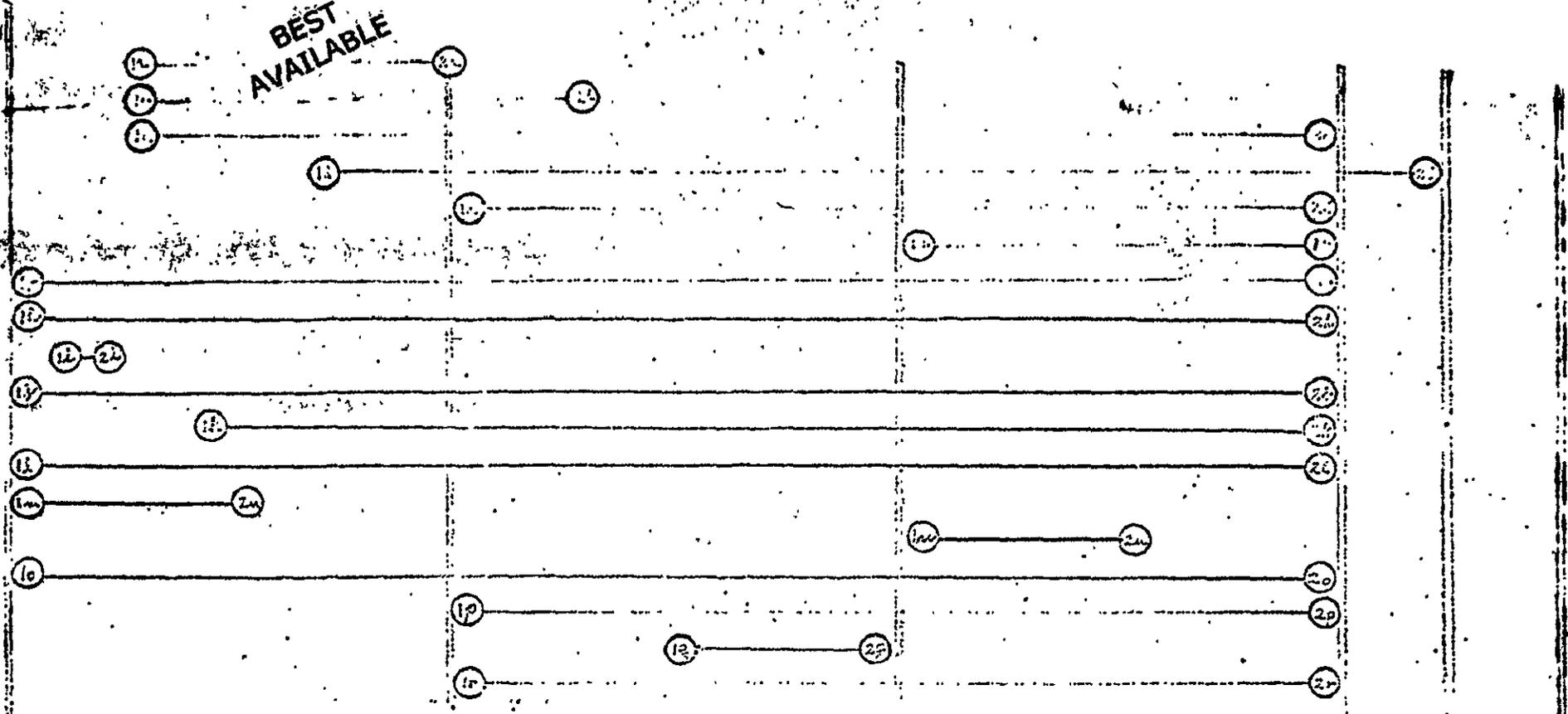
SUMA PAE



EVENT	ACTIVITY	AGENCY	EVENT	ACTIVITY	AGENCY
10-20	Health Programs & Services	ICDF GOC	10-20	Health Programs & Services	ICDF GOC
11-20	Trip. Agr. Extension & Fieldwork	ICDF GOC	11-20	Trip. Agr. Extension & Fieldwork	ICDF GOC
12-20	Trip. in Organization & Administration	ICDF GOC	12-20	Trip. in Organization & Administration	ICDF GOC
13-20	Trip. in Rural Culture (350)	ICDF GOC	13-20	Trip. in Rural Culture (350)	ICDF GOC
14-20	Construction of School Buildings (2)	ICDF GOC	14-20	Construction of School Buildings (2)	ICDF GOC
15-20	C. Operations (1)	ICDF GOC	15-20	C. Operations (1)	ICDF GOC

# GUADALUPE

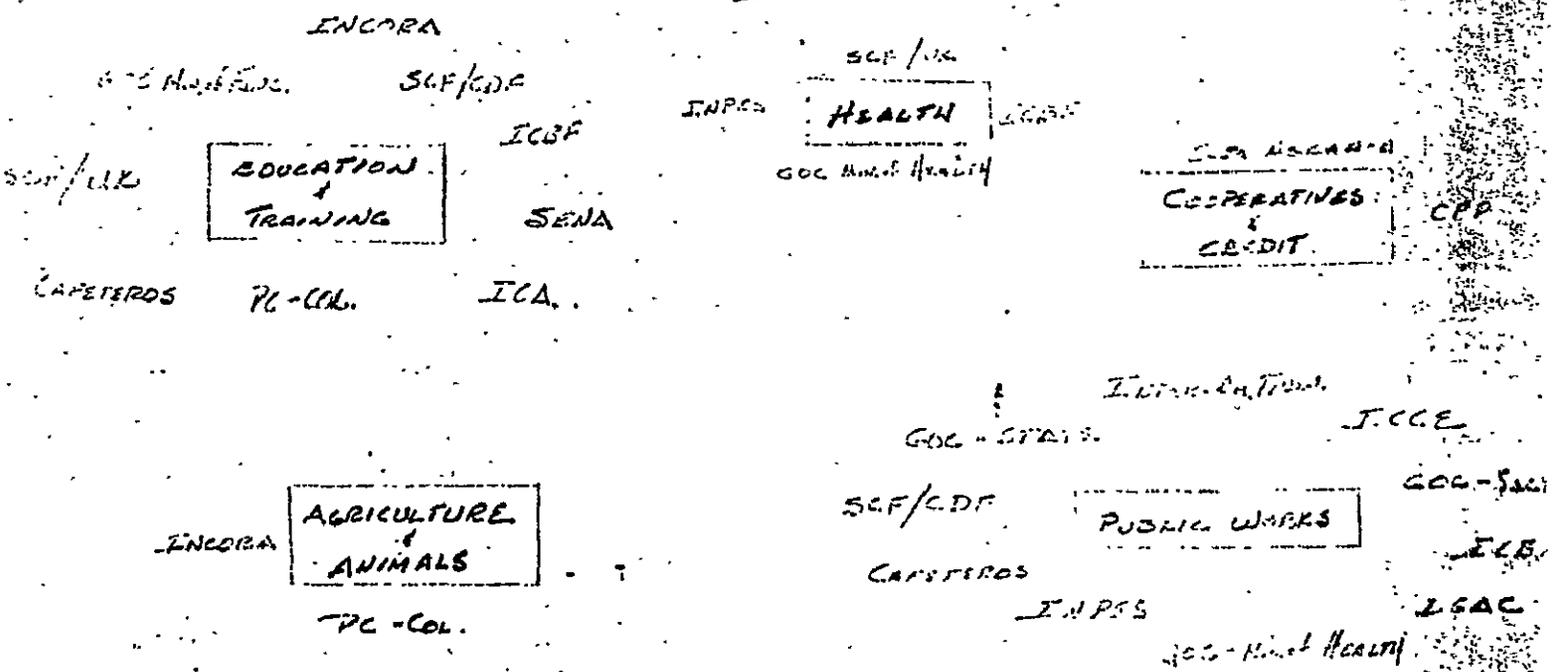
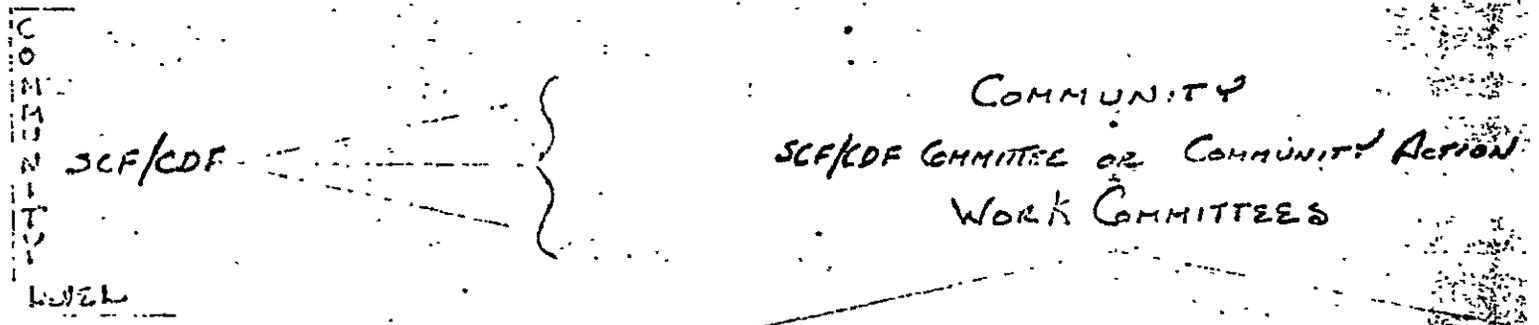
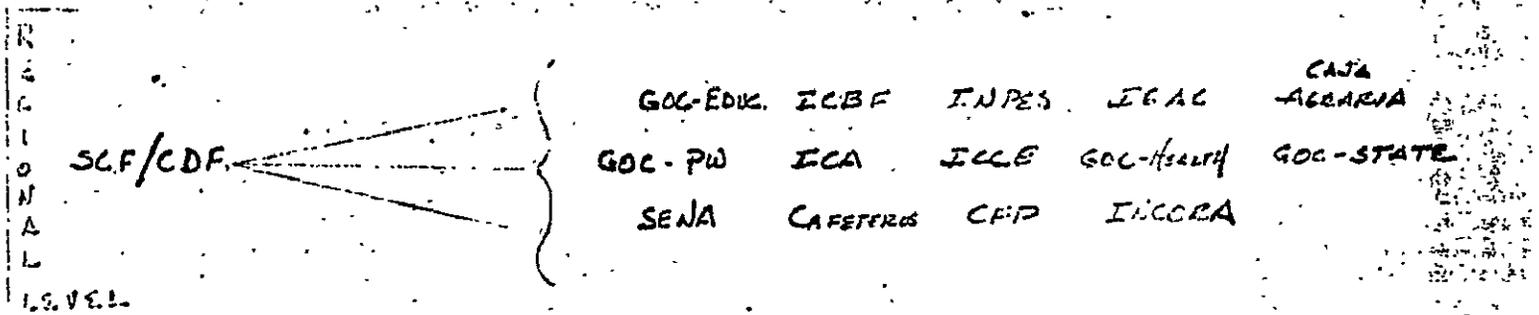
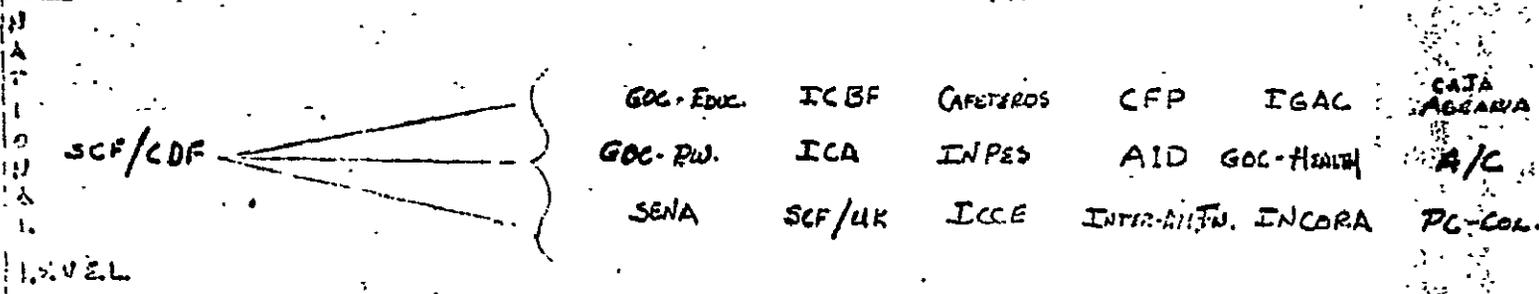
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1a-2a	Model farms (1) (County)	SCF/CDP	14-24	Trip in Agriculture & Animals	SENA
1b-2b	Training Institutions (1) (County)	SCF/CDP	14-24	Trip in Rural Culture (1800)	SCF/CDP FC-Com
1c-2c	Primary Schools (14) (County)	SCF/CDP	14-24	Additional School Courses (4)	Com. of Ed.
1d-2d	Roads (3-15 miles) (County)	SCF/CDP	1m-2m	Cooperative (1)	CFP
1e-2e	Health Centers (2) (County)	Com. of Health	1m-2m	Banks (1)	USA PENSIA
1f-2f	Child Care Unit (1) (County)	SCF/CDP	10-20	Health Training (1800)	SCF/CDP
1g-2g	Outside Child Care (1) (County)	SCF/CDP	17-27	Professional Education (2) (County)	SCF/CDP
1h-2h	Health programs & doctors	Com. of Health	17-27	Community Water System (1) (County)	SCF/CDP
1i-2i	Training Health leaders & field staff (99)	SCF/CDP	11-21	Library (1) (County)	Com. of Ed.

# ORGANIZATION CHART - OPERACION COOPERACION ANNEX 4

BEST  
AVAILABLE



BEST AVAILABLE

# SIBUNDOY (5 COMMUNITIES)

ANNEX 5

## COMMITTEES, ADVISORS & PROJECTS

SCF/CDF COMMITTEE

PC-COL.

EDUCATION & TRAINING

SCF/CDF

GOC - MIN. OF EDUC.

- ADDITIONAL SCHOOL CLASSES
- HAMLET LEADER TRAINING
- AGRICULTURE & ANIMAL HUSBANDRY TRAINING
- RURAL CULTURE TRAINING

INCORA

AGRICULTURE & ANIMALS

PC-COL.

MODEL FARMS

SCF/CDF

PUBLIC WORKS

INPES

ICCE

INTER-AMERICAN FUND.

- PRIMARY SCHOOLS (CONST. AND/OR REPAIR)
- TRAINING INSTITUTION (CONSTRUCTION)
- MODEL FARMS (CONSTRUCTION)
- HEALTH CENTERS (CONSTRUCTION)
- CHILD CARE CENTER (CONSTRUCTION)
- CROP STORAGE STRUCTURES (CONST.)
- CROP DRAINAGE SYSTEM (CONST.)
- WATER SYSTEMS (CONSTRUCTION)
- WALKWAYS (CONSTRUCTION)

HEALTH

INPES

GOC - MIN. OF HEALTH

- HEALTH PROGRAMS
- DOCTORS
- SITE DE TORRES

COOPERATIVES & CREDIT.

ICF

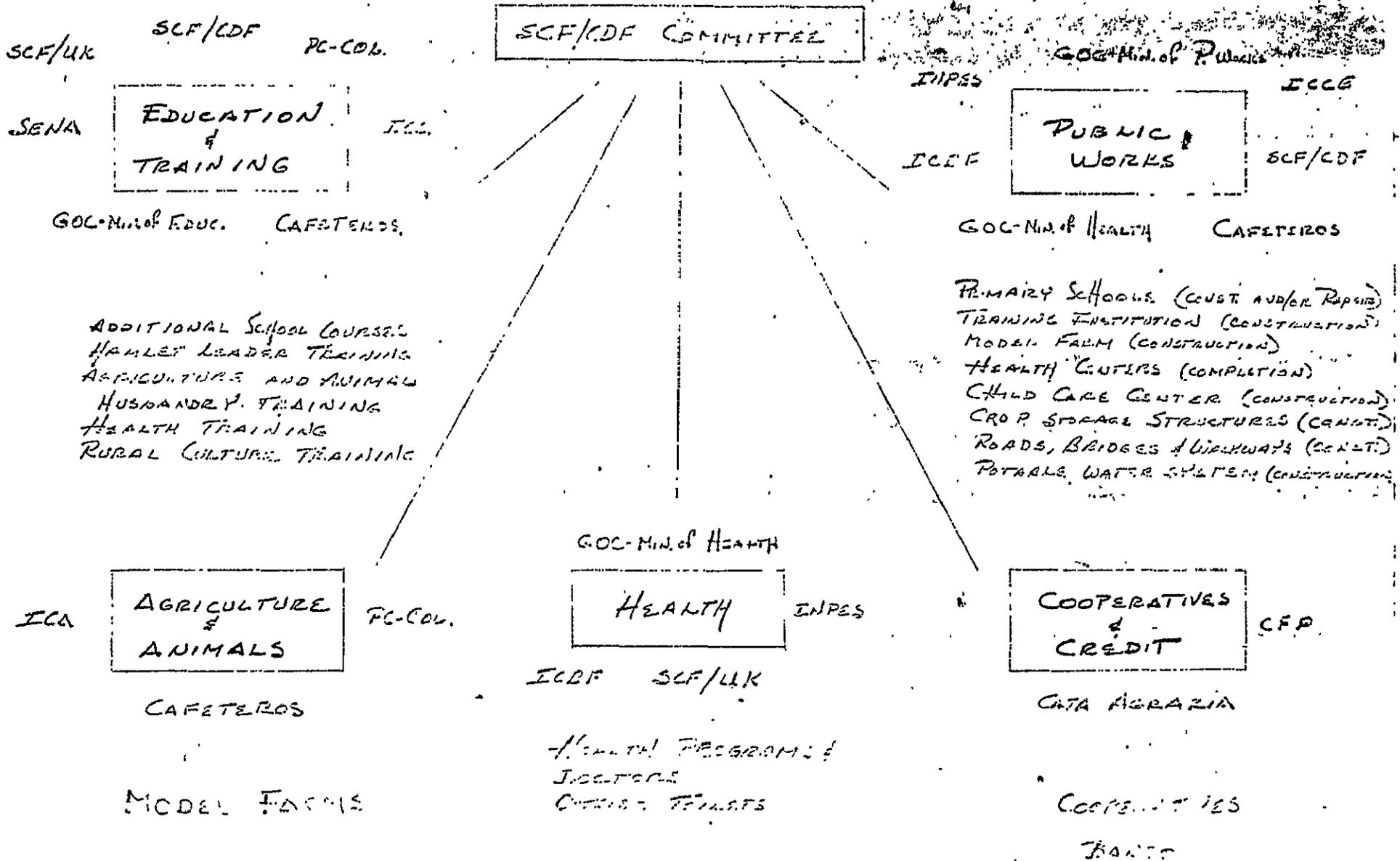
COOPERATIVE

BEST AVAILABLE

# GUADALUPE (26 COMMUNITIES)

ANNEX 6

## COMMITTEES, ADVISORS & PROJECTS



BEST AVAILABLE

JUMA TAZ (11 COMMUNITIES)

COMMITTEES, ADVISORS & PROJECTS

COMMUNITY CENTER

ECA EDUCATION & TRAINING P.C.C.

PUBLIC WORKS I.S.C.C.

GOC - Min. of Educ. S.C.C.

S.C.C.

ADDITIONAL S.I.F. CLASSES  
HAMLET LEADER TRAINING  
AGRICULTURE & ANIMAL  
HUSBANDRY TRAINING  
RURAL CULTURE TRAINING

PRIMARY SCHOOLS (CONTR. AND/OR REP.)  
TRAINING INSTITUTION (CONSTRUCTION)  
MODEL FARMS (CONSTRUCTION)  
HEALTH CENTER (CONSTRUCTION)  
CHILD CARE CENTER (CONSTRUCTION)  
ROAD (RESURFACING)

ECA AGRICULTURE & ANIMALS

INP.S HEALTH

CFP COOPERATIVES & CREDIT

PC - COL.

GOC - Min. of Health

MODEL FARMS

HEALTH PROGRAMS  
DOCTORS  
OUTSIDE TREATY

COOPERATIVE

OPERACION COOPERACION  
TRAINING BUDGET AND SCHEDULE

ANNEX # 8

( US DOLLARS )

PROGRAMS	SIBUNDOY ( 5 )				GUADALUPE ( 28 )				SUMAPAZ ( 10 )				YEARLY TOTALS				GRAND TOTALS
	76	77	78	79	76	77	78	79	76	77	78	79	76	77	78	79	
Hamlet Level Technical Skill courses	132	660	660	660	264	3696	3696	3696	132	1320	1320	1320	528	5676	5676	5676	17556
Capacitation Program		1500	1500	1500		3000	3000	3000		1500	1500	1500		6000	6000	6000	18000
Rural Culture Women's training		300	300	300		1800	1800	1800		600	600	600		2700	2700	2700	8100
Local Official-Agency Seminar		560	560	560		560	560	560		560	560	560		1680	1680	1680	5040
Community Leadership-civil Servants		810	810	810		810	810	810		810	810	810		2430	2430	2430	7290
National Office Agency Seminar		1 per year			405	405	405	405					405	405	405	405	1620
TOTAL PERIOD OF GRANT		( 11,622 )				( 29,862 )				( 14,502 )							
T O T A L	132	3830	3830	3830	671	9866	9866	9866	132	4790	4790	4790	933	18891	18891	18891	57606

NOTE: Because of a difference in fiscal years, this budget can be read as follows:  
The years 77, 78 and 79 correspond to AID fiscal years 76, 77 and 78.

EXPLANATION OF TRAINING COURSES

Hamlet Level Technical Skills: Subject specific field days, two courses per hamlet per year ( 43 hamlets ) on a rotating basis ( 8 the first FY ); 20 families represented per course, 1 SCF coordinator, 1 agency representative ( i. e. 22 participants ), a \$3 per person day. ( 5160 family-days, 3,120 individual-days ).

Capacitation Program: 6 month specialization courses at a national training center; 30 students per year; cost \$300 per person per course ( 360 students ).

Rural Culture Women's Training: 1-2 day, course per 5 hamlets once per year; 20 families or 50 participants per course, cost \$3 per person day. Subjects to include management, nutrition, health, agriculture, and sanitation, family planning ( 540 family days, 3780 individual-days ).

Local Official-Agency Official Seminar: 2-3 day seminars per year; 20 local officials and agency personnel; cost \$3 per person-day. Subjects to include project management, CBIRD, agency cooperation, community motivation, communication ( 3600 participants ).

Community Leadership-Civil Servant Training: 3 days courses in three consecutive weeks; 1 SCF coordinator, 4 community leaders, 10 agency personnel, 15 hamlet leaders; cost \$3 per person days. Subject to include project management, CBIRD, agency cooperation, community motivation, communication; classes, field work, visitation to other projects ( 270 participants ).

National Official-Agency Representatives Seminar: 1 per year national; 3 project coordinators, 4 government officials ( working with SCF ), 2 agency personnel; ( total 9 ), 3 weeks at \$3 per person-day. Subjects to include project management, CBIRD, Agency cooperation, community motivation, communication; classes, field visits ( 27 participants ).

