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APPLICATION TO THE

AGENCY FOR INTERNATIONAL DEVELOPMENT

FOR

OPERATIONAL PROGRAM GRANT

FOR THE

DOMINICAN REPUBLIC

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COMMUNITY DEVELOPMENT FOUNDATION

48 WILTON ROAD

WESTPORT, CONNECTICUT 06880

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David Guyer, Executive Director

Charles MacCormack, Program Director

Timothy Beckett, Comptroller

Ronald Sawyer, Regional Advisor, L.A.

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Project Title: Loma de Cabrera, Integrated Development Project

Project Location: Municipality of Loma de Cabrera, Province of Dajabon, the Dominican Republic

Amount Requested: $292,095.00

Private Voluntary Agency:

Name and Location:
Federacion Desarrollo Juvenil Comunitario
Avenida Gaston Fernando Deligne #10
Loma de Cabrera
Provincia de Dajabon
Republica Dominicana

Central Headquarters:
Save the Children Federation/
Community Development Foundation
48 Wilton Road
Westport, Connecticut 06880

Contact Person:

Local

Gary Bruce Shaye
Miguel Andres Betances Sosa
Federacion Desarrollo Juvenil Comunitari
Avenida Gaston Fernando Deligne #10
Loma de Cabrera
Provincia de Dajabon
Republica Dominicana

U.S.

Ronald D. Sawyer
Regional Advisor-Latin America
Community Development Foundation
48 Wilton Road
Westport, Connecticut 06880

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I. Project Goal and Description

A. Goal

The goal of the Loma de Cabrera Integrated Development Project is to improve the economic and social well-being of the people in the District of Loma de Cabrera, in the province of Dajabon. The primary target group comprises the 27,000 individuals living in the low income sector.

B. Purpose

The purpose of the project is to establish a fully integrated development project in the entire district of Loma de Cabrera, (in the province of Dajabon.) Through an integrated development program the CDF staff aims to include all the basic components necessary for development. Within the CDF integrated program the inter-relationships of the basic components (i.e., agriculture, health, education) will be examined to see how each can best be developed to fulfill specific needs while complementing an overall district plan. Within such a systematic plan for Loma de Cabrera, CDF plans to achieve the most effective program for the district population.

In addition to working through the specific components, CDF plans to improve the social, cultural and political climate which are a necessary prerequisite for sustained development. It is intended that the necessary climate conducive to development can be achieved through an improvement in the economic base of the region, systematic development of its social infrastructure and assistance in the development of the indigenous institutions for local decision making. Major emphasis will be placed on increasing the human resource potential of the area and on making best use of the available material resources in such a way as to assist in developing a resourceful, and self-reliant citizenry.

Although CDF has had personnel working in the Loma de Cabrera area previously, it is expected that this project will affect significant changes which would not have been possible before. This program will permit the CDF staff to work on a district wide basis providing services to all residents of the Loma de Cabrera area. Before the outreach of CDF services was limited to four communities, which represented approximately one-third of the district population. Additionally CDF staff members will work within an integrated development concept with attention given to all the aspects of development. Among these are agriculture, nutrition, health, family planning, productivity projects, small animal husbandry, non-formal education, etc. This approach will attempt to consider the inter-relationships of the components and their effects on other aspects of life.

II. Project Analysis

A. District Profile

Although statistically-reliable measurements of the specific benefits in regard to nutrition, health, and income improvement in the Hipolito Billini (see Appendix A for history of Hipolito Billini program) programs have not been undertaken, it is clear, in this and other multi-impact projects around the world, that the CDF methodology has been effective in organizing groups of poor farmers to define needs and to plan and implement projects through a strong local leadership base. Nevertheless, it is evident that for long term, cost-effective programs, the present limited geographic focus is often not financially replicable within the resource constraints confronting host country institutions. From the perspective of this careful re-thinking of the CDF development methodology, the key thing to understand about the Hipolito Billini program is its place in the overall development scheme of the district. The District of Loma de Cabrera, in Dajabon Province, corresponds roughly to a county in the United States. The district periphery is composed of five secciones. Each has a central village and a number of outlying small hamlets. (See Appendix D for maps). By June 1979 the CDF staff will have helped communities to form 11 central development committees in these five secciones in addition to the 5 central development committees to be formed in the town of Loma de Cabrera.

Having established both credibility and a positive reputation through the Hipolito Billini program, the present development plan will involve the entire district. In other words, the objective is to exert a positive influence on the well-being of the entire district population. It is planned to begin a process of revitalizing the district economic system by working both outward from the individual communities and by linking them in with the necessary services emanating from the market town. This can be accomplished by increasing productivity in the outlying communities and by providing marketing (through a district wide cooperative), credit, and training facilities, at the district center.

It is here where the program focus differs dramatically from earlier efforts. Previously the scope was limited to a community and its problems. Little attention was given to inter-community relations and the position of a community toward a district center. Given the limited feasibility of replicating an individual community-based approach, CDF staff have chosen to broaden the base of its efforts and work through a district wide approach. Using the existing

infrastructure built during the last three years, the District of Loma de Cabrera in the Province of Dajabon seems to be the strongest site for this type program. In addition to the infrastructure, the cooperation and interest of the local government and private institutions are conducive toward this approach. As an example of this collaborative spirit, three district wide meetings of local officials in Loma de Cabrera have been held since July, 1975. Through such meetings possible district wide programs have been discussed with attention given to ease of implementation and maximum benefit to target population.

Secondly this district wide outlook will involve various levels of officials with different priorities. Previous involvement with officials focused on community leaders whose outlook was restricted to their community and their particular problems. Now the CDF staff would like to combine this community involvement in a larger framework, and work through a district focus. This type of focus will allow for a better coordination of resources and provide alternatives toward community and district problems.

B. District Center

As the economic, administrative, and commercial center of the district, the town of Loma de Cabrera is the natural hub of any significant development activity in the area. In terms of both local resources and physical infrastructure development, Loma de Cabrera is fairly typical of other intermediate size market towns in the Dominican Republic. Of the more than 2000 houses in the town, a majority, particularly in the town center, have cement walls and zinc roofs. However, many in the poor outlying barrios are made of wood and thatched roofs. Less than 1/5 of the houses have their own water supply while the remaining families must rely on public faucets. Telegraph and electrical services are available. In addition to an assortment of civil service and minor government offices, there is a Catholic Church and three Evangelical Protestant Churches. Other public institutions include five hotels, four billiard halls, one movie theatre, four barber shops, one gasoline station, four shoe repair shops, one auto repair garage, ten tailors, and one soldering and welding workshop.

1. Agricultural Profile

Loma de Cabrera has an average estimated family income of $265. per year. The typical farmer cultivates between 25 and 40 tareas of land, which for the most part is government owned. Only a few of the local farmers have registered their land holdings with the Instituto Agrario Dominicano (IAD). The

capital worth (including land, livestock, and tools) of the area's farmers ranges between $290. and $785. Approximately 30% of the farmers are landless and work on a contract basis with other small farmers during the planting and harvest season. They earn between $1.50 and $2.00 per day. Since for many months at a time there is no work available, their average incomes are considerably lower than those of land owning farmers.

The agriculture of the region is distinguished by the cultivation of peanuts which is the primary cash crop. Over the past few years peanuts have gradually replaced the traditional subsistence crops of yuca, corn, sweet potato, and plaintain. Peanut production is dominated by two government-controlled peanut companies (Sociedad Industrial Dominicana and Industria Lavador) which are the principal sources of agricultural credi for the small farmers in the district. This credit, consisting of money, seeds, fertilizers, pesticides, and in some case special services to prepare land with farm machinery, is given to the farmer as an advance on a production contract. Twice a year, at harvest time, the cost of credit is deducted from the value of the peanut crop which is sold to the peanut company at a predetermined price. Although the gross value of the farmer's crop ranges from $590. to $1040., his net income is generally barely enough to sustain him and his family between seasons.

A recent study[1] indicates that peanuts are not, in fact, the most economical agricultural product of the region. Yet, for lack of any significant alternative credit sources the farmers persist in growing peanuts without any measureable economic returns. The study recommends pigeon peas (guandul), corn, and dairy products (assuming there would be significant land reform permitting more open land for grazing) as viable income producing agricultural alternatives.

As a result of the growing awareness of the need for further crop diversification, farmers in certain areas have begun to cultivate pigeon peas as a second cash crop. In addition to this corn, eggs, and abundant fruit (including mangoes, tamarinds, and cashews) are also being sold on the local market. Nevertheless, with the exception of the CDF sponsored agricultural projects - chicken and pig raising, bee-keeping and school gardening - almost no systematic agricultural experimentation and diversification is being undertaken in the district.

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[1] "Estudio Preliminar Para Un Proyecto En Loma de Cabrera" - Cooperativa de Ahorro y Credito Progresso Fronterizo, June, 1974.

2. Educational Profile

Although under Dominican law primary education for children between the ages of seven and fourteen is both free and compulsory, of the more than 7,000 students of primary school age, only 4,406 are enrolled in the local primary schools. The average school attendance rate among these is less than 82%. These figures are not surprising when one considers that only five of the 32 schools offer courses through the eighth grade; three, through the sixth grade; eight through the fourth or fifth grade; and of the remaining sixteen schools, through third grade or less. Although teachers' salaries are paid by the Department of Education, school construction, which has generally been on a self-help basis, has in the past been sponsored by CARE and the Citizens' Committee for Social Development (with Agency for International Development funding). In past years the school in Hipolito Billini and other communities have been constructed with the help of CDF staff and funding.

3. Health Services' Profile

Municipal health services consist of a town hospital administered by two doctors, eleven nurses, five aides, and a dozen support staff. In addition, there are five rural clinics in the area, some of which are operated by a nurse or a health aide. As with the agricultural and educational components of the region, the basic problem does not appear to be as much with a lack of personnel, as with improper or inadequate training, coordination, and motivation. Because of poor transportation, the doctors and nurses rarely visit rural ares, therefore, the rural health dispensaries function with minimal supervision and professional back-up. There is little emphasis given to preventive medicine.

Although reliable nutritional data are not available for the district, it is reasonable to assume that the nutritional level is below the national average. A 1969 nationwide survey[2] indicates that almost 70% of the people studied were below recognized standards for nutritional well-being in one or more essential elements.

Ironically, although there is an obvious degree of protein deficiency, especially among the critical groups (young children and pregnant and lactating women), local economic conditions inhibits the consumption of peanuts which have a high degree of protein content. It is, therefore, encouraging to note the gradual agricultural shift to pigeon peas and high protein maize which will most likely provide nutritional as well as economic benefits to the low-income farm family.

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[2]Nutritional Status of Middle and Low Income Groups in the Dominican Republic, by the Research Corporation, (a New York based Foundation for the advancement of science).

While the district hospital maintains a family planning clinic run by a nurse who has had two weeks training in family planning techniques, very little is being done to promote the program. At present, through the hospital clinic, there are 206 women being prescribed pills; 74 fitted with IUD's, and 15 who have received condoms or diaphrams. This group represents less than 4% of the total number of women of child bearing age in the region.

4. Credit and Finance

In addition to the expensive credit offered to the local farmers by the peanut companies, Loma de Cabrera has a fairly extensive savings and loan cooperative which was begun in 1968. The cooperative now has 12 branches and a capital reserve of approximately RD$150,000. Three-quarters of the total membership of over 1,200 are farmers living in the rural communities. More than 40% of the loans are made for agricultural purposes, such as seeds and farm implements. At the present time it does not appear possible for the Cooperative to generate sufficient funds on a short-or-long-term basis to provide for the agricultural needs of the small farmer and to capitalize effectively on off-farm productive enterprises. Therefore, CDF is exploring the idea of channelling its funds for agricultural credit through the cooperative. Not only would this increase the availability of credit, but would also strengthen a local institution. Working in such a manner will free CDF of the administration of these loans and encourage more district residents to utilize the cooperative. In communities where the Savings and Loan Cooperative is not yet operating CDF will continue to provide small loans to facilitate crop diversification and production. In addition, to channelling its loan funds through the cooperative, CDF plans, through the office in Santo Domingo, to make contacts with the Fundacion Dominicano de Desarrollo and the Banco Agricola so that these two agencies can provide additional credit to Loma residents.

C. Coordination and Replication

As already mentioned in the district profile, a considerable amount of institutional resources and extension workers already exist in the district. Nevertheless, due to a former lack of coordination and management expertise, few of the necessary services reach the rural, low-income group. The objective of this program then, is not to duplicate services which already exist, but to serve as an effective liaison between the poor district communities and existing development resources.

At present most development efforts are channelled through the Oficina de Promocion de Comunidades Fronterizas. It is indicative of the government's effort to aggregate development resources that a recent mandate named the director of the Frontier Program as the executive supervisor of the regional activities of the Department of State, The Dominican Agrarian Institute, The National Institute of Water Resources, and The National Forestry Department. He is to be responsible for overseeing all their functions in the frontier region. CDF personnel have held numerous discussions with the Director of the Frontier Program and his staff regarding the importance of decentralizing development planning and management at the regional and district levels. During these preliminary discussions local government officials also began to recognize the importance of further decentralization and, in addition, a willingness to cooperate closely with CDF personnel in establishing a district wide program in Loma de Cabrera. The objective at the local and district level is to continue the process of social infrastructure development. To date a district development committee has held three meetings. Local representatives of government and public insitutions have begun the process of coordination with district communities. As an example trucks have been loaned for various purposes, and the forestry department has been very cooperative in granting permission to cut timber for community projects.

In the future every attempt will be made to insure even closer coordination with other private voluntary agencies operating in the Loma de Cabrera area. Through close contact with voluntary agencies it is planned that the district program will act as a complement to other voluntary agency programs, and not as a duplication. This will insure optimum use of their skills within the district.

An expansion of this development model beyond Loma de Cabrera district is not anticipated until CDF has obtained more experience in the immediate district. However, both in terms of cost and effectiveness, it is anticipated that with minor adaptations this model would be replicable anywhere in the frontier region as well as in other parts of the country. The people of the Restauracion Municipality, just south of Loma de Cabrera, have already requested CDF assistance. Also the people of Dajabon to the north and of Rio Limpio to the east. It would seem logical that any future expansion of CDF activities would and should take place in these adjacent areas. Nevertheless, significant expansion and replication of the integrated development approach within host government institutions could take place anywhere in the country.

D. Institutionalization

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-socially, politically, and economically. This is especially true in the Dominican Republic where all goods and services emanate from Santo Domingo. One of the functions of the Santo Domingo office will be to link CDF's district-wide program into those of the government and other agencies. Among the institutions that the Santo Domingo coordinator will be responsible for contacting are: Direccion General de Comunidades Fronterizas, Consejo Nacional de Frontera, Ministerio de Salud Publica, Secretaria de Agricultura, Oficina de Desarollo Comunal, Banco Agricola, Instituto Agrario Dominicano, Instituto Dominicano Credito Cooperativo, Federacion Dominicano de Credito Cooperativo, Instituo Domincano de Recursos Hidraulicos, Fundacion Dominicano de Desarollo, Associacion de Dominicana Pro Bienstar de la Familia Inc., Volunteers for International Technical Assistance, Instituto Dominicano de Estudios Aplicados, CARITAS, Servicios Social de Las Igelsias Dominicanas, CARE, Catholic Relief Service, Population Council, Agency for International Development, Peace Corps, United Nations, and the various embassies. (See Appendix F)

One such example of recent institutionalization was the representation of members of the Office of Community Development (O.D.C.) at two rural committee meetings held in the Loma de Cabrera district. As a result of these meetings it is probable that this agency will assist in the building of two primary schools. Through the leadership of the CDF field coordinator communities are organizing themselves and are learning to set goals and seek out and utilize government services.

Another instance of local communities working with government resources was the recent loan of a grader to repair district roads. Through problem solving sessions, priority of road improvement was recognized. Then through further contacts with CDF's field coordinator, the communities submitted a joint request to the Director General de Comunidades Fronterizas. In its work at the community level, CDF staff places as much emphasis on development of the capabilities of people to plan and work together as it does on project accomplishment. The intended result is that the communities will

will develop sufficient capabilities to independently manage their own development program.

E. Collaboration with Agency for International Development

To insure maximum use of funding the CDF is strongly interested in collaborating with the Agency for International Development. For this reason, discussions have been initiated with the Agency's mission staff to see how the CDF program can be mutually co-ordinated. Specifically, preliminary discussions were directed toward the Agency's health and agricultural programs.

With respect to the health program the communities working with the CDF program and staff will be able to identify leaders for training. This is a critical step because proper identification of trainees can greatly increase the program's effectiveness. Within the Loma de Cabrera community organizations a high degree of social infrastructure has been achieved. This social infrastructure can be a vehicle for program implementation and supervision. Based on discussions with community committees CDF's field staff is planning a nutrition/health component in the Loma de Cabrera program. This component will provide further training in nutrition and health thus building on the services of the Agency's program. To provide overall health support there are now five rural clinics in place. Additional back-up will be provided by Secretariat of Public Health which has promised to provide the district hospital with a doctor to visit the rural areas on a regular basis.

In relation to the Agency's agricultural program rural community agricultural plans will be complimentary. District farmers, operating through community subcommittees or agricultural associations have been attempting to both diversify their crops and increase overall production. With properly trained extensionists, and back-up support through input-output stores (supply fertilizer, small tools, and purchase crops) the Agency's agricultural program will add the components that local farmers need. It is anticipated that the local agronomist will take a very active role in the district agricultural training program.

F. Training

The mechanism for linking the various essential elements of the development system will be the multi-level training programs geared to meet the needs of the various target groups.

The target groups for training have been identified as follows:

1. Community People

Training will be a major focus within the district program. In

particular, the training will emphasize the technical skills of agriculture, nutrition, health, family planning and off-farm industries. Included in the training will be instruction in basic accounting and bookkeeping procedures. The objectives of these workshops will be too:

a. Assist each committee to develop an accounting system that will meet its financial needs.

b. Improve project planning, problem solving/needs assessment.

c. Provide more accurate data for cost-benefit evaluations.

Since training for people is best conducted under circumstances as close to those of every day life as possible, such training, whenever possible, will generally take place at the project 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.

When on-site training is not possible, selected candidates will receive training in other areas of the country. Examples of such off-site training would be the bee-keeping program sponsored by CARE, para-medic training sponsored by the Secretariat of Public Health, and the rabbit raising program in Boca Chica.

2. Women

Within its integrated approach CDF staff has stressed the importance of involving women in the development process by encouraging them to participate equally in the committee decision making process and to form their special subcommittees to deal with their particular concerns. In the formation of all new community committees the CDF Dominican Field Coordinator will encourage and strongly recommend that the women take an active role in the committee leadership.

In the future, by programming special funds for women's training, increased attention will be given to nutrition, family planning, non-formal education, small community enterprises, and increased productivity. Presently a CDF field consultant has the responsibility of investigating the role of women, and how they can be more involved in the development process. District women have been identified for training, and continued emphasis will be directed toward providing women with more opportunities. It is also planned to staff the district office in Loma de Cabrera with a female promotor from the Office of Community Development. One of her responsibilities will be the ongoing consideration of women and their position vis-a-vis their community.

3. Community Leaders and Civil Servants

This group includes voluntary, elected, and/or paid community leaders as well as agronomists, teachers, nurses, and health aides. Since these people provide the essential resource link to community groups, they will be given special attention in integrated development training programs. The objectives of this basic training program will be to:

a. provide appropriate introduction to integrated development concepts and principles.

b. improve the ability to conceptualize the complex interrelationships between the various development components, e.g., productivity, nutrition, and the role of women.

c. stimulate cooperative solutions to chronic problems of underdevelopment.

d. insure a maximum utilization of local resources.

e. foster motivation and human relation skill to overcome major problems.

4. District Officers

This would involve authorities based in the district holding important supervisory or administrative positions within government and voluntary organizations. The seminars would be planned in order to orient local officials to the CDF program and basic integrated development 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.

III. Project Design and Implementation

Central to the implementation of the CDF program is the creation of the community committee. The members of the committee are chosen by the community in a fair and equitable manner, representing a cross-section. The committee of five to ten members is responsible for helping the community to identify its needs, and determine its development priorities. It is also responsible for generating the local support necessary for the realization of the communities' programs. In addition, the Community Committee will have the primary responsibility for establishing the actual programs that CDF funding and expertise might help execute.

Subcommittees have been established to deal with various components of integrated development that are of specific concern, such as finances, health, education, nutrition, and cooperatives. It is important to remember that these subcommittees often play a major role in the success of locally initiated projects and become part of the social fabric of the community, representing an added element of organized decision-making requisite for long-range planning.

Like many practioners in the field of development, CDF assumes a need for bottom-to-top planning through a high degree of popular participation. And in the past, CDF had used the community as its focus for this participatory approach. However, CDF now recognizes a need for a wider base with which to work in order to reach more people.

Using the infrastructure of the organized communities, CDF will attempt to incorporate its "bottom-to-top" participation, methodology within a district targeted area. This approach will couple the community inputs with the inputs of a district organization, and allow CDF to test its participatory methodology of integrated development on a wider scale.

B. Implementation Plan

The CDF Loma de Cabrera development plan is to coordinate and manage the complex and various development components at a district level. The CDF staff feels that this concept is an important innovation in the national development scheme. The organization has evolved this plan through discussions with numerous community groups and more than fifty different local leaders who have expressed a willingness to cooperate in this integrated development project. This project hopes to serve as an effective instrument for developing the district and provincial region.

Although the Loma de Cabrera District is not as poor as some areas in the southwestern frontier region, it is considered part of the less developed area of the country. However, the level of social infrastructure is exceptionally good, and leaves the district on the "cutting edge" of effective progress. In addition, as evidenced in the project analysis, there is a fairly wide variety of institutional and natural resources in the region. Nevertheless, due to poor management and lack of coordination on the district level, up to the present time these resources have been incompletely utilized.

The proposed CDF project will have four distinct foci of operation all of which are necessary to reach the project purpose.

FOCUS I - Establishment of Basic Community Organizations

By 1979 it is expected that the community committee concept will be in operation in 11 rural communities and 5 low-income barrios throughout the municipality. In the past a key to the CDF

community based methodology has been the field coordinator. The field coordinator acts as a catalyst helping communities to organize and sustain the committee system. However, to reach 16 communities by 1979 it is planned to somewhat modify the basic methodology. The Dominican field coordinator will have an assistant who will be trained to assist in all duties. In addition there will be four community members who will serve as part-time promotors. Their function is to serve as a link between the individual communities and the field coordinator.

FOCUS II - Linkage and Coordination of Resources

The purpose of this second focus is to maximize resources on all levels. Currently there are many resources, both human and natural, that are un- and under-utilized within the community, district and nationals levels. Through a better system of coordination and identification, it is anticipated that these resources can be more effectively used.

The linkage and coordination of resources will occur on three levels: community to community, district to community, and national to district and community.

1. Community to Community: In the past there had been minimal communication and sharing of resources among communities. Through an awareness of what is happening in other communities, people will have a better idea how to cooperate and share. An example of this is the community of Chorro Bonito in which corn was produced. The corn was taken to Santiago and marketed. During this operation, another community, Tres Palmas was purchasing corn as chicken feed for their community project. Ideally, these two communities should be collaborating, sharing each others produce, thus eliminating the transportation and middleman's costs.

2. District to Community: There are many possibilities for collaboration on this level. With respect to human resources qualified Loma de Cabrera residents can provide technical assistance. For an example, the community of Manuel Bueno is interested in building an oven. To help train the community residents the owner of the bakery in Loma de Cabrera can act as a trainer/consultant.

3. National to District and Community: To facilitate this coordination on a national level, a resource person will work in Santo Domingo. Through this office an inventory of training activities and resources (human and natural) can be made available to the Loma de Cabrera area. In addition, the linkage can work from the district level to national level. The representative district committee (see page 14 for explanation) can act as a lobby and contact government and private agencies to work and assist the district of Loma de Cabrera.

FOCUS III - Comprehensive Training Program

After an analysis of the situation training appears to be one of the greatest needs in the district of Loma de Cabrera. Since CDF's major emphasis has been the community committee process, this concept of training has not been a priority. Within the Integrated Development Program of Loma de Cabrera, training will be a major activity, and the program will include several areas - technical, community leadership, women's training, and district and community leaders. This program will be supervised by the training coordinator with assistance from 2 agronomists, nutritionist, and the 4 social promotors. (See Appendix G - Staff Organization) Overall supervision will be the responsibility of the field coordinator, and resource backup will come from the representative in Santo Domingo.

A. Community Leadership: Community Leadership will include group dynamics, human relation skills, project planning and evaluation. This training will take place through a series of community interchanges, mini-cursillos, cursillos, and advanced community leadership.

1. Community Interchanges: These community based interchanges will pair newly organized development committees with representatives from other district communities in order to allow the community to act as a trainer in committee organization. During the first year of the program 60 meetings/exchanges are scheduled. 4 representatives from one community will visit another area about twice a month. The purpose of this process is not only to prepare more community leaders, but to encourage inter-community discussion of common problems.

2. Mini-Cursillos: During the course of the year each community will be invited to send 12 representatives (3 separate cursillos) to mini-cursillos (one full day) in Loma de Cabrera. The purpose of these mini-cursillos is to broaden the leadership base through group discussions, problem exercises, etc.

3. Community Based Cursillos: During the course of the year each community will be scheduled for one 3-5 day intensive cursillo. These cursillos will be held in each community and will be open to all interested participants. Films, slides, etc., will be used to stimulate discussion on items of community interest.

4. Advanced Community Leadership Training: During each year one member of each community will be selected to participate in a training session outside of the Loma de Cabrera municipality. The purpose of this exercise is to encourage exposure to other types of training and bring this knowledge back to the Loma de Cabrera municipality. New training methods can then be incorporated into the following year's programs.

B. Technical Training

1. Local-Loma de Cabrera Training: 12 members per community per year will be selected to participate in 2 to 4 day training sessions to be held in the Loma de Cabrera Municipality. This training will include agriculture, nutrition, health, small animal husbandry, family planning, accounting, and small industry development.

2. Outside Loma de Cabrera: 32 people per year will receive technical training outside the Loma de Cabrera area. Training will be available in nutrition, hog-raising, bee-keeping, rabbits, chickens, health, etc. The people who are selected to leave the region will then be expected to assist in the local training of the same component.

3. Advanced local training with consultant: During each year 1 to 2 advanced sessions for local training are planned. CDP plans to invite specialists/consultants in agriculture, health, nutrition, family planning, intermediate technology, etc., to visit the Loma Municipality and assist in the development of future training programs. In some cases the specialist will be responsible for preparing a cursillo.

C. Women's Training

1. Community Representative's Meetings: Three times a year two female representatives from each community will gather for an interchange of ideas and plans. It is anticipated that these meetings will serve as a sounding board for the various ideas/projects that a particular group may have in mind, and also, to broaden the communities' outlook ideas/solutions within their reach. These meetings will also serve as a forum to discuss the kinds of training the women feel will be most useful.

2. Women's Clubs Interchanges: Funds have been set aside to provide for two interchanges for four people in each community per year. These interchanges will allow the women to observe the progress a neighboring group is making and serve as a means for widening the scope of the women's groups.

3. Advanced Women's Training: Once each year a program is planned to highlight the women's role in development. Through the use of films, slides, and discussions, it is anticipated that area women and men will come to recognize their potential and role in community life.

4. Technical Training for Women: Although half of the budget

for Technical Training (Part B) is to be used for women this additional fund is being set aside. Each year each community will be able to select one person to receive specialized training outside the Loma de Cabrera region. As an example, discussions with CARITAS have been held and they have agreed to accept Loma representatives in nutrition and health cursillos.

5. Training Coordinator's Discretionary Fund: This fund is to allow the training coordinator to select representatives from individual communities to visit other women's projects within and outside the district. This fund might be utilized to send representatives to seminars held by ODC and other institutions. In the past district residents have been unable to participate in such training due to a lack of financial support.

D. District Officials

1. District Officials-Consejo de Directores: The Consejo de Directores will be a group of approximately 15 representatives from the various government and private agencies in Loma. Included in this group will be the mayor, president of the town government (ayundamiento), priests, doctors, representatives from the Office of Community Development (ODC). Ministry of Agriculture, IAD, the local deputy, military and police officials, and the CDF field coordinator. This group will meet three times a year to plan how agency resources can best be utilized. Representatives from this group will also be asked to present proposals to both public and private institutions in Santo Domingo. Through a unified effort it is anticipated that district services will better meet the needs of area residents.

E. Rural Representatives

I. Rural Representatives-Rural Consejo: The Rural Consejo will be composed of one representative from each of the communities in which the integrated development program is functioning. Meeting three times a year the delegates will discuss mutual solutions to common problems. The purpose of the group will be to focus on the inter-relationship of communities within the district. (See Appendix E - Training Schedule and Budget)

FOCUS IV - District Center Projects

Beginning in May of 1975, a series of discussions with local

leaders were initiated to determine what needs were most evident in the district. Following the assessment of real needs and the natural resources of the district, the projects outlined below have been decided upon:

a) Agricultural Technical Education Program and Training Center

CDF staff has made plans to provide an integrated agricultural program which will involve local agronomists and community members. It is planned that this training will take place at the Antiqua Granja (former farm) in the town of Loma de Cabrera. Previously the Granja was managed alternatively by The Citizen's Committee for Social Development and The Catholic Church. It was used for training purposes, but for lack of funding has not been utilized during the last few years. The physical structure is in place, consisting of chicken and rabbit co-ops, pig pens, demonstration plots, buildings, etc. In addition there are a number of acres of flat land suitable for horticultural experiments. The land is centrally located and, since it is near the river, can be easily irrigated. With some repairs the Granja can again be put into working order and serve as the district training site.

The facility can be obtained to serve as the agricultural core component of the proposed training program. It is also the logical place to provide much of the nutritional training.

b) Marketing and Consumer Cooperative Network

Indispensable to the development plan of the district is an effective marketing and consumer cooperative network which will put money into the economy and make funds available to the rural poor. Such a system would take into account the marketing needs of the low income farmer for his agricultural produce. To insure that any increased income in the area will result in maximum benefit for the largest number of people, it is important that local consumer demand be satisfied through the lowest possible cost. With organized farmers' groups and community committees and CDF, a marketing and consumer cooperative network is to be established. This network can provide food commodities and a production outlet.

To date a consumer cooperative has been formed in one rural community; and a second cooperative is scheduled to open during FY 1977. During FY 1978 two additional community cooperatives are planned. The rural cooperatives would serve as outlets for the proposed district center cooperative. Previously, lack of adequate marketing facilities was one of the major constraints

to crop diversification. A central cooperative in Loma de Cabrera with rural connections would alleviate this problem by providing a stable market for diversified agricultural production. With the provision of a district cooperative, farmers can concentrate on production, thus eliminating the need to market their own produce.

In addition to the capital deposited by socios from the district, additional funds for working capital can be obtained through Instituto Dominicano Credito Cooperativo, the goverment agency regulating cooperatives. Leaders for the cooperative can be prepared in two ways. First of all, selected community members can attend training cursillos run by Federacion Dominicana de Credito Cooperativo and Instituto Dominicano Credito Cooperativo. Secondly, candidates for positions in the cooperative can receive practical experience by visiting and working at the consumer cooperatives in both Monte Cristi and Dajabon.

c) Husking and Cornmilling

Following the crop diversification projects the farmers have begun to plant corn with more frequency. Unfortunately a great percentage of the corn has been leaving the district due to a lack of processing and marketing facilities. The profit that is often made on corn is frequently paid for transportation. Through discussions with local leaders it has become apparent that some form of local processing is necessary to maximize the utilization of the crop. Ground corn meal is already an accepted part of the diet, the people buy ground corn meal from other areas. It is assumed that this product will also be integrated into the nutrition training. This project can be organized on a cooperative basis with benefits to both producers and consumers. Sales of the ground corn will be handled through the consumer cooperative. Preliminary discussions with Volunteers for International Technical Assistance-DOMINICANA have shown possibility of future collaboration in that Volunteers for International Technical Assistance could provide the necessary technical assistance. It is of great importance and concern to CDF that the project be labor intensive - providing maximum employment opportunities.

With these four distinct focii there will be considerable overlapping, while the activities of CDF continue. Committees and small projects will be funded to help them build and solidify the existing social infrastructure and to create a new one in the beginning communities.

C. Measurement and Evaluation of Project Accomplishments:

CDF will provide the Agency for International Development with regular periodic and year-end narrative progress reports on the program. An ongoing evaluation of the program will be made in accordance with evaluation systems and techniques designed by CDF for integrated development programs.

Project outputs and purposes, targeted with specific quantifiable indicators, are CDF's manageable interest and focus in its pursuit of its programmatic purposes. (See Appendix C - Schedule of Indicators.)

D. Logical Framework:

The logical framework included in this section reflects a systematic analysis of specific integrated development activities that will lead to the project goal. However, it should be kept in mind that the outputs listed are merely guidelines to assist in program planning and training. Individual committees will have a high degree of input in program development. Thus, it will be necessary to allow for a variety of strategies. However, in all cases, these strategies will be an integral part of the program leading to the program purpose.

1. The Project Goal

A. Statement of Goal

The goal is to improve the social and economic well-being including income, health, education, and community interaction of residents in the target area of Loma de Cabrera.

B. Measures of Goal Achievement

I. 80% of target group receive available district services.

2. 20% increase in net agricultural output.

3. 10 new protein producing programs will have been introduced (e.g., corn raising, chickens, etc.)

4. 80% of target population can reach medical personnel or clinic within one hour.

5. 75% of district primary school students (through grade 6) will have participated in functional education programs.

C. Important Assumptions

1. The residents of the Loma de Cabrera region recognize there is a need to improve their social and economic well-being.

2. Loma de Cabrera residents want to participate to improve their social and economic well-being.

3. The Integrated Development Approach has a positive measureable effect on health and education levels.

2. The Project Purpose

A. Statement of the Project Purpose

The purpose of the project is to establish a fully integrated community development program in the entire district of Loma de Cabrera, in the province of Dajabon, Dominican Republic.

B. End of Project Status Indicators

1. In 16 communities representative community committees will have been formed.

2. 10 community committees prepare annual development plan without outside assistance.

3. Each community will undertake three projects without financial assistance from the Community Development Foundation by June 1979.

4. In 12 communities 75% of the integrated development components are included in community projects. (Integrated development components include: health, agriculture, education, off-farm industries, cooperatives, etc.)

5. 10 communities have youth clubs involved in non-formal education projects.

6. The representative district committee holds regularly scheduled meetings.

7. 16 communities will have formed a women's club.

8. 12 communities will have women's clubs meeting on a regularly scheduled basis.

C. Important Assumptions

1. The CDF Integrated Development Program will improve the social and economic well-being of residents in the target area of Loma de Cabrera.

2. The methodology of the CDF Integrated Development Program is compatible with local and regional objectives and aspirations.

3. Political, social, and economic stability will prevail in the region.

3. The Project Outputs

A. Statement of Project Outputs

The expected outputs include the following components of the Integrated Development Program.

1. Establishment of Basic Community Organizations

   a. Central Committee
   b. Subcommittees

2. Linkage and Coordination of resources

   a. internal: community to community
      Loma de Cabrera with district communities

   b. external and inter-related: Loma de Cabrera with national, international, and public and private institutions.

      Loma de Cabrera region with two or more public or private institutions.

3. Comprehensive Training Program

   a. Community Leadership
   b. Technical Training
   c. Women's Training
   d. District Officials
   e. Rural Representatives

4. Establishment of District Projects

   a. Agricultural Technical Education Program and Training Center

b. District Consumer and Marketing Cooperatives
c. Husking and Corn-milling

B. Measurement of Project Outputs:

1a. 12 central committees hold weekly meetings.

b. 12 communities hold central committee meetings without assistance from CDF promotors.

c. 12 central committees form 5 subcommittees.

d. 10 productivity projects show at least a 10% profit within 18 months of its initiation.

e. 80% of loans made from CDF funds are paid on schedule.

f. 30% of central committee members are female.

g. 20% of central committee meetings are under 18 years of age.

2a. 16 communities send representatives to district committee meetings (Rural Consejo)

b. 16 communities hold at least two meetings with other communities.

c. district officials loan services for community projects four times a year.

d. four communities receive external support for projects.

3a. See Training Schedule (Appendix E)

b. 50% of skills demonstrated are in use after two months.

c. 25% of skills demonstrated are in use after one year.

4a. The granja is in operation.

b. 3 functional demonstration projects are in operation at the granja.

c. 3 satellite projects are operational demonstrating skills learned at the Granja.

d. 3 staple foodstuffs are sold at a lower price in the cooperative than in other community stores.

e. There is an increase of socios to 200 in the consumer cooperative.

f. 2 district projects receive external support

g. 300,000 pounds of corn ground per year.

h. Price per pound of ground corn is 2¢ lower than existing price.

C. Important Assumptions

1. Loma de Cabrera is the natural market center and development hub for the district.

2. An improved communication and management network will succeed in effectively linking the rural periphery to the district services.

3. District leaders can be motivated to be concerned with the common good.

4. Mutual cooperation and interest between participating communities will prevail.

5. Significant economic or political opposition does not restrict program development.

4. The Project Inputs

A. Statement of Project Inputs

These consist of:

1. Agency for International Development Funds 292,095.
   Community Development Foundation Funds 396,165.
   Local and Government Contribution 729,345.
   $1,417,605.

2. Community Development Foundation Staff in the Dominican Republic and the United States.

3. Trainers and materials.

4. Local community people and Dominican government personnel.

B. Implementation Target (see BUDGET for financial analysis)

C. Important Assumptions

1. Economic and technical assistance from the Community Development Foundation, the Agency for International Development, and other agencies will be forthcoming as needed.

2. Funds will be used to hire necessary technical advisors and trainers.

3. Trainers have adequate skills, resources and time to train community representatives in effective methods of addressing selected components.

4. Local citizens are capable and willing to be trained in project planning, implementation, and evaluation.

5. Trained staff and community members are motivated, willing and capable of implementing selected component interventions.

IV. Budget

The total budget for the three year project is $1,417,605.00. 22.1% is to cover administrative costs; the remaining 77.9% is for programs and training. (For further funding information, see Appendix B - Nature of Funding.)

The Agency for International Development Operational Program Grant will be directed towards training activities, and district infrastructure development projects.