



**CODEL**, INC.  
Coordination in Development

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REPORT ON FIELD TRIP  
- AN EVALUATION -

PHILIPPINES

INDIA

SRI LANKA

APRIL 17 - MAY 17, 1981

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Coordinator -  
Asia and the Pacific



## REGIONAL COORDINATOR'S VISIT TO ASIA

APRIL 17, TO MAY 17, 1981

### INTRODUCTION:

#### Purpose of Visit

Prior to my departure, I outlined in a memorandum to the Rev. Boyd Lowry, CODEL's Executive Director, the primary goal of my visit to Asia, namely, to conduct a joint evaluation of projects to which CODEL has contributed in the Philippines, India and Sri Lanka.

In this memorandum of April 10th, I specified the projects in each country that would be visited. The memorandum is to be found in Appendix I at the end of this report.

#### THE EVALUATION SCHEMA

In making an evaluation of projects, CODEL recognizes three principal participants in the process, namely:

1. the people the projects are designed to help
2. the project holders
3. the Regional Coordinator and/or outside evaluators.

The following constitute the various questions attendant to such an inquiry:

- A. Are the conditions now prevailing the same as when the project was first conceived and presented to CODEL for funding?

This question focuses on the geographical, historical, socio-economic and human factors which formed part of the base line survey. This includes the project description which helped to determine the decision of the Projects Committee.

- B. Is the project being implemented in terms of the goals and objectives stated in the Proposal, and in keeping with the following CODEL guidelines and criteria, (the full texts of which are listed in Appendix II)?
  - a. CODEL's criteria for project selection - ecumenical, participatory planning and educational quotient, etc.
  - b. CODEL's Principles of Development Assistance - socio-economic need, CODEL member participation, utilization of indigenous resources, etc.
  - c. CODEL's evaluation criteria - accomplishment of project in terms of goals and objectives, development of local leadership, socio-economic growth, etc.

- C. Is the implementation of the program taking place, consistent with the plan projected at the time of the presentation to CODEL for funding, including technical and managerial inputs and environmental soundness? Are the schedules of activities and resources to be employed still valid?
- D. Are the beneficiaries being helped to help themselves socially and economically?
- E. Is the quality of life both on the part of the beneficiaries and the community being improved?
- F. Are the beneficiaries participating in the planning and implementation?

Against the background of these questions, the following projects were reviewed and evaluated.

### THE PHILIPPINES

#### II-PHIL-AG/SCFMS-22

Corn Bank - San Isidro Foundation  
Zamboanga del Sur, Mindanao, Philippines

Total Cost of Project: \$29,510.96  
AMOUNT REQUESTED OF CODEL: \$23,100.00  
Funding Period: Three Years (1976 to 1979)  
- Amount Transmitted: \$23,100.00

The San Isidro Foundation, chartered in January 1975, is a non-profit social service agency affiliated with the Social Action Center of the Parish of San Isidro. The Foundation was organized in order that the people of the community could have an opportunity to determine how best their efforts and resources could result in improving their quality of life. Under their then-present living conditions in 1975, they were as pawns in the hands of the usurers, and although they worked consistently for 12 months out of the year, they found themselves owing more with each succeeding year to the usurers and the money lenders. The Foundation therefore began programs in vocational animal husbandry, agricultural training and family life education, nutritional feeding in partnership with CRS/Philippines, the development of cooperatives, one for charcoal producers, and the other, a corn bank project.

This review and evaluation is being undertaken two years since the last grant was made, thus it provides an opportunity to determine whether, if any, there was a difference in the community, as well as in the outlook of the people of the community.

Prior to 1975, before the development of the San Isidro Foundation, the people of the area were largely individuals, each one trying to eke out a miserable

existence with the primary relationship being to the money lenders and the usurers. Today, there is a sense of community, with Protestants and Catholics meeting and planning and working jointly on programs that benefit them individually as well as the community. Not only are the people working together, taking their produce to the corn bank, doing community plowing, having a community store, as well as a community storehouse, but they also work together through their community truck, their community mills, through community borrowing, through their nipa bank, and finally, through their mutual aid group.

Meeting with the people of Aurora, we were told of the socio-economic development which has occurred as a result of the San Isidro Foundation. Because of the saving schemes that were initiated, the farmers have improved their houses, their nutrition, and their families' welfare, some of them even being able to provide a college education for their children.

In terms of leadership development and the learnings accrued from the involvement in the project, it is to be noted that the two Catholic priests who were the catalysts in the developing of the San Isidro Foundation have long since withdrawn from leadership, and one who is Fr. Donald Kill, is called upon occasionally as a consultant. The entire program is being undertaken by local leadership.

In terms of self-reliance and self-support, this project has achieved its goal. Part of the original funding was as a loan, but 18 months after the funding was provided, the loan was recouped, and with CODEL's consent, was given to the Diocese of Pagadian as seed money for the replication of similar projects in communities within the Diocese that were suffering in the same way that Aurora was. Replication has taken place in three of these communities.

## II-PHIL-AG/J73-CCSC

CIAC Farmer Scholar Program: Animal Husbandry  
Training and Feedmill Cooperative  
Cavite, Philippines

Total Cost of Project: \$127,985  
AMOUNT REQUESTED OF CODEL: \$ 46,671  
Funding Period: Three Years (1977 to 1980)  
- Amount Transmitted: \$46,671

The goal of this project was to establish a locally owned and managed feed grain mill co-op in the Cavite Province, Philippines, to establish within that co-op facilities for training farmer community leaders in feed grain, poultry and pig production and in the marketing of increased production. An important result of the higher production is projected to be a 20% increase in the availability and accessibility of protein consumption by the target population. An important element of this project was the training program referred to as the CIAC - Cavite Inter-Agency Cooperative - Farmer Scholar Program. This farmer scholar program was targeted to include 2,000 resettled families. The criteria for the selection of the participants were:

- a) "that they require supplemental sources of animal protein or other means of income to maintain their livelihood, and
- b) secondly, that they are progressive and influential enough to pass on the techniques of poultry and swine raising to others in their respective barrios. Each individual participating in any of the training programs will instruct at least one person in the new methods learned. Through this new technique, the project will have a built-in multiplier, with the goal of a geometric expansion of knowledge in the community."

The goal of the Farmer Scholar Training Program was achieved, as the following figures indicate the number of families who participated in the various categories of the training program.

1. Swine Production	24
2. Goat Production	36
3. Cattle Production	10
4. Poultry Production	8
5. Backyard Garden Production	28
6. Family Planning	19
7. Nutrition Education	32

These training programs equipped the scholars to go back to their own communities where they put into effect in their barrios and their homes that which they learned. In addition, they were instrumental in training the people of their own communities in agriculture and animal husbandry.

The feedmilling and marketing co-ops were launched. This has meant for these new farmers the purchasing of food for animals at a much more reasonable rate than purchased commercially. In addition, a higher quality of food is made available to these farmers.

In the process of evaluating the effect of this program on the community and on individual families, visits were made and the beneficiaries questioned as to the difference that such a program has made on their lives and on their outlook. Of the some 40 beneficiaries, the answers given indicated quite clearly that their involvement in the project placed them on the road to self-sufficiency and self-reliance. There were many who are in involved in swine production and cattle rearing as their primary means of livelihood.

Because of the strategic placement of this project within the National Rural Life Center, opportunities are provided for refresher courses, and for periodic demonstrations of new techniques in animal rearing and farming.

One of the objectives of the program was to replicate the program initiated in Dasmariñas, Cavite, in Mindoro and other outlying islands. This goal has been achieved, and also enhanced, because of the relationship of the project

holder, Mr. Dick Fagan to Heifer Project International, of which he is the representative in the Philippines. Embodied in this project is the successful meeting of CODEL's criteria of ecumenical collaboration of participation in the project planning and implementation by the beneficiaries, and the learning which has ensued.

II-PHIL-AG/J132(B)-SCFMS  
Rural Community Development - Rice/Corn  
Production, Rice/Corn Bank  
Dinas, Philippines

Total Cost of Project: \$41,000  
AMOUNT REQUESTED OF CODEL: \$16,000  
Funding Period: Three Years (1979 to 1982)  
- Amount Transmitted: \$10,000

The Municipality of Dinas, in the Province of Zamboanga del Sur, has a population of 26,000 people, of which 85% are Christian, 10% Muslim and 5% Subanon (minority group). The farmers, the target group for this project either own small lots of land, at most between two and three hectares, or are tenant farmers. The yield from the land in their crops of rice and corn is very low, resulting in low income. The little income received is usually just enough to repay loans to the money lenders. The overarching goals of this project is to improve the quality of life. Specifically, this means:

- a. agro-technical training
- b. making available work animals
- c. the development of an equitable loan system, and
- d. the development of a rice/corn bank.

The project was initiated in 1979, with the first year devoted to a concentration on non-formal education programs in each village. This was carried on through seminars, workshops and discussion groups designed to help the farming community become a part of the search for a new and viable way to improve their quality of life. With the successful implementation of this program, the focus on the second year was on rice/corn production, following the new methods that were learned during the first year's program. This rice/corn production was carried out in 43 small communities. In addition, there was the development of a credit union, and along with that the developing and manufacturing of special bins where the grain could be stored after the second harvest.

Even as the project is half way through the targeted period, there are clear evidences of a greater sense of community, primarily between Muslims and Christians; the socio-economic lives of the people have been improved and already there are cottage industries, soap manufacturing and other economic pursuits which have sprung up as a result of self-motivated activities.

It is to be noted that the credit union which was inaugurated during the first year already has a membership of over 700 people, and a shared capital of nearly \$20,000. In terms of ecumenical collaboration, although this project was initiated by a Columban Father, there is a healthy collaboration between the Catholics and the Muslims in the area. The other CODEL criteria, namely, participation by the beneficiaries in the planning and implementation, the educational aspect, are all being observed. The development of leadership within the various communities is occurring.

II-PHIL-CD/J111(B)-SCFMS  
KAPAPAGARIA (Muslim-Christian Brothers)  
Zamboanga del Sur, Mindanao, Philippines

Total Cost of Project: \$85,172.00  
AMOUNT REQUESTED OF CODEL: \$70,200.00  
Funding Period: Three Years (1978 to 1981)  
- Amount Transmitted: \$26,600.00

The locale for this project is Dimataling in the Province of Zamboanga del Sur on the Island of Mindanao in the Philippines. Dimataling is 40 kilometers from the central city of Pagadian. It has no roads leading to it and no roads within it.

For six years, a Muslim independence movement had been fighting the Philippine Government for a better economy. The conflict emerged as a Muslim versus Christian struggle, although it is a socio-cultural, rather than religious problem. In 1973, the town of Dimataling was totally razed by fire. Christians burned the Muslim part of the town, and Muslims burned the Christian part. Muslims and Christians were destroying each other and each others property.

The Diocese of Pagadian, under the leadership of Bishop Jesus Tuquib, developed a Social Action Center to assist the rehabilitation of both Muslim and Christian refugees. They were refugees because they had no homes in which to live and no resources by which to survive. Between 1973 and 1975 was a period of rehabilitation for the refugees, but in 1976 the area suffered a devastating earthquake that brought death and destruction once more to these people who were struggling to find themselves and each other in brotherhood. Because of the tension between the Christians and the Muslims, KAPAPAGARIA (Muslim-Christian Brotherhood) came into being. The objectives of the KAPAGARIA were listed as:

- (a) to bring the Christians, Protestants and Catholics and Muslims together to work towards a better mutual understanding,
- (b) to continue the process of learning how to live with each other - Christians and Muslims through joint community action of a socio-economic nature, and
- (c) to expand the adult education and formation for family life programs.

For the first year of the life of the project, the primary focus was on having workshops which dealt with community living, community development, viable economic programs, and the exploration of cooperatives as a means of having a more independent way of life, in opposition to the ownership of their lives by the usurers and money lenders.

The implementation of the first year's plan included the setting up of a rice/corn mill, a bakery, and a cooperative store, as part of their plan for community service, and at the same time, creating opportunities within the community for Christians and Muslims to interrelate. This Christian-Muslim relationship has been fostered and engendered through the utilization of the skills of a Muslim liaison and coordinator, Muslim community worker, a worker skilled in cooperatives, a community education coordinator and a midwife/family life coordinator.

With the first year's program achieving the stated goals, the following two years focused, and/or will focus on development projects primarily conceived and implemented by individuals. The projection for the next two years is for the purchase of a new rice/corn mill which will be owned by the community, the installing of an electric welding plant to fabricate rice hull stoves, windmill, pumps, etc., to purchase small hand looms for Muslim weavers, and to develop a fish marketing scheme with a fleet of 12 small boats. Part of the two-year grant will be earmarked for the provision of small loans for individual initiative in their involvement in small development enterprises.

A visit to the communities indicate that the primary goal, which is to enhance Christian-Muslim relationships, has been achieved as the people of the community plan together, work together, and share in each others concerns. Because of the composition of the community workers, Protestants, Catholics and Muslims who work and live as a team, they demonstrate in a tangible way the lessons of true brotherhood.

In terms of CODEL's commitment to provide a grant for the next grant period, 1981-1982, because of the quality of the program implemented thus far, I see no problems in our carrying out this commitment.

II-PHIL-CD/J118-SCFMS  
Holy Cross College of Digos  
Balik ASA (Renewal of Hope)  
Digos, Davao del Sur, Philippines

Total Cost of Project: \$56,193  
AMOUNT REQUESTED OF CODEL: \$22,000  
Funding Period: June 1, 1978 to May 31, 1980  
- Amount Transmitted: \$22,000

Digos is the capital town in the Province of Davao del Sur, with a population of 59,470 spreading over 13 municipalities. Digos itself is a thriving town having about 62% of the total business and commercial establishments in the Province; but there is an area on the outskirts of town where there are rows

of shanties, each with a living quarter for six to seven people built back-to-back and side-by-side. These shanties are on the backside of the Holy Cross College of Digos. The penury and squallor form a sharp contrast to the orderliness of the Holy Cross College of Digos, thus constituting a challenge to the staff and college.

This challenge was followed through with a survey which resulted in the formation of a working group consisting of people from the Planning Research and Development office of the college, and representatives from the target group.

The objectives agreed upon are as follows:

- (a) to provide the marginal families of the slum communities the opportunity to uplift themselves from their present socio-economic conditions by giving them skills which will enable them to attain their various hopes in life;
- (b) to institute a program of non-formal education, in order that the beneficiaries of the program can participate more intelligently in community decisions;
- (c) to raise the standard of living both on the individual as well as the community level.

In order to achieve these objectives, the following programs were projected:

1. sewing and garment making
2. blanket and rug weaving
3. embroidery and stitching
4. cottage industries

The activities projected could not be carried out in their entirety because it was anticipated that CUSO-ASIA would provide another \$22,000, but which did not materialize. The program for blanket and rug making and cottage industries had to be abandoned. Added to the program, however, was a wood working shop and a mechanics shop. Buildings were constructed from private resources for the accommodation of the various activities.

In 1980, 200 girls and young women graduated from the classes in embroidery, tailoring and dressmaking, the majority of whom have found employment in Digos.

As part of the project activity, there was initiated a garment production unit, through which garments are made and marketed. Some of the graduates have started their own tailoring shops.

In response to an expressed need, a department of cosmetology has been added, and young ladies are now in training to be hairdressers.

Although the Holy Cross College of Digos served as the catalyst for this program, it is a community-operated enterprise, in which the Barangay captain and his council play a crucial role. There is ecumenical collaboration, both in the implementation of the program, as well as in the decisions affecting the life of the community.

II-PHIL-CD/J131-CCSC  
Integrated Council for Urban Resettled Families (ICURF)  
Manila, Philippines

Total cost of project: \$114,879  
AMOUNT REQUESTED OF CODEL: \$ 86,960  
Funding Period: 1978 to 1981 (Three years)  
- Amount Transmitted: \$25,314

The Integrated Council for Urban Resettled Families Foundation, Inc. was organized in 1968 by concerned church leaders to meet the needs of relocated families at a time when government and other agencies were unresponsive to their need. This Council relates itself to three major urban resettlement areas in Metro Manila, namely, Carmona, Dasmariñas, and Sapang Palay. It embraces approximately 170,000 families, or over one million people.

The Integrated Council for Urban Resettled Families Foundation, seeing the plight of these urban resettled families, took the initiative to establish a program among them that will harness their energies, sensitize them to their inherent rights to employment, better housing, adequate services, and help them to create a sense of community in which they begin to take part in making decisions regarding their own destiny.

The objectives of the program were stated as follows:

1. To assist people to discover areas in which they need help, and to aid in identifying resources from which help can be made available.
2. To encourage people to be aware of their own situation and their right and ability to plan programs for their own upliftment.
3. To support legitimate people's demands for more and better sites and services and to be a channel through which they may be represented.
4. To motivate the people to organize into self-reliant communities that will be able to formulate responses to their own felt needs and aspirations.
5. To provide leadership training for communities in the target areas so that viable leadership is developed which will be able to sustain community interest at all times.

In evaluating the program thus far launched, there is a disproportionate emphasis on training trainers, and very little activity in terms of the objectives that were stated at the time of the submission of the project. Indeed, none of the six objectives was being addressed, in consequence of which it was recommended that funds that were to be sent should be used exclusively for the poor. These were to be appropriated in terms of small loans to aid them in individual projects which they themselves have identified as being viable and appropriate. In terms of CODEL's criteria, there is yet a need for participation in planning by the people who are to be helped. The overall leadership of the project has been inadequate. There has recently been a change of directors, as well as project manager. There needs to be a closer monitoring of the activities, and towards this end, I have requested Mr. Dick Fagan, CODEL correspondent in Manila, to serve in this role. In terms of CODEL's criteria, the only one that is adequately being met, is that of ecumenical collaboration.

#### II-PHIL-CD/J162-DOM

Development of Indigenous Tribal/Filipino Alliances  
Mindanao, Philippines

Total Cost of Project: \$11,277  
AMOUNT REQUESTED OF CODEL: \$ 9,263  
Funding Period: 1979 to 1982 (Three years)  
- Amount Transmitted: \$3,500

The Island of Mindanao has a population of nearly eight million inhabitants, of which two million form the tribal Filipinos. Of these two million, 75% are Muslims, and the remaining 25% non-Muslims. Among these non-Muslims, there are 30 different tribes. The project is designed for these 30 tribes who are considered to be the country's poorest of the poor and the least organized. As a result of the disorganization among these tribal peoples, they are the victims of abuses and oppression both by big business, terrorists, and even the government.

The project is therefore designed to achieve the following objectives:

1. The organization of inter-tribal alliances as a forum for the tribal Filipinos conscientization and concerted efforts.
2. To provide opportunities for the tribal Filipinos to engage in action programs that would lead to their release from oppressive, cultural, economic and political structures.
3. To pursue on deeper levels, insights and implications of their inter-tribal alliances.

This project is jointly sponsored by the Mindanao-Sulu Conference on Justice and Development which is Catholic and the Mindanao-Sulu Pastoral Conference Secretariat which is Protestant. On this evaluation visit, I was not able to visit the area where these tribal peoples reside, because of the restriction imposed against foreigners. Furthermore, because of the fightings which were in progress at the time of my visit, I was advised not to attempt such a visit into the interior. I, however, had the opportunity to have a lengthy conversation with the project holder, Ms. Jeanette Birondo. She indicated that the meetings and seminars among the tribal groups were being conducted, and as a result, there is an increasing climate of understanding among the tribal people. These meetings have been formed on the basis of those tribes that speak the same or similar languages. This has necessitated more meetings than were originally scheduled, but which proved to be necessary for maximum results.

## II-PHIL-CD/J163-SCFMS

Josefina Trucking Cooperative

Josefina, Zamboanga del Sur, Philippines

Total Cost of Project: \$40,630  
AMOUNT REQUESTED OF CODEL: \$25,000  
Funding Period: Three Years (1979-1982)  
- Amount Transmitted: \$16,000

The community of Josefina, formerly called Gumahan, has a population of 20,000, whose primary industry is the planting and production of rubber. Because of the salubrious climate, the rubber industry is booming. Despite the high yield of rubber, there is grinding poverty and oppression among the working class. Because there is no road leading to Josefina, the working class is at the mercy of the businessmen who own trucks that can make the journey to the nearest trading center 11½ miles away. The farmers are therefore obliged to sell their produce at very low prices offered by the businessmen or watch their produce rot. The price differential between what is paid to the farmers and the sale price in the nearest market is usually 200%, and often, especially in the rainy season, this reaches 400%. Price differential between the farmers' cost and the sale price in the City of Pagadian reaches 800%. Conditions such as these gave rise to the desire to rectify the situation among the farmers. Thus, the development of a trucking cooperative.

The primary goal of this project is to provide trucking service which the farmers will own through the Cooperative. The ultimate goal is to make the farmers self-sufficient and thereby improve their quality of life.

In order to implement this trucking service, the Cooperative was initiated, and a select number of the officers of the Cooperative spent some time in Aurora and Dimataling, where they got insight into the operation of cooperatives designed primarily to sell and produce lumber, rubber, rice and corn. A board of directors was selected, and a general manager appointed. Buying

markets have been established in strategic locations, and there is a total membership of 250 people in the Cooperative. Roads were opened to Dimataling and to the barrios adjacent to Josefina. A truck was purchased and is now transporting the produce to Dimataling. Dividends have already been declared, and the members of the Cooperative for the first time in their lives have savings accounts.

People from every sector and sect, are involved in the cooperative movement and program. Members and non-members enjoy the privilege of selling their farm produce at a higher price, thus giving them extra buying power.

In addition to cooperative buying and trucking, the Cooperative distributes agricultural implements and fertilizers to those in need.

One offshoot of the Co-op is the beginning of night classes which has an enrollment of 160 pupils ranging from grades one to six in the primary and elementary levels, and first to third year in the secondary. Regular subjects for the elementary and secondary education are being offered, and skills training for those who want to improve their skill or learn a new skill.

The following accomplishments have been noted by the project holder:

1. The existence of consumers and marketing co-op, thus stabilizing the current price of farm produce and prime commodities;
2. the existence of the trucking service which enabled the Co-op to transport the farmers' produce from the buying station to the market center, and to transport the goods in agricultural input from the market center to Josefina;
3. the Cooperative making a profit of P31,565 (pesos) after all expenses and dividends were paid;
4. the purchase of the building and bogeda for the extension co-op;
5. the opening of night classes so that the poor, (some for the first time) could attend school;
6. the evidence of togetherness and sharing of interest of the people of the community, thus leading to a joint effort in building their roads;
7. the establishment of a dressmaking and tailoring class for the year 1980 to 1981;
8. land distribution was initiated as a result of the development of this project.

There is full participation of the poor, both in the planning and implementation of the project. From a review of the project, it is to be noted that the membership is primarily Catholic. This is understandable in a community where

98.5% of the people are Catholic, with 1.5% either Seventh Day Adventists or animistic. This project has not only realized the goals it set for itself, but has gone beyond what was envisaged in the providing of far greater services than was originally thought possible.

II-PHIL-CD/J115-CCSC  
Mangyan Development Project  
Mindoro Occ., Philippines

Total Cost of Project: \$44,550  
AMOUNT REQUESTED OF CODEL: \$30,000  
Funding Period: 1978 to 1982 (Three years)  
- Amount Transmitted: \$20,000

The project area consists of three Barangays, namely Lukbawan, Balao of Abra de Illog and Mindoro Occidental. The population is estimated as about 2,000, embracing approximately 250 families of the Mangyan minority tribe.

This project is under the Mangyan Ecumenical Development Foundation, which consists of 13 members made up of 5 Mangyans, 2 members of the United Church of Christ in the Philippines, 1 member of the United Methodist Church, 1 Roman Catholic, 1 Palamin and 5 community leaders. The people of the Mangyan tribe have simple living standards - a people in transition from a nomadic existence to a more pastoral one. One objective of this project is to provide whatever help is needed to enable them to move into the mainstream of cultural and economic life within the Philippines. Specifically, the project is designed to assist the Mangyans to organize themselves for self-determination, to assist them to acquire titles to their ancestral lands, and to assist them through training and extension service to fully utilize the land for their economic development. Towards this end, leadership for these goals was projected through the inclusion of a pastor/director, a community organizer, an agriculturalist, and a public health nurse.

As a result of the first evaluation session made in connection with my field visit in June 1980, the following observations were made:

1. lack of development skills on the part of the pastor/director, thus retarding the advancement anticipated in the overall project;
2. the failure to secure an agriculturalist whose primary responsibility would be to orient the Mangyans in the rudimentary principles of farming and animal husbandry;
3. inadequate nursing services.

According to the projection, a nurse was to be part of the regular staff, but it was discovered that such a person was not employed, but that some nursing skills were being offered through the Family Planning Office. This we found

to be inadequate in face of the enormous need for direct family/nurse relationship for the upgrading of the health of the Mangyan tribe.

In our evaluation, it was discovered that CODEL's Principle of ecumenical collaboration was not seriously taken and implemented, in consequence of which the program tended to be a purely Protestant thrust.

As a result of the evaluation, the following recommendations were made:

A. Personnel:

An attempt should be made to secure a director with orientation in development work, and that the pastor fulfill his role as chaplain to the foundation.

- B. That steps be taken to secure the services of an agriculturalist and a full-time nurse. It was noted that the community organizer was the only professional person on staff in keeping with the projected implementation plan, but that because of the inadequate leadership in other areas of the program, her effectiveness was seriously hampered.

With regard to the ecumenical collaboration, it was recommended that direct approaches be made to the Roman Catholic priest in the area with a view to securing his leadership on the Board of Directors of the Foundation. With regard to the fiscal structure, it was recommended that funds for the project be placed directly into the bank account of the Foundation, and that full accountability for expenditure of funds be assumed by the treasurer of the Foundation. The evaluation of the project also pointed to the need for a more vigorous attempt to aid the Mangyans to secure ownership of their land, and to participate in the making of decisions which affect their future.

In view of these recommendations, the transmitting of further funds would cease until they were implemented.

On my next visit to the Philippines in May of 1981, a review of the implementation of the program was made with the pastor/director, CODEL's field representative, Mr. Dick Fagan, the project holder, Bishop Eduardo Panganiban and Mr. Doug Cook, a Program Officer of the United Church of Christ in the Philippines.

In this review, it was pointed out that the following recommendations were implemented:

1. The pastor/director, although retained, was being more adequately trained through seminars and visits to development programs. As a result of these many training sessions, he has demonstrated greater leadership skills. The services of an agriculturalist were secured, and the Mangyans are now involved in animal husbandry as well as simple agricultural programs. The services of a full-time nurse have not yet been secured, but there has been an accelerated nursing program provided through the Family Planning Office.

With regard to ecumenical collaboration, the Roman Catholic priest in the area who is a Divine Word Missionary, was invited to be a member of the Board of Directors of the Foundation. Finally, the funds for the project have been transferred from the bank account of the Northern Luzon Jurisdiction of the United Church of Christ in the Philippines to the account of the Mangyan Ecumenical Development Foundation. In view of the progress that has been made since the recommendations for more adequate implementation of the project, the final grant of \$10,000 for the continuation of the program was authorized.

II-PHIL-CD/J164-MS  
Integrated Community Development/Community  
Formation/Leadership Training  
Navotas, Metro Manila, Philippines

Total Cost of Project: \$51,000  
AMOUNT REQUESTED OF CODEL: \$29,000  
Funding Period: 1979-1983 (Three years)  
- Amount Transmitted: \$14,500

Navotas is situated between Manila Bay and the Navotas-Malaban River. This long narrow strip of land forms the northeastern area of Metro Manila, with the width fluctuating to three blocks wide. Some lands lie between the river and the ocean. Over the swamp and along the banks of the river and on the beach, washed by Manila Bay, thousands of Manila's poorest settlers make their home. The municipality of Navotas is composed of 14 barrios, 13 of these 14 are regarded as the most depressed area of Metro Manila. The estimated population is approximately 120,000. The target population of this project are 7/10ths squatters, 98% in the lowest poverty bracket. They are malnourished, uneducated, unskilled and underpaid. There are no sanitary conditions, water is brought by pail at higher rates than home owners have to pay to have running water in their homes. Tuberculosis and other illnesses are prevalent.

The Philippine Agency for Community and Family, Inc., challenged by the plight of these depressed families, started working among them on a limited basis since 1968. In November 1978, after having made a survey of the entire area, decided to launch a community development program.

The goals of the PACF, Inc. was to launch a total human development/self-reliant program. This they did by instituting leadership training, community group work, nutrition education, primary health care and a revolving loan fund.

After one year's operation, an evaluation was made. The following accomplishments were noted:

1. A sense of community has evolved, which is indicated by the participation of most family representatives at community meetings.
2. Leadership from within the group has emerged and has formed part of the staff of social workers in the project.
3. Funds that have been made available through the revolving loan fund have been used and repaid, thus indicating a sense of responsibility evolving.
4. The incidences of tuberculosis and other communicable diseases have lessened, and mothers who have joined the nutrition classes have reported improved health among their children. As a result of the first year's successful operation of the program, CODEL has approved a two-year grant of \$19,000 to continue until 1983.

I N D I A

IV-IND-CD/FM-02  
Palarivattom Community Development Trust (PCDT)  
Cochin, Kerala, India

Total Cost of Project: \$740,900  
AMOUNT REQUESTED OF CODEL: \$143,941  
Funding Period: Three years (1978 to 1981)  
- Amount Transmitted: \$78,000

The goals of the project were stated by the project holder as follows:

1. To establish a Model Community Development Center to improve the socio-economic and health conditions of the people of the locality;
2. to organize the community to help the people living in the community to help themselves;
3. to concentrate on adult education and literacy programs;
4. to organize educational programs, nutrition, health hygiene and home management classes and responsible parenthood programs;
5. to improve the health conditions of the children under five in collaboration with other voluntary and government agencies.

In order to accomplish these goals, the following activities were projected:

1. A nutrition program for mother and child care, conducted with the help of a CRS food program for 800 members of the local families;
2. establishing a medical clinic;
3. establishing a tailoring school;
4. starting kitchen gardens among the target group of 40 families;
5. instituting a saving scheme in which the members of the families in the community would be encouraged to save;
6. the construction of 344 houses, each 300 sq. ft.;
7. the building of 300 latrines with bath;
8. the inauguration of a water supply system, vis-a-vis one water tap to each family.

After a year into the implementation phase, the Inter-Faith and Inter-Religious Executive Board determined that the construction of the 344 houses projected, as well as the development of the water scheme, were beyond their capacity to implement, and therefore obtained from CODEL, an amendment to their original plan of implementation. One important factor which affected the implementation of the program, was the withdrawal of the original project holder who gave leadership in the development of the plan. In consequence of this change, the pace of implementation fell off schedule.

In terms of the ecumenical collaboration, both in the planning and implementation, the project is on course. There is, however, the over-involvement of the Catholics of Pastoral Orientation Center in comparison to the inputs from the representative from the other Faiths.

In terms of the participation of the beneficiaries, both in the planning and implementation, this project has not succeeded in meeting this requirement. There is an Inter-Faith Executive Board, but it is bereft of membership from the beneficiary group.

Because of the lack of participation by the group that the project is designed to help, the project is weak in terms of development of leadership. It is also weak in terms of the concept of helping people to help themselves.

As a result of these observed weaknesses, the following recommendations were made and accepted:

- a) The project be amended to reflect realizable goals. This would take into account the utilization of the community development center which is now under-utilized. The development of a carpentry workshop and/or other activities which are yet to be identified by the group to be benefited working in collaboration with the Inter-Faith Executive Board, should be pursued;
- b) the inclusion of the people to be helped in the planning and implementation;
- c) the activities to be undertaken being planned within the approved budget.

Specifically, this means that of the original \$143,941 committed by CODEL, of which \$78,000 has been transmitted, the rest of the program to be implemented must be done with the residue of \$65,941, yet untransmitted.

It is understood by the present project holder, Father Abraham Kalakudi, that further grants will be made only after CODEL has received and approved the amended project proposal.

(An evaluation of this project in greater detail in which I participated, will be made by USAID evaluator, Ms. Marvane Dulansey.)

IV-IND-MD/J53-ALM  
Comprehensive Community Health  
Rural Development Program  
Tamil Nadu, South India

Total Cost of Project: \$1,160,000  
AMOUNT REQUESTED OF CODEL: \$ 124,200  
Funding Period: Five Years (1977 to 1981)  
- Amount Transmitted: \$102,300

The overarching goal of this project as stated in the project proposal is "to develop the capacity of 38 communities within the Nadurai District of Tamil Nadu, South India, protectively dealing with the priority health and development needs of their population." This comprises a total population of approximately 150 people. The goal is projected to be achieved through the following:

- A. Reduction in infant mortality rate
- B. Reduction in maternal mortality rate
- C. Reduction in birth rate
- D. Availability of potable water for drinking and household use
- E. Availability of water for irrigation purposes

(Continued)

- F. Increased agriculture production and improved nutrition
- G. Measurably improved housing conditions
- H. Measurable increase in functional literacy rate
- I. Progressive reduction of new cases of tuberculosis, leprosy, cancer, nutritional and other communicable diseases.

In presenting the goal to CODEL, in each phase of the comprehensive project, there was given figures which would be attained and consequently measurable at the end of the funding period. The progress toward meeting these objectives as stated by the project director, Dr. Jacob Cherien, is as follows:

1. The project area infant mortality is 69.9%, as compared to 128 for the entire State of Tamil Nadu.
2. The fertility rate, formerly three per thousand, is now between 1.5 and 1.75 per thousand.
3. The water supply has been improved through conservation (tanks, ponds, and check dams) for about half of the population for the project area.
4. Agricultural production is up over the last five years, and farmers, who constitute 90% of the population are better off.
5. The literacy rate is 35% in Tamil Nadu State. It has been improved by about 5% through a government sponsored literacy program. Four primary schools have been established in remote, inaccessible villages of the project area.
6. Approximately 1,500 houses were provided to low caste families at an average cost of 5,000 rupees (R3,000 external funds, R2,000 peoples contribution.)
7. Small business grants/loans have been made primarily for the acquisition of cows and buffaloes, some sheep and goats; also pig raising, basket making, weaving, tannery and small shops.
8. Over 40 dams were built, and over 20 dams were repaired, and six wells were deepened.
9. Seventy-five percent of the needy families accepted the family planning program.

It is quite evident that the accomplishments, in terms of the goals and objectives that were set, have exceeded their target. This has been due in large measure to the very strong leadership of Dr. Jacob Cherian, whose dynamic leadership has led the people of the 48 districts or communities out of a state of socio-economic hopelessness and despair. The fact is that

the project is designed primarily to work with low caste people who have been brought up with the notion that they are at the lowest rung of the ladder, and consequently not always capable of leadership.

For a project so diversified and multifaceted, it is necessary that the project holder presents an unusual degree of authority and skills to coordinate the various sectors into an indivisible whole. Slowly, but clearly, there is the indication of a movement towards self-reliance and self-esteem on the part of the beneficiaries. As part of the evaluation, Dr. Cherian was encouraged to accelerate the pace of development of local leadership so that much of the authority and the administrative chores could be undertaken by the various community leaders rather than having the responsibility of doing all himself. There was also expressed the need to concentrate on the participation of the people who are to be helped, both in planning stages as well as in the implementation phases of the program.

(An evaluation of this project in greater detail, in which I participated, will be made by the USAID evaluator. Ms. Maryanne Dulansey.)

IV-IND-AG/MM-57  
Jeevadan Landed Poor  
Andhra Pradesh, India

Total Cost of Project: \$28,150  
AMOUNT REQUESTED OF CODEL: \$27,150  
Funding Period: One Year (1977)  
- Amount Transmitted: \$27,150

The target area for this project is the Nizamabad District, which comprises the Taluks of Kamareddy, Yellareddy and Madhunur. The population of the Nizamabad District is estimated at 400,000, and at the time of the submission of the project in 1976, 95% of them were illiterate, 85% of them were unemployed. Those who earned daily wages were only able to have an annual income of around \$40.00.

Through the Land Reform Acts that were passed in India between 1972 and 1976, land was distributed to the landless. Some of these families were only granted a quarter of an acre, which is just enough to build a home. There were some who were granted four acres, and with this were able to have sufficient land for family farming. But even with the donation of the land, the people were not able to utilize it because the soil was hard and could not be cultivated by traditional methods. It is out of the awareness of the plight of these people that the Jeevadan Seva Samaj (Life Giving Service Society) approached CODEL for a development grant to provide a tractor, bullocks, seeds and fertilizers to aid in the utilization of the land given to the farmers. The grant was made in 1977 in the amount of \$27,150. This grant was used to buy a 31 H.P. Fergusson Tractor, 50 pairs of plow bulls,

and seeds and fertilizers for two seasons of the year. The tractor at the time of our visit to Yellareddy was still in use, that is 1981, and serving not only the people in the target area, but also in the surrounding communities.

In reviewing the effects of the project on the community, the following information was offered:

1. Fifty landed and poor peasants who owned 2-5 acres of unproductive land because of the project, cultivated that land for the first time, and the piece of land which prior to the project activity was a liability to them is now a source of livelihood to support their families.
2. People who use to make no more than .50¢ a day now make an average steady income of \$2.00 per day.
3. The tractor was not only used by the farmers who were beneficiaries of the project, but also by the people outside the target area. It is estimated that the tractor at the time of our visit was used to plow over 2,100 acres of virgin soil to get it ready for cultivation.

In terms of the ecumenical impact, the Jeevadan project, although a creation of Fr. Remigi Nacadakal, a Catholic priest, there is collaboration in the development program with the Bishop of the Church of South India, and the program is extended to people in need, regardless of their religious affiliations.

In terms of the participation of the beneficiaries in the planning and implementation, there is the minimal of this, primarily because of the extraordinary drive of Fr. Nacadakal, who sees the needs of the people and tends to move into implementing programs without sufficient beneficiary collaboration.

In terms of development impact, this project has aided in improving the quality of life of the people of the target area. For the first time, some of the children of the families in the area are getting an education beyond the primary grade, even though this necessitates them being boarded away from home. The project has achieved its goal and is an on-going program without any further outside financial input.

(An evaluation of this project in greater detail, in which I participated, will be made by the USAID evaluator, Ms. Maryanne Dulansey.)

IV-IND-ED/J124-MM  
Community Health and Informal  
Education Center  
Nizamabad District, Andhra Pradesh, India

Total Cost of Project: \$75,400  
AMOUNT REQUESTED OF CODEL: \$43,140  
Funding Period: 1979-1982 (Three years)  
- Amount Transmitted: \$36,026

The community setting, the population and the demographic facts relating to this project have been referred to in the other project, IV-IND-AG/MM-57, Jeevadan Landed Poor, and therefore will not be repeated here.

This project, as the title indicates, centers on community health and informal education for the villages in Kamareddy. Here, there is one government hospital in the country, which is equipped to take care of only minor diseases. All major medical needs were referred to the hospital in Nizamabad, which is 50 miles away. Diseases such as malaria, elephantiasis, leprosy and several other chronic and contagious diseases caused by malnutrition and unsanitary conditions are rampant. It is to these diseases that the project is designed to address itself.

There are three phases to this project covering a span of three years. The first phase focuses on the health needs of the district. The plan calls for the building of a health center, the setting up of a mobile team consisting of a doctor, nurses, mid-wives and a lab technician, and the institution of a training program relating to prenatal and postnatal care and immunization programs. For the second phase, the program will center around training activities preparing the adults to care for the needs of their own problems in the villages. This includes training for health workers. As part of this phase, a limited number of girls and boys will be selected to take a nine month course not only in health needs, but also in tailoring and embroidery. Another aspect of training will focus on farm activity. Part of the projection for this second phase is for an 18 month course offered to boys and girls in typewriting and shorthand.

The third and final phase of the project will be the placement of the trainees both medical and occupational, in the various villages who will be working under the supervision of their instructors. The anticipation is that by the end of the third year, the project will become self-supporting.

In evaluating the progress of this project, we had discussions not only with the project director, but also with the doctors, nurses and beneficiaries. We visited the hospitals that have been built, and the health clinics and were impressed at the very thorough medical program that is being undertaken. There is no question but that the project is addressing itself to one of the critical needs of the community. We observed in one clinic where there is instituted, a maternal and child care program, through which supplies, food, grains and vitamins obtained from Catholic Relief Services are distributed.

In terms of CODEL's criteria, this project, even more than the previous one, is jointly initiated and implemented through the collaborative efforts of the Catholic Church and the Church of South India. The land for the project is made available by the Church of South India, and the buildings for staff quarters, the health centers and hall for education are provided through the resources of the Catholic Church in the community.

In terms of development impact, this project is achieving its goals, and is the vehicle for more healthful community life.

In terms of participation by the people who are to be helped, there is need for their inclusion in the planning and in the leadership role at the community level, where it is appropriate. There is no question but that because of the charismatic leadership of Fr. Nacadakal, and the insights and commitment which characterize his ministry, there is the tendency for the community to let him plan because he knows what is best, and how to secure the resources to provide for their needs. The need for greater participation by the beneficiaries and the development of local leadership was recommended.

(An evaluation of this project in greater detail, in which I participated, will be made by the USAID evaluator, Ms. Maryanne Dulansey.)

II-IND-CD/J198-MM  
Community Wells for Drinking Water  
Nizamabad, India

Total Cost of Project: \$69,600  
AMOUNT REQUESTED OF CODEL: \$46,220  
Funding Period: Two years (1980-1982)  
- Amount Transmitted: \$15,000

This project develops out of the previous projects in the Nizamabad District, therefore, the prevailing physical and demographic conditions referred to previously, still pertain. In the survey referred to in project IV-IND-ED/J124-MM, it was discovered that a great many of the diseases which were rampant were caused because of unsanitary water supply, and that if the health of the community was to be successfully addressed, it was necessary to provide community wells for drinking water. The projection was for the providing of 40 open wells of 6 ft. diameter by 42 ft. deep. These wells were to be situated in 15 villages where the shortage of drinking water is most acute.

This program is being implemented, and already the presence of better drinking water supplies is being reflected on the health of the community. There are programs in progress for the further implementation of the project.

(An evaluation of this project in greater detail, in which I participated, will be made by the USAID evaluator, Ms. Maryanne Dulansey.)

II-IND-ED/J186-MM  
Human Development Training Institute  
Maliwada, Maharashtra, India

Total Cost of Project: \$61,600  
AMOUNT REQUESTED OF CODEL: \$30,800  
Funding Period: One Year (1980)  
- Amount Transmitted: \$30,800

The Institute of Cultural Affairs, on March 17, 1980, submitted a project application for support of a Human Development Training Institute in the community of Maliwada, a rural village of 2,300 residents in Maharashtra, India. This Human Development Training Institute is designed to develop a curriculum which could be replicated in rural villages around the world. This Training Institute has three basic objectives:

- A) enabling the participants to identify clearly the act of human needs in different types of communities;
- B) develop practical ways of dealing effectively with the age-old problems that have seemed insolvable and to utilize the local sources, governmental services and appropriate technology available for resolving them
- C) to provide training in methods of corporate leadership which allow them to work as a team and to create the motivation necessary to engage decisions of an entire community in the common planning and implementation of its own development.

(For the period under review, three different training programs were undertaken.)

In September 1980, a one-week village program seminar was conducted in the three locations of Sevagram, Wardha District, Jawale, Satara District, and Chikhale, Kolaba District. The training focused on the method of direct village participation in governmental schemes and programs that can be utilized to enhance village development. One hundred twenty-six villagers participated in this program.

Another seminar was conducted in Maliwada, November/December 1980, in which there were 45 participants. This seminar was of four weeks duration.

The third program undertaken was a village leadership training school conducted with participants from 10 cluster villages surrounding the village of Sevagram, Wardha District in February 1981. The total participants in this two week program was 154. The aim of this particular program was to train and develop and broaden leadership qualities in these villagers, as part of a comprehensive development program for this cluster of villages.

Issuing from all these programs was the production of a number of manuals and workbooks for participants, designed and produced in Bombay.

As part of my evaluation, I visited together with Mr. Stan Gibson of the Bombay office of the Institute of Cultural Affairs, the District of Chickhole, where I spent most of a day seeing the program and meeting the people involved in implementing the program. There was a team of 22 people who were working in this village, and there are undoubtedly indications of their input in terms of socio-economic development. One sensed a spirit of community, and a certain degree of regimentation within the community.

In terms of CODEL's evaluation criteria, there was not a strong indication of ecumenical collaboration, nor was there much evidence of the participation of the people who are being helped, sharing in the planning of programs. It seemed to me that their planning was done primarily by the 22 people who formed part of the ASHRAM, who would then meet with their sector in the village individually. to indicate what the next plans for village improvement should be. Because of the language barrier, communication with the beneficiaries of the program was limited. There is evident in the community, a sense of orderliness and commitment to a more regimental way of life. The quality of life within the community is affected in terms of socio-economic development.

II-IND-ED/J171-LWR

The Inter-Church Service Agency (ICSA)  
Conference Center - Furnishings for  
Development Conferences and Workshops  
Madras, India

Total Cost of Project: \$135,000  
AMOUNT REQUESTED OF CODEL: \$ 15,000  
Funding Period: One Year (1980)  
- Amount Transmitted: \$15,000

The Inter-Church Service Agency was started in 1970, with the objective of acting as a central business office to attend to the business affairs of a group of missionary societies working in South India. Its objectives were expanded later on to meet not only the needs of missionary groups, but also relief and rehabilitation programs of organizations both of India as well as overseas.

It continues to provide consultancy services to these groups, but in addition, one of its emerging concerns is human development, with particular focus on rural people and rurally based institutions. It has emerged as a motivating force for churches and related institutions in initiating programs for the development of peoples in rural areas, and the fostering of indigenous leadership, primarily at that level. In order therefore to have the facilities for its expanding role in the field of development, it started in 1978 the construction of a conference center. This conference center is designed to provide facilities for organizing conferences, seminars, and training programs to development agencies which need such facilities.

Nearing completion of the construction, the Inter-Church Service Agency approached CODEL for a grant to provide some of the basic equipment needed in such a conference center.

The construction of the conference center is complete, the equipment for which CODEL provided a grant is installed, and is now being utilized by the various groups for the holding of conferences and seminars.

In a project such as this, a different set of criteria for evaluation is required. In discussions with Mr. T.S. Francis, the Executive Director of the Inter-Church Service Agency, we were given a list of some of the services offered and programs already planned for the utilization of the center. From CODEL's point of view, recognizing the staff leadership within the Inter-Church Agency, I see this as an ideal center for the planning and development of workshops on CODEL's behalf for project holders not only from India, but from Sri Lanka, Pakistan, Bangladesh, and other countries adjacent to India. There is the potential for utilizing the skills and physical plant of the Inter-Church Service Agency to enhance the quality of projects as well as the leadership role of these projects in Asia. Preliminary explorations towards this end have already begun.

#### SRI LANKA

IV-SRI-CD/J67-CCSC

Sri Lanka Small Grants Fund (SAMAGI Fund Society)  
Colombo, Sri Lanka

Total Cost of Project:       \$46,250  
AMOUNT REQUESTED OF CODEL: \$46,250  
Funding Period: Five years - 1976 to 1981  
- Amount Transmitted: \$46,250

In August 1975, the Rev. Ernest Campbell, on behalf of CODEL, initiated discussions with certain organizations on development programs in Sri Lanka. The National Council of the YMCA's was one of the organizations that participated in these discussions. A follow-up visit from CODEL was made in 1976 by Mr. David Nelson, the then Coordinator for Asia. On the occasion of this visit, a workshop was conducted under the auspices of the YMCA with representatives from the following organizations:

Freedom from Hunger Campaign  
The Economic Development Center  
The National Christian Council  
The Methodist Church  
The Social and Economic Development Center

This paved the way for the setting up of an interfaith organization, originally called the CODEL Small Grants Fund, and subsequently changed at the suggestion of CODEL to SAMAGI Fund Society. The name "SAMAGI" was arrived

at to give it an indigenous flavor, and also to denote Security through Amity, Agriculture and Industry. The following organizations became members of this SAMAGI Fund Society:

The National Council of the YMCAs of Sri Lanka  
The All-Ceylon Buddhist Congress Srila Sri Arunga  
Lavalar Sabhai (Hindu)  
The Islamic Secretariat (Muslim)  
The Social Communications Center (Roman Catholic)  
The Social and Economic Development Center (Roman Catholic)  
The Methodist Church  
The National Christian Council

The objectives of the Society were stated as follows: "To initiate, encourage and facilitate any action permitted by law which is designed to improve the quality of life of the people in Sri Lanka, and/or to relieve poverty in Sri Lanka by granting and lending financial assistance to projects in Sri Lanka designed to promote:

- (1) food and crop production processing and distribution;
- (2) job creation, including small industries and other projects which create work;
- (3) practical education which leads to employment, including self-employment;
- (4) a program of nutrition, home economics, public health and family planning;
- (5) any other projects and programs that will fall within the objectives of the Society.

Mr. Lionel de Silva, the projects chairman of the SAMAGI Fund Society, in making a statement, in relationship to the evaluation of the SAMAGI Fund Society, states "One of the basic problems faced by the poorest of the poor in Sri Lanka is their inability to have recourse to an easy form of overcoming their non-credit readiness, to enjoy the privileges offered by way of industrial loans to pursue self-employment programs.

Although commercial banks offer credit, it is the hardest thing for an individual, not possessed of immovable property to obtain these facilities and in the process, the future of these people who are generally the majority of the suffering masses in this country, cannot make good, however honest and industrious they are.

To meet the urgent requirements of this class of society is the fundamental aim of the SAMAGI Fund, which provides the necessary financial aid to chosen people, who have the will to make good and get over their miserable existence

by becoming industrious men and women, who can contribute to the national growth, while bringing about their own economic emancipation, starting of course from even small beginnings." Since the inception of the SAMAGI Fund Society in 1977, it has aided in the development of 50 projects.

By action of the SAMAGI Fund Society, two methods of support were evolved, namely grants and loans. Grants are made to community-developed and implemented projects, that is, projects that benefit the community as a whole, rather than individuals. Loans are given to individuals to aid them in their aspirations towards self-reliance and social and economic advancement. Of the 50 projects, only 3 were given grants to the extent of \$39,180, and 47 were given loans in the amount of \$273,256.00.

In a review of the nature of loans made, it was noted that there were seven loans made to ex-insurgents. These range from agriculture to distemper manufacture, welding, tailoring, and the running of a snack and cold drinks bar, and electrical repairing. Three of these projects are doing very well economically, but there is a feeling among them that society owes them, and consequently, their repayment record is not satisfactory. In my visit with them, I elicited a commitment from them to repay the loan in order that the SAMAGI Fund Society could continue to extend its hand of help to those in need. It is to be noted that the repayment of the loans has been in general, very good, with the exception of the projects that were furthest away from Colombo. This is due in part to the difficulty of monitoring by the projects assistant. One observation made was, that the 'poorest of the poor' require greater monitoring and help in the implementation of their programs, and consequently, giving loans to this group does increase the risk of non-payment. This risk is, however, lessened where there is constant monitoring taking place. As a result of this observation, and the need for a better monitoring process, the SAMAGI Fund Society has taken on its staff, a projects assistant whose responsibility is to carry out this monitoring process. This has already resulted in a more successful implementation of the programs that could be regarded as marginal, and in consequence, a better repayment schedule for the loans.

In terms of providing help at the grass roots level, to people who otherwise would have no means of help economically, is one of the blessings accruing from the SAMAGI Fund Society. In terms of CODEL's criteria for development, this project, the SAMAGI Fund Society, is an outstanding example.

In terms of ecumenical collaboration, this project not only embraces Protestants and Catholics in its planning and implementation, but Buddhists, Hindus and Muslim.

(An evaluation of this project in greater detail, in which I participated, will be made by the USAID evaluator, Ms. Maryanne Dulansey.)

IV-SRI-AG/J58-CCSC  
YMCA Youth Training Centre, Sri Lanka

II-SRI-AG/J58(B)-YMCA  
Youth Training Centre - Extension Service  
Paranthan, Sri Lanka

Total Cost of Project: \$161,042  
AMOUNT REQUESTED OF CODEL: \$ 94,500  
Funding Period: Six Years (1976 to 1982)  
- Amount Transmitted: \$43,595

In 1976, CODEL entered into partnership with the YMCA Youth Training Centre in Paranthan, which program provided training courses of a year's duration to boys of the community and adjacent villages in new techniques in animal husbandry and farming.

Since the inception of this Training Centre, upward of 120 boys have graduated, and over 85 of them have returned to their own villages and communities and to their farms to engage in the more productive art of farming. The rest of them have either taken jobs that are agriculturally related, or are working in the field of community development for development agencies. In addition to providing training for the young men, the Training Centre has been involved in extension work, formation of 'Y' Clubs, and Young Farmers Clubs, as well as each year conducting agricultural training courses for teachers, in collaboration with the ministries of education and agriculture of the Government of Sri Lanka.

Production both in terms of quality farm products, and animals in the Youth Training Centre, is in sharp contrast to the poor yield and stunted animals in the surrounding communities. Such a contrast has given rise to the desire of the Youth Training Centre Management Committee to aid in the improvement of the quality of production in the surrounding communities. Towards this end, the extension service of the Youth Training Centre was launched, and to which CODEL was asked to lend its support. The target area is approximately five square miles, with a population of approximately 300 families and 1,500 inhabitants.

The following are the goals projected:

1. To raise the standard of living of the neighboring farmers and to educate them to make the maximum utilization of the available resources they have in the village for self-sustenance and self-reliance;
2. to educate the villagers to accept and discharge responsibilities for the purpose of developing themselves;
3. to bring the villagers together to work as a corporate body in the development programs, with leadership provided by the Youth Training Centre.

The Youth Training Centre will serve as a change agent in the development of its own village, giving visible identification as part of the village.

The Youth Training Centre made the commitment to carry out the following tasks:

- A. make available the services of the staff for field extension activities;
- B. serve as a demonstration laboratory for improved farming methods and animal husbandry;
- C. provide short courses in agriculture, animal husbandry, the keeping and care of farm tools, and whatever other discipline is necessary for an improved assumption of tasks by the farmers;
- D. provide planting materials, breeding stocks of animals and expertise connected with these activities;
- E. offer technical consultative services relating to agriculture, animal husbandry, beekeeping, etc.

Included in the implementation of this program is the development of an irrigation scheme by which the following activities will be undertaken:

- (a) trenching water reservoirs along or adjoining the waterways for the secondary irrigation of pastures and coconut lands;
- (b) deepening and improving the water tank (pond) near Chemicals Corporation, Parathan;
- (c) constructing shallow wells for domestic and small scale irrigation activities.

In order to develop a sense of community, rather than being dependent upon the Youth Training Centre, the plan of implementation calls for the construction of a community development centre where programs for the total human development can be executed. This centre will be used for the implementation of the following programs:

- 1. Nursery school
- 2. Functional classes for adults
- 3. Handicrafts for small industries
- 4. Sewing classes
- 5. Health clinics
- 6. Recreational and cultural activities
- 7. Workshops and training classes

In evaluating the implementation of the program, there is a measurable improvement in the farm production, as compared to a year ago. Wells have been dug and irrigation methods followed on many of the farms. The Community Centre

has been constructed, and the opening of the Centre coincided with my visit to Paranthan. There is a clear indication that the Centre was the product of joint efforts on the part of the total community. Already there is a marked improvement in the quality of the farms and animal life. Although the Youth Training Centre has provided the technical help, as well as the inspiration, from conversations with the farmers, there was a sense of pride evinced as they narrated what they themselves have been able to accomplish.

In terms of CODEL's criteria of ecumenical collaboration, of participatory involvement of the people to be helped, and of development impact, this project is in the process of fulfilling CODEL's expectations.

After the lapse of one year in the implementation phase, and upon review of the goals and objectives as well as the plan for implementation, it was deemed necessary to revise the schedule, in order that the farmers could more expeditiously reap the benefits of their joint efforts. A new plan of implementation is now being prepared for submission to CODEL.

#### IV-SRI-CD/J108-CCSC

SMASH - Center for Development of Body, Mind and Spirit  
Nugegoda, Sri Lanka

Total Cost of Project: \$107,140  
AMOUNT REQUESTED OF CODEL: \$ 74,920  
Funding Period: Five years - 1978-1983  
- Amount Transmitted: \$41,840

The target area that this project addresses is Nugegoda, which is a town on the outskirts of the City of Colombo, Sri Lanka. It has a population of one-half million people, of whom more than 60% are young people below the age of 30 years, a large number of whom are unemployed or underemployed. The population consists of a very high percentage of low income families, with low marketable skills. The project SMASH - Center for Development of Body, Mind and Spirit - was first presented to CODEL in 1977, for which CODEL made a grant of \$31,840.

The goals and objectives which were outlined to CODEL in the project proposal are as follows:

1. sensitizing the poor of Nugegoda to the possibilities of attaining a higher quality of life, through their own "self-help" methods;
2. upgrading the techniques of child care and mothercraft, thus lifting the health standards of the poorest of the poor in Nugegoda;
3. to aid in providing facilities for the care of pre-kindergarten children in order that the parents may have an opportunity to work, thereby upgrading their socio-economic status.

It is worthy of note that when the project was first presented to CODEL, it could not be accepted because it lacked the participation of the people to be helped in the planning. After a series of consultations between the Regional Coordinator and the officers and staff of the YMCA of Nugegoda, it was agreed that every effort would be made to include in the planning, the beneficiaries, both the young people, as well as adults. It is because of the phenomenal participation of the beneficiaries in the planning that CODEL's grant was approved in 1978.

The participation of the beneficiaries, both in the planning and implementation of the project, not only gave them a sense of ownership of the program, but also gave the impetus to doctors and nurses and teachers to volunteer their time and skills to help these people who were in earnest about helping themselves.

Through visits of the Coordinator conducting a joint evaluation with the project holder and his Committee, the program for the first two years was reviewed, and the implementation was being undertaken in respect of the goals and objectives originally presented to CODEL. On the basis of the successful implementation of the first phase of this program, CODEL approved this year (1981) continued funding in the amount of \$43,080 over a period of two years.

Although Ms. Dulansey and I visited Nugegoda and had a brief look at some of the activities, our visit had to be curtailed because soon after our arrival, the newly appointed General Secretary was apprised of the death of one of her relatives, and consequently, cut short our plan of evaluation. However, on the basis of previous visits to the project by the Coordinator, and the joint evaluations conducted, together with the progress and financial reports, this project continues to provide for the poorest of the poor of Nugegoda, a rare opportunity for them to help themselves, and to improve their quality of life.

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MEMORANDUM

April 10, 1981

TO : Boyd Lowry  
FROM : James J. Thomas  
SUBJECT: REGIONAL COORDINATOR'S VISIT TO ASIA AND THE PACIFIC  
APRIL 17TH TO MAY 17, 1981

PRIMARY GOAL OF VISIT:

The primary goal of this visit is to conduct a joint evaluation of projects in the Philippines, India and Sri Lanka to which CODEL has contributed. Because of the size of each country named, it will not be possible to visit all the projects in each country, but rather will take the region of Mindanao and Manila in the Philippines, Tamil Nadu and Andhra Pradesh in India, and the projects in the environs of Colombo and Paranthan in Sri Lanka.

This evaluation will be made jointly by the Coordinator and the project holders in the Philippines. In India and Sri Lanka, evaluations will be conducted by the Coordinator, the project holders and Ms. Maryanne Dulansey, of the consulting firm of Consultants in Development of Washington, D.C.

In addition to the evaluation of projects, every opportunity will be seized to continue conversations with USAID officials, as well as forums jointly with Protestants and Catholics involved in development activities.

The following projects are to be visited and evaluated:

PHILIPPINES:

II-PHIL-AG/J73-CCSC  
CIAC Farmer-Scholar Program  
Cavite Dasmariñas, Manila

This project has been completed for at least nearly two years. The purpose of evaluation is to determine the long-term effect of the project on the lives of the people in the community served.

II-PHIL-AG/J72-CCSC  
Animal Husbandry Training and Feedmill Cooperatives  
Dasmaringas, Cavite, Manila

This project has been completed, as far as CODEL funding is concerned, but it now operates on its own resources. The purpose of the evaluation is to determine the effectiveness of the CODEL input.

II-PHIL-CD/J131-CCSC  
Community Development Program for Urban Resettled Families - (ICURF)  
Manila

This is an on-going project, and was actually initiated since my last visit to Manila.

II-PHIL-AG/SCFMS-22  
Corn Bank - San Isidro Foundation  
Zamboanga del Sur

This project has been completed, as far as CODEL funding is concerned. The purpose of the evaluation is to gauge the long-term effect of CODEL's input on the lives of the people of the community.

II-PHIL-CD/J111(B)-SCFMA  
KAPAPAGARIA (Muslim-Christian Brotherhood)  
Pagadian City, Zamboanga del Sur

This is an on-going project, and the terms of reference are the Christian-Muslim relationship in joint development activity.

II-PHIL-CD/J192-SCFMS  
Small Grants Fund - Diocesan Sisters  
Misamis

Funds have just recently been transmitted to this project. The purpose therefore of the visit is to give encouragement, and to articulate the expectations of CODEL in terms of the administration of a small grants fund.

II-PHIL-CD/J118-SCFMS  
Holy Cross College of Digos - Community Development  
Digos, Davao del Sur

Evaluation of the program will be on the basis of the effects that have accrued within the community, especially among the teenagers out of school and the young adults.

II-PHIL-CD/J116-DOM  
Development of Indigenous Tribal/Filipino Alliances  
Davao

Since the initial grant was made, we have had only one report, consequently, the purpose of my visit is to determine to what extent the goals and objectives as originally presented are being achieved.

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II-PHIL-CD/J163-SCFMS  
Josefina Trucking Service - Cooperative  
Josefina, Zamboanga del Sur

This is a current project, and evaluation will be made in terms of the difference that the project has made in the life of the community and the lives of the people therein.

II-PHIL-MD/J97-MM  
Institute of Primary Health Care  
Davao City, Mindanao

The support of this project by CODEL has been completed, thus providing an opportunity for an evaluation on the basis of CODEL's total input. The evaluation will be made in terms of the effect of the training of Katiwalas on the health of the communities from which they come.

II-PHIL-AG/J132-SCFMS  
Rural Community Development - Rice/Corn Production  
Dinas

There have been three changes in priests since CODEL's first relationship with this program. We will seek to determine whether despite these changes, indigenous leadership has been able to maintain a continuity in the program and to attain the goals originally set.

I N D I A:

II-IND-CD/FMM-02  
Palarivattom Community Development Trust (P.C.D.T. Projects)  
Cochin

This project is entering its third year of implementation, and we are awaiting the field evaluation of the second year's operation.

II-IND-ED/J124-MM  
Community Health and Informal Education  
Andhra Pradesh

This is a current project, and evaluation will be made on the basis of the effectiveness of the program and the attaining of the goals originally set.

II-IND-MD/J53-ALM  
Comprehensive Community Health and Development Program  
Tamil Nadu

This project has been supported over the past four years through UMCOR. Evaluation will be made in terms of the total effect of this project on the total life of the community.

II-IND-AG/MM-57  
Jeevadan Landed Poor

This project has been completed. The purpose of the evaluation is to determine to what extent the project has made a difference in the socio-economic life of the people.

II-IND-ED/J186-MM  
Human Development Training Institute  
Maliwada

This project has a one-year support grant from CODEL for which funds have been totally provided. On the basis of the evaluation for the first six months, a joint evaluation will be made.

II-IND-CD/J198-MM  
Community Wells for Drinking Water  
Nizamabad, Andhra Pradesh

This is a current project, and the first report on the implementation is not yet due.

II-IND-ED/J171-LWR  
Interchurch Service Agency Conference Center

This is a project in which CODEL provided funds for equipment with particular emphasis on the training of rural leaders.

SRI LANKA:

IV-SRI-CD/J67-CCSC  
Sri Lanka Small Grants Fund

This is a current project and is CODEL's prototype of a "Small Grants Fund." An inquiry will be made into the effectiveness of the program as well as the impact it has had on the socio-economic aspirations of the "poorest of the poor" in Sri Lanka.

IV-SRI-AG/J58-CCSC  
YMCA Youth Training Centre

IV-SRI-AG/J58(B)-CCSC  
Youth Training Centre Extension Services  
Paranthan

These two projects are running concurrently. The "B" project is an outgrowth of the first project, which focuses on having some of the discoveries and scientific methods of the A project extending over into the community.

Boyd Lowry

-5-

April 10, 1981

II-SRI-AG/YMCA-02

Water Development Scheme for Rural Youth Training Centre  
Paranthan

This project is completed, and provides water resources for the Youth Training Centre.

IV-SRI-CD/J108(B)-CCSC

SMASH (The Center for the Development of Body, Mind and Spirit)  
Nugegoda

This is a current project, and evaluation will be made in terms of the difference it has made on the lives of the poor of Nugegoda.

JJT:jaf

September 10, 1981

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CODEL'S CRITERIA FOR PROJECT SELECTION

The primary vehicle which will be employed by CODEL in its relationship with development agencies and people involved in development programs will continue to be through project development and support. The criteria for CODEL's project support and implementation are as follows:

- 1) The project should show some evidence of ecumenical collaboration.
- 2) All projects should be designed with and/or by persons and structures at the grass roots level.
- 3) Projects accepted must show evidence of having as part of their objectives, the development of leadership at the grass roots level.
- 4) There should be a clear indication and commitment of local resources as part of the overall contribution to the project for which funds are being requested.
- 5) As much as possible, the project should be reflective of the local and national priorities.
- 6) The project should have a potential for demonstrating:
  - a. the uniqueness of a local population's initiative;
  - b. the potential to be replicated in other communities and other areas and other nations;
  - c. the potential for learning some new and improved procedure in project design.
- 7) All projects funded by CODEL should have a built-in educational quotient so that those who participate in the project building and execution will learn from the involvement.
- 8) All projects accepted for funding will be with the clear understanding of the project holder, that there will be an evaluation of the project which will be required by CODEL. The terms of the evaluation will be agreed upon prior to the granting of funds.

jaf

PRINCIPLES OF DEVELOPMENT ASSISTANCE  
TO GUIDE CODEL MEMBERS IN PROJECT PLANNING

1. The primary goal of a development project should be to assist the socio-economically disadvantaged to participate more fully in the economic and political life of their country and develop insofar as possible, community self-reliance.
2. Projects should be designed to meet needs which have been accorded the highest priority by the local community and should be implemented in cooperation with those persons who will be directly affected by the anticipated results of the projects.
3. To insure that development projects are interwoven with the socio-economic fabric of a community and ultimately become the responsibility of the community after a limited and prescribed period of outside support, it is essential that the potential of local resources to meet project needs are carefully surveyed and clearly defined in the planning of the project.
4. In many parts of the world, women participate in the social and economic life of their country on a less than equal footing with men. Whenever possible and appropriate, projects should contribute to the social and economic and educational improvement of communities through activities which emphasize the role and importance of women in the development process.
5. To insure the effective participation of local personnel in development projects and in public service programs, adequate educational and training programs shall be provided wherever necessary. Special attention should also be given to increasing the effective utilization of indigenous natural and material resources. All such programs should be designed to foster initiative, self-determination and self-reliance.
6. Development projects should demonstrate a positive and complimentary working relationship between local churches and development organizations, as well as CODEL members and their local counterparts; extending to and including regional and national development organizations, private as well as governmental, involved in any country's development process. Such relationships may occur in the pre-planning, planning and implementation phases of a project, and may include contributions by way of consultative services, contribution of personnel, funds or buildings and equipment, as well as joint participation in the implementation of the project itself.
7. Projects should take cognizance of existing and potential problems of the physical environment. When problems are recognized, project holders should seek to implement the program in such a way that remedies can be applied where appropriate.
8. While development projects are activities in witness of our Christian faith, they are to be directed toward the resolution of socio-economic problems, and are to be distinctly separate from proselytizing or evangelical goals.

(Over)

## PRINCIPLES OF EXCLUSION

Certain categories of projects are excluded from consideration by CODEL at this time. The major categories to be excluded are:

1. Projects which are principally designed to serve sectarian purposes.
2. Education projects which train foreign nationals for purposes other than specific roles in the development process, or which prepare U.S. citizens for careers other than in specific development projects or programs.
3. Projects which represent duplication of efforts of other development programs in the same area.
4. Projects which call principally for building funds, unless it is clearly demonstrated that there is no other way to meet the related socio-economic need, and unless it can be shown that the costs of operating these facilities will be met from local contributions within a limited and prescribed period of time.

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**CODEL - COORDINATION IN DEVELOPMENT  
GENERAL GRANT PROVISIONS**

**1. Evaluation:**

The grantee shall submit to CODEL, on a semi-annual basis, and at completion of the grant activity, an evaluation report, as conducted by grantee in accordance with the evaluation criteria mutually agreed upon by CODEL and grantee within the next six months. CODEL criteria are listed below. CODEL may also request the right, upon prior arrangement, to participate with grantee in mid-term or final evaluation activities.

- a. What has been accomplished by the project to date (observable evidence)?
- b. What has the project accomplished in terms of affecting individuals or families; informal or formal groups or local organizations?
- c. What differences exist between what was accomplished, and what you feel might have been achieved?
- d. What major problems were encountered in the process to date?
- e. What unexpected results (positive or negative) have occurred as a result of progress to date?
- f. How will the project activity continue to function and/or expand when outside support has diminished (ceased)?
- g. How will local support and leadership relate to continued project activity and/or growth?
- h. Can you draw any lessons from the project experience thus far that would be important in assisting other projects?
- i. What difference has the CODEL contribution made, thus far, in terms of:
  - A. encouraging cooperation among local organizations, churches, persons?
  - B. provision of technical assistance, introduction of new thrust, or development approaches?
  - C. the provision of project assistance which no one else could provide?

**2. Allowable Costs and Payment:**

- a) The project holder shall be advanced funds or reimbursed for costs incurred so as to carry out the purposes of this CODEL Grant Letter of Agreement (GLOA) which are determined by CODEL to be allowable in accordance with the terms of this GLOA and within the Donor's applicable cost principles (maximums) in effect on the date of this GLOA.
- b) The project holder shall maintain the accounting records required by the "Financial Reports, Records, and Audit" section of GLOA to enable CODEL to make the necessary determinations.

### 3. Financial Reports, Records, and Audits:

- a) The project holder agrees to obtain and keep on file a written receipt for each expenditure under this GLOA. The receipt can be in the form of a canceled check; a paid bill or invoice; for cash expenditures, a simple ledger showing to whom payment was made, when, how much, for what purpose, and the signature of the payee; or travel and transportation tickets/forms showing the dates of travel, method, origin and destination, cost. Since undocumented expenditures may be subject to disallowance, it is important that the project holder keep such a written record.
- b) The project holder will submit financial reports to CODEL on a quarterly basis.
- c) The project holder shall maintain the necessary books, records, documents, and other evidence mentioned in the GLOA to show that Donor funds were spent exclusively for the purposes of the GLOA and in accordance with its terms. Such expenditure evidence shall be maintained by the project holder for three years after the expiration of the GLOA.
- d) Commencing one full year after receipt of initial grant funds, and continuing on an annual basis thereafter until completion of grant activity, the grantee shall provide CODEL with a formal audit report on CODEL-supported project activity. It is noted that the grantee's own financial control system may be substituted for this requirement by agreement of both parties.
- e) The project holder shall allow CODEL or its representatives the right to audit the records mentioned in (a) of this provision: the project holder also agrees to furnish any additional information required as a result of such an audit. The project holder agrees that CODEL may also use an independent public accountant with a national certification in his country similar or equivalent to a certified public accountant to conduct such audits.

### 4. Nonliability:

- a) Neither the Donor nor CODEL assume any liability with respect to any third party claims for damages arising out of the project holder's work under this GLOA.
- b) The project holder, while not required to carry liability insurance under this GLOA, may be reimbursed for the cost of any such insurance above the cost of insurance it normally carries, if the additional coverage is related directly to the work covered by this GLOA.

### 5. Refunds:

- a) If the use of Donor funds results in the accrual of interest to the project holder or to any other person to whom the project holder makes such funds available in carrying out the purposes of this GLOA, the project holder shall refund to CODEL an amount equivalent to the amount of interest accrued.

- b) Funds obligated under this GLOA but not disbursed to the project holder at the time this GLOA expires or is terminated shall revert to CODEL, except for funds encumbered by the project holder under a legally binding transaction applicable to this GLOA. Any funds disbursed to, but not expended by the project holder at the time of expiration of termination of this GLOA, shall be refunded to CODEL.
- c) If, at any time during the life of this GLOA, it is determined by CODEL that Donor funds have been expended for purposes not in accordance with the terms of this GLOA, the project holder shall credit such amounts to the corpus of this GLOA.
- d) Expenditures which may be disallowed at the time of final audit will be refunded to CODEL.

6. Termination:

This grant may be terminated in whole or in part by mutual agreement of both parties.

7. Other Provisions - as applicable - will be added here.

