

PD-AAU-136

48979

REPORT TO AID

INTERNATIONAL VOLUNTARY SERVICES, INC.

MATCHING GRANT

PDC-0236-G-SS-2076-01

JANUARY 1, 1983 - DECEMBER 31, 1983

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## I. IVS PROGRAM OVERVIEW

### A. IVS Program Purpose:

The IVS Program assists local indigenous groups and institutions to develop and strengthen their capacity to identify and resolve problems which inhibit the abilities of the rural poor to attain social and economic equality. IVS technical assistance helps these groups and institutions analyze problems; plan and design projects which address those problems; through projects, implement activities which seek to change the conditions causing those problems; monitor, evaluate and adjust activities for maximum impact; and attain the requisite resources, skills and training to both implement projects and achieve a level of skill sufficient to carry on after IVS departure.

### B. IVS Program Implementation:

To achieve our purpose IVS provides human technical assistance to projects with objectives which:

- a) promote developmental change - improve the quality of life for people with minimal access to resources through a process which gives control of that change to the beneficiaries;
- b) promote local institution building - improve the capability and provide the experience for local groups and institutions to learn and practice the skills necessary to implement developmental change and to be accountable and responsive to their constituency;
- c) promote viable and self-sustaining efforts - by improving the ability of groups and individuals to broaden and make more effective their developmental changes and institution building activities once IVS involvement has ended.

The focus of IVS activities are to:

- a) Use international resource - volunteers, staff and funds from many different countries including the developing world;
- b) work with groups that directly serve the needs of rural poor;
- c) work through projects which have been analyzed as feasible and viable;
- d) work in country programs which have a potential impact that is broader than its individual activities;

- e) effectively and efficiently use human, material and financial resources primarily that which is available locally.

The approaches IVS uses are:

- a) Project analysis, planning and design
- b) development and strengthening of networks and linkages within the local context and through IVS world wide contacts.
- c) transfer of skills.

### C. IVS Current Status as Institutional Developer.

IVS has evolved from a volunteer-sending organization whose role was recruiting and slotting volunteers into overseas development positions to a development organization that uses volunteer technical assistance to assist change and local institutional development. ~~Lasting change only takes place when local abilities and desire are organized to promote and implement change.~~ Initially this may require appropriate outside technical and financial assistance, but such initial dependency can and should decrease as local skills and capabilities increase. IVS is still new to and still learning about local institution development, but we have gained valuable experience over the past two or so years.

We are increasingly convinced that the success and impact of development projects directly depends on the ability of local implementing institutions to grow and that it is our responsibility to assist and foster that growth. In order to do this, we must be able to assess the degree of local capability at the point we become involved, and to predict the further growth steps possible within a defined period. To meet this need we have identified the "Stages and Phases of Institutional Growth" (explained in Section III), a tool for analyzing local capability, assessing potential for growth and designing activities which ensure that growth.

Institutional development is a long-term process, and IVS does not seek to take every local institution through the entire process. Instead, we seek to recognize the level of development at which we find a local institution and its growth potential within a defined period. In some cases IVS is lengthening the time we commit to projects from the traditional two-year to a three to five year commitment.

During 1983 we approved a number of new projects for IVS involvement. For each we required an analysis of the current level of institutional development and an assessment of potential for growth. It is this base-line data which will help

us monitor and evaluate our ability to promote and foster institutional development.

We cannot, however, promote or foster local institutional development in all our projects, especially as we focus on grass-roots organizations. In a context where development planning is highly centralized, where there are few grass-roots organizations, where local development initiatives rely on government or quasi-governmental programs, it is extremely difficult for IVS to promote the kind of organizational development possible elsewhere. Botswana is a case in point. While we encourage local participation to the extent possible, the local context mitigates our ability to work with grass-roots groups.

D. Role of IVS Field Personnel: Field Directors and Volunteers

Both IVS Field Directors and IVS volunteers have a technical assistance role in institutional development. It is the job of the Field Director to work with host organizations in needs assessment and project design. In this role, the Field Director assists local organizations to gain skills in planning and in program design, as well as assisting them in establishing networks with similar organizations. The Field Director also ensures that there are sufficient resources to carry out the requested project, as IVS rarely provides financial assistance to projects.

Once the Field Director and the host organization have agreed on the need for and anticipated impact of a project, have agreed upon the precise nature of the continuing technical assistance required, the Field Director proposes the project to Washington, where it is reviewed by IVS staff. The proposal includes a specific job description and work plan, which is used to recruit the volunteer. IVS volunteers are selected by IVS and the host organization to fill a clearly defined and very specific development need in a project designed by the host organization; the project need dictates the selection of the volunteer, rather than the availability of the volunteer dictating program shape.

E. IVS Directions for 1984

In 1984 IVS will continue to expand its program, concentrating on growth in those countries where we already have programs established. In the past two years, we have initiated new programs in Zimbabwe and the Caribbean. We will now use our resources, learn from and expand what we are already doing. Our priorities for 1984 are:

1. Bangladesh - New activities working with landless, unemployed and marginal farmers. Program objectives include:

- improved agricultural production
- increased opportunities for rural employment and

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improved functional and health education.

2. Caribbean - IVS will try a new program approach, treating the area as a region, and providing technical assistance through a multi-disciplinary team, rather than through individual placements. A team of five volunteer specialists (marketing, agronomy, mariculture, etc.) will be recruited during 1984. Each volunteer will be placed in a primary host organization, but will also be available to other small groups which have stated a need for short-term, intermittent assistance. As a result, each volunteer will reach a far larger number of beneficiaries than is currently possible, and the complimentary skills of the volunteers will re-inforce and expand the impact each can have on his or her program. By its very nature, this type of program will stimulate the development of small group, inter-island networks.

3. Bolivia, Botswana, Ecuador, Honduras, Zimbabwe - emphasis on new project identification, analysis, design and implementation.

4. Papua New Guinea - IVS will phase out our program in PNG with the completion of our involvement in the Subsistence Agriculture Project. After a thorough review of the IVS PNG program, the development climate in PNG and the number of similar expatriate organizations providing technical assistance to PNG we decided the resources going to PNG could be better used elsewhere in our program.

5. IVS will work to maintain our own institutional development, reviewing our processes, refining our abilities to support projects and ensuring that, within our own developmental processes, we maintain an equity of pace and support between field personnel and headquarters staff.

6. IVS will seek to increase and diversify the sources of private funding.

#### G. Brief Review of 1983:

Sudan During 1983, IVS closed its program in the Sudan. The Ministry of Cooperatives in Juba assumed responsibility for the Juba Leathercraft Cooperative, and IVS' other activities in the Sudan, which were funded by OPG's, came to their scheduled end. A program evaluation carried out during 1983 by two IVS staff has suggested that the opportunities for new IVS activities in that country were not sufficient to warrant the enormous logistical and financial support which would be required.

IVS hired an independent evaluator to study evaluator to examine the Juba Leathercraft project and to recommend the next stages of technical assistance needed to ensure the co-op's continuing viability. Although the Ministry's decision abrogated the need for IVS to provide continued assistance, the report included many

lessons for IVS: the necessity of rigorous feasibility investigation prior to initiating a production co-op, the need for a structured plan to respond to the changing needs in a growing entity, so that additional technical skills are provided as the entity grows (in this case, management assistance), and the necessity of ensuring that small scale, pilot efforts such as this get constant attention, monitoring and support from someone in addition to the technical advisor. Normally this is the responsibility of the Field Director, in the Sudan, IVS did not have a Field Director for the better part of a year.

Zambia IVS undertook a program exploration in Zambia which indicated a good potential for an IVS program. We remain interested, but have decided not to initiate a new program, concentrating instead on those countries where IVS is established. We will reconsider Zambia in 1985.

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#### NEW ASSIGNMENTS:

IVS undertook 16 new volunteer assignments in 1983 including health education, organizational development, fruit production, reforestation, small business assistance, alternate energy, agricultural appropriate technology. IVS provided a total of 240 months of volunteer technical assistance. We grew from 15 volunteers in the field on January 1, 1983 to 25 volunteers on December 31.

#### AID:

During 1983 IVS Washington staff met with AID mission officials in the following countries: Barbados, Botswana, Zimbabwe, Kenya, Zambia and in Washington with mission officials from Uganda. IVS continues to maintain good working relationships with appropriate level mission personnel.

## II. COUNTRY PROGRAMS

## BANGLADESH

### A. General Information:

1. Field Directors: Jan Emmert, U.S.A. (through August)  
Harry Jayasingha, Sri Lanka (from September).
2. Months of volunteer technical assistance: 33
3. Volunteer assignments:
  - rural health planner/trainer
  - agronomist
  - functional educational trainer
4. History of IVS involvement in Bangladesh:

11 years, 40 volunteers, 6 field staff with 26 indigenous organizations in health, agriculture, cooperatives, education, and appropriate technology.

### B. Program Purpose:

The purpose of the IVS Bangladesh program is to strengthen the capability of Bangladeshi organizations to address locally identified development problems through the provision of technically skilled and experienced volunteers; to train national counterparts in specific skills; to assist local organizations implement integrated village - based small scale development projects. In addition, IVS endeavors to work with government training and extension institutes which are acting in response to locally articulated needs.

1983 plans included expanding the program to 7 volunteer assignments with 3 host organizations. Specific plans for volunteer assignments were: 2 volunteers working in a duck-raising extension project managed by IVS; 2 training specialists working in government's Integrated Rural Development Program (IRDP) in programs of women and landless persons; 1 Small Business Management Specialist to work with FIVDB in developing a commercial unit, as well as the two current FIVDB volunteer assignments in functional education and agriculture continuing throughout 1983.

None of the above new positions was implemented during the year. Replacing the field director proved more difficult than anticipated, and a two-month gap in the field office occurred. Additionally, IVS Washington decided that the duck extension project was too complex to initiate, especially under the supervision of a new field staff person. The IRDP underwent major internal reshuffling during the period, coming out with new

staff, focus and name (now called the Bangladesh Rural Development Board), so they were not available to work out specific project plans during most of the year. Finally, the FIVDB commercial unit was more of an idea than actual project at the beginning of the year, and did not move much beyond the idea stage by year's end. One volunteer assignment ended during the year, the Health Trainer/Planner with FIVDB, in November.

### C. Program Accomplishments:

During 1983 IVS continued to pursue its program goals in Bangladesh through Village Development and Training Program in Sylhet district, the service program of Friends in Village Development Bangladesh (FIVDB). Through this program, over 1200 rural farmers received improved seeds for upgrading rice, citrus and vegetable production; a para-extensionist network of 150 contact farmers worked in concert with the agricultural staff to provide follow-up assistance to the farmers and home-gardeners; 3620 head of cattle and 3500 fowl were vaccinated for infectious diseases. 24 villagers were trained as vaccinators to provide vaccination services for the villages in surrounding areas; a 98.20% repayment rate was realized on \$9000 in loans extended to farmers cooperative groups in FIVDB; 537 people participated in functional literacy classes; over 800 men, women and children were seen in health clinics; 18 health and 244 agricultural trainees for government training institutions received practical field-based training during the reporting period; 10 men and 41 women received training in duck raising; and 54 new production and savings landless groups and 3 women's cooperatives were formed during the reporting period.

FIVDB's integrated program in the 55-village area in Sylhet district is working effectively to meet the multiple needs of the beneficiaries. As a result, a marked change in attitude and practice has been observed and documented which shows that a majority of the functional literacy participants (soon to be the entry point for all future services) drink tubewell water, understands causes and treatment of common water-borne diseases, can state the purpose of forming cooperative groups, can name several nutritious, economical food and have become engaged in more income-generating activities and homestead gardening.

In addition to technical training, IVS volunteers also worked to strengthen and support the organizations as a whole by participating on the program coordinating committee, primarily an advisory entity organized by the Program Director.

In September a new Field Director for the IVS/Bangladesh program arrived. His primary goal for the last three months of 1983 was to determine potential host organizations through which IVS would channel its resources and volunteer experts. After contacting some 75 organizations, including government ministries, he submitted an action plan including 13 potential host organizations working in five specific areas of assistance. The

plan provides creative avenues for working with large and small PVOs in rural development techniques, with the heaviest emphasis in second-level service organizations and, when appropriate, government institutions.

D. Lessons Learned:

A considerable amount of time and resources had to be devoted to program implementation issues, eventually leading to a change in Field Directors. The outgoing Field Director had excellent analytical skills and had painstakingly produced a comprehensive social, economic and political contextual analysis. But his analysis did not lead him easily into project identification and implementation. The search for a replacement was slowed by the imperative to locate a person with demonstrated implementation skills, in addition to analytical skills.

On the project level, FIVDB's active but unsuccessful attempts to locate counterparts for IVS agricultural and health volunteers indicates the need for IVS to identify concrete indicators for assessing the potential for recruiting and keeping counterparts. During project development, the field director will play a more deliberate role in making this assessment with the host organization.

E. Program Plans, 1984:

Program growth is the IVS Bangladesh priority. The program size will be increased by volunteer placements in at least 4 assignments with new host organizations. Special attention will be put into assessing the feasibility of placing a multi-disciplinary team of consultants to provide short-term consultancy and advisory services, perform surveys, feasibility studies and assessments for large and small PVOs.

F. Local Institutions/Organizations:

Field Director Sir Barkhan  
Sylhet Bangladesh

1. Friends of Village Development Bangladesh (FIVDB), a private Bangladeshi integrated development agency in Kotwalli Thana, Sylhet District.
2. Agriculture Development Agencies in Bangladesh (ADAB), a private Bangladeshi umbrella agency coordinating programs, research, and training of FVOs operating agriculture programs in Bangladesh.
3. Rural Development Training Institute (RDTI), a GOB Training Institute for rural development workers, located in Sylhet district.
4. Family Welfare Visitors Training Institute (FWVTI), a GOB Training Institute for rural health clinics and hospitals, located in Sylhet district.

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## BOLIVIA

### A. General Information:

1. Field Director: Barbara N. Roose, U.S.
2. Months of volunteer technical assistance: 37
3. Volunteer Assignments:
  - Cooperative Advisor
  - Non-formal Education Specialist
  - Economist
  - Public Health Nurse
  - Community Organizer
  - Fruit Specialist
4. History of IVS involvement in Bolivia: 7 years, 12 volunteers, 2 field staff.

### B. Program Purpose:

The purpose of the IVS Bolivia program is to strengthen the capacity of Bolivian local development organizations to provide technical assistance and training in organizational development to rural campesino groups through technically skilled and experienced volunteers; to train national counterparts in specific skills; to assist Bolivian organizations to increase social services to members; and to increase their members' income through the implementation of small income-producing activities. A major emphasis of the program is to establish linkages among beneficiary groups and among organization leaders for educational development and economic assistance.

1983 plans included the expansion of the program to include nine volunteer assignments focusing on income - generating activities, health services, agriculture and non-formal education.

In 1983 one volunteer assignment was concluded earlier than planned, due to problems resulting from insufficient project analysis which did not reveal, among other things, internal problems within the host organization. One volunteer assignment in cooperative development was extended for a new three-year term, and five volunteer assignments were initiated in the areas of preventive health, community organization, non-formal education, income generation and agriculture. New volunteer placements are in the process of being developed in the fields of preventitive health, cooperative development and small enterprise development, for initiation in 1984.

### C. Program Accomplishments:

In 1983 IVS volunteers provided a total of thirty-seven person months of technical assistance to host organizations, integrating specific skill transfer in the areas of health, agriculture, education and income generation with the development of institutional structures and processes of those host organizations.

IVS continued its six-year involvement with rice cooperatives in the Santa Cruz Department through work with pre-coops in the San Julian area. The process of consolidation of eight pre-cooperatives has begun with a series of thirty short training courses in basic accounting, agricultural credit, cooperative administration and organization. The objective of the courses has been to prepare the pre-coop members in cooperative management, assist them in obtaining legal status, in preparing the formation of an administrative center for the coops, and in ensuring their readiness to handle BID-sponsored agricultural credit funds. Two of the seven pre-coops are now ready to begin efforts to obtain legal status. The organizational development of the other five is progressing steadily, and coop leaders have learned to negotiate credit lines and to prepare simple repayment schedules. By the end of 1983, the groups had received their first BID disbursement in the amount of \$b25,000.00.

An association of craftworkers with about 500 members has been heavily hit by the economic troubles of the country. Now solely dependent on traditional exports\*for their livelihood, members are seeking alternative sources of income, but are constrained by limited organizational management and economic analysis skills. The IVS volunteers, an economist and a non-formal education specialist, have begun their efforts to aid member groups in identifying and implementing income-producing activities and strengthening the organization's training programs and communication systems in order to enable the members to self-manage their organization effectively. The volunteers are working with the membership to: streamline the central office administration; establish financial accounting systems; begin weekly visits to member communities with promoters to give courses in health and education; research new credit lines for future income-producing projects; and identify mini-projects with two member groups. Future activities will continue to combine the two thrusts of the IVS involvement: training of leaders and base groups in organizational development and technical assistance in identifying and implementing activities that will offer alternative sources of income.

An organization providing advisory service to rural population has a citrus support system for fourteen fruit producing communities. An IVS volunteer is working with the extension workers and local campesinos to implement a more extensive fruit culture project. Among the accomplishments to date: initiation and monitoring of eight communal peach and citrus nurseries, involving about 150 community workers; nine training courses of

campesinos on citriculture, fertilizers, irrigation, horticulture and pest control (90 participants); one training course for women focusing on vegetable gardening and nutrition; beginning a campaign against fruit flies in three communities (80 participants); and the ongoing training of the volunteer counterparts in fruit-grafting methods. Beyond the technical assistance provided, the IVS role involves encouraging the organization to improve its planning and scheduling systems, improve team work among the extensionists and communications between the host organization and the campesino groups it serves.

IVS volunteers participate in an organization of Mothers' Clubs, assisting in field visits to member groups, assessing levels of participation, organization and needs, and working with group leadership in planning for future activities. The request for IVS involvement was based on their need to implement a public health program, design adult training courses at the center, and begin income producing activities with membership. However, the initial focus of the IVS assignments is the strengthening of the host organization itself: increasing participation of base groups in planning activities; training of members in needs assessment, implementation and evaluation of community activities; and preparation of group leaders to work with a rotating loan fund soon to be provided through PACT.

In 1983 the IVS Bolivia program continued to underscore the importance of networking among host organizations and volunteers in the field, as well as between these two groups and other NGOs in the area. A sharing of educational and, occasionally, financial resources resulted from such collaboration. Particular benefit was derived from the IVS Bolivia field conference held in November, which was attended by both IVS field personnel and representatives of all host organizations.

#### D. Lessons Learned:

1. Relatively new and inexperienced community organizations can be tempted to over extend their resources. Successful community actions attract requests of help from neighboring groups with similar concerns and needs. The temptation to help new groups and share very limited resources can be strong, and overextension detrimental to the development of the original institution. It is important to ensure institutional strength and capacity before expanding efforts and activities into broad areas. Often it is the wiser choice to counsel new groups to organize themselves, suggesting ways of obtaining technical assistance and funding independently.

2. It continues to be of paramount importance to involve organization members and base groups in planning project activities and to take into account local economic and cultural realities. In one project, for example, low level participation in fruitculture sessions was found to be caused by local campesino practice of raising crops in two geographic areas, and moving according to the planting-harvesting cycle of each crop.

The volunteer and extensionists found that while they were holding seminars on the fruit crops, the campesinos were preoccupied with a different crop, or were physically elsewhere attending to their own harvest. Also, some of the communal nurseries have not thrived because these campesinos have no experience in group work on a jointly-owned property. Program activities must be modified to reflect local constraints.

3. Although there is strong agreement that it is prejudicial to long-term development efforts to sustain a relationship of dependency to external resources, it is important to recognize the crucial role of such relationships already in place. In an organization that began as a distribution center for CARITAS food, dependency on "handouts" is still key to the membership at a time when economic difficulties are severe and the women cannot do without this source of nourishment. Thus, other activities -- including some which in the future will bring about a rise in income level -- must be nurtured and developed alongside the current function of the center as a food distribution point for its members.

4. There is a continuous need to emphasize the importance of critical analysis of potential host institutions during the project development stages, to understand factors of strength, weaknesses, areas that can be improved, and the impact of those factors on successful project implementation.

#### E. Program Plans 1984:

By the end of 1984, IVS plans to have 9-11 field personnel in country. Activities will focus on income-generation, health services, agriculture and non-formal education.

#### F. Local Organizations/Institutions:

1. Asociacion de Artesanos Q'Anatati, an association of artisan craft producer groups located in La Paz and the outlying areas of La Paz Department.
2. Instituto de Investigacion y Capacitacion Campesina (IICA), an organization providing agricultural extension service and education to campesinos in the Tarija Department.
3. Central de Cooperativas Minero (CCAM) a cooperative central organization serving community-based cooperatives in the Santa Cruz Department.
4. Centro de Mujeres Rurales (CEMUR) an organization of Mother's clubs with approximately 1,000 members in the Santa Cruz Department.

## BOTSWANA

### A. General Information:

1. Field Director: David Gowty, Australian
2. Volunteer Months of Technical Assistance: 65
3. Volunteer Assignments:

- Biogas Development Technician
- Business Manager Advisors (2)
- Forester
- Horticulture Researcher
- Horticulture Marketing Advisor
- Brigade Accounting Trainer
- Handicraft Development Advisor

4. History of IVS involvement in Botswana: 8 years -- 23 volunteers - 2 field staff - with 3 brigades, 5 other local development organizations, the Ministries of Agriculture and Education.

### B. Program Purpose:

The purpose of the IVS Botswana Program is to strengthen the abilities of local institutions to meet development needs in the areas of food production and marketing; vocational training and employment/income generation; and renewable energy. The target population for the IVS program consists primarily of low-income farm families, especially those headed by women and/or located in the more remote areas of the country; target institutions include village-based small production and training enterprises or cottage industries.

1983 plans included the development of 9 new volunteer assignments in village planning, fruit production, fisheries extension, biogas production, and business management, involving two new government agencies and two new private institutions; increasing outreach to remote western areas of the country through assignments requiring extensive travel; considering multiple assignments with the same institution; improving data collection and analysis.

During 1983, the program doubled in size despite placing only four of the anticipated 9 new assignments. Four of the assignments were delayed due to government fiscal restrictions imposed by prevailing economic conditions. Work did begin with two new private institutions. A forester was assigned to work in four southwest Kgalagadi villages, while three other volunteers based in Gaborone and Kanye visited remote areas regularly in the

course of their jobs. Only one volunteer, a business management advisor, completed her assignment during this reporting period. Reporting formats greatly improving data collection and analysis were designed and implemented.

C. Program Accomplishments: The expansion in program size during 1983 allowed for a greater range of activities in the familiar areas of food production and small enterprise development as well as the introduction of a new area for IVS -- renewable energy.

A multi-year involvement with horticultural research was logically expanded to include a marketing researcher. As more and more Batswana begin to improve horticultural productivity by applying the results of research, they will come face to face with the competition of South African large-scale growers, who flood the Botswana market with their inferior quality produce. During the year, the research unit began collecting import data quarterly from 7 border stations, conducted a demand survey of 720 consumers from 3 villages and 2 towns, and set up an innovative marketing scheme with 5 female vegetable producers in the southern village of Kanye. Laying the groundwork for a permanent local capacity for marketing research, the unit trained 2 import data collectors, 25 survey enumerators, assembled the necessary statistical software, and identified a computer programmer trainee. Two seminars were offered in produce marketing and marketing research, attracting 25 participants each.

Horticulture research trials continued on several fronts: 19 trials were conducted on 8 varieties of vegetables, including 3 comparison trials in contrasting ecological zones and 2 comparison trials in nethouses; 5 pest/disease control trials on 4 varieties succeeded in identifying 2 effective herbicides; fruit tree trials were initiated for peach and mango. Sample crop budgets were established and publicized for 6 vegetable varieties. The new 2.7 ha Kanye Economic Production Unit joined the Sebele EPU in full production by the end of the year, supplying vegetables to 20 Kanye retailers and garnering half of the wholesale cabbage market there. As site was selected for a third EPU in the eastern village of Bobonong. Local managers for the two EPU's received their final 6 months of training as did 6 assistants, all of whom are now functioning well on the job.

Small enterprise management activities slowed in the middle of the year following the turnover to a local counterpart of the KRDA financial controller position in April. But increasingly effective during the year were handicraft production activities among the people living in the remote fringes of the Okavango Delta. A survey of 150 female basket-makers, an estimated 10 percent of the total, improved the statistical baseline data, allowing more realistic goals to be established. Upgrading the quality of crafts production is a key goal. Informal instruction on product improvement reached 262 producers; formal courses for 25 women on quality improvements raised the standards of most of

their baskets by at least one retail grade; 13 master craftswomen were identified and trained in teaching methods and 4 have already started courses on their own. Expanding the variety of marketable crafts is another goal. Four traditional craft products have been marketed for the first time, and 10 new products have been introduced to over 100 crafts producers with 4 of these already marketed; a specially designed booth at the Gaborone Trade Fair exposed consumers to the new products and helped them appreciate the intricate techniques employed in basket-making. Preserving the supply of raw materials is a third goal. Information on the mokola palm was gathered and evaluated, two experimental plots established, and less destructive harvesting techniques promoted. Finally, to ensure continuity of the handicrafts development program, a local handicrafts advisor candidate was selected for on-the-job training.

Small enterprise management activities picked up again toward the end of the year in three different categories: village production unit, agriculture supply retailing, and accountant training. Significant accomplishments in these efforts will become evident in 1984. Renewable energy activities got underway during the year in two areas: village woodlots and biogas production. Villagers in the western Kgalagadi must contend with minimal forest resources in the best of circumstances, but the growth of the population has forced them to go further and further afield to collect the wood they need for cooking and roofing. Four Kgalagadi villages with a total population of 500 have each now cleared and fenced a 7.5 ha plantation site and planted them with the first 1500 of 2500 saplings. Irrigation systems for two of the plantations are in operation. The 4 village development committees have established forestry subcommittees to organize the labor to maintain the plantations. A separate nursery stocking 12 tree species was set up late in the year and sold 200 trees to individuals in the final quarter, following two planting demonstrations.

The eastern Kgalagadi is suitable for extensive cattle grazing, but water must be raised from deep boreholes by diesel-powered pumps at great expense. Simple modifications to the diesel engine permits it to run on a mixture of one part diesel to 4 parts methane. A biogas test plant in one cattle-post village has produced enough savings in fuel costs in just over a year that the villagers have been able to construct a 100 cubic meter storage tank, fence it off and begin construction on a cattle dip. A second cattle-post village has now completed digging the pit for its newly designed biogas digester plant. Three masons and 2 welders were trained in digester construction; 2 plant operators are now fully qualified. In related areas, a Cinva-Ram cement blockmaker was redesigned for local use, promising to reduce material costs by 30 percent; and 2 agricultural demonstrators were trained in the use of biogas slurry as a fertiliser-substitute.

D. Lessons Learned: Rural development activities most attractive to IVS do not always rate high priority with the

government. The delay of 4 assignments with government was a blow to planned program growth. Although some potential government-sponsored assignments remain attractive to IVS, they will not be so heavily depended on in the future. Given the relative short supply in Botswana of viable local PVO host institutions, program growth expectations have been scaled back.

E. Program Plans for 1984 The number of volunteer assignments will stabilize at 10-11, with a slight increase in the number of volunteers serving in the remote northwest and south west districts. Projects with 3-4 new host institutions will be explored, most of them involving extension service to smaller community-level organizations scattered throughout the country. The new project data collection and analysis procedures will be monitored and modified if necessary to ensure the quality of project impact information.

F. Local Organizations/Institutions:

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1. Kweneng Rural Development Association (KRDA), a brigade center in Molepolole, which works locally in integrated rural development.
2. Department of Agriculture Research, a department of the Ministry of Agriculture in Sebele working on agriculture research and extension.
3. Botswanacraft, a parastatal corporation located in Gaborone, which markets handicrafts produced throughout Botswana.
4. Kgalagadi District Council, local government unit located in Tsabong, responsible for administering the Matsheng Land Use Plan.
5. Botswelole Centre, a pottery - and textile-producing company located in and owned by the village of Thamaga.
6. Brigade Development Centre (BRIDEC), a division of the Ministry of Education in Gaborone, set up to channel government assistance to the independent brigade (vocational training and production) movement.
7. Rural Industrial Promotions (RIP), a government-chartered development organization based in Gaborone, which engages in a wide variety of rural development initiatives.

*too difficult to get close*

*part of the Brigades Movement*

## ECUADOR

### A. General Information:

1. Field Director: Germain Lafleur, Canadian.
2. Months of Volunteer Technical Assistance: 42
3. Volunteer Assignments:
  - 2 Agronomists
  - 2 Cooperative and Marketing Specialists
4. History of IVS involvement in Ecuador: 8 years, 20 volunteers, 3 field staff - with 11 local organizations, including the Ministries of Education and Agriculture.

### B. Program Purpose

The purpose of the Ecuador country program is to strengthen local grass-roots organizations in order to provide rural campesinos with a viable vehicle to participate in and gain control over development projects which seek to improve the economic and physical conditions facing them. IVS seeks to accomplish this through enabling campesinos to participate in the planning, implementation and evaluation of projects: maximum utilization of human and material resource from within the project area; ensuring that national organizations take and discharge responsibility for projects; and promoting a lasting and multiplicative impact through networking among and between national organizations. The program in Ecuador focuses on activities which promote income generation, improvement of agricultural practices and the development of organizational abilities including cooperativism and the use of technologies which are suited to need and the environment. The program has four geographic concentrations built on past IVS involvement and experience. They are the provinces of Canar, Chimborazo, Cotopaxi and Oriente. This builds on IVS experience and contributes to more efficient management.

1983 plans included a country program increase of four new volunteer assignments. One new volunteer assignment was initiated in the field of cooperative and marketing development; three other volunteer positions were approved and filled, and these specialists in agriculture, animal husbandry and organization and administration will be placed in the first quarter of 1984. Six other volunteer positions are in the process of being developed in the fields of agricultural extension, nutrition, mechanics/carpentry training, and marketing.

C. Program Accomplishments:

In 1983, a total of forty-two person months of technical assistance were provided to host organizations in village agricultural research and extension, marketing and production systems, and cooperative development.

Two volunteer agronomists, now in their third year in the assignment, have been conducting research and extension activities in the Canar region, training host organization staff to continue to provide these services. The IVS objective of transferring technical skills has been progressing well. (See case study for details).

An IVS marketing and production specialist has been working since June with a textile cooperative of twenty-eight members. He was sought by the cooperative to assess the market potential of its knitwear production and to diversify its product line, ensuring co-op growth and an increase in the members' income. While assessing the current state of the enterprise and the obstacles to its growth, the IVS volunteer has been working with the co-op members to clarify internal lines of authority and responsibility, streamline financial control and administrative systems, improve production management and develop better lines of communication between managers and the other members of the co-op.

As the process of strengthening the cooperative's structure and function continues, the goals of improving the institution's productivity and of expanding its markets are also being addressed. At one level, the volunteer has been training co-op members in economic analysis, two members in auditing techniques and co-op administration, and three members in production administration and market exploration. On another level, he has been working with the membership as a whole to encourage participation in examining current problems, looking for solutions and planning for future activities.

Plans for 1984 include creation of new product lines, training of two new sales persons, better coordination between production and sales cycles, ongoing evaluations of the co-op's administration, and outreach to nearby cooperative and community organizations to exchange available resources.

The Ecuador program's emphasis on training activities and cooperative organization were again highlighted in the IVS involvement in the Chimborazo region with a national literacy agency. IVS participation was requested to establish a training program center in cooperative organization and development for promoters in the literacy campaign. The placement was judged to be an ideal opportunity to train individuals who were themselves trainers and could thus multiply the impact of the courses in cooperative techniques. The establishment of the center was delayed due to management difficulties in the host organization

and an initial lack of identified counterparts. Therefore, the volunteer focused his initial activities on base group cooperative development: he worked with an agricultural cooperative in negotiating legal status, taught four short courses in basic accounting and cooperativism to an agricultural marketing cooperative, aided local producers to manage a community store, helped streamline financial controls of a production cooperative and assisted in identifying and financing three small enterprises.. As the support from the host organization increased, and counterparts were identified, the IVS involvement shifted to a province-wide center for training literacy teachers in cooperativism.

Four courses in organization and administration of agricultural cooperatives have now been given to 120 literacy teachers and a fifth, with twenty participants, has been addressed to community and cooperative leaders working with the literacy campaign. All of the courses participants have been community educators, working with the host organization in 1,000 rural communities. The training of three promoters is also progressing rapidly, so that appropriate educational materials are being developed by the volunteer/promoter team, and a system of course evaluation has been instituted to assure the immediacy and usefulness of the training to participants.

The IVS/Ecuador program in 1983 has accented not only the direct transfer of technical skills, but also the training of beneficiaries in organizational and administration skills, and the linking of host organizations with other potentially-useful national and development organizations. It is this triple emphasis that will assure that the accomplishments of the projects will be continued after the departure of the volunteers.

#### D. Lessons Learned

1. Where they have been used, group evaluation techniques have proven very useful. They constitute a key tool in encouraging beneficiaries in attaining self-management, in assessing their own problems, in choosing among possible solutions, and in planning for group action. The evaluation process reinforces a sense of individual and group responsibility and offers indispensable feed-back to project leaders for future planning efforts.

2. Difficulties in identifying volunteer counterparts slowed project activities in two instances during the year. Careful attention to better coordination and planning with host organizations will be indispensable to ensure smooth skills transfer to the local promoters, and thus the eventual continuation of the project.

3. The effort to link individual organizations to regional and national agencies remains a vital concern, although progress in this area was sometimes slow. Because the internal needs of the host groups sometimes absorbed the great proportion of the

volunteers' time and efforts, the outreach goal was curtailed. However, as internal processes are strengthened in the coming months, greater efforts must be channelled to forge links with a network of local and national institutions to sustain future organizational viability.

E. Program Plans for 1984

Three volunteer assignments (animal husbandry, marketing, agriculture), already approved in 1983, will be initiated early in 1984. Six new assignments in the fields of agronomy, mechanics/carpentry, agricultural extension and animal husbandry are also in process. These, together with the present four volunteers in country will bring the total to thirteen placements by the end of 1984.

F. Local Organizations/Institutions:

1. Promocion Humana, a private social action arm of the Catholic Church in the Canar Province to promote improved agriculture through community organizations.
2. Oficina de Alfabetizacion, a unit of the Ministry of Education in Chimborazo Province working locally in the development of rural small-scale production enterprises.
3. Cooprintex, a member-owned and managed knitwear cooperative in the Pichincha Province, founded in 1969 and supporting its members at the Ecuadorean minimum wage.

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2 weeks*

## HONDURAS

### A. General Information:

1. Field Director: Chet Thomas, U.S.
2. Months of volunteer technical assistance: 27
3. Volunteer Assignments:
  - Civil Engineer
  - Soil Conservation Advisor
  - Financial Management Advisor
  - Health Worker Trainer
  - Appropriate Technology Extension Specialist
4. History of IVS involvement in Honduras: 10 years - 22 volunteers - 5 field staff - with 15 local organizations.

### B. Program Purpose:

The purpose of the IVS Honduras program is to strengthen the ability of local organizations to provide development services to rural beneficiary groups through the use of technically skilled and experienced volunteers. The objectives of each volunteer are to train national counterparts in specific skills, to develop village capability to respond to locally articulated development needs and to establish linkages between local needs and appropriate government and private organization programs. The program endeavors to provide technical assistance to land reform communities to enable these communities to increase agricultural production, to provide and maintain village water systems, and to improve health conditions and nutritional levels of the rural poor.

1983 plans included expanding the program to include 8 volunteer assignments in village health workers training program and an appropriate technology extension program, and small scale business development.

During 1983, two volunteer assignments were completed: one in the village water program as planned, and the other in financial management, due to personal reasons on the part of the volunteer. IVS continues to recruit for this position, and a number of qualified candidates have been identified. Two new volunteer assignments were initiated in village health worker training and appropriate technology extension. Three volunteer assignments are in the process of being developed in subsistence agriculture, fish culture, business development and credit management. These assignments will be considered for 1984 placements.

### C. Program Accomplishments:

In 1983 a total of 27 person-months of technical assistance were provided to host organizations in village water systems, health, soil and water conservation, and financial management.

IVS' three year involvement in providing technical and managerial assistance to the CEDEN rural water program ended this year although IVS continues to collaborate with InterAid and CEDEN on well construction. Over 77 potable water systems were completed, benefitting approximately 39,300 people. To ensure program continuity after IVS' departure, one junior civil engineer was trained to design water systems; 18 CEDEN staff received training in basic systems design and systems installation; 150 community members were trained in systems maintenance and administration; and, a technical training manual on potable water system design and installation was prepared. As a result of CEDEN and IVS efforts to build community organization by encouraging active participation in the water system design, decision making and installation, communities have developed other projects for the benefit of their members, such as health, home improvement, and small scale agriculture projects. Organization and capitalization of the community through the water program have given communities both the structure and the finances to carry out other development projects.

Health projects are ranked as high priority by communities participating in the water program, revealing that health education courses given in the communities as part of the water program have been effective. As a result of the water program, women in rural communities have become organized and are now developing new projects to benefit their families and their community.

CEDEN, with the help of an IVS public health nurse, is developing a village health worker program and upgrading its own health staff's skills. Trainees selected by the local communities are being trained to provide first aid and preventive health education, improve personal hygiene methods, and initiate health projects.

A successful soil and water conservation program requires a change in the farmers' mentality as well as in agricultural practices. A basic understanding of agricultural theory is essential, along with instruction in new techniques. Through one year's experience in the program, we have learned that the farmers' involvement in the conservation program, which requires a high initial investment in labor, is more successful in areas which are extremely mountainous (over 6,000 feet), where villagers have title to the land, and where the farmers' cultural beliefs include a deep respect for the land, as in Indian communities. Through bi-weekly visits with extension agents to 22 communities in the Belen-San Marcos region, and weekly meetings of 40 agricultural leaders, training courses on conservation theory and practice are beginning to show results.

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Ten percent of all fields now have some form of soil erosion control barriers, and contour benches around hillside fields to catch run-off soil and water are in place in fifteen communities. The program will continue its dual emphasis in training theory and practice, incorporating both organic methods of increasing soil productivity to keep costs within the farmers' reach, and the use of fruit trees for soil conservation. These trees also diversify crops and diet, and increase the rural farmers' income. IVS also works with Project Global Village in support of CEDEN's integrated rural development programs in Belen.

Organizational and financial management problems often affect the ability of private development organizations effectively to serve the poor. The major organizational problems identified deal with the lack of a rational division of labor between upper and middle management and the inadvertent encouragement of mid-management's dependence on one central figure for decision-making. Continual failure to delegate authority prohibits mid and lower management from learning to make decisions. Financial management skills generally are lacking, and up-to-date financial records and timely bookkeeping are not seen as high priorities within the organization. While financial records are generally accurate, they are rarely prepared in time to serve as a basis for decision-making, budgeting and planning. Administrative and programmatic systems are either not in place or not understood by those who must use them to design projects.

IVS is providing financial management assistance to the organization's central staff and to managers of six profit making and social service units operated by the organization. Courses and staff training sessions have been held in bookkeeping, accounting, cost control, budgeting, financial reporting, credit supervision, administrative systems and record keeping. As a result of IVS assistance, separate books and records are kept for each unit and integrated into the central system (double entry, accrual basis), a chart of accounts has been modified, a fund accounting system has been improved, and a system for control of expenditures has been established.

#### D. Lessons Learned:

Village water projects which intend to build and strengthen village institutions, improve health conditions and lessen the rural women's burden in water collection must be developed and planned slowly to allow the village organization full participation in, and responsibility for planning and managing the system. Building a strong organization and training community members in administration and fee collection contribute to future community development activities which do not rely solely on external assistance and encourage community self-reliance. A village water project must be closely tied to health education. If health education efforts are made early on, the community as a group becomes actively involved in organizing to solve health problems in the community themselves, rather than waiting for outside services. Although village water projects

lessen the rural women's burden in water collection, modernization can inadvertently displace rural women in the community from their traditional role as water providers. Women take an active role in water project administration and in many cases have been more effective than men in performing this task. The planned involvement of rural women in the initial stages of village water project's organization should be encouraged.

E. Program Plans, 1984;

In 1984 the IVS Honduras program plans to expand to ten volunteer assignments. The program activities are in the areas of soil and water conservation, business-development and financial management, and health.

The emphasis will be on the support of private/organizations that show a commitment and ability to assign a permanent counterpart to the volunteer. Program design and planning will be thoroughly analyzed, and the field director will be responsible for assisting organizations in the design and planning of the activities.

F. Local Organizations/Institutions:

1. The Evangelical Committee for Development and National Emergency (CEDEN), a national social service organization working primarily in the northwestern provinces and the southern coast in water resource development, soil and water conservation, and training of village health workers.
2. Association San Jose Obrero, (ASJO) a private community development organization, located in Choluteca and working in small business development and financial management.
3. The Evangelical Center for Rural Vocational Education, (CEVER), a private development organization, located in Yoro and working in vocational and agricultural training and extension.

PAPUA NEW GUINEAA. General Information:

1. Field Director: During 1983, IVS did not have a Field Director in PNG. Our program activity is being managed by a Project Officer, Victor Dalpadado, a Sri Lankan stationed in Wau.
2. Months of Technical Assistance: 10
3. Assignment:
  - Horticulture Trainer/Manager
4. History of IVS involvement in PNG: 10 years - 38 volunteers - 5 field staff - with 3 GOPNG ministries, Lae University and several private local development organizations.

B. Program Purpose:

Based on a comprehensive review of program possibilities in PNG and the recommendation of the then field director, IVS decided, in late 1981, to phase out further program development. The heavy presence of other volunteer-sending agencies, the high cost of maintaining a program, and the constraints on potential programs having a direct impact on the rural poor were key considerations.

The remaining purpose of the IVS program in PNG was therefore to complete the commitment to work with the Wau Ecology Institute in support of subsistence agriculture through training of Institute personnel, and village agriculture leaders, and conducting research on appropriate crop varieties and subsistence agriculture techniques.

Program plans for 1983 were to continue the process of transferring IVS' responsibilities in subsistence agriculture development to the Wau Ecology Institute in such a way that local staff could sustain the momentum. An evaluation was planned for late 1983 to help promote a smooth transition to local control. The volunteer Project Officer (Chief of Party) was to implement the program transition and discharge the remaining field office duties.

C. Program Accomplishments:

With the training of research and extension staff for the subsistence agriculture project largely completed, attention was focused more on the establishment of a strong network of contact

also expanded its outreach by basing additional staff in Lae, the provincial capital. The increasing availability of fresh vegetables in local markets is a notable indicator of project impact. Toward the end of the reporting period, the Wau Ecology Institute proposed that the Morobe Provincial government begin to assume administrative and financial responsibility for the subsistence agriculture project as external funding is phased out in 1984. The province's acceptance of the proposal demonstrated the high regard of local leaders for the project. (More details on the subsistence agriculture project are to be found in one of the case studies comprising this report.)

## ZIMBABWE

### A. General Information:

1. Field Director: Martin de Graaf, Dutch
2. Volunteer Months of Technical Assistance: N/A
3. Volunteer Assignments: N/A
4. History of IVS involvement in Zimbabwe: First year of operation: 1983:

1 Field Director, 2 projects approved with two local NGO's awaiting placement of 3 volunteers.

### B. Program Purpose:

The purpose of the IVS Zimbabwe country program is to strengthen government and non-government institutions which are working to enhance productivity and self-sufficiency of individuals and groups in rural Zimbabwe. IVS emphasis will be on resettlement farms and in the communal areas, involving small scale irrigation and other agriculture schemes, income and employment generating activities. The approach is to provide training and extension services and to build linkages and networks benefiting both direct beneficiaries and second level organizations providing development services to these beneficiaries.

Researched, planned and articulated in 1983, this country program should result in 6-8 new placements in 1984, working with at least 6 host organizations, including agencies of the government of Zimbabwe.

### C. Program Accomplishments:

This was the first year of this IVS Country Program. The Field Director arrived in-country in late January 1983 with the primary goal of researching and developing a comprehensive country program proposal. By October 1983, the country program proposal was submitted, and accepted. Two volunteers have been recruited with placement anticipated in February 1984 and recruitment continues for a third approved placement. These placements embrace two of the key areas of self-sufficiency indicated in the program purpose: 2 volunteers will work as cooperative farm advisors, and one as a cottage industry project team advisor. Many of the large cooperative resettlement farms are concerned with maintaining the agricultural output obtained by large-scale private farmers in the past. The IVS farm advisors will provide advice and technical assistance on ways to organize, train, plan for and manage the needed labor and

agricultural inputs to meet this goal. The cottage industry advisor will work with groups of men and women who have completed literacy training in a national literacy organization (ALOZ) and who are interested in starting income-generating activities. IVS assistance will be channelled through (ALOZ) and who are interested in starting income-generating activities. IVS assistance will be channelled through ALOZ' resource group which has been set up to provide technical and managerial assistance and follow-up to these emerging enterpreneural groups.

D. Lessons Learned:

Zimbabwe's government has multiple priorities and limited resources with which to address them all. As a result, PVO development agencies often find themselves competing with each other to support the development aims of the government; and appropriate coordinating effort has not yet been instituted. With areas of responsibilities between Ministries ambiguously defined, approvals for projects can be difficult to process. The IVS Field Director has recognized the problem and will take appropriate steps to ensure his program planning is not adversely affected.

E. Program Plans, 1984 :

In 1984, the IVS Zimbabwe Program plans to expand to eight volunteer assignments, working in the areas of agricultural production, irrigation, income generation, and vocational training. The emphasis will be on support to private organizations and government institutions which show a commitment and ability to foster self-sufficiency among beneficiary groups and individuals.

F. Local Organizations/Institutions:

1. Christian Care, a national service organization of the Zimbabwe Christian Council, located in Harare provides educational opportunities, relief aid, emergency aid to war victims ;and development assistance throughout Zimbabwe, particularly in rural areas.
2. Adult Literacy Organization of Zimbabwe, a national literacy organization located in Harare. ALOZ trains literacy teachers. In addition, a 4-person projects team provides technical and managerial assistance to emerging groups of entrepreneurs who are finishing literacy classes.

### III CASE STUDIES: DEVELOPMENT OF HOST ORGANIZATIONS

Many IVS projects have a dual goal: technical skills transfer (the product), and institutional strengthening (the process). In this section, the institutional strengthening aspect of two IVS projects is studied. In one (Subsistence Agriculture Project, Papua New Guinea), the project was not originally designed with institutional development as a goal; the continued interest of the host organization in the project was hoped for, rather than planned. Additionally, the host organization is research oriented, which has caused tensions over the direction the project should take. Throughout IVS' planned phase-out of this project, the search for a better institutional home, one more geared to extension, has been a major concern.

The second project is one in which short-comings in the host organization were identified by the Field Director in a mid-project evaluation, and steps were taken to overcome these problems and to provide alternatives to sole dependence on the host organization. This case study looks at the development of both the host organization, Promocion Humana, and the campesino groups the IVS volunteers have helped establish.

As requested, we have also included in this section a narrative explanation of our internal system for measuring institutional evolution in a qualitative way.

## STAGES AND PHASES OF ORGANIZATION BUILDING

Much has been written about the need to promote organization-building in the Lesser Developed Countries so that the development process can be designed, managed and sustained by autonomous grass-roots organizations.

Frequently, development agencies find themselves working with informal groupings of poor people at the community level who share common needs and a desire to improve their lives. They are at a pre-organizational stage, with little or no history of planned, systematic problem-solving beyond the use of various coping strategies at the individual level. Since they have never had resources to allocate, they also lack experience in financial management or record-keeping.

These organizations are fragile and failure-prone because they lack the skills to be able to overcome reasonably anticipatable obstacles and frustrations. They need large amounts of training and technical assistance which tends to be of a crisis-intervention nature.

Groups which survive that stage of organizational development then begin a process of incremental growth toward their stated goal of managerial and financial self-sufficiency. These organizations have shown themselves to be feasible. However, their self-sustained viability remains an open question.

Trial and error is an expensive and wasteful means of determining which organizations are growing at a healthy and sustainable rate and which are unhealthy and incapable of growth. In many cases, organizations have exceeded the sustainable pace of organizational growth by over-extending their financial and/or managerial limitations. In other cases, they are unwilling to make the effort required to cope with escalating demand from their real or potential constituencies and are perceived as irrelevant and anachronistic.

It is clearly a mistake to claim that organizational growth is taking place merely because the organization has a greater number of members or program functions. Frequently, this is evidence that the organization is attempting to meet a demand which is too great for available human, material and/or financial resources. Bigger is not always better in the same way that small is not always beautiful.

Organizations seldom stagnate. They tend to be getting better or getting worse. It is very important for external development agencies providing funding, expertise and/or material assistance to understand whether organizational growth

is taking place. My recommendation is that development agencies look upon organizational growth as a process having identifiable stages expressed in terms of operational capabilities.

The program experience of development agencies reveals that viability is a function of an organization's incremental capability to perform essential functions. They become able to do things themselves which they previously had to depend on others to perform. These functions are expressed in the following incremental stages evolving toward relative autonomy and self-sufficiency:

Needs Assessment is an early stage of organizational capacitation. It is the ability to identify and articulate shared, felt needs which are the focus of short-term problem-solving and can become a focal point for mobilization of collective efforts. The indicator of its presence or absence is the groups' ability to communicate their needs in a coherent manner.

Understanding Causes and Consequences is the second stage which requires more sophisticated conceptual abilities. In this case, the organization has some ability to understand the local context in which their project activity is taking place as it affects viability. An indicator is the group's ability to prioritize their needs and identify real or potential risks to achieving them. The ability to identify obstacles and risk factors in a realistic manner is an essential pre-condition for organizational viability.

Designing Viable Plans is the third stage in the organizational growth process. Once again, the required capabilities require higher levels of conceptual ability and critical discernment. Planning requires looking at a range of potentially viable problem-solving options and selecting the one which is most appropriate for this organization in this place. That requires identifying needs and risks, prioritizing both, understanding project-specific contextual variables and forming a rationale for selecting one approach and rejecting others.

The indicators that an organization has reached this stage in its development include the capability to analyze competitive problem-solving options, assess resource requirements and make an informal estimate of costs and benefits. The presence or absence of these indicators and the organization's relative skill level in each provides an assessment of growth expressed in terms of capacities.

Administrative Capabilities vary with the type of project activity and the management style or philosophy being applied. Indicators of administrative capability include goal-setting, motivating and sustaining participation, accountability to the constituency. All of this must be done with flexibility which

allows the organization to respond creatively and effectively to changing conditions.

Financial Management capability is the fifth stage of organizational development or growth. Indicators are the organization's relative ability to keep books, obtain and maintain good credit, maintain a positive cash flow, sustain profitability and compensate for the effects of use and inflation by recapitalizing equipment.

A Realistic Growth Strategy is the sixth stage. Organizations must avoid losing momentum and credibility by delivering/producing defective goods or inadequate services.

Indicators are maintaining quality control while remaining cost-effective without exceeding the sustainable pace or scale of operations. Another indicator is establishing functional networks based on a mutually beneficial interfacing of organizational needs and resources.

Networking strategies which match needs with needs build on an affinity of scarcity or deficiency rather than matching one group's available resources with another's needs. Replication strategies also require an understanding of the context (place) where the spin-off project activity will take place to determine if sufficient resources and the required socio-political pre-conditions are available.

Monitoring and Evaluation capability is the seventh stage in organizational growth. This requires an understanding of how well or badly project activities are accomplished within the original timeframe, recognizing situations where flexible rescheduling is indicated.

Indicators include the quality of internal communication and feedback from beneficiaries. Other indicators are measurement of changes, accurate reporting, and assessment of relevant impacts in an accurate and standardized manner conducive to analysis.

Learning capacity is the eighth stage of organizational growth and the one which demonstrates the group's ability to reflect critically on their experiences. In this way the organization determines what works well, should be improved or avoided because the trade-offs are disproportionately negative or otherwise counterproductive.

Learning is the process during which organizations question their original assumptions about the nature of the problem, potential impacts and timeframes. Learning is also the process in which guiding principles are synthesized from the trade-offs, trends and patterns which inform policy formation and suggest the need for changes. The organization's goals and purposes are re-examined to see if they are still endorsed with the same degree of conviction or are being contradicted or redefined by changing

conditions and/or program priorities.

Indicators which reveal an organization's capacity for learning include its ability to analyze and synthesize past experiences and tradeoffs in terms of their multi-faceted cost-effectiveness. Another indicator is whether or not the organization internalizes what it has learned by altering its policies and procedures accordingly. The organization's vision of itself is altered as new values emerge and/or old ones take on different priorities.

In this way, an informed judgement can be made on whether or not an organization is growing by increasing key abilities it needs to become increasingly more self-sufficient.

It is also a means to make performance expectations and the time needed to achieve specific improvements more realistic. Organizations in stage one cannot be expected to perform as well as those which have reached advanced stages by utilizing problem-solving capabilities which serve as their growth indicators.

## CASE STUDY: DEVELOPMENT OF LOCAL ORGANIZATION

Name : Subsistence Agriculture Project (SAP)

Type : Private, non-profit agricultural development

Activities : Promotion of improved subsistence agricultural production through applied research and extension.

Where : Morobe Province, Papua New Guinea, comprising 25 communities in the Wau Valley and another 2 in Lae.

When : January 1980 - December 1983

IVS Resources : 83 volunteer-months in agricultural research, agricultural extension, and project administration; funding for capital and recurrent costs, including local personnel.

### A. General Background Information:

In the late 1970's, IVS volunteers assigned to the Wau Ecology Institute (WEI) became concerned that the traditional system of shifting cultivation could no longer support the growing population without severely damaging the environment. With the backing of WEI, they began a research project to develop a site-stable cultivation system to combat deforestation and soil erosion and degradation. They experimented with contour mounds, nitrogen-fixing trees, and organic mulching and fertilizing. Encouraged by the results, IVS in January 1980 established a major project to promote site-stable cultivation among the subsistence farmers of the Wau Valley, with WEI collaborating as the host institution.

### B. Organizational Purpose:

The goals of the project organization are three fold: 1) to develop a system of site-stable gardening for the mid-montane region of PNG as a viable alternative to shifting cultivation; 2) to increase garden productivity and nutritional value by introducing new cultivation techniques, new crops and higher yielding varieties of existing crops to subsistence farmers; and 3) to promote a long-term commitment to the above goals by providing adequate technical and administrative training to local project staff.

### C. Narrative:

The Highlands Agriculture Project, as it was originally called, got underway in 1980 with the recruitment of three volunteers to work at WEI, taking over the existing applied research component

and adding a new extension component. The project was to be jointly administered by IVS and WEI through a project oversight committee, with day-to-day management responsibilities to be assumed by one of the volunteers designated as project manager. The original project goals were ambitious:

- To increase garden productivity in both absolute volume and nutritional value.
- To demonstrate the practicability of organic methods of increasing soil fertility and biological control of insect and other pests.
- To increase the fertility of overused and unproductive land.
- To encourage the change from shifting to site-stable gardening
- To encourage the introduction of small-scale cash cropping as an integral part of the subsistence system.
- To discourage urban drift by making village life more attractive.
- To provide a reliable source of fuel in the form of firewood.
- To encourage the return to forest cover of land too poor or too steep for productive gardening.

By implementing community outreach extension programs and carrying out research activities in the WEI research garden and in selected village gardens, the project expected to positively affect as many as 1000 direct beneficiaries within 3-5 years and to encourage the government to take a more active role in promoting subsistence agriculture.

Project management was a problem from the beginning. During the design phase of this project inadequate attention was paid to the organizational development and project management phases of the project. It was originally envisioned that IVS would recruit and field a project manager to handle these aspects. No analysis was done of the WEI project management capabilities and therefore, activities were not programmed in to strengthen their capabilities nor compensations made to fill in for what WEI could not do. The volunteer project manager proved not up to the job, and the project oversight committee was never constituted, in part due to a 6-month interim period with no field director. The WEI assistant director was enlisted as project coordinator to fill the management gap.

Initial research activities centered primarily on agroforestry trials involving nitrogen-fixing trees and sweet potatoes, the local staple. A trial to measure growth rates of six tree

species was set up, along with an intercropping trial with sweet potatoes. An early variety trial of a number of local and improved sweet potato species produced useful preliminary results but was not followed through in subsequent growing seasons. In addition, the project began a regular market survey in Wau and hired local youth to collect yield statistics in 5 communities. Initial extension activities were more successful. The project succeeded in organizing several school and women's groups in the Wau and Bulolo areas to promote intercropping and intensive gardening techniques, to encourage better nutrition and food preparation, and to introduce new types of fruit and vegetables. Three demonstration gardens were established, followed quickly by 11 communal gardens, 4 school gardens, and 16 individual gardens. Volunteers and local counterparts also offered a series of workshops attracting government extension officers, community school teachers, local leaders and government field officers, and professional women involved with agriculture and nutrition. For many this was their first exposure to subsistence agriculture as a separate discipline.

Six months into the project, an informal survey of villagers prompted WEI to invite 3 agricultural experts to assess the project, and they suggested that it was premature for the project to be concentrating exclusively on site-stable gardening. In March 1981, a more formal evaluation determined that only the first three project goals were realistically attainable. A number of previously unexamined factors rendered the other goals either inappropriate to prevailing socio-economic conditions or too long-term for the scope of the project. The project went forward under a new name - the Subsistence Agriculture Project - with the redefined goals stated in Section B above.

These new goals placed greater emphasis on the training of counterparts. Progress had been slow at first, but by the end of 1981, both the research and extension components could boast competent local counterpart workers. When the three IVS volunteers left in early 1982, local staff took over responsibility for the two components.

To address the continuing management problems, a new volunteer was recruited to serve as project manager and to train a local staff member to eventually assume responsibility for project management. The project manager, together with the deputy director and assistant director of WEI, comprised the project management committee, successor to the never-constituted project oversight committee. In addition, a project planning committee of resident experts in agriculture and related fields was established to provide overall guidance to the project. Unfortunately, it became apparent by this point that there was an increasing divergence between the project goals and WEI's own priorities. WEI's interests lay in scientifically-accepted research and in training programs for extensionists, while major project funding was allocated to direct extension services. IVS had expected WEI to sponsor much of the research component, but the untimely death of the founding director of WEI left its

fundraising capability much weakened, and income from its coffee plantation declined due to a worldwide coffee surplus. WEI was thus hardpressed to manage and administer its own ongoing activities, much less to provide essential administrative support to SAP. The major impact of WEI's difficulties was on the research component, with very limited funds available for labor, transport, equipment. Nevertheless, under the local research manager, the project has maintained or initiated 5 substantial research trials. The trees planted earlier have grown sufficiently to be cut back or cropped, corn and taro have been added to the intercropping trial, and a soil erosion trial is in progress on Mt. Kaindi. Two on-farm trials of sweet potatoes (one testing varieties, the other testing compost applications) are underway. Collection of yield statistics from contact farmers' gardens suffers from lack of controls, but the WEI demonstration garden has produced substantial progress in intensive gardening techniques.

The effectiveness of the extension staff has grown as its members have acquired a better command of subsistence agriculture techniques through practical experience in the WEI research garden. They now know how to analyze village agriculture conditions and to make appropriate recommendations to villagers. Outreach has been enhanced by the establishment of a network of village-level extensionists, villagers trained at WEI for part-time work at a nominal salary. The local staff is fully capable of initiating extension work among women's groups, schools and individuals covering subsistence agriculture and nutrition planning and conducting extension workshops and interacting with relevant government and university officials. Signs of the project's success include:

- 8 thriving women's groups, one of which has established its own extension network.
- 3 district agriculture and nutrition committees to augment and complement project outreach.
- 5 hospitals and 12 aid posts with nutrition gardens.
- 16 schools with subsistence agriculture education programs developed by the project.

A new extension arm of the project is now operational in Lae, capital of Morobe Province, in cooperation with the very active Morobe Women's Association. Interested groups are contacted to discuss what kind of training they would like, and project staff designs and conducts workshops for group representatives. Five such workshops were organized during 1983.

Despite the limited but significant progress made in applied research and the encouraging achievements in extension, it was clear by mid-1983 that the management problem was not being solved. The project planning committee had proved effective

during its first year, meeting five times, helping with financial reports and resolving several issues dividing IVS and WEI. However, the dedication of its members waned during 1983, with only one meeting actually taking place, so conflicts on the project management committee went unresolved. Furthermore, little progress was being made in grooming a local staff member to assume overall project management. The research manager had been identified as manager counterpart, but he proved too devoted to his research interests to succeed in a management role. Uncertainties about the project's future led a promising research assistant to leave after only six months on the job and one of the two senior extensionists was attracted to a higher-paying government job.

With the extension work in Lae having won the attention of the provincial government to the potential for subsistence agriculture, (noted above as one of the early expectations of the project), the project management committee proposed to the provincial government that it provide the needed administrative structure by incorporating the project into its Department of Primary Services. By December 1983, the proposal was accepted, and a transitional period is planned between April and September 1984, before the provincial government assumes complete financial and administrative support for the project in October 1984. A number of details remain to be worked out, including the future relationship with WEI, but government support for project goals appears to be strong, and project staff finds the prospect of government employment attractive and to their advantage. Recruiting, training and retaining competent staff should be enhanced, and the government is anxious to replicate the extension and research program in other parts of the province.

Although it is difficult to predict to what extent the subsistence agriculture program will thrive as part of a provincial government department, the initial judgement is that the move is a good one and will solve a problem which has existed from the start. Given that the project was conceived at WEI when it was the only institution interested in subsistence agriculture research, it was probably inevitable that WEI's reluctance to engage in direct extension programs would be temporarily overlooked when a host institution for the project was being sought. Even so, a better working relationship might have developed between WEI and IVS had more care been given to the selection of the original project manager and had an IVS field director been resident in PNG throughout the life of the project. But despite these difficulties, the WEI-IVS collaboration has succeeded in demonstrating the value of a subsistence agriculture program, as judged by the enthusiasm with which its beneficiaries have received it. With government support, the program should find itself much better able to improve both the quality and quantity of services it delivers to the people of Morobe Province.

0 = Non-existent  
 x = Low  
 xx = Adequate  
 xxx = Well

SUMMARY OF INSTITUTIONAL GROWTH

Subsistence Agriculture/PNG

<u>Stage Measure</u>	<u>Incremental Process Indicators</u>	<u>1-80</u>	<u>12-83</u>
1. Needs Assessment	a. determine felt needs	x	xx
	b. rank and set priorities	x	xx
2. Understand Cause/ Consequence	a. establish symptoms and causes	x	xx
	b. identify trends and patterns	o	x
	c. analyze trade offs	o	x
3. Design Viable Plans	a. analyze options/alternatives	x	x
	b. assess resource within context	o	x
	c. estimate cost/time and benefits	o	x
4. Organize/ Administer	a. set management goals	o	x
	b. foster participation	o	xx
	c. accountable to constituency	o	x
	d. flexibility	o	x
5. Financial Management	a. bookkeeping	x	x
	b. access to credit	o	o
	c. positive cash flow	o	o
	d. recapitalization	o	o
6. Implement/Grow	a. cost effective operation	x	x
	b. pace/scale (how fast/how much)	o	x
	c. networking and linkages	x	xxx
	d. replication/expansion	o	xx
	e. education (formal & non-formal)	xx	xxx
7. Monitor/Evaluate	a. feedback & communication	o	x
	b. accurate reporting	o	x
	c. how to measure	o	x
	d. assess impact	o	x
8. Learning	a. analyze & synthesize	o	x
	b. disseminate	x	xx
	c. review and revise (policies/visions/values)	o	xx

Needs Assessment: Low

Needs determined by WEI based on academic-research oriented view of ecology in Wau Valley. Originally assessment had very little to do with needs of small-scale farmers or subsistence agriculture.

Setting and ranking of priorities related to research and environmental rehabilitation - WEI agenda.

Understand /Cause/Consequence:  
Non-Existent to Low

WEI identified causes/consequences as related to broader environmental impact of shifting agriculture - thus project goals very broad and ambitious.

Design Viable Plans: Non-Existent to Low

Altho WEI was capable of fairly sophisticated research and education plans they had no experience with extension programs; WEI encountered difficulty analyzing options and alternatives, did not understand the context of subsistence agriculture and could not estimate cost, time and benefits.

Needs Assessment: Adequate

Needs now determined through extensionist contact with village level farmers, school gardens programs and related to expressed needs for food production for home consumption and limited sales/trade.

Priorities now established related to subsistence agriculture rather than pure agricultural research. Research is tied to extension.

Beneficiary participation in needs assessment limited to contact through extensionists - at beneficiary level there.

Understand Cause/Consequence: Low

Extensionists, working with village have begun to link agricultural practices with productivity and land degradation - project goals redefined with focus on causes/consequences as affecting subsistence producers; this mainly done by IVS/outside. Extensionists/community not yet capable to analyze or articulate.

Design Viable Plans: Low

Extensionists have developed some planning skills and can do basic level analysis of extension options/alternatives; viable work plans were developed at two levels - the overall project and for individual extensionists.

Resource analysis and cost/time/benefit analysis cannot be done at extensionist level.

Implement/Grow: Low

WEI had been running and managing its academic and research operation under the tutelage of the Bishop Museum in Hawaii. The WEI Director and Staff was not concerned with this phase of growth as a development organization nor in support of grass-roots development

Implement/Grow: Low to Well

This is the phase which experienced the most improvement during the course of the project. With the limited financial resources available the the project was able to put those funds to most direct use. Because of pressure from WEI several unwise decisions were made on use of funds, i.e., purchasing video equipment instead of a few 35mm camaras for preparation of demonstration/extension materials.

The project has been careful not to overextend its extension capabilities however these decisions are more instinctual rather than analytic; a broad network was established both for support (other sources of resource) and to promote the importance of support to the subsistence agriculture sector - contents with the Min/Ag. at national and provincial levels, private church organizations looking at village levels, schools, women's clubs, University Ag. research faculty; the project has replicated its successes in new villages, starting demonstration gardens, utilizing contact farmers, changing the gardening and nutrition habits of village families - the school garden program has been replicated - the project has expanded from the mid-southern part of the province to the northern area; education is an important component of the project:

- a) extension to village gardeners
- b) formal classes in schools
- c) lectures and workshops with private groups
- d) training of Min/Ag. personnel
- e) information to provincial level authorities an importance at subsistence ag sector
- f) coordination with university ag. departments.

Private sector and GOPNG requesting courses from project.

Monitor/Evaluate: Non-Existent

No capability or attempts to monitor/evaluate subsistence ag sector or effectiveness/impact of project.

Learning: Non-Existent

Altho WEI was an academically oriented institution there was no institutional learning taking place and no attempt to understand or involve local population in learning process.

Monitor/Evaluate: Low

Project developed feedback mechanism from village gardens e and contact farmers through extensionists; extensionists trained to report accurately against objectives; project began impact assessment - accumulative baseline data and measuring change; this is still in elemental stages; however, it is advanced over what other attempts are being made in the subsistence ag sector. c

Learning: Low to Adequate

Through the extensionists lessons (successes and failures) are analyzed and incorporated into extension program; the project has been able to disseminate its lessons learned to provincial Min/Ag, regional private groups, national ag. policy groups, international seminars.

Organize/Administer: Non-Existent

At the project outset there existed no local capability to set management goals for this project; there was no ability or intention to foster beneficiary or extensionist participation in management or decision making; there was no accountability to the constituency (beneficiaries); there was no flexibility to alter or modify approaches to meet beneficiary needs.

Financial Management: Non-Existent to Low

WEI had a set of books and a bookkeepers but were unable to maintain discrete project financial records; there were no attempts at financial planning or management; WEI had a fund-raising capability which was focused on its academic/research program; no capability at fundraising or recapitalization for the extension project; IVS planned, wrote proposal, set up management system for European grant to WEI for Subsistence Agriculture Project. WEI incapable of providing the necessary financial management support the project required.

Organize/Administer: Low

Through the project, the extensionists were gradually involved in project management to a small degree - setting quarterly objectives related to extension/subsistence producer needs; extensionists became more proficient at fostering local participation through contact farmers and community demonstration gardens; project developed some flexibility to respond to particular community needs/conditions; extensionists/project does not have capability to foster participation among community in project management, planning, goal setting.

Financial Management: Non-Existent to Low

Virtually unchanged

## CASE STUDY

Name : Promocion Humana

Type : Private, non-profit social service agency  
Local village agriculture development.

### Activity:

Where: Canar Province ECUADOR

When : January 1981 - December 1984 (three years of a four year project)

With What: 72 Volunteer-months (two Agronomists) in agricultural research and extension.

6 person months of Field Director time in organization, management and evaluation to host organization.

US\$ 39,300 funds for project support.

### A. General Historic Background

IVS began work with Promocion Humana in the development of the village agricultural research and extension program in January 1981. From 1981 to the present, IVS has supported two volunteer agronomists to develop research and extension activities and to train Promocion Humana staff to continue to provide these services. The IVS Field Director in Ecuador provides technical assistance to the project in management, organization and evaluation. Over the three year period Promocion Humana, through the volunteers, raised US\$39,300 from Australian Catholic Relief for financial support of the project.

### B. Institution Purpose:

The Promocion Humana/IVS objectives in developing this program are threefold: 1) to train small farmer-producers to diversify and increase their agricultral production, 2) to promote and strengthen community organization and 3) to promote independence of the small producers of the zone. Institutional capacitation in this project addresses two distinctly different levels: building or strengthening organizations at the community level and building Promocion Humana's capacity to support agricultural and other developmental efforts in the area after IVS leaves. The IVS goal is to establish a village agricultural research and extension program to train local counterparts to manage the program, and to ensure continuity of the program after IVS' involvement ends.

### C. ACCOMPLISHMENTS

The village agricultural project began in 1981 with two IVS volunteer agronomists, funds from Australian Catholic Relief and back-up support from Promocion Humana, a local Catholic development organization which operated out of the provincial Bishop's office. Within the original scope of the project, Promocion Humana was to have provided the managerial, organizational and institutional support to the project. During the first two years, IVS established a local agricultural research center, a basic inputs (seeds-tools, fertilizers) supply center, and an extension service for the benefit of community groups and small-scale farmers in the project area which previously lacked the most basic of agricultural services. The technical and extension services contributed to increased agricultural production and crop diversification, and through these gains in agriculture the volunteers have been able to work on organizing groups of beneficiaries at a community level. However, the capacity of Promocion Humana to discharge its responsibilities for project management and, back-up support has been identified as a shortcoming on their part. IVS experience in agriculture extension and training projects has demonstrated that training must take place at three different levels if a project of this kind is to succeed and be able to carry on after IVS involvement.

1. Transferring specific technical skills to individuals, to improve the economic quality of life. On this level, the project has progressed well. Individuals in the communities have learned how to improve pastures, to plant and care for fruit trees, and to care for crops, and animals. This occurred because of the volunteer's expertise and because the groups were able to get local agriculture improvement agencies that had not worked in the area before, such as INIAP (Agricultural and Animal Research Institute), and FODERUMA (Rural Development Fund of the Central Bank). As a result, demonstration gardens have been set up and maintained in two different communities, seven community gardens benefitting approximately 70 families have been planted, and three school gardens benefitting 80 students have been established. Training courses and extension visits for the support of this activity are on-going. New varieties of corn, beans, wheat and potatoes have been field tested with success. The crops are grown and cared for by groups and individuals in seven communities. Fruit trees (1,500 for the benefit of 175 families in 10 communities) and forest trees (9,000 in six communities) have been introduced. Courses, demonstrations and follow up visits support these activities. Trainees are now able to prune and care for their own and their neighbors' trees. Four groups have implemented pasture improvement programs and have begun silage projects for their animals. They have been able to obtain credit from FODERUMA and Promocion Humana for this purpose. The raising of small animals, chickens and rabbits was

initiated and courses were held with interested individuals. Beekeeping was introduced with 14 hives in five areas, honey and by-products are sold in the communities. Credit has also been obtained for this activity.

2. Group Consolidation around particular economic activities, such as beekeeping or agricultural production and marketing. A group forms, learns the technical aspects of production and how to organize themselves and operate as a group to produce and market. The group becomes its own production and marketing unit that may be able to achieve self sufficiency and does not have to rely on full-time outside assistance. Over the three year period, one group has formed around beekeeping, and two groups of (60 and 25 agricultural producers respectively) have organized formally for production and marketing, to operate communal agricultural stores, and to receive technical assistance and credit.

Group consolidation also involves non-formal or popular education courses designed to train group members and group leaders in organizational dynamics and responsibilities, how to manage and help groups grow and institutional development. Many times groups form around a specific economic issue but are unable to sustain themselves because little or no attention has been paid to group development. This is similar to the training at the host organization level, but is geared for grass-roots community groups.

3. Organizational and Managerial training to the host organization, to provide the institutional capacity to carry on the project after IVS' departure. This is done through counterpart training and attaining access to the assistance available from other agencies in the area. After an evaluation by the IVS Field Director which disclosed the weaknesses of this aspect of the project, two counterparts were hired by Promocion Humana in 1982-83 to work with the volunteers in technical and organizational aspects of the project. In addition, INIAP, CREA, MAG and FODERUMA, organizations now working in the area, will continue to provide part-time technical assistance to organized groups.

During the remaining year of the project, IVS volunteers will concentrate their efforts on training counterparts to support the beneficiary groups in technical and organizational aspects, in planning and evaluation with the counterparts and the groups and in consolidating contacts with national organizations for continued technical assistance and support.

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 x = Low  
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 xxx = Well

SUMMARY OF INSTITUTIONAL GROWTH

Promocion Humana/Ecuador

<u>Stage Measure</u>	<u>Incremental Process Indicators</u>	<u>1-81</u>	<u>12-83</u>
1. Needs Assessment	a. determine felt needs	x	xx
	b. rank and set priorities	x	xx
2. Understand Cause/ Consequence	a. establish symptoms and causes	x	xx
	b. identify trends and patterns	o	x
	c. analyze trade offs	o	xx
3. Design Viable Plans	a. analyze options/alternatives	x	xx
	b. assess resource within context	o	xxx
	c. estimate cost/time and benefits	o	xx
4. Organize/ Administer	a. set management goals	o	xx
	b. foster participation	o	x
	c. accountable to constituency	o	x
	d. flexibility	o	o
5. Financial Management	a. bookkeeping	xx	xx
	b. access to credit	xx	xx
	c. positive cash flow	xx	xx
	d. recapitalization	o	o
6. Implement/Grow	a. cost effective operation	o	o
	b. pace/scale (how fast/how much)	o	xx
	c. networking and linkages	o	xxx
	d. replication/expansion	o	o
	e. education (formal & non-formal)	o	o
7. Monitor/Evaluate	a. feedback & communication	x	xx
	b. accurate reporting	o	xx
	c. how to measure	o	xx
	d. assess impact	o	o
8. Learning	a. analyze & synthesize	o	xx
	b. disseminate	o	o
	c. review and revise (policies/visions/values)	o	xx

January, 1981

1. Needs Assessment: Low

Needs assessment was based on instinct and logical conclusion rather than a more scientific survey method or a process method of working with groups to discuss their needs.

Priorities were not set; work was started with any individual interested in any activity.

2. Understand cause/  
consequence: Low to  
Non-existent

Agricultural production was determined to be the cause of low income in the area.

December, 1983

1. Needs Assessment:  
Adequate

Project activities respond to beneficiary requests for assistance. Care is taken to work with groups on analysis of their requests, based on research and previous experience rather than encouraging groups in all agricultural activities.

Importance given to working with groups rather than individuals; work with cooperatives and three organized groups is planned by groups, IVS and PH counterparts.

2. Understand cause/ consequence  
Non-Existent

While agricultural production is a major cause of low income, emphasis is now being placed on marketing and group organization which have been identified as major bottlenecks to producers independence in the area.

3. Design Viable Plans:  
Low to non-existent

a. Emphasis on horticulture  
horticulture work was  
developed with  
individuals and groups  
without analyzing  
effects of such  
efforts.

b. Neither community  
members nor PH  
promoted access to  
national organizations;  
national organizations  
were not working in  
the area due to a lack  
of group organizations  
and infrastructure;  
National organizations  
reluctant to support  
farmers without  
assurances of  
technical support.

National organizations  
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assurances of  
technical support.

3. Design Viable Plans: Adequate

a. Emphasis on agricultural  
activities and training of groups  
organized for specific agricultural  
production and marketing purposes.

b. Volunteers and counterparts, and  
community groups are working with  
national organizations that have  
begun to work in the areas as a  
result of the project INIAP, CREA,  
FODERUMA, MAG.

- community members have accompanied  
volunteers and counterparts  
to research centers and offices of  
organization to increase familiarity  
with operations and lessen timidity  
on the part of community members.

4. Organize/Administrate:  
Non-Existent

Project originally perceived as a service to the area; no plans were made by the host organization to become technically or managerially self-sufficient to continue the project.

4. Organize/Administrate:  
Low to Adequate

Volunteers and counterparts set yearly and quarterly objectives on the project; regular evaluations are held and work has begun with two organized producer groups in this area.

- the two producer organizations have been formed for joint production, with income from crops they plan to purchase and take over the management of the community agricultural store begun by the project.

5. Financial Management:  
Adequate

PH maintained adequate books and had a positive cash flow; they did not do financial planning at a project level

The community groups kept no books, did not have access to credit, no cash no recapitalization.

5. Financial Management:  
Adequate

The counterparts are presently being trained in center administration and recordkeeping, and budgeting, and Center sales.

Groups have received courses in basic administration, costs of production and income. Promocion Humana has begun to work with the treasurers of each group in basic bookkeeping.

- two of three organized groups have obtained credit from Promocion Humana for production.

6. Implement/Grow: Non-Existent

The project was begun with IVS technical assistance.

6. Implement/Grow: Non-Existent to Adequate

Analysis of the cost effectiveness of the research and extension project in light of benefits accruing to the community members and the organized groups has not been done.

Pace and scale has been reduced as a result of evaluation of the effectiveness of continued support.

Networking and linkages have been established by the volunteers, counterparts and groups with national organizations will provide continued support to the groups in short term technical assistance, training, research and credit.

7. Monitor/Evaluate: Low to Non-Existent

Host organization interested in development of activities rather than results.

Base groups had no experience.

7. Monitor/Evaluate: Adequate

Regular reporting and evaluation sessions have been incorporated into the project and into the host organization as it relates to the project. Counterparts have been trained in recordkeeping, reporting and analysis of their activities.