

**F I E L D R E P O R T**

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**FINAL EVALUATION OF PROCOSI**  
**A CHILD SURVIVAL**  
**PRIVATE VOLUNTARY ORGANIZATION NETWORK**  
  
**(LA PAZ, BOLIVIA)**

Field Report No. 323  
January 1991

**WATER AND**  
**SANITATION for**  
**HEALTH**  
**PROJECT**

Sponsored by the U.S. Agency for International Development  
Operated by CDM and Associates



**WATER AND SANITATION  
FOR HEALTH PROJECT**

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TAS 179

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Washington, DC 20523-1802

Dear Sir/Madam:

On behalf of the WASH Project, I am pleased to provide you with a copy of **Final Evaluation of PROCOSI: A Child Survival Private Voluntary Organization Network**, WASH Field Report No. 323, by John B. Tomaro, Masee Bateman, and Hortense Dicker. PROCOSI is a network of primarily U.S.-based private voluntary organizations which was established under an Operational Program Grant from USAID/Bolivia. This final evaluation examines the development, organizational structure and principal activities of PROCOSI, as well as identifying some "lessons learned" for PVO umbrella organizations in general.

Please let me know if you require additional copies of this report or of related reports listed on the reverse of the title page.

If you have any questions or comments about the findings or recommendations contained in this report, we will be happy to discuss them. Please call or write me at the WASH Operations Center.

Sincerely,

J. Ellis Turner  
Project Director

cc: John H. Austin, S&T/H/CD

Enclosure

WASH Field Report No. 323

**Final Evaluation of PROCOSI**  
**A Child Survival**  
**Private Voluntary Organization Network**  
**(La Paz, Bolivia)**

Prepared for the USAID Mission to Bolivia  
under WASH Task No. 179

By

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O. Masee Bateman  
and  
Hortense Dicker

December 1990

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Washington, DC 20523

## **Related WASH Reports**

*CARE/Bolivia Water Supply and Small Scale Irrigation Program: A Final Evaluation of the USAID-Financed Project.* Field Report No. 162. April 1986.

*CARE/USAID/Bolivia Child Survival/Rural Sanitation Project Review Workshop.* Field Report No. 226. December 1987.

*CARE/USAID/Bolivia Child Survival/Rural Sanitation Project Mid-Term Evaluation Workshop.* Field Report No. 248. December 1988.

*Water Supply and Sanitation Program Design for NGOs in Haiti.* Field Report No. 297. February 1990.

*Final Evaluation of the CARE/Bolivia Child Survival and Rural Sanitation Project.* Field Report No. 312. August 1990.

## CONTENTS

ACKNOWLEDGMENTS .....	v
ACRONYMS .....	vii
EXECUTIVE SUMMARY .....	ix
1. INTRODUCTION AND METHODOLOGY .....	1
2. BACKGROUND AND ORGANIZATIONAL DEVELOPMENT .....	3
2.1 Background .....	3
2.2 Establishment of PROCOSI .....	5
2.2.1 Purpose of PROCOSI .....	5
2.2.2 Principal Activities of PROCOSI .....	5
2.2.3 Budget and Organizational Structure .....	6
2.2.4 Implementation Plan .....	8
2.3 Key Organizational Developments to Date .....	10
2.3.1 Organizational Start-up: May 1988 to September 1989 .....	10
2.3.2 Organizational Development ( <i>Planes de Accion</i> ): September 1989 to the Present .....	10
3. ORGANIZATIONAL STRUCTURE AND ACTIVITIES .....	13
3.1 Organizational Autonomy .....	14
3.2 Leadership .....	20
3.3 Management and Administration .....	22
3.4 Commercial Orientation .....	24
3.5 Client Orientation .....	25
3.6 Technical Capability .....	26
3.7 Developing and Maintaining Staff .....	28
3.8 Sustainability .....	29
4. PRINCIPAL ACTIVITIES .....	31
4.1 Technical Assistance .....	31
4.2 Subgrants .....	34
4.3 Other Activities .....	47
4.3.1 Documentation Center .....	47
4.3.2 Health Information Center .....	48
4.3.3 Organizational Collaboration and Cooperation .....	49

<b>5.</b>	<b>CONCLUSIONS, LESSONS LEARNED, AND RECOMMENDATIONS . . . . .</b>	<b>51</b>
5.1	Conclusions . . . . .	51
5.1.1	Organizational Development . . . . .	52
5.1.2	Sustainability . . . . .	52
5.1.3	Technical Assistance . . . . .	52
5.1.4	Subgrants . . . . .	53
5.1.5	Organizational Products . . . . .	54
5.1.6	Organizational Collaboration and Cooperation . . . . .	55
5.2	Lessons Learned . . . . .	55
5.2.1	Organizational Development . . . . .	55
5.2.2	Sustainability . . . . .	56
5.2.3	Technical Assistance . . . . .	56
5.2.4	Subgrants . . . . .	56
5.2.5	Organizational Collaboration and Cooperation . . . . .	57
5.2.6	Lessons Learned about PVO Networks . . . . .	57
5.3	Recommendations . . . . .	58
5.3.1	Organizational Development . . . . .	58
5.3.2	Sustainability . . . . .	61
5.3.3	Technical Assistance . . . . .	62
5.3.4	Subgrants . . . . .	62
5.3.5	Organizational Products . . . . .	65
5.3.6	Organizational Collaboration and Cooperation . . . . .	66
<b>6.</b>	<b>PRIORITY ISSUES . . . . .</b>	<b>67</b>
6.1	Organizational Development . . . . .	67
6.2	Subgrants . . . . .	67
6.3	Technical Assistance . . . . .	67
6.4	Coordination and Cooperation . . . . .	67
6.5	Other Activities . . . . .	69

## APPENDICES

A.	PROCOSI Membership . . . . .	71
B.	Statement of Work: PROCOSI Evaluation . . . . .	73
C.	List of Persons Contacted . . . . .	77
D.	Field Sites and Member Organizations Visited by the WASH Evaluation Team . . . . .	83
E.	Summary of Principal Characteristics of Technical Assistance Activities . . . . .	85
F.	Summary of Subgrants . . . . .	97
G.	Review and Approval Process for Funding and Technical Assistance . . . . .	101
H.	Operating Procedures for the Approval of Subgrants . . . . .	103
I.	National Directory of NGOs in Bolivia . . . . .	105
J.	PROCOSI: Rotation of the REC - 1990/92 . . . . .	117
K.	Criteria for Subgrant Selection - Preimplementation Workshop . . . . .	119
L.	Criteria for Subgrant Selection - "Regimen De Subdonaciones" . . . . .	121

## FIGURES

1.	Organizational Structure of PROCOSI: January 1988 . . . . .	7
2.	Organizational Structure of PROCOSI: September 1989 . . . . .	11
3.	Organizational Structure of PROCOSI: September 1990 . . . . .	23
4.	Proposed Organizational Structure of PROCOSI: October 1990 . . . . .	27
5.	Timeline of Priority Activities, October 1990 - July 1991 . . . . .	68

## TABLES

1.	PROCOSI Budget: Summary of Cost Estimate by Source and Component . . . . .	6
2.	PROCOSI Budget: September 1990 . . . . .	15
3.	PROCOSI Expenditures - June 1990 . . . . .	16
4.	Comparison of Expenditures vs. Amended Budget . . . . .	16
5.	PROCOSI: Monthly Program Costs . . . . .	17
6.	PRITECH Contribution to PROCOSI Program Costs . . . . .	17
7.	PROCOSI: Average Monthly Expenditures for Program Costs . . . . .	18
8.	Quantity and Source of Funds for Subgrants: OPG vs. Actual Expenditures . . . . .	34
9.	Timing and Number of Subgrants: OPG vs. Actual Grants . . . . .	35
10.	Characteristics of Subgrants . . . . .	37
11.	Number and Amount of Subgrant by Recipient Organization . . . . .	39

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## **ACKNOWLEDGMENTS**

The team wishes to express its most sincere thanks to the staffs of PROCOSI and its member organizations, especially the field workers living in remote areas who traveled some distances to meet team members, to share their observations, and to express through thoughtful responses and comments their commitment to improving the health and well-being of the people of Bolivia. In addition, the team acknowledges the assistance and enthusiasm of Paul Hartenberger, John Cloutier, and Charles Llewellyn of USAID/Bolivia, whose vision has sponsored the establishment and maintenance of a promising approach to sustainable development.

## **ACRONYMS**

<b>ARI</b>	<b>Acute respiratory infections</b>
<b>ASONGS</b>	<b>Asociacion de Organismos No Gubernamentales en Salud (Association of Nongovernmental Health Organizations)</b>
<b>bolivianos</b>	<b>Bolivian currency (as of October 1990, US\$1 = 3.25 bolivianos)</b>
<b>CAD</b>	<b>Centro de Administracion de Donaciones</b>
<b>CAT</b>	<b>Centro de Asistencia Tecnica</b>
<b>CDD</b>	<b>Centro de Documentacion y Difusion</b>
<b>CDSS</b>	<b>Country Development Strategy Statement (USAID)</b>
<b>CIEC</b>	<b>Centro Interdisciplinario de Estudios Comunitarios (Center of Interdisciplinary Community Studies)</b>
<b>CRS</b>	<b>Catholic Relief Services</b>
<b>CSRA</b>	<b>Corporacion de Salud Rural Andina</b>
<b>FHI</b>	<b>Food for the Hungry International</b>
<b>GOB</b>	<b>Government of Bolivia</b>
<b>HIS</b>	<b>Health Information System</b>
<b>IHR</b>	<b>Health and Human Resources Division of USAID</b>
<b>MCH</b>	<b>Maternal and Child Health</b>
<b>MOH</b>	<b>Ministry of Health</b>
<b>OPG</b>	<b>Operational Program Grant</b>
<b>PACT</b>	<b>Private Agencies Collaborating Together</b>
<b>PRITECH</b>	<b>Technology for Primary Health Care (AID funded project)</b>

<b>PSBBCM</b>	<b>Proyecto Social Boliviano - Británico "Cardenal Maurer"</b>
<b>PVO</b>	<b>Private Voluntary Organization</b>
<b>REC</b>	<b>Rotating Executive Committee (Comite Ejecutivo Rotatorio [CER])</b>
<b>SCF</b>	<b>Save the Children Federation</b>
<b>TRG</b>	<b>Training Resources Group</b>
<b>USAID</b>	<b>U.S. Agency for International Development Mission to Bolivia</b>
<b>WASH</b>	<b>Water and Sanitation for Health Project</b>

## EXECUTIVE SUMMARY

Established in January 1988 under a three-year Operational Program Grant (OPG) from USAID/Bolivia, the Programa de Coordinación en Supervivencia Infantil (PROCOSI) is a network of primarily U.S.-based private voluntary organizations (PVOs). PROCOSI's objectives are to enhance the institutional capacity of its members in the development, implementation, and evaluation of child survival programs. PROCOSI provides its members with technical assistance and subgrants and facilitates collaboration among them and between them and nongovernmental and governmental organizations.

Despite efforts at the start of PROCOSI operations to clarify the roles and responsibilities of its organizational components i.e., assembly, REC, executive secretary, treasurer and misunderstanding characterized the relationships between the PVO members and the executive secretariat in the first year and a half. A new manager, greater involvement and direction by the REC, and more focused administrative and financial assistance from SCF, the member PVO legally responsible for the OPG, have produced noticeable improvements in the operations of PROCOSI. There is evidence that the institution is better organized and more effective than at any time in the past. Still, significant measures, such as the reorganization of line units and the implementation of basic financial and administrative procedures, must be adopted before PROCOSI is able to function at its full potential.

At the moment, PROCOSI depends wholly on USAID support, a circumstance fraught with uncertainty about the reliability of future funding. Operational sustainability will be enhanced by the continuing involvement of member PVOs and the acquisition of national PVO status (*personería jurídica*). As a local PVO, PROCOSI will be able to shed its image as a U.S. dependency, open membership to national PVOs, and perhaps generate support from national and international donors.

PROCOSI's activities to improve the operations of its members—primarily technical assistance and subgrant review and support—have led to changes in the way they prepare and implement projects. Whether these changes are positive and will be sustained over the long term remains to be seen.

It is appropriate for PROCOSI to provide technical assistance and subgrants to support the child survival programs of its members and, in some cases, the Ministry of Health. The subgrant component undoubtedly attracted the 10 PVOs to membership in the network. They saw the resources offered as a means to complement their programs or launch new initiatives. Over time, however, the subgrants have also become a channel for technical assistance that has improved the technical proficiency and institutional capacity of these PVOs. Subgrants are an obvious benefit to the membership and have been strongly supported. However, the system for reviewing subgrant applications is weak. The review criteria are not well established and equity has been the overriding criterion for proposal

endorsement. Also, the review process is conducted almost exclusively by PROCOSI staff without participation by outside consultants who have technical expertise beyond what is available in house.

With very few exceptions, PROCOSI technical assistance has been well received and is highly regarded by the field staffs of its members and others, including the Ministry of Health, which have been beneficiaries. In some cases, professionals from PROCOSI offered the only outside expertise available. Nevertheless, there is no system to develop, monitor, and evaluate technical assistance or to assess its cost effectiveness and impact.

Establishing effective coordination among the organizational components of PROCOSI, among the members of the network, and between PROCOSI and the larger world of PVOs and governmental institutions, especially the MOH, was one of the objectives of the OPG. At the moment, intra-organizational harmony is progressing but much remains to be achieved. However, largely as a result of member commitment to the efficient operation of PROCOSI, their recognition of the benefits of technical assistance, subgrants, and exchanges of information and experience, and USAID's arms-length and supportive approach to managing the OPG, relations among the member PVOs are excellent. With some exceptions, coordination between PROCOSI and other PVOs and governmental organizations is least developed. As PROCOSI moves to become a national PVO, improved coordination with these groups and opening membership to local organizations will be steps that the directors recognize as essential.

PROCOSI is maturing rapidly. Its activities, though applauded and well received by its members, can be improved in terms of their impact on the definition and implementation of operations. The problems it faces are normal and to be expected, and it has shown a commitment to resolve outstanding difficulties quickly and effectively. Progress to date suggests that USAID should give favorable consideration to awarding PROCOSI a new operational program grant and should expedite the project approval process.

## Chapter 1

### INTRODUCTION AND METHODOLOGY

At the request of USAID/Bolivia, the Water and Sanitation for Health Project (WASH) fielded a three-person team to conduct a final evaluation of the Programa de Coordinación en Supervivencia Infantil (PROCOSI), a network of ten private voluntary organizations (Appendix A) "working to improve and strengthen basic health services provided to the Bolivian rural populations by focusing on the coordination of resources to address the issues of child survival, e.g., immunizations, control of diarrheal diseases, nutrition, growth monitoring, birth spacing, acute respiratory infections, and maternal and child health (MCH)."<sup>1</sup> The evaluation was conducted from October 1 to October 26, 1990, by Hortense Dicker, Masee Bateman, and John B. Tomaro (team leader), assisted by Susan Morowitz of USAID/IVA/PVC (Washington, DC) and Lic. Guillermo Davalos of the Ministerio de Planeamiento of Bolivia.

USAID prepared a statement of work (Appendix B) requesting a thorough examination of four aspects: project design and start-up, process, project accomplishments, and benefit analysis. During a two-day (October 1-2) team planning meeting coordinated by Raul Bohrt of the Centro Interdisciplinario de Estudios Comunitarios (CIEC), the team reviewed the statement of work and the history of PROCOSI, selected the persons to be interviewed and the sites to be visited, assigned specific tasks to individual team members, outlined a table of contents for the final report, and developed a work plan.

The team then designed four questionnaires to gather information on the following topics:

- Organizational structure and institutional operations of PROCOSI and the relationship(s) among its members
- Nature of PROCOSI's technical assistance activities and the manner in which each was carried out
- Substance of each subdonation financed by PROCOSI and the process by which it was designed, approved, monitored, and evaluated
- Assessment of PROCOSI activities by field staff of member organizations

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<sup>1</sup> Child Survival PVO Network Operational Program Grant, USAID/B Project No. 511-0601, January 27, 1988, Attachment No. 2, p. 1. (Hereafter referred to as OPG-PVO.)

The remainder of the first week was devoted to interviews with PROCOSI staff and the personnel of member organizations. During the second week team members contacted representatives of government ministries, donor organizations, and the field staff of member organizations and visited selected field sites. (See Appendix C and D.) During the final two weeks the team reviewed documents, completed interviews, drafted the final report, and presented the principal conclusions and recommendations to the staff and members of PROCOSI and USAID.

## Chapter 2

# BACKGROUND AND ORGANIZATIONAL DEVELOPMENTS

### 2.1 Background

Several private voluntary organizations (PVOs), primarily U.S.-based but registered and operating in Bolivia, had been discussing the advantages of establishing an association before USAID invited a formal request for support sometime in late 1987. Four factors appear to have been instrumental in the creation of PROCOSI:

- Some of the present members of PROCOSI were (and remain) members of the Bolivian ASONGS (Asociación de Organismos No Gubernamentales en Salud) movement.<sup>2</sup> Although only loosely structured, it successfully demonstrated the advantages of collaboration in avoiding duplicative efforts and enhancing the impact of individual activities. However, even as a forum for exchanging information, raising issues of importance to an expanding membership, and lobbying the Government of Bolivia for health concerns, the ASONGS movement was (and is) limited in its ability to identify, support, and implement programs in common and has been tainted with an anti-government and, at times, an anti-religious bias. Still, membership in the ASONGS movement offered PVOs a foretaste of the benefits of formal association.
- As the number of PVOs working in health in Bolivia increased during the 1980s,<sup>3</sup> several of the U.S.-based PVOs expressed an interest in ways to share common experiences. However, none of them thought a separate organization was necessary. The idea of an association appears to have been generated by a growing awareness towards the end of the decade, especially among those with smaller budgets, that new approaches were needed for obtaining funds and enhancing the benefits of their programs. Sometime during August

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<sup>2</sup> The following current members of PROCOSI were members of the ASONGS movement: Plan de Padrinos (Plan Internacional), Save the Children (SCF), Corporación de Salud Rural Andina, CARITAS Boliviana, Proyecto Concern, Meals for Millions (Freedom from Hunger Foundation), and Catholic Relief Services (CRS)

<sup>3</sup> According to the records of the Secretaría de Coordinación of the Ministerio de Planeamiento there are more than 600 nongovernmental organizations operating in Bolivia; more than 120 are working in the health field

1987, a PVO network, represented by a rotating executive committee (REC),<sup>4</sup> was established and given the tasks of increasing coordination and communication among the PVOs engaged in child survival activities, and exploring sources of financing for innovative and/or complementary programs.

- In December 1986, representatives from Private Agencies Collaborating Together (PACT) visited Bolivia and, after discussions with several U.S. PVOs who were members of PACT,<sup>5</sup> submitted a proposal for a network similar to what later became PROCOSI. It was to be a coordinating mechanism for the successful implementation of a child survival strategy in the health sector, and PACT was to provide the management and training expertise to make it effective. However, the directors of the PVOs concerned felt inadequately informed about the cost, structure, and objectives of the proposed network, and decided to terminate discussions with PACT and develop their own proposal.
- PACT's discussions with the PVO directors coincided with the appointment of Paul Hartenberger as Deputy Chief of the Health and Human Resources Division (HHR) of USAID. USAID had been financing the activities of some of the larger U.S.-based PVOs operating in Bolivia, such as CARE, but was aware that smaller PVOs also were interested in getting assistance. It recognized the contributions they were making to child survival at the community level, but did not have the management capacity to monitor numerous small grants.

In response to this circumstance, USAID encouraged the PVO directors to submit a proposal for an organization that would reduce the Mission's burden of funding and monitoring PVO projects, support the child survival activities of a large group of PVOs, avoid duplication and facilitate cooperation among them, and ensure that the norms and standards of the Ministry of Health (MOH) were closely followed.

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<sup>4</sup> The PVO/REC was a committee of three members who met bimonthly.

<sup>5</sup> According to a memorandum of September 3, 1987, written by the PACT representative, the following PVOs were members of and contacted by PACT: Save the Children, Project Concern International, Meals for Millions, CARE, and Esperanza.

## **2.2 Establishment of PROCOSI**

USAID reviewed proposals from both PACT and the PVO network in the fall of 1987 and approved the one from the PVOs. PROCOSI was formally established on January 27, 1988, with the signing of the Operational Program Grant (CS.PVO.N-1),<sup>6</sup> by USAID and Save the Children, the legal representative of the network.

### **2.2.1 Purpose of PROCOSI**

The purpose of establishing PROCOSI as a permanent coordinating structure for organizations working in child survival programs was to:

- Strengthen and encourage collaboration among the MOH, indigenous PVOs, and bi- and multi-lateral organizations working in child survival
- Unify health information systems (HIS) to ensure rapid delivery [of services], and analysis of data, and appropriate [programmatic] follow-up action
- [Reduce] the duplication of services and conflicting educational messages by sharing resources and information, as well as by unifying educational content and materials
- Identify and support local technical assistance needs and [increase] the pool of local sources to address these needs
- Strengthen ties and participation with the National GOB Ministries working in child survival activities
- Support multisectoral activities and community development.<sup>7</sup>

### **2.2.2 Principal Activities of PROCOSI**

In keeping with PROCOSI's principal role of enhancing the capacity of member institutions, the OPG provided funding for 20 subgrants and an unspecified number of technical assistance activities. It stipulated a special procedure for the receipt, review, and approval

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<sup>6</sup> Since the project was not an organization registered with either USAID/B or the Government of Bolivia, Save the Children agreed to accept legal responsibility for the OPG and to administer the grant as an activity of Save the Children.

<sup>7</sup> OPG-PVO. Attachment 2, pp. 4-5.

of applications for subgrant and technical assistance,<sup>8</sup> and assumed that technical assistance would be a part of all subgrants. However, it did not define any indicators by which the quality and impact of the activities to be supported could be measured. Without these, PROCOSI has had difficulty promoting one activity over another and has compounded the difficulty of an outside evaluation.

### 2.2.3 Budget and Organizational Structure

The original budget was based on contributions of \$579,000 in cash and kind from the 10 PVOs and \$1,677,000 from USAID over the three-year period of the project (January 1988 to January 1991).<sup>9</sup> Table 1 shows the proposed distribution of these funds.

Table 1

PROCOSI Budget:  
Summary of Cost Estimate by Source and Component  
(in US\$ 000's)

Components	USAID Grant	PVO	Total
Subgrants	553	298	851
Technical Assistance	487	163	650
Equipment, Materials and Supplies	61	20	81
Project Monitoring and Evaluation	94	31	125
Project Administration	387	67	454
Administrative Recovery (SCF Overhead)	95	0	95
Total	1,677	579	2,256

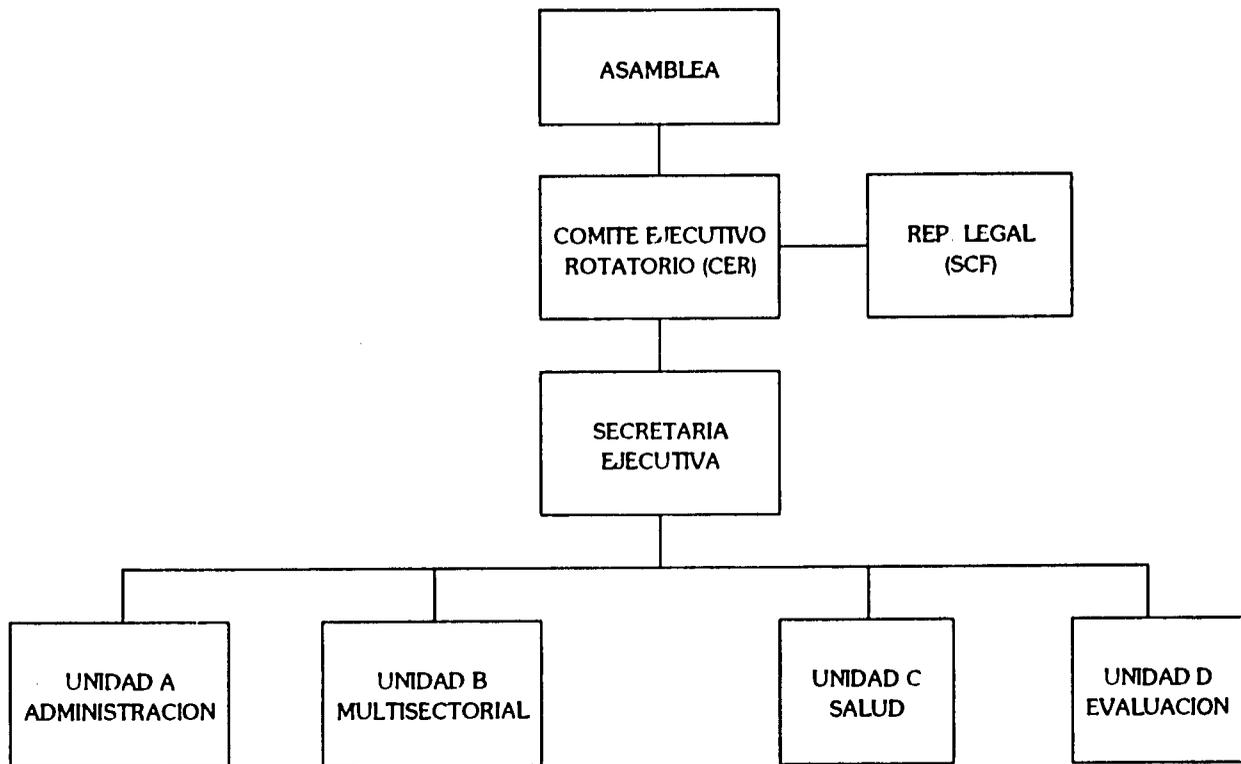
Save the Children Federation (SCF) was authorized to manage the account and to make transfers to the secretariat authorized by the REC, essentially the executive committee of PROCOSI's board of directors. SCF was given full legal responsibility for implementing the OPG.

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<sup>8</sup> OPG-PVO. Attachment 2, p. 15.

<sup>9</sup> The USAID/B contribution is 74.3 percent and the PVO contribution is 25.6 percent. There is no overhead charged on subgrants.

Figure 1 shows the organizational structure of PROCOSI in January 1988. In some respects it is a very familiar corporate structure. The assembly (*asamblea*) consists of the shareholders and the board of directors (the member PVOs). The REC is the rotating executive committee of the board of directors and sets "policy and approves procedures and program operations." The secretariat (*secretaria ejecutiva*), comprising a general secretary — later changed to executive secretary (*secretario ejecutivo*) — and four technical units (administration, multisectoral and community development, health, and programming and evaluation), is the operational center of the structure, with both line and staff functions.



**Figure 1**

Organizational Structure of PROCOSI:  
January 1988

The OPG's attempted definition of the authority and responsibility of each component of the organization was ambiguous. For example, the administrative unit was responsible for "completing all aspects of financial monitoring and reports submitted to USAID and the REC, as well as overseeing the reports of the subgrants."<sup>10</sup> At the same time SCF "had final decision-making power over all project disbursements."<sup>11</sup> In addition, the relationship between the REC and the general secretary was unclear. In several places the OPG notes that the REC should communicate with USAID and the MOH through the general secretary, in other places it leaves the matter of "policy determination and guidance of the project [exclusively] to the REC." And in still other places it directs the REC and the secretariat to act in concert.<sup>12</sup> From the very beginning, therefore, the lines of authority and responsibility have not been drawn clearly and unambiguously.<sup>13</sup>

#### **2.2.4 Implementation Plan**

Apparently focused more on the outputs of the project than the way it was to be managed, the OPG emphasized the importance of specific performance targets, e.g., 15 subgrants approved in year two of PROCOSI operations. Still, recognizing that PROCOSI was an untested institution, the OPG required all project participants to spend the first six months developing the "necessary management and administrative systems."<sup>14</sup>

Representatives of the 10 member PVOs, USAID, and the staff of PROCOSI attended a project preimplementation workshop in May 1988 to discuss the uncertainties surrounding project management and to determine procedures for selecting subgrants and obtaining technical assistance.<sup>15</sup> The goals of the workshop were to:

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<sup>10</sup> OPG-PVO. Attachment 2, p. 20.

<sup>11</sup> Ibid. p. 18.

<sup>12</sup> Ibid., pp. 23, 19, 25.

<sup>13</sup>Other examples could be cited, e.g., the fact that USAID assumed a "concurrence" authority for the selection of the Executive Secretary that it did not have under the OPG. These ambiguities led to problems during the early stages of project implementation as noted in the Coopers & Lybrand audit report of August 1989. See Coopers & Lybrand, Informe Final: Evaluación tecnico-administrativa del Programa de Coordinación en Supervivencia Infantil (OPG), pp. 27-30. (Hereafter cited as Coopers & Lybrand.)

<sup>14</sup> OPG-PVO, p. 24.

<sup>15</sup> See the "Project Preimplementation Workshop Report: Rotating Executive Committee of the Private Voluntary Organizations for the Child Survival Project - Bolivia (PVO-REC)," May 12, 1988. Training Resources Group (TRG).

- Clarify the roles, responsibilities, and functions of each component of the organization
- Define the procedures for presenting and approving applications for subgrants and the parameters for technical assistance
- Develop a system for communications between the secretariat and the PVO network
- Establish agreements among the staff of the technical areas
- Develop a work plan (*plan de accion*) for the next six months

The deliberations at the workshop produced the following agreements:

1. **SCF** was given responsibility for all project financial commitments with authority to countersign checks and subgrants. It agreed not to challenge any technical or administrative decision taken by the REC.
2. The **REC** was given authority to approve quarterly budgets, to approve and ensure compliance with administrative procedures, to approve or deny funding requests submitted by the general secretary, and to mediate between the general secretary and members of the network. The REC agreed to allow the general secretary a "high level" of decision making and to delegate functions to the secretariat after policies and administrative and financial procedures had been clearly established. The REC also agreed to respect the "normal chain of command" through the general secretary to the staff.
3. The **General Secretary**, now called the Executive Secretary (*Secretario Ejecutivo*), was given the authority to set up office procedures and manage daily functions, to supervise programs and unit heads, to recommend approval for technical assistance and subgrants, to monitor technical assistance services, to generate financial and program reports to the REC, to develop annual and quarterly work plans, and to seek additional sources of funding.

Among the several recommendations formulated at the close of the workshop, the recommendation that the assembly and the REC delegate authority to the general secretary without second guessing his actions is of particular interest.

## **2.3 Key Organizational Developments to Date**

The development of PROCOSI can be divided into two periods. The first period, from January 1988 to the winter of 1989-90, was marked by the emergence of a strong executive secretary, little involvement of the shareholders, and modifications in the secretariat. The second period, from September 1989 through the workshops at Cochabamba (January 1990) and Corolco (February 1990) to the present, has been marked by a change in management, increased involvement of the REC, modifications in the organizational structure, the development and incorporation of new administrative procedures, and the definition and implementation of organizational work plans.

### **2.3.1 Organizational Start-up: May 1988 to September 1989**

PROCOSI was formally launched with the preimplementation workshop in May 1988. From then to August 1989, it negotiated additional funding (\$375,000 over three years from the PL-480 Title III secretariat), expanded and changed the line units of the organization,<sup>16</sup> and received its first subgrant request. With support from the PRITECH project, the Unidad de Apoyo en Comunicacion y Educacion and the Centro de Documentacion del Programa were added. In August 1989, PROCOSI, as required by the OPG, was audited by Coopers & Lybrand, which noted serious deficiencies in its operations.<sup>17</sup> The REC asked for and received the resignation of the executive secretary and began to play a more active role in the affairs of the organization.

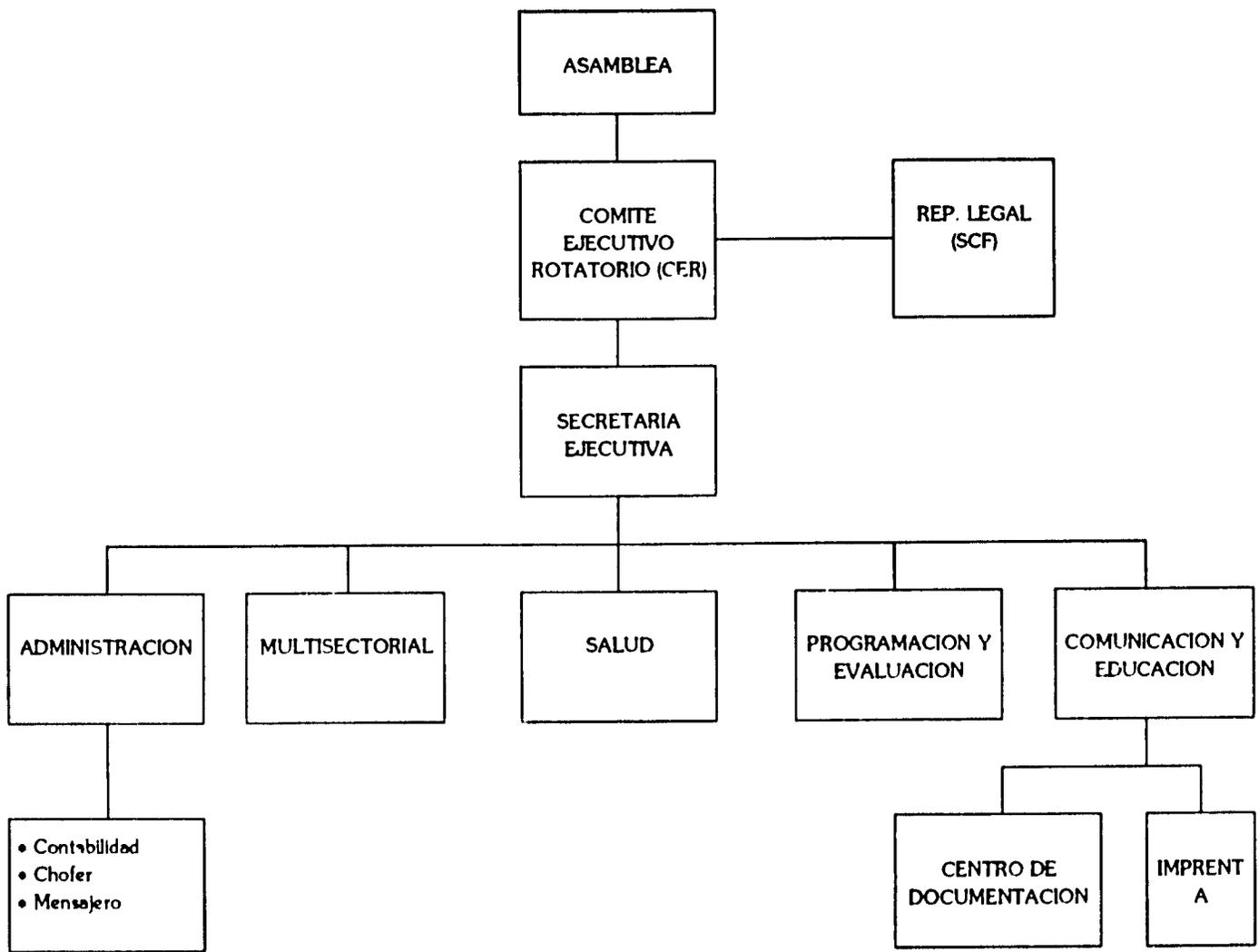
### **2.3.2 Organizational Development (*Planes de Accion*): September 1989 to the Present**

In September 1989, in the interim between executive secretaries, PROCOSI produced its first *Plan de Accion* (work plan) covering the period September - December 1989. This plan, produced by PROCOSI technical staff under the direction of the head of the planning and evaluation unit, the interim executive secretary, appeared after a period of organizational crisis and responded to the concerns expressed in the audit report. It largely reconfirmed PROCOSI's organizational structure—with a slight modification (Figure 2)—and the relationships and functions of the units, as well as the procedures for the management of subgrants and technical assistance. It emphasized the subgrant component and focused on completing the review, confirmation, financing, and start-up procedures of all the subgrants then in various stages of preimplementation.

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<sup>16</sup> At the start of the project, the Unidad de Salud was headed by the Child Survival Fellow from Johns Hopkins University. In October 1988, a Bolivian physician, financed by PRITECH, was named to head the unit.

<sup>17</sup> Coopers & Lybrand, pp. 7-8.



**Figure 2**

Organizational Structure of PROCOSI:  
September 1989

The work plan for 1990 was outlined at the evaluation and planning workshop in Cochabamba (January 29 - February 3, 1990), attended by representatives of the member PVOs, PROCOSI staff, including the new executive secretary (appointed in November 1989) and USAID.<sup>18</sup> Guidelines were drawn up for PROCOSI's principal program components, and the need for more effective intra- and extra-institutional coordination and communication was recognized. Information systems, subgrants, technical assistance, educational materials, technical information exchange, and training were identified as priority program areas.

The work plan for 1990 was developed by PROCOSI staff at a subsequent workshop at Coroico, February 20-23, 1990,<sup>19</sup> which also addressed team-building. This work plan gave considerable emphasis to the identification and implementation of "coordination and communication" activities, without assigning responsibility for these activities, in contrast to assigning responsibilities for subgrants, technical assistance and training, and documentation services. This work plan is the basis for the activities carried out by PROCOSI staff from March 1990 to the present.

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<sup>18</sup> See Centro Interdisciplinario de Estudios Comunitarios (C.I.E.C.), Informe del Taller de Seguimiento del Programa de Coordinación en Supervivencia Infantil. La Paz: 15 de febrero de 1990.

<sup>19</sup> Ibid.

## Chapter 3

### ORGANIZATIONAL STRUCTURE AND ACTIVITIES

Organizational structures are created to facilitate the implementation of the principal internal and external functions of institutions. The organizational structure expresses the founders' best guess of what might be required to achieve the purposes for which the organization was established. Over time, as the needs of the clients change, or the organization discovers that actual needs are different from those originally defined, or the vision of the leadership changes, organizational structures are modified. These changes are natural and ensure that the organization continues to be viable and functionally effective.

The history of PROCOSI is neither unusual nor uncharacteristic.<sup>20</sup> It was created as an umbrella organization to strengthen the institutional and programmatic capacities of member PVOs engaged in the design and implementation of child survival activities. As an institution embracing many autonomous organizations, each with its own policies, procedures, structures, objectives, and programs, it has faced a greater than normal degree of complexity in its own organizational development.

At inception, USAID, the membership, and the secretariat undoubtedly had high expectations, although in spite of the preimplementation workshop, no one took the time to resolve the ambiguities in the OPG or to define organizational goals and structures. Consequently, none of the structures proposed in the design stage of the project was questioned or modified.

At project launch, little attention appears to have been given to building an organization with the institutional structures and procedures to provide the services desired by the membership and other clients. The primary focus seems to have been on carrying out program activities and achieving some degree of sustainable operations, e.g., acquisition of the printing press. However, even here the performance record is uneven to poor.

Consequently, it was not surprising to learn from the Coopers & Lybrand audit that after a year and a half of operations the financial systems were deficient, the personnel registry was incomplete, the filing system was disorganized, work plans and budgets were undeveloped

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<sup>20</sup> The description and analysis of PROCOSI that follows is based on the WASH publication entitled Guidelines for Institutional Assessment - Water and Wastewater Institutions (WASH Technical Report No. 37, February 1988). While the WASH report gives special emphasis to assessing the characteristics of institutions in the water supply and sanitation sector, the hallmarks of good institutional performance are common to other sectors as well. It should be noted that only seven of the nine characteristics discussed in the WASH report are discussed here.

or largely ignored, and organizational manuals were unavailable. The audit was a severe indictment of PROCOSI, a dark day that led the board of directors to change the management. At the same time, it may have been the single event that prompted the membership to invest the effort necessary to make PROCOSI an effective institution. The recommendations in the audit report, reviewed and reformulated at the workshop at Cochabamba, have been the basis for organizational development in the recent period.

Organizational development takes place over time. PROCOSI really began to function effectively only after the Coopers & Lybrand audit (August 1989) and the Cochabamba and Corioco workshops. This is not to suggest that ambiguities, tensions, and deficiencies do not remain, and that the expectations of all have been fulfilled. It is to emphasize that organizational development at PROCOSI is *very recent* and that a long road lies ahead.

### **3.1 Organizational Autonomy**

Autonomy is a measure of the extent to which an institution is able to conduct its own affairs with minimum outside control. It is the power to make decisions regarding budget, revenues, hiring levels and control of personnel, pay and incentives, institutional policies, organizational goals, and the planning and execution of program activities.

At the moment, PROCOSI is wholly dependent on USAID and its autonomy is limited by the financial support, program directives, and procedural regulations that USAID provides. Although USAID and PROCOSI like to mention that a portion of the current budget comes from PL-480 funds, which are controlled by the Government of Bolivia, PL-480 relies on resources generated by the sale of U.S. commodities under the Title III program. Without the financial support of USAID, PROCOSI would cease to operate.

The current budget (Table 2) reflects amendments to the OPG, including an extension of the project completion date to July 31, 1991, resources from PL-480, and support for a Vitamin A project.

Table 2

PROCOSI Budget - September 1990  
(in US\$ 000's)

Categories	USAID	PVOs	Vitamin A	PL-480	Total
Assets	86.0	0.0	0.5	25.0	111.5
Program Costs	856.0	92.0	13.0	33.0	994.0
Subgrants	545.0	125.0	83.0	35.0	788.0
Overhead	133.0	0.0	3.5	0.0	136.5
Total	1,620.0	217.0	100.0	93.0	2,030.0

These figures do not agree with USAID's Amended Financial Plan (May 1990) because the administrative costs for USAID have not been included. Also, the PL-480 grant of 300,000 bolivianos has been converted at the rate of \$1 = 3.25 bolivianos, the rate in effect in October 1990. It is also worth noting that the PVO contribution is only 13.3 percent, almost 50 percent less than in the original budget (Table 1). These figures, more than any other indicator, emphasize the degree to which PROCOSI is dependent on USAID support.

Through June 1990, the month for which the most up-to-date figures are available, PROCOSI had spent the amounts shown in Table 3. They include contributions in kind from the participating PVOs.<sup>21</sup>

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<sup>21</sup> It should be noted that all subgrant amounts have been obligated but not disbursed as of June 30, 1990. Therefore, they do not appear as expenditures. Also, since the Vitamin A project was approved only in June 1990, no expenses have been incurred. During an REC meeting in January 1990, it was recommended that a register be set up for the contributions to PROCOSI by the directors of the member PVOs.

Table 3

PROCOSI Expenditures - June 1990  
(in US\$ 000's)

Categories	USAID	PVOs	Vita. A	PL-480	Total
Assets	83.6	0.0	0.0	24.8	108.4
Program Costs	536.8	19.3	0.0	9.5	565.6
Subgrants	55.0	163.8	0.0	0.0	218.8
Overhead	56.0	0.0	0.0	0.0	56.0
Total	731.4	183.1	0.0	34.3	948.8

It is noteworthy that the member PVOs have given in time more than the amount required in the revised budget. The comparison of expenditures against the budget is shown in Table 4.

Table 4

Comparison of Expenditures vs. Amended Budget

Categories	% of Line Item Spent vs. Budget Line Item	% of Line Item Spent vs. Total Budget
Assets	97.9	11.4
Program Costs	59.9	59.6
Subgrants	27.8	23.1
Overhead	40.9	7.7

Tables 3 and 4 do not include the obligations for subgrants but do suggest that PROCOSI is doing a good job of managing program costs. Actual expenditures through June 1990 for this line item are slightly below budget projections, i.e., 59 percent vs. 62 percent. Present monthly program costs, covering salaries and benefits, administrative expenses, and technical assistance, are approximately \$30,000 (Table 5).

Table 5

**PROCOSI: Monthly Program Costs  
(Average: January to June 1990)**

Personnel (salaries/benefits)	\$14,000
Administration (rent, comm., etc.)	4,400
Other Direct Costs (TA, workshops, materials)	12,500
Total	\$30,900

However, PROCOSI does not meet the total cost of operations. The PRITECH project, a USAID-financed child survival activity in diarrheal disease control, pays the salaries, benefits, and other costs for two of the six secretariat staff. This contribution amounts to approximately \$6,500 per month (Table 6).

Table 6

**PRITECH Contribution to PROCOSI Program Costs  
(Average monthly: 1990)**

Personnel (salaries/benefits)	\$ 3,500
Administration (rent, comm., etc.)	0
Other Direct Costs (TA, workshops, materials)	3,000
Total	\$ 6,500

It is important to note the trend in program costs over the 30 months of the project.

As Table 7 shows, average monthly costs increased 125 percent from 1988 to 1989 but only 41 percent from 1989 to 1990. A rapid increase in program costs in the early years of the project is not unexpected. However, given the amount of this line item remaining in

the budget (\$428,350) and the 13 months until project completion (July 1, 1990 to July 31, 1991),<sup>22</sup> PROCOSI cannot increase monthly program costs by more than 7 percent. If costs remain at the existing or a slightly higher level, the funds available should be sufficient.<sup>23</sup>

Table 7

PROCOSI: Average Monthly Expenditures for Program Costs  
(By Year: January 1988 to June 1990)

	1988	1989	1990
Personnel (salaries/benefits)	\$ 4,300	\$ 7,615	\$14,000
Administration (rent, comm., etc.)	2,360	4,210	\$ 4,400
Other Direct Costs (TA, workshops, materials)	3,050	10,020	\$12,450
Total	\$ 9,710	\$21,845	\$30,850

USAID has given the directors and management of PROCOSI considerable latitude to make decisions within the limits imposed by the budget and USAID regulations. For example, they have been permitted to make changes in the organizational structure, including the roles and responsibilities of the principal divisions (Figures 1-3). USAID is to be complimented for taking a concerned but hands-off approach. The directors, management, and staff of PROCOSI recognize and compliment USAID for being supportive without being intrusive. The managerial approach employed by USAID gives PROCOSI maximum authority to make decisions and to set policies, albeit within USAID's rules and regulations and, as noted below, the policies and procedures of SCF. At the same time, the directors and management recognize that this managerial approach is unique and could be altered radically by a change in direction at the Health and Human Resources Office of USAID.

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<sup>22</sup> Since the most recent figures are only through June 1990, the projections are based on a 13-month period. It is regrettable that SCF's financial systems cannot generate more up-to-date information.

<sup>23</sup> According to SCF financial statements, \$428,350 remained for program costs on June 30, 1990. If average monthly expenses can be kept just below \$33,000, an increase of \$2,150 per month (7 percent), PROCOSI should have sufficient funds to maintain the current level of operations over the remaining months of the project. If properly managed, the funds may allow PROCOSI to add one or two new staff members.

Beyond dependence on USAID, PROCOSI faces three other problems. The first is that PROCOSI is a project, not a registered PVO, for which SCF has full responsibility. Most of its staff are SCF personnel, and its organizational policies and procedures reflect those of SCF. Early differences between the secretariat and the management of SCF were resolved largely because SCF took firm financial and administrative control toward the end of 1989.

To reduce its dependence on USAID and SCF and gain greater autonomy, the membership has proposed making PROCOSI a locally registered, independent PVO (*personeria juridica*). Articles of incorporation and bylaws have been drafted, discussed and amended during the weekly REC meetings over the last six months,<sup>24</sup> and have been sent to PVO offices in the United States for review and adoption. These actions signify the members' satisfaction with the services of PROCOSI and their willingness to share legal and fiscal responsibility for the organization. A new entity composed of the present members and perhaps adding others over time could become a forum in which common positions are formulated and presented to the Government of Bolivia and others.<sup>25</sup> Perhaps the greatest significance of the steps to obtain a *personeria juridica* is that they signal an awareness that PROCOSI must be seen as a local organization, rather than an American institution, and must free itself from dependence on a single donor.<sup>26</sup>

The second problem it faces is the perception that it is a network of U.S. PVOs carrying out U.S. policy. It must acquire the status of a national PVO and, more important, open membership to Bolivian PVOs (Fundacion San Gabriel has been considered). Any measures that PROCOSI can take to "Bolivianize" its operations should increase its acceptance, shield it from anti-American criticism, and ensure its long-term viability.

Finally, PROCOSI is relevant as a network of PVOs only as long as the needs of its members are served. At the moment, each member is satisfied that PROCOSI is doing this to varying degrees. The current directors of the PVOs are committed and experienced professionals who respect one another. All this could change with changes of directors. Registering as a local PVO may be one way to minimize the potentially adverse effect on operations of the arrival of a PVO director with different ideas.

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<sup>24</sup> See the Actas Reunion CER, April-June 1990. The CER (or REC) is composed of four Directors for the member PVOs. Each director serves for one year, during which s/he also serves a four-month period as the spokesperson for the REC. (See Appendix J. PROCOSI: Rotation of the REC - 1990/92.)

<sup>25</sup> For example, PROCOSI has taken a lead in conveying to the GOB the membership's position on the recently presented *convenio marco*, the document that defines the conditions under which non-Bolivian PVOs can operate in Bolivia.

<sup>26</sup> The Acta Reunion CER of May 7, 1990, very clearly expresses the REC's conviction that it is "not healthy for the organization to rely on only one source of finance, i.e., USAID."

## 3.2 Leadership

Along with autonomy, leadership is essential to organizational success. It is the ability to define the organization's mission, to inspire others with enthusiasm for it, and to muster the energies to accomplish it. Leadership creates the systems and procedures to ensure that all involved are working to achieve the same objectives. It does not reside only in top management but permeates all levels of the organization.

PROCOSI has three levels of leadership: policy and program leadership provided by the Assembly and the REC; managerial and administrative leadership provided by the executive secretary and also by SCF currently; and technical leadership provided by the unit heads and consultants. Before the workshops at Cochabamba and Coroico, there was no clear mission statement. The levels of leadership were imperfectly meshed, and tension characterized their interactions. Frustration rather than satisfaction seemed to rule. Yet the evidence from interviews and documents confirms that, irrespective of the level of responsibility and authority, most people worked hard, demonstrated personal integrity and professional competence, and maintained a positive attitude.

The definition of the mission of PROCOSI and the role of the secretariat<sup>27</sup> greatly improved the prospects of harmony among the levels of leadership. All levels appear well-equipped to execute their responsibilities. The REC, the executive committee of the Assembly, consists of dedicated professionals who have been able to project a vision of the organization in terms of the needs of its individual members. The executive secretary has taken to heart the findings of the Coopers & Lybrand audit, as well as the results of the Cochabamba and Coroico workshops, and, with the assistance of SCF, has begun to develop administrative and managerial procedures to facilitate the work of the technical staff. At the

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<sup>27</sup> Mission Statement: PROCOSI is a network of PVOs that carry out and/or support Child Survival Projects in Bolivia. PROCOSI promotes the institutional strengthening of its members through the activities of coordination, technical assistance, training, and studies. At the same time, it channels financial resources to support the programs of the members that benefit the women, children and communities of Bolivia. PROCOSI affirms the dignity of each individual, his cultural values and his self-realization.

Role of the Secretariat: The Secretariat is the operative body that contributes to the realization of the sentiments expressed in the Mission Statement of PROCOSI. It promotes the institutional strengthening of the members of the network. It formulates creative and innovative strategies and actions through a process of mutual feedback that addressed the necessities and priorities of the members of the network. See Centro Interdisciplinario de Estudios Comunitarios, Informe del Taller: Desarrollo de Equipo-Programa de Coordinación en Supervivencia Infantil (PROCOSI), (Coroico) La Paz: 9 marzo de 1990, p. 24, and Centro Interdisciplinario de Estudios Comunitarios, Informe del Taller de Seguimiento del Programa de Coordinación en Supervivencia Infantil, (Cochabamba) La Paz: 15 de febrero de 1990, p. 40.

same time, the technical staff have begun to adapt their working style to accommodate the needs of the members.

While these are positive steps, much remains to be done to build effective collaboration, especially between the REC and the technical level and between the executive secretary and the technical level. The plan of action seems overly ambitious and not especially well focused on the mission statement. As it stands, the plan is presented by technical areas without a clear focus on collaboration among the technical units and between them and the executive secretary and the REC. It appears to continue the operating styles of individual professionals rather than to respond to the spirit of the mission statement and to the needs of the principal clients. These findings suggest that the plan might be divided into three sections:

- Primary Tasks — grouped by technical assistance activities designed to serve specific members, e.g., material development, or subgrants
- Secondary Tasks — grouped by activities designed to serve the entire membership, e.g., workshops or seminars
- Other Tasks — e.g., assistance to the Ministry of Health, preparation of a PROCOSI brochure, etc.

The REC exercises tight control of the decisions and actions of the executive secretary, who appears to have little authority to deal with even routine administrative and program matters. This degree of oversight is understandable in the light of the experience during the administration of the former executive secretary. But the excessive involvement of the REC undermines the role of the executive secretary, sends unsettling messages about his authority and responsibility, and prevents him from implementing managerial practices that reflect PROCOSI's mission. There is hope that the executive secretary will be given greater latitude as clearer administrative and financial procedures are established and the REC comes to have increasing confidence in his ability to lead.

It may also be worth recording a point, made by several of those interviewed, about the difficulty of developing leadership at PROCOSI. The problem may be traceable to the cultural differences between the members of the REC, most of whom are Americans, and the executive secretary, who also is an American, and the technical staff, who are largely Bolivian nationals. Part of the struggle to implement effective leadership can be ascribed to different perceptions of what constitutes leadership and how it should be exercised. At a minimum, this issue should be raised and discussed in a future workshop.

### 3.3 Management and Administration

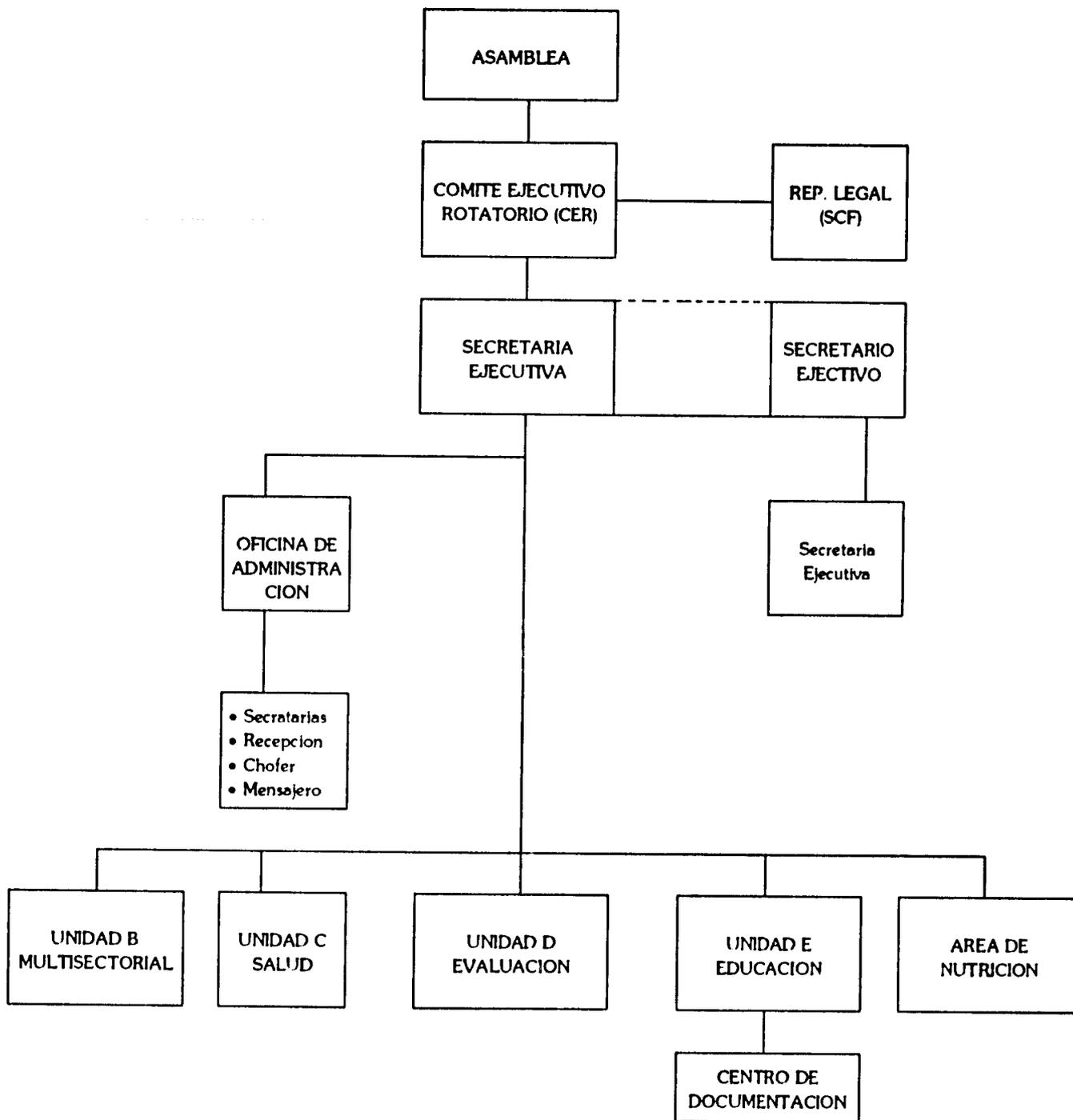
Management is the complex task of organizing people and resources to perform the work of the organization. Administration consists of the policies and procedures that regulate and guide the actions of management. These were the two areas most heavily criticized in the audit report, which identified a problem common to other PVO umbrella organizations.<sup>28</sup> The REC, operating through the executive secretary, has found it difficult to manage the technical staff without properly developed management and administrative systems. Noticeable progress has been made since the audit and the Cochabamba and Corloco workshops, as manifested in staff meetings held regularly and the documenting of discussions. But the managers of individual technical units still lack a clear sense of their own and other managers' roles and responsibilities.

The organizational structure and administrative system, while an improvement over what was in place previously, do not encourage effective communication and cooperation among technical staff or between the technical staff and the executive secretary. Activities are planned and executed within units without any request for advice from other units or outside consultants, and teamwork, though improving, is far from good. With the exception of one or two units, e.g., Centro de Documentacion, managers do not have goals that mesh with the organizational mission or establish program priorities and define, budget, and monitor the tasks that address those priorities.

The recently proposed change in the organizational structure (see Figure 3) was an encouraging sign of PROCOSI's awareness that a reorganization is needed. Moving administration from a line to a staff function and focusing its efforts on the development and monitoring of systems that support the technical units and the office of the executive secretary offer the promise of improving internal operations. At the moment, there are numerous procedures for ordering supplies, tracking the movements of staff, making phone calls and photocopies, and documenting monthly expenditures against the \$10,000 revolving fund provided by SCF. But there are no efficient systems for personnel, budgeting, accounting, and inventory control. The authority of the executive secretary to act is limited by the relationship between PROCOSI and SCF, which in effect retains all administrative and financial responsibility.

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<sup>28</sup>See United States Agency for International Development/Latin American and Caribbean Bureau, Final Report: Evaluation of Experience of USAID Missions with PVO Umbrella Groups in Cost Rica, Guatemala, Honduras and Haiti. (Prepared by Checchi and Company Consulting, Inc.) January 6, 1989, p. 3; and Coopers & Lybrand, pp. 51-56.



**Figure 3**

**Organizational Structure of PROCOSI:  
September 1990**

In some respects, the administrative deficiencies are the result of a project design that did not clearly define the responsibilities of the administrative unit and the relationship between that unit and SCF. SCF in turn was less than diligent at the start of the project in meeting its obligations to support PROCOSI with the appropriate financial and administrative systems. Only within the past year, following a change in its own management and the Coopers & Lybrand report, did it discover the inconsistencies between SCF and PROCOSI systems and begin to remedy them.<sup>29</sup> In the coming months, as its members attempt to secure a *personeria juridica* for PROCOSI, SCF must ensure that the appropriate administrative and financial systems are operating before it bows out. This implies that PROCOSI has a well-qualified accountant and that the administrator and his assistant are made thoroughly familiar with these systems as soon as possible.

Article 20 of the proposed articles of incorporation for PROCOSI declares that one member of the assembly should be elected to serve as controller for a period of two years, reflecting the assembly's understandable desire to exercise effective oversight of PROCOSI. But this might not be the best idea. An alternative would be to invite an executive of a local bank or audit firm to volunteer to serve in this capacity. This person might not have the orientation and experience of a PVO director, but would have the professional competence that PROCOSI needs to sustain its administrative and financial operations.

### **3.4 Commercial Orientation**

Commercial orientation is a measure of the degree to which an organization's operations are driven by cost effectiveness and efficiency. At the moment, it is not one of PROCOSI's hallmarks. Although the work plan has budgets for individual tasks, unit heads have no system to monitor expenditures against approved budgets. Indeed, the budgets for technical assistance, for example, are only crude estimates of costs other than staff salaries, benefits, etc. There is no system to compare the cost of one type of technical assistance activity with another, e.g., training and studies, or to arrive at an accurate cost of any technical assistance activity, e.g., developing educational materials.

As PROCOSI moves toward acquiring a *personeria juridica*, it will have to document its cost effectiveness to attract donor support. It is never likely to be financially self-sufficient but can become a center of excellence for providing cost-effective services.

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<sup>29</sup> While managerial and administrative deficiencies were first thoroughly documented in the Coopers & Lybrand report (August 1989), the assembly meeting on April 26-27, 1990, still recognized the need to improve these systems, especially financial systems.

### **3.5 Client Orientation**

Client orientation is a measure of the success in providing services that clients find acceptable. Until recently, PROCOSI staff had an unclear idea of the priority it should give its potential clients, namely, the PVO members, other PVOs, the Ministry of Health, and USAID. The Cochabamba workshop and organizational changes (Figure 3) have been largely instrumental in creating an awareness that the members of the network are PROCOSI's principal clients. The directors of the PVOs and their field staffs confirmed that PROCOSI staff have done outstanding work by providing invaluable technical assistance when requested. The praise was universal.

PROCOSI staff must walk a fine line between responding readily to the individual requests of member PVOs and initiating measures that benefit its clients. While each individual institutional member of PROCOSI has a singular view of its objectives, the development needs of Bolivian communities, and the role that PROCOSI should play, PROCOSI staff may at times be in the best position to define those elements that the membership and other clients, e.g., MOH, have in common, and to propose and carry out activities, e.g., training workshops, seminars, that may be for the benefit of all. It is this observation that underlies the suggestion made earlier that PROCOSI staff develop a three-tiered work plan, of tasks that first address the individual needs of members (technical assistance and subgrants) then their needs in common, before addressing the needs of other clients, e.g., the MOH and USAID.

Many PVO directors complained that the MOH is not a primary client but continues to enjoy the services provided by key staff members. These services give PROCOSI access to and credibility with the MOH, and give the MOH information on PROCOSI and PVO activities, as well as some much needed and highly appreciated technical assistance. The relationship is valuable and should continue but under one or more of these four suggested guidelines:

- Since PROCOSI needs to keep abreast of MOH policies, norms, and standards on child survival, it is important to maintain routine contact and to report information to the membership.
- When child survival policies and programs are being revised, PROCOSI should participate in the deliberations.
- Since the MOH is a key supporter of PVO child survival activities and recognizes that these organizations are necessary to complement its health services, PROCOSI should provide routine reports on these activities.

- Since the MOH is eager to upgrade the technical capacity of its staff, PROCOSI should include MOH personnel in its workshops and seminars.

If these or similar guidelines are followed, the relationship between PROCOSI and the MOH will be seen as benefiting member PVOs.

USAID was rarely described as a client by those interviewed but is clearly the reason for the very survival of the organization. Therefore, it is incumbent on PROCOSI to make certain its priorities are addressed. Beyond ensuring compliance with USAID regulations, PROCOSI has two responsibilities. Since it was established to facilitate the transfer of resources to PVOs and strengthen their capacity to deliver child survival services, it must be able to document the extent to which these objectives have been achieved. PROCOSI must also promote what USAID considers the most appropriate activities for the PVO membership, closely adhering to the goals set by USAID.

### **3.6 Technical Capability**

Technical capability is a measure of the organization's competence as reflected by the technical work performed by its skilled employees and also by outside consultants.

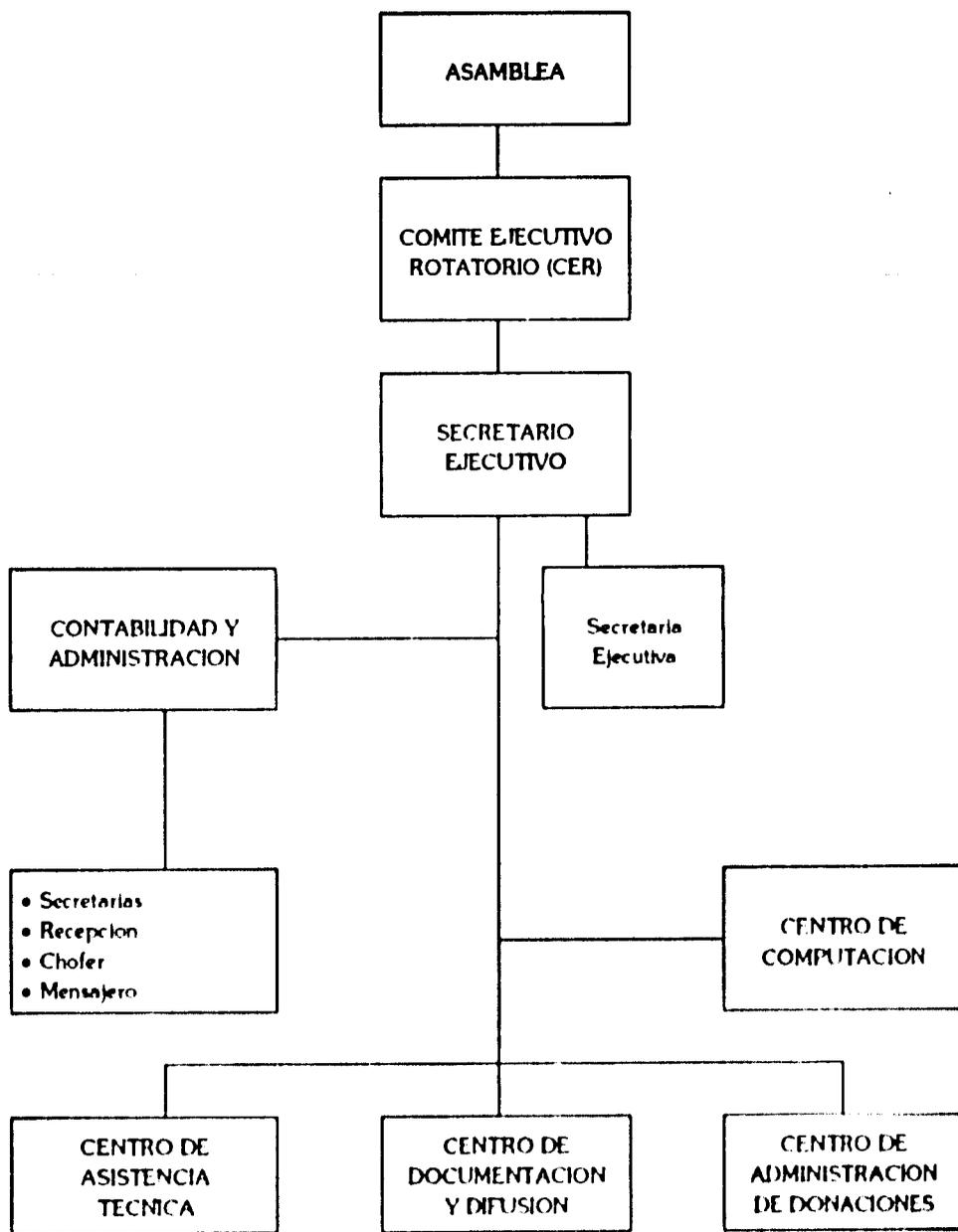
The technical staff of PROCOSI appears to serve management well by defining and executing sound technical work.<sup>30</sup> The professionals are highly regarded and considered capable of upgrading the skills of the staffs of member PVOs who welcome their visits and technical advice. For example, the work of the Unidad de Comunicacion y Educacion was warmly praised by the staff of FHI working in Tomas Frias.

Several PROCOSI staff members expressed a keen interest in attending training courses in Bolivia and overseas, to bring them abreast of the latest information in the field.

But there is little evidence of collaboration and frequent exchanges among the PROCOSI technical staff at the field level. Technical assistance and subgrant activities, once assigned to a specific unit, are well executed but rarely conducted with assistance from colleagues in other units. When technicians from other units are called upon, their own work plans hinder a timely response. Consequently, units seldom work together or even exchange information. The organizational structure, in which all units are autonomous, may in part be responsible for encouraging this isolation. The organizational arrangement suggested in Figure 4 may remedy the present situation and foster closer collaboration.

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<sup>30</sup> For the purposes of this section, no distinction is made between PROCOSI staff members paid by the PRITECH grant and those paid by SCF through the OPG.



**Figure 4**

Proposed Organizational Structure of PROCOSI:  
October 1990

As the workload has increased and often outstripped the skills available in house, PROCOSI has turned to a growing number of consultants for help. But it has no system for managing consultants or assessing their technical competence and no standards of remuneration based on the complexity of the assignment, education, previous experience, and salary history. In some cases consultants work for the heads of units who also fix the rates of compensation. In other cases they report to the executive secretary and have no direct contact with the technical units.

Consultants work for the organization and should therefore be carefully recruited, well briefed, supervised by a member of the technical staff, and compensated according to uniform standards. The administrative unit, with the executive secretary, should be responsible for reviewing a consultant's credentials and determining the rate of compensation, and the technical staff should be responsible for defining a consultant's scope of work and reviewing the results.

### **3.7 Developing and Maintaining Staff**

Staff development is a measure of the degree to which the organization brings in employees with the right skills, encourages them to grow professionally, and offers wages and benefits that induce competent personnel to stay.

PROCOSI does not have its own personnel system and relies on SCF, Johns Hopkins University, and PRITECH to set standards.<sup>31</sup> Details of the salary and benefit packages of SCF and PRITECH are not widely known, but the suspected differences are a source of some tension. There is also a perception that PRITECH staff have their own agenda and consider themselves somewhat superior.

The REC and the executive secretary are aware of the importance of retaining, promoting, and encouraging good staff and have begun to seek formal and informal methods of recognizing job performance. The executive secretary recently has drawn up job descriptions and scopes of work for each employee and has begun to conduct performance evaluations that include assessments of professional growth. He has begun to set goals and priorities for individual staff members and to hold them accountable. These efforts have given staff a sense that their efforts are appreciated and have conveyed to them the organization's expectations and the contributions it is willing to make to their professional development.

Most staff feel that PROCOSI is a good place to work. They believe the organization is addressing the needs of the PVO community providing child survival services to Bolivians and see it as the cutting edge of innovative practices. The staff generally seem proud to be part

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<sup>31</sup> The Johns Hopkins Child Survival Fellow only recently (October) was offered and accepted a contract by SCF to continue to work at PROCOSI.

of the organization, though sometimes left in the dark about its activities and often at the mercy of decisions taken by the REC and the Assembly.

### **3.8 Sustainability**

There are two approaches to measuring sustainability. The first and most common is to identify the prospects for long-term support from donors and from increased internal resources generated by member contributions and fees for services. The second is to identify the sustainable benefits measured as changes and improvements in the programs and operations of the PVO members.

PROCOSI is acutely aware of its dependence on USAID. At various meetings the REC has noted that this is "not a healthy situation" and that alternative funding sources must be found. As a locally registered PVO, PROCOSI would be able to seek support from other national and international donors and to shed its image as a creation of USAID. The REC has proposed as a first step an annual membership fee somewhere between \$1,000 and \$5,000 and opening membership to local PVOs once organizational structures, administrative procedures, and technical operations in child survival have been consolidated. Other methods, such as charging non-member PVOs a fee for workshops, might also be worth considering as a means to increase organizational sustainability.

While the World Bank and UNICEF have shown interest in assisting PROCOSI, both seem more eager to use it as a channel for distributing funds and in-kind contributions to PVO programs than to support its operations. This suggests that PROCOSI will not find donors other than USAID willing to support overhead expenses.

PROCOSI needs to recognize the importance of defining the results of its operations as sustainable benefits. After all, these results are the objective of development and could attract donors. For example, at least one member of the network credited PROCOSI assistance in proposal development with securing a centrally financed grant. Other members reported improvements in the quality of their programs. These are direct benefits of PROCOSI assistance to the operations of several member PVOs and should be documented.

## Chapter 4

### PRINCIPAL ACTIVITIES

#### 4.1 Technical Assistance

Twenty-nine percent, or \$650,000, of the original OPG was assigned to technical assistance, which is considered an important project component whose goal is to strengthen the effectiveness of PROCOSI's member organizations in delivering child survival services. Technical assistance reinforces USAID's effort to standardize training and information materials for public and private sector child survival programs, and integrate maternal and child nutrition education with food distribution/ORT/growth monitoring programs.

Technical assistance is expected to:

- Improve the village-level training of health workers, teachers, and members of community health committees
- Upgrade the management skills of core PVO personnel
- Support innovative community health and nutrition education
- Sustain local institutions that can assist the recipients of subgrants
- Improve collaboration among PVOs and the MOH in training activities

The costs of technical assistance services are difficult to determine, since the amended budget does not require SCF to provide a breakdown. The most recent expenditure statement (March 31, 1990) lumps together personnel, administrative, and other direct costs in the "program cost" category.

Technical assistance in this project has two components: a number of "technical consulting supports," and "training" for member PVOs and related institutions. Project documentation, however, generally refers to consulting support as "technical assistance," and this report will follow that nomenclature.

Technical Consulting Support is provided in three ways:

- Direct support to subgrants (e.g., assistance with revision of proposals, project start-up seminars, consultation and training in support of project components)

- Assistance to individual institutions (e.g., design and installation of an accounting system, elaboration of an annual nutrition plan, assistance with the selection and contracting of an anthropologist, financing of a program evaluation)
- Assistance to all network members (e.g. workshops and conferences, meetings for special interest groups, presentations by specialists from the CDC and other institutions).

PROCOSI also jointly sponsors activities and training with the MOH and UNICEF in which network members generally constitute most of the participants.

A request for assistance generally is made in a phone call to the executive secretary or one of the technical staff and followed by a formal letter. A member of the staff is assigned to the task, or an outside expert, selected from a list of local consultants, is hired if no one on the staff has the required expertise. A review of the records showed that in most cases the staff had the skills needed and that few, if any, requests had been rejected. The dramatic surge in requests since the early days and the anticipated increase in the immediate might well surpass PROCOSI's current capacities but are a tribute to the confidence of member organizations in the quality of its services.

The range and variety of these services (Appendix E) is so broad — undoubtedly reflecting the needs of its members — that it is difficult to evaluate PROCOSI's effectiveness. Its popularity is obvious among both member institutions and institutions outside the network. But there is no mechanism for evaluating either individual technical assistance tasks or the component as a whole. It has drafted norms and criteria for assessing its technical assistance and research projects that are broad enough to accommodate a wide variety of requests. Some simple forms designed for requesting technical assistance and evaluating the assistance provided have hardly been used.

The technical assistance component appears to be meeting the diverse needs of PVO members, but not as a result of any formal needs assessment. It lacks a focus that would permit identification of goals, establishment of priorities, and evaluation of results. Each unit sets its own priorities — a situation of particular concern now that the ever-increasing number of requests is threatening to overwhelm the resources of the staff. The need to develop a focus and to establish a ranking of priorities is essential as PROCOSI begins to consider expanding its membership.

Training, the other component of PROCOSI's technical assistance services, has been identified by its members as a priority at almost all levels. The communication and education unit has the primary role, but other units also carry out training and education. Training assistance is requested in the same manner as technical consulting support, but in addition to responding to specific requests, the staff propose training sessions and seminars on their

own, frequently because of observations made during field visits. Member PVOs are then consulted to confirm interest. If the response is positive, a seminar is organized and PVO members and others are invited to attend.

Seminars and workshops have been conducted on themes such as "Health and Strengthening of Water Systems," "Techniques of Radio Education," "Experiences in Rural Development," and "Production of Regional Educational Training Materials." Through September 1990, 34 workshops and courses have been organized.<sup>32</sup>

There has been little formal analysis to determine training needs. However, responses to a recent questionnaire sent to the network by the program and evaluation unit indicate that priority areas for training are project design and management, management of PVOs, social marketing for health, and health information systems. The evaluation team also found a strong interest in training techniques (training of trainers). With the exception of several workshops on health information systems — a special project being implemented by PROCOSI for its member organizations — training has been conducted in very few technical areas.

A serious weakness of the training component is the virtual absence of follow-up and evaluation, which makes it difficult for an outside evaluator, and for PROCOSI and its clients, to assess the impact of training efforts. Indeed, it is difficult to evaluate the effectiveness of the training component itself. One problem is illustrated by the workshops conducted in collaboration with an external organization and attended by a number of PROCOSI members. The workshops were intended to produce materials to be used in the field by trainees. The external agency was entrusted with this task, but after one year has not yet come up with anything. This delay has seriously undermined the effectiveness of the workshop. Without materials the trainees cannot practice their skills and are losing the proficiency acquired during training. More important, the client communities are being denied the intended benefits. Collaboration with external organizations is important and should be encouraged. But this example emphasizes the need for establishing criteria under which PROCOSI should collaborate with other organizations in the provision of technical assistance.

A review of workshop reports and designs and comments from the field suggests that some training events have attempted to cover too much material, leaving insufficient time for questions, practice, and reinforcement to ensure that the skills learned are properly applied in the field. The cost and effort of bringing people in from many regions explain why organizers are anxious to get as much as possible out of an event. But the result can be that the participants, particularly those for whom the course concepts are unfamiliar, will take away very little of value. The problem is accentuated if the training design or the target

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<sup>32</sup> The number is probably higher. Some training activities, particularly those directly related to specific subprojects, are documented as "technical assistance."

projects make no provision for follow-up or evaluation. The technical staff should raise these issues with their clients and assist them in developing training plans that are beneficial.

PROCOSI is producing an impressive array of educational and training materials in child survival and maternal health for use at various levels in the field but focusing on the needs of those who work at the community level. These materials strive to be culturally appropriate and to take regional and educational differences into account. They are validated through field trials and cover such topics as diarrheal disease control, immunization, acute respiratory infections, and guides for community education (see Appendix E). One criticism from the field is that the participatory approach emphasized in the use of the materials has not been followed by workshop facilitators and presenters. This has confused many trainees, who are expected to use participatory training and educational techniques in the field.

## 4.2 Subgrants

Subgrants to PVOs constituted the largest single line item in the OPG budget, representing 33 percent (\$553,000) of the USAID contribution, 51 percent (\$298,000) of the PVO contribution, and 37.7 percent (\$851,000) of the total budget. A total of 20 subgrants was anticipated, with funds ranging from \$10,000 to \$60,000 a year. Fourteen subgrants were actually funded. The USAID contribution to individual subgrants ranged from \$4,550 to \$63,249, with a mean of \$37,891.

Table 8 compares the amounts for subgrants in the OPG with actual expenditures and shows that \$60,046 (11 percent) of USAID expenditures came from PL-480. Of the \$530,478 USAID and PL-480 contribution, \$277,409 (52 percent) had been disbursed as of Oct. 1, 1990.

Table 8

### Amount and Source of Funds for Subgrants: OPG vs. Actual Expenditures

	OPG	Actual Expenditures
USAID	\$553,000	\$470,432
PVO	\$298,000	\$306,863
PL-480	-----	\$ 60,046
Total	\$851,000	\$837,341

Table 9 compares the number of subgrants budgeted and actually funded by year. Although several applications had been received earlier, all subgrants were awarded after the midterm evaluation and the administrative changes of August and September, 1989.

Table 9

Timing and Number of Subgrants  
OPG vs. Actual Grants

	OPG	Actual Grants
Year 1	5	0
Year 2	15	6
Year 3	0	8
Total	20	14

Summaries of the 14 subgrants appear in Appendix F. Subgrant numbers referred to in this section are the same as in this appendix.

A separate category for investigations was not anticipated in the OPG, but was subsequently developed. There are four features of this category:

- The activity is primarily information gathering or research, not a program activity.
- The review mechanism is different.
- The timing and number of monitoring visits are different.
- The category includes some activities funded under subgrants and some under technical assistance.

No definition of "investigation," and no justification for using a different review process are documented. Of the subgrants listed, five were classified as investigations and one, funded under technical assistance, was also considered to be an investigation. This was a study of diarrhea definitions and knowledge, attitudes, and practice in the Quechua and Aymara cultures. There is nothing to indicate why some investigations are funded as subgrants and others under technical assistance.

The OPG (pages 10-11) provides a description of subgrants:

"The approved subgrants will finance activities in basic preventive health services: training for community health workers and other health volunteers; and multi-sectoral health and income generating activities. . . Priority will be given to subprojects that creatively address means to reduce infant and maternal mortality, address the issue of sustainability, and are implemented in conjunction with a local PVO or the MOH. Subgrant approval will be limited to subprojects which emphasize community outreach as well as participation and overall sustainability."

It defines four criteria for selecting subgrants (page 12):

- a. Child Survival - The main components of CS activities . . .
- b. Training Programs - The project will support training programs for paramedical workers, health management personnel (nurses, doctors, project managers, supervisors), as well as training of village-level workers: teachers, members of health committees, traditional healers.
- c. Innovative Activities - Priority will be given to all subprojects that include the creation and testing of innovative approaches in health areas . . . Subprojects that are considered on their innovative merits must include provisions. . . (that) will allow the evaluation of the innovative approach and provide proper documentation. . .
- d. Integrated Approaches . . . such as: activities which are integrated into existing development projects in addition to activities involving water, education, environment, and/or local cooperatives. Multi-sectoral subgrant requests are required to emphasize CS activities and interventions, be investigative in their design, and stress the educational component of project design.

Criteria for subgrant selection were further defined as follows during the project preimplementation workshop in May 1988 (see Appendix K) and again in a recently approved PROCOSI document, *Regimen de Subdonaciones* (see Appendix L).

There are significant differences in these criteria. Compared to the OPG, the subgrant review criteria in the preimplementation workshop and *Regimen de Subdonaciones* emphasized the following:

- Subgrant allocations should be equitable among member PVOs.

- Emphasis is given to local diagnosis and needs assessment.
- Decreasing emphasis is given to innovative, pilot, and/or investigative project design.
- Increasing emphasis is placed on training at the community level and less on training at other levels.

Table 10 illustrates the frequency with which selection criteria were represented in funded subgrants. All but one subgrant were related to child survival, defined as improving the health of children under five years of age. Community participation, training, and collaboration with the Ministry of Health were components of more than half of the subgrants. A multisectoral focus, defined as involving agriculture, ranching, water supply and sanitation, housing improvements or conditions, and business or credit programs, was a component of half of the subgrants. Least emphasis was placed on investigations, pilot studies, or collaboration with nonmember PVOs.

Table 10

Characteristics of Subgrants

Characteristic	Subgrant Number														Total
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	
Child Survival Related	•	•	•	•	•	•	•	•	•	•		•	•	•	13
Investigation									•	•		•	•		4
Pilot Study				•		•					•			•	4
Multisectoral Focus			•		•	•				•		•	•	•	7
Community Participation		•	•	•	•	•	•	•	•					•	10
Training Component		•	•	•	•	•	•		•					•	8
Collaboration with MOH		•	•	•	•		•	•	•						7
Collaboration with Local PVO	•		•					•			•				4
Total	2	4	6	5	5	5	4	4	5	4	2	3	3	5	

PVO directors and PROCOSI technical staff said they felt the focus of subgrants should be on pilot studies to provide a basis for large grants, investigations (operations research), complements to ongoing activities (add ons), bridge grants to cover lapses of funds, and some large grants to support program activities. Individual comments included "anything to do with child survival" and "focus on the health and condition of the family rather than the individual child."

The Institutional requirements for receiving a subgrant from PROCOSI were clearly stated in the OPG (page 13):

"Recipients of subgrants must be registered PVOs with AID/Washington or USAID/Bolivia. Other PVOs may receive subgrants only by becoming part of the proposal of a registered PVO.

"Recipients must be legally registered PVOs in Bolivia and, preferably, also in the U.S., and must maintain financial accounts, undergo audits, and have a board of directors.

"Recipients must be nonsectarian in the provision of health care services.

"Recipients must have a history of acceptable financial accountability.

"Recipients must have at least two years of successful experience in health care projects or two letters of reference from organizations which meet these criteria."

The Regimen de Subdonaciones adds the requirement:

"Letter of sponsorship from a PROCOSI network member, following a suggested format."<sup>33</sup>

Table 11 shows the organizations receiving subgrants, and the number of subgrants and the total amount going to each.

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<sup>33</sup> This is only necessary when the applying NGO is not a member of PROCOSI.

**Table 11**

**Number and Amount of Subgrants  
by Recipient Organization**

Organization	Number of Subgrants	USAID Contribution
Esperanza	1	\$53,705
FHI	1	\$33,000
CRS	3	\$57,250
PSBBCM <sup>34</sup>	1	\$24,800
Caritas	2	\$32,450
Plan International	1	\$31,490
CARE	3	\$118,745
SCF	2	\$56,142
CANSAVE	1	\$4,550
Concern	1	\$59,921
CSRA	1	\$60,000
Meals for Millions	1	\$60,225

Includes \$55,496 PL-480 funds  
PL-480 funds

All subgrant recipients are PROCOSI members with the exception of Proyecto Social Boliviano-Británico "Cardenal Maurer," which is sponsored by CRS. Caritas, although a member of PROCOSI, does not meet all the registration requirements and is also sponsored by CRS.

The review process specified in the OPG and presented in Appendix G was never followed. The actual process used is illustrated in Appendix H and consists of the following steps:

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<sup>34</sup> Proyecto Social Boliviano-Británico "Cardenal Maurer"

1. The PVO develops a proposal and delivers it to the executive secretary.
2. The executive secretary reviews it, decides which technical area should take responsibility, and assigns it to a unit chief.
3. The unit chief reviews the proposal and may put it through several revisions after discussing it with the staff of the PVO presenting it.
4. The unit chief returns the proposal with his report to the executive secretary.
5. The executive secretary prepares a summary and delivers it with the proposal and the technical unit report to the review panel.
6. The review panel either approves the proposal with comments or changes and suggests funding, or rejects it.
- 7a. If the proposal is rejected, it reenters the cycle of revisions with the technical unit director.
- 7b. If it is accepted, with or without comments, it is sent with all reports to the REC.
8. The REC approves the proposal, though it may add comments or conditions.
9. All documents are delivered to the executive secretary, who informs the PVO of the results of the review process.

The review panel originally comprised a representative of the MOH, a representative of USAID, a spokesperson of the REC, the executive secretary of PROCOSI, and the chief of the evaluation unit. Following the first action plan (9/89), the chief of the technical unit responsible for the proposal, and one or two members of the PVO submitting the proposal were added to the panel.

The review panel is convoked only when there are proposals to be reviewed.

In addition to the review panel, there is an appeals panel, described in the original OPG and in the *Regimen de Subdonaciones*, which is supposed to review proposals that have been rejected but should have been accepted, and to review proposals that have been accepted but should have been rejected (see Appendix G). Since no proposal has ever been rejected

by the review process, the appeals panel has never been called upon to intervene. But if it was, there is nothing to determine when an accepted proposal should be reviewed.

A different process is used for reviewing proposals defined as investigations. In essence, the review panel is bypassed, and the proposals are sent by the executive secretary directly to the REC for approval. This process was recently documented in the *Regimen de Subdonaciones*.

The purpose of the review process is not explicitly stated, but it is intended to ensure that the proposal meets the review criteria and that the submitting institution meets the financial and institutional requirements. Another purpose may be to ensure the technical quality of the proposal.

Discussions with the staff of PROCOSI and with PVO directors suggested that the technical quality of proposals and an equitable distribution of subgrant funds are major considerations. They believe that this noncompetitive process of funding is necessary at this initial stage in PROCOSI's development. This approach reduces tension, provides a concrete incentive for membership in PROCOSI, and enhances collaboration among PVOs. It gives the less competitive PVOs the chance of a grant and encourages them to improve their technical proficiency.

It would be useful to return to Table 10 to see how well the funded subgrants met the review criteria. Each subgrant met at least two criteria. However, there was no ranking of review criteria and no indication of the minimum number of criteria to be met for approval of a proposal. Linking the proposed activity with child survival appears to be the primary criterion for approval. This latitude in criteria resulted in the funding of a wide variety of activities. Financial and institutional requirements were met in every case.

Technical reviews were performed by the unit chief assigned to the proposal by the executive secretary. In 10 of the 14 subgrants, the responsible technical unit chief alone performed the initial technical review. In the other four cases, one or more of the other technical unit chiefs were asked to review the proposal. In no case were outside reviewers used. The review panel and REC made comments on technical issues occasionally, but appeared to give primary consideration to institutional and administrative issues. In several cases, issues raised by the PROCOSI technical staff were ignored. In some cases, the efficacy of the review process may have been limited by the expectation of the PVO submitting the proposal that it would be approved without review. It is worth remembering that the responsible technical unit chief played the roles of both critic and advocate when presenting a proposal to the review panel. The results of the technical review are discussed below.

The objective of an equitable distribution of subgrant funds appears to have been met (see Table 11). Three recipients—FHI, Plan International, and Caritas—received about \$30,000

each, CARE received almost \$120,000, and the others received about \$60,000 each. No proposals were rejected as long as funding was available.

The abbreviated review process for investigations was intended to speed up the procedure. The period between submission of proposal and signing of subgrant agreement decreased over time. The mean was 7.7 months (range 4 to 11 months) for proposals submitted in 1989 and 1.6 months (range 3 days to 3 months) for proposals submitted in 1990. It was actually longer for proposals that went through the abbreviated review (4.3 months, range 1 to 9) than for the others submitted during the same period (1.9 months, range 3 days to 4 months).

There are four stages in subgrant management: the preimplementation visit, the preimplementation workshop, monitoring visits, and evaluation.

The Preimplementation Visit. The OPG (p. 24) specifies that a preimplementation visit should be made by PROCOSI technical staff to each subgrant implementation site. The *Regimen de Subdonaciones* (p. 10) indicates that these visits should be made when subgrants are destined for "operative projects" with the objective of benefiting the Bolivian community. However, the objectives of preimplementation visits are not documented and there is no procedure for these visits. Subgrants defined as investigations do not receive preimplementation visits.

Preimplementation Workshop. The preimplementation workshop is not mentioned in the OPG and has not been documented as a programmed activity. Nonetheless, preimplementation workshops for 7 of the 14 subgrants have brought together PROCOSI technical staff, PVO technical and field staff, and, in some cases, community members to develop an implementation plan.

Monitoring Visits. The OPG (p. 24) states:

"The primary responsibility for monitoring the subgrants is vested in UNIT D (Evaluation and Programming Unit) of the Secretariat. UNIT D will work closely with UNITS B and C to conduct site visits of 3-4 days per subgrant per year. The purpose of the visits is to review overall subproject progress against the project plan and to identify possible areas of concern to be resolved, as well as to determine possible TA needs. The members of the Monitoring Teams will be comprised of staff from UNITS B, C, and D, in conjunction with representatives from the MOH at the Departmental levels."

Monitoring visits are not described in the *Regimen de Subdonaciones*, and there is no procedure for them.

The technical staff at PROCOSI agreed that the responsibility for the monitoring visits should rest with the technical unit chief responsible for the subgrant. In some cases monitoring visits are programmed at the beginning of the project, in other cases in response to a request for technical assistance from the PVO personnel involved in the subgrant activity. Trip reports of monitoring visits document activities, problems encountered, suggestions, and plans. Both the PROCOSI technical staff and PVO field staff felt that the visits have met the objectives outlined in the OPG.

Evaluations. The OPG (p. 24) states:

"Subgrant Evaluation: Each subgrant will have a mid-term and end-of-project evaluation conducted by a Team designated by the Secretariat. The Evaluation Teams will consist of members of Unit D, the MOH at the National and/or Departmental levels, the respective PVO(s), and USAID."

The midterm and final evaluations are described in two PROCOSI documents: *Plan de Accion del PROCOSI (I)* and *Regimen de Subdonaciones*. The midterm evaluation is meant to be corrective and to identify problems that need attention. The purpose of the final evaluation, as described in the PROCOSI documents, is

"Comparative analysis of the goals of the implementation process of the project should be focused on measuring the impact at the level of purpose (final situation of the project, success or failure) with the end of the conclusions serving as a frame of reference for the design and/or execution of new, improved projects. This evaluation will be performed by the Secretariat together with the support of the PVO."

There are no procedures or guidelines for these evaluations. No final evaluations have been performed to date. Five subgrants have had midterm evaluations as of October 1, 1990. In these, there was a mean of 2.2 (range 1 to 4) monitoring visits between the beginning of the project and midterm evaluation. Two evaluations were in report form appropriate for review as of October 20, 1990. PVO and PROCOSI staff participated in both. In one, the chief of the technical unit responsible for the evaluation was not included in the evaluation team.<sup>16</sup> Both evaluations were corrective in purpose and focused on the activities and progress to date. In both cases the field staff responsible for project implementation found the comments of the evaluation team constructive. In neither case was a debriefing held prior to the departure of the evaluation team, and in one case, the role of the evaluation team, and even that of PROCOSI in general, was not clear to the field team, either before or after the evaluation visit. In one case the field team was given the report, in the other, it was told nothing by the project supervisor. The routing of the evaluation report is

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<sup>16</sup> It is noteworthy that there is no provision for including the PROCOSI technician responsible for the evaluation of subgrants in this activity.

Chief, Evaluation and Planning Unit of PROCOSI



Executive Secretary of PROCOSI



PVO Director

Subsequent distribution is at the discretion of the PVO director, but in both cases the document was sent to the project supervisor. The project supervisor is then responsible for disseminating the information.

The system for disbursing funds is described in the OPG and the *Regimen of Subdonaciones*. There is an initial disbursement of funds to start up the project, after which the PVO requests funds from SCF, which sends the request to PROCOSI. The request is reviewed by the executive secretary and approved by the responsible technical unit chief. The executive secretary then asks SCF to disburse the requested funds. The system generally works well, although there have been occasional delays, none of which has jeopardized project completion. To date, no overruns have been reported.

The costs of preimplementation visits are generally included under technical assistance. The costs of monitoring visits and evaluations are not charged to the subgrant or to the general technical assistance budget. These visits were not listed in the comprehensive list of technical assistance activities provided to the WASH team.

The quality of subgrants was a concern mentioned repeatedly during discussions with PROCOSI and PVO staff. These discussions, PROCOSI documents, and an analysis of the subgrant process and criteria suggest three measures of quality:

- **Proposal Presentation.** This includes form as well as content.
- **Project Activities.** For example, the ability of a health promoter training program to achieve specific training objectives.
- **Project Design.** Examples are consistency of project activities with specific and general project objectives, larger issues such as cost-benefit and sustainability, and, in the case of operations research or other research projects, asking the right question and the ability to draw meaningful conclusions.

**Proposal Presentation.** The quality of proposals may be measured by their organization, clarity, and logic. The proposals for subgrants varied considerably. Some were written specifically for review at PROCOSI, some were not. In several, the specific objectives and activities were not sufficiently clear. A recent PROCOSI publication, *Gula para la*

*Presentation de Solicitudes de Financiamiento al PROCOSI*, provides assistance. Recent proposals using a draft of this guide reflect improved organization. The guide is limited by the absence of precise proposal review criteria.

**Project Activities.** The quality of project activities is measured by compliance with the activities outlined in the proposal and achievement of project objectives, which may be measured by outputs, such as the number of health workers trained or the number of homes improved, or by outcomes, such as improvement in the knowledge of trained health workers or decrease in the Chagas disease vector population after home improvement. Since all 14 subgrant projects are ongoing and only five have reached midterm evaluation, it is impossible to measure the effect of PROCOSI inputs on the quality of project activities.

Nonetheless, there are a number of indications that PROCOSI technical staff will have a significant effect. The monitoring and evaluation mechanisms are designed to follow closely project outputs and, to a lesser extent, outcomes. Trip reports from monitoring visits and the two midterm evaluation reports focus on the accomplishment of project activities, problems encountered, proposed solutions and technical assistance. Most of the technical assistance has been directed to improving the quality of specific project activities. The startup workshops held for some projects can also be expected to improve the planning and quality of project activities. Deficiencies in quality control exist primarily at the proposal review and planning stages. In some cases, evaluation indicators for specific activities are not clear or are unspecified. Additional expert advice is seldom sought, either within or outside PROCOSI, to avoid problems in programmed activities. In one case a problem with a specific activity, the development of a video in subgrant #3, could have been avoided had there been adequate review or planning with someone with expertise in video production. As a result, even though the problem was readily identified at the midterm evaluation, this activity may not be satisfactorily completed.

**Project Design** Project design refers to the choice of activities in the program and the specific methodology used. Project design is more difficult to evaluate than other measures of quality and has received the least attention. Project objectives and proposed project activities are generally consistent when clearly stated in the subgrant proposals. Opportunities to compare alternative approaches to achieving project outcomes, for example, comparing the efficacy of two methodologies for training health promoters or comparing two intervals of fumigation for the control of Chagas disease vectors, have been consistently ignored.

Improvement in program activities has relied almost completely on the advice of technical experts rather than on an analytic approach to choosing from among alternatives at the design stage. This bias reflects the staffing pattern of PROCOSI, rather than the criteria for subgrant activities. PROCOSI staff are proficient in their areas of expertise, but there is no

operations research and epidemiology expertise to support an investigative or operations research approach to program improvement. Reviewers or consultants experienced in these areas have not been brought in. The result of this closed process of review has been an insufficient technical review of some subgrant proposals, missed opportunities to include inexpensive operations research in every project, and the lack of input for professional development of PROCOSI staff in these areas.

Of the 14 subgrants funded, four are continuations of previous program activities and two are new program activities with no significant investigative components. These projects can be expected to benefit from technical assistance, but there are no other provisions for program design improvement. The review of program design has given no emphasis to issues by which quality could be measured, such as sustainability and cost effectiveness, and outcome measures in these areas have not been examined.

Another four subgrants can be categorized as pilot projects. One of these involves the development of a workshop. In the other three projects significant problems that occur during implementation will most likely be identified by the evaluation process. There are no investigative or comparative approaches in these three projects. Solutions to problems will, in the best case, rely on expert opinion or a subsequent study to compare alternative solutions.

The last four subgrants can be described as investigations. Two of these are descriptive. One, a baseline study in an area of a proposed Chagas disease intervention, is designed to describe the epidemiology and living conditions of the area to justify and plan the intervention. It is well designed and will achieve its objectives. Neither PROCOSI nor the PVO participated in design of this study. The second descriptive study is designed to identify areas of relative poverty in rural Bolivia. It will not meet its objectives because the sample design uses mothers' groups, which are not representative of the general population, as the sampling unit. The results will be useful to the PVO, Caritas, in determining which mothers' groups are most impoverished, provided that the composition of the mothers' groups does not change after the sample is selected. This study also was designed by an outside consultant.<sup>36</sup>

The other two investigations were comparative. One, an examination of outcome indicators of a water supply, sanitation, and health project two years after the project ended, was conceptualized by the PVO and designed and executed by a local consulting firm. PROCOSI provided funding for the study, which compares indicators at the end of the project with the same indicators two years later to examine issues of sustainability. The study was well

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<sup>36</sup> An important nontechnical issue in this study is that the Ministry of Planning recently finished a similar analysis and saw this as competition and repetition, rather than collaboration. The abbreviated review of subgrants defined as investigations, applied here, may have contributed to this oversight.

designed and executed. The second comparative study was to compare a new, more precise growth card and the currently used card to test the hypothesis that the new card would demonstrate poor growth earlier, stimulate earlier interventions, and decrease the frequency of malnutrition in children at 12 months of age. This study will not lead to any conclusions on the main hypothesis because of overestimation of expected effect (a 33 percent reduction in the rate of malnutrition) and miscalculation and underestimation of sample size. A study of intermediate variables, such as whether the precision of weights in the field situation would make a more precise card worthwhile or whether the new growth card actually detects true growth faltering earlier than the currently used card, would have been a more realistic first step. These errors in design are particularly unfortunate since the study appears, from documentation in PROCOSI, to be well organized and executed. It also addresses a question that, though controversial, is considered important internationally as well as in Bolivia. In addition, there are several well-known international (and, probably, national) experts in the field who would certainly have reviewed the proposal if asked. This illustrates, once again, the limitations of the closed process of proposal review in PROCOSI.

**Summary.** PROCOSI has been faced with a number of challenges in subgrant review and management. The lack of clear priorities in review criteria, the need to fund 14 projects in a short period of time in an evolving organization, the lack of definition of the relationship of PROCOSI staff to the PVOs in the review process, and the closed process of proposal review have presented obstacles to achieving quality in subgrants. In a young and evolving institution, history may not well predict the future and focusing on the shortcomings of subgrants funded to date may not be the most helpful approach. Nonetheless, reviewing the process of quality assurance illustrates key points that need to be addressed in the future.

### **4.3 Other Activities**

There are two organizational products under development at present: the documentation center and the health information system.

#### **4.3.1 Documentation Center**

The Documentation Center, attached to the communication and education unit, serves the executive secretariat, member agencies, and field personnel. The center has computer links with BIREME (the Latin American and Caribbean Information Center for Health Sciences), and is a member of the National Information Network for Information in the Health Sciences as well as the local socioeconomic information network. Through these information channels, members have been able to access documents, abstracts, and bibliographies quickly from worldwide sources, including the National Institutes of Health (Washington, DC), the World Health Organization (Geneva), the National School of Medicine, and the Institute of Gastroenterology. The center has produced an information pamphlet describing its services and the information networks to which it has access.

It regularly circulates listings of newly arrived materials and publishes a series of analytic (annotated) summaries of literature on diarrhea, maternal lactation, acute respiratory infection, growth monitoring, and immunizations. Members of the network can subscribe to the series or review materials at the center. The center also assists member agencies in developing and/or improving their reference libraries, including training in the installation and use of Micro-ISIS software, a computer program for libraries.

Member agencies generally approve of the center, although some field staff complained that they do not receive the information distributed to network members. Apparently, some PVOs have difficulty getting materials delivered by PROCOSI from headquarters to the field.

Suggestions for improving services include translating materials in Spanish and/or organizing meetings to share and discuss untranslated materials of special interest; distributing more health education materials; and developing a mechanism for member organizations to order and purchase documentation through PROCOSI.

#### **4.3.2 Health Information System**

The Health Information System (HIS) was described in the OPG (p. 4) as one of the facets of the permanent coordinating structure of PROCOSI for child survival activities and was to have been a responsibility of the health unit. There appears to have been little activity until March 1989, when Dr. Alene Gelbard, a demographer, contacted the executive secretary to discuss it.

HIS development subsequently received more attention, first from the consultant and, later, from the chiefs of the evaluation and nutrition units. But there was evidence of frustration on all sides. Lines of communication and authority were not clear and the consultant felt that communication with the PVOs was cumbersome and inefficient. The PVOs felt they were not receiving enough guidance. A central data bank in PROCOSI continued to be the focus of HIS development. The workshop at Cochabamba and the HIS workshop in March 1990 provided a forum for general discussions between those working on the HIS and the PVOs, primarily on the need for and availability of data. These discussions yielded agreement on seven indicators to be used in all programs (total population; population 0-11 months of age; population 12-23 months of age; population 24-59 months of age; women 15-49 years of age; number of births; deaths by age: perinatal, <1 year, 0-5 years) and three that would be optional (deaths by cause; morbidity; number of pregnancies).

It was also agreed that, instead of the consultant working with the entire REC, a small HIS working group would be formed to examine and answer the needs of individual PVOs. The first full-time professional, a public health specialist, was hired in June 1990 to work with the consultant on a six-month plan that will analyze each PVO's requirements and follow with individual workshops.

In each case, the exercise will evaluate the quality of data being collected by the PVO and its understanding of the content and purpose of these data; establish what data exist and where; help correct problems in data collection; and organize a workshop to discuss these questions with the PVO and improve its information system.

A general workshop planned for November 1990 will bring together all the PVOs and the MOH to consolidate the experience gained and to prepare a monograph.

### **4.3.3 Organizational Collaboration and Cooperation**

PROCOSI defines coordination as the "capacity to improve intra- and inter-institutional relations within the network and to provide services through the executive secretariat." The definition assumes "improvements in the manner in which information is exchanged and understanding achieved among the groups working in child survival activities." However, this definition does not sufficiently recognize the accomplishments made in collaboration, nor does it stress the perspective that an organization focused on "coordinación en supervivencia infantil" ought to have.

The evaluation considers it more appropriate to suggest that coordination is the "joint development of complementary work" and that cooperation is the "creation of an atmosphere of confidence that allows one organization to support and participate in the work of another organization." In fact, these features now characterize the operations of both the executive secretariat and its dealings with members of the network, eliminating the tensions and suspicions that marred their relationship in the past.

The same cannot be said for the relationship between the technical units and the executive secretary, which has been damaged by changes in the organizational structure and the relative isolation in which the technical staff operates. The relationship between the technical units and the PVOs is best indicated in the review and approval of subgrant applications and providing technical assistance. Although coordination is good and improving, the strengths and weaknesses of this association must be explored. PROCOSI has been able to establish an atmosphere of harmony that has replaced the rivalry that characterized relationships among PVOs with a readiness to exchange experiences freely and openly.

PROCOSI has been less successful in establishing good working relationships with the wider world — state institutions, other PVOs, and international organizations. It works well with the MOH and has participated with UNICEF and other PVOs in several mutually beneficial activities, e.g., the development of educational materials that reflect MOH guidelines. But its relationships with other state institutions and PVOs remain distant.

PROCOSI recognizes the need to expand the network to include local PVOs and to find the resources to do this. But there is no consensus on when or how the expansion should take place or with whom discussions should be held. This is not surprising. PROCOSI must be

able to work comfortably and confidently within its present boundaries before inviting other PVOs to join the network or approaching other donors for support.

## Chapter 5

### CONCLUSIONS, LESSONS LEARNED, AND RECOMMENDATIONS

#### 5.1 Conclusions

The activities of PROCOSI and its members are clearly in compliance with the *Plan Nacional de Supervivencia-Desarrollo Infantil y Salud Materna* of the Government of Bolivia and the Country Development Strategy Statement (CDSS) of USAID. Perinatal, infant, and child mortality and morbidity rates in Bolivia are among the highest in the hemisphere.<sup>37</sup> The evidence drawn from programs conducted in other countries of the hemisphere as well as Bolivia suggests that the measures employed by PROCOSI and its membership to reduce high rates of infant and child mortality and morbidity, e.g., immunization campaigns, water and sanitation programs, etc., are cost-effective and appropriate. In addition, PROCOSI and its PVO members are working in the rural areas of Bolivia, where the MOH has minimal presence.

However, although the PVOs have a long and distinguished record of service in Bolivia, many have been criticized for duplicating activities because of a lack of coordination. Some have also been guilty of ignoring GOB policies and procedures and of designing programs requiring a high degree of technical proficiency.

PROCOSI offers the promise of maximizing the strengths and correcting the deficiencies of PVO operations by increasing collaboration and facilitating coordination among the PVOs, improving the technical capacity of PVO staffs, ensuring that GOB program standards and procedures are uniformly applied, and reducing USAID management requirements. To date it has successfully:

- Brought together 10 PVOs working in child survival programs
- Established a functioning and effective secretariat
- Financed and implemented 14 subgrants
- Designed and implemented 81 technical assistance assignments and 34 training events
- Produced and distributed a wide range of materials on child survival

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<sup>37</sup> According to the *Plan Nacional de Supervivencia-Desarrollo Infantil y Salud Materna* (1989), the perinatal mortality rate was 110/1,000 live births, infant mortality was 169/1,000, and mortality among children aged four or less was 23/1,000. p. 20.

Established a reputation for technical capability in child survival with the MOH and with international donor agencies.

### 5.1.1 Organizational Development

PROCOSI has only just begun to develop after more than two and one-half years in existence. This is not surprising. Organizational development takes time and patience, especially with a network of autonomous PVOs. It is only within the last year that PROCOSI has developed the policies, systems, and procedures to sustain an effective organization. The PVO members are now conscious of the many benefits it provides — technical assistance, subgrants, institutional strengthening, and a common voice — and are ready to commit the time and energy to support it. Unlike other PVO networks in Latin America, PROCOSI has a focus (child survival) and the solid backing of its membership (support for the *personeria juridica*) that augur well for its future as an effective and sustainable organization.<sup>38</sup> There are the uncertainties about the dependability of support from donors and new PVO directors. **But the network appears structurally and operationally healthier today than at any point in the past.**

### 5.1.2 Sustainability

**At present PROCOSI depends solely on USAID support for survival.** Conscious of the need to diversify support to sustain long-term operations, the directors of PROCOSI have applied to register the organization as a *personeria juridica* in Bolivia. As a national PVO, it should qualify for assistance from both national and international donors, e.g., UNICEF, World Bank. PROCOSI management has given less attention than it should to documenting the considerable benefits that members of the PVO network have derived. These benefits — improvements in project design and implementation and overall operations — clearly demonstrate the advantage of a network over individual PVO efforts.

### 5.1.3 Technical Assistance

**PROCOSI'S technical assistance component is highly valued by network members and other public and private agencies and is perceived to be making an important contribution to the child survival program.**

PROCOSI's technical assistance covers support for subgrants, assistance to individual institutions (program or institutional strengthening), assistance to all network members (workshops and conferences), and training. Requests for its services have surged to the point

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<sup>38</sup> See United States Agency for International Development/Latin American and Caribbean Bureau, Final Report: Evaluation of Experience of USAID Missions with PVO Umbrella Groups in Cost Rica, Guatemala, Honduras and Haiti. (Prepared by Checchi and Company Consulting, Inc.) January 6, 1989, pp. 1-6.

of almost outpacing its present capacities, because in addition to network members, it assists such organizations as the MOH, UNICEF, etc. Network members, who are almost always included in the resulting workshops, benefit from this collaboration.

**The technical assistance component is weakened by the lack of a focus and a systematic approach to ensuring and evaluating its effectiveness.** PROCOSI's technical assistance component covers so many areas (reflecting the diverse interests of its members) that its effectiveness is difficult to evaluate. A document outlining the criteria for its services and research projects has such broad terms of reference that it can accommodate a wide variety of requests. The program does appear to serve the needs of members individually and collectively, though not as a result of any formal needs assessment. It lacks the focus that would permit it to identify goals, establish priorities, and evaluate results. Currently each unit chief establishes priorities independently. This disjointed performance is of particular concern, given the ever increasing number of requests, the limited resources of the technical staff, and the proposed expansion of network membership.

**Training is and will be an increasingly important category of technical assistance that needs to be strengthened.** Training at almost all levels has been identified as a priority, with particular emphasis on the training of trainers for field personnel and the areas of project design, management and evaluation, management of PVOs, social marketing for health, and health information systems. Considerable training and technical assistance has been given to the development of health education materials (also identified as a need by network members) and to specific health problems such as Chagas disease, acute respiratory infections, and diarrheal diseases, which are addressed in many of the subgrant awards. Collaboration with external agencies is useful and beneficial. But PROCOSI must determine the criteria for collaborating with or providing assistance to nonmembers, particularly in the control of training products.

#### 5.1.4 Subgrants

**Subgrants are an important component of PROCOSI.** They have given PVOs an incentive for membership by offering a mechanism for supporting small, innovative projects as well as those that continue and complement ongoing PVO program activities. The commitment of PROCOSI technical staff from proposal development through implementation to completion has been a key element in improving the quality of projects.

The noncompetitive process of assigning grant funds has allowed the technical staff of PROCOSI to concentrate on project development and improvement. This approach has "leveled the playing field," enabling less technically sophisticated PVOs — those with the greatest need — to access PROCOSI technical assistance in project development and implementation. Its greatest successes have been in programming and technical support.

Improving the form and consistency of written proposals is beginning to receive increased attention.

PROCOSI generally has taken a reactive approach. It has accepted and supported proposals instead of promoting activities based on a set of priorities. Deficiencies in technical design and the failure to include operations research in program projects have been major weaknesses. Without a definition of quality, there has been little emphasis on such obvious measures as sustainability and cost effectiveness. Nonetheless, projects funded have, in most cases, been of suitable quality.

**The current system of subgrant review is weak and needs reformulation.** The noncompetitive system of awarding grants has strengthened individual PVOs but has also made the review process less rigorous. Grant review criteria are broad, embrace a wide range of themes, have changed over time, and are not prioritized since there is no method for ranking proposals. As a result, projects have been funded without being measured against an objective standard of quality.

The review process has focused on administrative issues and has ensured that organizational and financial requirements are met. Technical review, restricted to the unit chief responsible for the project, has been limited by this individual's technical expertise and by the exclusion of other staff and outside experts. The unit chief incongruously serves as both chief critic and chief advocate of the project.

**USAID evaluation requirements for subgrants are burdensome and excessive.** The requirement that each subgrant be evaluated at midterm and at the end by a team of representatives from USAID and the MOH is unrealistic and excessive for the size and nature of many of the subgrants. It has focused attention on retrospective evaluation, and more helpful approaches, from the individual PVO and project point of view, have been neglected. For example, little emphasis has been placed at the project design stage to the prospective development of evaluation indicators and evaluation plan. Similarly, the responsibilities of the PVO in developing, and participating in, project monitoring and evaluation have not been emphasized. Technical assistance to PVOs in project programming, monitoring, and evaluation is an unaddressed need. Evaluations performed to date have been well received by the PVOs and project staff. However, the emphasis on producing the evaluation report itself rather than on providing technical assistance to the project and communicating with the staff has limited the usefulness of these endeavors.

### **5.1.5 Organizational Products**

The documentation center is an important and valuable component of PROCOSI, providing a much-needed technical reference resource for members of the network and others working in the field of child survival through its computer-based linkages with national and international information networks.

**The health information system has provided a focus for communication and collaboration among the member PVOs.** The development of the HIS has been interesting and instructive. Conceived as a centrally oriented, top down system, it now approaches member PVOs from a bottom up direction. The long process of education and determination of objectives has led to the recognition of common goals and problems in information system needs and has facilitated information sharing. From the technical point of view, this process has spurred an examination by individual PVOs of the role and process of information collection and management as a prerequisite to establishing and using a central information system.

### **5.1.6 Organizational Collaboration and Cooperation**

There are three important areas of collaboration and cooperation for PROCOSI: its internal organization; the members of the network; and the governmental institutions, other PVOs and international organizations with which PROCOSI deals.

Collaboration and cooperation within PROCOSI have already been described as weak, unstable, and poorly defined. But the member PVOs have advanced significantly in this regard and have benefitted greatly from participation in the network. PROCOSI has established a high degree of collaboration and cooperation with the MOH, but has had little contact with other governmental agencies and local PVOs. As a result, it is largely unknown and somewhat isolated.

## **5.2 Lessons Learned**

The principal lessons learned are in the six areas that follow.

### **5.2.1 Organizational Development**

There are two principal lessons about organizational development to be drawn from the PROCOSI experience. The first is that it is essential **to delineate clearly the internal roles and functions of the network at the design stage of the project.** Once the project is approved, it is necessary to ensure, to the extent possible, that systems, procedures, and staff are in place and functioning before operations begin. Also, if a member of the network is chosen to facilitate the creation of the new organization, as was the case with SCF, that member must have a strong sense of belonging to the organization and proven experience in organizational development and management.

The second lesson pertains to the donor. If the organization is to be viable, **the donor must be supportive, patient, and persistent but not intrusive or directive.** If the organization ultimately is to be owned and operated by the membership, the donor should foster member involvement in the organization. However, the donor should accept the risk

of failure and should not intervene to save the organization if its members show little or no interest in its survival.

### **5.2.2 Sustainability**

Greater attention should be given to defining the meaning of sustainability at the design state of the project. This definition should enumerate indicators pertaining to institutional, financial, and operational viability, and to the benefits to be derived from membership in the network.

### **5.2.3 Technical Assistance**

**Technical assistance can be an important service, motivating organizations to seek and continue membership.** The coordinating agency must have a highly competent and experienced technical staff to deliver services that member organizations value. An important role can be to suggest effective norms for the activities of member organizations. Examples would be training design and implementation, project design, and research. The coordinating agency can use these as educational tools.

### **5.2.4 Subgrants**

**When creating a network such as PROCOSI, it is essential to include benefits immediately obvious to prospective members.** At the inception of PROCOSI, subgrants were a clear benefit that helped hold the organization together through a difficult period of development until other benefits, such as shared experiences and technical assistance, were recognized.

**Subgrants can be a focus for technical assistance and increasing institutional technical capacity.** Technical assistance to support subgrants aims at improving the quality of a specific project, but its effects go further. The process of applying for a subgrant and the subsequent implementation of the project involve many roles and activities in a PVO. Technical assistance provides opportunities for institutional strengthening in many areas.

**In order to achieve quality, it must first be defined.** The lack of a clear definition of priorities and responsibilities has hindered PROCOSI in fulfilling its role in improving the quality of PVO programs. Its successes more often reflect individual initiative rather than commonly defined and universally understood goals. A definition of the quality to be achieved will help to define priorities, focus efforts, and establish responsibilities.

### 5.2.5 Organizational Collaboration and Cooperation

Effective collaboration and cooperation are the result of a long process to create an atmosphere of reciprocal trust and confidence that replaces the traditional competitiveness and isolation of PVOs. **This process must precede any thought of expanding the network.**

### 5.2.6 Lessons Learned about PVO Networks

The evaluation team was not explicitly requested to determine the hallmarks of a successful PVO network nor was the team able to compare developments at PROCOSI with those at other PVO networks. Still, from observing PROCOSI the team was able to suggest some of the basic features that might comprise a successful umbrella network. It should be emphasized that these findings are preliminary and incomplete. They need to be substantiated or revised through more systematic review and comparison of PROCOSI with other existing and proposed PVO networks.

**First, the network should be designed as a separate autonomous entity consisting of member organizations.** In this context all members have equal rights and responsibilities. This structure is different from those PVO umbrella groups in which a large portion of authority and responsibility is vested in one of the members.

**Second, at start-up the network should offer members a clear inducement for participating.** For many members, the prospect of accessing subgrants was clearly the primary motive for joining PROCOSI. This objective held the attention of the members of PROCOSI until the other, less obvious advantages of membership became apparent.

**Third, at start-up one of the member organizations, experienced in managerial and administrative matters, should be responsible for establishing and monitoring the implementation of effective organizational systems.** SCF has played this role in PROCOSI. This has allowed the staff of the network to begin immediately to give primary attention to the definition and execution of programmatic and technical assistance activities that serve the membership. Over time, as they become more experienced, the primary responsibility for operations can be shifted to network staff.

**Fourth, at start-up it is important for networks to give careful consideration to developing strategies for sustaining operations through diversification of funding and to sustaining the benefits of activities through the definition and implementation of a common approach to providing technical assistance.** It is equally important for the network to develop mechanism to

document successes and failures and to incorporate the lessons learned when designing new program activities.

**Fifth, the PVO network should have a limited, well-defined programmatic focus.** In the case of PROCOSI the focus is child-survival, albeit interpreted as a broad, multi-sectoral concept. Where the PVO members have a clear programmatic focus opportunities to establish common objectives and approaches are enhanced.

**Sixth, the staff of the umbrella network need to have strong technical and organizational skills.** Network staff should be viewed as resources available to the staff of member organizations. Their skills should be complementary to those of the member organizations but at the same time network staff should have more advanced expertise.

**Seventh, goodwill and a shared vision of development among the Directors of the member organization clearly facilitates effective network operations.** While it is difficult to predict how personalities will blend, it is clear that mutual respect and genuine understanding among the Directors produces a positive atmosphere in which autonomous organizations conclude that there is more to be gained from cooperation than competition.

**Eighth, networks can only succeed if the individual members believe that the organization has a useful role and is owned by the members, not the donor.** A.I.D. has a seminal role to play in bringing PVOs together to launch a network. However, long-term success is dependent on members committing time and resources to the network's programs and operations. A.I.D. must make every effort to persuade the members that the organization is theirs. This makes it necessary for A.I.D. to take a "hands-off" managerial role and to accept the possibility that the network might dissolve.

### **5.3 Recommendations**

The recommendations that follow are intended to enhance the capacity of the network to improve technical proficiency, expand collaboration among its members, increase the prospects for autonomy and sustainability, and ensure the consistent and effective application of MOH policies and standards in child survival programs.

#### **5.3.1 Organizational Development**

Although PROCOSI has revised its organization twice, a new structure is proposed (figure 4). This structure is designed to facilitate the review, implementation, and evaluation of its

activities, improve collaboration among the staff, and facilitate selection and implementation of priority activities.

The new structure proposes the establishment of three centers, *Centro de Asistencia Tecnica* (CAT), *Centro de Documentacion y Difusion* (CDD), and *Centro de Administracion de Donaciones* (CAD), which would be responsible for managing the three principal functions of PROCOSI, namely, technical assistance, subgrant management, and the collection and dissemination of documentation on child survival. Most of the current technical staff would be assigned to the *Centro de Asistencia Tecnica*, which would be directed by a technical manager. The other two centers would have managers qualified in library science and grants management respectively, as well as at least one administrative assistant.

Requests would be processed by the responsible center according to established procedures. For example, a subgrant request would be directed to the CAD, where it would be logged and sent to the CAT, where it would be reviewed by *all* the technical staff and consultants if required. One person would be appointed to assemble all the comments of reviewers and forward them to the CAD for transmittal to the PVO member.<sup>39</sup>

When the request has been approved or, if modifications are required, the revisions have been received, members of the CAT would assemble, under the direction of the manager (*coordinator*), to choose an activity manager and to develop a work plan that would:

- Define the tasks
- Designate the personnel, including consultants, responsible for each task
- Estimate the cost of the activity by task
- Establish a timeline for completion of the task

The work plan would be reviewed and approved by the executive secretary and the managers (*coordinadores*) of the CAD and the CAT to ensure that the necessary resources (human and financial) are available and that the systems are in place to carry out the work plan. The staff of the CAT would be responsible for implementing the approved work plan, and the manager of the CAD would be responsible for monitoring implementation, and ensuring the timely execution of all financial, administrative, and technical tasks. The manager of the CAD would be expected to bring other technical skills to PROCOSI that can be called on as needed.

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<sup>39</sup> Naturally, copies of all correspondence would be sent to the executive secretary.

PROCOSI's present technical assistance is directed to tasks related to subgrants, requests from PVO members, or requests or proactive suggestions designed to serve the members and others, especially the MOH. As now proposed, the technical assistance for a subgrant would be implemented by CAT staff but closely monitored by the manager of the CAD. The technical assistance for other requests would be defined and implemented by the CAT staff and monitored by the manager of that unit. For example, the manager of the CAT would solicit the comments and suggestions of all the technical staff, including those in CAD and CDD who have the technical expertise to review a request. An activity manager, based in CAT, would then be appointed to review the comments received and a meeting attended by the relevant staff would develop a work plan containing the elements noted above. This work plan would be reviewed and approved by the executive secretary and the manager of the CAT, who would be responsible for monitoring the implementation of the work plan while the activity manager, based in CAT, would be responsible for executing it.

Activity management is the key to the proposed system. Every activity has to be analyzed for the components noted above and implemented and monitored by the designated activity manager according to the work plan. Under this structure, center managers (*coordinadores*) would be responsible for soliciting review and comment from staff professionals and consultants, appointing activity managers responsible for developing and executing appropriate work plans, and monitoring the execution. Technical staff may at times *manage* the activity and *carry out* specific tasks related to it; at other times, they may be responsible only for *executing* one or more tasks defined in the work plan.

There are several advantages and limitations to the structure outlined above. It would ensure greater consistency in review and implementation and bring all technical and administrative staff together to review and plan activities. It would ensure more accurate budgeting and more thorough monitoring, and would force PROCOSI and its member PVOs to prioritize activities. It is suggested that PROCOSI establish a *consejo tecnico consultativo* as part of the review and approval process and to facilitate exchanges between the executive secretary, the administrative officer, and the three line units. This ad hoc committee would, on a routine basis, review and monitor the *internal* operations of PROCOSI.

There are two obvious limitations to this proposed structure. It would require significant changes in the way the professional staff now operate. Each professional carries the title of *jefe* and operates with a great deal of autonomy. Organizational change causes anxiety and should be implemented slowly, patiently, and with the cooperation of those whose authority is being modified. The second limitation is that the proposed structure requires the addition of several new staff and the enrollment of the two staff currently paid by PRITECH. This has significant implications for the operational budget.

It is recommended that this functional approach be incorporated in the organizational structure of PROCOSI as soon as possible to ensure that maximum input is received from staff and consultants, meaningful work plans are developed and implemented, and

responsible managers are identified and held accountable for the execution of activities. It is important for the executive secretary and the department of administration under his direction to work with SCF to develop the administrative and financial systems required of an independent entity so that they are in place by the time PROCOSI receives its *personería jurídica*. The REC has already agreed that SCF should develop and install these financial and administrative procedures.<sup>40</sup> PROCOSI must determine the total cost of operations, assuming that PRITECH support for staff will not last beyond September 1992 — and probably should be terminated on July 31, 1991. When proposing the transfer of PRITECH staff to its payroll, PROCOSI should encourage PRITECH to continue to support its operations. For example, it might suggest that PRITECH transfer the amount budgeted for staff salaries through September 1992 to specific operations, e.g., studies on diarrhea prevalence and/or the efficacy of treatment.

### 5.3.2 Sustainability

**A *personería jurídica* for PROCOSI offers the potential for achieving sustainable operations.** PROCOSI would receive support from other national and international donors, as well as USAID. Meanwhile, it should make a serious effort to increase support from the member PVOs and explore the potential for generating revenues by charging for some services, e.g., workshops.

The establishment of an endowment is another interesting possibility. PROCOSI has been invited to participate in a Debt for Development swap that would benefit it and a proposed children's museum sponsored by the *Fundacion Cultural Quipus*. The swap calls for the Debt for Development Foundation in Washington, DC to consolidate \$50 million worth of Bolivian debt in U.S. banks and arrange for the liquidation of that debt in return for a payment of \$5 million. The \$5 million would be made available by USAID for funding the new OPG. In return for the transfer of these funds to U.S. banks, the Bolivian Central Bank would have its foreign debt reduced and would issue bonds in local currency equivalent to \$7.5 million. A portion of the amount (1.5 percent) would be paid as commission to the Debt for Development Foundation, and PROCOSI would receive \$5 million in local currency. The remaining amount would be divided between PROCOSI and the children's museum. PROCOSI could use its portion (approximately \$695,000) to establish an endowment that would enhance its financial security.

Debt for Development swaps are not easy to implement. It generally takes six to eight months or longer to reach agreement on the terms of the swap, and the transactions described above must occur simultaneously. There are many questions regarding the feasibility of this enterprise. For example, would USAID be prepared to provide PROCOSI with \$5 million in one obligation when it usually finances projects incrementally? Still, PROCOSI should explore this opportunity further.

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<sup>40</sup>Acta de Reunion: Asamblea Extraordinaria, April 19-20, 1990.

PROCOSI should also move to document and publicize the fact that its services are cost effective and have considerably improved the extent of the programs and operations of the PVO members. These are sustainable benefits worthy of attention and support.

### **5.3.3 Technical Assistance**

**PROCOSI should identify a focus for its technical assistance component and establish priorities and guidelines for access, assignment, and evaluation.** These priorities and guidelines should cover:

- The areas for which technical assistance will be available
- The categories of technical assistance to be provided
- The conditions under which technical assistance will be available
- The conditions under which technical assistance will be extended to nonmembers.

**Technical assistance should have an evaluation mechanism to ensure the quality and usefulness of its services.** The mechanism need not be complicated. Simple forms for requesting technical assistance and for evaluating the assistance provided were developed but have never been used for reasons that are not clear. If in fact these are not considered useful, suitable alternatives should be developed.

The training component of technical assistance should develop a results-oriented, integrated approach that includes: systematic needs assessment; a training plan that defines specific, measurable objectives and indicators for evaluation; and a design that focuses on the needs of trainees and provides for follow-up and evaluation.

This approach should provide a model for member agencies through training-of-trainers events. To avoid additional evaluation burdens on PROCOSI staff, evaluation techniques should be transferred to members of the network.

PROCOSI technical staff should be provided with opportunities for professional development through short courses and attendance at professional events within and outside Bolivia.

### **5.3.4 Subgrants**

**Subgrants are an important contribution of PROCOSI and should be continued.** Pilot, innovative, and investigative activities leading to project design and program

Improvement and providing the basis for proposals for larger program activities should be emphasized. Support for larger program activities should continue provided there is a special role for PROCOSI; for example, emergency or bridging funding, add-on funds for a new component in a larger project, a program activity that has special technical assistance and evaluation needs or an investigation component, or a follow-on to a smaller investigation or pilot project. PROCOSI's commitment to provide technical assistance to a project from development to completion is a key to its ability to support improved quality of subgrants. The practice of having start-up workshops should be continued. The activities currently defined as "investigation" should be included under subgrant activities.

The proactive development of project themes and activities, through workshops and individual consultations with the PVOs, should be promoted. Still, PROCOSI should not take primary responsibility for implementation of a subgrant activity. Areas of accomplishment by PROCOSI should continue to be emphasized. These include startup workshops, improving the quality of project activities through monitoring and technical assistance, and the emphasis on local diagnosis and needs assessment as a basis for the formulation of projects. Themes that reflect quality in programs, such as program design, replicability, sustainability, and cost effectiveness, as well as the effectiveness of individual interventions, should be developed and given special attention.

**The subgrant development and review procedures require reformulation.** Clear criteria and priorities for selecting subgrant activities should be established. To preserve the special feature of PROCOSI support for technically demanding activities and to include all PVO members in these types of activities, the subgrants may be divided into two classes.

The first class would be small (\$5000 to \$50,000) grants for pilot, innovative, and investigative projects which will lead to program development or improvement. These grants would emphasize high technical quality and the achievement of results which will lead to program improvement. PROCOSI technical staff would provide assistance in proposal development, including calling on outside technical resources. The proposal would be reviewed and approved or disapproved. These grants would not be competitive but would require approval based on adherence to selection criteria and adequate design. The review process should be similar to that described below. A ceiling for each PVO should be established for how much funds can be accessed through this noncompetitive process over the period of the next OPG.

The second class of grants would be larger (\$50,000 to \$200,000) and would be awarded on a strictly competitive basis. Program activities, as well as innovative studies, could be included. The review will require not only guidelines but a method of prioritizing and ranking proposals. A process that includes local experts outside of PROCOSI and the funding institution should be established to ensure objective assessment and to decrease the tension

and conflict that could be expected among competing PVOs if the process were wholly internal. The following steps are suggested as a model of the review process:

1. A proposal is delivered by the PVO to PROCOSI. It may be at any stage of development, from a concept paper to a proposal ready for the formal review process.
2. The technical team discusses the proposal, assigns responsibilities for further protocol development with the PVO, and notifies the PVO of the results of the review.
3. The technical team revises the proposal with PVO personnel. Outside consultants may be used if necessary at this point, and subgrant administrative personnel would participate to ensure that the proposal meets administrative requirements.
4. When the technical team and PVO staff consider the proposal is in final form, it is passed to administration for a final administrative review.
5. The proposal, with supporting documents from PROCOSI technical staff and outside reviewers, if any, then goes to the three-member technical committee who will approve or disapprove according to established criteria. In the case of larger grants, the committee will score the grant for ranking with other submitted grants. The role of this committee is to use their professional judgment in applying established criteria objectively rather than to make decisions based on their own judgments or criteria.
6. The approved proposal then goes to the PROCOSI review panel, which consists of the executive secretary, a spokesperson of the REC, and representatives from the MOH and USAID. This group will make a final decision about funding. Disapproval by this panel, if funding was recommended by the technical committee, would require a specific explanation to the PVO and instructions about conditions under which the proposal would be funded.

The REC would no longer be part of the review process, but would play the central role in the development of selection criteria. It would subsequently monitor the review process to ensure adherence to selection criteria and clarify or modify these criteria as necessary. An outline of all criteria to be used for proposal review should be presented to the member PVOs, so that key issues are included in proposal development. This will facilitate and focus proposal review.

PROCOSI technical staff would continue to collaborate in the development of these competitive proposals as requested. Every effort should be made to bring in outside experts,

not only to improve the review process, but to provide feedback to the PROCOSI reviewers and improve their technical skills.

**Skills in project design, including epidemiology and operations research, are needed in PROCOSI** and may be met by part- or full-time staff, by regular consultation with outside individuals, and by developing these skills within the organization. The short-term goal of bringing epidemiology and operations research skills into PROCOSI would be to enhance the technical quality of subgrants submitted to the review process; the medium-term goal would be improving and promoting the investigative component of all subgrants; and the long-term goal would be the institutionalization of methodologies to improve continuously program design and activities. A workshop to review the 14 subgrants that have been funded, including a review of missed opportunities for operations research, technical problems, and alternative strategies for the future, would be particularly useful.

**Evaluation requirements and procedures should be revised.** Evaluation requirements and procedures should be reformulated to reflect the needs of the PVOs receiving subgrants and to satisfy USAID requirements. Small grants should rely on monitoring and a final report. The focus of evaluation should be to improve the programming, monitoring, and evaluation capacity of PVOs and the management of independent evaluation of large grants. In some cases the evaluations of large grants may be performed by PROCOSI staff. But in all cases, the budget for evaluation, including technical assistance, should be included in the subgrant budget.

### 5.3.5 Organizational Products

The documentation center serves all PROCOSI organizational units, as well as member organizations and others. Given the current and increasing importance of this unit, it **should be constituted as a separate center within the PROCOSI structure and encouraged to operate and serve its internal and network clients more effectively.**

A separate budget should be developed, and consideration should be given to hiring additional staff. The budget would allow the proposed center to purchase a limited amount of material on child survival programs (in Spanish) and to disseminate more expeditiously the materials on child survival developed during workshops and seminars. The addition of an assistant, who can relieve the librarian of routine work and free her for more important tasks, including those of strengthening the documentation resources of member organizations, would help the technical staff in both the CAD and the CAT and significantly increase the technical capacity of center.

**The development of the HIS should be pursued.** The HIS has brought the member institutions together around a common problem. The continuation of this activity is advisable, provided members can reach agreement on its priority and develop a work plan. The upcoming workshop in November 1990 is an ideal time to determine the future of this

activity. The concentration on Individual PVO needs and problems, providing technical assistance to develop goals and systems, is a logical next step. Optimally, the HIS approach within PVOs would be combined with evaluation of planning and decision making methods and data needs, such as the FHI workshop facilitated by Planning Assistance.

The idea of a central data bank should be kept in mind but not pursued again until the HIS has been developed and problems solved at the member PVO level. A reassessment at that time would establish whether PROCOSI should serve as a data manager with a role that could range from the collection of reports from members, to the provision of technical assistance, data management, and computer center support in the production of reports, to a central data bank that produces reports and summary documents for all PVOs. The diversity of PVOs, and differences in their data collection styles, needs, and sampling methods make a central data bank an improbable reality in the medium term.

### **5.3.6 Organizational Collaboration and Cooperation**

With the collaboration and cooperation already achieved among members of PROCOSI, it would be worthwhile thinking about developing and sharing programs with individual PVOs or a group of PVOs. PROCOSI should also begin to build institutional rather than personal relationships with government institutions. Finally, PROCOSI should extend membership to national PVOs to gain legitimacy within the national context and improve its chances of securing funds from sources other than USAID.

## **Chapter 6**

### **PRIORITY ISSUES**

The conclusions, lessons learned, and recommendations offered suggest actions to be taken during the remaining months of the project. They are summarized below under the principal headings used during the evaluation and are presented in a timeline (Figure 5).

#### **6.1 Organizational Development**

1. Implement administrative and financial systems, and prepare manuals outlining roles, responsibilities, and organizational procedures.
2. Restructure PROCOSI as recommended in this evaluation.
3. Proceed with the registration of PROCOSI as a local PVO (personería jurídica). (This should be completed in early 1991.)

#### **6.2 Subgrants**

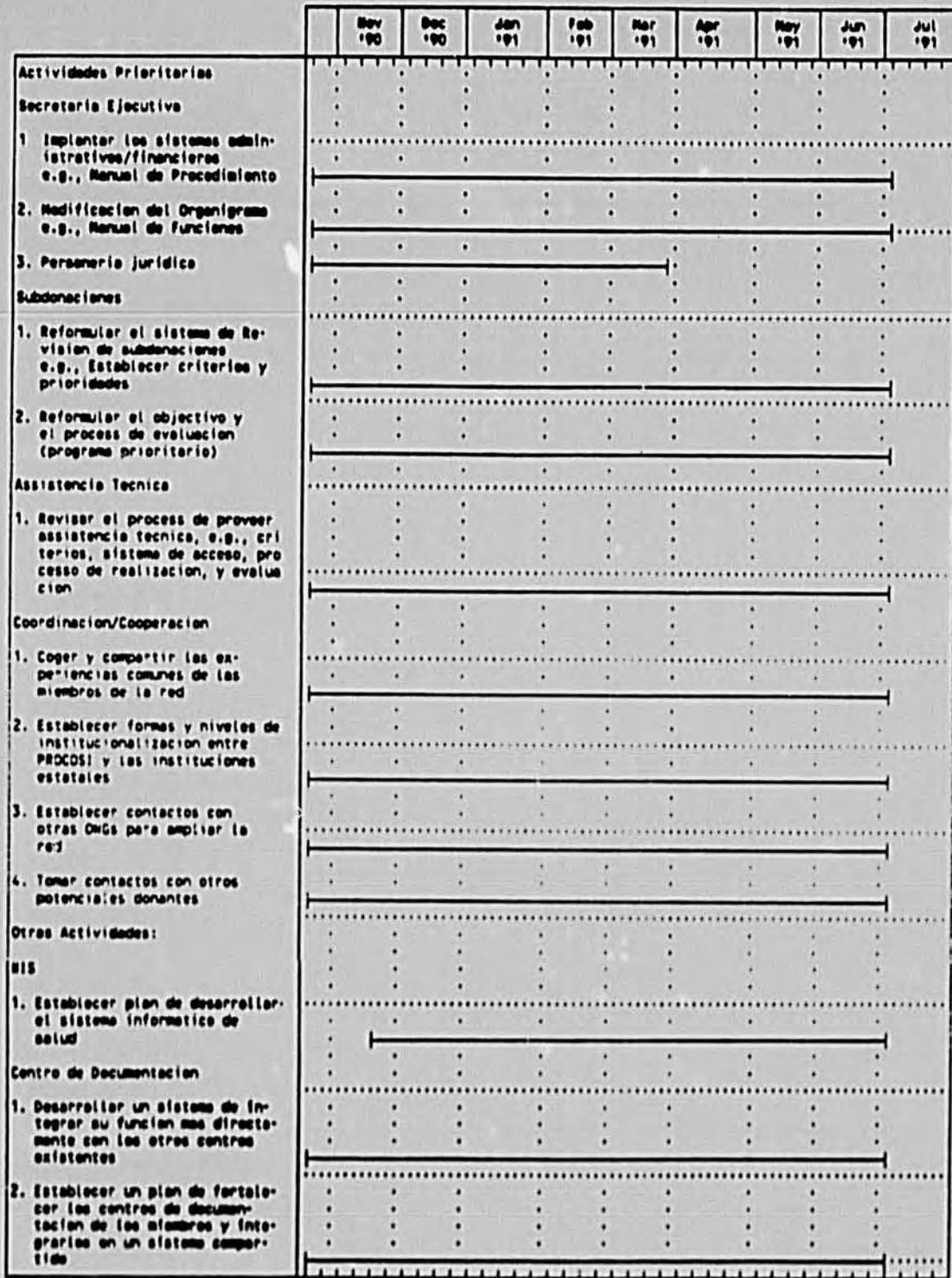
1. Revise the system for reviewing subgrants, by incorporating criteria and a scale of priorities.
2. Revise the process and objectives of the subgrant evaluation. (This requires immediate attention.)

#### **6.3 Technical Assistance**

1. Revise the process of providing technical assistance. Define the objectives of technical assistance, as well as the systems for providing, monitoring, and evaluating it.

#### **6.4 Coordination and Cooperation**

1. Collect and exchange information on the experiences of members of the network.



**Figure 5**

**Timeline of Priority Activities  
October 1990 - July 1991**

2. Establish the form of cooperation and coordination and the levels of institutionalization between PROCOSI and the GOB.
3. Establish contacts with other PVOs involved in child survival activities and interested in joining PROCOSI.
4. Establish contact with other potential donors, both national and international.

## **6.5 Other Activities**

1. Define a plan to develop the health information system (HIS). (This priority issue should be examined at the workshop in November 1990.)
2. Develop a plan to integrate the functions of the documentation center with those of other units of PROCOSI.
3. Establish a plan to strengthen the documentation centers of member PVOs and to integrate them into an information exchange program.

## Appendix A

### **PROCOSI MEMBERSHIP**

**Programa de Coordinacion en Supervivencia Infantil (PROCOSI)**

Lisimaco Gutierrez (Pasaje 490 No. 4)

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Tel 342509/374104

**CARE**

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**CARITAS**

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**Project Concern**

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La Paz

Tel 351353

**Consejo de Salud Rural Andino**

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La Paz

Tel. 342950/322138

**Catholic Relief Service (CRS)**

Calle Corneta Mamani 1973

P.O. Box 2561

La Paz

Tel 343335/322269

**Freedom from Hunger Foundation**  
**Avenida Arce 2970**  
**P.O. Box 4791**  
**La Paz**  
**Tel. 354040/322159**

**Food for the Hungry International**  
**Calle Presbitero Medina 2516**  
**La Paz**  
**Tel. 322238/351671**

**Plan de Padrinos (Plan International)**  
**Calle Francisco de Miranda 2123**  
**P.O. Box 424**  
**La Paz**  
**Tel. 353028/356668**

**Proyecto Esperanza**  
**Villamontes**  
**Tel. (0604)-2302**

**Save the Children (SCF)**  
**Calle Pedro Salazar 517**  
**P. O. Box 5793**  
**La Paz**  
**Tel. 325011/323845/423687**

## Appendix B

### STATEMENT OF WORK: PROCOSI EVALUATION

#### A. Requirements:

1. The Contractor will conduct a final evaluation of the Child Survival PVO Network OPG focusing on the impact of the project. Problems of project design and implementation will be identified and suggestions for corrective measures will be provided.

2. The Contractor will develop, measure and interpret evaluation indicators in coordination with all participants. The participants include the PROCOSI Executive Secretariat, SCF, the Bolivian Ministry of Health and the member PVOs including: CARE, Food for the Hungry International, Project Concern International, Foster Parents Plan, Andean Rural Health Corporation, Save the Children, CARITAS Boliviana, Catholic Relief Services, Freedom from Hunger Foundation, and, Project Esperanza Villamontes. (All PVOs except Project Esperanza have offices in La Paz.)

3. The Contractor will also recommend improvements in design and operations for a possible project extension. Consideration should be given to the feasibility of PROCOSI obtaining their Personeria Juridica and having USAID supporting them directly and the possibility of accepting new members.

#### B. Expected Outputs:

1. Questions to be addressed:

Operational definition:

##### a. Project Design and Start-up:

1. Was the Project design adequate to compensate for its complexity?

Analyze difficulties and benefits caused by the project design. Make recommendations for project extension (prepare log frame).

2. Was the project design significantly altered by SCF or PROCOSI?

Compare original design with actual project.

3. Should any component be deleted or others added?

Analyze which components caused undue complications without compensatory benefits and recommend additional components to fill any project gaps.

b. Process:

Were the following project areas feasible and realistic and to what extent was PROCOSI able to implement activities in these areas?

1. Management

1. How effective is the SCF management of the OPG and the relationships among the Rotating Executive Committee, Executive Secretariat and member PVOs
2. Assess possibilities of PROCOSI obtaining its Personería Jurídica and receiving grants directly from USAID and other donors

2. Administration

Analyze the PROCOSI administration and the relations between PROCOSI, SCF, and USAID

c. Project Accomplishments - How successful are the following in improving the PVOs abilities to provide CS services?

1. Training programs

Analysis to include the following areas:

1. Quantity
2. Quality

2. Technical assistance

Analysis to include the following areas:

1. Quantity
2. Quality

3. Sub-grants

Analysis to include the following areas:

1. Quantity
2. Quality
3. Issues of approval mechanisms

4. Coordination

1. Among the PVOs
2. Between PROCOSI and the MOH and USAID
3. How can other institutions be better brought into the project and be improved?

5. Standardization of evaluation criteria

How effective have PROCOSI's efforts been to standardize CS evaluation criteria among PVOs?

d. Benefit analysis:

1. What were other perceived project benefits? Report benefits perceived by project participants.

2. Conduct De-Briefing Workshop in Spanish.

3. Present written final report in English and Spanish.

C. Methodology

The Contractor will assemble a team of expatriate and national experts having the skills listed in section V. A team planning meeting will be held to establish objectives, methodologies and to unify the team. Documentation from USAID/Bolivia, SCF/Bolivia and PROCOSI will be analyzed. A sample of member PVOs will be visited. A sample of sub-grants awarded to member PVOs will be analyzed. The data will be analyzed and results presented in a de-briefing workshop to be conducted by the contractor in Spanish. A final written report will be provided to USAID in English and Spanish.

D. Background Information

1. Project Location: La Paz, Bolivia

2. Evaluation Timeframe: Five weeks September - October 1990.

3. Reference Materials:

Grant Letter and Amendments  
Mid-term Evaluation  
Quarterly Reports  
REC and Assembly Meeting Minutes

4. Contacts:

SCF/Bolivia Tel: 32-3845, 32-4687;  
David Rogers, Director

PROCOSI Tel: 34-2509, 37-4104  
John Kepner, Executive Secretary

USAID/Bolivia Tel: 32-0824  
Paul H. Hartenberger, Chief, HHR  
Charles Llewellyn, Project Manager  
Deborah Caro, Mission Evaluation contractor

V. COMPOSITION OF EVALUATION TEAM AND TERMS OF PERFORMANCE

The contractor will provide three (3) bilingual (English - Spanish) speaking experts in: Institutional/PVO analyses, Child Survival, and Training/Human Resources. One of the team members will be appointed team leader. The contractor will also make provisions for local facilitators for the Team Planning Meeting (TPM).

The working days breakdown for each team member would be as follows:

Travel:	2 working days
Team planning:	2 working days
In-country work:	24 working days
Briefing and Debriefing (US):	3 working days
Finishing report:	<u>2</u> working days
	33 working days

A six-day week is envisioned for the field work. The required services should start o/a September 5, 1990.

VI. RELATIONSHIP AND RESPONSIBILITIES

The contractor will work under the direct supervision of the USAID/Bolivia Office of Health and Human Resources.

VII. REPORTS

Before departing the field, the contractor will prepare a draft report in English, of approximately 30 pages (excluding annexes) with an Executive Summary of 3-4 pages. The contractor shall make a presentation of the findings of the evaluation to the Mission before departing from Bolivia. The final report shall include a completed A.I.D. Evaluation Summary Form (see Attachment C), and will be forwarded within two weeks of departure. The contractor will send ten copies of the final report to the Mission. The Contractor will be responsible for translating the final report to Spanish.

VIII. SPECIAL REQUIREMENTS

For short-term technical assistance, the following applies:

The altitude of La Paz (13,400 feet above sea level) can have a deleterious effect on the health of persons with pre-existing medical problems and/or respiratory infections. Individuals with hypertension, diabetes, angina pectoris, coronary heart disease, asthma, emphysema, chronic bronchitis, or any history of heart attack, heart disease, or lung disease, should have a thorough evaluation by their physician prior to traveling to La Paz. Persons with any respiratory infection, such as cold, bronchitis, or pneumonia should delay travel to La Paz until they have fully recovered.

Appendix C

**LIST OF PERSONS CONTACTED**

USAID/Bolivia

La Paz

Tel. 320824

Paul H. Hartenberger, Chief - Health and Human Resources

Charles Llewellyn, Project Manager

Deborah Caro, Mission Evaluation Contractor

PROCOSI

La Paz

Tel. 342509/374104

John Kepner, Executive Secretary

Cesar Sevilla, Jefe- Unidad Multisectorial

Dra. Ana Maria Aguilar, Jefe - Unidad Salud

Fernando Diaz, Jefe - Unidad Evaluacion

Susana Barrera, Jefe - Unidad Educacion

Meri Sinnitt, Child Survival Fellow (Johns Hopkins Univ.)

Melvy Flores, Centro Documentacion

Alvaro Rozenbluth, Oficina de Administracion

Alene H. Gelbard, Consultant - Health Information System

Jennifer Winestock de Luna - Health Information System Specialist

Ministerio de Prevision Social y Salud Publica (MPSSP)

La Paz

Tel 370296/375460/375461/376671/375479

Dr. Jack Antelo Soliz, Director General de Salud Publica

Dr. Oscar Ponce de Leon S.C., Coordinator General - Direccion Nacional de Relaciones Internacionales

Internacionales

Dr. Roberto Bohrt Guzman, Director Nacional de Salud Materno Infantil

Dra. Miriam Lopez, Direccion de Salud Materno Infantil

Ministerio de Planeamiento

La Paz

Dra. Alma Zavaleta

Centro Interdisciplinario de Estudios Comunitarios (CIEC)

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**Raul Bohrt P., Investigador Asociado  
Lieselotte Barragan, Asistente**

**Consejo de Salud Rural Andino**

**La Paz**

**Tel. 342950**

**Nathan Robison Cartar, Coordinador Nacional de Proyectos**

**Cochabamba - Mallku Ranchu**

**Dr. Orlando Taja, Director**

**Dr. John Nava, Director - District 5, (MPSSP)**

**Dra. Gilka Lara, (MPSSP)**

**Simon Saavedra, Health Technician**

**Adela Asbun, Supervisor-Field Work**

**Marta Escobar, Health Technician**

**Dr. Juan Villareal, Consultant**

**Paul Edwards, US Medical Volunteer**

**Dr. Carcelo Castrillon, Johns Hopkins University**

**Proyecto Concern Internacional**

**La Paz**

**Tel. 351353**

**Dudley Conneely, Director Nacional**

**Dr. Ignazio Caballero, Subdirector Tecnico**

**Oruro**

**Lic. Graciela Saenz de Bellott, Directora Proyecto**

**Eva Guamon Torrico, Docente**

**Elvira Castro de Tapia, Contadora**

**Sharon Kim, Peace Corps Volunteer**

**Cochabamba**

**Dr. Evarista Makda T., Director Regional**

**Kelly Zajechowski, Intern-Volunteer**

**CARE**

**La Paz**

**Tel. 786341/783534**

**Frank Sullivan, Director Nacional**

**Tarija**

**Adel Aguirre, Ing. Agronomo**

**Andrea Cuellar, RN Supervisora del Proyecto**

**Lidio Arenas, Miembro, Comité de Agua (Bordo el Molla)**

**Lourdes Arenas, Promotora de Salud**

Roque Fernandez, Socio  
Maria Albornos, Socio  
Anibel Miranda, Presidente-Comite de Aqua (Coimta)  
Nieves Camacho, Socio  
Felicidad Morales, Socio  
Jesus Mendoza, Socio

**CARITAS**

La Paz

Tel. 342402/371916

Dr. Jorge Crisostos, Coordinador Medico de Proyecto Sobrevivencia Infantil  
Oscar Borda, Secretario Ejecutivo

Save the Children

La Paz

Tel. 325011/323845/324687

David Rogers, Director Nacional  
Robert Grabman, Administrador

Inquisivi

Emmanuel Brolet, Agronomo  
Mario Torrello Selaz, Tecnico  
Patricia Benarande de Bertran, Nutricionista  
Carlos Loaza Arana, Agronomo

Freedom From Hunger Foundation (Meals for Millions)

La Paz

Tel. 354048/322159

Eduardo Bracamonte, Director Nacional

Copacabana

Lic. Nieves Quino, Executive Director  
Lic. Marta Clavijo, Technical Chief-Small Credit Project

Food for the Hungry

La Paz

Tel. 322238/351671

Randall L. Hoag, Director Nacional

Potosi/Irupampa

Gerardo Wayar C., Administrador  
Percibal Condo, Promotor  
Eulogio Garcia S., Promotor  
Hilda Antezana Silva, Jefe-Programa Supervivencia Infantil  
Juan Reyes C., Promotor

**Catholic Relief Services (CRS)**

**La Paz**

**Tel 323335/322269**

**Christine Tucker, Directora Programa en Bolivia**

**Sucre**

**Dr. Daniel Rivas, Director Medico-Chagas Project**

**Ruth Senzano, Supervisor-Chagas Project**

**Proyecto Esperanza**

**Villa Montes**

**Tel. (0604)-2302**

**Garth Pollock, Director Nacional**

**Plan de Pardinos (Plan Internacional)**

**La Paz**

**Tel. 353028/356668**

**Durval Martinez, Director**

**Lake Titicaca**

**Dr. Gualberto Gulbarra, Health Coordinator-IRA Project**

**Lic. Nelly Copari, Health Coordinator-IRA Project**

**Dr. Federico Alvarez, Director-Hospital de Batalla**

**Lourdes Aquise, Health Assistant-IRA Project**

**Fundacion Cultural Quipus**

**Cale Jauregui 2248**

**Castilla 1696**

**La Paz**

**Tel 340062/390700**

**Peter J. McFarren, Director**

**UNICEF**

**Plaza 16 de Julio No. 280**

**Casillo 10728**

**Obrajes**

**La Paz**

**Tel 786577**

**Jim Mayrides, Representative**

**World Bank**

**Av. 16 d Julio**

**No. 1628, Piso 9**

**La Paz**

**Tel. 355006**

**Dra. Constance Bernard, Resident Representative**  
**Julie Van Dolemen, Consulting Economist**

**Community and Child Health Project**

**Calle Goltia 142**

**La Paz**

**Tel. 325384**

**Lic. Rita Fairbanks, Health Educator**

**Dr. Jorge Velasco**

**Dr. Joel Kuritsky**

Appendix D

**FIELD SITES AND MEMBER ORGANIZATIONS VISITED BY THE WASH  
EVALUATION TEAM**

Hortense Dicker

Cochabamba - Andean Rural Health

Lago Titicaca - Andean Rural Health

Meals for Millions

Plan Internacional

Massee Bateman

Tarija - CARE

Sucre - CRS/Proyecto Social Boliviano-Britanico "Cardenal Maurer"

John B. Tomaro

Inquisivi - Save the Children

Potosi - Freedom from Hunger Foundation

Oruro - Project Concern

Susan Morowitz

Santa Cruz - Proyecto Esperanza (Villa Montes)

Cochabamba - Project Concern International

Guillermo Davalos

Lago Titicaca - Andean Rural Health

Meals for Millions

Appendix E

**SUMMARY OF PRINCIPAL CHARACTERISTICS OF TECHNICAL ASSISTANCE ACTIVITIES**

RESPONSABILIDAD DE LA ASISTENCIA TÉCNICA	1 Directa	2 Directa	3 Directa	4 Directa	5 Directa	6 Directa	7 Indirecta
AGENCIA SOLICITANTE	CAFE	Save The Children	Proyecto Concern Internacional	Food For The Hungry Foundation	Save The Children	Plan Internacional	Heals For Millions
PROPÓSITO DE LA ASISTENCIA TÉCNICA	Formulación de proyecto para Subdonación	Identificación de Proyectos para Subdonación	Formulación de Proyecto para Subdonación	Formulación de Proyecto para Subdonación	Formulación de Proyecto para AID/A	Formulación de Proyecto para Subdonación	Diseño y adecuación de su Sistema Contable
LUGAR DE REGISTRO	Tarapa Cochabamba Secretarías	Yacusi - Beni	La Paz	La Paz	La Paz	La Paz	La Paz
FECHA Y DURACIÓN	Mayo 61 - Junio 62 Indefinida	Marzo, 1969	Junio 27, 1969	Noviembre, 1969	Noviembre, 1969	Marzo, 1969	6-9 de mayo 2 días
UNIDAD RESPONSABLE	Multisectorial	Multisectorial	Multisectorial	Salud Administración Salud	Salud	Administración Salud	Administración
OBSERVACIONES		Se envió nota con inform. Esta no fue respondida	El PCL, solicitó cancelación de Proyecto				Se contratara servicios externos

FIN/A:

RESPONSABILIDAD DE LA ASISTENCIA TÉCNICA	8	9	10	11	12	13	14
	Indirecta	Combinada	Directa	Directa	Directa	Directa	Directa
AGENCIA SOLICITANTE	Proyecto (Concertado Internacional)	Save The Children	Caritas Boliviana	Proyecto Esperanza	Consejo de Salud Rural Andino	Consejo de Salud Rural Andino	Consejo de Salud Rural Andino
PROPÓSITO DE LA ASISTENCIA TÉCNICA	Diseño y adecuación de su Sistema de Control	Formulación de Proyecto para Subvención	Ayuda para la formulación de Proyecto - Área III-S.I.	Formulación de Proyecto para Subvención	Reformulación Proyecto para Subvención	Evaluación de Proyecto presentado por SEMTA al C.S.R.A.	Cooperación técnica de trabajo de Consultoría
LUGAR DE REALIZACIÓN	La Paz	Instituto La Paz	Santa Cruz	La Paz	La Paz	La Paz	La Paz
FECHA Y DURACIÓN	Mayo 1989 del 17. Julio de 1989 20 días	Septiembre 1989 Marzo 1989 Diciembre	Julio, Agosto 1989 4 días	Junio. 1989 Una semana	Febrero. 1989	Octubre. 1989	Octubre. 1989 3 días
UNIDAD RESPONSABLE	Administración	Multisectorial Salud Educación	Salud Educación	Administración Educación	Administración Educación	Salud	Salud
RESERVACIONES	Se contrataron Servicios Externos	Se contrato Consultor Unipersonal			El C.S.R.A. decide cambiar de proyecto	Rechazado	Trabajo no ejecutable a Escuelas de Educación Infantil

FIN/72

RESPONSABILIDAD DE LA ASISTENCIA TÉCNICA	15	16	17	18	19	20	21
	Directa	Directa	Directa	Directa	Continuada	Combinada	Indirecta
AGENCIA SOLICITANTE	CAPE Internacional	CAPE Internacional	Ministerio de Salud	Save The Children	Save The Children	Proyecto Esperanza, Unidad Sanitaria	8 CEs Ministerio de Salud
PROPOSITO DE LA ASISTENCIA TÉCNICA	Selección y Contratación de Técnico Investigador en CAP.	Reformulación del diseño para Investigación del C.S.T.	Revisión de Programas Paterno Infantiles	Elaboración de Plan Anual de Nutrición	Metodologías para la Producción de Materiales Educativos	Metodologías para la Producción de Materiales Educativos	Técnicas de Evaluación Rápida a Nivel de Comités
LUGAR DE REALIZACIÓN	La Paz	La Paz	Organización Mundial de la Salud	La Paz	Circuito	Villacortes	La Paz
FEC-A y DURACION	Julio, 1988 Cero días	Agosto, 1988	Diciembre, 7 1988	Agosto, 1988 Un día	Junio, 1989 4 días	Julio, Agosto 1988 4 días	15 de Mayo/1988 1 día
UNIDAD RESPONSABLE	Salud	Salud	Salud	Salud	Lic. Ana Amador Educación	Ruth Crespo Educación	Secretaría
OBSERVACIONES	Se contrataron Servicios Externos				Asistencia Técnica en Taller	Asistencia Técnica en Taller	Consultores externos de UNICEF

PM/ATJ

RESPONSABILIDAD DE LA ASISTENCIA TÉCNICA	22	23	24	25	26	27	28
	Indirecta	Directa	Directa	Directa	Combinada	Directa	Directa
AGENCIA SOLICITANTE	OPVs y Ministerio de Salud	CARE Internacional	CARE Internacional	Meals For Millions	Plan Internacional	Caritas Boliviana	Fundación Contra el Hambre
PROPOSITO DE LA ASISTENCIA TÉCNICA	Presentación de Normas del Programa de Crecimiento y Desarrollo	Taller de Salud Fortalecimiento de Sistemas de Agua	Selección y Contratación de Consultores	Apoyo al Curso para promotores en elaboración de Proyectos	Selección, Contratación de Consultores y Apoyo al Taller	Formulación de Proyecto para Subdonación	Elaboración de plan de ejecución y desembolsos.
LUGAR DE REALIZACIÓN	La Paz Hotel Totacaca	Oruro	Tarja Sucre, La Paz	Iquisma	Tambillo	La Paz	La Paz
FECHA Y DURACION	4-5 Julio/69 2 días		Junio, Julio 1969	Junio, 1969 2 días	Junio, 1969 3 días	Septiembre/1969 Una semana	Septiembre/1969 Una semana
UNIDAD RESPONSABLE	Educación Salud	Departamento de Capacitación de CARE Educación	Multisectorial	Multisectorial	Multisectorial	Salud	Salud
OBSERVACIONES	Taller realizado con el Comandante del PROCEJ	Asistencia Técnica en Taller	Taller realizado en Tarja		Taller realizado con apoyo de la Secretaría Ejecutiva	Asistencia Técnica continua	Proyecto presentado al PROCEJ

FIN/ATA

RESPONSABILIDAD DE LA ASISTENCIA TÉCNICA	29	30	31	32	33	34	35
	Directa	Directa	Directa	Indirecta	Directa	Directa	Indirecta
AGENCIA SOLICITANTE	UNICEF	Fundación (Contra el Hambre)	Universidad (Carrera de Nutrición)	COMI. Internacional	Catholic Relief Service	Hospital del Niño	Consejo de Salud Rural (Andino)
PROYECTO DE LA ASISTENCIA TÉCNICA	Metodologías de Producción de Materiales y Capacitación	Manejo y Análisis de Material Educativo.	Metodologías para aplicación de Diagnóstico Comunitario	La Enfermedad de la Biorrea en el área Andina	Evaluación Final del proyecto de S.I. de CRS/Caritas	Actualización Paquete Micro-ISIS/UNESCO	Fortalecimiento Institucional
LUGAR DE REALIZACIÓN	La Paz, Cochaco	Cruce	La Paz	La Paz, Cochabamba	Potosí, Oruro, Área Rural	La Paz	La Paz, Cochabamba, Santa Cruz, Chuquisaca
FECHA Y DURACIÓN	26-27, Octubre 1989 2 días	Octubre, 1989 2 días	Octubre, 1989 2 días	Octubre, 1989	Octubre, Noviembre, 1989 15 días	Noviembre/1989 Discontinua	Noviembre, 1989 Noviembre, 1990 Un AÑO
UNIDAD RESPONSABLE	Educación	Educación	Educación	Salud	Nutrición, Educación	Centro de Documentación	Evaluación
OBSERVACIONES	Asistieron 15 personas entre técnicos del país, UNICEF	Asistencia Técnica en Taller	Participaron 15 alumnos de distintas secciones	Trabajo de investigación realizado por Ramiro Molina	Se integró el equipo de Evaluación Final		Asistencia Técnica realizada por Orlando Taja

FRR/ATS

RESPONSABILIDAD DE LA ASISTENCIA TÉCNICA	36 Directa	37 Indirecta	38 Indirecta	39 Directa Indirecta	40 Directa	41 Directa	42 Directa
ASENCIA SOLICITANTE	Health For Millions	CARE Internacional	CARE Internacional	Todas las OFVs Miembros de la Red.	PLAN INTERNACIONAL	Ministerio de Salud	SAVE, FCI, ESEA y ESPERANZA
PROPÓSITO DE LA ASISTENCIA TÉCNICA	Revisión de Material Educativo	Financiar la evaluación ex-post, programa SI (ES-ES) CARE	Prom. del crec. y apoyo para el diseño de un carnet de salud	Analizar sistema información vigente en la Red.	Preparación de presupuesto p/ coordinar con el MPESP.	Apoyo a la reproducción de materiales educativos.	Revisar proyectos, consolidar información de inmunizaciones
LUGAR DE REALIZACIÓN	La Paz	Potosí Chucuisaca Tercera	La Paz Chucuisaca Potosí	La Paz	La Paz	La Paz	La Paz
FECHA Y DURACIÓN	Diciembre, 89 2 días	Agosto de 1990	1 año a partir de la firma del Convenio	Marzo de 1989 Marzo de 1990 1 año.	Diciembre 89 Enero 90 10 días	Diciembre 89 2 días	Diciembre 89 Enero 90 5 días
UNIDAD RESPONSABLE	Salud	Evaluación	Salud	Evaluación Salud y Fellow	Salud	Salud	Salud
OBSERVACIONES	No se acordó acuerdo para la ejecución	Elaboración aprobada el 12/1/90 por el CER.	Elaboración aprobada 12/1/90 por el CER.	Contrato de consultoría entre PROCOSI y la Dra. A Gelbard.	Apoyo al Proyecto IRAS en actual ejecución	Se considera una actividad puntual por el accente.	Seguimiento en proceso

FIN/AT:

RESPONSABILIDAD DE LA ASISTENCIA TÉCNICA	43	44	45	46	47	48	49
	Directa	Directa	Combinada	Directa	Combinada	Combinada	Directa
AGENCIA SOLICITANTE	Fundación Contra el Hambre	Fundación Contra el Hambre	Fundación Contra el Hambre	UNICEF	PLAN INTERNACIONAL	PLAN INTERNACIONAL	UNICEF
PROPOSITO DE LA ASISTENCIA TÉCNICA	Asesorar en metodología al Personal Técnico de S.I.	Asesorar en metodología al Personal Técnico de S.I.	Revisar, rediseñar y diseñar materiales para la comunidad.	Presentar y aplicar la técnica del diálogo con la madre	Practicar el uso del rotafolio y del volante.	Diseñar y planificar la validación en el tema IRAS.	Asesorar al equipo de maestros del MEC.
LUGAR DE REPLICACIÓN	La Paz	Oruro	La Paz	Sucre	Tarcalic	La Paz	La Paz
FECHA Y DURACION	Abril 27-28	Abril 16-17/90	Julio - Agosto Septiembre	Mayo 12/90 6 horas	Mayo 19/90 6 horas	Junio 3 mes	Junio, Julio Agosto
UNIDAD RESPONSABLE	Educación	Educación	Educación	Educación	Educación	Educación	Educación
OBSERVACIONES	Uso del texto "For una acción educativa más exitosa"	Uso del texto "For una acción educativa más exitosa"			Apoyo a la Unidad de Salud	Apoyo a la Unidad de salud.	

FFS/AT

RESPONSABILIDAD DE LA ASISTENCIA TECNICA	90	91	92	93	94	95	96
	Directa	Directa	Directa	Directa	Directa	Combinada	Combinada
AGENCIA SOLICITANTE	Proyecto Concern Internacional	CARE Internacional	Save the Children	Fundación Contra el Hambre	CARITAS SANTA CRUZ	Ministerio de Salud, UNICEF	AED UNICEF
PROPOSITO DE LA ASISTENCIA TECNICA	Evaluación de Medio Término de Programa de Supervivencia	Crear, proponer un sist. de recolección de información.	Apoyo al equipo técnico en Proyecto financiado por PROCOSI	Apoyar en la aplicación de instrum. de Evaluación de medio término.	Reciclar en metodología y producción de mat. educativos.	Formar parte del comité Nat. de producción de materiales.	Revisión de guiones, filmación en el campo, uso video.
LUGAR DE REALIZACION	La Paz, Potosí Cochabamba	La Paz, Tarija	Inquisivi La Paz Cochabamba	Oruro	Santa Cruz	La Paz	La Paz
FECHA Y DURACION	Julio de 1990	Agosto 1990 adelante	Enero de 1990 Adelante	Agosto, del 12 al 13/90	20 horas Agosto 27-28/90	Permanente	Discontinuo hasta noviembre 90.
UNIDAD RESPONSABLE	Evaluación	Educación	Multisectorial	Educación	Educación	Educación	Educación
OBSERVACIONES	Se coordinó con todas las Unidades			Apoyo a unidad de Salud			

FRM/ATB

RESPONSABILIDAD DE LA ASISTENCIA TECNICA	57 Directa	58 Directa	59 Directa	60 Directa	61 Directa	62 Combinada	63 Directa
AGENCIA SOLICITANTE	HEALS FOR MILLIONS	FUNDACION CONTRA EL HAMBRE	SAVE THE CHILDREN	CONSEJO DE SALUD RURAL ANDINA	PROYECTO CONCERN INTERNACIONAL	Catholic Relief Service	Save The Children
PROPOSITO DE LA ASISTENCIA TECNICA	Mejorar sistema de información.	Mejorar sistema de información.	Mejorar sistema de información.	Mejorar sistema de información.	Mejorar sistema de información.	Evaluación programa de Supervivencia Infantil de CARITAS	Manejo de Cuyes
LUGAR DE REALIZACION	La Paz	La Paz,	La Paz	La Paz	Oruro, Potosi	Cochabamba	Cochabamba
FECHA Y DURACION	10 de Agosto 27, 28 Junio	3 de septiembre 5 y 6 de Julio	29, 30, 31 Julio/90	16, 17 Agosto/90	27 Agosto hasta el 2 de septiembre/90	23 octubre/90 a 2 de noviembre dos semanas	10 al 12 abril/90 2 días
UNIDAD RESPONSABLE	Sistema de Información	Sistema de Información	Sistema de Información	Sistema de Información	Sistema de Información	Educación y Nutrición	Multisectorial
OBSERVACIONES							Viaje de AT A Cuyeras con el equipo de Campo

FRH/AT9

RESPONSABILIDAD DE LA ASISTENCIA TECNICA	64	65	66	67	68	69	70
	Directa	Directa	Directa	Directa	Directa	Directa	Directa
AGENCIA SOLICITANTE	SAVE THE CHILDREN	CERA y CONCERN	CARE Meals Fundación	CARE Internacional	Consejo de Salud Rural Andino	PLAN DE PADRINOS	HOSPITAL DEL NIÑO
PROPOSITO DE LA ASISTENCIA TECNICA	Charlas de Nutrición y Manejo de Cuyes A promotores	Estudiar flujo de información y elaborar recomendaciones	Reunión de coordinación dinar para Nutrición	Uso de paquete computarizado para biblioteca Micro-ISIS	Uso de paquete computarizado para biblioteca Micro-ISIS	Uso de paquete computarizado para biblioteca Micro-ISIS.	Uso de paquete computarizado para biblioteca Micro-ISIS
LUGAR DE REALIZACION	La Paz	Cochabamba	La Paz	La Paz	La Paz	La Paz	La Paz
FECHA Y DURACION	17 de Julio de 1990	Del 2 al 22 de Marzo de 1990	6 de junio/90	Septiembre 1988 5 días	Sep/88 2 días Oct/88 3 días	Octubre de 1988 4 días	Noviembre de 1988 2 días
UNIDAD RESPONSABLE	Multisectorial Nutrición	Nutrición, S.E. y Evaluación	Nutrición	Centro de Documentación	Centro de Documentación	Centro de Documentación	Centro de Documentación
OBSERVACIONES	Apoyo a Proyecto financiado por PROCOSI						

FRH/AT10

RESPONSABILIDAD DE LA ASISTENCIA TECNICA	71 Directa	72 Directa	73 Directa	74 Directa	75 Directa	76 Directa	77 Directa
AGENCIA SOLICITANTE	Heals For Millions	Proyecto Concern Internacional	Save The Children	Universidad Carrera de Bibliotecología	Fundación Contra el Maabre	Plan Internacional	Miembros de la Red de OPVs.
PROPOSITO DE LA ASISTENCIA TECNICA	Uso del paquete computarizado para biblioteca Micro-ISIS	Uso del paquete computarizado para biblioteca Micro - ISIS	Uso del paquete computarizado para biblioteca Micro - ISIS	Uso de paquete computarizado para biblioteca Micro-ISIS	Uso de paquete computarizado para biblioteca Micro-ISIS	Apoyar al programa de IRA.	Hacer llegar SRO a hogares de operación
LUGAR DE REALIZACION	La Paz	La Paz	La Paz	La Paz	La Paz	La Paz	La Paz
FECHA Y DURACION	Oct./88 2 días Nov./88 2 días	Nov./88 3 días de Marzo de 1990	Dic./88 3 días	Dic./88 3 días	Dic/88 3 días	2 meses /90	21 días./90 .
UNIDAD RESPONSABLE	Centro de Documentación	Centro de Documentación	Centro de Documentación	Centro de Documentación	Centro de Documentación	Salud	Salud
OPSERVACIONES						Apoyo a Educación	

FRM/AT11

RESPONSABILIDAD DE LA ASISTENCIA TECNICA	78 Directa	79 Directa	80 Directa	81 Directa			
AGENCIA SOLICITANTE	Consejo de Salud Rural Andino	CARE Internacional	PROSALUD	COTALMA			
PROPOSITO DE LA ASISTENCIA TECNICA	Emtir recomendaciones para mejorar el proyecto.	Apoyar en cursos de capacitación.	Capacitación personal de salud.	Capacitación a médicos			
LUGAR DE REALIZACION	La Paz	La Paz Potosi	Santa Cruz.	La Paz			
FECHA Y DURACION	1 semana/90	La Paz 1 día Potosi 3 días 1990	3 días/90	2 días/90			
UNIDAD RESPONSABLE	Salud	Salud	Salud	Salud			
OBSERVACIONES	Apoyo de Evaluación		Apoyo a Cotalma	Apoyo a Cotalma			

FRM/AT12

## Appendix F

### SUMMARY OF SUBGRANTS

SUBGRANT NUMBER: 1  
RECIPIENT INSTITUTION: ESPERANZA  
USAID CONTRIBUTION: \$53,705  
TOTAL SUBGRANT COSTS: \$71,770  
TITLE: "Radio Education: Integrated complement to Health and Agriculture Programs"

SUBGRANT NUMBER: 2  
RECIPIENT INSTITUTION: Food for the Hungry International (FHI)  
USAID CONTRIBUTION: \$33,000  
TOTAL SUBGRANT COSTS: \$87,316  
TITLE: "Health and Nutrition"  
(Preventive Health Care through Mothers' Centers and Community Health Workers)

SUBGRANT NUMBER: 3  
RECIPIENT INSTITUTION: Catholic Relief Services(CRS)/Proyecto Social Boliviano-Britanico "Cardenal Maurer" (PSBBCM)  
USAID CONTRIBUTION: \$24,800  
TOTAL SUBGRANT COSTS: \$83,256  
TITLE: "Prevention of Chagas Disease In Chuquisaca"  
(Integrated Health and Housing Improvement Interventions)

SUBGRANT NUMBER: 4  
RECIPIENT INSTITUTION: Plan International  
USAID CONTRIBUTION: \$31,490  
TOTAL SUBGRANT COSTS: \$107,110  
TITLE: "Pilot Project in Acute Respiratory Infections"

SUBGRANT NUMBER: 5  
RECIPIENT INSTITUTION: CARE International  
USAID CONTRIBUTION: \$63,249  
TOTAL SUBGRANT COSTS: \$245,550  
TITLE: "Potable Water, Sanitation, Health, and Community Strengthening Project"

**SUBGRANT NUMBER:** 6  
**RECIPIENT INSTITUTION:** Save the Children (SCF)  
**USAID CONTRIBUTION:** \$51,592  
**TOTAL SUBGRANT COSTS:** \$143,187  
**TITLE:** "Nutrition, an Integrated Focus"  
(Community Health Worker, water quality, agriculture, animal raising interventions)

**SUBGRANT NUMBER:** 7  
**RECIPIENT INSTITUTION:** Project Concern International (PCI)  
**USAID CONTRIBUTION:** \$59,921  
**TOTAL SUBGRANT COSTS:** \$80,871  
**TITLE:** "Formation and Continuous Education of Human Resources for Primary Health Care in the Department of Oruro Project"

**SUBGRANT NUMBER:** 8  
**RECIPIENT INSTITUTION:** Corporacion de Salud Rural Andina (CSRA)  
**USAID CONTRIBUTION:** \$60,000  
**TOTAL SUBGRANT COSTS:** \$96,420  
**TITLE:** "Consolidation of the Startup Phase of a System of Community Health Care"

**SUBGRANT NUMBER:** 9  
**RECIPIENT INSTITUTION:** CARE International  
**USAID CONTRIBUTION:** \$47,446\*  
**TOTAL SUBGRANT COSTS:** \$64,188  
**TITLE:** "Promotion of Growth"  
(Investigation of a new, more precise Growth Monitoring card)

**SUBGRANT NUMBER:** 10  
**RECIPIENT INSTITUTION:** Catholic Relief Services (CRS)/Caritas  
**USAID CONTRIBUTION:** \$26,600  
**TOTAL SUBGRANT COSTS:** \$57,270  
**TITLE:** "Study of Areas of Rural Poverty"  
(Investigation to define areas of poverty using demographic data)

**SUBGRANT NUMBER:** 11  
**RECIPIENT INSTITUTION:** Save the Children (SCF)/CANSAVE  
**USAID CONTRIBUTION:** \$4,550\*  
**TOTAL SUBGRANT COSTS:** \$10,900  
**TITLE:** "Street Girls"  
(Pilot questionnaire and Workshop on the condition of street girls in Bolivia)

**SUBGRANT NUMBER:** 12  
**RECIPIENT INSTITUTION:** Catholic Relief Services (CRS)/Caritas  
**USAID CONTRIBUTION:** \$5,850  
**TOTAL SUBGRANT COSTS:** \$7,780  
**TITLE:** "Baseline Study for the Control of Chagas Disease in Chaguaya, Department of Tarija"

**SUBGRANT NUMBER:** 13  
**RECIPIENT INSTITUTION:** CARE International  
**USAID CONTRIBUTION:** \$8,050\*  
**TOTAL SUBGRANT COSTS:** \$12,454  
**TITLE:** Ex-Post Evaluation of a Child Survival Program

**SUBGRANT NUMBER:** 14  
**RECIPIENT INSTITUTION:** Meals for Millions  
**USAID CONTRIBUTION:** \$60,225  
**TOTAL SUBGRANT COSTS:** \$89,964  
**TITLE:** "Small Scale Credit Program"

USAID total (excluding PL-480): \$470,432.00

PL-480 total 60,046.00

Grand Total Subgrant Costs\*\* \$1,158,036.00

Note that the "USAID Contribution" in subgrants 9, 11, and 13 are actually PL-480 funds.

Includes other costs such as community and PVO contributions in addition to USAID and PL-480 contributions.



Appendix H

**OPERATING PROCEDURES FOR THE APPROVAL OF SUBGRANTS**



**PROGRAMA DE COORDINACION EN SUPERVIVENCIA INFANTIL  
ORGANIZACIONES PRIVADAS VOLUNTARIAS**  
*Secretaría Ejecutiva*

**PROCEDIMIENTO OPERATIVO PARA LA APROBACION DE SUBDONACIONES**

OPV	SECRETARIO EJECUTIVO SE	UNIDAD A UA	UNIDAD B/C U B/C	UNIDAD D UD	PANEL REVISOR PR	COMITE EJECUTIVO ROTATORIO CER	DETALLE
							OPV envía solicitud de financiamiento y remite al S.E. con toda la información requerida.
							El S.E. analiza la solicitud y remite a las Unidades A, B/C y D. para su análisis.
							UA, UB/C y UD elaboran su informe y remiten al S.E.
							El S.E. recibe los informes 'A', 'B', 'B''', y en base a los mismos, se redacta el informe técnico conjunto de primera instancia 'C' y remite al P.R. con todos los antecedentes.
							El P.R. revisa, decide y remite su informe 'D' al C.E.R. con todos los antecedentes.
							El C.E.R. ratifica el informe del P.R. y redacta el suyo de aprobación del proyecto y remite a los organismos financiadores y al S.E.
							El S.E. recibe el informe 'E' de aprobación del proyecto y ratifica a la OPV respectiva y a Save the Children para la suscripción del contrato.

Appendix I

**NATIONAL DIRECTORY OF NGOS IN BOLIVIA**

## DIRECTORIO NACIONAL DE ONG's

NOMBRE DE LA ONG	ETIQUETA	DIRECCION	CASILLA	TELEFONO	NOMBRE Y CARGO DEL RESPONSABLE	DEPARTAMENTO
1 ACCION UN PUESTO MAS	AUMN	SOCABAYA 340 2 PISO	6522	241954	FERNANDO SALAS - DIRECTOR	LA PAZ
2 AGENCIA DE DES. Y RECURSOS ASISTENCIALES	ADRA-ORACA	ROSENDO VILLALBA 2000	27546	241310	LARA PHILLIPS - DIRECTOR	LA PAZ
3 ALIENAS INFANTILES SOS	SOE	MENDEZ ARCOS 776	5000	256343	MENKICH MULLER - DIRECTOR	LA PAZ
4 ANTI-IMPULSOS DE EJA LATINO	ASIN	MEXICENTO BUTIERREZ 2412	27528	327171	MARIO MOLINA - DIRECTOR	LA PAZ
5 ASOCIACION LEGAL CAMPESINA	ALEX	AV. 20 DE OCT. 2020 ED. FENACION 4 P.	8666	253994	MIGUEL SAMPANA - DIRECTOR	LA PAZ
6 ASOCIACION DE ARTESANOS D'ANTATI	D'ANTATI	PAUTISTA 955 2 P.	2922	359462	SEFERINO RAMAN - PRES.	LA PAZ
7 ASOCIACION DE ONG'S EN SALUD	ASOMES	ED. EL CONDOR 2 P. OF. 202	4791	324048	EDUARDO MARCHANTE - PRES.	LA PAZ
8 ASOC. ALEMANA PARA LA EDUC. DE ADULTOS	ANEA	AV. ECUADOR 2049	21560	363784	WOLFGANG PAPA-LOTZER - DIR.	LA PAZ
9 ASOC. CENTRAL DE COMM. PROD. DE CAFE	ACCOPCA	AV. ECUADOR 2205	20659	340664	GERARDO CATARI APAZA - PRES.	LA PAZ
10 ASOC. DE COOP. RURAL PARA A. LATINA	ACRA	JAIMES FREIJE 2904	26290	327036	OSWALDO CASTELLETE - COORD.	LA PAZ
11 ASOC. DE INST. DE PROMOCION Y EDUCACION	AIPE	JAIMES FREIJE 2907	16304	327272-375244	MERCEDES URRUTUPERTITA - ESP.	LA PAZ
12 ASOC. DE LOS AMIGOS DE AMARETE	AAA	SALTADOR ALBUITA 1114 CALLEPUEBLO	21320	276143	MURDERIO CORNEJO - RESP.	LA PAZ
13 ASOC. NAT. DE DES. CAMP. ASOC. "CANTON PUEBLO"	CANTON PUEBLO	XX	7725	XX	MARCELO APAZA - RESPONSABLE	LA PAZ
14 ASOC. NAT. EDUCACION DE DESARROLLO	ANED	VILLAVIL DE BAZA 663	21127	323205	MARCELO MUCIARIS - DIR.	LA PAZ
15 ASOC. PARA LA PROM. CULTURAL Y SOCIAL	APLICES	XX	20253	XX	OSCAR RIVERO - PRESIDENTE	LA PAZ
16 ASOC. POPULAR MEDICINA DE DES. ORGANIZADO	APADO	ED. LIBERTAD P. 8 OF. 002	469	321235	JUAN CARLOS ZAMORANO - DIR.	LA PAZ
17 ASOC. Y CENTRO DE EST. MEDICOS Y SOCIALES	ACEPS	ED. ESPERANZA 7 PISO	77	XX	FREDDY RAMIRO - DIRECTOR	LA PAZ
18 CAFE BOLIVIA	CAFE	AV. 14 DE SEPT. 5349 ORPAJES	6024	763534-786241	FRANK SULLIVAN - DIRECTOR	LA PAZ
19 CARITAS POLIVISANA	CARITAS	AV. 6 DE AGOSTO 2044	475	372916	JOSE BARRIENTOS - DIRECTOR	LA PAZ
20 CATHOLIC RELIEF SERVICES	CRR	COMETA RAMANI 1973	2581	323335-352993	BARBARA J. MYERS - DIR. DE FIDE.	LA PAZ
21 CENTRO BASICO DE DESARROLLO APROPECUADO	CABA	SOCABAYA 340 P. 4	11241	248295	SIMON YAMPANA - DIRECTOR	LA PAZ
22 CENTRO BOLIVIANO DE INVEST. EDUCATIVA	CEBIE	MARCELO MANCHEO 2510	1470	243720-272372	JOSE SURINATS - DIRECTOR	LA PAZ
23 CENTRO COMUNITARIO VILLA EL CARMEN	EL CARMEN	CAMERON HILLON (FINAL)	20524	342901	ENRIQUE CARVAJAL - DIRECTOR	LA PAZ
24 CENTRO CULTURAL POPULAR MONTECALA	CCPA	XX	667	XX	JOSE NAVRELLER - RESPONSABLE	LA PAZ
25 CENTRO DE APYO TEC. A LA EDUC. POPULAR	CATEP	ARTURO POSDA 1094	1532	323354	MIGUEL SALAZAR - DIRECTOR	LA PAZ
26 CENTRO DE COMUNICACION KAMANI	KAMANI	MURILLO 952	22100	253154	CAMERON RAMANI - DIRECTOR	LA PAZ
27 CENTRO DE DES. Y FOMENTO A LA AUTODIAGONA	CEDEFON	ANDRES MUNOZ 2510	7427	344673	HERBERTO DELEADO - DIRECTOR	LA PAZ
28 CENTRO DE DOCUMENTACION E INFORMACION	CEDOIN	AV. MONTES 710 P. 3	20194	372440	SARAH MONROY PASCOE - DIR. EJEC.	LA PAZ
29 CENTRO DE ESTUDIOS PARA EL DESARROLLO	CEP	MURILLO 947 OF. 9	14749	326295	JOHN VARELA - DIRECTOR	LA PAZ
30 CENTRO DE ESTUDIOS SOCIALES	CEADES	ED. COSMOS AV. 16 DE JUL. 1000 P. 9	1042	343280	FERNANDO BAPTISTA DIR. EJEC.	LA PAZ
31 CENTRO DE EST. DE LA REALIDAD ECON. Y SOC.	CEDES	ALONSO SAMPANA 2100	10010	344725	MARCELO PEREZ DE CASTANOS - DIR.	LA PAZ
32 CENTRO DE EST. PARA EL DES. LAB. Y FORTALECIMIENTO	CEELA	FRANCO ASPINAZO 743	6630	340746	ANTONIO PEREZ VELAZCO - DIR.	LA PAZ
33 CENTRO DE EST. SOC-ECON. Y FORMACION	CESEP	ED. COLON P. 4 OF. 402	3322	373493	YOLANDA DE VILLALBA - DIRECTOR	LA PAZ
34 CENTRO DE EST. Y SERV. ESP. SUPER. NIE. INVO.	CESEN	ED. YANUITA BLONDE 9 OF. 1	6133	365685	RODOLFO SANCHEZ - DIRECTOR	LA PAZ
35 CENTRO DE INF. Y DES. DE LA MUJER	CEIEM	PUMSI CORNEJO 2741	22433	342874	SONIA MONTANO - DIRECTORA	LA PAZ
36 CENTRO DE INVESTIGACIONES SOCIALES	CIS	ED. ALMAGORA P. 11	6531	352931	ANTONIO CISNEROS - DIRECTOR	LA PAZ
37 CENTRO DE INV. DE MEDIOS DE COMM. ALTERN.	CEMCA	CALLE 6 ORPAJES 224	5826	764445	ALFONSO GARCIA - DIRECTOR	LA PAZ
38 CENTRO DE INV. EDUC. Y SERVICIOS	CEIS	COLOMBIA 257	26446	246011	HEATHER POOLEY - DIRECTORA	LA PAZ

39	39 CENTRO DE INV. Y PROM. DEL CAMPESINADO	CIPCA	VILLARIL DE RAMA 643	5854	363440-360542	MARCOS RECOLONS - DIR. NACIONAL	LA PAZ
40	40 CENTRO DE INV. Y PROM. EDUCATIVA	CIPE	PERU Y CONSTITUCION 223	7690	355710	FIDEL VALDIVIESO - DIRECTOR	LA PAZ
41	41 CENTRO DE MULTISERVICIOS EDUCATIVOS	CEPSE	PICHINCHA 750	203	343854	JORGE TRIAS - DIRECTOR	LA PAZ
42	42 CENTRO DE PROMOCION DE LA MUJER	CEFAGRU	AV. ARGENTINA 1954	1637	369953	CARMEN DE VARGAS - DIRECTOR	LA PAZ
43	43 CENTRO DE PROMOCION KINERA	CEPRORIN	ECUADOR 2490	7832	359402	ELS VAN MOECKE - DIRECTORA	LA PAZ
44	44 CENTRO DE PROMOCION SOCIAL	CPS	BALLIVIAN 1279	3277	363077	ORLANDO ZEGARRA - DIRECTOR	LA PAZ
45	45 CENTRO DE PROMOCION Y COOP. YUNTA	YUNTA	ARGENTIA 500	8143	353526	HARERTO PEPEZ - DIRECTOR	LA PAZ
46	46 CENTRO DE PROMOCION Y SALUD INTEGRAL	CEPROSI	PLAZA SAN FCO. ED. SAN FCO. P.1	7690	320153	EASTON LOBATON - RESPONSABLE	LA PAZ
47	47 CENTRO DE SALUD SANTA RITA	STA RITA	NEWA YORK 883 OF. 2	11	357090	JUAN PEDRO SNETZER - DIRECTOR	LA PAZ
48	48 CENTRO DE SALUD YACHA	CSV	II	1815	80021	Pa. EVELIA GOMEZ - DIRECTORA	LA PAZ
49	49 CENTRO DE SERVICIOS AGROPECUARIOS	CESA	PLAZA SAN PEDRO ESQ. COLOMBIA 275	8474	343233	ADALBERTO KOPP - DIR. EJECUTIVO	LA PAZ
50	50 CENTRO DE SERV. MULT. DE TEC. APLICADA	SENTA	ALFREDO ASCARUNZ 2675	20410	360042	CLAUDIA SANAPOLDO - DIRECTORA	LA PAZ
51	51 CENTRO DE VIDA FAMILIAR ARQUIDIOCESANO	CEVIFA	ESTADOS UNIDOS 680	8696	364057	GUSTAVO ENCINAS - DIRECTOR	LA PAZ
52	52 CENTRO DON BOSCO EL ALTO	DON BOSCO ALTO	V. TEJADA FINAL, PARADA MICRO "L"	4447	812372	FRANCISCO PORPELLO - DIRECTOR	LA PAZ
53	53 CENTRO INTERDISC. DE EST. COMUNITARIOS	CIEC	AV. ECUADOR 2459 P. 2	159	360583	ERICK ROTH - DIRECTOR	LA PAZ
54	54 CENTRO INTERNAL. DE COOP. PARA EL DES. AGR.	CICMA	AV. BAPTISTA 955	6553	363191	THIERRY LAMATRE - DIRECTOR	LA PAZ
55	55 CENTRO PARA EL DES. AUTOFESTIONARIO	COM	ED. FUNDADOR P. 2 PLAZA. DE MENDOZA	21468	374331	MARGARITA CALLISAYA - DIR. EJEC.	LA PAZ
56	56 CENTRO POPULAR DE ARTE Y CULTURA AYNI	CEPAC-AYNI	ABDON SAAVEDRA 1913	20331	II	EDGAR BRANDIA - DIRECTOR	LA PAZ
57	57 CEN. DE PROM. DE LA MUJER EREGORIA APAZA	GREGORIAS	HEROES DEL ACRE ESQ. COLOMBIA	21170	369607	CARMEN RUIZ - DIRECTORA	LA PAZ
58	58 CEN. DE PROM. DE TEC. DE ARTE Y CULTURA	CEMPROTAC	AV. MONTES 515	10099	354976	BENITO FERNANDEZ - RESPONSABLE	LA PAZ
59	59 CEN. DE PROM. DEL LAICADO RICARDO PACHEPER	CEPROLAI	CALLE 9, OBRAJES 340	11159	783062	FERRANDO AGUIRRE - DIRECTOR	LA PAZ
60	60 CEN. DE RECURSOS Y EXP. CREATIVAS EN EDUC.	CRECE	ROSENDO GUTIERREZ 824	4061	327784	ROSARIO TRUJILLO - DIRECTORA	LA PAZ
61	61 CHRISTIAN CHILDRENS FUND.	CCF	PASAJE FLORIDA 22	6735	340539-342795	GONZALO DELEADO - REPRES. REG.	LA PAZ
62	62 CISEJA WIPHALA	II	ED. STA. ANITA P. B. OF. 09	6553	354555	ANGEL CHARDI - DIRECTOR	LA PAZ
63	63 COMISION EPISCOPAL DE EDUCACION	CEE	CALLE POTOSI ED. SKOPOL P. 5	4349	343650-357021	EDUARDO GONZALEZ - STRIO. EJEC.	LA PAZ
64	64 COMPASSION INTERNACIONAL	CI	ABDON SAAVEDRA 2915	21135	360292	RAIINO JURADO - DIRECTOR	LA PAZ
65	65 COMUNICACION ALTERNATIVA DE LA MUJER	CAM	II	3652	II	MAGALY VERA - REPRESENTANTE	LA PAZ
66	66 COM. DI COORD. ORG. PER IL SESV. VOL. ITALIA	COSV	GENERAL LANZA 1967	4351	353979	RORENA ZUCCELLI - REPPES.	LA PAZ
67	67 CONSEJO SALUD RURAL ANDINA	CSRA	VICTOR SANJINES 2578	3133	342950	NATHAN ROBINSON - COORDINADOR	LA PAZ
68	68 CONSULTORA POL. DE REPROD. HUMANA ?	II	II	II	II	II	LA PAZ
69	69 CONSULTORIO DE LA PARADOPIA N. REINA	Na. REYNA	JAINES FREIRE 200	1916	II	SANTIAGO FOSTER - DIRECTOR	LA PAZ
70	70 CONSULTORIO JURIDICO DE LA MUJER	CJR	YANACOCHA ED. ARCO 1615 OF. 801	11	357409	ADRIANA ZALAYA - DIRECTORA	LA PAZ
71	71 C. DE CAP. INTEG. Y RES. RURAL DEL CAMPES.	AYLLU	II	11	11	II	LA PAZ
72	72 C. DE FORM. E INV. SOBRE CULT. IND. CHITACOLLA	CHITACOLLA	INGAVI 1047 P. 2	20214	11	II	LA PAZ
73	73 INACURCAIND BIKANGACA	DB	ED. COLON P. 10	20814	11	II	LA PAZ
74	74 DEFENSA DE LOS NIÑOS INTERNACIONAL	DDNI	AV. 16 DE JUL. ED. COSROS P. 10 OF. 4	11	357216	APNE KORTENSEN - DIR. PROY.	LA PAZ
75	75 EDUCACION RADIFONICA DE BOLIVIA	ERPOL	CALLE BALLIVIAN P. 4	5946	354142	JORGE VILELA - DIR. DPTL.	LA PAZ
76	76 EQUIPO SALUD ALTIPLANO	ESA	II	11	11	RONALD GREPE - STRIO. EJEC.	LA PAZ
77	77 ESCUELAS RADIFONICAS FIDES	ERF	AV. ANTOFAG. 555 V. DOLORES EL ALTO	20000	366992	RUPEN KONTERO - COORDINADOR	LA PAZ
78	78 FE Y ALEGRIA	FE Y ALEGRIA	PLAZA ISABEL LA CATOLICA 2519 P. 3	45	321866	EDUARDO PEREZ - DIR. EJECUTIVO	LA PAZ
79	79 FOMENTO COOPERATIVO	FOCOOP	CALLE YANACOCHA 545	20190	376574	GABRIEL CODINA - DIR. NACIONAL	LA PAZ
80	80 FOMENTO DE DESARROLLO POPULAR	FONDEPO	CIUDAD SATELITE EL ALTO	11	11	JULIO TUNIRI - DIRECTOR	LA PAZ
81	81 FOMENTO INICIATIVAS ECONOMICAS	FIE	CANADA STRONGEST 1517 P. 3	7524	328794	FELIX MURUCHI DIRECTOR	LA PAZ
82	82 FONDO PARA PEQUEÑOS PROYECTOS	FPP	ED. ALBORADA P. 5 OF. 505	20408	11	Na. EUGENIA BUTRON - COORD.	LA PAZ
83	83 FUNDACION CONTRA EL MARIHU	FCM	ED. ALBORADA P. 5 OF. 505	20408	11	MICHAEL WOOLGARD - DIRECTOR	LA PAZ
84	84 FUNDACION SAN GABRIEL	SAN GABRIEL	PRESBITERO MEDINA 2516	5671	322238	RONALD MADG - DIR. NACIONAL	LA PAZ
85	85 FUND. BAPTISTA PARA EL DES. INT. DEL NIÑO	FUNDADIN	AV. TITO YUFANDU 1205 V. COPACAB.	4093	331815-331813	LIESELOT DE FARRAEM - DIR.	LA PAZ
			AV. BAPTISTA 955	5973	320242	PASCUAL MARIÑO - DIRECTOR	LA PAZ

26	26 FUND. PARA ALTERNATIVAS DEL DESARROLLO	FABES	RESIDENTE GUTIERREZ 2412 P.2	23526	327171	JOSE BALDIVIA - DIR.EJEC.	LA PAZ
27	27 FUND. PARA LA FAMILIA DES. DE LA NIÑEZ.	FROREN	II	II	II	II	LA PAZ
28	28 FUND. DE VOLUNTARIOS CIVIL DE ITALIA	FVC	EDIFICIO A DPTO 1691	II	325756	FIEBO INGRESO - DIRECTOR	LA PAZ
29	29 FUND. " "	FIEPOL	II	2449	II	JAVIER MERINO - DIRECTOR	LA PAZ
30	30 INST. DE ASIST.SOCIAL ECON.Y TECNOLÓGICA.	TAPSET	II	II	II	JOSÉ VELAZCO - PRESIDENTE	LA PAZ
31	31 INST. DE CAPACIT. DE LA MUJER TUNISIANA	ICPI	CALLE JUNIN EMULMANT	II	II	LETICIA POSADA - DIRECTORA	LA PAZ
32	32 INST. DE RES.Y EDUC.PARA EL CAMPESINO	IAMEC	II	II	II	ALEJANDRO CHIPANA - DIRECTOR	LA PAZ
33	33 INST. DE LENGUA Y CULTURA AYMARÁ	ILCA	ED.FUNDADOR OF.6 PLZ.4. DE PANDOZA	2681	342530	JUAN DE DIOS YAFITA - DIR.	LA PAZ
34	34 INTERINST. DE EDUCACION POPULAR	INTEREP	SUCURAYA 340 P.2 OF.221	6522	341954	OSWALDO COORDINADOR	LA PAZ
35	35 LIGA DE LA LECHE MATERNA	LLM	COTA COTA CALLE 27 N.9	20127	791659	MIRIAM SASACI - RESPONSABLE	LA PAZ
36	36 PEÑAS POR MILLONES	MPR	IMPRES MARCHERO 2510	4791	354648	EDUARDO BRACAMONTE - DIRECTOR	LA PAZ
37	37 MEDIO AMBIENTE Y RES. DEL TERCER MUNDO	EMDA	2994 MONTESEGO 650 V.TEJADA RECT.	29060	811645-811646	NICHOL GREENE - COORDINADOR	LA PAZ
38	38 MISIÓN ALIANZA DE NORUEGA	MAN	EL SIA ANITA F.2 PLZ.A. DE PENEDEA	5597	322464-349262	NILS ATLE KROEISE - DIRECTOR	LA PAZ
39	39 MISIÓN DE LA CAMERUN	MISCA	ZONA 16 DE JULIO EL ALTO	II	II	MMA.PATNA - DIRECTORA	LA PAZ
40	40 MISIONES MONDIALES	PM	MEZILLONES 54 VIACHA	II	890159	SUFEN POCHA - DIRECTOR	LA PAZ
41	41 MIZERIS	MICOBIS	CALLE 14 N.79 CALACOTO	4092	792301	ALFREDO DYAKDO - DIRECTOR	LA PAZ
42	42 COM. DE DESARROLLO RURAL METODISTA	EDRR	LANCETA 425	756	342792	LAURENCIO PANCAGA FCO.SARAVIA-RESP.	LA PAZ
43	43 COM. EDUCATIVO METODISTA	EDM	LANCETA 423	754	342792	CARLOS MURCANI - RESPONSABLE	LA PAZ
44	44 COM. KOLPING BOLIVIA	EDK	CALLE S N.50 V.HELIPES EL ALTO	23544	811744-812439	JOSE IPORRE - DIR.EJECUTIVO	LA PAZ
45	45 COM. MEDICA METODISTA	EDM	LANCETA 425	756	342792	GERMAN CRESPO - RESPONSABLE	LA PAZ
46	46 COM. SOC. DE LA TELEVISION EVANG. LUT. PLENANA	ESTELA	VILLARIL DE PAPA 663	1862	346399	PAPCOS NUKINSKI - DIR.EJECUTIVO	LA PAZ
47	47 COM. SOC. DE CAMINOS DE ACCESO RURAL	ESCAR	S.FRED. OF.502 PLZ.S.FRANCISCO	1482	355794	FERGENT ESKEKTOFER - DIRECTOR	LA PAZ
48	48 COM. OFICINA DE SERV.Y ASIST. A PROYECTOS	ESAP	EDIF. LA TINGRA P.11	II	II	II	LA PAZ
49	49 COM. DE MUJERES AYMARAS DEL YALLASUYO	OMAL	II	II	372063-342530	ANCPA FLORES - RESPONSABLE	LA PAZ
50	50 COM. DE CULTURA POPULAR SIELO II	SIELO II	II	7552	II	ANDRI PAREDES - RESPONSABLE	LA PAZ
51	51 COM. PARROQUIA NUESTRA SEÑORA DE LAS NIEVES	PNEN	PLAZA GERMAN BUSH ALTO LINA	7211	389163	MAURICIO CUSIN - DIRECTOR	LA PAZ
52	52 PASTORAL SOCIAL COMO COMO	FSOC	II	5816	II	RIGUEL NATILLA - DIRECTOR	LA PAZ
53	53 PASTORAL SOCIAL LA PAZ	FSL	CALLE ELLIVIAN 1277	1246	341920	JAIPE ZALLES - STRIO EJECUTIVO	LA PAZ
54	54 PASTORAL SOCIAL REYES	FER	II	4474	II	CHRISTIAN FRESARD - DIRECTOR	LA PAZ
55	55 PLAN INTERNACIONAL LA PAZ	PLAN	FRANCISCO DE MIRANDA 1046	6181	356668	GENERAL MARTINEZ - DIRECTOR	LA PAZ
56	56 POLICLINICO.MEDICO DENTAL CRISTO REY	CRISTO REY	SPAL.LANZA CRISTO REY	1691	371726	EULLENNINA ROHA - DIRECTORA	LA PAZ
57	57 PRO VIDA	PRO VIDA	ED.SAGRADES CORAZONES P.2 OF.2	2521	320124	MARINA DE BRACAMONTE - DIR.	LA PAZ
58	58 PROGRAMA DE ALIMENTACION Y NUTRICION	PAK	II	II	II	JOSÉ CAMPO - REPRESENTANTE	LA PAZ
59	59 PROGRAMA DE ASENTAMIENTOS HUMANOS	PAHS	AV. BUSH 1590	2269	375664	ROBERTO MELOGNIO - DIRECTOR	LA PAZ
60	60 PROGRAMA DE ASISTENCIA A EL ALTO	PROA	CALLE 2 N.62 VILLA SOLIVAR A	5880	811293	RAUL ROSCOO - DIR.EJECUTIVO	LA PAZ
61	61 PROGRAMA DE EDUCACION POPULAR INCAA	INCAA	ESTADIA 1966	21972	355825	ANTONIO APARAYO - DIRECTOR	LA PAZ
62	62 PROYECTO CONCERN	CONCERN	CASTRO 1500 FINAL COMERCIO	21004	351353	MALLACE CHASTAIN - DIR. NAL.	LA PAZ
63	63 PROYECTO DE MEDICINA NATIVA	FREMNAT	AV.BALLIVIAN 2630 COTA COTA	20592	795230	JAIPE RONCADA - DIRECTOR	LA PAZ
64	64 PROYECTO GRUPOS DE SOLIDARIDAD CRISTIANA	ESC	PL.361 PARADA NIÑO L. C.SATELITE	10249	812372	LAYRA SCATOLINI - COORDINADORA	LA PAZ
65	65 PROYECTO JILSUNCAMA BOLESA EVANG.METOD.	JILSUNCAMA	JAIMES FREYRE 1914	356	379833	JULIO ANAGUAYA - DIRECTOR	LA PAZ
66	66 PROYECTO KASIRO	KASIRO	FSJE INCA MAYTA YAPAC C.INCA 198	268	241409	CAROLA MEDINACELLI - DIRECTORA	LA PAZ
67	67 PROYECTO SUMA QHACHA ANANI	SUMA	C.B VIC. LECUNA 1560 PL.495 C.SATEL.	23196	810461	VIRGINIA BENOZZA - RESP.	LA PAZ
68	68 PROJ. TALLERES PAR. DE COSTURA Y TEJIDO	TAMJET	CANADA STRONGEST 1784	22284	372412	CARLOS DIAZ - DIRECTOR	LA PAZ
69	69 RADIO SAN GABRIEL	RSE	SPAL.LANZA 2001	4792	321174	JOSE CAMUY - DIRECTOR	LA PAZ
70	70 RADIO SANTA CLARA	RSC	SPANTA	2329	II	FIEEL KREIN - DIRECTOR	LA PAZ
71	71 RADIO YUNAS	RY	CHOLIMANI	1403	II	JESÉ GELDENS - DIRECTOR	LA PAZ
72	72 RADIO E COOPERAZIONE	REC	CENTRO DON BESSO EL ALTO	10249	812372	LAYRA SCATOLINI - REPRESENTANTE	LA PAZ

123 122 SAVE THE CHILDREN FUND.  
 124 124 SECRETARIA NACIONAL DE PASTORAL SOCIAL  
 125 125 SERV PAZ Y JUSTICIA  
 126 126 SERV. EDUCACIONAL MUJER Y SALUD  
 127 127 SOCIEDAD POL. DE MEDICINA TRADICIONAL  
 128 128 SOCIEDAD CATHOLICA SAN JOSE  
 129 129 SOMAK KANTATI  
 130 130 TALLER DE NIS. Y PART. DE LA MUJER  
 131 131 TALLER DE INV. Y SERV. EDUC. NACIONALES  
 132 132 UNION MUL. DE INST. P. EL TRAB. DE AC. SOC.  
 133 133 VISION MUNDIAL INTERNACIONAL

SAVE THE CHILDREN  
 SENFAS  
 SPA  
 SEPS  
 SEPOMETSA  
 SESS  
 SUPAK KANTATI  
 TAMPAMU  
 TISEN  
 UNITAS  
 VSI

FEDRO SALAZAR 517  
 AV. 20 DE OCTUBRE 2031  
 VIACHA 205 ESQ. MUSCAS  
 PESENDO VILLALBA 1092  
 AV. MARISCAL STA. CRUZ 10-0  
 ALIBRANTE ESPAL 170  
 BAZIER 44 ELZA EL ALTO  
 ECUADOR 2253  
 II  
 AFRON SAABVEDRA 2323  
 ED. GARRERA P. I LANDAETA 221

5793  
 8777  
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 353  
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 20753  
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 10270  
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 8664  
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322811  
 323729-324205  
 351179  
 327244-362043  
 320164  
 324924  
 755974-770267  
 321463  
 II  
 321407-353048  
 375549

DAVID ROGERS - DIR. EJECUTIVO  
 RAFAEL ENRIQUE STRAIN. EJEC.  
 PERCENEZ MURON - DIRECTORA  
 ALFONSO RODRIGUEZ - DIRECTOR  
 WALTER ALVAREZ - DIRECTOR  
 ANTONIO PEREZ - PRES. DIFEC.  
 VICKY ARSANI - DIRECTORA  
 ELIZABETH FEFENO - DIRECTORA  
 II  
 JOSE ENRIQUE PINELLO - DIRECTOR  
 TITO MONTEPO - DIR. NACIONAL

LA PAZ  
 LA PAZ

NOMBRE DE LA ONG	SIGLA	DIRECCION	CASILLA	TELEFONO	NOMBRE Y CARGO DEL RESPONSABLE	DEPARTAMENTO
144 1 ACCION RURAL AGRICOLA DE DES. ORGANIZADO	ARADO	CARPETERA SANTA CRUZ 5-277	1714	24550-26766	ARTURO ROPEIRA - DIRECTOR	COCHABAMBA
145 2 ALFALIT MULTIVIAJO	ALFALIT	AV. VILLAZON 0625	II	44791	II	COCHABAMBA
146 3 ARISTAS (proyecto)	II	II	II	42086	II	COCHABAMBA
147 4 ASED	ASED	II	II	33114	GUIDO ESPINOZA - DIR.	COCHABAMBA
148 5 ASOCIACION ARTESANAL LA VILLA	II	II	II	II	II	COCHABAMBA
149 6 ASOCIACION DE SERV. ARTESANILES RURALES	ASAR	AV. BARRIENTOS 2339-5	1714	25468	CARLOS GUTIN - GERENTE GERAL.	COCHABAMBA
150 7 ASOC. COCHABAMBINA DE ATE. AL IMPEDIDO	ACEAI	CALLE POLIVAR 360	II	22232	EDUARDO VILLARDEL - PRESIDENTE	COCHABAMBA
151 8 ASPRES	ASPRES	ESPAÑA, EDIFICIO OLIVAR	II	II	II	COCHABAMBA
152 9 ASOCIACIONES EDUCATIVAS	AIE	II	2938	44435	RAMON MOLINA - DIRECTOR	COCHABAMBA
153 10 COMASIN UNIVERSITY SERVICES OVERSEAS	COMO	II	1535	27647	VIN CLERC - DIRECTOR	COCHABAMBA
154 11 CARITAS COCHABAMBA	CARITAS	II	2629	43877	II	COCHABAMBA
155 12 CEBID	CEBID	II	2102	II	MARTHA ESCOBAR - DIRECTORA	COCHABAMBA
156 13 CENTRO CANADIENSE DE EST. Y COOP. INTERNA	CECI	II	4230	41151	DIEGO LAMERVILLE - RESP. RES.	COCHABAMBA
157 14 CENTRO DE ASESORIA Y DEFENSA LEGAL	CADEL	II	4641	21560	RENATO PARDO - DIRECTOR	COCHABAMBA
158 15 CENTRO DE COMUNICACION Y DES. AUDIO	CENEA	ECUADOR 630	540	21158	FABIO REGALSKY - DIRECTOR	COCHABAMBA
159 16 CENTRO DE COM. JUAN MALLPARRINACHI	CCJW	II	4344	49971	ALFREDO ROCA - DIRECTOR	COCHABAMBA
160 17 CENTRO DE DESARROLLO AGROPECUARIO	CEBAEPO	SUIFACNA 216	II	45713	MARTHA GARCIA - DIRECTORA	COCHABAMBA
161 18 CENTRO DE DES. SOCIAL DE COCHABAMBA	II	MEXICO 127	II	26195	II	COCHABAMBA
162 19 CENTRO DE ESTUDIOS Y TRABAJO DE LA MUJER	CETA	CALLE ESPAÑA 624	II	II	RA. LOURDES ZAVALA - DIRECTORA	COCHABAMBA
163 20 CENTRO DE EST. DE LA REALIDAD ECO. Y SOC.	CEPES	ECUADOR N-0306	II	24428	MURBERTO VARGAS	COCHABAMBA
164 21 CENTRO DE INV. Y DESARROLLO REGIONAL	CIRE	JUAN DE LA CRUZ TORREZ	II	22046-22341	ALVARO ROSCOSO - DIRECTOR	COCHABAMBA
165 22 CENTRO DE INVESTIGACION Y CAPACITACION	CIES	II	1612	60545	FREDDY CANACHO - DIRECTOR	COCHABAMBA
166 23 CENTRO DE INVEST. Y EDUCACION POPULAR	CINEP	II	4667	24087	RAMIRO AVILES - DIRECTOR	COCHABAMBA
167 24 CENTRO DE INVEST. Y PROM. DEL CAMPESINADO	CIPCA	FALEURI 133	2819	49065	CARLOS DE LA RIVA - DIR. PEE.	COCHABAMBA
168 25 CENTRO DE PRODUCCION RADIOFONICA	CEPRA	II	1966	42158	CONSTANTINO ROJAS - DIR.	COCHABAMBA
169 26 CENTRO DE PRODUCCION CAMPESINA	CEPROCA	CANINDA COCHABAMBA	II	II	II	COCHABAMBA
170 27 CENTRO DE PROMOCION DE LA MUJER	CEPROMU	AMERICA 0719	4663	44401	NANCY TARES - DIRECTORA	COCHABAMBA
171 28 CENTRO DE PROMOCION Y CAPACITACION	CEPROM	II	4063	29969-29569	II	COCHABAMBA
172 29 CENTRO DE REHABILITACION COCHABAMBA	CEPECO	II	2325	22208-33041	CECILIA DE CANACHO - PRESIDENTA	COCHABAMBA
173 30 CENTRO DE REHABILIT. TIERRA DE MUJERES	II	TABUINA CIUDAD DEL KINO	II	47368	II	COCHABAMBA
174 31 CENTRO DE SERVICIOS PARA EL DESARROLLO	CEPSED	REAL. ACHA 437	II	49608	MARIA ELENA CANEDO - DIRECTORA	COCHABAMBA
175 32 CENTRO DE VIDA FAMILIAR AGUADUCCESANA	CEVIFA	AV. MALLIVIAN 5092	4260	46090	M. TERESA DE VEGA - DIR.	COCHABAMBA
176 33 CENTRO PARA EL DES. SOCIAL Y ECO.	CESEC	II	II	II	II	COCHABAMBA

177	34 CENTRO PEDAGOGICO FORTALES	CFP	FOTOSI 1450	XX	43137	RAI MUMKEL - DIRECTOR	COCHABAMBA
178	35 CENTRO TECNICO MUNDANISTICO AGROPECUARIO	CETHA	TOPALAPA	3001	XX	XX	COCHABAMBA
179	36 CENTRO TECNICO MUNDANISTICO AGROPECUARIO	CETHA	TIPALUE	203	4E479	JUAN BERTELES - DIRECTOR	COCHABAMBA
180	37 CENT. DE DES. SOC. DE COSA, TROPICAL	XX	XX	XX	XX	XX	COCHABAMBA
181	38 COMISION PROVINCIAL DE CATEGORIAS	XX	XX	1554	22521	ROSULA GONZALES - DIRECTORA	COCHABAMBA
182	39 COM. POL. DE AYUDA SOCIAL EVANGELICA	COMFASE	AV. 9 DE ABRIL E-1363	XX	29232-25137	XX	COCHABAMBA
183	40 CONSEJO DE DESARROLLO DE TARATA	COBERTA	TARATA	XX	XX	ELIDO SANDAGORDA - DIRECTOR	COCHABAMBA
184	41 CONSEJO LATINOAMERICANO DE IGESIAS	CLAI	XX	XX	XX	XX	COCHABAMBA
185	42 COOPERACION INTERNACIONAL	XX	AV. PAPA PAULO 1146	XX	23356	ELIO GIROLETTI - REPRESENTANTE	COCHABAMBA
186	43 C. DE ACCION SOC. PARA EL DES. COMUNITARIO	CASDEC	V. SAN FRANCISCO 31 SACARA-ARANI	4757	24970	EILBERTO MINDOUSA - DIRECTOR	COCHABAMBA
187	44 C. DE SERV. Y ASIST. A LA PROD. TRIFUERA	CESAT	INDEPENDENCIA 2114	XX	23203	FERNANDO RIVAS - DIRECTOR	COCHABAMBA
188	45 DEFENSA DE LOS NIÑOS INTERNACIONAL	INI	ECUADOR 0576	XX	29546	JORGE VILA - PRESIDENTE	COCHABAMBA
189	46 FERINA	FERINA	XX	2196	XX	TESORO DE CANACHO - DIRECTORA	COCHABAMBA
190	47 FONDO CANADIENSE DE APOYO A LA NIÑEZ	XX	PASTEUR 0101 ESD. MERDINAS	XX	26696	MARIO LUFT - DIRECTOR	COCHABAMBA
191	48 FUNDACION ECUMENICA PARA EL DESARROLLO	FEPADE	JUAN DE LA CRUZ TORRES 1513	XX	21426	WILFRANE MINDOUSA - DIRECTOR	COCHABAMBA
192	49 FUNDACION RICARDO PACHEPER	XX	XX	402	41404	XX	COCHABAMBA
193	50 FUSFO TAPFUY	XX	XX	2196	XX	GUILLERMO CALDERON - RESP.	COCHABAMBA
194	51 IKFANTE	XX	XX	1670	22417	GERALDINE KLEIN - DIRECTORA	COCHABAMBA
195	52 INSTITUTO CARPESINO DE EDUCACION	XX	XX	1714	XX	XX	COCHABAMBA
196	53 INSTITUTO COCHABAMBINO DE APOYO SOCIAL	INCAS	COLOMBA E-6900	XX	20794	MIRIAM DE VEGA - DIRECTORA	COCHABAMBA
197	54 INSTITUTO DE DEMOCRACIA Y LIBERTAD	IX	XX	XX	XX	XX	COCHABAMBA
198	55 INSTITUTO DE EDUCACION ESPECIAL	XX	NAVOR BOEMA 176	000	XX	XX	COCHABAMBA
199	56 INSTITUTO DE EDUCACION RURAL	INEFURAL	AV. PLANCO GALINDO P. 10	402	XX	XX	COCHABAMBA
200	57 INSTITUTO DE FUNDACION Y CAPACITACION	INFUCAP	XX	3575	29150	JOSE MEDRANO NAVIA - DIRECTOR	COCHABAMBA
201	58 INST. DE CAPACITACION CAMPESINA ARANI	INCCA	TAMANTINEUYO 1230	00	20391	XX	COCHABAMBA
202	59 INST. DE DES. Y EDUCACION POPULAR	IDEPO	OLLANTAY 961	3307	29010-21707	LUIS SALASAR - DIRECTOR	COCHABAMBA
203	60 INST. DE EDUC. PARA EL DESARROLLO RURAL	INEDER	AV. ARONA 2670	XX	23456-24054	EDUARDO BARAFULIC - DIRECTOR	COCHABAMBA
204	61 INST. DE FUNDACION FEMERINA INTEGRAL	IFFI	JORDAN E-0240	4667	25600	ETILDA DE NAVARRO - DIRECTORA	COCHABAMBA
205	62 JESUS MARIA	XX	ARNANDO MENDEZ S/M	XX	31418	ESPERANZA CALLOTI - RESP.	COCHABAMBA
206	63 JUNTA BAUTISTA DE OSEA SOCIAL Y MEDICA	IPGSM	XX	2199	25530	ALBERTO NAVARRO - RESP.	COCHABAMBA
207	64 JUSTICIA Y PAZ	XX	XX	XX	20090	FRANCISCO DARDICHON - DIRECTOR	COCHABAMBA
208	65 MEDICINA DIRIGIDA A LA COMUNIDAD	MEDICO	LA PAZ 215	2761	44603-45700	CIRO LARRAZABAL - DIRECTOR	COCHABAMBA
209	66 MEDICOS SIN FRONTERA	XX	ALFREDO ASCARRUNZ 2606	560	322542	FRANCISCO SANCHEZ - RESP.	COCHABAMBA
210	67 MISION ECUMENICA PARA EL DESARROLLO	MEDI	XX	4637	40117	ANPARD DE LA RIVA - DIRECTORA	COCHABAMBA
211	68 MISION EVANGELICA BAUTISTA	MEB	JORDAN 369	XX	23007	XX	COCHABAMBA
212	69 MISION LUTERANA	XX	PARKUE ZOOLOGICO	XX	49551	JOSE VELAZQUEZ - DIRECTOR	COCHABAMBA
213	70 MISION SUECA LIESE EN BOLIVIA	MSLP	XX	3360	41201	LEONARDO FRAMPTON - DIRECTOR	COCHABAMBA
214	71 MOV. FRANCISCANO DE JUSTICIA Y PAZ BOL.	XX	XX	027	XX	FRAY IGNACIO HARDING - DIRECTOR	COCHABAMBA
215	72 OFICINA JURIDICA DE LA MUJER	OJM	CALLE JORDAN 300	2270	20526	JULIETA MONTANO - DIRECTORA	COCHABAMBA
216	73 OF. DE ASISTENCIA SOCIAL DE LA IGLESIA	OASI	XX	759	XX	XX	COCHABAMBA
217	74 PASTORAL SOCIAL COCHABAMBA	SEAPAS	XX	4396	XX	ROSA DE ROSSEL - STRIA. EJEC.	COCHABAMBA
218	75 POSTA SANITARIA SAN ENITO	XX	XX	3639	33002	XX	COCHABAMBA
219	76 PROGRAMA ANARECEP	XX	AV. 9 DE ABRIL S/M	1025	33044	MMA. ESTEFANIA MURRAY - DIR.	COCHABAMBA
220	77 PROGRAMA DESARROLLO RURAL	PRODER	AV. URBIDI PROV. BILBAO PTS.	XX	33114	NIGUEL DELGADO - RESP. DE SALUD	COCHABAMBA
221	78 PROG. DE ASIST. AGROPECUARIENETICO AL CAMP.	PAAC	P. 45 CAMINO A STA. CRUZ	4740	25050	MARTIN VILLARPOEL - DIR.	COCHABAMBA
222	79 PROYECTO CONCERN	XX	XX	2192	XX	XX	COCHABAMBA
223	80 PROYECTO PILOTO SICAYA (FONDOS SUECOS)	XX	SICAYA - CAPINOTA	XX	XX	XX	COCHABAMBA



269	35	INST. DE FROY. AGRIC. Y CAMP. AMBROS TRAMEZ
270	36	MOVIMIENTO DE SOLIDARIDAD CRISTIANA
271	37	NOI FER LAGO
272	38	OF. DE ASIST. SOCIAL DE LA IGLESIA
273	39	PASTORAL SOCIAL SANTA CRUZ
274	40	PROYECTO INTEGRAL DE SALUD
275	41	PROYECTO PASTORAL RURAL
276	42	RADIO JUAN XXIII
277	43	RED DE COMUNICACION POPULAR
278	44	SERVICIO DE ASESORIA Y COOP. AGRARIAS
279	45	TIERRA DE MUJERES
280	46	UNION DE GRUPOS CULTURALES
281	47	UNION DE INSTITUCIONES DE SANTA CRUZ

FACAJ	XX
WESCC	INGRAVI 49
XX	ANGRES RAMO 341
QASJ	AV. CANDITO ESP. LANGIVAR
SEAFAS	XX
XX	CAHARI
XX	XX
XX	SAN IGNACIO DE VELASCO
XX	XX
XX	XX
SACDA	XX
XX	CARRETERA A COP. KM. 12/2
UGC	XX
UNICRUZ	XX

2432	35069
XX	XX
XX	21644
XX	36124
25	53249
XX	2416
548	XX
XX	XX
219	XX
1164	51496
XX	49676
2451	50251
319	32928

JUAN CRISTOBAL CESPEDES - DIR.
XX
GIOVANNI ROMDINO - REPRESENTANTE
BETTY LUJAN - DIRECTORA
BLANCA PEREZ - STRIA. EJECUTIVA
TARCISIO DIHO CIABATTI - DIRECTOR
XX
WINSTON COIMBRA - DIRECTOR
XX
SEGUNDO FELNEZ - DIRECTOR
LAURENT WINTERS - DIRECTOR
ALEX PANTAGUA - DIRECTOR
JOSE LUIS QUIROGA - STRIO. EJEC.

SANTA CRUZ

NOMBRE DE LA ONG

282	1	ASOC. DE PROYECTOS DE FONDO CRISTIANO
283	2	CAPACIT. INTEGRAL DE LA MUJER CAMPESINA
284	3	CARE - DRURO
285	4	CARITAS - DRURO
286	5	CENTRO DE AYUDA A LA EDUCACION POPULAR
287	6	CENTRO DE INVEST. Y SERVICIO POPULAR
288	7	CENTRO DE FORMACION AL COOPERATIVISMO
289	8	CENTRO DE FROY. Y ASESORAMIENTO SOCIAL
290	9	CENTRO DIOCESANO DE COMUNICACION SOCIAL
291	10	CENTRO DISEÑO DE PLANIFICACION
292	11	CEPRAL
293	12	CRISTIAN CHILDREN FOND
294	13	DEFENSA DE LOS NIÑOS INTERNAL. DRURO
295	14	FUNDACION CONTRA EL MAQURE - DRURO
296	15	IGLESIA EVANGELICA BAPTISTA CANAN
297	16	PASTORAL SOCIAL - DRURO
298	17	PROG. DE ALIMENT. SUPLEMENTARIA KECMUN-AY.
299	18	PROYECTO LLANK'ASUN

SIGLA	DIRECCION
ASOPON	CALLE LA FAZ S/N
CIRCA	CALLE TEJERINA
CAPE	CALLE NIER Y PETOT
CARITAS	XX
CAEP	HUANGUI CENTRO NUMERO
CISEP	CALLE AYACUCHO 559
DEFROCCP	CALLE FOTOSI 1014
CENFODAS	WASHINGTON 1224
CEBICO	XX
COFLA	CALLE AYACUCHO 559
CEPFAM	XX
CRISTIAN	CALLE ZELAYA 3513 ZONA NORTE
DNI	CALLE AYACUCHO 659
FCM	CALLE 6 DE OCTUBRE 1149
IERC	XX
SEBIPAS	CALLE 6 DE OCTUBRE 6540
INCA	XX
LLANK'ASUN	CALLE LA FAZ 5141

CASTILLA	TELEFONO
XX	42147
XX	51230
XX	51230
24	XX
XX	XX
254	51128
747	55254
XX	51159
368	51161
XX	55838
XX	55895
XX	XX
XX	50638
XX	51150
4283	XX
434	55572-35572
XX	XX
316	52111

NOMBRE Y CARGO DEL RESPONSABLE
XX
EVELYN BARON - COORDINADORA
VICTOR RICO - DIR. REG.
XX
MARINA ORSINI - DIRECTORA
IGNACIO SUNDL - DIRECTOR
FERNANDO SANDALIO - DIRECTOR
ILSE ZULETA - DIRECTORA
RENE CUETO - DIRECTOR EJECUTIVO
ROSIANA DE CORDOVA - DIR.
JOSE L. VELA - DIR.
XX
HUGO NAVA NAVARRO - DIR. GER.
XX
XX
GILBERTO POWELS - DIR. REG.
EMELIN RUCKLE - REPRESENTANTE
LAURA ENCINAS - RESPONSABLE

DEPARTAMENTO
GRUPO
DRURO

NOMBRE DE LA ONG

300	1	ACCION CULTURAL LOYOLA
301	2	ADFA - OFASA
302	3	ASOCIACION INTEGRAL CAMPESINA
303	4	ASOC. FOTOSINA DE ATENCION AL INFEDIDO
304	5	CAPE - POTOSI
305	6	CARITAS DIOCESANA
306	7	CEE
307	8	CENTRO DE DESARROLLO REGIONAL
308	9	CENTRO DE INVEST. Y AYUDA CAMPESINA
309	10	CENTRO DE PROMOCION FEMENINA

SIGLA	DIRECCION
ACLO	XX
ADFA - OFASA	PROV. GUIJARRO ACACIO
XX	XX
API	XX
CARE	XX
CARITAS	CALLE SIMON CHACON 26
CEE	XX
CAR	XX
CI-C	XX
XX	OTAVI, FROY. LINAFES

CASTILLA	TELEFONO
227	23660
XX	XX
360	24994
119	23284
XX	22350
XX	25359
XX	XX
1	25559
69	22874
XX	XX

NOMBRE Y CARGO DEL RESPONSABLE
PDRE. JAIME BARTOLI - DIR. REG.
XX
FAMILIO YAPU - DIRECTOR
CRISTINA DE GUTIERREZ - DIRECTORA
XX
XX
FREDERIC URFER - DIR.
WILHEM PIERSOLA - DIR.
GUILLEMO BENAVIDEZ - DIRECTOR
XX

DEPARTAMENTO
POTOSI

## SECRETARIA DE COORDINACION NIN. PLANEAMIENTO

NOMBRE DE LA ONS	SIGLA	DIRECCION	CASILLA	TELEFONO	NOMBRE Y CARGO DEL RESPONSABLE	DEPARTAMENTO
309 11 CORPORACION AGRARIA CAMPESINA	CORACA	XX	206	XX	XX	FOTOSI
310 12 C. DE EDUC. A TRAVES DE MEDIOS DE COM. SOC.	CEAMCOS	XX	365	22225	PDRE. LUIS A. DIAZ - DIRECTOR	FOTOSI
311 13 ESCUELAS DE CRISTO	XX	FARSDQUIA SAN FRANCISCO	XX	XX	XX	FOTOSI
312 14 FUNDACION CONTRA EL HANGRE POTOSI	XX	CALLE LA PAZ 105	10	22031	XX	FOTOSI
313 15 FUNDACION POTOSINA DE DESARROLLO	FUDIFES	XX	XX	XX	FREDDY MENDOZA - DIP.	FOTOSI
314 16 IGLESIA EVANGELICA BAPTISTA	IEB	CALLE FRIAS 15	500	XX	XX	FOTOSI
315 17 INSTITUTO DE INVESTIGACION CULTURAL	INRICEF	XX	XX	XX	XX	FOTOSI
316 18 INSTITUTO POLITECNICO TOMAS KATARI	IPTK	OCURI - PROV. CHAYANTA	XX	XX	EDGAR CUETO - DIR. REG.	FOTOSI
317 19 INVEST. SOCIAL Y ASESORAMIENTO LEGAL	ISALP	XX	106	24192	XX	FOTOSI
318 20 MEDICUS MUNDO	XX	AVENIDA BUSH 1073	2002	320592	SALVADOR COMAS - DIR.	FOTOSI
319 21 MISION LUTERANA NORUEGA EN BOLIVIA?	XX	XX	XX	XX	XX	FOTOSI
320 22 PASTORAL MINERA	XX	XX	XX	XX	PDRE. CARMELO VALERIANO - DIR.	FOTOSI
321 23 PASTORAL SOCIAL POTOSI	SEAFAS	XX	227	XX	MMA. COLETTE BILLET - DIRECTORA	FOTOSI
322 24 PROYECTO CONCERN	PCI POTOSI	EDIF. UNIDAD SANITARIA	96	25809	OSCAR VELASCO MURTADO - DIR. REG.	FOTOSI
323 25 PROYECTO KAFKA	XX	XX	XX	XX	XX	FOTOSI
324 26 PROY. DE RES. AGRICOLA INTEGRADO	PEAI	XX	XX	XX	XX	FOTOSI
325 27 RADIO P10 III	XX	SIEDO XX LLALLAGUA	XX	XX	PDRE. ROBERTO DUPETTE - DIRECTOR	FOTOSI
326 28 SALUD POPULAR PAMPQUIA LA CONCEPCION	XX	XX	04	XX	XX	FOTOSI
327 29 SALUD Y EPIC. POP. DE MUJERES DE S. PEDRO	XX	CALLE PARQUE No. 9	XX	24990	XX	FOTOSI
328 30 TALLER DE EDUCACION POPULAR	EPDCA	XX	10	22030	EMILIO VELAZQUEZ - DIR.	FOTOSI
329 31 VECINOS MUNICIPALES	XX	XX	XX	XX	EDWARD FUELLELL - DIR. REG. ANDINO	FOTOSI
330 1 AGRUPAME FILIAL SUCRE CENTRO DE INVEST.	CEI	XX	259	XX	XX	CHUQUISACA
331 2 ACCION CULTURAL LOYOLA	ACLO	XX	530	22230-23210	JAVIER VELASCO - DIRECTOR GENL.	CHUQUISACA
332 3 ASOCIANTI	XX	XX	190	XX	BASTILIO CARDOZO - DIR.	CHUQUISACA
333 4 AGRUP. P. REMARIL DE CIEBROS Y ANGLIOPES	APFRECIA	XX	XX	24710-25745	MORO RIVERA - DIRECTOR	CHUQUISACA
334 5 ASOCIACION NAL. DE EVANGELICOS	ANDES	XX	433	20650	BENEDICTO JERRA - DIR.	CHUQUISACA
335 6 CAPACITACION DE LA MUJER	XX	XX	XX	XX	XX	CHUQUISACA
336 7 CARE SUCRE	CARE	XX	XX	35320	XX	CHUQUISACA
337 8 CARITAS	CARITAS	XX	XX	22422	XX	CHUQUISACA
338 9 CENTRAL LOCAL DE COOPER. AGROPECUARIAS	AGROCENTRAL	PROV. TONINA, EL VILLA	355	22731	XX	CHUQUISACA
339 10 CENTRO CULTURAL GUARANI - QUECHUA	XX	CAPITANIA GUARANI - PROV. L. CALVO	XX	XX	XX	CHUQUISACA
340 11 CENTRO CULTURAL PASIS	CHASIS	COLON 120	XX	23403	XX	CHUQUISACA
341 12 CENTRO DE FORMACION INICIAL	XX	AV. JAIME MENDOZA 1951	XX	XX	XX	CHUQUISACA
342 13 CENTRO DE FORMACION PARA EL DESARROLLO	CEFED	JUNIN 410	49	XX	XX	CHUQUISACA
343 14 CENTRO MATERNO INF. SAN JOSE DE POCNAS	POCNAS	XX	XX	XX	XX	CHUQUISACA
344 15 CHUQUISALUD	XX	XX	XX	XX	XX	CHUQUISACA
345 16 COMPLEJO SOCIO-EDUCATIVO CULT. S. COBAYEN	SAEN	JUNIN 451	XX	26533-32071	XX	CHUQUISACA
346 17 COME. COORD. DE LA AYUDA DE JUV. TREVESIS	XX	CALLE LA PAZ 226	190	25420	NICOLAS TORRES - DIR.	CHUQUISACA
347 18 CORPORACION AGROPECUARIA CAMPESINA	CORACA	XX	XX	XX	XX	CHUQUISACA
348 19 ETPA	ETPA	XX	XX	XX	XX	CHUQUISACA
349 20 FINCA	FINCA	XX	XX	XX	XX	CHUQUISACA
350 21 IPCC	IPCC	XX	XX	XX	XX	CHUQUISACA
351 22 INSTITUTO POLITECNICO TOMAS KATARI	IPTK	XX	150-C	25050	FRANZ BARRIOS - DIR. NAL.	CHUQUISACA
352 23 INSTITUTO SECUN. CRUZADA EVANGELICA	ISCE	XX	205	21549	XX	CHUQUISACA

## SECRETARIA DE COORDINACION RIV. PLANEAMIENTO

353	24 PASTORAL RURAL	II	II	II	II	II	CHUQUISACA
354	25 PASTORAL SOCIAL SUCRE	SEAPAS	II	276	23390	GASTON NUÑEZ - DIR.REG.	CHUQUISACA
355	26 PLAN DE PADRINOS - SUCRE	II	PASTOR SAINZ 122	II	II	II	CHUQUISACA
356	27 PROMOTORES AGROPECUARIOS	PPDAERO	II	590	30663	GONZALO AGUIRRE - DIRECTOR	CHUQUISACA
357	28 PROYECTO KDRPA	II	II	II	II	II	CHUQUISACA
358	29 PROYECTO MUJER	II	II	II	II	II	CHUQUISACA
359	30 PROY. SOC. BOL. BRITANICO C.NAURE	II	PLAZA ZUDREZ No.62	II	25993	II	CHUQUISACA
360	31 SERPO	SERPO	ARICETO ARCE 227	726	30640	JORGE VACAFLOR - DIR.	CHUQUISACA
361	32 TIFAP	TIFAP	KANTUTA 232	II	30398	ADOLFO HENDEZ - DIR.	CHUQUISACA
	NOMBRE DE LA ONG	SIGLA	DIRECCION	CASILLA	TELEFONO	NOMBRE Y CARGO DEL RESPONSABLE	DEPARTAMENTO
362	1 ACCION CULTURAL LOYOLA	ACLO	II	1003	23425	MARCOS VAN DER VALK - DIR.REG.	TARIJA
363	2 CARE TARIJA	CAPE	II	II	2572	II	TARIJA
364	3 CARITAS TARIJA	CARITAS	II	82	2329	PDRE. HERNAN CHODUE - DIRECTOR	TARIJA
365	4 CENPRODER	CENPRODER	II	169	25394-33435	II	TARIJA
366	5 CENTRO DE ADAPTACION	CADP	JMGAVI ESQ.PADILLA 890	II	4118	NIRTHA GUZMAN - PRESIDENTA	TARIJA
367	6 CENTRO DE COMUNICACION SOCIAL	CCS	CALLE JUAN NISRAEL SARACHO	II	II	MARCOS ZUBIETA - REPRESENTANTE	TARIJA
368	7 CICA	CICA	AV. DOMINGO PEREZ 432	II	II	II	TARIJA
369	8 COOPERATIVA INTEGRAL CAMPESINA	COINCA	II	II	II	II	TARIJA
370	9 EQUIPO DE APOYO A LAS INICIATIVAS POP.	II	II	151	5545	RIGOBERTO DE LOS RIOS - DIR.	TARIJA
371	10 INSTITUTO POLITECNICO CAMPESINO	IPC	II	42-YACUIBA	II	MARCO VELARDE - DIRECTOR	TARIJA
372	11 INST. DE INVEST.Y CAPAC.CAMPESINA	IICCA	BALLIVIAN 970	II	22702	RENAN SANCHEZ - DIRECTOR	TARIJA
373	12 OF. DE ASISTENCIA SOCIAL DE LA IGLESIA	OASI	BERMEJO	II	II	II	TARIJA
374	13 PASTORAL RURAL	II	II	106	II	ANTONIO CHACARRO - DIR.REG.	TARIJA
375	14 PASTORAL SOCIAL TARIJA	SEAPAS	CALLE CAMPERO 1017	II	1192	HNO. MANUEL FARINO - DIRECTOR	TARIJA
376	15 PROYECTO ESPERANZA	II	ERAN CHACO VILLARONTES	II	II	II	TARIJA
377	16 PROY. DE FORMACION DE LA MUJER CAMPESINA	II	II	12	II	DAGMAR SIKMAR - RESP.	TARIJA
378	17 SERVICIO DE ASESORIA DE COOPERATIVAS	SACIA	SAN JULIAN	II	II	II	TARIJA
	NOMBRE DE LA ONG	SIGLA	DIRECCION	CASILLA	TELEFONO	NOMBRE Y CARGO DEL RESPONSABLE	DEPARTAMENTO
379	1 CARITAS BENI	CARITAS	LAFAZ 751	II	21413	PDRE. KIEGEL TRUETA	BENI
380	2 CENTRO MEDICO INFANTIL	II	GUAYARAMERIN	II	II	ALEXANDER BENDORAITIS - DIR.	BENI
381	3 CIBEBENI	CIBEBENI	II	II	II	CARLOS NAVIA - DIRECTOR	BENI
382	4 COOP. EN EFID. NAT. INF. NIS. NARICKHOLL	II	RIBERALTA	II	II	IVDO LUIS CASEY - DIR.	BENI
383	5 EQUIPO PASTORAL RURAL	EPARU	II	34-TRIN.	II	II	BENI
384	6 EQUIPOS MOVILES DE EDUCACION INTEGRAL	EMIR	II	9-RIBER.	672	CARLOS SEJAS - DIR.	BENI
385	7 MISION EVANGELICA POLIVIANA	II	ANTONIO VAZQUEZ S/N RIBER.	II	II	LORENZO LINDAHL - DIR.	BENI
386	8 MISION EVANGELICA NORUEGA	II	CHUQUISACA S/N RIBER.? GUAYARA?	II	II	LARS ANDERAS - DIR.	BENI
387	9 MISION EVANGELICA SUIZA	II	CARRETERA RIBERLTA - GUAYARA.	II	II	CRISTIAN STALDER - DIR.	BENI
388	10 PROYECTO DE COMUNICACION INTEGRAL	PCI	II	102-RIBER.	5545-757	II	BENI
389	11 PROY. MATERIDAD PNP NIS. EVANG. NORUEGA	II	RIBERLTA	II	322	FINN ROYNE - DIR.	BENI
390	12 FADIO SAN NIEGEL	II	II	102-RIBER.	545	HECTOR SALAS - DIRECTOR	BENI

## VOLUNTARIOS

	NOMBRE DE LA INSTITUCION	SIGLA	DIRECCION	CASTILLA	TELEFONO	NOMBRE Y CARGO DEL RESPONSABLE	DEPARTAMENTO
391	1 INTERNATIONAL VOLUNTARY SERVICE	IVS	OTERO DE LA VEGA 529	20190	359889	JEMETH ECHAZU - COORDINADORA	LA PAZ
392	2 MOVIMIENTO LAICO PARA AMERICA LATINA	MLAL	ABDON SANVEDRA 2105	6173	349733	MONICA SANCHEZ DE LOZADA - COORD.	LA PAZ
393	3 ORG. CANADIENSE P. LA SOLIDARIDAD Y DES.	DCSD	ED.ESPERANZA N. STA CRUZ 2150 P.8 OF.5	20753	353786	RENE GUNY - DELEG.PARA BOLIVIA	LA PAZ
394	4 SERV. ALEMAN DE COOP. SOCIAL TECNICA	SACST	AV. 6 DE AGOSTO 2415	6546	354063-351452	HANNS JASSE - DIRECTOR	LA PAZ
395	5 U.N.ASSOCIATION INTER. SERVICE	UNAIS	C.PACCIERI 0582	4557	48292	NOIRA BUEREJAZU - COORDINADORA	COCHABAMBA
396	6 VOLUNTARIOS EN ACCION	VEA	XX	3556	342346	HACARIO LUCA - DIRECTOR	LA PAZ
397	7 VOLUNTARIOS HOLANDESES	VH	AV.20 DE OCTUBRE 219 ED. JAZMIN	899	350240	JAN BARTELENA - RESPONSABLE	LA PAZ
398	8 VOLUNTARIOS SUECOS	VS	ED. GOSALVEZ 1501 P. 15	7355	327963	LILIAN SALAS - COORDINADORA	LA PAZ

Appendix J

**PROCOSI: ROTATION OF THE REC - 1990/92**

**P R O C O S I**  
**ORDEN DE ROTACION DEL CER**  
**1990 - 1992**

	<b>FECHA INGRESO</b>	<b>FECHA SALIDA</b>	<b>FECHA PORTAVOZ</b>
1. F.H.I.	07/89	05/90	----
2. CARE	10/89	09/90	02-06/08-09
3. CSRA	02/90	01/91	06-07/10-01
4. PCI	06/90	05/91	02-05/91
5. MFM	10/90	09/91	06-09/91
6. CARITAS	02/91	01/92	10/91-01/92
7. PLAN	06/91	05/92	02-05/92
8. ESPERANZA	10/91	09/92	06-09/92
9. CRS	02/92	01/93	10/92-01/93

## Appendix K

### **CRITERIA FOR SUBGRANT SELECTION - PREIMPLEMENTATION WORKSHOP**

#### **Point of View of the Donor**

- (a) Pertains to Child Survival
- (b) Innovative
- (c) Integrated focus
- (d) Community participation, community initiative
- (e) Continuity in institutional support
- (f) Contains a training component
- (g) Includes the participation of two or more institutions
- (h) Contributes to the resolution of common problems
- (i) Replicability
- (j) In a priority zone (geographic)
- (k) EQUITABLE (among PROCOSI member institutions)
- (l) No duplication with other projects, geographic or population served
- (m) Local support

#### **Point of View of Presenting Institution**

- (a) Proposal demonstrates good relations with state organizations, NGO's, and the local population.
- (b) Proposal demonstrates a positive contribution to child survival
- (c) Proposal employs innovative methodologies

- (d) Proposal responds to a local diagnosis of child survival problems**
- (e) Proposal includes Bolivian NGOs**
- (f) Proposal develops from dialogue between local populations and PVO technicians**
- (g) The organization that receives the funds will be legally constituted in Bolivia (personeria juridica) or International collaborative agreement**
- (h) The proposal specifies the counterpart contribution**
- (i) The proposal includes an evaluation plan**
- (j) The review of draft proposals will be done within 15 days of presentation**
- (k) The review of the proposal will be done within 30 days of presentation**
- (l) Proposal may be presented directly without prior presentation of drafts for review**
- (m) The duration of the project should be between 18 and 24 months**

## Appendix L

### **CRITERIA FOR SUBGRANT SELECTION - "REGIMEN DE SUBDONACIONES"**

- (a) Proposals prepared within the guidelines of the Ministry of Health
- (b) Proposals that demonstrate a contribution to programs or projects in child survival, with the largest part of the subgrant funds going to actions in the community
- (c) Proposals that develop from dialogue and reflection between groups of organized campesinos and PVO technicians (participatory diagnosis)
- (d) Proposals that include components of technical assistance and training for the community
- (e) Proposals that include and justify a research component
- (f) Proposals that include components with low cost and low risk to the community
- (g) Proposals that include the participation of government or private institutions through programmatic or operational coordination
- (h) Proposals that support the organization of campesinos, permitting their participation in decision making through innovative methods
- (i) Proposals that give priority to actions based on the analysis of the rural problem(reality), revealing the social, cultural, economic, political, technological, and organizational causes of a specified (determined) situation.