

A.I.D. EVALUATION SUMMARY - PART I

ISN 70176

PD-ABS-283  
XID

1. BEFORE FILLING OUT THIS FORM, READ THE ATTACHED INSTRUCTIONS.  
2. USE LETTER QUALITY TYPE, NOT "DOT MATRIX" TYPE.

IDENTIFICATION DATA

|  |  |  |  |
|--|--|--|--|
| <b>A. Reporting A.I.D. Unit:</b><br>Mission or AID/W Office <u>EL SALVADOR</u><br>(ES# <u>519-0364</u> ) |  | <b>B. Was Evaluation Scheduled in Current FY Annual Evaluation Plan?</b><br>Yes <input type="checkbox"/> Slipped <input type="checkbox"/> Ad Hoc <input checked="" type="checkbox"/><br>Evaluation Plan Submission Date: FY <u>94</u> <u>Q1st.</u> | <b>C. Evaluation Timing</b><br>Interim <input type="checkbox"/> Final <input type="checkbox"/><br>Ex Post <input type="checkbox"/> Other <input checked="" type="checkbox"/> |
|--|--|--|--|

**D. Activity or Activities Evaluated** (List the following information for project(s) or program(s) evaluated; if not applicable, list title and date of the evaluation report.)

| Project No. | Project /Program Title                       | First PROAG or Equivalent (FY) | Most Recent PACD (Mo/Yr) | Planned LOP Cost (000) | Amount Obligated to Date (000) |
|-------------|--|--------------------------------|--------------------------|------------------------|--------------------------------|
| 519-0364    | Community Based Integrated Rural Development | 89                             | 08/94                    | 8,540,000              | 8,540,000                      |

ACTIONS

| E. Action Decisions Approved By Mission or AID/W Office Director   | Name of Officer Responsible for Action | Date Action to be Completed |
|--|--|-----------------------------|
| Action(s) Required<br>1. Mission actions and resources will be focused on completion work in target areas and the waterworks of El Carpintero - El Sauce Potable Water System. | JACOBO HARROUCH                        | DIC.94                      |
| 2. Phase-Over the impact areas of ANAMOROS and BOLIVAR applying the established criteria as discussed in this evaluation to achieve program sustainability.                    | JACOBO HARROUCH                        | SEPT.94                     |
| 3. Monitor compliance with the counterpart requirements.   | JACOBO HARROUCH                        | DIC.94                      |

(Attach extra sheet if necessary)

APPROVALS

**F. Date Of Mission Or AID/W Office Review Of Evaluation:**

|         |       |        |
|---------|-------|--------|
| (Month) | (Day) | (Year) |
| 11      | 10    | 93     |

**G. Approvals of Evaluation Summary And Action Decisions:**

| Name (Typed) | Project/Program Officer              | Representative of Borrower/Grantor | Evaluation Officer       | Mission or AID/W Office Director      |
|--------------|--------------------------------------|------------------------------------|--------------------------|---------------------------------------|
|              | John M. Sullivan<br>Jacobco Harrouch | James Criste<br>Save The Children  | Karen Freeman<br>DPB/MEO | Charles E. Costello<br>USAID/Director |
| Signature    | <i>Jacobco Harrouch</i>              | <i>James Criste</i>                | <i>Karen Freeman</i>     | <i>Charles E. Costello</i>            |
| Date         | <i>21/10/94</i>                      | <i>21 Jun 94</i>                   | <i>6/22/94</i>           | <i>6/22/94</i>                        |

**ABSTRACT**

H. Evaluation Abstract (Do not exceed the space provided)

The present Evaluation consisted in finding out whether Save The Children Federation has put into practice or not, three of the five recommendations formulated in the 1992 Intermediate Evaluation.

In order to determine the above-mentioned fact, four Impact Areas and six communities where Save The Children Federation works were visited, about 70 people were interviewed, meetings were held with key personnel of this institution and the documentation received was read and analyzed.

As a result of the work, it was found that Save The Children Federation has implemented appropriately the recommendations included in the 1992 Intermediate Evaluation and that the results obtained are positive.

The key result is that Save The Children Federation modified the objectives which guide its work. These new objectives being now specific and realistic have given way to a substantial improvement of the planning, control and evaluation process of the work being carried out.

What has been previously pointed out has had an influence over Save The Children Federation because to the date of this evaluation it has obtained positive results in the various aspects included in the recommendations under evaluation.

The main recommendations are:

- a) Save The Children Federation should document the methodology applied to elaborate the new objectives in order to use it as a basis in the future.
- b) Save The Children Federation should make a study that allows to determine the best organization for the management and operation of the El Carpintero-El Sauce Potable Water Project located north of the department of La Unión.

**C O S T S**

| I. Evaluation Costs                          |                    |                  |   |  |                |
|--|--------------------|------------------|---|--|----------------|
| Name   | 1. Evaluation Team | Affiliation      | Contract Number OR<br>TDY Person Days       | Contract Cost OR<br>TDY Cost (U.S. \$) | Source of Fund |
| Humberto Herrera Contreras                   |                    | Heco Consultoria | 90 Calendar days                            | \$ 10,356.32                           | AID            |
| Jaime S. Velásquez                           |                    | "                |   |  |                |
| Víctor M. Saavedra                           |                    |                  |   |  |                |
| 2. Mission/Office Professional Staff         |                    |                  | 3. Borrower/Grantee Professional            |  |                |
| Person-Days (Estimate) <u>1 Month person</u> |                    |                  | Staff Person-Days (Estimate) <u>15 dias</u> |  |                |

## A.I.D. EVALUATION SUMMARY - PART II

### SUMMARY

J. Summary of Evaluation Findings, Conclusions and Recommendations (Try not to exceed the three (3) pages provided)

Address the following items:

- Purpose of evaluation and methodology used
- Purpose of activity(ies) evaluated
- Findings and conclusions (relate to questions)
- Principal recommendations
- Lessons learned

Mission or Office:

El Salvador

Date This Summary Prepared:

16.12.93

Title And Date Of Full Evaluation Report:

Desarrollo Juvenil Comunitario/El Salvador  
Follow-Up Evaluation of OPG III Oct. 93

#### I. EXECUTIVE SUMMARY.

The object of the present evaluation is to analyze the progress made by Save The Children Federation in the implementation of the changes recommended in the report of the Intermediate Evaluation made in 1992, as well as to verify the progress towards the achievement of the goals established between Save The Children Federation and USAID as specified in OPG III Ammendment No. 7, signed on April 22, 1993.

In agreement with the Terms of Reference, the present evaluation was aimed at 1) finding out whether the three recommendations from the Intermediate Report have been implemented by Save The Children Federation; 2) verifying the reliability of the Impact Indicator System; 3) reporting on the progress of the repairs/rehabilitation of the "El Carpintero-El Sauce" Potable Water Project; and 4) evaluating the compatibility of the present program of Save The Children Federation with the strategic objectives of USAID in El Salvador.

As far as the development and implementation of a consistent policy to leave the assisted communities is concerned, Save The Children Federation possesses the document containing the criteria to apply in such a case. However, at the date of the present evaluation, there was no community joining or leaving the institution. The staff of Save The Children Federation informed that its personnel is aware of and agrees with the policy to leave the impact areas.

Regarding the recommendation on the need to improve the data handling and planning system, Save The Children Federation has implemented a data monitoring system which allows them to measure adequately the impact of the twelve indicators contained in the three Labor Sectors and their consistency with the established goals.

The Planning Process has been substantially improved by the Institution. Various operational and management levels participate in the process based on specific objectives allowing 1) to control the progress of the projects, 2) to include the technical and administrative part, 3) to define specific activities, and 4) to rationalize the use of resources.

As for the verification of the Impact Indicators, it was found that the forms used were adequate, and the people in charge of collecting the data were the right ones. It was also found that the operation of the system was appropriate.

This system measures effectively the impact indicators allowing the verification of the data to be reliable in 11 out of the 12 indicators.

Regarding the progress of the repairs/rehabilitation of the "El Carpintero-El Sauce" potable water project in the department of La Unión, it was found that the project will be finished by the end of August 1994.

It was determined that the objectives of Save The Children Federation and USAID-El Salvador were in total agreement with their scope.

The work developed by Save The Children Federation is compatible with the content of the five strategic objectives of USAID in El Salvador. The results of such work will be reported in a medium and long term.

During the fiscal year 1993, Save The Children Federation reached the goals of eight out of eleven impact indicators, it is expected that the goals established for 1994 will be met based on the observed trend.

The methodology used in the present evaluation is the following: 1) Reading and analysis of documents; 2) participation in work meetings with Save The Children Federation and USAID personnel; 3) interviews of the Institution personnel, the volunteers and the recipients; and 4) visits to the assisted communities and to co-coordinating Institutions.

Summarizing, Save The Children Federation has implemented all the recommendations of the Intermediate Evaluation. It is considered that the work has been appropriately made with positive results.

### CONCLUSIONS

- 1) Save The Children Federation and USAID have restated the objectives of the Program complying with the recommendations of the intermediate evaluation.
  - 2) The stated objectives are based on Save The Children Federation experience. Those objectives are precise, realistic, easy to measure and basically suitable to the needs of the recipient population.
  - 3) The objectives are consistent with the reality in which Save The Children Federation works.
- 4

- 4) Save The Children Federation has incorporated in its work the rules and procedures that will be the base to exit from the Impact Areas implementing therefore the recommendation of the Intermediate Evaluation.
- 5) Save The children Federation has complied with the recommendation made by the Intermediate Evaluation having implemented a Data Monitoring System for twelve Impact Indicators.
- 6) The data collection process is adequate because it involves people participating directly in the field work.
- 7) The Data Monitoring System is consistent with the goals established because it reports data to measure each of the Impact Indicators.
- 8) The Data Monitoring system allows to analyze, globally and partially, the situation of each sector.
- 9) Save The Children Federation has improved substantially its planning process in the sense that such a process coincides with clear and precise objectives and involves field and administrative personnel who bring their experience and knowledge to their own areas.
- 10) The present Data System allows to easily control the progress towards the accomplishment of the established goals, to rationalize the distribution of the available resources, and to introduce timely changes in accordance with the reality.
- 11) The Data Monitoring System collects the same data commonly used by the Ministries of Education and of Public Health and Social Welfare. It is expected that the communities will be able to continue using the same system when Save The Children Federation leaves them, and that the ministries retake it.
- 12) The Monitoring system measures effectively the impact indicators evaluated.
- 13) The information provided by the system is highly reliable because in more than 90% of the cases (11 out of the 12 impact indicators) precise and actual data are obtained.
- 14) The information obtained is useful to those who handle it.
- 15) The present situation of El Carpintero/El Sauce potable water project (COVERING THE INSTALLATION OF THE MAIN AND SECONDARY PIPE LINES OF EL CARPINTERO/LA PITAHAYA, THE GUERIPE AND MALALAJA SUB-SYSTEMS, AND FILLING-UP NINE RESERVOIRS) let foresee the completion of this development no later than the end of January 1994.

5

The total of the El Carpintero / El Sauce project will be finished no later than August 1994.

16) The objectives of Save The Children Federation are strictly compatible with the content of the strategic objectives of USAID, especially with Strategic Objective No. 4 of USAID in El Salvador since the work of Save The Children Federation corresponds to the former objectives.

17) Save The Children Federation has surpassed the goals established in Amendment No. 7 of OPG III in eight of the eleven Impact Indicators for which information was available.

18) The trends observed in 1993 allow to conclude that the goals programmed for 1994 will be accomplished.

#### RECOMMENDATIONS

1) Save The Children Federation documents the methodology employed to elaborate the new objectives in order to keep it as the base for future operations.

2) Save The Children Federation widen the coverage of vaccination to swine, horses and poultry, and promote the application of a complete treatment of those vaccines necessary to protect cattle against most common diseases.

3) Save The Children Federation should prepare an instruction manual to interpret and apply the established criteria and take them into consideration to exit from the communities, standardizing therefore the application of the criteria.

4) Save The Children Federation should review the content and design of the forms used in the Monitoring System in order to introduce changes and improvements to make them more useful and practical.

5) Save The Children Federation should prepare a manual for the use of the forms of the Monitoring System and distribute it in the communities where the Institution works.

6) The Data Monitoring System should be reviewed periodically in order to introduce the necessary changes based on the circumstances.

7) Save The Children Federation should incorporate in the forms, whenever possible, the variables necessary to obtain qualitative information to give a more general idea about specific points such as: "what kind of vaccines and how frequently they have been given to cattle, swine and poultry".

8) Instructions should be prepared on how to use the forms in order to unify the interpretation of the variables under investigation.

9) In order to guarantee the success of the waterworks, the elaboration of a study to determine the kind of appropriate organization and management of the operation and maintenance of the potable water system is recommended.

This study should include among other aspects: payment capacity of the users, tariffs, administrative records, payment collection system, personnel, income and outcome projection, etc.

10) Resources and efforts should be concentrated to reach the goals which were not accomplished in 1993.

#### EXPERIENCE ACQUIRED.

As a result of the present Evaluation, the following can be considered as acquired experience:

1) Better results are obtained when the work is concentrated in a few sectors, obtaining specialization. This lesson could be applied too, to a number of communities under assistance.

2) Every program should necessarily have a data system which allows checking the achievements obtained. Such system should be known to, understood by, and involve all the personnel which will use it.

3) The more precise the objectives being pursued, the more appropriate should be the planning system. As a consequence, a methodology should be applied for the elaboration of the objectives so that they correspond with the reality in which the institution will work.

4) Periodic evaluations help the institutions to reorientate their work and improve their performance.

5) Coordination contributes to carry out actions or programs required by the communities and that are not the responsibility of Save The Children Federation, and it is more effective when it is carried out by a small number of institutions.

6) Resistance on the personnel's part when introducing changes in their work can be overcome step by step if the personnel is incorporated from the beginning in the implementation of the modifications scheduled.

1

7) The Monitoring Service not only has allowed the measurement of the impact but also has influenced in getting the necessary information for the development of the work, and at the same time, it has contributed to make the personnel more aware of its responsibilities.

8) Taking into consideration that the reestablished objectives are precise and realistic, a direct relation has been obtained between them and the impact indicators because the recipients understand to be appropriate to the reality in which they are living.

## ATTACHMENTS

K. Attachments (List attachments submitted with this Evaluation Summary; always attach copy of full evaluation report, even if one was submitted earlier; attach studies, surveys, etc., from "on-going" evaluation, if relevant to the evaluation report.)

### ATTACHMENTS:

- 1 -People interviewed and places visited, 2- Object population by Impact Area,
- 3 -Geographical location of Impact Areas, 4- Commitments - Amendment OPG III,
- 5 -1993 Impact Results, 6- Leaving process of Impact Areas, 7- ARCCESAD Organizational Chart
- 8 -CADESES Organizational Chart, 9- General Plan of Assistance Activities for ARCCESAD and CADESES, 10- Redesigned forms for Save The Children Federation.

## COMMENTS

### L. Comments By Mission, AID/W Office and Borrower/Grantee On Full Report

This evaluation was carried out during the month of October 1993. USAID and Save the Children Federation agreed to make a follow-up evaluation of OPG-III to be able to determine if the institution has put into practice the recommendations of the intermediate evaluation carried out in 1992. Project was extended until December 31, 1994 to complete Water Component and comply with USAID counterpart project requirement.



## C O N T E N T

|   | Page |
|---|------|
| INTRODUCTION  | 1    |
| I. EXECUTIVE SUMMARY  | 1    |
| II. SCOPE AND EXTENT OF THE WORK, AND METHODOLOGY   | 2    |
| 2.1 Scope and Extent of the Work  | 2    |
| 2.2 Methodology   | 4    |
| III. EVALUATION TEAM  | 6    |
| IV. FINDINGS AND CONCLUSIONS OF THE EVALUATION  | 6    |
| 4.1 Determination of the extent to which the Juvenile Community Development has incorporated the recommendations of OPG III Intermediate Evaluation.                  | 6    |
| 4.2 Verification of the reliability of the data of the Impact Indicators System.  | 16   |
| 4.3 Report on the progress of the repairs/rehabilitation of "El Carpintero-El Sauce" Potable Water Project located north of the department of La Unión.               | 19   |
| 4.4 Evaluation of the compatibility of the present Juvenile Community Development program with the strategic goals of USAID in El Salvador.                           | 22   |
| 4.5 Verification of the progress towards the achievement of the goals specified in Ammendment No. 7 of OPG III, between the Juvenile Community Development and USAID. | 24   |
| V. PREVIOUS EVALUATIONS   | 26   |
| VI. ACQUIRED EXPERIENCE   | 27   |
| VII. COORDINATION   | 28   |
| ANNEXES   |      |

## INTRODUCTION

The content of the present document is the result of the FOLLOW-UP EVALUATION OF OPG III carried out during the month of October 1993.

This evaluation was geared towards acknowledging the extent to which Save The Children Federation has incorporated the recommendations made by the Intermediate Evaluation carried out in 1992, within its operational activities.

The present evaluation has been carried out following the content of the Terms of Reference which were provided by Save The Children Federation.

This document contains seven chapters. The first one corresponds to the Executive Summary and consists of a synthesis of the evaluation. The scope and extent of the work, and the methodology applied appear in the second chapter.

Reference to the members of the team who participated in the work is made in chapter three; in the fourth chapter are the findings and conclusions of the evaluation. A summary of the previous evaluations is presented in chapter five, while the sixth one contains the lessons learned. The seventh chapter refers to the coordination.

The first three annexes have been included as a reference to the work of the Consulting Firm, and the remaining have been included as requested by Save The Children Federation and USAID El Salvador.

Acknowledgment is due the Main Office and Impact Areas personnel for their support and cooperation in the accomplishment of this evaluation.

## I. EXECUTIVE SUMMARY.

The object of the present evaluation is to analyze the progress made by Save The Children Federation in the implementation of the changes recommended in the report of the Intermediate Evaluation made in 1992, as well as to verify the progress towards the achievement of the goals established between Save The Children Federation and USAID as specified in OPG III Ammendment No. 7, signed on April 22, 1993.

In agreement with the Terms of Reference, the present evaluation was aimed at 1) finding out whether the three recommendations from the Intermediate Report have been implemented by Save The Children Federation; 2) verifying the reliability of the Impact Indicator System; 3) reporting on the progress of the repairs/rehabilitation of the "El Carpintero-El Sauce" Potable Water Project; and 4) evaluating the compatibility of the present program of Save The Children Federation with the strategic objectives of USAID in El Salvador.

As far as the development and implementation of a consistent policy to leave the assisted communities is concerned, Save The Children Federation possesses the document containing the criteria to apply in such a case. However, at the date of the present evaluation, there was no community in which SCF was entering or leaving. The staff of Save The Children Federation informed that its personnel is aware of and agrees with the policy to leave the impact areas.

Regarding the recommendation on the need to improve the data handling and planning system, Save The Children Federation has implemented a data monitoring system which allows them to measure adequately the impact of the twelve indicators contained in the three Labor Sectors and their consistency with the established goals.

The Planning Process has been substantially improved by the Institution. Various operational and management levels participate in the process based on specific objectives allowing 1) to control the progress of the projects, 2) to include the technical and administrative part, 3) to define specific activities, and 4) to rationalize the use of resources. As for the verification of the Impact Indicators, it was found that the forms used were adequate, and the people in charge of collecting the data were the right ones. It was also found that the operation of the system was appropriate.

This system measures effectively the impact indicators allowing the verification of the data to be reliable in 11 out of the 12 indicators.

Regarding the progress of the repairs/rehabilitation of the "El Carpintero-El Sauce" potable water project in the department of La Unión, it was found that the project will be finished by the end of August 1994.

It was determined that the objectives of Save The Children Federation and USAID-El Salvador were in total agreement with their scope.

The work developed by Save The Children Federation is compatible with the content of the five strategic objectives of USAID in El Salvador. The results of such work will be reported in a medium and long term.

During the fiscal year 1993, Save The Children Federation reached the goals of ten out of eleven impact indicators, it is expected that the goals established for 1994 will be met based on the observed trend.

The methodology used in the present evaluation is the following: 1) Reading and analysis of documents; 2) participation in work meetings with Save The Children Federation and USAID personnel; 3) interviews of the Institution personnel, the volunteers and the recipients; and 4) visits to the assisted communities and to co-coordinating Institutions.

Summarizing, Save The Children Federation has implemented all the recommendations of the Intermediate Evaluation. It is considered that the work has been appropriately made with positive results.

## **II. SCOPE AND EXTENT OF THE WORK AND METHODOLOGY.**

**2.1 Scope and Extent of the Work:** The main objective of the evaluation was to assess the extent of the implementation by Save The Children Federation of the main recommendations formulated in OPG III Follow-Up Evaluation, carried out between February and April 1992, as well as to verify the achievement in meeting the goals specified in the Amendment No. 7 of OPG III dated April 22, 1993.

The aspects evaluated in the present work are:

- a) Determination of the extent to which Save The Children Federation has incorporated the recommendations made in the Intermediate Evaluation to the Institution.

In its executive summary, the Intermediate Evaluation contains five main recommendations; only three are part of this evaluation:

1. Save The Children Federation/Desarrollo Juvenil Comunitario should carry out a complete review of the OPG III Program in order to define and modify its objectives in accordance with the experiences of the project to date.

In this case, it was found that Save The Children Federation has reviewed and modified the objectives of the OPG III Program based on the experience gained and lessons learned during its development.

2. Save The Children Federation/Desarrollo Juvenil Comunitario should develop and implement a suitable exit policy using efficient criteria taking into account the size, the character and state of development of the assisted communities before starting any activity of geographical expansion.

The verification of this recommendation consisted in investigating whether a methodology has been developed to be applied when Save The Children Federation decides to withdraw from an Impact Area.

3. Save The Children Federation should improve its data handling and planning system to align its process of data collection and analysis with the established goals of the program. For example, if these goals include an increase in the family income, then, the data collection system should record these variations.

It was found that Save The Children Federation has implemented a data collection system able to measure the twelve impact indicators which quantify the goals of the program and that the Planification System considers those Impact Indicators as well as the new objectives.

- b) Verification of the reliability of the data from the "Impact Indicators System".

In carrying out those verifications, the degree of implementation of the Monitoring System was investigated. It was verified whether the implementation was appropriate and whether the reported data were in accordance with the reality of each project.

- c) Reporting on the progress of the repairs/rehabilitation of the "El Carpintero-El Sauce" potable water project located north of the Department of La Unión.

In this case, the specific task was to determine the development of the physical works and its probable termination date as well as to determine the investment made until the date of the evaluation.

- d) Evaluation the compatibility of the present program of Save The Children Federation with the strategic objectives of USAID in El Salvador.

The evaluation of this recommendation was based upon the analysis of the content and scope of the USAID-El Salvador strategic objectives. A comparison between those objectives and the actions carried out by Save The Children Federation was made in order to determine their consistency.

- e) Verification of the development towards the achievement of the established goals between Save The Children Federation and USAID as specified in Ammendment No. 7 of OPG III of April 22, 1993.

It was determined that the achievements of Save The Children Federation during the fiscal year 1993 were those forecasted for each of the twelve Impact Indicators and that it is possible to meet all the goals set for 1994.

## 2.2 Methodology.

In order to carry out the present evaluation, the following methodology was used:

- a) A complete review of all the documents related to the evaluated aspects was made, specially OPG III and its Amendment No. 7.

- b) Participation in the presentation of the results of the fiscal year 1993 which took place in San José La Fuente. It allowed to have a general view of the situation of the projects as of September 1993.

- c) Meetings were held with Save The Children Federation key personnel: Director, Vice-Director of Programs, Administrative Vice-Director, Programs Manager, three Sector Technicians and four Impact Areas Coordinators.
- d) Field visits were made to four Impact Areas and to six communities.
- e) Three monitors and eleven promoters from Save The Children Federation working in education, natural resources, and health and nutrition were interviewed.
- f) Interview guidelines and questionnaires were made to interview 14 volunteers, 30 recipients of the various assisted sectors, 3 teachers and 4 members of the Juvenile Groups for Environmental Protection.
- g) During a meeting held in Santa Rosa de Lima, the progress made in the "El Carpintero-El Sauce" works was reported.
- h) Representatives of the constructing and supervising firm of the "El Carpintero-La Pitahaya" Water Project were interviewed, the works were visited in order to assess the progress made and its estimated completion date.
- i) Personnel of the institutions working in coordination with Save The Children Federation was interviewed in order to know its working methodology and the its achievements. Among the institutions which were visited are: the Social Fund for Investment, the Ministry of Public Health and Welfare, and the Salvadoran Demographic Association.
- j) The data collected were consolidated by subject and a subsequent analysis was made.
- k) Based on the review and analysis of each item being evaluated, conclusions and recommendations were drawn.
- l) The preliminary report was prepared in order to be submitted and discussed with Save The Children Federation.

### III. EVALUATION TEAM

The following working team participated in the present evaluation:

Lic. Humberto Herrera Contreras

Economist with experience in Project Planning, Project Evaluation and Formulation, Small Enterprise, Community Development, Economic, Market and Social Research.

Directed the present work, collected the data in the communities which were visited, and prepared the evaluation report.

Ing. Jaime Salvador Velásquez

Industrial Engineer with experience in Socio-Economic and Market Research, preparation of Feasibility Studies and various manuals. Participated in working meetings, collected data in the communities.

Lic. Victor Manuel Saavedra

Business Administrator with experience in Small Enterprise, Management Evaluation. His supportive work consisted in reading, analyzing and translating the documents.

### IV. FINDINGS AND CONCLUSIONS OF THE EVALUATION

#### 4.1 DETERMINATION OF THE EXTENT TO WHICH SAVE THE CHILDREN FEDERATION HAS INCORPORATED THE RECOMMENDATIONS OF OPG III INTERMEDIATE EVALUATION.

This area covers the evaluation of three recommendations stated in the Intermediate Evaluation carried out between February and April 1992.

Each of the areas was evaluated individually. The results are as follows:

4.1.1. Save The Children Federation/Desarrollo Juvenil Comunitario and USAID should make a thorough review of OPG III in order to redefine the objectives of the program in accordance with the experience gained up to now.

The document "Desarrollo Juvenil Comunitario, USAID, OPG No. 519-0364-G-00-9422, Amendment Proposal, February 2, 1993" contains the new objectives of the program, sectors and impact indicators.

This document defines the modifications of OPG III agreed upon between USAID and Save The Children Federation . The changes involve, among other aspects, the reduction from 4 to 3 sectors, the number of the project activities, and the redefinition of the indicators which will measure the goals through the design and implementation of a monitoring system.

The original OPG III objectives and those modified based on the Amendment of OPG III of February 1993 and the Intermediate Evaluation of April 1992 are listed below. Said objectives presently guide the project of Save The Children Federation in each of the three sectors being evaluated in this opportunity.

The comparative analysis of those objectives is comprehensive and is presented in columns to facilitate its reading and understanding.

OPG III OBJECTIVES  
ECONOMIC DEVELOPMENT SECTOR

To increase the real income of the recipient families through the development of small enterprises, improved crops, introduction of more efficient administrative and market practices and promotion of new technology.

Social Development Sector

To decrease significantly infant morbidity and mortality rates through a comprehensive health program.

To increase the opportunities of the community so that it reaches a thorough physical and intellectual potential through a better access to education and recreation.

PRESENT OBJECTIVES  
EDUCATION SECTOR

Support access to education for children and the development of youth and adult members of the community as a basis for the formation of community organization with a capacity for leadership in community development.

Health and Nutrition Sector

Support the participation of rural families in a primary health care program based on the adoption of 5 basic behaviors (4 in the Nutrition Education and Early Child Development Centers project (CENET) and 1 in Mid Wife Training).

Adoption of these behaviors will improve the general health of children under five and women of child-bearing age.

Community Organization Sector  
Create and/or strengthen basic organizations to identify and solve local development problems.

Natural Resources Sector  
The application of soil conservation, crop management and animal husbandry techniques which will increase income and productivity for small farmers.

The following considerations can be derived from the analysis of OPG III objectives:

a) In general, the objectives are difficult to reach because several factors take a lot of activities and request specialized resources. The objective of the economic development sector consists in the development of small enterprises, administrative and marketing support, and promotion of new technologies.

b) The objective of the Social Development sector when looking "significantly" forward to decreasing infant morbi-mortality requires the implementation of many activities that because of its number cannot probably be either controlled or taken care of adequately.

The premise of this objective "to reach a thorough physical and intellectual potential" of the community is a difficult, idealistic goal to reach with the existing resources of the program for each area of impact.

c) The objective of the Community Organization Sector is incomplete since it does not specify either the means or the participants.

It can be said that OPG III objectives were too vast and difficult to accomplish due to the high dispersion of the necessary activities to be carried out.

Together with the previous limitation the difficulty exist to evaluate the results of putting the objectives into practice because by then, no indicators existed to measure the impact.

The present objectives guiding the work of Save The Children Federation are precise, measurable, realistic and specify the target population. In this case, the recipients of the Education Sector are children, youngsters and adults; the recipients of the Nutrition Sector are young women and children under five years old; the recipients of the Natural Resources are small farm owners.

In order to accomplish these objectives, Save The Children Federation needs only ten different measurable, feasible projects to be implemented successively in a short period of time.

For the preparation of the new objectives, Save The Children Federation used the following methodology:

- a) First, Direction and Management of the Institution carried out a self-analysis based on the objectives of the Main Office, in order to determine what Save The Children Federation is really trying to achieve.
- b) The objectives were defined to be specific, measurable, practical, and controllable; also they should be understandable by, and acceptable to the recipients, and also being feasible.
- c) As the objectives were determined, Direction and Management of Save The Children Federation requested the participation of the technicians of the Sectors, the Impact Area Coordinators and Promoters to determine the operational capacity of the Institution.
- d) Based upon the data collected OPG III objectives were found to be vast, technical, difficult to achieve due to the high dispersion of activities involved; taking into consideration the Main Office and USAID objectives the present objectives were set to be precise, feasible and measurable through the impact indicators.

The advantages of the present objectives as compared to the former ones are as follows:

- a) They are precise, conducting to specific goals and activities.
- b) They are easy to be interpreted by the recipients.
- c) They facilitate the specialization in the development of the work.

- d) They correspond to the operational capacity of Save The Children Federation allowing to improve the quality of the service.
- e) They facilitate decision making allowing the guidance on training in a specific way.
- f) The goals taken from the objectives are easy to measure.
- g) They facilitate the supervision due to the reduced number of necessary activities to be carried out.

As a result of the interviews of the recipients and field personnel regarding the total or partial feasibility of the new objectives, the following situation of the various sectors is as follows:

- a) Health and Nutrition Sector: The recipients correspond to those considered in the objective; they clearly perceive the purpose of the objective, and recognize the results obtained from the implementation of the objectives of this sectorial project.
- b) Natural Resources Sector: The actions in the sector reach the group of recipients identified in the objectives.

As an evidence of the consistency between the objective and its implementation, the recipients clearly expressed their understanding inferring that the objective was accurately implemented.

Notwithstanding the above mentioned facts, the goals of the general objective regarding animal health have not been completely reached because cattle only were vaccinated, and no evidence exists showing that a complete immunization has been reached through vaccination.

Pigs and chickens have not been vaccinated due to an apparent lack of interest by their owners.

- c) Education Sector: The recipients identified in the objectives are being taken care of, those recipients having a clear understanding of the goals of the objectives for the sector.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **CONCLUSIONS.**

Based on what has been stated, the following conclusions have been reached:

- a) Save The Children Federation and USAID have restated the objectives of the Program complying with the recommendations of the intermediate evaluation.
- b) The stated objectives are based on Save The Children Federation experience. Those objectives are precise, realistic, easy to measure and basically suitable to the needs of the recipient population.
- c) The objectives have been logically formulated on the basis of the experience brought by the different administrative levels.
- d) The objectives are consistent with the reality in which Save The Children Federation works.

#### RECOMMENDATIONS.

Taking into consideration the above mentioned conclusions, it is recommended that:

- a) Save The Children Federation documents the methodology employed to elaborate the new objectives in order to keep it as the base for future operations.
- b) Save The Children Federation widen the coverage of vaccination to swine, horses and poultry, and promote the application of a complete treatment of those vaccines necessary to protect cattle against most common diseases.

- 4.1.2 Save The Children Federation/Desarrollo Juvenil Comunitario should develop and implement a consistent policy employing effective criteria which considers the size, the character and state of development of the community before starting any new geographical expansion.

During the period in which this evaluation was carried out, Save The Children Federation has not left or entered into any new impact area. For the above-mentioned reasons and in accordance with what was mentioned in a meeting with the personnel from the institution, this recommendation will not be evaluated because it was not implemented.

Notwithstanding the above-mentioned statement, Save The Children Federation developed a policy to be employed when the decision to exit from an Impact Area will be made.

The criteria to be used to exit from an Impact Area are recorded in pages 34 - 35 of the Administrative Manual of Save The Children Federation dated September 1993.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **CONCLUSION.**

a) Save The Children Federation has incorporated in its work the rules and procedures that will be the base to exit from the Impact Areas implementing therefore the recommendation of the Intermediate Evaluation.

### **RECOMMENDATION.**

a) Save The Children Federation should prepare an instruction manual to interpret and apply the established criteria and take them into consideration to exit from the communities, standardizing therefore the application of the criteria.

4.1.3 Save The Children Federation improve its data handling and planning systems to align the data collection and analysis with the established goals of the program. If, for example, those goals include an increase in the family income, then the data collection system should record the variations in the income.

In accordance with what has been researched by the main office and Impact Areas, Save The Children Federation has implemented a monitoring system to collect the necessary data to allow the evaluation of the goals established by the program. The data collection process of the program has been systematized allowing to adequately collect and consolidate the information obtained in the communities.

The collection of data involves people from various operational levels, due to that, it goes through a revision and verification process starting from the base up to the main office.

The sequence in which people participate in the data collection and handling is: the volunteers, the promoters, the monitors, the area coordinators and the systematization technicians.

The data handling procedure is considered to be adequate because the collection of data follows a sequence from the operational level to the management level of the institution. This procedure is advantageous for those involved because it keeps them up-dated of what has occurred in their areas.

Additionally, the data system as it is operating allows the global and individual analysis of the situation of each of the sectors through the corresponding impact indicators.

The above-mentioned facts show that the system is providing single as well as global information as submitted by the various assisted communities in each sector.

The information system is consistent with the established goals because it reports information on each of the twelve impact indicators, and at the same time allows to measure the progress towards the accomplishment of goals established for each of them.

The planification process of Save The Children Federation has been modified to take into consideration the recommendation of the Intermediate Evaluation.

Previously, according to what was found, the planification was made in agreement with the needs stated by the community which were analyzed by the technician in order to define the projects in the frame of the objectives of the main office.

The Planning Unit prepared the final document and the Director approved or not the projects to be developed. The resulting document was sent to the Impact Areas.

Planning was prepared to work in five sectors originating to a diversity of projects and activities but making them to be difficult to control and handle appropriately.

There were more problems, among others, in the infrastructure projects, micro-enterprise projects, and community bank projects.

As it was found out, the first of them was not functional and the two others did not have the adequate personnel to take care of them because the actions were carried out by non-qualified personnel.

The work of Save The Children Federation was carried out without coordination with the ministries and other institutions partly because Save The Children Federation was directly responsible for the approved projects and also for the diversified activities requested.

At present, coordination is an important function within planning.

In the absence of specific objectives, planning lacked a precise and appropriate orientation.

At the present time, the project planning process is prepared from the base up to the Direction of the Institution, i.e. the promoter, the technician, the Impact Area coordinator, the Program manager, the Vice-Director of Programs, and the Director of the Institution; all participate efficiently. The Area Coordinator establishes the goals of his Impact Area based on his knowledge and experience.

A fundamental change in the planning process is the formulation of specific objectives allowing the planning to be precise for each Impact Indicator. It has contributed to Save The children federation to define the projects, control their progress towards meeting the goals, to plan not only the technical aspect but also its management, to use more rationally its monetary resources through the calculation of costs, and to guide training in a more accurate way in the place where the recipients live.

The data collected through the monitoring process have contributed to orientate the works as well as to define the strategies, policies and coordination levels; those elements being at the origin of the planning process.

In general, the present planning process has allowed Save The Children Federation to exercise budgetary control in the financial aspects as well as on the schedule of its work.

The systematization of the data collection and handling process is appropriate in the sense that it has aligned the project planning process to adequately correspond to the objectives of the institution.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **CONCLUSIONS:**

a) Save The children Federation has complied with the recommendation made by the Intermediate Evaluation having implemented a Data Monitoring System for twelve Impact Indicators.

- b) The data collection process is adequate because it involves people participating directly in the field work.
- c) The Data Monitoring System is consistent with the goals established because it reports data to measure each of the Impact Indicators.
- d) The Data Monitoring system allows to analyze, globally and partially, the situation of each sector.
- e) Save The Children Federation has improved substantially its planning process in the sense that such a process coincides with clear and precise objectives and involves field and administrative personnel who bring their experience and knowledge to their own areas.
- f) The present Data System allows to easily control the progress towards the accomplishment of the established goals, to rationalize the distribution of the available resources, and to introduce timely changes in accordance with the reality.
- g) The Data Monitoring System collects the same data commonly used by the Ministries of Education and of Public Health and Social Welfare. It is expected that the communities will be able to continue using the same system when Save The Children Federation leaves them, and that the ministries retake it.

**RECOMMENDATION:**

- a) Save The Children Federation should review the content and design of the forms used in the Monitoring System in order to introduce changes and improvements to make them more useful and practical.
- b) Save The Children Federation should prepare a manual for the use of the forms of the Monitoring System and distribute it in the communities where the Institution works.
- c) The Data Monitoring System should be reviewed periodically in order to introduce the necessary changes based on the circumstances.

#### 4.2 VERIFICATION OF THE RELIABILITY OF THE DATA IN THE "IMPACT INDICATORS SYSTEM".

The Monitoring System consists of 60 forms, out of which 7 are not used appropriately because there are no activities to be measured by them; for example, the case of the dams, and the corn crops.

The remaining 53 forms are distributed in three sectors as follows; Health and Nutrition, 28; Education, 16; and Natural Resources, 9.

The basic information of the system for the appreciation of changes was recorded on 15 forms which were filled only once.

Thirty eight forms are filled monthly or quarterly: 28 of them being applied in the Impact Areas and the remaining 10, in the main office of Save The Children Federation.

In the Impact Areas, the volunteers use 6 forms, the promoters: 10 and the monitors: 12. Such a distribution is in agreement with the recommendation of the Monitoring System.

To date, the forms designed to be used by the Main office of Save The Children Federation are handled by the Manager and Vice-Director of Programs because there is no other person in charge of this activity.

The Monitoring System was put into practice in February 1993 with the people previously trained being responsible for collecting the information.

The following has been determined based on the interviews of the people responsible for the forms in the Impact Areas, in the main office, as well as of the volunteers and the recipients in the communities where Save The Children Federation works:

- a) Each participant in the data collecting process is using only the forms which are under his responsibility.
- b) The forms have not been modified and therefore are those which were designed by the consulting firm.
- c) The data collection is carried out in accordance with the timing established by the consulting firm.

The following persons intervene in sequence in the monitoring

process: volunteer, promoter, monitor and systematization technician. In that sequence, each one provides information pertaining to his level. In the event that the systematization technician is not present, his work is performed by the Vice-Director and Manager of the Program.

The sequence of the data collection and the persons intervening in it are those recommended by the Monitoring System.

d) The monitoring system design meets the requirements to appropriately measure the progress of the work and the goals of each one of the twelve parameters contained in the three evaluated sectors.

f) The information collected is reliable for eleven out of the twelve parameters monitored. The health and nutrition sector evaluating children completely vaccinated in accordance with their age, presents some limitations because the mothers do not always have the card registering the various vaccines applied, those cards being a primary source of information. In the absence of such a card, the information collected depends on what the mother can remember.

In order to overcome such a limitation the promoters refer to the Rural Health Workers who sometimes keep record of vaccination by community.

g) The following opinions were expressed by the participants collecting the data through the Monitoring System.

The Volunteers consider that they can measure the growth of the children and observe their progress as well as determine those in need of vitamin complex; they can also control whether pregnancies are normal.

The Promoters measure and check the progress made; it is easier for them to schedule their field visits and to verify if what has been learned in the training course is put into practice.

The Monitors can verify the data reported and register the development of the work; The Area Coordinators make decisions because they have precise and timely information as well as the possibility to schedule their work. Besides, they believe that they can measure, evaluate and control the development of activities allowing them to introduce timely changes if need be.

Summarizing, those who handle information coming from the System agree that it is "USEFUL" to improve their performance as well as their general work. The names of the persons which were interviewed are listed in the Annexes.

It is important to mention that the participation of personnel in the Monitoring System from the beginning has influenced their acceptance and improved their performance.

At present, as a result of the conversations and suggestions presented by the Consulting Firm, Save The Children Federation analyzed and redesigned the Monitoring System reducing to 24 the number of forms to be used. Those forms are in the Annexes.

## CONCLUSIONS AND RECOMMENDATIONS

### CONCLUSIONS:

- a) The Monitoring system measures effectively the impact indicators evaluated.
- b) The information provided by the system is highly reliable because in more than 90% of the cases (11 out of the 12 impact indicators) precise and actual data are obtained.
- c) The system allows the verification of the information provided.
- d) The system measures exclusively quantitative aspects corresponding to the twelve impact indicators.
- e) The forms used and the persons who administer them correspond to the recommendations made by the consulting firm which designed the system.
- f) The information obtained is useful to those who handle it.
- g) The development of the work has been improved by the introduction of the Monitoring System.

### RECOMMENDATIONS:

- a) Save The Children Federation should incorporate in the forms, whenever possible, the variables necessary to obtain qualitative information to give a more general idea about specific points such as: "what kind of vaccines and how frequently they have been given to cattle, swine and poultry".

b) Instructions should be prepared on how to use the forms in order to unify the interpretation of the variables under investigation.

c) The coordination with the Health Units, Locations, and Centers should be tightened so that the data regarding vaccination administered to the population assisted by Save The Children Federation registered in those places is available.

#### 4.3 REPORT ON THE PROGRESS OF THE REPAIRS/REHABILITATION OF "EL CARPINTERO-EL SAUCE" POTABLE WATER PROJECT LOCATED NORTH OF THE DEPARTMENT OF LA UNION.

In accordance with what was investigated, the progress shown by the physical works is the following:

a) The construction firm reports that as of this date (October 26, 1993) the works is progressing as scheduled in the original contract.

b) The additional tasks not considered in the original contract are expected to be finished by mid-January 1994.

c) Ninety nine percent of the total length of the main piping has been installed; several minor sections corresponding to crossings over gaps are pending. It was estimated that the total installation of the main piping will be completed during the current month of October; the pressure, burying, compacting, washing and disinfecting tests will remain pending.

d) By mid-November, the reservoirs in El Zapote, El Talquezal y El Guayabo will be filled up with water.

e) At present, the works consist in anchoring, repairing small tanks and blow-off valves.

f) In accordance with the opinion of the supervising engineer of the US Army Corps of Engineers and the engineer of the responsible company, the works (SUB PROJECT EL CARPINTERO/LA PITAHAYA) will be finished no later than the end of January 1994.

g) The constructing company and the Supervision of the Corps of Engineers that based upon the experience of the project, there will be no additional major works as well as no substantial increase in the cost as stated in the contract.

h) The construction company has proven to be competent and responsible in the performance of its work.

i) The quality of the work performed is guaranteed by the supervision of the USACE who have been present to receive and approve the works made.

j) Payments made to Simán Company under the present contract as of September 30, 1993 are the following:

|  |                |
|--|----------------|
| TOTAL COST UNDER CONTRACT                | \$ 1,730,000   |
| COST OF ADDITIONAL WORKS (APPROX.)       | <u>165,000</u> |
| TOTAL COST OF THE WORKS                  | \$ 1,895,000   |
| PAYMENTS MADE WITH OPG III FUNDS         | \$ 1,139,928   |
| PAYMENTS MADE WITH PRIVATE FUNDS SCF/DJC | <u>95,000</u>  |
| TOTAL OF PAYMENTS MADE                   | \$ 1,224,928   |
| BALANCE DUE                              | \$ 670,072     |

Save The Children Federation has reserved an amount of \$25,000 to cover the cost of additional works that could be needed before finishing the whole project.

The general administration of the waterworks will be in charge of the community, and for this purpose Save The Children Federation has carried out the following activities:

a) It has organized a Central Board of Directors (ARCCESAD) of which two representatives of each recipient community of the project are members.

b) Support committees have been organized in each of the recipient communities. A committee will consist of four people of each community.

c) Training on project organization, promotion, management and maintenance has been given to 25 leaders.

d) Four hundred and sixty authorizations for the passage of pipes and nine donations of land for tank installation have been obtained.

e) Training has been given to 15 plumbers and a protection plan for pipe lines has been prepared. Each community will be responsible for the activity.

f) Training has been given on project management, tariff set up and collection of invoices.

g) To date, a family census is being carried out in each community. The results of that census will be the basis for the collection of the fees for the potable water service.

At present, ARCCESAD has a capital of approximately \$100,000 in cash plus spare parts and inventory of pipes. It has been planned that ARCCESAD office be located in Concepción de Oriente.

A document containing the income and expenses planned for the operation of the project is available.

It is expected that ARCCESAD will be responsible for the project in July-August 1994. The Annexes include the Training Plan that Save The Children Federation will give to the organization.

In accordance with the information obtained, the operations of the total project, including the seven sub-systems, will be finished in August 1994. The seven sub-systems will be built with FIS support who will give the order to initiate the works as soon as the tanks are filled up with water.

In regards with the Potable Water Sub-Project in El Sauce, the situation is as follows:

Based on recommendations prepared by Hidrodesarrollo, it was originally decided to break up the original project, leaving El Sauce population aside since there was not enough water from the main source to serve the community.

However, in order to supply water to the population of El Sauce, a firm was hired to make a hydrologic study, it detected an adequate water-bearing stratum. Afterwards, the drilling of a well was made and pumping equipment was installed.

To date, the water system is already working and providing in-house service to 127 users of El Sauce. The monthly service cost is of \$30 being paid by 105 users.

With the purpose of making the project self-sufficient, Save The Children Federation is developing a Training Plan for the members of the board of directors of the Water and Development Committee of El Sauce (CADSES). The purchase of the lot where the well was drilled has been legalized.

In the event that the General Management of the project were successful, it will be demonstrated, that a well organized community with well trained members is capable to manage efficiently a project of this size.

**CONCLUSIONS:**

a) The present situation of El Carpintero/La Pitahaya potable water sub-project (COVERING THE INSTALLATION OF THE MAIN AND SECONDARY PIPE LINES OF EL CARPINTERO/LA PITAHAYA, THE GUERIPE AND MALALAJA SUB-SYSTEMS, AND FILLING-UP NINE RESERVOIRS) let foresee the completion of this development no later than the end of January 1994.

The total of the El Carpintero/El Sauce project will be finished no later than August 1994.

b) The experience of those responsible for the works and for its supervision allows inferring that there will not be any further major contingencies.

**RECOMMENDATION:**

a) In order to guarantee the success of the waterworks, the elaboration of a study to determine the kind of appropriate organization and management of the operation and maintenance of the potable water system is recommended.

This study should include among other aspects: payment capacity of the users, tariffs, administrative records, payment collection system, personnel, income and outcome projection, etc.

**4.4 EVALUATION OF THE COMPATIBILITY OF THE PRESENT PROGRAM OF SAVE THE CHILDREN FEDERATION WITH THE STRATEGIC OBJECTIVES OF USAID IN EL SALVADOR.**

The strategic objective under evaluation as decided by USAID personnel is:

**STRATEGIC OBJECTIVE NO. 4 USAID IN EL SALVADOR**

- |                                    |   |
|------------------------------------|---|
| <b>PRINCIPAL OBJECTIVE:</b>        | To support the development of a clear framework in which to achieve economic growth.                        |
| <b>SUB-OBJECTIVE 1B:</b>           | To encourage rapid growth opportunities, and participation of those in disadvantageous economic situations. |
| <b>STRATEGIC OBJECTIVE (NO.4):</b> | Better health and education for Salvadorans.  |
| <b>OUTCOME OF PROGRAM NO. 4.1:</b> | To increase effectively the education system from kindergarten to 6th grade.                                |

- OUTCOME OF PROGRAM NO. 4.2: To increase the distribution of contraceptives.
- OUTCOME OF PROGRAM NO. 4.3: To increase the amount of Salvadoran adults and children receiving health care.
- OUTCOME OF PROGRAM NO. 4.4: To increase the number of families in rural areas receiving potable water.

By comparing the objectives developed by Save The Children Federation in the sectors of Health and Nutrition, Education, and Natural Resources to the strategic objective already stated, the following can be said:

a) Save The Children Federation is working in areas where the population presents an economic deficit.

b) The work of Save The Children Federation is geared towards the betterment of the recipients health, education, and income.

The benefits of the Health and Nutrition Sector are represented by a better nutritional state and by the immunization of children; pregnant women receiving care from midwives, and the population being supplied with potable water.

With regards to education, the recipients receive kindergarden and basic education thus decreasing the illiteracy rate.

As for Natural Resources, the recipient decreases his cost and improves his lot through preservation works contributing to increase his monetary income through better production with less investment.

The work of Save The Children Federation is geared towards getting better income for small farmers, improving health and the educational level of the population affecting the improvement of lifestyle in the recipient community.

The four remaining strategic objectives of USAID in El Salvador are oriented towards the achievement of economic growth, strengthening of institutions and democratic practice, improvement of the environment and use of natural resources, and the support of the transition from war to peace.

Save The Children Federation contributes to the achievement of the above-mentioned objectives through the four impact.

**CONCLUSION:**

a) The objectives of Save The Children Federation are strictly compatible with the content of the strategic objectives of USAID, especially with Strategic Objective No. 4 of USAID in El Salvador since the work of Save The Children Federation corresponds to the former objectives.

**4.5 VERIFICATION OF THE PROGRESS TOWARDS THE ACHIEVEMENT OF THE GOALS ESTABLISHED BETWEEN SAVE THE CHILDREN FEDERATION AND USAID, AS SPECIFIED IN AMENDMENT NO. 7, OPG III, (APRIL 22, 1993).**

The data provided by Save The Children Federation as of October 13, 1993, regarding the corresponding goals for the years 1993 and 1994, allow to conclude the following:

a) Education Sector: During 1993, the three Impact indicators have surpassed the established goals by 288%, 278% and 15%, respectively.

With regards to women participating in board of director positions and number of communities having made arrangements in order to get technical-financial support, the projected results for 1993 have been reached as of to date.

In the school year 1993, 68% of the total goal scheduled has been achieved with regard to attendance in kindergarden and primary schools.

b) Health and Nutrition Sector: As of October 1993, in the fields covered by 4 out of the 5 impact indicators goals have been achieved.

The goal regarding children having reached a normal nutritional state has been surpassed by 13%; women attended by midwives, by 334%. The outcome of this impact indicator exceeds the total goal.

As for the children having received their total vaccination accordingly to their ages, and having overcome the morbidity rate due to acute respiratory diseases and diarrhea, data report that 86%, 129% and 119% of the established goal for 1993 have been achieved for each of them.

c) Natural Resources Sector: Data for 3 of the four impact indicators are available. For the fourth one, there is no data because the agricultural cycle is not over yet.

The situation of the goals of the three indicators is that they have been covered for 1993 in 91%, 95% and 336%, respectively.

The total goal, regarding animal vaccination has been covered and overcome in 118%.

As of October 1993, 81% of the total goals scheduled regarding the number of farmers applying soil preservation techniques have been reached. As for the land in process of recuperation, 99% of the total goal had been reached by October 1993.

In general, as a result of the above mentioned, the Institution accomplished and surpassed, in most of the cases, the goals established for 1993, therefore it is expected that by the end of 1994 the goals programmed for that year will be accomplished.

The goals projected and those accomplished by Save The Children Federation are in the Annexes.

The elements necessary to adequately evaluate the quality of the goals accomplished are out of the purpose of the present Study.

Therefore, they are not evaluated qualitatively.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **CONCLUSIONS.**

a) Save The Children Federation has surpassed the goals established in Amendment No. 7 of OPG III in ten of the eleven Impact Indicators for which information was available.

b) The trends observed in 1993 allows to conclude that the goals programmed for 1994 will be accomplished.

## RECOMMENDATION.

c) Resources and efforts should be concentrated to reach the goals which were not accomplished in 1993.

## V. PREVIOUS EVALUATIONS.

An Intermediate Evaluation of OPG III was carried out from February 24 to April 25, 1992. It was thorough and comprehensive in determining the progress of the project towards the goals specified, the cost-benefit of the project, the evaluation of the condition of the Community Organizations supported by Save The Children Federation regarding Impact Area No. 1 before leaving the community, and recommendation for necessary changes.

The intermediate evaluation, as the others, detected the lack of a system to compile the data necessary for the quantification of the achievements, and loss of personnel.

Such evaluation analyzed each of the sectors operating to that date: Health and Nutrition, Education/Organization, Natural Resources and Economic Development. Besides, the scheduled activities of Save The Children Federation and Impact Area No. 1 were evaluated. Conclusions and recommendations were formulated for each of the evaluated aspects. Among others, the recommendation on eliminating the Economic Development Sector and carrying out a revision of the scheduled objectives and indicators of the projects were pointed out.

The evaluation team covered four phases of the work: Data Collection, Field Work, Analysis of Findings, and Draft of Report, and Submittance of Final Report in a meeting between Save The Children Federation and USAID.

The Intermediate Evaluation points out to the following conclusions:

a) Save The Children Federation chooses the poorest and most isolated communities as the objective of its programs; however, in a long run, it would seem useless to work with these communities due to the fact that the limitation of basic resources for said communities demands more interventions to reach a level of development, thus increasing operation costs.

b) The key of the emphasis of the program presented by Save The Children Federation is the organization of self-managed communities through the application of the CBIRD theory; but it could not be clearly established that Save The Children Federation was capable to put this theory into practice.

The main recommendations were the following:

a) Save The Children Federation and USAID should review in detail the OPG III Program in order to define and modify the objectives so that they are in agreement with the experience of the program.

b) Save The Children Federation should increase its operational efficiency through: 1) a major consolidation of its programs; 2) the elimination of the Economic Development Sector; 3) the improvement of the management and recruitment of personnel to reduce its loss, 4) a greater decentralization of decision-making.

c) Save The Children Federation needs to define its role in relation with other institutions and agencies in a consistent and programmatic way.

d) Before starting a new geographic expansion, Save The Children Federation should define its departure from the communities where it is presently working. This policy should use effective criteria taking into account the character, size and state of development for each community.

e) Save The Children Federation needs to restructure its systems for handling management data so that data collection and analysis are in agreement with the goals of the project.

## **VI. EXPERIENCE ACQUIRED.**

As a result of the present Evaluation, the following can be considered as acquired experience:

6.1 Better results are obtained when the work is concentrated in a few sectors, obtaining specialization. This lesson could be applied too, to a number of communities under assistance.

6.2 Every program should necessarily have a data system which allows checking the achievements obtained. Such system should be known to, understood by, and involve all the personnel which will use it.

6.3 The more precise the objectives being pursued, the more appropriate should be the planning system. As a consequence, a methodology should be applied for the elaboration of the objectives so that they correspond with the reality in which the institution will work.

6.4 Periodic evaluations help the institutions to reorientate their work and improve their performance.

6.5 Coordination contributes to carry out actions or programs required by the communities and that are not the responsibility of Save The Children Federation, and it is more effective when it is carried out by a small number of institutions.

6.6 Resistance on the personnel's part when introducing changes in their work can be overcome step by step if the personnel is incorporated from the beginning in the implementation of the modifications scheduled.

6.7 The Monitoring Service not only has allowed the measurement of the impact but also has influenced in getting the necessary information for the development of the work, and at the same time, it has contributed to make the personnel more aware of its responsibilities.

6.8 Taking into consideration that the reestablished objectives are precise and realistic, a direct relation has been obtained between them and the impact indicators because the recipients understand to be appropriate to the reality in which they are living.

## VII. COORDINATION.

According to the research made, Save The Children Federation coordinates mainly with eight or ten institutions with the purpose of bringing, into the communities, the services which are not part of the programs received by those communities. Specifically, coordination of the following institutions was investigated: the Social Fund for Investment, the Ministry of

Public Health and Social Welfare, the Salvadoran Demographic Association and the Ministry of Education. As a result of the investigation, it was found that Save The Children Federation has kept and keeps a level of qualified coordination with those institutions considered as excellent. Save The Children Federation is considered as a serious and a responsible organization by those institutions.

The efficient coordination established by Save The Children Federation could be due to the fact that the Institutions with which it works are few and have therefore the necessary time and effort to be dedicated to them.

ANEXOS

**ANEXO 1 : PERSONAS ENTREVISTADAS Y LUGARES VISITADOS**

## ANEXO 1

## PERSONAS ENTREVISTADAS

## AREA DE IMPACTO: SAN MARTIN

| NOMBRE                    | ESTATUS            | LUGAR (CTON. CAS.) |
|---------------------------|--------------------|--------------------|
| 1 - Aracely M. de Ruiz    | Coordinador        | San Martín         |
| 2 - Ana R. Escamilla -    | Monitor            | San Martín         |
| 3 - Blanca Luz Amaya      | Promotora          | San Martín         |
| 4 - Lea Estrada           | Coord. Patrocinios | San Martín         |
| 5 - Guadalupe Siliezar    | Promotor           | San Martín         |
| 6 - César Urbina          | Promotor           | San Martín         |
| 7 - Haydee Ramírez        | Voluntaria CENET   | Huisiltepeque      |
| 8 - Flor de M. Rodríguez  | Beneficiaria       | Huisiltepeque      |
| 9 - Natalia de Trinidad   | Partera            | Huisiltepeque      |
| 10- Lilian E. Fuentes     | Maestra            | Huisiltepeque      |
| 11- Hilario Peña          | Beneficiario       | Huisiltepeque      |
| 12- Rosa C. Morales       | Beneficiaria       | Huisiltepeque      |
| 13- Guadalupe M.de Rafael | Beneficiaria       | Huisiltepeque      |
| 14- Angela G. Morales     | Beneficiaria       | Huisiltepeque      |
| 15- Julia Zavaleta        | Voluntaria CENET   | El Triunfo         |
| 16- Mario C. Estrada      | Partero            | El Triunfo         |
| 17- José A. Navas         | Beneficiario       | El Triunfo         |
| 18- Reina I. Henríquez    | Beneficiaria       | El Triunfo         |
| 19- Eduardo Zavaleta      | Beneficiario       | El Triunfo         |
| 20- José Campos           | Beneficiario       | El Triunfo         |
| 21- Isabel Ordoñez        | Beneficiaria       | El Triunfo         |

AREA DE IMPACTO: ANAMOROS

| NOMBRE                  | ESTATUS          | LUGAR (CTON. CAS.) |
|-------------------------|------------------|--------------------|
| 1 - Fredy Benavides     | Coordinador      | Anamorós           |
| 2 - Elías Escobar       | Monitor          | Anamorós           |
| 3 - Sonia T. de Ramírez | Promotora        | Anamorós           |
| 4 - Alma A. Salmerón    | Promotora        | Anamorós           |
| 5 - Miguel A. Ortiz     | Promotor         | Anamorós           |
| 6 - Doris González      | Voluntaria CENET | El Salitre         |
| 7 - María A. Alvarez    | Beneficiaria     | El Salitre         |
| 8 - María G. Fermán     | Beneficiaria     | El Salitre         |
| 9 - Santos V. Villatoro | Beneficiario     | El Salitre         |
| 10- Lucila Cruz         | Partera          | El Salitre         |
| 11- Santos Bonilla      | G.J.P.A.         | El Salitre         |
| 12- Francisco Ventura   | G.J.P.A.         | El Salitre         |
| 13- Norma Ventura       | G.J.P.A.         | El Salitre         |
| 14- José C. Ventura     | G.J.P.A.         | El Salitre         |
| 15- Jesús Cruz          | Profesor         | El Salitre         |
| 16- Macaria Moreno      | Partera          | El Salitre         |
| 17- María A. Bonilla    | Beneficiaria     | El Salitre         |
| 18- Carmelo Bonilla     | Beneficiaria     | El Salitre         |
| 19- Andrés Umazor       | Beneficiario     | El Salitre         |
| 20- Fidel A. Alvarez    | Beneficiario     | Alto Huerta Vieja  |
| 21- Lilian L. González  | Voluntaria CENET | Alto Huerta Vieja  |
| 22- Gerardo Cruz        | Beneficiario     | Alto Huerta Vieja  |
| 23- Teodora Flores      | Voluntaria CENET | El Tularcillo      |
| 24- Norma L. Flores     | Beneficiaria     | El Tularcillo      |
| 25- Roxana Canales      | Profesora        | El Tularcillo      |
| 26- Indalecia Hernández | Partera          | El Tularcillo      |
| 27- José T. Reyes       | Beneficiario     | El Portillo        |
| 28- Pablo Maldonado     | Beneficiario     | El Portillo        |

AREA DE IMPACTO: SAN JOSE LA FUENTE

| NOMBRE                    | ESTATUS          | LUGAR(CTON. CAS.)  |
|---------------------------|------------------|--------------------|
| 1 - Abigail R. de Ramirez | Coordinadora     | San José La Fuente |
| 2 - Lety Hernández        | Promotora        | San José La Fuente |
| 3 - Vilma E. Zelaya       | Promotora        | San José La Fuente |
| 4 - Rigoberto Argueta     | Monitor          | San José La Fuente |
| 5 - Ana E. de González    | Promotora        | San José La Fuente |
| 6 - José B. López         | Beneficiario     | Ciricuario         |
| 7 - Juana Sánchez         | Beneficiaria     | Ciricuario         |
| 8 - Lucas Reyes           | Beneficiario     | Santa Lucia        |
| 9 - María Coronada Rivera | Voluntaria CENET | Guadalupe          |
| 10- Mayrena Buruca        | Beneficiaria     | Guadalupe          |
| 11- María S. Rodríguez    | Beneficiaria     | Guadalupe          |
| 12- Julio C. Majario      | Beneficiario     | Guadalupe          |
| 13- Bernardino Yanez      | Beneficiario     | Los López          |
| 14- María de J. Mendoza   | Partera          | Los López          |
| 15- Rodolfo Martínez      | Beneficiario     | Valle La Cruz      |
| 16- Juana E. Avila        | Voluntaria CENET | Chaguitillo        |
| 17- Vilma E. Alvarez      | Partera          | Chaguitillo        |

AREA DE IMPACTO: EL SAUCE

| NOMBRE                  | ESTATUS     | LUGAR(CTON. CAS.) |
|-------------------------|-------------|-------------------|
| 1 - Angel M. Paz        | Coordinador | El Sauce          |
| 2 - José E. Ascencio    | Promotor    | El Sauce          |
| 3 - Salvador Monterrosa | Promotor    | El Sauce          |

## OFICINA CENTRAL

| NOMBRE          | ESTATUS                                   |
|-----------------|---|
| James D. Criste | Director                                  |
| Rolando Aguilar | Subdirector de Administración y Finanzas. |
| Salvador Días   | Subdirector de Programas                  |
| Carlos Morales  | Gerente de Programas                      |
| Sonia de Mena   | Técnico Salud/Nutrición                   |
| Rafael Ayala    | Técnico de Educación                      |
| Jorge Criollo   | Técnico de Recursos Naturales             |

## OTRAS ENTREVISTAS

| NOMBRE               | INSTITUCION                                      |
|----------------------|--|
| René Gill            | Supervisor Cuerpo de Ingenieros USA              |
| Luis Herrera         | Supervisor SIMAN S.A. DE C.V.                    |
| Manuel de Jesús Joya | Ministerio de Educación.                         |
| Sra. de Santa María  | Ministerio de Salud Pública y Asistencia Social. |
| Rodolfo Díaz         | Fondo de Inversión Social.                       |
| Silvia Salmerón      | Asociación Demográfica Salvadoreña.              |

**ANEXO 2 : POBLACION OBJETIVO POR AREA DE IMPACTO**

**ANEXO 3 : UBICACION GEOGRAFICA DE AREAS DE IMPACTO**

ANEXO 2

POBLACION OBJETIVO POR AREA DE IMPACTO

| AREA DE IMPACTO       | MUNICIPIOS   | No. DE FAMILIAS |
|-----------------------|--|-----------------|
| El Sauce #1           | El Sauce<br>Concepción de Oriente  | 3000 1/         |
| San Martín #2         | San Martín<br>San Pedro Perulapán<br>San Bartolomé Perulapia<br>Santa Cruz Michapa | 2000            |
| Anamorós #6           | Anamorós<br>Nueva Esparta<br>Polorós   | 1500            |
| San José La Fuente #7 | San José La Fuente<br>Bolívar<br>Yucuyquín   | 1500            |
| TOTAL                 |  | 8000 2/         |

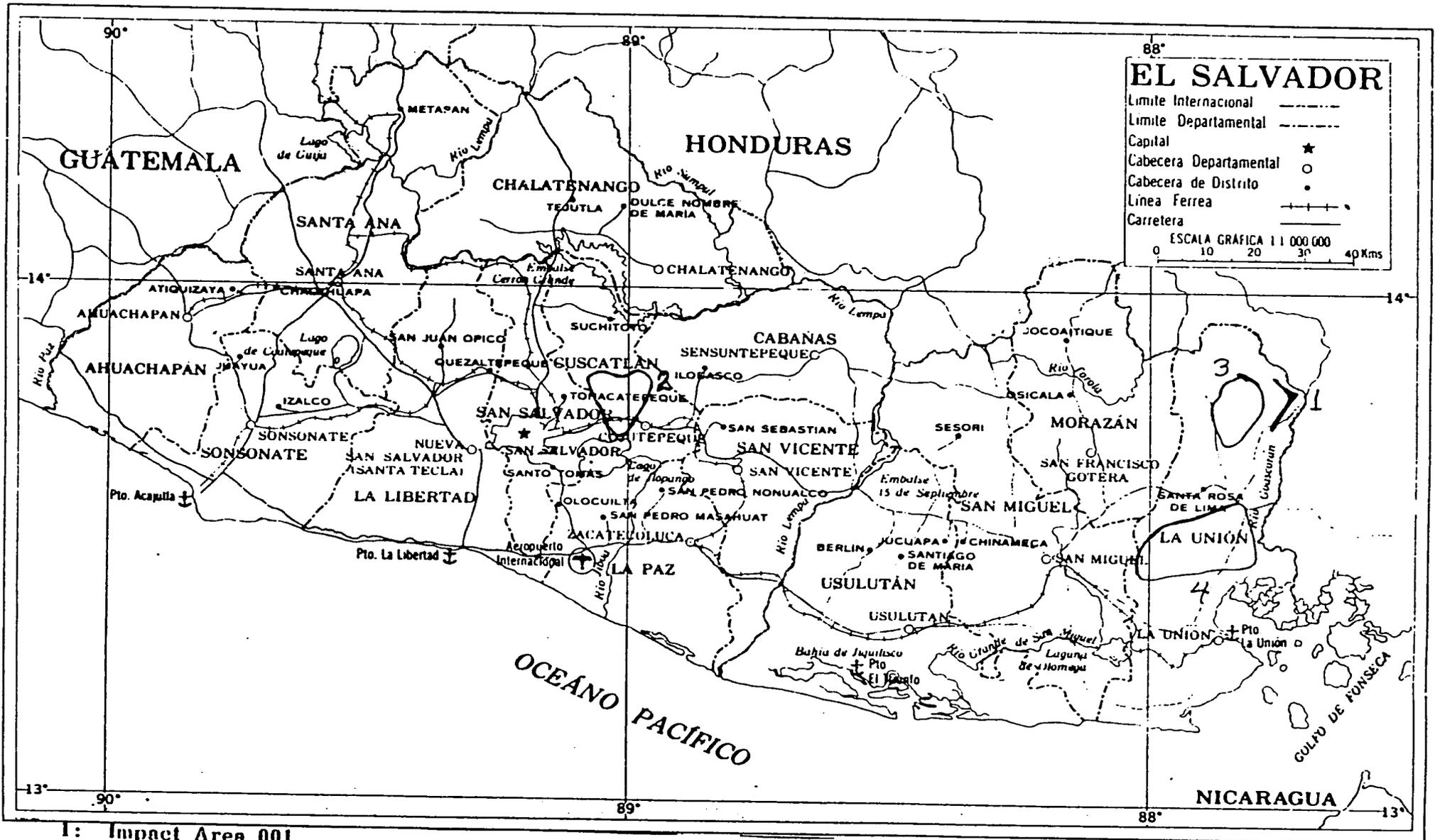
1/ Familias directamente beneficiadas con el proyecto de agua El Carpintero - El Sauce.

2/ Cada familia con un promedio de 6 miembros.

FUENTE ; Desarrollo Juvenil Comunitario.

ANEXO 3

UBICACION GEOGRAFICA DE AREAS DE IMPACTO



- 1: Impact Area 001  
"El Carpintero-El Sauce"  
Potable Water Project
- 2: Impact Area 002  
San Martín, Perulapán, Perulapán and

- 3: Impact Area 006  
Polorós, Anamorós and Nueva Esperanza

- 4: Impact Area 007  
Bolívar, San José la Fuente

**ANEXO 4 : COMPROMISOS ENMIENDA OPG III**

.. 52

## ANEXO 4

## COMPROMISOS ENMIENDA OPG III

| DESCRIPCION DEL IMPACTO   | AÑO 1993 |         |         |       | AÑO 1994 |         |         |       | TOTAL<br>93/94 |
|---|----------|---------|---------|-------|----------|---------|---------|-------|----------------|
|   | A.I. #2  | A.I. #6 | A.I. #7 | TOTAL | A.I. #2  | A.I. #6 | A.I. #7 | TOTAL |                |
| <b>EDUCACION</b>  |          |         |         |       |          |         |         |       |                |
| 1. Mujeres participando en cargos directivos en la organización comunal.          | 10       | 13      | 10      | 33    | 13       | 16      | 10      | 39    | 72             |
| 2. Comunidades que han realizado gestiones para obtener apoyo técnico financiero. | 5        | 5       | 4       | 14    | 5        | 5       | 5       | 15    | 29             |
| 3. Niños han asistido a escuelas parvularias y básicas.                           | 382      | 1,081   | 577     | 2,040 | 303      | 794     | 303     | 1,400 | 3,440          |
| <b>SALUD Y NUTRICION</b>  |          |         |         |       |          |         |         |       |                |
| 1. Niños que han alcanzado estado nutricional normal.                             | 115      | 122     | 199     | 436   | 115      | 122     | 199     | 436   | 872            |
| 2. Niños que tienen vacunación completa de acuerdo a su edad.                     | 202      | 174     | 272     | 648   | 202      | 174     | 272     | 648   | 1,296          |
| 3. Niños que han superado su estado de morbilidad por IRA.                        | 95       | 53      | 100     | 248   | 71       | 40      | 75      | 186   | 434            |
| 4. Niños que han superado su estado de morbilidad por diarrea.                    | 85       | 43      | 37      | 165   | 77       | 39      | 33      | 149   | 314            |
| 5. Mujeres que han sido atendidas por parteras capacitadas.                       | 22       | 48      | 19      | 89    | 17       | 36      | 14      | 67    | 156            |

## COMPROMISOS ENMIENDA OPG III

| DESCRIPCION DEL IMPACTO  | AÑO 1993 |         |         |       | AÑO 1994 |         |         |       | TOTAL<br>93/94 |
|--|----------|---------|---------|-------|----------|---------|---------|-------|----------------|
|  | A.I. #2  | A.I. #6 | A.I. #7 | TOTAL | A.I. #2  | A.I. #6 | A.I. #7 | TOTAL |                |
| <b>RECURSOS NATURALES</b>  |          |         |         |       |          |         |         |       |                |
| 1. Agricultores que están utilizando técnicas de conservación de suelos. | 70       | 80      | 100     | 250   | 114      | 140     | 88      | 342   | 592            |
| 2. Manzanas en proceso de recuperación.                                  | 45       | 55      | 50      | 150   | 49       | 49      | 48      | 146   | 296            |
| 3. Agricultores que han vacunado a sus animales.                         | 50       | 76      | 50      | 176   | 59       | 59      | 58      | 176   | 352            |
| 4. Quintales de maíz en exceso por incremento de productividad.          | 150      | 183     | 167     | 500   | 230      | 230     | 224     | 684   | 1,184          |

**ANEXO 5: RESULTADOS IMPACTO AÑO 1993**

## RESULTADOS IMPACTO AÑO 1993

| DESCRIPCION DEL IMPACTO   | PROYECTADO | REALIZADO | DIFERENCIAS |
|---|------------|-----------|-------------|
| <u>EDUCACION</u>  |            |           |             |
| 1. Mujeres participando en cargos directivos en la organización comunal.          | 33         | 128       | 95 (+)      |
| 2. Comunidades que han realizado gestiones para obtener apoyo técnico financiero. | 14         | 53        | 39 (+)      |
| 3. Niños han asistido a escuelas parvularias y básicas.                           | 2,040      | 2,356     | 316 (+)     |
| <u>SALUD Y NUTRICION</u>  |            |           |             |
| 1. Niños que han alcanzado estado nutricional normal.                             | 436        | 492       | 56 (+)      |
| 2. Niños que tienen vacunación completa de acuerdo a su edad.                     | 648        | 557       | 91 (-)      |
| 3. Niños que han superado su estado de morbilidad por IRA.                        | 248        | 320       | 72 (+)      |
| 4. Niños que han superado su estado de morbilidad por diarrea.                    | 165        | 197       | 32 (+)      |
| 5. Mujeres que han sido atendidas por parteras capacitadas.                       | 89         | 397       | 308 (+)     |
| <u>RECURSOS NATURALES</u>   |            |           |             |
| 1. Agricultores que están utilizando técnicas de conservación de suelos.          | 250        | 477       | 227 (+)     |
| 2. Manzanas en proceso de recuperación.   | 150        | 293       | 143 (+)     |
| 3. Agricultores que han vacunado a sus animales.                                  | 176        | 767       | 591 (+)     |

**ANEXO 6 : PROCESO DE SALIDA DE LAS AREAS DE IMPACTO**

51

## **PROCESO DE SALIDA DE LAS AREAS DE IMPACTO DE DESARROLLO JUVENIL COMUNITARIO**

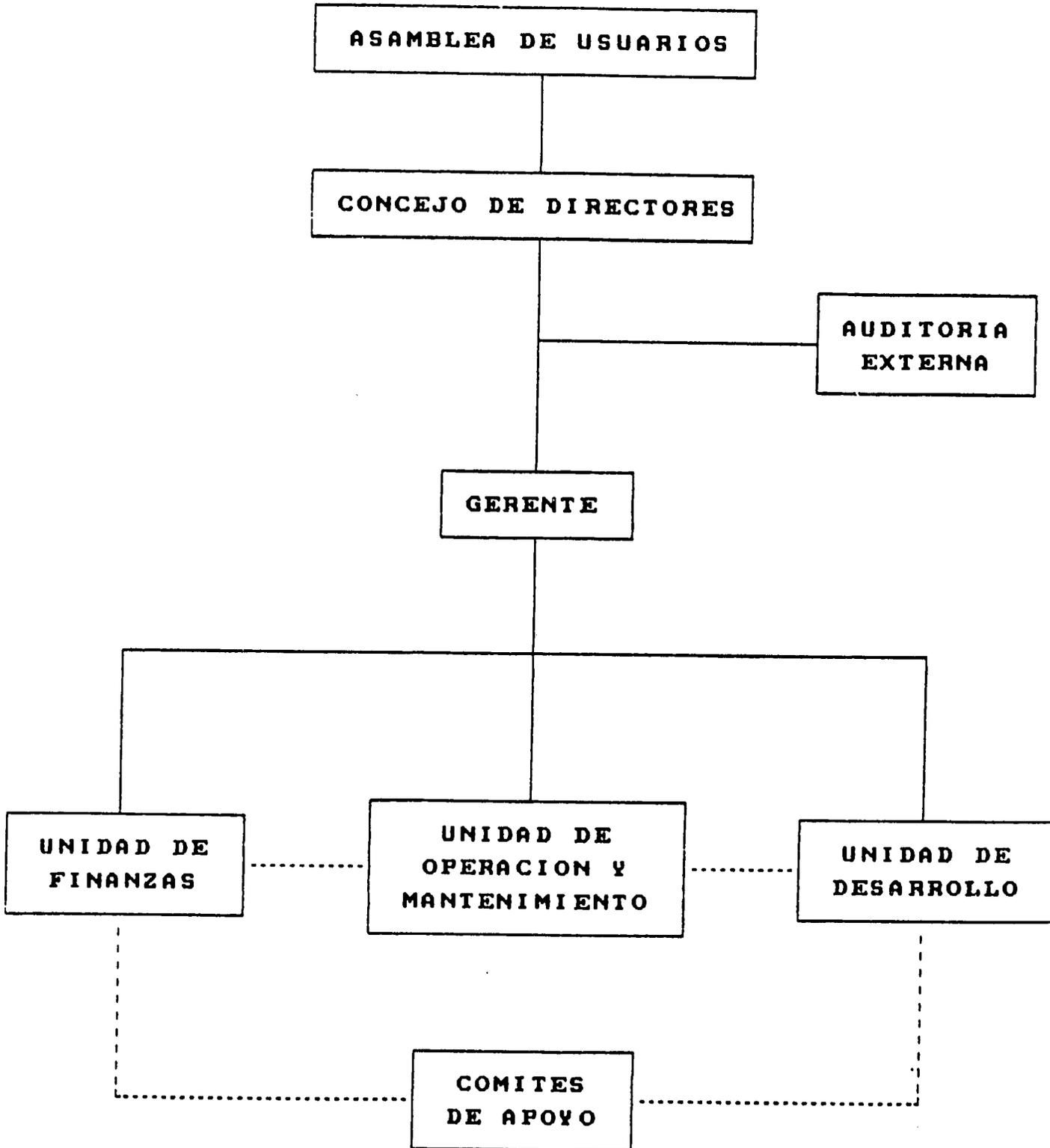
Para iniciar el proceso de salida de las áreas de impacto se deben cubrir los siguientes aspectos:

1. **Desarrollo Organizacional**
  - a) **Situación Legal de las Organizaciones**
  - b) **Grado de Autogestión**
  - c) **Apropiación del Sistema de Información**
  
2. **Situación de los Proyectos**
  - a) **Inventario**
  - b) **Estado de los Proyectos**
  
3. **Documentación**
  - a) **Memorias Comunales**
  - b) **Memoria del Area de Impacto**
  - c) **Planes Comunales (3 años)**
  
4. **Relaciones Interinstitucionales**
  - a) **Identificación de Instituciones de Apoyo**
  - b) **Situación de las Relaciones Comunidad-Institución de Apoyo.**
  - c) **Plan de Solicitud de Apoyo a Desarrollarse**
  
5. **Situación del Personal**
  - a) **Plan de Reubicación (si es factible)**
  
6. **Plan de Seguimiento Institucional (DJC)**
  - a) **Plazo**
  - b) **Tipo de Apoyo a Ofrecer**

**ANEXO 7: ORGANIGRAMA DE ARCCESAD**

# ORGANIGRAMA DE ARCCESAD

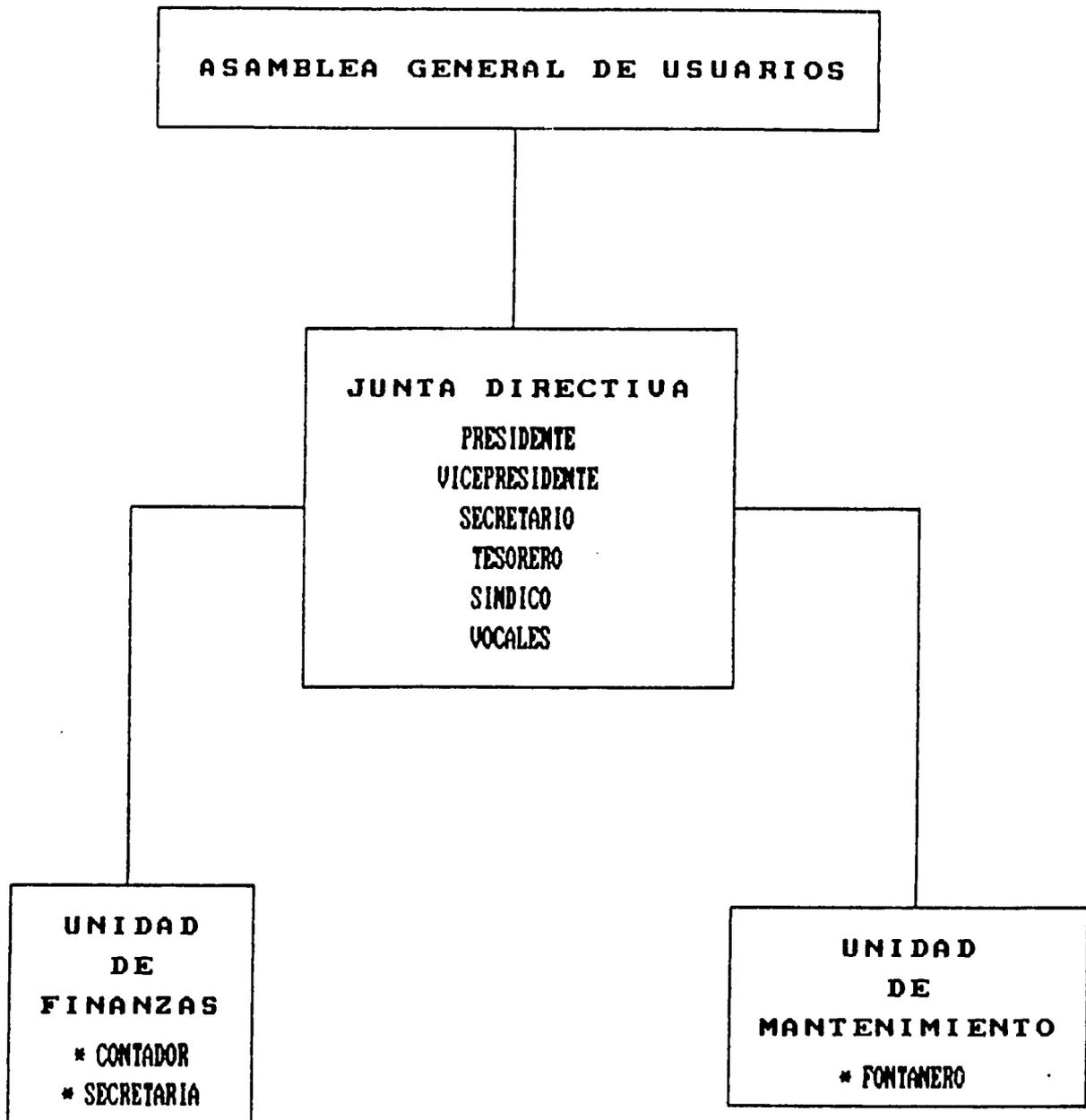
(ASOCIACION REGIONAL COMUNAL  
EL CARPINTERO - EL SAUCE  
DE AGUAS Y DESARROLLO)



**ANEXO 8: ORGNIGRAMA DE CADSES**

# ORGANIGRAMA DE CADSES

(COMITE DE ADMINISTRACION Y  
DESARROLLO DE AGUA  
SUBSISTEMA EL SAUCE)



**ANEXO 9 : PLAN GENERAL DE ACTIVIDADES DE APOYO DE  
DESARROLLO JUVENIL COMUNITARIO PARA ARCCESAD Y CADSES**

ANEXO 9

PLAN GENERAL DE ACTIVIDADES DE APOYO DE DJC PARA ARCCESAD Y CADSES (\*)  
PERIODO JULIO 1993 - DICIEMBRE 1994

| ACTIVIDAD  | 1993 |      |      |      |      |      | 1994 |      |      |      |      |      |      |      |      |      |      |      |   |
|--|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|---|
|  | JUL. | AGO. | SEP. | OCT. | NOV. | DIC. | ENE. | FEB. | MAR. | ABR. | MAY. | JUN. | JUL. | AGO. | SEP. | OCT. | NOV. | DIC. |   |
| Evaluación Organizacional Comités de Apoyo ARCCESAD                                    | █    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |   |
| Evaluación Organizacional Junta Directores ARCCESAD                                    | █    | █    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |   |
| Evaluación Organizacional Comité de Apoyo CADSES                                       | █    | █    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |   |
| Evaluación Organizacional Junta Directiva CADSES                                       | █    | █    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |   |
| Capacitación en Fontanería a Voluntarios de ARCCESAD y CADSES                          | █    | █    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |   |
| Capacitación sobre Promoción y Administración Junta Directores ARCCESAD                | █    | █    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |   |
| Capacitación sobre Promoción y Administración Junta Directores CADSES                  | █    | █    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |   |
| Réplica de Capacitación Junta Directores ARCCESAD a Comités de Apoyo                   |      |      | █    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |   |
| Réplica de Capacitación Junta Directiva CADSES a Comités de Apoyo                      |      |      | █    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |   |
| Elaborar e Implementar Plan de Protección para la Tubería del Sistema de Agua ARCCESAD |      |      |      | █    | █    | █    | █    | █    | █    | █    |      |      |      |      |      |      |      |      |   |
| Entrega Proyecto El Sauce a CADSES   |      |      |      |      |      |      | █    |      |      |      |      |      |      |      |      |      |      |      |   |
| Elaborar Manual para Operación y Mantenimiento del Proyecto de Agua ARCCESAD           |      |      |      |      | █    | █    | █    | █    |      |      |      |      |      |      |      |      |      |      |   |
| Organización de Grupos de Jóvenes Protectores del Ambiente (GJPA) ARCCESAD             |      |      |      |      |      |      | █    | █    | █    |      |      |      |      |      |      |      |      |      |   |
| Seguimiento a Funcionamiento CADSES  |      |      |      |      |      |      | █    | █    | █    |      |      |      |      |      |      |      |      |      |   |
| Seguimiento a Reparaciones Financiadas por el FIS - ARCCESAD                           |      |      |      |      |      |      | █    | █    | █    | █    | █    | █    | █    | █    | █    |      |      |      |   |
| Capacitación sobre Promoción y Administración ARCCESAD                                 |      |      |      |      |      |      | █    | █    | █    | █    | █    | █    | █    | █    | █    |      |      |      |   |
| Segunda Capacitación sobre Fontanería ARCCESAD   |      |      |      |      |      |      | █    | █    |      |      |      |      |      |      |      |      |      |      |   |
| Tercera Capacitación sobre Fontanería ARCCESAD   |      |      |      |      |      |      |      | █    |      |      |      |      |      |      |      |      |      |      |   |
| Entrega Proyecto ARCCESAD  |      |      |      |      |      |      |      |      |      |      |      |      |      |      | █    | █    |      |      |   |
| Seguimiento Funcionamiento ARCCESAD  |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      | █    | █    | █ |

(\*) ARCCESAD está integrado por 18 Directores y CADSES por 10 Directivos.

**ANEXO 10 : FORMULARIOS REDISEÑADOS POR DESARROLLO  
JUVENIL COMUNITARIO**



**Desarrollo Juvenil Comunitario**  
**Sector Educación**  
**Registro de Líderes y Voluntarios Capacitados**  
**(A ser manejado por el Monitor mensualmente)**

- 1) Mes/Año: \_\_\_\_\_
- 2) Area de Impacto: \_\_\_\_\_
- 3) Número de comunidades participando en las capacitaciones: \_\_\_\_\_
- 4) Número de miembros de la organización capacitados en Promoción/Administración: \_\_\_\_\_  
Hombres \_\_\_\_\_  
Mujeres \_\_\_\_\_
- 5) Número de miembros de la organización capacitados en aspectos de Género:  
Hombres \_\_\_\_\_  
Mujeres \_\_\_\_\_
- 6) Número de miembros de la Junta Directiva que fueron capacitados en Promoción/Administración: \_\_\_\_\_  
Hombres \_\_\_\_\_  
Mujeres \_\_\_\_\_
- 7) Número de voluntarios de la organización que fueron capacitados en Promoción/Administración: \_\_\_\_\_  
Hombres \_\_\_\_\_  
Mujeres \_\_\_\_\_
- 8) Número de miembros de la Junta Directiva que fueron capacitados en aspectos de Género: \_\_\_\_\_  
Hombres \_\_\_\_\_  
Mujeres \_\_\_\_\_
- 9) Número de voluntarios de la organización que fueron capacitados en aspectos de Género: \_\_\_\_\_  
Hombres \_\_\_\_\_  
Mujeres \_\_\_\_\_

Observaciones:

---

---

---



**DESARROLLO JUVENIL COMUNITARIO**  
**SECTOR EDUCACION**  
**Registro de Organizaciones Comunales Atendidas**  
**(A ser manejado por el Monitor mensualmente)**

- 1) Mes/Año: \_\_\_\_\_
- 2) Area de Impacto: \_\_\_\_\_
- 3) Número de líderes participando en las Juntas Directivas: \_\_\_\_\_  
Hombres \_\_\_\_\_  
Mujeres \_\_\_\_\_
- 4) Número de comunidades gestionando asistencia técnica para la ejecución de proyectos con otras instituciones: \_\_\_\_\_
- 5) Número de comunidades gestionando apoyo financiero para la ejecución de proyectos con otras instituciones: \_\_\_\_\_
- 6) Número de comunidades ejecutando proyectos de desarrollo con asistencia técnica de otras instituciones: \_\_\_\_\_
- 7) Número de comunidades ejecutando proyectos de desarrollo con apoyo financiero de otras instituciones: \_\_\_\_\_

Observaciones:

---

---

---



**DESARROLLO JUVENIL COMUNITARIO**  
**SECTOR EDUCACION**  
**Monitoreo de Educación Parvularia**  
**(A ser manejado por el Monitor mensualmente)**

- 1) Mes/Año: \_\_\_\_\_
- 2) Area de Impacto: \_\_\_\_\_
- 3) Número de comunidades atendidas por DJC con el proyecto de Educación Parvularia:  
\_\_\_\_\_
- 4) Número de niños matriculados: \_\_\_\_\_  
Niñas \_\_\_\_\_  
Niños \_\_\_\_\_
- 5) Número de niños egresados: \_\_\_\_\_  
Niñas \_\_\_\_\_  
Niños \_\_\_\_\_
- 6) Número de niños que se graduaron (Noviembre/94): \_\_\_\_\_  
Niñas \_\_\_\_\_  
Niños \_\_\_\_\_
- 7) Número de voluntarios participando en el Comité de Padres: \_\_\_\_\_
- 8) Número de padres participando en la Escuela de Padres: \_\_\_\_\_
- 9) Número de secciones de Parvularia absorbidas por el Ministerio de Educación, a través de coordinaciones de DJC (Marzo/94): \_\_\_\_\_
- 10) Número de secciones de Parvularia absorbidas por el Ministerio de Educación, sin que haya existido coordinación por parte de DJC (Marzo/94): \_\_\_\_\_

Observaciones:

---



---



---



**DESARROLLO JUVENIL COMUNITARIO**  
**SECTOR EDUCACION**  
**Monitoreo de Educación Básica**  
**(A ser manejado por el Monitor mensualmente)**

- 1) Mes/Año: \_\_\_\_\_
- 2) Area de Impacto: \_\_\_\_\_
- 3) Número de comunidades atendidas por DJC con el proyecto de Educación Básica:  
 \_\_\_\_\_
- 4) Número de secciones de primer ciclo atendidas por DJC:
- |                      |       |
|----------------------|-------|
| <b>Primer Grado</b>  | _____ |
| Niñas _____          |       |
| Niños _____          |       |
| <b>Segundo Grado</b> | _____ |
| Niñas _____          |       |
| Niños _____          |       |
| <b>Tercer Grado</b>  | _____ |
| Niñas _____          |       |
| Niños _____          |       |
| <b>Total</b>         | _____ |
- 5) Número de niños matriculados:
- |                      |       |
|----------------------|-------|
| <b>Primer Grado</b>  | _____ |
| Niñas _____          |       |
| Niños _____          |       |
| <b>Segundo Grado</b> | _____ |
| Niñas _____          |       |
| Niños _____          |       |

**Tercer Grado** \_\_\_\_\_  
Niñas \_\_\_\_\_  
Niños \_\_\_\_\_  
Total \_\_\_\_\_

6) Número de niños egresados:

**Primer Grado** \_\_\_\_\_  
Niñas \_\_\_\_\_  
Niños \_\_\_\_\_  
**Segundo Grado** \_\_\_\_\_  
Niñas \_\_\_\_\_  
Niños \_\_\_\_\_  
**Tercer Grado** \_\_\_\_\_  
Niñas \_\_\_\_\_  
Niños \_\_\_\_\_  
Total \_\_\_\_\_

7) Número de niños que fueron promovidos al grado inmediato superior (Noviembre/94):

**Primer Grado** \_\_\_\_\_  
Niñas \_\_\_\_\_  
Niños \_\_\_\_\_  
**Segundo Grado** \_\_\_\_\_  
Niñas \_\_\_\_\_  
Niños \_\_\_\_\_  
**Tercer Grado** \_\_\_\_\_  
Niñas \_\_\_\_\_  
Niños \_\_\_\_\_  
Total \_\_\_\_\_

8) Número de voluntarios participando en el Comité de Padres: \_\_\_\_\_

9) Número de padres participando en la Escuela de Padres: \_\_\_\_\_

- 10) Número de secciones de educación básica absorbidas por el Ministerio de Educación, a través de coordinaciones de DJC (Marzo/94): \_\_\_\_\_
- 11) Número de secciones de Educación Básica absorbidas por el Ministerio de Educación, sin que haya existido coordinación por parte de DJC (Marzo/94): \_\_\_\_\_

Observaciones:

---

---

---

75



**DESARROLLO JUVENIL COMUNITARIO  
SECTOR SALUD Y NUTRICION  
Registro de Voluntarios Capacitados  
(A ser manejado por el Monitor trimestralmente)**

- 1) Mes/Año: \_\_\_\_\_
- 2) Area de Impacto: \_\_\_\_\_
- 3) Número de voluntarios que recibieron capacitación sobre el uso y mantenimiento de letrinas: \_\_\_\_\_
- 4) Número de voluntarios capacitados por módulos:

| PROYECTOS             | M O D U L O S |   |    |   |     |   |    |   |   |   |    |   | TOTAL |   |  |
|-----------------------|---------------|---|----|---|-----|---|----|---|---|---|----|---|-------|---|--|
|                       | I             |   | II |   | III |   | IV |   | V |   | VI |   |       |   |  |
|                       | F             | M | F  | M | F   | M | F  | M | F | M | F  | M | F     | M |  |
| C E N E T             |               |   |    |   |     |   |    |   |   |   |    |   |       |   |  |
| PARTERA               |               |   |    |   |     |   |    |   |   |   |    |   |       |   |  |
| SANEAMIENTO AMBIENTAL |               |   |    |   |     |   |    |   |   |   |    |   |       |   |  |
| PROYECTO ODONTOLOGICO |               |   |    |   |     |   |    |   |   |   |    |   |       |   |  |
| TOTAL GENERAL         |               |   |    |   |     |   |    |   |   |   |    |   |       |   |  |

Observaciones:

---



---



---

DESARROLLO JUVENIL COMUNITARIO  
 SECTOR SALUD Y NUTRICION  
 Registro Mensual de la Partera  
 (A ser manejado por la Partera)

400-3-11

Clinica de Salud: \_\_\_\_\_  
 Nombre de la Partera: \_\_\_\_\_  
 Lugar donde vive la Partera: \_\_\_\_\_  
 Fecha de la primera visita (mes y año): \_\_\_\_\_  
 Fecha de la última visita (mes y año): \_\_\_\_\_

1. Atenciones en la casa:



Nombre de la Embarazada: \_\_\_\_\_

Edad: \_\_\_\_\_

Visitas Prenatales:

Meses: 

|   |   |   |   |   |   |   |   |   |    |    |    |
|---|---|---|---|---|---|---|---|---|----|----|----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|---|---|---|---|---|---|---|---|---|----|----|----|



Fecha del Parto:

Meses 

|   |   |   |   |   |   |   |   |   |    |    |    |
|---|---|---|---|---|---|---|---|---|----|----|----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|---|---|---|---|---|---|---|---|---|----|----|----|



Recién Nacido: Niña ( ) Niño ( )

Visitas:

1° Día: \_\_\_\_\_ 3° Día: \_\_\_\_\_ 7° Día: \_\_\_\_\_ 28° Día \_\_\_\_\_

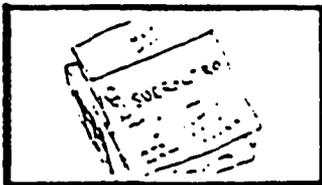
(0 = Vivo, + = Muerto, | = Enfermo)



Visitas a la Criandera:

1° Día: \_\_\_\_\_ 3° Día: \_\_\_\_\_ 7° Día: \_\_\_\_\_ 28° Día \_\_\_\_\_

(0 = Viva, + = Muerta, | = Enferma)

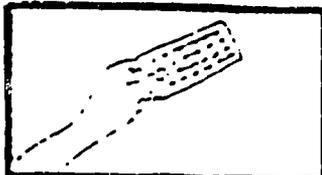


Dió Suero Oral: Sí ( ) No ( )



Niño Menor de 5 Años:

Sano: \_\_\_\_\_ Enfermo: \_\_\_\_\_

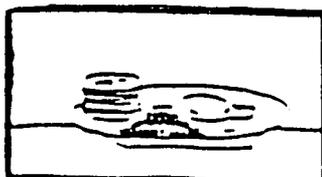


Orientación sobre: \_\_\_\_\_

Reproducción Humana \_\_\_\_\_

Control Pre-Natal y Post-Natal \_\_\_\_\_

Planificación Familiar: \_\_\_\_\_

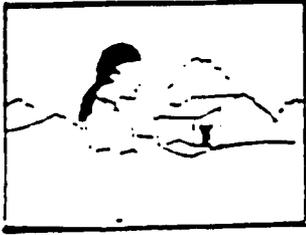


Orientación sobre: \_\_\_\_\_

Nutrición \_\_\_\_\_

Lactancia Materna \_\_\_\_\_

**2. Referencias:**



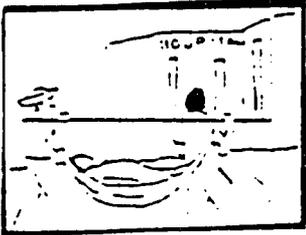
Nombre de la Embarazada: \_\_\_\_\_

Control Prenatal: Meses 

|   |   |   |   |   |   |   |   |   |    |    |    |
|---|---|---|---|---|---|---|---|---|----|----|----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|---|---|---|---|---|---|---|---|---|----|----|----|

Normal ( )      Alto Riesgo ( )

Vacunas de Toxoide Tetánico: 1a. Dosis ( )      2a. Dosis ( )      Refuerzo ( )



Fecha de la Referencia para Parto:

Meses: 

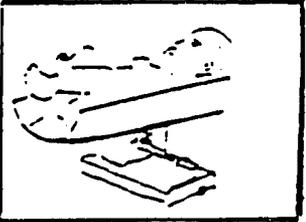
|   |   |   |   |   |   |   |   |   |    |    |    |
|---|---|---|---|---|---|---|---|---|----|----|----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|---|---|---|---|---|---|---|---|---|----|----|----|



Fecha de Referencia para Control Post-Parto:

Meses: 

|   |   |   |   |   |   |   |   |   |    |    |    |
|---|---|---|---|---|---|---|---|---|----|----|----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|---|---|---|---|---|---|---|---|---|----|----|----|



Fechas de Control Infantil:

Meses: 

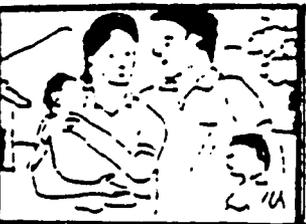
|   |   |   |   |   |   |   |   |   |    |    |    |
|---|---|---|---|---|---|---|---|---|----|----|----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|---|---|---|---|---|---|---|---|---|----|----|----|



Fecha que refirió a niño enfermo:

Meses: 

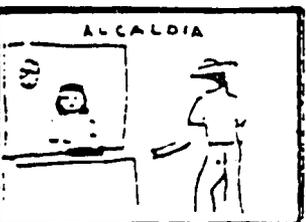
|   |   |   |   |   |   |   |   |   |    |    |    |
|---|---|---|---|---|---|---|---|---|----|----|----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|---|---|---|---|---|---|---|---|---|----|----|----|



Fecha que refirió para planificación familiar:

Meses: 

|   |   |   |   |   |   |   |   |   |    |    |    |
|---|---|---|---|---|---|---|---|---|----|----|----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|---|---|---|---|---|---|---|---|---|----|----|----|



Fecha que refirió para alcaldía:

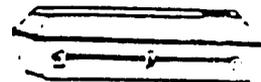
Meses: 

|   |   |   |   |   |   |   |   |   |    |    |    |
|---|---|---|---|---|---|---|---|---|----|----|----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|---|---|---|---|---|---|---|---|---|----|----|----|

Niño Vivo

Niño Muerto

Madre Muerta

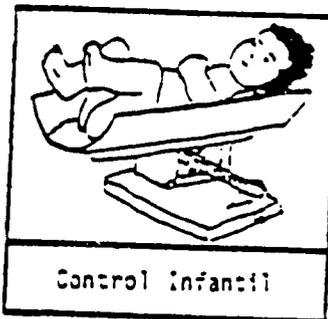


REFERENCIA A ESTABLECIMIENTO DE SALUD  
 TARJETA DE REFERENCIA

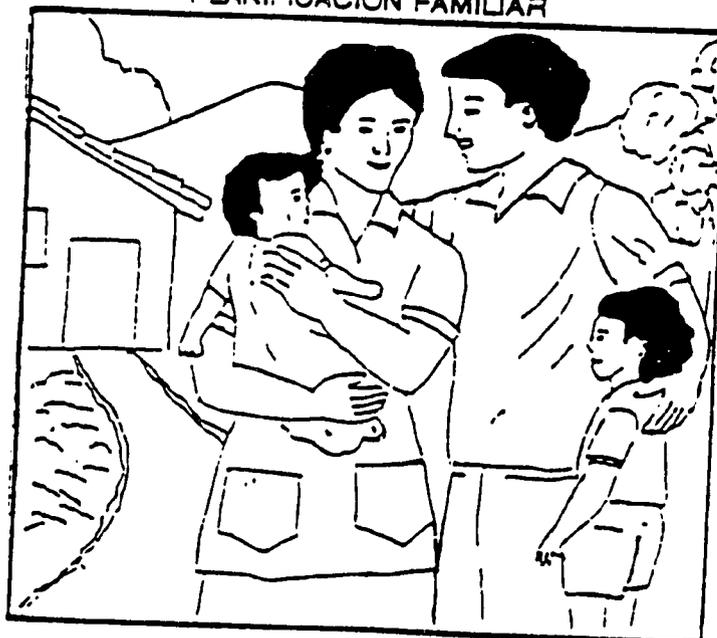
Cantón: \_\_\_\_\_ Fecha: \_\_\_\_\_

Nombre del Paciente: \_\_\_\_\_

Establecimiento de Salud donde se Refiere \_\_\_\_\_



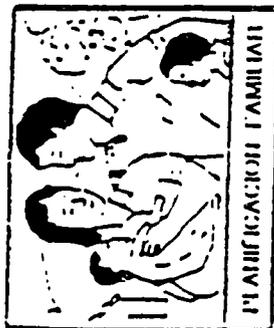
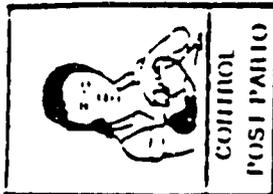
PLANIFICACION FAMILIAR



Nombre de la Partera: \_\_\_\_\_

Observaciones: \_\_\_\_\_

ESTABLECIMIENTO DE SALUD



FECHA

NOMBRE DEL PACIENTE

OBSERVACIONES

LA ALCALDIA

REFERENCIA PARA ALCALDIA



NIÑO(S) VIVO(S)



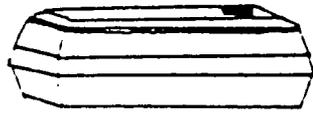
NIÑO(S) MUERTO(S)



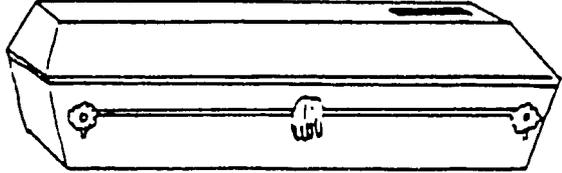
MADRE MUERTA



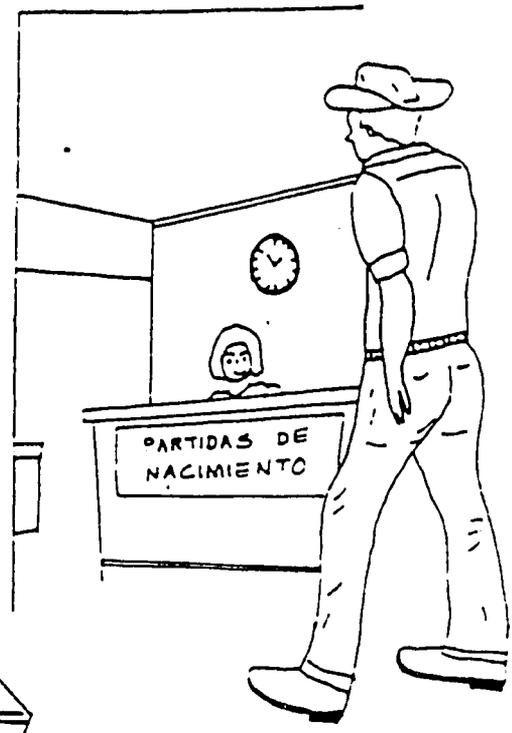
NIÑO(S) VIVO(S)



NIÑO(S) MUERTO(S)



MADRE MUERTA



Nombre del Paramédico Rural Comunitario o Partera



Nombre del niño



Sexo



Hora



Día

Mes

Año

Lugar

Madre



Nombre de la Madre

Que vive en



Nacionalidad

Oficio

Padre



Nombre del padre

Que vive en



Nacionalidad

Oficio

FECHA

NOMBRE DEL NIÑO

NOMBRE DE LA MADRE



**DESARROLLO JUVENIL COMUNITARIO**  
**SECTOR SALUD Y NUTRICION**  
**Registro de Actividades de Parteras**  
**(A ser manejado por el Monitor mensualmente)**

- 1) Mes/Año: \_\_\_\_\_
- 2) Area de Impacto: \_\_\_\_\_
- 3) Número de parteras atendiendo mujeres embarazadas: \_\_\_\_\_
- 4) Número de mujeres embarazadas bajo control prenatal: \_\_\_\_\_  
- Número de ellas en alto riesgo: \_\_\_\_\_
- 5) Total de mujeres embarazadas que fueron visitadas por la partera:  
Visita Prenatal: \_\_\_\_\_  
Visita Postnatal: \_\_\_\_\_
- 6) Total de mujeres embarazadas vacunadas con TT (Toxoide Tetánico):  
1a. Dosis: \_\_\_\_\_  
2a. Dosis: \_\_\_\_\_  
Refuerzo: \_\_\_\_\_
- 7) Total de partos atendidos:  
Por partera: \_\_\_\_\_  
Centro de Salud: \_\_\_\_\_  
Otros: \_\_\_\_\_
- 8) Total de niños vivos al nacer: \_\_\_\_\_, su estado de salud a los 28 días era:  
Número de niños vivos: \_\_\_\_\_  
Número de niños enfermos: \_\_\_\_\_  
Número de niños muertos: \_\_\_\_\_

Observaciones:

---

---

---











**DESARROLLO JUVENIL COMUNITARIO**  
**SECTOR SALUD Y NUTRICION**  
**Registro de Charlas Impartidas en los CENET**  
**(A ser manejado por el Monitor mensualmente)**

- 1) Mes/Año: \_\_\_\_\_
- 2) Area de Impacto: \_\_\_\_\_
- 3) Charlas Impartidas por las Voluntarias de los CENET:

| T E M A S              | Número de Charlas Impartidas | Número de Personas Recibiendo Charlas |         |
|------------------------|------------------------------|---------------------------------------|---------|
|                        |                              | Mujeres                               | Hombres |
| Nutrición *            |                              |                                       |         |
| Diarreas               |                              |                                       |         |
| IRA                    |                              |                                       |         |
| Inmunizaciones         |                              |                                       |         |
| Saneamiento Ambiental  |                              |                                       |         |
| Planificación Familiar |                              |                                       |         |
| Estimulación Temprana  |                              |                                       |         |
| Género                 |                              |                                       |         |
| Otros                  |                              |                                       |         |
| TOTALES                |                              |                                       |         |

Observaciones:

---



---



---

\* Monitoreo del Crecimiento, Nutrición y Lactancia Materna

Charlas.J



**DESARROLLO JUVENIL COMUNITARIO**  
**SECTOR SALUD Y NUTRICION**  
**Registro de Actividades del CENET**  
**(A ser manejado por el Monitor mensualmente)**

- 1) Mes/Año: \_\_\_\_\_
- 2) Area de Impacto: \_\_\_\_\_
- 3) Total de niños inscritos en los CENET: \_\_\_\_\_  
Niñas: \_\_\_\_\_  
Niños: \_\_\_\_\_
- 4) Número de niños con desnutrición: \_\_\_\_\_  
Leve: \_\_\_\_\_  
Moderada: \_\_\_\_\_  
Severa: \_\_\_\_\_
- 5) Número de niños que se encuentran en estado nutricional normal: \_\_\_\_\_
- 6) Número de niños que estaban en un grado de desnutrición que alcanzaron un estado nutricional normal: \_\_\_\_\_
- 7) Total de niños que tienen su esquema de vacunación completo, de acuerdo a su edad:  
Niñas \_\_\_\_\_  
Niños \_\_\_\_\_
- 8) Número de coordinaciones que se hicieron con el Ministerio de Salud Pública para inmunizar a los niños inscritos en los CENET: \_\_\_\_\_
- 9) Total de niños atendidos en los CENET que padecieron IRA:  
Niñas \_\_\_\_\_  
Niños \_\_\_\_\_
- 10) Total de niños atendidos en los CENET que padecieron Diarrea:  
Niñas \_\_\_\_\_  
Niños \_\_\_\_\_

Observaciones:

---

---

**DESARROLLO JUVENIL COMUNITARIO**  
**SECTOR SALUD Y NUTRICION**  
**Registro de Indicadores de Progreso**  
**(A ser manejado por el Monitor trimestralmente)**

- 1) Mes/Año: \_\_\_\_\_
- 2) Area de Impacto: \_\_\_\_\_
- 3) Número de niños que estaban en un grado de desnutrición que alcanzaron un estado nutricional normal: \_\_\_\_\_  
Niñas \_\_\_\_\_  
Niños \_\_\_\_\_
- 4) Número de niños que tienen esquema de vacunación completo de acuerdo a su edad: \_\_\_\_\_  
Niñas \_\_\_\_\_  
Niños \_\_\_\_\_
- 5) Número de niños que superaron su estado de morbilidad por IRA: \_\_\_\_\_  
Niñas \_\_\_\_\_  
Niños \_\_\_\_\_
- 6) Número de niños que superaron su estado de morbilidad por Diarrea: \_\_\_\_\_  
Niñas \_\_\_\_\_  
Niños \_\_\_\_\_
- 7) Número de mujeres que han sido atendidas por mujeres capacitadas \_\_\_\_\_

Observaciones:

---

---

---







## **INSTRUCTIVO PARA EL REGISTRO DE DATOS EN CUADRO RESUMEN DE AGRICULTORES ATENDIDOS.**

Codificación de la identificación de Areas de Impacto, Comunidades y Agricultores.

La numeración de izquierda a derecha corresponde a:

|                          |                 |
|--------------------------|-----------------|
| Primer Número:           | Area de Impacto |
| Segundo y Tercer Número: | Comunidades     |
| Cuarto y Quinto Número:  | Agricultores    |

Registro de Datos:

La letra "c" identifica acciones de capacitación, según proyecto o actividad.

La letra "g" identifica giras de agricultores, ya sea a otras comunidades dentro de la misma área de impacto, como giras fuera de ella.

En las demás actividades de cada proyecto, la codificación identificará a los agricultores, así:

1. Que ponen en práctica el Manejo Integrado de Plagas (MIP)
2. Produciendo y usando abono orgánico.
3. Desarrollando huertos caseros.
4. Haciendo obras de conservación de suelos. Prácticas mecánicas.
5. Desarrollando acciones de conservación de suelos. Prácticas Agronómicas.
6. Haciendo prácticas forestales
7. Utilizando sistemas agroforestales.
8. Jóvenes participando en GJPA
9. Agricultores beneficiándose del uso de las represas.
- V. Haciendo uso de la vacunación en sus animales.
- B. Botiquineros
- O. Viveros Forestales
- B1. Bovinos
- P. Porcinos
- A. Aves
- E. Equinos

Nota: Los números que aparecen registrados en las columnas de Sanidad Animal, corresponden a la cantidad de animales vacunados por agricultor en el mes que se reporta.



**DESARROLLO JUVENIL COMUNITARIO**  
**SECTOR RECURSOS NATURALES**  
**Registro de Actividades de Agroforestería y Sanidad Animal**  
**(A ser manejado por el Monitor mensualmente)**

Area de Impacto: \_\_\_\_\_

Mes/Año \_\_\_\_\_

Promotor del Sistema de Información: \_\_\_\_\_

**Agroforestería:**

1. Total de agricultores atendidos por DJC, aplicando técnicas agroforestales:

|                                      | Número de Agricultores |         |
|--------------------------------------|------------------------|---------|
|                                      | Mujeres                | Hombres |
| Manejo Integrado de Plagas           |                        |         |
| Abono Orgánico                       |                        |         |
| Huertos Caseros                      |                        |         |
| Conservación de Suelos               |                        |         |
| Viveros Forestales                   |                        |         |
| Parcelas Forestales y Agroforestales |                        |         |
| <b>Total</b>                         |                        |         |

2. Total Manzanas de Suelos en Proceso de Reactivación: \_\_\_\_\_

3. Producción Promedio de Maíz: \_\_\_\_\_

**Sanidad Animal**

4. Número de comunidades atendidas por DJC en Sanidad Animal: \_\_\_\_\_

5. Total de botiquines veterinarios: \_\_\_\_\_

6. Número de campañas de vacunación animal realizadas; \_\_\_\_\_

7. Total de agricultores beneficiados con el proyecto Sanidad Animal: \_\_\_\_\_

8. Total de agricultores que están vacunando sus animales: \_\_\_\_\_

9. Total de animales vacunados:

Bovinos: \_\_\_\_\_  
Porcinos: \_\_\_\_\_  
Aviar: \_\_\_\_\_  
Equinos: \_\_\_\_\_  
Otros: \_\_\_\_\_

### Represas

10. Total de represas funcionando: \_\_\_\_\_

11. Total de beneficiarios de las represas: \_\_\_\_\_

Mujeres \_\_\_\_\_  
Hombres \_\_\_\_\_

12. Total de siembra en represa: \_\_\_\_\_

13. Total de cosecha de represa: \_\_\_\_\_

14. Otros usos: \_\_\_\_\_

### Capacitaciones

| Nombre de las Capacitaciones  | Beneficiarios |   |       |
|---|---------------|---|-------|
|   | M             | H | Total |
| Métodos Integrados de Control Plagas  |               |   |       |
| Elaboración y Uso Abono Orgánico  |               |   |       |
| Métodos de Siembra p/ Huertos Caseros   |               |   |       |
| Técnicas Forestales y Agroforestales  |               |   |       |
| Conservación y Restauración de Suelos   |               |   |       |
| Prevención y Control de las Principales Enfermedades del Ganado Vacuno, Porcino y Aviar |               |   |       |

500-6-25

**DESARROLLO JUVENIL COMUNITARIO  
SECTOR RECURSOS NATURALES  
Registro de Actividades en Represas  
(A ser manejado por el Monitor mensualmente)**

Area de Impacto: \_\_\_\_\_

Comunidad: \_\_\_\_\_

Mes/Año: \_\_\_\_\_

Promotor: \_\_\_\_\_

Profundidad de la Represa en Metros:

Mínima \_\_\_\_\_

Máxima \_\_\_\_\_

Media \_\_\_\_\_

Area del Espejo de Agua \_\_\_\_\_ m<sup>2</sup>

Volumen \_\_\_\_\_ m<sup>3</sup>

| Peces Cultivados | Fecha   |         | Cantidad Peces o Libras |
|------------------|---------|---------|-------------------------|
|                  | Siembra | Cosecha |                         |
| Tilapia Nilotica |         |         |                         |
| Guapote Tigre    |         |         |                         |
| Carpa Común      |         |         |                         |
| Otros Usos       |         |         |                         |

**Nómina de Agricultores Beneficiarios**

| Código | SEXO |   | Nombre |
|--------|------|---|--------|
|        | F    | M |        |
|        |      |   |        |
|        |      |   |        |
|        |      |   |        |
|        |      |   |        |
|        |      |   |        |
|        |      |   |        |
|        |      |   |        |
|        |      |   |        |
|        |      |   |        |

**ANEXO 11 : DOCUMENTOS CONSULTADOS**

ANEXO 11

DOCUMENTOS CONSULTADOS

1. Documento OPG- III
2. Enmienda al Documento OPG-III
3. Indicadores de Impacto ( Inglés Español)
4. Informes trimestrales Año Fiscal 1993 ( Octubre- Diciembre/  
Enero- Marzo, Abril-Junio).
5. Informe de Evaluación Intermedia realizada por Development  
Assitance.
6. Plan Programático Año Fiscal 1993 y 1994
7. Estrategias Sectoriales y Perfiles y Proyectos.
8. Documentos de Salida A.I. #3 y #4
9. Manual Administrativo DJC.
10. Convenios Ministerio de Educación, Ministerio de Salud  
Pública y Asistencia Social, FEPADE, CATIE- Madeleña.
11. Cuadro de Coordinación entre Comunidades DJC.
12. Evaluación Intermedia OPG III.
13. Program Objectives Document USAID,
14. Convenio de Prestación de Servicio entre Desarrollo Juvenil  
Comunitario y SIMAN S.A.
15. Sistema de Monitoreo para la Evaluación de Impacto de  
Progama.
16. FEMS 1993.

102

**DESARROLLO JUVENIL COMUNITARIO  
SECTOR RECURSOS NATURALES  
Registro de Actividades en Represas  
(A ser manejado por el Monitor mensualmente)**

Area de Impacto: \_\_\_\_\_

Comunidad: \_\_\_\_\_

Mes/Año: \_\_\_\_\_

Promotor: \_\_\_\_\_

Profundidad de la Represa en Metros:

Mínima \_\_\_\_\_

Máxima \_\_\_\_\_

Media \_\_\_\_\_

Area del Espejo de Agua \_\_\_\_\_ m<sup>2</sup>

Volumen \_\_\_\_\_ m<sup>3</sup>

| Peces Cultivados | Fecha   |         | Cantidad Peces o Libras |
|------------------|---------|---------|-------------------------|
|                  | Siembra | Cosecha |                         |
| Tilapia Nilotica |         |         |                         |
| Guapote Tigre    |         |         |                         |
| Carpa Común      |         |         |                         |
| Otros Usos       |         |         |                         |

**Nómina de Agricultores Beneficiarios**

| Código | SEXO |   | Nombre |
|--------|------|---|--------|
|        | F    | M |        |
|        |      |   |        |
|        |      |   |        |
|        |      |   |        |
|        |      |   |        |
|        |      |   |        |
|        |      |   |        |
|        |      |   |        |
|        |      |   |        |
|        |      |   |        |

103

**ANEXO 11 : DOCUMENTOS CONSULTADOS**

ANEXO 11

DOCUMENTOS CONSULTADOS

1. Documento OPG- III
2. Enmienda al Documento OPG-III
3. Indicadores de Impacto ( Inglés Español)
4. Informes trimestrales Año Fiscal 1993 ( Octubre- Diciembre/  
Enero- Marzo, Abril-Junio).
5. Informe de Evaluación Intermedia realizada por Development  
Assitance.
6. Plan Programático Año Fiscal 1993 y 1994
7. Estrategias Sectoriales y Perfiles y Proyectos.
8. Documentos de Salida A.I. #3 y #4
9. Manual Administrativo DJC.
10. Convenios Ministerio de Educación, Ministerio de Salud  
Pública y Asistencia Social, FEPADE, CATIE- Madeleña.
11. Cuadro de Coordinación entre Comunidades DJC.
12. Evaluación Intermedia OPG III.
13. Program Objectives Document USAID,
14. Convenio de Prestación de Servicio entre Desarrollo Juvenil  
Comunitario y SIMAN S.A.
15. Sistema de Monitoreo para la Evaluación de Impacto de  
Progama.
16. FEMS 1993.

105

500-6-25

**DESARROLLO JUVENIL COMUNITARIO  
SECTOR RECURSOS NATURALES  
Registro de Actividades en Represas  
(A ser manejado por el Monitor mensualmente)**

Area de Impacto: \_\_\_\_\_ Comunidad: \_\_\_\_\_

Mes/Año: \_\_\_\_\_ Promotor: \_\_\_\_\_

Profundidad de la Represa en Metros:

Mínima \_\_\_\_\_ Máxima \_\_\_\_\_ Media \_\_\_\_\_

Area del Espejo de Agua \_\_\_\_\_ m<sup>2</sup> Volumen \_\_\_\_\_ m<sup>3</sup>

| Peces Cultivados | Fecha   |         | Cantidad Peces o Libras |
|------------------|---------|---------|-------------------------|
|                  | Siembra | Cosecha |                         |
| Tilapia Nilotica |         |         |                         |
| Guapote Tigre    |         |         |                         |
| Carpa Común      |         |         |                         |
| Otros Usos       |         |         |                         |

**Nómina de Agricultores Beneficiarios**

| Código | SEXO |   | Nombre |
|--------|------|---|--------|
|        | F    | M |        |
|        |      |   |        |
|        |      |   |        |
|        |      |   |        |
|        |      |   |        |
|        |      |   |        |
|        |      |   |        |
|        |      |   |        |
|        |      |   |        |
|        |      |   |        |

116

**ANEXO 11 : DOCUMENTOS CONSULTADOS**

ANEXO 11

DOCUMENTOS CONSULTADOS

1. Documento OPG- III
2. Enmienda al Documento OPG-III
3. Indicadores de Impacto ( Inglés Español)
4. Informes trimestrales Año Fiscal 1993 ( Octubre- Diciembre/  
Enero- Marzo, Abril-Junio).
5. Informe de Evaluación Intermedia realizada por Development  
Assitance.
6. Plan Programático Año Fiscal 1993 y 1994
7. Estrategias Sectoriales y Perfiles y Proyectos.
8. Documentos de Salida A.I. #3 y #4
9. Manual Administrativo DJC.
10. Convenios Ministerio de Educación, Ministerio de Salud  
Pública y Asistencia Social, FEPADE, CATIE- Madeleña.
11. Cuadro de Coordinación entre Comunidades DJC.
12. Evaluación Intermedia OPG III.
13. Program Objectives Document USAID,
14. Convenio de Prestación de Servicio entre Desarrollo Juvenil  
Comunitario y SIMAN S.A.
15. Sistema de Monitoreo para la Evaluación de Impacto de  
Progama.
16. FEMS 1993.

108