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ADRA/OFASA DEL PERU

FINAL EVALUATION REPORT

PROJECT: OPG - 527 - 0328

"NUTRITION AND FOOD FOR WORK"

FY 1991 AND FY 1992

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EXECUTIVE SUMMARY

Mr. Luis D. Saez Guillen made ADRA/OFASA's final report for the evaluation of project OPG-527-0328 for F.Y. 1991 and 1992 (NUTRITION AND FOOD FOR WORK). The evaluation was done to determine if ADRA/OFASA's five major components had met their programmed goals for the two year time period. The evaluation also analyzed the agency, food management, project impact, and female involvement in the projects/agency. The report finishes with various recommendations and conclusions.

In evaluating ADRA's **FIVE MAJOR COMPONENTS**-- Mother-Child Health (MCH), Agriculture Development (AD), Micro-Enterprise (ME), Basic Services and Infrastructure Development (BSID), and Other Children (OC)-- Mr. Luis Guillen discovered the following: In the MCH component ADRA's goal for 1991 was to establish 260 projects. ADRA successfully administrated 262 projects. In 1992 ADRA administered 262 projects short of it's goal of 268. In AD, established goals were met and surpassed for both fiscal years. The productivity index registered positive in all food production types. The ME component passed it's goal of projects established by 5.1%. It was found however that areas of production should be diversified. In BSID the goals were met and surpassed except in warehousing, land leveling, and the construction of Mother-child locales. (see page 28 for details). In the OC component ADRA's goal of serving 27,800 beneficiaries in the two year period was passed by serving 30,696 children in the soup kitchens.

The **INSTITUTIONAL EVALUATION** indicates that ADRA has complied with the recommendations from previous evaluations and internal reviews. ADRA has enlarged it's capacity to operate on and nationwide scale and enlarged it's transportation capabilities and supervisor/coordinator quarters. ADRA also remains dedicated to the training and technical improvement of staff and administration.

The zonal offices of Hank, Arequipa, Moquegua, Chiclayo and Piura, were visited to evaluate **PROJECT IMPACT.** It was found that, among other things, the beneficiaries had a better standard of living, added work skills, better health, become conscious of health, nutrition, and home economics, and had learned how to positively contribute toward family and community welfare even under difficult political and economic situations.

The evaluation of **FEMALE PARTICIPATION** indicates the following: in urban marginal and rural areas there were 50,634 female beneficiaries as opposed to 43,786 Male beneficiaries. In the case of team supervisors we note that 42.1% were female.

In the evaluation of **FOOD MANAGEMENT AND DISTRIBUTION** it was found that during the project execution period, A/O demonstrated adequate and efficient work in the management of food donated under PL-480 Title II. The deliveries were made opportunely to the Regional and Zonal headquarters, losses were kept to a minimum and food was intrusted to specialized personnel.

RECOMMENDATIONS, in-part, were the following:

-Locals be built for HCH, and be managed by the beneficiaries
-Greater amounts be given to the revolving fund
-AD and ME should establish procedural regulations
-Periodically update the knowledge of supervisors
-Revolving fund should be in agreement with programmed goals
-ME should diversify the skills taught in the projects, and do further marketing research.

* NOTE For further CONCLUSIONS see page 43 and 44

I. STATUS OF EXECUTION OF THE COMPONENTS

1.1 Mother and Child Health (MCH)

This component is characterized by its promotion of the participation of children under six years of age and of mothers both pregnant and nursing in activities leading toward the preservation of health among the mother and child unit within the marginal and rural zones of the country; and for the purpose of contributing toward a decrease in the levels of undernourishment, and a reduction in child morbidity and mortality rates as well as the spreading of knowledge which will improve the welfare of the participants and their families.

The projects of Mother and Child Health Centers (MCH) have been executed through a series of actions and activities complemented with the provision of food under Project OPG - 527-0328 donated by the Government of the United States through their Agency for International Development (USAID).

The actions and activities performed during fiscal years 1991 and 1992 were the following:

- Exclusive mother nursing up to the sixth month of life.
- Special nourishment during the weaning period.
- Growth control
- Immunization of children and pregnant mothers.
- Training of mothers in modules of food, nutrition, health and home economics units.
- Development assistant (for early stimulation and preparation as of FY 92).

The above mentioned actions were complemented by educational meetings, training and teaching of volunteer personnel (promoters, professors, and hosts) and the implementation of the MCHC's both the installations for mothers as well as the children quarters providing them with furniture, didactical material and equipment, etc., and as of 1992 family vegetable patches were established.

In order to accomplish these actions and activities a dynamic coordination with other health centers both public and private was carried out. The following groups gave support to the proyect: Ministry of Public Health, UNICEF, PROFAMILIA, Peru Mujer, APROSAMI, IMPARES, Adventist Clinics and Universities.

During the period corresponding to FY 91, they programmed a goal to establish 260 projects or MCHC's and 262 were executed; that is to say, they accomplished their goal and even surpassed it by 0.77%. Separating these goals by Regional Offices we may observe that the Regional Offices of the Center and the North did not achieve 100% of their goals, but were fairly near them as we may see according to Table 1.

TABLE Nº 1

Number of Projects Programmed and Executed FY 1991

REGIONAL	Nº OF PROJECTS PROGRAMMED	Nº OF PROJECTS EXECUTED	VARIATION
CENTER	90	89	-1.11
NORTH	45	44	-2.22
SOUTH	85	88	3.53
LAKE	40	41	2.50
TOTAL	260	262	0.77

Source: A/D Annual Progress Report FY 91 and Quarterly

Regional Reports

With respect to fiscal year 1992, 262 projects were executed in the 268 programmed. This increase in goals caused the Center, North and Lake Regional Offices not to be able to reach the proposed objectives, insofar as they continued with the executing of the same number of projects of the previous year, as it would not have been convenient to generate or form new projects in view of the fact that the Agreement was coming to an end. In Table Nº 2 we show the following information:

TABLE Nº 2

Number of Projects Programmed and Executed FY 1992

REGIONAL	Nº OF PROJECTS PROGRAMMED	Nº OF PROJECTS EXECUTED	VARIATION
CENTER	90	89	-1.11
NORTH	45	44	-2.22
SOUTH	88	88	0.00
LAKE	45	41	-8.88
TOTAL	268	2.62	-2.23

Source: Same

The analysis of technical goals programmed for FY 91 demonstrate that five important activities have amply surpassed the goals foreseen.

A minimum proportion of children born with low weight (1.4%); growth monitoring w as surpassed in 5.3% for children with a positive tendency; the goal established for immunization control was surpassed, and the greatest achievements were observed among the rural zones (52.2% and 26.4% more than what was established for children under 60 months and pregnant women respectively). During the FY 91 two activities registered goals less than those established as a consequence of situations arising beyond the decisions of A/O; these are referred to growth monitoring of children under control, whose goal attained 94.6%, with a variation of -5.4% with respect to the goal programmed, due to a fortuitous absence on the part of some children, whose mothers did not show up at the project due to justifiable family reasons. The second goal not attained, was the immunization control of pregnant mothers in the Urban-Marginal zones whose variation was -10.8% in regard to the goal expected. This was due to the absence of some of the pregnant mothers who did not show up at the project, and also to a prolonged strike in the Health Sector.

In the period corresponding to the FY 92 practically all of the goals were attained and amply surpassed, with positive percentage variations which arrived at 95.6% more than the goals foreseen, as we may notice in Table N° 3 and N° 3-A.

TABLE N° 3

Programming and Execution of Technical Goals
(F.Y. 1991)

	SUBJECT	PROGRAM %	EXECUTION %	VARIATION
I.	Children Underweight at birth	-10.0	1.7	---
II.	Growth Monitoring (children 0-72 months			
	Children controlled	100.0	94.6	-5.4
	Children-positive growth tendency	70.0	73.7	5.3
III.	Immunization			
	1. Children, 0-60 months			
	- Urb. Marginal	75.0	88.9	18.5
	- Rural	50.0	76.6	53.2
	2. Pregnant mothers			
	- Urb. Marginal	75.0	66.9	-10.8
	- Rural	50.0	63.2	26.1

Source: Based on information in the Annual Progress Reports FY 91

TABLE Nº 3-A

Programming and Execution of Technical Goals (F.Y. 1992)

	SUBJECT	PROGRAM %	EXECUTION %	VARIATION
I.	Children born underweight	-10.0	1.4	---
II.	Growth Monitoring (children 0-72 months)			
	. Children controlled	100.0	99.1	-0.9
	. Children with positive growth tendency	75.0	81.4	16.8
III.	Immunization Control			
	1. Children 0-50 months			
	. Urb. Marginal	75.0	98.1	30.8
	. Rural	50.0	97.8	95.6
	2. Pregnant mothers			
	. Urb. Marginal	75.0	90.3	20.4
	. Rural	50.0	86.8	73.6
IV.	Early Stimulus	50.0	85.0	70.6

Operational goals corresponding to the FY 91 referring to training sessions given to m others brought forth results equivalent to 97.1% showing a negative variation of -2.9% with re gard to the goal programmed. In the training courses for community promoters 81.3% of the goal was obtained (-18.7% with respect to what was foreseen). In the activity dealing with th e coordination among other health centers the goal was surpassed by 18.2% more than forese en for the Urban-Marginal zones but not for the rural zones where only 49.6% of the goal wa s achieved. Likewise, it was impossible to establish 100% of the MCHC's with two trained pr omoters but the implementation of 91.1% was attained for the centers notwithstanding the un forseen difficulties arising out of desertions on the part of promoters. A goal of 97.1% was o btained which indicates a negative variation of -2.9% in respect to the figure programmed. In the courses intended for community promoters an 81.3% of the goal was reached (-18.7% wit h regard to the figure programmed).

The activity dealing with the coordination with other Health Centers surpassed the go al by more than 18.2% in the Urban-Marginal zones but not in the rural zones where only a 4 9.6% of the goal was obtained. Likewise, they were unable to establish 100% of the MCHC's with the two trained promoters but an implementation of 91.1% of the centers was accomplished even though a desertion of promoters took place, and if they succeed in surpassing the goals f oreseen for activities dealing with the implementation of the MCHC's or projects with trained caretakers, equipment, furniture, teaching material as may be seen in the Table N° 4.

TABLE N° 4

Programming and Execution of Operational Goals and the Implementation of MCHC Projects (FY 91)

ACTIVITIES		PROGRAMMED	MEASURING UNIT	EXECUTED QUANT %		VARIATION
				Quant.	%	
I.	Educational Meetings					
	1. Mother training session	18.864	N° sessions	18.311	97.1	-2.9
	2. Community promoter training courses	32	N° courses	26 4	81.3	-18.7
	3. Training Courses		N° courses	12	--	---
	Child caretaker	---	N° courses		--	---
II.	Inter-Institutional coordination with health centers					
	1. Urban-Marginal	170	N° centers	201	118.2	18.2
	2. Rural	113	N° centers	56	49.6	-50.4
III.	Implementation					
	1. Centers with 2 training promoters	236	N° centers	215	91.1	-8.9
	2. Centers with trained caretakers	131	N° centers	149	113.7	13.7
	3. Center with teaching material	157	N° centers	252	160.5	60.5
	4. ADRA/Community centers with furniture	157	N° centers	222	141.4	41.4
	5. Centers with equipment for growth monitoring	236	N° centers	262	111.0	11.0

Source: Drawn up with information from annual progress reports for 1991

During FY 92, the corresponding activities of the Educational Meetings that fell unde r the direct responsibility of the permanent personnel of A/O and the volunteer personnel hav e been amply fulfilled, and have surpassed the goals programmed. The variation of which hav e gone from 15% to 62.7% more than expected. Not so in those activities the execution of w hich compromised the existence and availability of monetary resources, the remittance of fund s necessary at the right moment and the limited economic contribution by the participants du e to their precarious and critical situation. These aspects have been very important as they h ave affected the sensitivity of the projects goals and have prevented attaining the figures fores een. The information in table N° 5 will illustrate this situation.

TABLE N° 5

Programmed and Execution of Operational Goals and the Implementation of MCH Projects (FY 92)

ACTIVITIES	PROGRAMMED	MEASURING UNIT	EXECUTED QUANT	%	VARIATION
I. Educational Meetings					
1. Health	6288	N° lectures	7413	117.9	17.9
2. Nutrition	3144	N° lectures	4718	150.1	50.1
3. Demonstrations	3144	N° lectures	5116	162.7	62.7
4. Early stimul.	3144	N° lectures	4579	145.6	45.6
5. Home economics	3144	N° lectures	3616	115.0	15.0
II. Volunteer training					
1. Promoters	524	Number	485	96.2	-7.4
2. Child educators	524	Number	413	78.8	-21.2
3. Social asst home economics	262	Number	248	94.7	-5.3
III. Implementation					
1. Mothers locale					
- Furniture	262	N° MCHC's	231	88.2	-11.8
- Teaching material	262	N° MCHC's	247	94.3	-5.7
- Equipment	262	N° MCHC's	262	100.6	0.0
- Mat. growth monit.	262	N° MCHC's	255	97.3	-2.7
2. Locale-Children					
- Furniture	262	N° MCHC's	100	38.2	-61.8
- Teaching material	262	N° MCHC's	170	64.9	-35.1
3. Family garden Patches (orchards)	181	N° MCHC's	180	99.4	-0.6

The activities related to the educational meetings have been addressed to the participating mothers who have received instruction in the following main subjects: Pre-natal Care during the first, second and third quarters of pregnancy; food hygiene, the importance o f vitamin A; demonstrations of recipes with food donations as well as those produced locally, family planning, home economics, handicrafts (knitting, weaving, clothe's manufacturing, pastry-confectionery, etc.); prevention and treatment of sicknesses EDA, IRA, among other subjects. The successful achievement of the objectives and goals established both in the Agreement an d in the MYOP, were the results of a series of actions and activities by ADRA/OFASA, by th e beneficiaries of the projects and by the cooperation of other institutions, the most important of which we may mention.

- The food and economic resources from USAID
- The effective participation of public and private institutions

- The basic and complementary training of the volunteer personnel
- The employment of an adequate method of teaching and learning in accord with socio-economic and cultural reality of the participants
- The work and efforts on the part of the promoter as a nexus or intermediary between the mother-child with the Health Center
- The inauguration of ADRA/OFASA Medical Centers in the Southern and Lake Regi onal Offices, with specialization in Pediatry, Gynecology, Obstetrics, rehabilitation of t he undernourished, Healthy Children Control Immunization and Emergency
- Opportune and Systematic counseling together with some visits
- Direct and personal attention to undernourished children
- Conscientiousness on the part of nursing mothers concerning hygiene and feeding of t he infant
- Conscientiousness on the part of pregnant women to carry out their Pre-Natal Control
- Complementary food rations for pregnant women
- The mothers understood and accepted the importance of immunizations
- Training of the Boards of Directors in each Project on subjects concerning the ware h ousing and distribution of food.
- Economic collaboration of the participants in acquiring the teaching material and furn iture in fund Raising activities such as kermeses, fairs, barbecues, raffles, etc; and the recycling of food containers, bags either by their sale internally and/or use at the project sites under the form of benches (oil caus), environment separators (bags), etc.
- The opportune or timely arrival of food to each project specially during FY 92.

Concurrently with the actions and positive activities mentioned above, certain conditio ns arose which further limited greater and better results in one form or another; such as:

- A prolonged strike of the Ministry of Health
- The Pre-Natal Control Equipment was not acquired
- The lack of vaccine at the Health and Posts Centers
- The projects did not possess height measuring equipment
- A scarce availability of monetary resources for the manufacture and/or acquisition of material for the MCHC's
- A large stock pile of deteriorated scales
- Scarce economic resources at the homes of the participants which prevents them from having a permanent balanced diet
- The food rations continue to be deficient, for it does not bear a relation with the num ber of members in a household, the nutritional condition and critical situation or of ex treme poverty of the participants and their families
- A moving from certain locals or installations where the MCHC's functioned, due to a lack of rations as a form of payment to the owners.

1.2 Agricultural Development

The main objective of this component was to promote the increase in production and productivity of regional crops, community orchards and reforestation of surfaces belonging to small rural farmers and also by encouraging the establishment of family vegetable patches or orchards in the Urban-Marginal areas.

A sui-generis characteristic has been used for an Agricultural Rotation Fund as a strat egy to contribute toward a gradual capitalization on the part of small farmers by means of int

egrated financing (Plan A: Technical assistance, inputs, tools, equipment and food) and a par tial financing (Plan B: Technical assistance and food; Plan C: Food), complemented with tra ining activities in the fields of Health, Nutrition and Home Economics as forms of family integration and improving the life-style or level of living of the participants within their family and community environment. That is to say, the beneficiaries were taught how best to use th eir scarce resources, diversifying their food with the products of their zones and the food don ated to them; they were taught ways of preventing the epidemic of cholera, among other activ ities developed efficiently by the supervisors and promoters.

During the period corresponding to the fiscal years of 1991 and 1992, the global objec tives were largely surpassed with respect to the figures programmed especially insofar as the o pening up of new areas where we observe a net increase of 101.2% and 139.3% more than th e surface programmed respectively for those years. Likewise, they were able to surpass the g oal programmed of 5% increase in agricultural surface with respect to the previous year; that is to say, they achieved a net increase equivalent to 37.3% in FY 92 with respect to FY 91 (see Table N° 6).

TABLE N° 6

Programming and Execution of Overall Goals

	NUMBER OF PROJECTS			SURFACE (HECTARES)		
FISCAL YEAR	PROGRAMMED	EXECUTED	VARIATION	PROGRAMMED	EXECUTED	VARIATION
1991	213	249	16.9	334.0	672.0	101.2
1992	222	242	9.0	385.5	922.5	139.3

A breakdown evaluation of the main activities developed show some of the difficulties encountered by the results obtained in the denominated Plan A or with total support, whose goals were not attained, specially during the FY 91 as a consequence of the scarce availability of funds and inputs required at an opportune moment and a sufficient quantity in accordance with the requirements budgeted. During FY 92, both in crops as in community vegetable gardens financed under a Revolving Fund (Plan A) they received greater attention and were able to surpass the surface goal established at 4.5% more although a lesser amount of projects were executed in respect to the amount programmed (-20.6%). Nevertheless, the results with most impact were obtained by activities developed according to Plan B (partial support) having exceeded the goals programmed with high proportions: 181.4% more than what was programmed for in FY 91 in Andean crops; 112.2% more in community vegetable gardens and 220% more in reforestation. Plan C also accounted for high rates of increase both in reforestation activities (55.2% more) as in frint crops (150% more).

During the FY 92, the results were equally satisfying with the exception of Plan C whose goals were not achieved. We should note, however, that this period was particularly serious due to the climatic alterations that took place in the entire Republic, such as droughts, frost, floods, and plagues. Nevertheless, efforts and resources were redoubled and the goals programmed were amply attained.

The respective statistics are to be found in Tables Nº 7 and Nº 8.

TABLE Nº 7
Activities Programmed and Executed According to Type of Plan

FY 1991

ACTIVITIES		PROGRAMMED		EXECUTED			
		PROJECT Nº	SURFACE (HECT.)	PROJECTS		SURFACE	
				NUMBERS	VARIATION	Has.	VARIATION
I.	Agricultural crops						
	Plan A	53	109.0	34	-35.8	93.4	-14.3
	Plan B	77	183.0	99	28.6	515.0	181.4
II.							
	Plan A	29	3.0	9	-69.0	2.7	-3.0
	Plan B	38	9.0	67	76.3	19.1	112.2
III.							
	Plan A	2	4.0	1	-50.0	0.3	-92.5
	Plan B	1	2.0	17	1.600.0	6.4	220.0
	Plan C	11	21.0	20	81.8	32.6	55.2
IV.	Fruit crops						
	Plan C	1	1.0	2	100.0	2.5	150.0
	Other	1	2.0	-	---	---	---
TOTAL		213	334	249	16.9	672.0	101.2

TABLE N° 8

Activities Programmed and Executed According to Type of Plan
FY-1992

ACTIVITIES		PROGRAMMED		EXECUTED			
		N°	Surface	Projects		Surface	
		Project (Has)		Number	Variation	Has.	Variation
I.	Agricultural Crops						
	Plan A	68	177.0	54	-20.6	185	4.5
	Plan B	73	173.0	82	12.3	693	300.6
II.	Community Orchards						
	Plan A	4	1.0	9	125.0	2.8	180.0
	Plan B	66	7.5	90	36.4	24.2	222.7
III.	Reforestation						
	Plan C	10	23.0	7	-30.0	17.5	-23.9
IV.	Fruit Crops						
	Plan C	1	4.0	0	---	0	---
TOTAL		222	385.5	242	9.0	922.5	139.3

A comparative analysis of the overall goals of FY 91 with the results corresponding to the IV quarter of the same year, show us that the Regional Offices with difficulties in fulfilling the goals set forth in their programming of crops in Plan A, were those corresponding to the Center and South, mean while in the North and Lake Regions, they were able to amply surpass their respective programmed goals, as well as the ones concerning Community Orchards, Reforestation and Fruit Crops, as we may notice in Tables Nº 9 and Nº 10.

TABLE Nº 9

Comparative Data of Goals Programmed and Executed in Agricultural Crops (According to Regions and Types of Plan: FY 1991)

REGIONS AND TYPES OF PLAN		NUMBER OF PROJECTS			SURFACE (Has)		
		Programmed	Executed	Variation	Programmed	Executed	Variation
Center	Plan A	22	4	-81.8	44.0	16.0	-63.6
	Plan B	14	16	14.3	28.0	382.4	1265.7
North	Plan A	3	8	166.7	5.0	16.3	225.0
	Plan B	6	18	200.0	13.0	66.4	410.8
South	Plan A	5	1	-80.0	16.0	2.3	-85.6
	Plan B	22	19	-13.6	73.0	142.5	95.2
Lake	Plan A	25	26	4.0	50.0	51.0	2.0
	Plan B	30	53	76.7	60.0	104.0	73.0

Source: Drawn up on the basis of the IV Quarterly Reports of each Regional Office, FY 91

TABLE Nº 10

Comparative Data of Goals Programmed and Executed in Community Orchards, Reforestation and Fruit Crops

(FY 91)

REGIONS	NUMBER OF PROJECTS			SURFACE (Has)		
	Programmed	Executed	Variation	Programmed	Executed	Variation
Center	35	40	14.3	11.0	11.5	4.5
North	13	38	192.3	23.8	23.8	58.7
South	13	29	123.1	17.5	17.6	151.4
Lake	25	29	16.0	15.0	15.0	25.0

Source: Same

During the FY 92 comparison between the annual goals and those executed up to the IV Quarter of the same year, indicate that the Regional Offices of the Center, North, and South were unable to comply with the number of projects nor the surface programmed for crops in Plan A with the exception of the Lake Region which was able to surpass goals foreseen notwithstanding the fact that it happened to be one of the most scourged by a prolonged drought, for they were able to execute 16.7% more projects and increased their agricultural confines 128.8% more than what was programmed. However, with respect to the cropping in Plan B, all the Regions surpassed the goals and objectives established, as well as the activities developed in Community Vegetable patches or orchards, Reforestation, and Fruit crops, except for the Center Region which reduced the surface programmed in 30% as we may notice in Tables N° 11 and N° 12.

TABLE N° 11

Comparative data of goals programmed and executed in agricultural crops according to regions and types of plan (FY 92)

REGIONS AND TYPE OF PLAN		NUMBER OF PROJECTS			SURFACE (Has.)		
		Programmed	Executed	Variation	Programmed	Executed	Variation
CENTER	Plan A	15	6	-60.0	79.0	8.3	-89.5
	Plan B	13	16	23.1	50.0	342.4	584.8
NORTH	Plan A	16	9	-43.7	24.0	18.4	-23.3
	Plan B	14	20	42.9	21.0	110.3	425.2
SOUTH	Plan A	7	5	-28.6	14.0	9.0	-35.7
	Plan B	11	13	18.2	32.0	124.5	289.1
LAKE	Plan A	30	35	16.7	60.0	137.3	128.8
	Plan B	35	30	-14.3	70.0	80.0	14.3

TABLE N° 12

Comparative Data of Goals Programmed and Executed in Community Orchards, Reforestation and Fruit Crops (FY 92)

REGIONS	NUMBER OF PROJECTS			SURFACE		
	Programmed	Executed	Variation	Programmed	Executed	Variation
CENTER	28	31	10.7	13.0	9.1	-30.0
NORTH	14	20	42.9	5.5	6.4	16.4
SOUTH	21	27	28.6	9.0	12.5	38.9
LAKE	18	18	0.0	8.0	15.6	9.5

Source: Same

In relation with the yields of crops during the FY 91, there has been an increase in productivity in all the cropping executed, and specially the ones supported by Plan A and the Agricultural Revolving Fund (ARF). We may, likewise, mention the potato crop that reached an indexing of 1.71% (Plan A) and 1.50% (Plan B).

In the FY 92 results similar to the previous year were obtained, although with some crops they were able to improve the productivity index, with the exception of the potato which comparatively produced lesser yields than those ;obtained in FY 91 as a consequence of this crop which is more sensitive to the aleatory factors (such as droughts, floods, frost, plagues) which during 1992 was very pronounced in the entire nation.

In Tables N° 14 and N° 15 the data may be perceived in greater detail.

TABLE N° 14

Yields of the Main Crops FY 1991
(According to Type of Plan in Kgs/Ha)

CROPS	YIELDS PLAN A			YIELDS PLAN B		
	Without Project	With Project	Production Index	Without Project	With Project	Production Index
Potato	5,750	9,837	1.71	4,500	6,736	1.50
Corn	1,100	1,364	1.24	1,000	1,127	1.13
Wheat	1,100	1,350	1.23	1,000	1,151	1.15
Beans	1,200	1,450	1.21	1,000	1,130	1.13
Vegetables	7,500	7,900	1.05	6,000	6,700	1.12

Source: Same

TABLE N° 15

Yields of the Main Crops FY 1992
(According to Type of Plan in Kgs/Ha)

	Yields Plan A			Yields Plan B		
Crops	Without Project	With Project	Productivity Index	Without Project	With Project	Productivity Index
Potato	5,750	7,590	1.32	4,500	5,310	1.18
Corn	1,100	1,450	1.32	1,100	1,268	1.15
Wheat	1,100	1,320	1.20	1,100	1,190	1.08
Beans	1,200	1,550	1.30	1,000	1,220	1.22
Broad Bean	1,000	1,305	1.31	800	920	1.15
Quinua	600	680	1.13	550	605	1.10
Vegetables	7,500	9,320	1.24	6,000	5,830	1.14

During the Fiscal Year 1991, of 100% of the surface sown, they were able to harvest 96% and scarcely 4% of the surface remained without production, due to losses as a consequence of climatological factors. This situation underwent a significant variation in FY-92 a year in which climatological problems became more severe (drought, frost) and the appearance of plagues which affected the harvested area which turned out to become only 81.8% (that is to say a reduction of -14.2% with respect to FY-91). The area void of production was of 18.2% which when compared with FY-91 represented an increase of 355% a figure very eloquent of the climatological effects happening during this period; but nevertheless A/O by 44.3% with respect to the previous year, as we may observe in Table No. 16.

TABLE No. 16

Annual Variation of Surfaces Cultivated

DETAIL	FY 91		FY 92		ANNUAL VARIATION
	Has.	%	Has	%	
Area Harvested	583.8	96.0	718.29	81.8	14.8
Area Void of Production	24.5	4.0	159.74	18.2	355.0
Area Cultivated	608.3	100.0	878.03	100.0	44.0

Source: Drawn up according to data available from the Agricultural Development Program

With respect to the quantity of inputs used in the productive process, during FY 92, a lesser amount was adjudicated in comparison with FY 91, thus for example in seed they invested -23.1% and in fertilizer -53.2% for crops in Plan A. On the other hand, a larger investment was made in plague control, having employed 1222.4% more than what was used during FY 91, the same tendency was observed for cropping under Plan B. This situation meant a cost increase of 80.6% more than the one made in FY 91 for crops under Plan A and a cost increase of 27.5% more in crops under Plan B. This greater cost is consistent with the increase in farm land areas, mainly in crops under Plan A, because in FY 92, an increase in surface was achieved by 101.1% with respect to FY 91; the surface increase in crops under plan B was of 7.7% as we may notice in greater detail in Table Nº 17.

TABLE Nº 17

Use of Inputs on Agricultural Crops

INPUTS	PLAN A		ANNUAL VARIATION			ANNUAL VARIATION
	FY 91	FY 92		FY 91	FY 92	
Seed Kg./Ha	87,804.0	52,117.0	-23.1	67,874.0	35,201.0	7.7
Fertilizer Kg/Ha	34,512.0	16,143.0	-53.2	36,300.0	8,141.0	-48.2
Plague control Kg/Ha	514.0	6,797.0	1,222.4	369.0	1,861.0	-77.6
Cost $	41,562.0	75,057.0	80.6	35,460.0	45,203.0	404.3
Surface Has.	93.4	18,780.0	101.0	104.0	117.01	27.5

Source: Same

Finally, we may set forth the importance of Plan A and the Agricultural Rotation Fund which are activating elements toward the development of small agriculture, because it carries with it the embryo of the possibility to capitalize the poor small farmers who do not have access to formal credit but nevertheless represent the agricultural majority in Peru. In Table N° 18, we show comparative figures of a group of representative crops whose yields obtained show the success and possibilities of an integrated support under Plan A, because the results show it to be more effective than yields obtained under Plan B, both in the FY 91 period an in FY 92.

TABLE N° 18

Comparative Figures on Yields Obtained in Projects Supported by Plan A and Plan B (Yields in Kgs/Has.)

REPRESENTATIVE CROPS	FY 91			FY 92		
	Plan A	Plan B	Variation	Plan A	Plan B	Variation
Potato	9,837	6,736	-31.5	7,590	5,310	-30.0
Corn	1,364	1,127	-17.4	1,450	1,268	-12.6
Wheat	1,350	1,151	-14.7	1,320	1,190	-9.8
Beans	1,450	1,130	-22.1	1,550	1,220	-21.3
Vegetables	79,000	6,700	-15.2	9,320	6,830	-26.7

Source: Same

1.3 Development of Micro-Enterprise

The objective of this component is to contribute toward the generation of new sources of work and the increase in family incomes which in turn will strengthen family ties improving the quality of life of the beneficiaries.

Their main characteristic is the formation of family Micro-Enterprises (individual) and associative (groups) in urban-marginal zones and rural ones with the participation of men and women with unqualified skills for the production of goods and/or services, and whom will be trained in three successive phases, by means of the transferal of knowledge both theoretical and practical for the elaboration or manufacture of consumer goods and basic services, by using self-made technology (handicrafts) and semi-industrial technology (intermediate technology).

Several actions have been undertaken toward the execution of the projects which allowed them to obtain optimum results, inclusive even surpassing some of the goals programmed. The most important actions have been a constant monitoring, especially on the projects in process of becoming established as Micro-Enterprises, the supervision on a regular basis and opportunely, training for work, training for the Board of Directors in management and Business Administration, training in Home Economics, capitalization through a Rotating Fund, etc.

During FY 91, a total of more than 20% of the number of projects programmed were executed. An analysis by phases shows us that in the first phase a result of -17.2% was obtained

with respect to what was foreseen, in lieu of the fact that many projects passed on to become part of the Phase II in which a growth of more than 134.5% was registered above what was programmed. In Phase III they obtained 20.2% increase over the program goal. We must bear in mind that during this year no new projects were formed from Phase I project because the Agreement was on the verge of terminating.

In the period corresponding to FY 92 (end of the agreement ADRA/OFASA-USAID) a total of 267 projects were executed, that is to say 5.1% more than programmed. In Phase II a reduction of 23.5% of the number of projects was registered, motivated by the promotion of projects toward Phase III (Establishment of ME), in which they achieved important results with more than 55.4% of the projects executed with respect to what was programmed. In Table Nº 19, we may notice the respective figures, presenting information on the number of participants which registered a reduction of -4.2% and -19.5% in FY 91 and FY 92 respectively. This reduction was due to the voluntary withdrawal of some of the participants and others who did not fulfill or did not pass the test concerning activities in each Phase.

TABLE Nº 19

Programming and Execution of Projects and Participants in Micro-Enterprise

DETAIL	FY 1991			FY 1992		
	Programmed	Executed	Variation	Programmed	Executed	Variation
Nº Projects	242	291	20.2	254	267	54.0
Phase I	163	135	-17.2	---	---	---
Phase II	55	129	134.5	162	124	-23.5
Phase III	24	27	12.5	92	143	55.4
Nº Participants	8,410	8,059	-4.2	6,260	5,042	-16.6
Phase I	6,520	4,575	-29.9	---	---	---
Phase II	1,650	3,102	88.0	4,880	2,483	-49.1
Phase III	240	384	60.0	1,380	2,559	85.4

Source: Same

In Tables N° 20 and 21 comparative figures are shown between the annual goal and progress achieved up to the Phase IV of each fiscal year evaluated by the Regional Offices, and noticing that the tendency is similar to the annual results obtained and already analyzed, which serves to corroborate the good work performed at all technical and administrative levels, and for which we owe a special mention to the volunteer personnel who demonstrated great dynamism, energy, and dedication in the work entrusted to them.

We must emphasize that the participants who passed the tests in the three Phases, who not only show their capability of organizing and/or administrating a Micro-Enterprise, but who, likewise, possess the ability to work as qualified and skilled laborers, and thus capable of getting jobs in some small company and aspire to greater wage than the minimum wage established by law.

TABLE N° 20

Programming and Execution of Goals According to Regional Offices
FY 1991

REGIONAL		PHASE I		PHASE II		PHASE III	
		N° Projects	N° Participants	N° Projects	N° Participants	N° Projects	N° Participants
CENTER	Programmed	54	2,160	18	540	8	80
	Executed	38	1264	42	1,150	8	96
	Variation	-29.6	-41.5	133.3	113.0	0.0	20.0
NORTH	Programmed	35	1,400	12	360	5	50
	Executed	30	1,027	24	565	5	74
	Variation	-14.3	-26.6	100.0	56.9	0.0	48.0
SOUTH	Programmed	54	2,160	18	540	8	80
	Executed	42	1,430	50	99.7	9	139
	Variation	-22.2	-33.8	177.8	84.6	12.5	73.6
LAKE	Programmed	20	800	7	210	3	30
	Executed	25	852	13	390	5	75
	Variation	25.0	6.5	85.7	85.7	66.7	150.0

Source: Drawn up as of the MYOP updated and the IV Quarter of Regional Offices Reports.

TABLE Nº 21

Programming and Execution of Regional Office Goals

REGIONAL		PHASE II		PHASE III	
		Nº Projects	Nº Participants	Nº Projects	Nº Participants
CENTER	Programmed	51	1,530	29	435
	Executed	42	903	42	790
	Variation	-17.6	-41.0	44.8	83.2
NORTH	Programmed	31	930	17	255
	Executed	22	440	32	478
	Variation	-29.0	-52.7	88.2	89.8
SOUTH	Programmed	61	1,380	35	525
	Executed	41	808	55	951
	Variation	-32.8	-55.8	57.1	82.7
LAKE	Programmed	19	570	11	165
	Executed	16	332	17	340
	Variation	-15.8	-41.8	54.5	109.7

The execution of the Micro-Enterprises Development Program in addition to having created opportunities for stable jobs also allows them to increase their incomes to levels above the fixed minimum wage for each year. During FY 91 the official minimum wage was approximately S/. 40.00 (47 dollars at 0.85 exchange at the end of September, 1991) the participants in Micro-Enterprises at the Regional Office of Arequipa obtained an average of S/. 64.76 per month (US $76.0)that is to say 68.9% more than the minimum wage and surpassing the expectations programmed.

The results were similar to the Piura Zone at the North Regional Office, where Micro-Enterprises obtained incomes at an average of S/. 59.5 per month (US $70.0).

In Tables N° 22 and N° 23, we show the average income figures of 38 Micro-Enterprises in the zone of Arequipa and of 40 Micro-Enterprises of the Piura zone as representative projects.

TABLE N° 22

Determination of the Average Income of Micro-Enterprises

(Zone of Arequipa FY 1991)

RANK	n	y	h	y-n	y-h
50-59	10	54.5	0.422	872.0	23.00
60-69	14	64.5	0.368	903.0	23.74
70-79	3	74.5	0.079	223.5	5.89
80-89	1	84.5	0.026	84.5	2.20
90-99	4	94.5	0.105	378.0	9.93
	38		1.000	2,461.0	

Source: Drawn up according to data compiled from the IV Quarterly Report by the South Region 1991.

$$x=\frac{\sum y.n}{n}=64.76;x=\sum y.b=64.76$$

$$x=\frac{\sum y.n}{n}$$

TABLE Nº 23

Determination of the Average Income per Micro-Enterprises
(Zone of Piura FY 91)

RANK	n	y	h	y.n	y.h
40-59	29	49.5	0.725	1,435.5	35.89
60-79	4	69.5	0.100	278.0	6.95
80-99	5	89.5	0.125	447.5	11.19
100-119	2	109.5	0.050	219.0	5.47
	40		1.000	2,380.0	

$$x=\frac{\sum y.n}{n}=59.5;x=\sum y.h=59.5$$

In FY 92, in the zones of Lima (Eastern Sector)and of Arequipa, we may notice according to the date analyzed a substantial improvement in average income, which attained S/. 109.6 (US $90) and S/. 92.2 respectively, for superior to the minimum wage fixed at S/. 75.0 (US $62.5), surpassing all expectations programmed.

In Tables N° 24 and 25, we observe date in the determination in the average income of 34 Micro-Enterprises of the Lima zone and 35 Micro-Enterprises of the Arequipa zone.

TABLE N° 24

Determination of the Average Income of Micro-Enterprises

(Lima Zone: Eastern Sector FY 92)

RANGE	n	y	h	y.n	y.h
70-90	13	80	0.382	1,040	30.6
	8	101	0.235	808	23.7
	5	122	0.147	610	17.9
	4	143	0.118	572	16.8
	2	164	0.059	328	9.7
	2	185	0.059	370	10.9
	34		1.000	3,728	

Source: Drawn up from data compiled from IV Quarterly Report of the Center Region 1992

$$x=\frac{\sum y.n}{n}=109.6;x=\sum y.h=109.6$$

TABLE N° 25

Determination of the Average Income of Micro-Enterprises
(Arequipa Zone FY 92)

RANGE	n	y	h	y.n	y.h
70-90	12	74.5	0.343	894.0	25.5
80-89	8	84.5	0.228	676.0	19.3
90-99	4	94.5	0.114	378.0	10.8
100-109	3	104.5	0.086	313.5	9.0
110-119	3	114.5	0.086	343.5	9.8
120-129	5	124.5	0.143	622.5	17.8
	35		1.000	3,227.5	

Source: Drawn up from data compiled from South Regional IV Quarterly Report 1992

$$x=\frac{\sum y.n}{n}=92.2;x=\sum y.h=92.2$$

An analysis of the main manufacturing activities of the projects show an effort to seek productive diversification; nevertheless, we were able to detect a tendency toward the encouragement of a small group of activities, the proliferation of which could easily saturate the market and as a consequence produce a collapse of the Micro-Enterprise Program in a short or medium term, as well as those Micro-Enterprises supported by other private institutions and by the government itself.

For example, in FY 91 of 66 projects located in the Lima zone of the Center Regional Office, we detected a 60.7% of the projects dedicated to only 5 types of activities (see Table N° 26).

In the zone of Arequipa (South Region) during FY 91 a greater diversity in projects concerning micro-enterprise took place; nevertheless the tendency was similar to the one in the Center; that is to say, they favored the development of only 3 types of activities that grouped a 50.4% of the total amount of projects. This situation improved slightly in FY 92 where a 59.4% of the projects were addressed to 6 types of activities, of which only the dress making activity represented 17.6% (see Table N° 27).

In the Lake Region, the same inclinations of other Regions were noticed because a large number of projects (74.9%) took place in the development of only 5 manufacturing activities (see table N° 28).

TABLE Nº 26

Classification of Micro-Enterprise Projects According to Activities (Center Region)

ACTIVITY	FISCAL YEAR 1991		FISCAL YEAR 1992	
	Nº Projects	%	Nº Projects	%
1. Bakery	8	12.1	12	15.4
2. Dress-making	11	16.7	11	14.1
3. Sweater Knitting	12	18.2	4	5.1
4. Toys	9	13.7	5	6.4
5. Cobblery	4	6.1	12	15.4
6. Basket-Making	5	7.6	15	19.2
7. Embroidery	2	3.0	15	19.2
8. Weaving	5	7.6	--	--
9. Confectionery Patisserie	2	3.0	3	3.9
10. Marmalades, Jams	3	4.5	1	1.2
11. Ceramics	1	1.5	--	--
12. Candle-Factories	1	1.5	--	--
13. Broom-Factories	1	1.5	--	--
14. Handicrafts	2	3.0	--	--
	66	100.0	78	100.0

Source: Drawn up from data compiled from the IV Quarterly 1991 and 1992, Center Regional Office.

TABLE Nº 27

Classification of Micro-Enterprise Projects According to Activity (South Region)

ACTIVITY	FISCAL YEAR 1991		FISCAL YEAR 1992	
	Nº Projects	%	Nº Projects	%
1. Bakery	2	2.1	7	7.7
2. Dress-making	21	21.6	16	17.6
3. Hats	17	17.7	3	3.3
4. Coreoplastics	11	11.3	3	3.3
5. Sweater Knitting	3	3.1	7	7.7
6. Cobblery	3	3.1	8	8.8
7. Toys	1	1.0	4	4.4
8. Embroidery	3	3.1	1	1.1
9. Weaving	1	1.0	9	9.9
10. Handicrafts	2	2.1	5	5.5
11. Bag Making	3	3.1	--	--
12. Tinsmith's Shop	2	2.1	1	1.1
13. Linen Shop	2	2.1	--	--
14. Basket Making	7	7.2	2	2.2
15. Jackets	5	5.1	1	1.1
16. Leather Balls	2	2.1	--	--
17. Carpentry	4	4.1	2	2.2
18. Bags-Knapsacks	2	2.1	2	2.2
19. Gypsum Kiln Plaster Factory	4	4.1	1	1.1
20. Candy shop	2	2.1	--	--
21. Candle Factory	-	--	3	3.1
22. Blankets	-	--	4	4.4
23. Carpet making	-	--	1	1.1
24. Blocks	-	--	2	2.2
25. Confectionery	-	--	2	2.2
26. Marmalades, Jams	-	--	7	7.7
TOTAL	97	100.0	91	100.0

Source: Drawn up according to data from IV Quarter Reports 1991 and 1992 South Region Office.

TABLE N° 28

Classification of Enterprise Projects According to Activity
(Lake Region FY 92)

ACTIVITY	N° PROJECTS	%
1. Sweater Knitting	5	15.6
2. Weaving	5	15.6
3. Handicraft	5	15.6
4. Carpets	5	15.6
5. Jackets	4	12.5
6. Dress Making	2	6.3
7. Ceramics	2	6.3
8. Bag-Making	1	3.1
9. Tinsmith's Shop	1	3.1
10. Core Plastics	1	3.1
11. Carpentry	1	3.1
TOTAL	32	100.0

Source: Drawn up on data compiled from 1992 IV Quarter Report of South Regional Office.

1.4 Development of Infrastructure and Basic Services

This component on one hand performed works dealing with Productive Basic Infrastructure (PBI) as complementary support to Agricultural Development by means of the Execution of small irrigation works (irrigation canals) construction or building terraces, reservoirs, bathing troughs for animals, etc; and on the other hand the execution of Local Basic projects (LBP) as a support to the populated areas of the Urban Marginal and Rural zones, by building Sanitary works (drinking water networks) construction of latrines, mother and child locales, medical posts), Road infrastructure (sidewalks, community halls, building of Markets, garbage disposal) among other activities.

Within these series of works, technical assistance, material and food from PL-480 were provided. Their main characteristics were the versatility and swiftness in arriving and covering the basic service requirements of the poorest communities due to the acute economic crisis of the country and aleatory factors of agriculture (droughts, frost, floods, etc.), which many a time obliged a postponement and/or a surpassing of the goals programmed as an immediate reply to the circumstances which were absolutely necessary, and deserving of the utmost priority.

During FY 91, within the PBI there were performed with greater emphasis, such as construction and re-habilitation of infrastructure works in irrigation and soil conservation, for the purpose of facing the problems arising out of the drought and contribute toward an increase of arable lands due to an acute food crisis. In Table N° 29 we may notice the positive variations

which exceed the goals programmed as well as certain activities not achieved as a consequence of their postponement for the previously mentioned reasons.

Insofar as the Basic Social Projects (BSP), they had programmed the execution of 5 activities; nevertheless, 20 types of non-programmed activities were performed in reply to the existing conditions and for the purpose of satisfying the most needed necessities, such as we may observe in Table N° 30.

TABLE N° 29

Programming and Execution of PBI Projects
(FY 1991)

TYPES OF PROJECTS	UNIT OF MEASURE	PROGRAMMED	EXECUTED	VARIATION	BENEFITS
1. Irrigation Infras.					
- Construct, of irrig. canal	Km	103	294	185.4	3,942
- Rehabilitation of irrig. canals	Km	43	142	230.2	2,104
- Construction of reservoirs	m	8,000	12,733	44.7	2,138
- Well boring	N°	413	269	-34.9	849
2. Warehouse infrastructure					
- Warehouse build	N°	89	48	-46.1	2,129
3. Soil conservation infrastructure					
- Construction of terraces	Has.	96	227	136.5	4,501
- Rehabilitation of terraces	Has.	14	81	478.6	894
- Construction of Waru-Waru	Has.	--	163	---	2,070
4. Animal husbandry infrastructure					
- Construction of animal batting troughs	N°	10	43	370.0	2,427

Source: Drawn up on the basis of MYOP

TABLE N° 30

Programming and Execution of Basic Social Projects (FY 1991)

TYPE OF PROJECTS	UNIT OF MEASURE	PROGRAMMED	EXECUTED	VARIATION	BENEFICIARIES
1. Basic Health & Sanitation					
- Installation of drinking water network	ml	15.900	19.789	24.5	2.111
- Construction of latrines	N°	2.860	3.780	32.2	2.973
- Water reservoir (Hum. consume)	N°	---	200		45
- Mother/child locales	N°	---	20		1.129
- Medical post	N°	---	21		1.155
- Extension sewage network	ml	---	19.760		2.194
2. Community infrastructure					
- Land levelling	m²	225.000	206.724	-81.1	5.514
3. Animal husbandry infrastructure					
- Cattle module	N°	---	6	---	262
4. Road infrastructure					
- Sidewalks	m²	---	4.267	---	748
- Bridge building	ml	---	1.730	---	453
- Road building	Km	163	275	68.7	3.138
- Road rehabilitation	Km	168	187	11.3	2.427
5. Education					
- School classrooms	N°	---	201	---	4.665
- Classroom floor paving	m²	---	1.768	---	625
- School fence perimeter	ml	---	24.465	---	2.677
- Child. dinning room	N°		15		652
6. Community infrastructure					
- Handicraft comm. hall	N°	---	64	---	2.858
- Commun. market const.	N°	---	10	---	474
- Drain construct.	Km	---	10	---	860
- River wall barrier	ml	---	3.214	---	757
- Garbage collection	m	---	196.122	---	2.080
- Electricity	ml	---	5.299	---	195
- Commun. oven construct.	N°	---	5	---	293
- Arborization	Has.	---	104	---	602

Source: Same

Consistent with the objectives and strategies of this component together with the experience of previous years, the Operational Plan of FY 92 was updated for the purpose of programming activities or projects which respond to the most compelling requirements of the Urban Marginal and Rural Communities in direct proportion with the natural and socio-economic conditions of each zone or region.

Of the II activities developed under PBI projects, only one was unable to attain its goal, due to the high cost and scarce monetary resources available for the construction of reservoirs, but notwithstanding this, significant progress was obtained (42.5% of the goal programmed), for they were able to count on the cooperation of other institutions. The rest of the activities were developed in their totality, surpassing the goals programmed in optimum proportions (see Table N° 31), manifesting a technical-administrative efficiency in the implementation of the projects and a correct institutional management and organization.

The Basic Social Projects were restructured for FY 92 as a reply to a correct interpretation of the requirements of the marginated populations granting a priority to the social projects which contribute toward improving the quality of welfare of population groups in extreme poverty.

Of a total of 21 types of projects, only one project did not attain its goal; six types of projects achieved 100% of their programmed goals and 14 types of projects exceeded their pres-established goals as we may observe in Table Nº 32.

TABLE Nº 31

Programming and Execution of PBI Projects
(FY 1992)

TYPES OF PROJECTS	UNIT OF MEASURE	PROGRAMMED	EXECUTED	VARIATION	BENEFITS
1. Irrigation Infrastructure					
- Construct. of irrig. canal	Km	108	3.7	193.5	5,512
- Rehabilitation of irrig. canals	Km	54	80.0	48.1	1,240
- Construction of reservoirs	m^2	10,500	4,462.0	-57.5	2,374
- Boring of wells	Nº	400	576.0	44.0	1,585
2. Warehouse infrastructure					
- Building of warehouse	Nº	36	50	38.9	2,128
3. Soil conservation infrastructure					
- Terrace building	Has.	109	150	37.6	2,893
- Terrace rehabilitation	Has.	28	37	32.1	1,202
- Construction of Waru-Waru	Has.	24	28	16.7	480
- Land levelling	Has.	14	19	35.7	1,717
4. Animal husbandry infrastructure					
- Batting troughs for animals	Nº	10	23	130.0	1,175
- Cattle module	Nº	1	1	0.0	65

Source: Same

TABLE N° 32

Programming and Execution of Basic Social Projects
(FY 1992)

TYPE OF PROJECTS	UNIT OF MEASURE	PROGRAMMED	EXECUTED	VARIATION	BENEFICIARIES
1. Roads					5,547
- Road construction	Km	140	170	21.4	2,057
- Rehabilitation of roads	Km	130	256	96.9	352
- Sidewalks	m^2	25,000	25,096	0.4	102
- Bridge construction	lm	80	83	3.8	
2. Basic Health & Sanitation					
- Mother/child locales	N°	55	14	-74.5	1,134
- Medical post	N°	30	34	13.3	2,635
- Extension sewage network	lm	26,000	36,259	39.5	3,235
- Installation of drinking water network	lm	30,700	63,037	102.1	3,244
- Construction of latrines	N°	1,490	4,006	168.9	3,213
- Water reservoir (Hum. consump)	N°	2,400	2,492	3.8	94
5. Education					
- School classrooms	N°	250	250	0.0	5,200
- Classroom floor pave	N°	8,000	8,617	7.7	1,085
- School fence perimeter	lm	11,000	11,418	3.8	2,491
- Child. dinning room	lm	8	8	0.0	425
6. Community infrastructure					
- Communit. Handicraft hall	N°	50	52	4.0	2,637
- Construction of market	N°	8	8	0.0	521
- River barrier wall	lm	3,000	3,745	24.8	756
- Garbage collection	m	51,000	51,853	1.7	2,540
- Electricity	lm	17,000	17,868	5.1	236
- Construction of oven	N°	3	3	0.0	94
- Construction of drainage	N°	3	3	0.0	94

Source: Same

1.5 Other Children

This component was conceived for the purpose of rendering food services to children dinning rooms and to other private and public institutions who provide food rations to children between 6 and 14 years of age, and who come from Urban Marginal or Rural zones in situations of poverty or undernourishment.

Both in FY 91 and FY 92 the goals programmed were surpassed insofar as the number of beneficiaries were concerned and whom as a consequence of the crisis demand exceeded supply, because in both periods a lesser amount of food was distributed with respect to the amount programmed as may be noticed in Table N° 33.

We must state, that the Other Children component has been a very important contribution not only on account of the food rations granted but by the mobilization of volunteer personnel that actively participated in the preparation and distribution to the different children dining rooms in the country.

TABLE Nº 33

Programming Execution of the Goals

DETAIL	FY 1991			FY 1992		
	Programmed	Executed	Variation	Programmed	Executed	Variation
Nº of beneficiaries	13,800	16,032	16.2	14,000.0	14,654.0	4.7
Food M.T.	993.6	862.0	-13.2	1,008.0	74.8	-3.3
Nº of projects	138	123	-10.9	140	140.0	0.0

Source: Same

II. INSTITUTIONAL EVALUATION

After the evaluation performed for the period corresponding to FY 89 and FY 90, the institution has taken into account the recommendations made as well as the results of their internal evaluations, which contributed toward their being able to consolidate their activities together with adequate and opportune decisions, whose repercussion produced the successful results of their objectives and goals.

ADRA/OFASA has provided the impulse required for its actions to become as technically and professionally viable, on one hand through the renewal of its cadres and on the other in its training for the purpose of becoming competitive agents and more efficient in their management activities.

The structural and functional organization of the institution was adequated to the new requirements for management development. The agency likewise, enlarged its installed capacity to operate on a nationwide scale, guaranteeing greater flexibility and energy in the compliance of its objectives, goals, and strategies.

The training of permanent professional and technical personnel as well as the staff has been organized and executed in accordance with the necessary planning and institutional development requirements. Likewise, they proceeded to transfer the basic knowledge and know how to the volunteer personnel, converting them into agents of change, and an important nexus between the institution and the participants of the programs being implemented, although for budgetary reasons and unforseen resignations, training up to 100% was not achieved among the workers.

The administrative and logistic activities of the institution was strengthened for the purpose of expediting bureaucratic processing in direct support for the compliance of objectives and goals, especially at the regional level. Transportation facilities were enlarged as well as the workers and supervisors and coordinators quarters although not sufficiently as desired.

III. EVALUATION OF THE PROJECTS IMPACT

In virtue of reaching the termination of the ADA/OFASA/USAID agreement corresponding to the period 89-92, a field work was undertaken for the purpose of verifying in situ and a-posteriori the results and the impact obtained after the projects had been executed. The technique employed was by means of direct interviews and the presentation of questionnaires and simple sampling at random among the participants of the projects, locating them in their homes.

The sampling encompassed the zonal offices of Hank, Arequipa, Moquegua, Chiclayo, and Piura.

It was confirmed that the attendance at the projects locale in cases of Mother and Child Health and Micro-Enterprises and to the work zones in cases of Agricultural Development and social and Basic Infrastructural Development was massive, and only registered a minimum amount of absentees (2%) due to reasons fundamentally of health or unexpected travel on the part of participants.

It is evident that the decisive factor for a high degree of attendance were due to the food rations granted, and intelligently used as an incentive to awaken the conscience and creative potential of the beneficiaries, allowing them to develop a series of productive activities and of basic services that before had never been implemented.

One of the clearest forms of participation on the part of beneficiaries were present in the Mother and Child Health and Micro-Enterprise projects where a series of non programmed activities took place to procure economic resources and destine them toward equipping their respective projects. The most common activities implemented were the organizing of food sales, barbecues, raffles, quotas, etc. With the funds thus obtained, they were able to purchase medicine chests, tables, benches, chairs, inputs, etc. In this manner, it was possible to realize an active and direct participation as a form of counterpart on the part of the beneficiaries as a response to the support and incentives received through A/O/USAID during the period of execution of the projects. In the Social and Basic Infrastructure Development projects and Agricultural Development projects which due to their nature participation was massive and organized into the tasks they were faced with in farming, in meetings for the transfer of technology and in the practical appliance of the same.

Another manner in which the beneficiaries of Agricultural Development projects manifested their participation was the skill they were able to acquire in the management and growing of vegetables crops among others (which was evidenced by the increase in productivity previously analyzed) allowing them to improve their food diet and obtain an additional source of income as a result of the sale of surpluses, in view of the high productivity achieved.

In the economic aspect, participants of the projects manifested having bettered their socio economic situation as a result of the food rations received on a monthly basis, which means to at least 42% of the participants a saving of approximately 30% of their family budget; for around 382 of the participants it represented and equivalent of 20% of their budget and for 20% of the participants, savings in the family budget reached 15%. Together with these actions, the transfer of knowledge and known how as well as instructions addressed toward an improvement of life quality of the beneficiaries by means of lectures on Home Economics, Health, Nutrition, family planning, manual skills, etc., produced a great impact among participants, whom, notwithstanding

having concluded the project activities, continued to practice their acquired skills at home on their own initiative.

100% of the individuals interviewed manifested that as a consequence of the activities carried out in the projects they not only learned techniques for the manufacture of consumer goods, but also their personal and family life had greatly improved in their food regime, home cleanliness and hygiene, the caring of their children as well as the enlargement of their circle of friends and cooperation with other members of their community; that is to say, they were able to accomplish a neighborhood integration. The A/O programs have enabled the participants "to learn" to relate to one another as neighbors.

Another positive aspect of the impact achieved from the projects has been the transformation of participants into leaders among their community, with the power to transmit the acquired knowledge and simultaneously support the organization of future projects, similar to those executed by A/O.

The acceptance of the projects on the part of the beneficiaries has been unanimous, the work performed transcended the community, deserving the recognition and appreciation on the part of Department authorities of the public and private sectors of the work accomplished by A/O.

In the projects of the Micro-Enterprise Development Component they have also achieved impacting results and highly profitable for the more qualified participants, because the latter have not only generated their self-employment but have learned the techniques to implement a productive activity, generating their own income and continuing at their own risk and account after concluding the execution of the projects by A/O. The field work performed shows us that the participants manifested having increased their respective capital from a minimum of 26% up to more than 1,000% increase obtained since the termination of the project in September 1992, up to the moment the evaluation was performed (February 1993); that is to say, 5 months after the food support, the financing and technical assistance ended on the part of A/O.

The respective data is to be found in Table Nº 34.

TABLE Nº 34

Capital Increase of Some Micro-Enterprises Established (After the Project)

ACTIVITY LINE OF BUSINESS	PLACE	CAPITAL AT BEGINNING OF PROJECT S/.	CAPITAL AT TERMINATION OF PROJECT S/.	CAPITAL AT THE MOMENT OF EVALUATION S.	INCREASE OF CAPITAL AT EVALUATION OF PROJECTS %
Marmalades	Moquegua	10	3.000	4.000	33.3
Dress Making	Moquegua	12	500	2.500	400.0
Furniture (Chairs)	Samequa Moquegua	1	150	1.700	1.033.3
Carpentry	Samequa	0	100	1.000	900.0
Dress Making	Samegus	2.000	6.000	9.000	50.0
Bakery	Cayma (Arequipa	0	6.400	8.800	37.5
Jacket. Manuf.	Socabaya (Arequipa)	0	790	1.000	20.6
Shoe Shop	Socabaya	0	110	700	536.4
Confectionery	Cerro Colorado (Arequipa	20	180	300	66.7
Shoe Shop (Shoes)	La Victoria (Chiclayo)	670	12.800	18.400	43.8
Shoe Shop Sandals, Slippers	San Lorenzo (Chiclayo)	10	2.000	3.200	60.0
Marmalades	Jorge Chavez (Chiclayo)	0	500	2.000	33.3
Confectionery	Castilla (Piura)	0	50	300	500.0
Bakery Gandy Shop	Primavera (Piura)	30	500	1.000	100.0
Shoe Shop	E. Lopez Albujar (Piura)	0	1.300	2.500	92.3
Dress Making	C. Velazco (Piura)	400	800	1.100	37.5
Shoe Shop	C. Velazco	0	1.600	2.200	37.5
Sweater Knitting	Capa Chiro (Hank)	0	500	1.000	100.0

Source: Evaluation Questionnaire FEB. 1993

IV. EVALUATION OF FEMALE PARTICIPATION

In the present chapter we briefly analyze the participation of the woman in two areas: the first one refers to the professional personnel of A/O supervisors, and the second, to the beneficiaries in the projects.

In the first case, the team of supervisors is conformed by a 42.1% female personnel whose participation in the making of decisions at the corresponding level is similar to the prerogatives of the masculine personnel. For they perform their respective tasks under the same responsibilities in all phases of the management, design, execution, monitoring and evaluation of the projects assigned to each supervisor with no discrimination of race, sex or in remunerations. Nevertheless, we must express that the team of feminine supervisors are located at 35.1% within the Mother and Child Health and Other Children; at 3.5% in the Agricultural Development and an equal proportion in the Component of Micro-Enterprises. This condition is in virtue of the professional preference of the women who mainly choose nursing careers; nutrition, etc., instead of Engineering, Economics or accountancy, which constitute the specialties mostly requested to fulfill positions in those components. In Tables Nº 35 and 36, we show the distribution of supervisor personnel both for the regionals and components respectively.

TABLE Nº 35

Distribution of Supervisor Personnel By Regions

REGIONAL	MEN	WOMEN	TOTAL
Center	11	7	13
North	8	4	12
South	8	8	16
Lake	6	5	11
TOTAL	33	24	57
%	57.9	42.1	100.0

Source: Same

TABLE Nº 36

Distribution of Supervisor Personnel According to Component

COMPONENT	MEN		WOMEN		TOTAL	
	Absolute	Relative	Absolute	Relative	Absolute	Relative
- Mother & Child Health and O. Chil.	3	5.3	20	35.1	23	40.4
- Micro-Enterprises	12	21.1	2	3.5	14	24.6
- Agricultural Development	8	14.0	2	3.5	10	17.5
- Social and Basic Infrastruct. Development	10	17.5	0	0	10	17.5
TOTAL	33	57.9	24	42.1	57	100.0

Source: Same

With respect to the second level of analysis on the participation of the woman among participants in the projects of the different components, we have observed a major presence of families who respond to traditional models in which the role of the woman and the male are categorically outlined. Nevertheless, we were able to notice that the situation is not as hermetic as the traditional "machista" may affirm it to be, and in which the responsibilities of house chores are denied for the male; and woman is excluded from making important family decisions. The major participation of women in A/O projects (60%) evidences the necessity of sharing different roles inside the homes if these are to contribute toward the improvement of family welfare; therefore, it was necessary that the men assume certain duties within their homes in order to facilitate matters so their spouses might attend to the project meetings during the respective chronologies; propitiating a sort of internal division family labor, specially among participants of the Mother & Child Health and Micro-Enterprises. In the first component the totality of adult participants were women (10% at the global level) and in the case of Micro-Enterprises there was a participation of 5.2% in women as against a 0.8% of men. This situation was due to two factors or conditions. The first, the necessity of receiving food while they were in the process of learning and receiving instruction in different activities and secondly that the men understood this necessity and helped the participation of their womenfolk in the projects.

In all the components we observed the major participation of women, because this attendance was not limited to the management nor in the execution of the projects, as they were allowed to accede to all phases of activities programmed including the building of works and installations which required muscle efforts as in the component referred to Basic Productive Infrastructure (BPI) and Basic Social Projects where feminine participation attained 37.8% while the men's remained at 32.5% (see Table Nº 37).

The participation of rural women, merits a special mention because in addition to carry out multiple activities at home, they are permanently beside their spouses, performing the same agricultural tasks with no discrimination in their work with the exception of leadership which is assumed by the men as a leftover of ancestral customs. Nevertheless, in many projects specially

in the community vegetable gardens or orchards the men turned the leadership to the women. We must manifest that the "machista" attitude of the rural man is slowly changing according to the possibility of his being able to overcome ideological limitations and assimilates the urban culture as a consequence of scientific and technological progress. In this sense, the overall participation of the woman in the rural area amounted to 19.7% less than the men which was 30.1%. We should note that the participation of the rural woman in Mother and Child Health projects was mainly feminine as we show in Table Nº 38.

With respect to the managerial and entrepreneurial capacity of women, these were highly positive especially in the development of Micro-Enterprises, where they demonstrated sufficient ability in the manufacture of products, and in the conduction of their companies through a correct utilization of inputs, capability of establishing unit costs, capitalization through reinvestment of profits as well as an ability superior to the capability of man concerning the marketing of their products, for such aspects allowed them to compete on equal terms and conditions without conflict with the men, because the average incomes previously analyzed, have also been incomes obtained by the women.

Amongst the factors which facilitated or hastened the participation of women in the A/O projects, we may mention a successful training and instruction transmitted by the supervisors and volunteer personnel who were able make the participants conscious of themselves as active elements and agents of change within their communities, with the power of improving efficiency in the conduct and administration of their homes and at the same time offer them a real alternative of contributing toward the family budget with the self generation of work and additional income. The encouragement of social and sporting activities also facilitated and incentivated feminine participation because it allowed an interchange and exchange of emotions, common interests, cultural values and above all an enlargement of their social relations of friendship and cooperation. Among the factors that inhibited feminine participation, we may mention the economic crisis which, on one hand, limits institutional resources to benefit and support a larger amount of participants and, on the other hand, the necessity of leaving their homes or homesteads to seek work or other ways of obtaining cash incomes in order to subsist.

TABLE Nº 37

Distribution of Participants According to Sex

COMPONENT	MEN		WOMEN		TOTAL	
	Absolute	Relative	Absolute	Relative	Absolute	Relative
Mother & Child Health	--	--	8,402	10.0	8,402	10.0
Agricultural Development	5,659	6.7	5,959	7.0	11,618	13.7
Micro Enterprises	684	0.8	4,358	5.2	5,042	6.0
Social Basic Prod. Infrastructure	27,443	32.5	31,915	37.8	59,358	70.3
TOTAL	33,786	40.0	50,634	60.0	84,420	100

Source: Drawn up on the basis of data of the Annual Progress Report FY 92

TABLE Nº 38

Distribution of Participants According to Sex in Urban Marginal and Rural Area

COMPONENT	URBAN MARGINAL			RURAL			TOTAL
	Men	Women	Sub Total	Men	Women	Sub Total	
Mother & Child Health	0	6,334	6,334	0	2,068	2,068	8,402
Agricultural Development	439	3,084	3,623	5,120	2,875	7,995	11,618
Micro Enterprise	451	3,574	4,025	233	784	1,017	5,042
Social Basic Prod. Infrastruct.	7,388	21,035	28,423	20,055	10,880	30,935	59,358
TOTAL	8,378	34,027	42,405	25,408	16,607	42,015	84,420
%	9.9	40.3	50.2	30.1	19.7	49.8	100.0

Source: Same

V. EVALUATION OF THE MANAGEMENT, ADMINISTRATION, AND DISTRIBUTION OF FOOD

During the period of execution of the projects, A/O demonstrated adequate and efficient work in the management of food donated under PL-480 Title II, the deliveries were made opportunely to their Regional and Zonal headquarters to be further transported to the project sites.

The administration of the food was entrusted to specialized personnel in each one of the warehouses pertaining to the institution, which in turn has the direct responsibility of collecting it from the port of entry and delivering it to the Zonal Office, and at this point responsibility is delegated to the Board of Directors of each project and under the direct and strict supervisors and promoters.

For the storage of food A/O worked with three large warehouses in FY 91 of their own property plus one additional one which was rented, and all of them were located at the Headquarters of the Regions of Lima, Arequipa, Chiclayo, and Juliaca. In addition to these, it also maintained 7 rented zonal warehouses, which altogether possessed a capacity to store around 7,000Mt. For the period of FY 92, these warehouses were maintained with the exception of one which failed to continue, totaling a storage capacity of 5,100 M.T.

The distribution of food toward the project sites was carried out to the account and risk of the beneficiaries, organized into democratically elected governing boards and specially trained to perform an efficient and honest administration, after which they proceeded to distribute the goods among the members of each project in accordance with a detailed chronogram for each supervisor whenever the requirements were fulfilled and according to the documents on file in the respective archives of the Zonal and Regional Headquarters.

During FY 91 17,848 M.T. of food were distributed with a variation of -0.6% with respect to what was programmed; and in the period corresponding to FY 92, 17,506 M.T. of food distributed; that is to say, -5.8% of the column programmed (see Table Nº 39).

TABLE Nº 39

Distribution of Food By Components
(In M.T)

COMPONENT	FY-91			FY-92		
	Programmed	Executed	Variation	Programmed	Executed	Variation
Mother & Child Health	3,788.4	3,670.6	- 3.1	4,384	3,728.2	-15.0
Agricultural Development	2,488.4	2,542.4	2.2	2,827	3,353.2	14.6
Micro Enterprise	3,431.3	2,982.7	-13.1	2,546	2,132.9	16.2
Basic Prod. Infrastruct.	5,424.7	3,862.7	-28.8	1,067	1,777/4	66.6
Basic Social Prod.	0	1,901.4	0	4,284	3,916.8	- 8.6
Other Child	993.6	862.0	-13.2	1,176	974.8	-17.1
Volunteer Personnel	971.9	1,140.2	17.3	1,319	1,340.3	1.6
Sub total	17,098.3	16,962.0	0.8	17,703	17,223.6	- 2.7
Emergency	854.9	886.0	3.6	886	282.7	-68.1
TOTAL	17,953.2	17,848.0	- 0.6	18,589	17,506.3	- 5.8

Source: Annual Progress Reports FY-91 and FY-92

Losses have been minimal and are found to be within permitted and acceptable parameters. During FY 91 total losses amounted to a 2.32% of the volume shipped; and in FY 92 it was 1.9% of the total volume shipped.

In both cases, the greatest losses correspond to local or land transport, as a consequence of constant handling at different sites, which run from the port to the headquarters of each project and caused principally by the weakness of the containers especially paper and plastic bags, for the greatest volume of losses are those corresponding to flour products (see Table N° 40); losses due to theft are not percentually representative, having been opportunely controlled.

TABLE N° 40

Volume of Food Losses According to Origin
(In M.T.)

FOOD	FY-91				FY-92			
	Maritime	Port	Land	Total	Maritime	Port	Land	Total
Wheat Flour	51.4	5.3	143.9	200.6	65.6	0.0	61.9	127.5
ICSMF	30.1	6.5	82.8	119.4	66.8	0.4	76.4	143.6
Lentils/Red Beans	7.7	2.2	38.0	47.9	16.6	0.1	31.6	48.3
OIL	3.0	0.0	1.7	4.7	1.8	0.0	3.7	4.2
Powdered Milk	4.3	0.0	17.0	21.3	13.3	0.6	6.5	20.4
TOTAL	96.5	14.0	283.4	393.9	163.3	1.1	179.5	344.0

Source: Same

CONCLUSIONS

1. Motivated by the food donated, the beneficiaries had the opportunity of becoming conscious of the true significance of health, nutrition, home economics, responsible father hood, etc, as well as working in a team to be able to overcome critical situations and in contributing positively toward family and community welfare even under precarious conditions.

2. Certain diseases have been avoided with success, to the point where national epidemics such as cholera has not shown up among the participating mothers and children of the Mother and Child Health projects.

3. The training and high degree of consciousness acquired by the participants have facilitated increased nutritional levels of underweight children as well as achieving higher percentages in the control of growth, the techniques of which were learned by the participating mothers at the MCHC projects.

4. At the end of the project, the Mother & Child Center or projects were disactivated, leaving them to continue functioning as such. The consolidating factor or family group integrators of the different ideologies, races, religion, etc., was the donation of food; once this element disappeared the projects have also disappeared, leaving to each participating mother the instructions she had received together with the pleasant memories of having participated in a new and original project, greatly effective and of great family and communitarian value.

5. With the participation of 100% of the individuals of the feminine sex in projects of MCHC projects, they were accorded an opportunity of freely and spontaneously developing their skills and potentialities in the learning process of new knowledge which before the establishment of the project they would not have been able to accomplish.

6. A/O has complied with their philosophy, objectives and goals programmed; taking into homes a different alternative of teaching and learning to improve the quality of life within the most needy homes of the country.

7. During the period of execution of the projects, the beneficiaries have actively participated in all the tasks inherent to agricultural business, obtaining positive results in their harvests, notwithstanding adverse and aleatory factors that have arisen.

8. The transfer of technology, through programmed technical assistance, has made it possible to successfully avert several problems arising out of the lack of technical skill in the use of inputs and cultural practices.

9. We observe an active participation in the learning process and in the formation of Micro-Enterprises, with satisfactory results in the generation of self employment and of incomes that surpassed the official minimum wage established.

10. The opportune and sufficient transferal of knowledge made it possible to relatively and successfully overcome the production and marketing problems arising from the recession and stagnancy of the national economy.

11. The Revolving Fund, notwithstanding the scant resources available, has demonstrated to be an efficient element both for agriculture as well as micro-enterprise to capitalize their precarious activities.

12. The overall goals were fulfilled and in many an instance have even exceeded them, not only with reference to the number of projects executed or the number of participants benefitted but noticeably improving their incomes and generating new jobs.

13. Concerning micro-enterprise projects even though we observe an outstanding diversification of activities we notice a tendency in concentrating many projects into fewer types of activity.

14. The efforts on the part of supervisors and promoters has been optimum, having developed their activities with dedication and efficiency, albeit the difficult climatological conditions, and the scarce transportation facilities available.

RECOMMENDATIONS

1. At the same time that we observe the gratitude and satisfaction on the part of beneficiaries, we also notice expressions of discouragement and worry about the termination of MCHC projects, because upon no longer being able to receive donated, food rations, they are again left to their fate as far as hunger is concerned due to the generalized and poverty.
   Left on their own, they have neither the conditions nor the possibilities of continuing the projects by themselves.
   To this effect and to prevent the disactivation of future projects, the following complementary actions are recommended:
   a. That through the BPI programs and the contribution of the selected community locales be built exclusively for the permanent functioning of the Mother and Child Health Centers, which upon the termination of the project will be transferred and managed by the beneficiaries themselves.
   b. To continue with certain groups of mothers who have developed certain productive activities and supporting them for the purpose of providing them work permanent personal incomes.

2. Due to the effectiveness and success of Plan A and the Agricultural Rotation Fund, it is recommended that in the future a greater amount of resources be granted as well as a strengthening in Technical and professional personnel cadres.

3. That in programs of Agricultural Development and Micro-Enterprises in the future they should establish regulations concerning requirements and procedures to be followed.

4. To periodically update the knowledge of supervisors and promoters in aspects related to technical assistance and credit as well as other technological aspects instead of administrative.

5. The budgets for the Rotation Funds should be in agreement with the goals programmed for the purpose that when financing occurs this be performed in a complete and opportune manner to guarantee an effective capitalization of the total number of projects programmed.

6. For future Micro-Enterprise development projects they should require that marketing studies be undertaken as well as an identification of manufacturing activities in order that they be priorized and executed with a rational criteria for the purpose of avoiding a concentration of too many projects in a few productive activities.

7. To periodically update the knowledge on the part of supervisors and promoters of micro-enterprises in accordance with the dynamics imposed by local economic conditions and legal norms in force.