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9. ABSTRACT
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The seminar described in this report developed a basic project methodology useful to both agencies and individuals. It sought to provide project managers with tools to improve their performance as evaluators, establish a common "guide" for writing projects useful to all agencies operating in the rural sector of Ecuador, and stimulate contact and communication between agencies and the users of their services. The report describes the steps taken during the seminar toward drafting the "Guide for Project Evaluation." The guide, included in this paper, is designed to serve as a useful tool for international projects.

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SUMMARY

COURSE ON RURAL DEVELOPMENT PROJECT METHODOLOGY

September 19-25, 1976

Quito-Ecuador

DEVELOPMENT PROGRAM GRANT - AID/PHA-G-1117 GTS

CRS

RURAL PROJECT METHODOLOGY

- 1) Planning of the Seminar
- 2) Objectives
- 3) Use of DPG Consultants
- 4) Methodology of the Seminar
- 5) Participants
- 6) Presentations, Conclusions, Recommendations
- 7) Evaluation of the Seminar
- 8) Financial

Appendix A: List of Participants

Appendix B: Final Document

RURAL PROJECT METHODOLOGY

1) Planning of the Seminar.

In thinking of how we might best follow up our first national level course, "Rural Development among Indigenous and Campesinos of the Ecuadorean Sierra," we came to the conclusion that all of us, agencies, promoters, etc., are in what might be called the "project business." In other words, "projects" are our principal activity, we all use the same or similar terminology, and we speak in terms of "successful" or "unsuccessful" projects. If this be our trade, are there common objectives? Are there common measurables to evaluate success? Are we really speaking the same language after all? And if not, might not there be some way in which this project business could become better organized, more coordinated, and hopefully more fruitful?

We came to the conclusion that perhaps a course that would return to the basis of project methodology could be useful to both agencies and promoters alike. We called a meeting of CRS, Promoción Humana, CESA, and FEPP to discuss this idea in the hope that interest could be generated for co-sponsoring such a course. Both CESA and FEPP enthusiastically accepted to help plan and carry out the course. The main architect was a former UNDP expert now working for CESA, Alain Dubly. The actual course would be run by CESA personnel with the main lecturers, Fausto Jordán, Alfonso Ferrufino, Carlos Vallejo, and Luis Rodríguez also provided by CESA. FEPP's general manager, José Tonello participated in all planning sessions and FEPP paid the regular S/. 1,500.00 registration fee for each person attending from the organization. (A S/. 1,500.00 fee was established for agencies, S/. 200.00 for individual projectholders, Caritas personnel, etc.)

2) Objectives.

- a) Provide project managers with additional tools to improve their performance as evaluators.
- b) Establish a common "guide" for writing up projects useful to all agencies operating in the rural sector of Ecuador.
- c) Stimulate contact and communication between the agencies represented and the actual or potential users of their services.

3) Use of DPG Consultants.

Since we were able to obtain the services of highly qualified CESA personnel to both design and carry out this course, it was not necessary to hire outside consultants with DPG funds, as we had done for an earlier seminar. Eduardo Bracamonte of Bolivia attended the course more as a participant than a consultant.

4) Methodology of the Seminar.

The "guide" to project elaboration was arrived at through the use of a gradual process. First the participants were encouraged to break down interpersonal barriers and to realize the difficulties encountered by projectholders, managers, and planners through a group dynamics session. Several experts then analyzed the problems of development in Ecuador and suggested possible criteria to be used in compiling the guide. Those criteria used by various international funding agencies were then examined and their applicability to the Ecuadorean situation was discussed. A case study method was used next to sensitize the participants as to how criteria are applied to specific projects and how well each meets the criteria.

Many of the preceding subjects were dealt with through group discussions. Varying the membership of the groups from session to session permitted close personal contact between all the participants at sometime during the Seminar.

Finally, after the process of education and sensitization had been completed, work began on the guide for elaboration of projects. Groups each developed a portion of the guide and, afterwards, the final document of the seminar was hammered out by all the participants.

5) Participants.

The course was jointly sponsored by CRS, Promoción Humana, CESA (Central Ecuatoriana de Servicios Agrícolas), and FEPP (Fondo Ecuatoriano Populorum Progressio). CESA support included technical planning conducted by Dr. Alain Dubly (French development planning expert formerly with UNDP), lectures by its personnel, and the direction of the course itself. FEPP provided S/.1,500.00 per each of its three participants, as did the FED (Fundación Ecuatoriana de Desarrollo), the Fundación Brethren Unida, and CARE.

The remainder of the group consisted of representatives of Promoción Humana as well as several projectholders. CRS personnel included John Conroy (Bolivia), Anne del Castillo (Peru), Msgr. Roland Bordelon (New York), Mark Reilly, and Robert Murray (Ecuador). Eduardo Bracamonte came from Bolivia as an observer/participant. CRS and Promoción Humana secretaries and staff kept the participants well supplied with daily summaries of the activities (See Appendix A for a complete list of the members of the course and their affiliations).

6) Presentations, Conclusions, and Recommendations.

The program was composed of six distinct parts, each of which was designed to sensitize the participants and to develop their critical sense in order to arrive at the Guide for Project Elaboration.

- a) Motivation with a session in group dynamics in which the participants were split into three groups of planners, directors and workers to try to appreciate the problems encountered by each group in administering programs.
- b) Christian Vision of Development - Definition of development and underdevelopment especially as it pertains to Ecuador. Several guest lecturers spoke on the national agrarian situation from both the Church and State standpoint and how these two entities have provided the keys to agrarian reform laws in Ecuador during the last 100 years.
- c) Plan, Program and Project - A case study method was used to point out the differences between plan, program and project. Necessary elements to the elaboration of development projects were outlined. Participation by the lowest level was stressed throughout. The participants, divided into five groups, designed a matrix for project creation, funding, evaluation and follow-up.
- d) Examination and criticism of various project elaboration guides used by international funding agencies such as MISEREOR, CAFOD, Interamerican Foundation, DESCO (Peru), and others. The different criteria used by the agencies were examined for common characteristics and applicability to the Ecuadorean situation.

The second part of this session was devoted to a case study of 100 different projects, using criteria previously developed by the seminar's leadership. The projects were ranked according to the proposed criteria and the participants were able to grasp the necessary elements in project presentation and evaluation.

- e) Establishment of a Project Elaboration Guide - This session addressed the basic problem of the seminar and groups were chosen to create the following portion of the final document (see Appendix B):

Group One: Description, Objectives and Justification.

Group Two: Organization and conditions of project realization.

Group Three: Resources, local input and calendar of project execution.

Group Four: Economic and Financial information - Supervision and evaluation.

Attempting to integrate the personal experience of the participants with the critical viewpoint obtained through the seminar, a practical, universal guide for project presentation was constructed. It should include all the requirements of the various agencies and still be simple and basic enough to ^{be} used by local groups throughout the country.

- f) Drafting of the final document - The seminar as a body discussed and criticized the conclusions of each group and adjusted the various group efforts into a continuous whole.

On the last day of the seminar the participants evaluated the seminar. The general reaction was quite favorable with much enthusiasm for future similar meetings to

further clarify some points and to encourage cooperation between the several groups working on rural development in Ecuador.

7. Evaluation of the Seminar.

This seminar gave several of the groups working with rural development in Ecuador a unique opportunity to interact, exchange ideas and work on a practical, universal guide for presenting projects. The co-sponsoring of CRS, Promoción Humana, CESA and FEPP points to increase cooperation between CRS/PH and other church-affiliated organizations. CESA's invaluable aid in particular shows this new cooperation in action. The exchange of ideas and insights regarding project development and specifically the Ecuadorean situation was beneficial to all. Personal involvement with these people in small groups gave ample time for interaction and gave national-level personnel an opportunity to meet and assimilate the perspective of the local participants. The local representatives, on the other hand, were able to learn what the national-level people face when preparing and submitting a prospective project to diverse funding sources. The participation by both groups in formulating the Guide for the Elaboration of Projects provided input from all levels, the product being a Guide that will be comprehensible, practical and universal for everyone from projectholder to funding organization. In addition, the experience of critically evaluating projects helps local personnel judge the merits of incoming project proposals, fully develop projects before submission and establish a systematic set of priorities for projects. This process should lead to a greater number of complete, well-prepared projects passing through national-level agencies; reducing their paperwork, administrative costs and unnecessary delays in funding. The Guide for Project Evaluation should prove to be a useful tool both here in Ecuador, and, perhaps, internationally.

8. Financial.

Food and Lodging - San Patricio

Retreat House-----S/.	31,000.00
Travel, lodging, per diem and airport taxes for international participants-----S/.	2,810.00
Materials, Duplication, secretarial-----S/.	7,931.70
Organization of Group Dynamics exercise-----S/.	<u>600.00</u>
	S/. 42,341.70
Income from registration fees-----S/.	<u>4,557.00</u>
Total cost of Seminar-----S/.	37,784.70

Average exchange rate during account
period: US\$ 1.00 = S/. 27. 30

Total cost of Seminar-----US\$ 1,384.00 (Approx.)

CURSO SOBRE METODOLOGIA DE PROYECTOS
LOCALES DE DESARROLLO
Quito, 19-25 de septiembre de 1976

A P P E N D I X A

LISTA DE PARTICIPANTES

NOMBRES

INSTITUCION

AZUAY

Sr. Estuardo Jarrín C.	CARE
Sr. Federico Muñoz V.	Arquidiócesis de Cuenca
P. Roberto Samaniego	Centro Regional de Capacitación Campesina
Sr. Víctor H. Torres	Caritas Cuenca

CAÑAR

Sor Lucía Muriel	Diócesis de Azogues
Lcdo. Marco T. Romero	Diócesis de Azogues

ESMERALDAS

Srta. Coca Castillo C.	Vicariato de Esmeraldas
P. Rafael Savoia G.	Vicariato de Esmeraldas

GUAYAS

P. Mariano Merchán	Proyecto Valdivia
Sr. Alberto Solórzano	Promoción Humana/Guayaquil

MANABI

Sor Teresa López T.	Promoción Humana/Manabí
P. Antonio Porcú	Promoción Humana/Manabí

PICHINCHA

Agr. Orlando Arévalo A.	Fondo Ecuatoriano Populorum Progressio (FEPP)
Sr. César H. Astudillo	Promoción Humana/Bienestar Social
Sr. Marco Haro C.	FEPP
Soc. Miguel Gaibor	Central Ecuatoriana de Servicios Agrícolas (CESA)
Econ. Fausto Jordán	CESA
Lic. Oswaldo Mata	Promoción Humana/Oficina de Proyectos
Sr. Tito Mier L.	CESA
Soc. Wagner Molina	Promoción Humana/Oficina de Proyectos
Soc. Carlos Orbe C.	CESA
Sor Bernarda Ortiz	Promoción Humana/Indigenismo
Sr. Rommel Pañcios A.	Promoción Humana/Bienestar Social
Sr. Reppi Tonello	FEPP
Sr. Hernán Montero Z.	Promoción Humana/Oficina de Proyectos
P. José V. Eguiguren	Promoción Humana/Secretario Ejecutivo

TUNGURAHUA

Sr. Gonzalo Halló U. Caritas Ambato
P. Jesús Tmayo S. Centro Indígena Atocha

Catholic Relief Services (CRS)
Dr. Eduardo Bracamonte CRS/Bolivia
Sr. John P. Conroy CRS/Uruguay
Srta. Anne del Castillo CRS/Bolivia
Sr. Mark E. Reilly CRS/Ecuador
Sr. Robert J. Murray CRS/Ecuador

Personal de Secretaría y Administración

Srta. Margoth Estrella Promoción Humana
Srta. Adela Moreno Promoción Humana
Srta. Rocío Torresano Promoción Humana / CRS
Sr. Oswaldo Ordóñez Promoción Humana / Bienestar Social

CURSO SOBRE METODOLOGIA DE PROYECTOS
LOCALES DE DESARROLLO
Quito, 19-25 de septiembre de 1976

A P P E N D I X B

Final Document

GUIDE FOR THE ELABORATION OF PROJECTS

(Translation)

A. GENERAL INFORMATION

I. IDENTIFICATION

- Title of Project
- Location (country, province, region, parish)
- Applying Institution (Nature and method of operation)
- Responsible Institution (Nature and Method of operation)

II. SUMMARY OF THE PROJECT

(principle points regarding its structure)

- Description
- Methodology
- Costs and financing

III. DIAGNOSIS

- Short analysis of the situation of the country and its perspectives for development emphasizing the type of project.
- Place of the project in the context of national development.
- Description of the community in the following aspects:

Geographical
Socio-Economical
Organizational

B. THE PROJECT

Full description of the project and/or the sub-projects.

I. OBJECTIVES

- General
- Specific

II. JUSTIFICATION

a) Qualitative:

- Real and felt need
- Community participation in the elaboration of the project.
- Multiplier effect
- Overcoming unjust structures

B) Quantitative (referring to productive projects)

- Redistribution of the profits
- Economic Viability
- Valuation of the community contribution
- Increase in employment

III. RESPONSIBILITIES DURING EXECUTION (their role in the separate phases)

- a) Promoters
- b) Community

IV. OPERATION OF THE PROJECT

- a) Coordination between promoters and the community
- b) Internal dynamics of the above
- c) Definition of duties and responsibilities
- d) Relationship between distinct stages of the project
- e) Relationship of the project with other local projects, regional and national programs.

V. LOGICAL SEQUENCE OF EVENTS

- Preparation
- Realization
- Conclusion

VI. INVENTORY AND ANALYSIS OF LOCAL RESOURCES (where it is possible to quantify them)

- Physical-
- Economic
- Social

VII. CALENDAR OF EVENTS

- Beginning date
- Duration

C. FINANCIAL SECTION

I. TOTAL COST OF THE PROJECT:-----

- Infrastructure:-----\$
- Investments: Credit-----\$
 - Production-----\$
 - Mecanization-----\$
 - Commercialization-----\$
- Technical assistance-----\$
- Organization and Promotion-----\$
- Administration-----\$
- Contingency Fund-----\$

II. FINANCING

- Internal: Federal (Government)-----\$
- Other-----\$
- Local-----\$ total-----
- External:-----\$ total-----

III. BUDGET

<u>CATEGORY</u>	<u>TOTAL</u>	<u>AMOUNT REQUESTED</u>	<u>LOCAL CONTRIBUTION</u>		
			<u>Federal Governm.</u>	<u>Local</u>	<u>Other</u>
- Infrastructure	S/.				
- Investments					
- Credit					
- Production					
- Mechanization					
- Commercialization					
- Technical Assistance					
- Organization and Promotion					
- Administration					
- Contingency Fund					
T O T A L -----	S/.				

IV. CALENDAR OF INVESTMENTS

V. ECONOMIC VIABILITY

VI. REPAYMENT

- Rate of interest
- Schedule of repayment (amounts and dates)

D. SUPERVISION AND EVALUATION

I. DESCRIBE THE SYSTEM OF SUPERVISION AND THE BASIS FOR JUDGEMENT _____

II. NAME THE EVALUATOR: _____

III. DESCRIBE THE METHODOLOGY TO BE EMPLOYED IN THE EVALUATION OF OBJECTIVES? ACTIONS AND INVESTMENTS