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THIRD ANNUAL REPORT

Catholic Relief Services - U.S.C.C.

Development Program Grant
AID/PHA-G-1117

Third Annual Report

August 1, 1977 - July 31, 1978

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Catholic Relief Services - U.S.C.C.

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I. GRANT OVERVIEW

Catholic Relief Services, in its project proposal presented to the Agency for International Development, stated the purpose as: "to support a technical field staff and workshops for training regional and country level personnel, to improve the capability of CRS and its indigenous counterparts to plan, design, implement and evaluate integral rural development programs in response to the aspirations and needs of the rural poor with special attention to women. Programs will be directed to improving the quality of life through attitudinal change, the promotion of local development structures (primarily, at the village level), and sectoral emphasis on food, nutrition, health, education and human resource development."

The ultimate goal is to increase participation of the poorest majority in solving their socio-economic problems.

We have now successfully completed a three-year program during which some of the more important results expected to be achieved were:

- 1) Increased number of integrated programs, especially linking food production, nutrition and human resource development.
- 2) Redesigned systems for planning, implementing and evaluating development programs and their components: needs and resources, surveys, priorities, planning cycles, evaluation methodologies, etc.
- 3) Trained personnel at the country and regional levels of CRS and counterpart organizations, and in some cases, of project participants themselves.
- 4) Allocations of increasing amounts of CRS and counterpart resources, both personnel and funds, to development priorities.
- 5) Greater financial support from development funding sources, in response to improved program design.
- 6) Linkages between technical and other in-country resources and the rural poor.
- 7) Coordination with private sector, both government and foreign assistance/development agencies.

A very dynamic process within Catholic Relief Services has taken place during the past three years. The Development Program Grant provided the funding and the vehicle by which the process could evolve. One of the most significant achievements has been the completion of a comprehensive Program Management System. This System is described in the Program Management Manual, which was developed by a CRS Planning and Evaluation Task Force under the

direction of Brother Raymond Fitz, S.M., Ph.D., Strategies for Responsible Development of the University of Dayton.

We can also report that the seven important results herein listed have all been achieved by CRS during the three year period of this Grant. The third and final year of this Grant showed a steady progress towards successful completion of the planned Outputs, Purpose and Goal. The activities undertaken by each Region will be summarized later in this report.

During this past year, several important positions in the organizational structure of CRS were created: a Senior Director of Operations, a Director of Finance and a Director of Programming and Projects. These positions were created in response to recommendations contained in the Owen and Zimmermann Study and respond to the requirements of the Program Management System, as designed by Brother Fitz and the CRS Planning and Evaluation Task Force.

Now that the Grant is over, CRS must continue to implement the new systems and provide on-going training for its personnel to assure the maximum achievement of the ultimate goal: "to increase the participation of the poorest majority in solving their socio-economic problems."

II. IMPLEMENTATION

All five Regions were finally operational in the implementation

of the activities planned under the DPG. The Asia/Pacific Region planned and carried out its first Regional Training Conference and was successful in recruiting a Planner/Evaluator for the Region. All Regions successfully completed all planned activities during the final period.

A. Staffing

The full complement of technical staff was completed with the employment on February 1, 1978 of Miss Eileen Johnson as Planner/Evaluator for the Asia/Pacific Region. Each of the five Regions now had a Planner/Evaluator and two Regions had a second technical person trained in agriculture for a total of seven.

The use of consultants for specific project assistance, feasibility studies and training methodologies was continued with excellent results.

The utilization of technical personnel and short-term consultants has proved to be both an essential and effective means of improving program and project design implementation and evaluation. They have provided the type of support needed by our heavily burdened Field Staff.

CRS has committed itself to maintain the position of Planner/Evaluator for each Region as a part of its regular staffing after the DPG. At the writing of this report, all full-time

technical personnel continue in their positions, with the exception of the Planner/Evaluator for Sub-Sahara Africa, who has been transferred to other duties within CRS.

B. I.Q.C. Consultants

At the time of our last report, one year ago, the CRS Planning and Evaluation Task Force under the direction of Brother Raymond Fitz, Strategies for Responsible Development, had completed the first phase of its work. The following is a summary overview by Brother Raymond Fitz of the assessment and design phases which resulted in the development of the draft of the CRS Program Management Manual, which can be used for the pilot implementation:

From January 1977 to July 31, 1978, Strategies for Responsible Development (SRD) at the University of Dayton has worked with CRS on the assessment of its management capacity and on the appropriate redesign of its management processes. This effort has been supported by the Development Program Grant from A.I.D. Beginning in March 1977, the Planning and Evaluation Task Force was constituted by Bishop Broderick to work with SRD in this task.

During the Assessment Phase, the Task Force undertook an extensive review of CRS's approach to the management of programs and projects. This review was aimed at assessing the strengths

and weaknesses of the present process for planning and evaluating programs and projects. A preliminary summary of conclusions and recommendations was presented to CRS Executives and Staff during May 1977. After extensive feedback from the Executives, Headquarters Staff and Field Staff, the conclusions and recommendations of the Assessment Phase were revised. A final summarization on the Assessment Phase was presented to Bishop Broderick in a report entitled "On Developing a New Responsiveness, Part I: An Assessment of CRS's Planning and Evaluation Capacity" in August of 1977. After the Assessment Phase was completed, the Planning and Evaluation Task Force began working on a program management framework that could be used by this Agency. After initial development of the program management framework, it was field tested by the Task Force in November 1977, in each of the five CRS Regions. Based on these field tests and extensive meetings, the initial draft of the CRS Program Management Manual was written. The preliminary draft of the manual was completed in April 1978.

The CRS Program Management System is designed to integrate the management of CRS overseas operations into a unified process. The Program Management System unifies the multiple decision processes within the Agency into a single coherent process structured around the annual budgeting process. The

The Program Management System includes procedures for long- and short-range planning, resource allocation and monitoring and controlling the management of overseas operation.

The Task Force endeavored in its design of the Program Management System to produce a system which would correspond to the mandate of an agency of the American Catholic Church working at relief and development issues. The PMS was designed to be responsive to the complexity and diversity of CRS's relief and development efforts. The Church's social teaching served as one of the major designs of the PMS. The principles of subsidiarity and collegiality were used as guides in designing appropriate modes of delegation, participation and collaboration. It is hoped that the Program Management System will effectively transform Christian concern for the poor and suffering into an effective program of human development.

The CRS Program Management Manual outlines the concepts, principles and major procedures needed to implement the Program Management System. The Manual was designed with two major purposes in mind:

- 1) To be a major training tool for preparing the Program Staff to implement the Program Management System.
- 2) To be a reference guide for the implementation of the Program Management System.

The Manual is designed so that it can be easily revised as the Agency modifies and adapts the Program Management System during its early implementation.

The present draft of the Manual still requires substantial revision, but it is sufficiently developed so that it can be reviewed by Field Staff and CRS Executives. Continual revisions of the Manual will be made during the review process and during the pilot implementation. The final revision will be prepared for the first full year of implementation of the Program Management System.

The major recommendations for the implementation of the CRS Program Management System are:

- 1) The CRS Program Management System as outlined in the Manual, should be pilot tested on an Agency-wide basis during the 1979 calendar year and be put into full scale operation for the 1980 calendar year.
- 2) The major responsibility of the Program and Project Office should be the development of the CRS Program Management System.
- 3) A Program Management Task Force should be established to assist the Program and Projects Officer in the development of the PMS.
- 4) The CRS Program Management Manual should not be reproduced and distributed on a large scale until the full-scale implementation is begun.

C. Program Activities by Region

Sub-Sahara Africa

The DPG team of a Planner/Evaluator and an Agricultural Technician continued their visits to the priority countries of the Sub-Sahara Africa. The function of the Planner/Evaluator is to assist the Program Directors and their counterparts to improve their management capabilities.

The Agricultural Technician assists the Program Directors and the counterparts to address specific agriculture related questions in project activity and development.

From August 1977 through July 1978, the team visited Chad, Kenya, Cameroon and Tanzania. These visits are covered by quarterly reports which contain the team's analysis of the CRS program in each country visited, review of the projects on-going and prospective, and the recommendations relative to the team's findings and conclusions.

Reports Nos. 8, 9 and 10 providing full details are on file. In January 1978, the Agricultural Technician of this team was transferred to Kenya from Senegal and assigned to work on a specific project for the introduction of oil seed production in several of the Sub-Sahara Africa countries. His work of the last six months is summarized in a separate report.

This Region organized its Third Regional Conference for the training of indigenous CRS staff in management of development programs. The conference was held in Dakar, Senegal, Sept. 5 through September 11, 1977, and was attended by 14 professionals of the local overseas staff and two representatives of the counterpart agencies in Sub-Sahara Africa. Two professional management experts of the American Management Associations International, Mr. Domenico Fanelli and Mr. John Murray, conducted the training sessions during the seven day conference. The conference was conducted in both English and French with consecutive translation provided by two CRS staff members who were chosen for their language proficiency as well as their knowledge of CRS activities. The objective of the conference was to "upgrade managerial effectiveness at the CRS program staff and counterpart staff level, and to introduce issues and techniques which would be beneficial in designing cost effective programs, as well as programs that approach development problems in a comprehensive and integrated format."

A fourth and final conference for the Sub-Sahara Africa Region was conducted in Nairobi from January 29 through February 7, 1978, to bring together the indigenous CRS staff, who attended the September training conference with the CRS international staff for a joint training on the development and implementation of the concepts, skills and art of professional

management. Again, the same two professional management experts of American Management Associations International, joined by a third colleague of theirs, provided the training sessions.

The Nairobi conference was attended by 49 members of the overseas staff of Catholic Relief Services and two counterpart staff members. The joint sessions of the four workshop groups were conducted in English with simultaneous translation by Sister Beatrice de Sincay who also served as a translator at the Dakar Conference in September, 1977.

As a basis for the management training during the second half of the conference, all participants worked on developing and designing solutions to the Sahel drought situation. From this work a proposal was developed for presentation to the Agency for International Development for funding. Part of the funding requested was provided by the Office of Foreign Disaster Assistance of A.I.D., for emergency programs and a revised proposal for longer-term development projects related to the drought situation was presented to A.I.D. and funded. Other funding needs not met through these two sources are being met through OPG proposals presented at A.I.D. Field Mission level. This conference completed the series of conferences as planned under the DPG. Previous Conferences were held at Banjul, The

Gambia, in May 1975, in Dakar, Senegal, February 1977 and again in Dakar, Senegal, September 1977. The various training components of these conferences have upgraded the individual as well as the collective managerial effectiveness of this Region's program and project staff.

All these conferences have been fully documented and each was reported on in detail. Please refer to the List of Reports attached.

South America

The South America Region's original plan for achieving its goals under the DPG was to field a technical team to concentrate in the four Andean countries of Bolivia, Ecuador, Peru and Colombia, and organize training seminars for CRS field staff and counterpart staff. This plan was early found to be faulty. An amendment was requested and obtained. From the idea of a technical assistance team to work six months in each country, a more adaptable decentralized approach was evolved utilizing a two-person Regional Advisory Team. Each of the four Andean countries selected was allowed to develop its own training and development planning activities with the assistance of the Regional Coordinator. In this manner, significant progress has been made toward improving the capability of CRS to work with development programs.

To disseminate the work of CRS in the Andean Region and to promote a general knowledge of what CRS is attempting to achieve in socio-economic development work in South America, the publication of a CRS Bulletin was initiated under the direction of the Regional Coordinator. The CRS Bulletin is distributed within the Region to all CRS programs, counterparts and organizations, both private and governmental. A total of 10 issues had been published by the end of the Grant period, July 31, 1978.

The South America Region has promoted the use of country level seminars and meetings, to deal with local development problems in a very successful manner. These country level seminars are organized for the campesinos in order to give them direct participation in the analysis of their problems and the design of projects or activities to resolve those problems. This modality has been used very successfully in Bolivia, Colombia and Ecuador.

South America Regional and country staff organized the Third Regional Conference which was held in Cali, Colombia, July 24 through July 31, 1978. This final South America Regional Seminar under the DPG was preceded by country program evaluations carried out by the Regional Coordinator, Dr. Bracamonte, and the Agricultural Technician, Miguel Riofrio, joined by Hans Hoyer of CRS/Brazil and Dr. David Nelson, a consultant who was

retained to conduct the Regional Seminar. The objective of these evaluation visits was to evaluate the activities undertaken by the CRS country staff in relation to the goals established in their 1977-1978 Work Plans. The Work Plan is a document prepared by each of our Country programs in an effort to experiment with a planning system that has been proposed by the CRS Planning and Evaluation Task Force, headed by Brother Raymond Fitz. The country programs evaluated were Chile, Uruguay, Paraguay, Peru and Bolivia. Ecuador and Colombia had been evaluated previously. The evaluations were to facilitate discussion at the DPG seminar in relation to an analysis of the Work Plan as a tool used in effecting a more appropriate approach to planning.

Over the past several years, CRS/South America has been trying to leave behind its paternal image as expressed in the name (Relief Services) and become more an agency which promotes development. Through a series of international seminars, beginning in 1975, CRS/South America has striven to define its view of development, to clarify its response, and develop the necessary tools to respond. In 1975, in Cartegena, CRS/South America defined its principle role as the promotion of rural development. In Quito, in 1976, the Region agreed that it would work through national development or promotion agencies according to their compatibility with CRS and would not limit itself to

any given agency. In Santa Cruz in 1976, the Region indicated that it supported maximum popular participation in the development process. Furthermore, it recognized the importance of "base group organization" in the development process. As part of the learning process described by Dr. Brocamonte, early in 1978, CRS Regional staff identified a generalized concern among field personnel to develop more fully the concept of base groups and analyze its implications for CRS programs. A second need, felt particularly by Headquarters staff, was to evaluate the effectiveness of the recently designed Program Management System at the country program level, especially as it might effect the responsiveness of the Agency.

The final seminar, therefore, had as its main objectives:

- 1) to increase understanding of "base organizations and their role in development,"
- 2) to structure the action of CRS to facilitate the processes of the growth of base organizations, and
- 3) to achieve an understanding of how organizations learn to adapt to their changing environment.

A series of conclusions and recommendations has flowed from these seminars over the past three years which CRS can utilize in designing new and improved approaches to a more effective development program. The intent in all of these Regional meetings has been one of discovering the most appropriate

modality for achieving maximum participation of the poorest majority in their own development and destiny.

In reviewing the encounters, seminars and conferences, conducted in Bolivia, Ecuador and Colombia over the past three years, it is clear that an excellent beginning has been achieved towards this goal. The program will continue.

All conferences and seminars are covered by formal detailed reports which are available at CRS and have been forwarded to A.I.D., PDC/PVC, OPNS.

Central America/Caribbean Region

Using as a base, the comprehensive report entitled "An Evaluation of the Problems Limiting the Promotion of Rural Development and the Effective Relief of Suffering," as submitted by Mr. Alan Taylor, Regional Planner/Evaluator, the Central America Region developed a plan of action for a collegial approach to selection of mutually shared goals to be achieved under the DPG. Four general goals were thus selected:

- 1) to strengthen mutual understanding between Regional and Field staff so that both can become more effectively supportive of development efforts.
- 2) to achieve consensus on regional criteria.
- 3) to determine the appropriate operational and policy strategies required to implement the Regional criteria.

- 4) to establish mechanisms for the implementation of the strategies on country and regional levels, and for the periodic evaluation of same.

With these general goals in mind the Central America Region proceeded to implement its plan of action. The following summary of the entire process leading up to and including the final conference is taken from the "Final Report of the Third Regional Strategy Conference," Central America/Caribbean Region, June 4 - 15, 1978:

One of the first steps taken was to inventory the problems limiting development and the relief of suffering. It became apparent that, while skills in planning and management were required to deal with these programs, there were other factors at least equally important. Staff in the region needed a better understanding and agreement on what development is as well as what our role in its processes should be; further, there was a need for a more appropriate organizational structure with corresponding attitudes to support it. As can be noted, these factors depend heavily on internal decisions and sharing common references. The first Conference in El Salvador during November 1976 and preliminary Task Forces were directed toward seeking common ground.

Perhaps the most significant outcome of that Conference was the establishment of basic criteria for development. Through the use of a model with social indicators (the figure 8), staff members described what they understood to be the major elements of the development process, possible roles and points of intervention for the agency in that process. Two conditions internal to any group were seen as necessary: popular participation and popular control. On the part of the CRS staff, a tremendous amount of sensitivity to local people was felt essential. Strategic guidelines were established to apply the model to country situations, the streamlining of administrative workloads was explored, and a determination was made on the need for staff participation in decision-making in all program areas.

Seven months later, a second regional conference was held to assess the effects of applying the "model 8" to country programs. A keynote in this Conference was an extensive Honduran study of institutional and community level perceptions of social promotion, using the model both as a tool for analysis and as a subject of study itself. The model proved to be most helpful for analysis but the study also showed that it required a philosophical or doctrinal context and a detailed knowledge of local reality.

Three meetings were held during November and December, 1977 as a follow-up to the San Pedro Sula Conference. The first, a subregional meeting of the Mexico-Guatemala-El Salvador staff, concentrated on more clearly defining the subregional concept and on regional strategy reflection from country perspectives.

The subregional concept was deepened by the explanation of a Mexican experience with "Instancias." An Instancia can develop when several units (small groups, communities, teams, etc.), located in the same area or with the same frame of reference are linked to a common central body. When an outsider, a group or the central body discovers common needs, problems or perspectives among groups, an intermediary body is formed to exchange experiences and resources. This is applicable to the Central American Region when several country programs meet to deal with a common need.

The second meeting was the Honduran Programming Session which provided consultation for the preparation of an Annual Country Plan. The field testing of a proposed system for annual plans was a learning experience for all involved and provided the CRS/Honduras staff with some tentative ideas on country areas of concern as well as functions and projects appropriate to the Honduran reality.

The third meeting was held in Haiti among staff in the Haiti-Dominican Republic-Jamaica subregion. After reviewing the results of the preceding ones and the roles of the regional resource personnel, considerable time was spent on training, the application of the "model 8" in the subregion and experiences with OPG's. A field trip provided the opportunity to appreciate the Haitian reality. Three groups were formed to visit different aspects of the

Gros Morne Rural Development program -- a pre-natal/under 5 clinic, an agricultural project and intercommunity representatives' meeting. One conclusion of the meeting was that subregional meetings do have value but should be informal, and scheduled infrequently. This subregional meeting also generated many ideas for the regional conference which served as reflection material for the other participants.

The Third Regional Strategy Conference was preceded by a lengthy collegial planning process. In January 1978, an 8-day conference was tentatively scheduled for June. Subregions named one representative to the planning committee and two regional staff members completed the group. Field staff were asked for suggestions on agenda, process and consultants. During the months of February, March and April, suggestions were sent to the Regional Office and between country programs. At the end of April, the Planning Committee met for three days to synthesize the suggestions received, schedule the topics and assign tasks to participants and consultants. The large number of issues generated caused the Planning Committee to recommend that a three-day extension to the Conference be made; it was granted. Documents for several topics (Analytical Methodologies, sections of the proposed Program Management System, the 1977 DPG Evaluation, etc.) were distributed as preparatory materials.

As a prelude to the inter-regional exchange of representatives, selected assistants new to the Central and South America regions met in Bogota for a training workshop. While subjects covered practical program aspects, others would be echoed in Panajachel: inter and intra-regional exchange, human rights and political implications of CRS policy/relations, personnel policies affecting international and local staff.

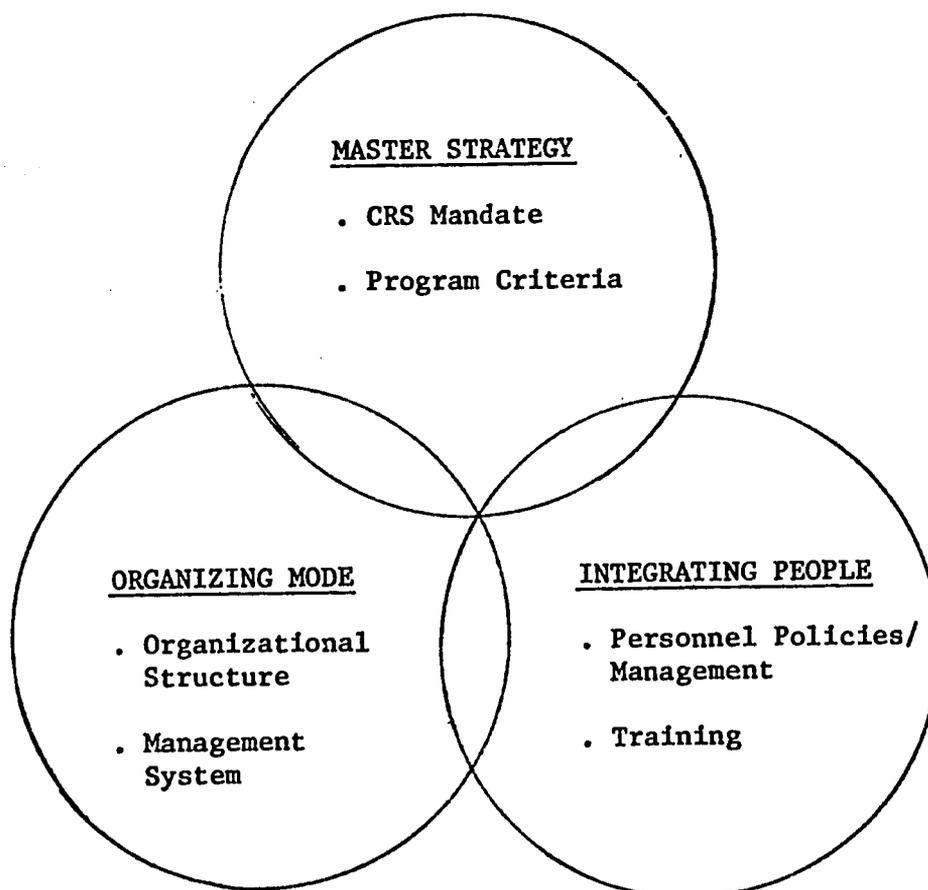
The process of the Conference was similar to the previous one in San Pedro Sula with these changes:

1. The Planning and Evaluating Committees were fused into one. Daily meetings provided adjustments to conference flow.
2. Reporting was not done on a daily basis but rather on a topic by topic basis; frequently a final synthesis of the topic was done by one or two people who culled the

results of small group work, presentations and plenary sessions. Three reporters were assigned to produce the draft seminar report after the conference.

3. Much of the facilitation was handled by one Consultant (Chris Srinivasan) and the DPG/Planner-Evaluator (Ron Sawyer) in plenary sessions during the first four days; thereafter, field staff undertook most of the responsibilities.

The Program Management Manual provided an excellent framework for the conference design. There, Brother Ray Fitz suggested the three fundamental choices any organization makes as it sets about its work in the world:



Much regional effort over the last three years has been directed toward making decisions within these three areas. In part, the Panajachel Conference dedicated time to assessing earlier choices and to set some directions for future ones. The Agenda organized what seemed to be the most pressing issues so that time would be well spent.

In the face of constantly changing realities (country, regional, institutional and world-wide), we believe that the Central America Region is adapting, with some success, to the benefit of those served by our programs and to the institution itself. We have learned that, through the sharing of responsibilities, information and resources within the institution and with our counterparts, we can become truly responsive to the needs of the Third World.

The Central America/Caribbean Region also made good use of professional consultants for a number of feasibility studies and project evaluations, which contributed to some well designed rural development projects and subsequent funding of these projects. (Please see List of Projects attached.) For complete details on the process and training activities, please refer to the separate formal reports on each seminar. (See List of Reports attached)

North Africa/Near East Region

The Planner/Evaluator for this Region began his work in April 1976. His task has been to review technique, policies, resources and needs, as they relate to design and evolution of development plans and projects for all countries within the Region. Through this process and visits to country programs, he has identified priority countries and potential projects. On-going development projects have been reviewed with a view to establishing

a basis for the formulation of an approach to improved planning, design and evaluation of programs at the country and regional level. Training seminars were developed for CRS and counterpart staff in Egypt.

The Region had a substantial number of development projects in the implementation stage and others under development at the time the DPG became operational, therefore, the first Regional Conference held in Rome, November 22 through December 1, 1976, was structured so as to give maximum training to the CRS Field Staff in the methodology of project design and evaluation. An expert in the logical framework matrix of project design and evaluation was contracted to conduct the training seminar.

The second and final Regional conference under the DPG was organized to be held in Alexandria, Egypt, March 10 through March 18, 1978. Its objectives were two: to train CRS staff in the utilization of a Program Management System that integrates resources and program components in a strategic plan and to train CRS staff in communication skills.

Brother Raymond Fitz of Strategies for Responsible Development, who is CRS's consultant for revising the CRS Program Management System, conducted the training sessions concerning the CRS Program Management System. Sister Suzanne Breckel, R.S., Ph.D. conducted the communication training sessions.

In this Region as in all other CRS Regions, these training conferences were built on previous training experiences and with the expectation that training must continue after the DPG. In this context we would point out the following:

The Catholic Relief Services Regional Conference of March 1978, held in Alexandria, Egypt, was the second CRS Region I Conference planned and designed in the framework of the Development Program Grant (DPG). It was also the sixth in a series of Region I Conferences related to those sections of the U.S. Foreign Assistance Act of 1973 which expressed the will of Congress that "United States cooperation in development should be carried out to the maximum extent possible through the private sector, including those institutions which already have ties in the developing areas, such as educational institutions, cooperatives, credit unions and voluntary agencies." The dates, venues, major focus and attendance at this series of conferences are summarized below.

<u>Date/Place</u>	<u>Focus</u>	<u>Attendance/Levels</u>
Feb.1974* New Delhi, India	Identification of most needy target groups; formulation of strategies to address the development problems of those groups	Regional: 3 persons Program: $\frac{13}{16}$ "
Feb.1974* Rome, Italy	Implications of the FAA-73 for CRS socio-economic development activities. Identification of development needs and potential areas for CRS interventions	Regional: 3 persons Program: $\frac{11}{14}$ "
Jan.1975* Bangalore, India	Nutrition Policy and Planning; Nutrition Systems and their complexities; Program Design and Evaluation; logical framework	Regional: 3 persons Program: 21 " Consult's: 11 " USAID: 2 " Special: $\frac{5}{42}$ "

*At the time of these conferences, CRS Region I combined Regions I and II as they exist now.

INTEGRATED RURAL DEVELOPMENT PROJECTS DESIGNEDNORTH AFRICA/MID EAST REGION

Egypt	TA 263-899-935-7604	Nutrition/Health Education	
Jerusalem (West Bank)	75/1	Rural Development Project	private funds SF
Jerusalem W.B.	75/2	Nutrition Education	S.F.
Jerusalem W.B.	75/3	Health, Rural Development, Vocational Education	S.F.
Bethlehem University (JWB)	NE-G-1437	Science Building	S.F.
Lebanon	LB 7E 100	Housing Repair Project	S.F.
Lebanon	LB 8E 100	Assistance to Educational Institutions	S.F.
Morocco	75/1	Nutrition Education	SPE
Morocco	76/11	Rural Development	

<u>Date/Place</u>	<u>Focus</u>	<u>Attendance/Levels</u>
Nov. 1975 Rome, Italy	Examination of administrative and operational aspects of the DPG/OPG's in the light of experience up to that time.	New York: 3 persons Regional: 5 " Program: 7 " Special: <u>1</u> " 16 "
Nov. 1976 Rome, Italy	In-service training in Program Design and Evaluation; program management including resources availability, logistics, finance, administration. Project submission, funding, control and reporting. Nutrition	New York: 8 persons Regional: 7 " Geneva: 2 " Program: 25 " Consult's: 2 " USAID: 2 " Special: <u>2</u> " 48 "
March 1978 Alexandria, Egypt	Development of a program management system that integrates resources and program components directed to long-term goals. Training in communication skills; DPG/OPGs; Nutrition	New York: 4 persons Regional: 7 " Geneva: 1 " Program: 28 " Consult's: 3 " USAID: <u>3</u> " 46 "

Some very important programs in development are taking place in this Region. The quantity and quality of training listed above has had a considerable impact on these development programs. We are truly becoming much more effective in responding to the needs of the poor majority in the countries of this Region.

Asia/Pacific Region

The first Regional Conference for the Asia/Pacific Region under the DPG was held in Singapore, from October 17 through

INTEGRATED RURAL DEVELOPMENT PROJECTS DESIGNEDSUB-SAHARA AFRICA REGION

Benin	BX 8D-006	Agricultural Nutrition
Burundi	76/3	Peat Project
Cameroon	74/9	Rural Health Training —
Cameroon	7D-002	Wells, Viri and Douloula
Cameroon	7D-003	Wells, Yagoua
Ethiopia	74/5	Dana Resettlement Site Development
Ghana	641-0072 (GoG)	Rural Development (FAAD)
Ghana	8D-003	Nandom Agricultural Project No. 2
Ghana, Lesotho, Tanzania	904-0002-73	Growth Surveillance System (GSS)
Kenya	7D-008	Kyuso Agricultural Improvement Scheme
Kenya	7D-010	Mbitini Women's Poultry Project

NA LPG

NA IPC

October 28, 1977. All CRS international staff and selected key local staff were present at the conference.

Because this conference did represent the first implementation of the DPG plan in this Region, it was decided, in the hope of obtaining the greatest possible impact, to concentrate on those countries in which formal CRS programs and management structure already existed, i.e., India, Indonesia, Macao, Pakistan and the Philippines.

The more specific objectives which this conference aimed to achieve were as follows:

- 1) to identify more precisely the condition and needs within each country program and determine more realistically those areas of need which CRS can attempt to respond to more effectively, given available resources and expertise.
- 2) to provide current information on Title II commodities and other material resources.
- 3) to define and hopefully resolve existing administration and personnel problems in order to maximize CRS overseas staff efficiency.
- 4) to upgrade the general management effectiveness of CRS staff.
- 5) to conduct in-service training workshops on planning and evaluation techniques.

INTEGRATED RURAL DEVELOPMENT PROJECTS DESIGNEDCENTRAL AMERICA/CARIBBEAN REGION

Costa Rica	76/1	Nutrition Education and Agriculture Production -
Costa Rica	75/2	Farmers' Supermarket -
Dominican Rep.	75/4	Consaja Integrated Agricultural Project .
Haiti	75/11	Gros Morne Health and Development Training Program
Jamaica	76/1	Small Farmers' Support -
Mexico	76/2	Tizimin Fri Dimensional Development Program -

SOUTH AMERICA REGION

Bolivia	75/1	Mobile Health Program	75/1 300
Chile	7D-006	Mapuche Livestock Development Association	75/1 300

A Planner/Evaluator for this Region, Miss Eileen Johnson, was appointed as of February 1, 1978. It was fortunate that Miss Johnson was also present, as a consultant, at the October Singapore Conference and was, therefore, able to receive a good orientation to the programs and projects of the Region. Miss Johnson's extensive experience in the Region previous to her employment with CRS made it possible for her to begin her work immediately upon her appointment.

From April 1978 through September 15, 1978, the Planner/Evaluator was travelling among the islands of the Pacific: Fiji, Papua, New Guinea, Solomon Island, Tonga and Western Samoa. CRS does not maintain international staff and program offices in these island countries, but it does maintain informal contacts with the local Church. CRS had received requests from the local Church agencies to provide funds for development projects and training in project design. Miss Johnson's task was to organize and conduct training seminars in each of the island countries visited as well as reviewing in situ some of the project proposals already presented.

The following activities were carried out:

A trip to the South Pacific was planned by the Asia/Pacific Region of the Catholic Relief Services and the newly hired Regional Development Coordinator, "promtem". Originally planned to begin on April 20 and end o/a August 1, 1978, it was extended to September 18, 1978, totalling 152 days in length. The activities included

putting together and conducting four workshops in four countries, conducting over 80 recorded interviews, collecting books and written materials (measuring a meter in height when stacked), visiting past, present and possible future CRS projects as well as attending three meetings and a conference.

The purpose behind these activities was to accomplish the following, according to the Asia/Pacific Development plan:

Visit the countries of Fiji, Tonga, Western Samoa, the Solomon Islands, Papua New Guinea, New Zealand and Australia in order to:

- 1) Develop an evaluation/needs assessment report on the South Pacific where no formal CRS structures currently exists.
- 2) Evaluate CRS' on-going projects, suggest modifications and/or improvements as needed.
- 3) Plan and facilitate small training seminars on project preparation for local church, private groups and individuals involved in programs of human development in each of five Pacific Countries: Fiji, Papua New Guinea, Solomon Islands, Tonga and Western Samoa, where conditions and interest permit.
- 4) Identify individuals in each country who are interested in and have the capacity for understanding CRS and its mandate in the Pacific to act as liaisons for the organization in each of the above mentioned countries.
- 5) Contact other development organizations working in the Pacific for purposes of introducing CRS and its interests in the Pacific, and for opening communication links for future interorganizational cooperation.
- 6) Prepare a final report on the above activities, with recommendations for future activities/services to this area.

Each country visit lasted a minimum of two weeks. People expressed pleasure and appreciation that CRS was interested

enough in them to stay longer than the traditional three days. This longer visit somehow indicated to them our sincerity in getting to know them better.

The Workshops

The workshops were held in the capitals of four countries. The diocese in each city hosted the visit and assisted in planning each workshop. (The workshop originally planned for Western Samoa had to be cancelled due to the unexpected absence of both the Cardinal and his secretary, Father Michael Adams.) The participants were identified by each diocese and consisted of:

- a) people who might use the information, either because they have projects they wish funded or because they were willing and in a position to help others write projects for funding,
- b) people now engaged in development work to improve the lives of the needy, especially in rural areas, and
- c) an ecumenical group, a few women, a few government people involved in rural development, a racial mix.

Ninety-eight people attended, costing an average of U.S.\$41.74 per participant:

<u>Country</u>	<u>No. of Participants</u>
Suva, Fiji	9
Nuku 'alofa, Tonga	15
Honiara, Solomon Islands	56
Port Moresby, PNG	18

The low cost of these workshops is directly related to the overwhelming generosity of each host diocese in contributing to costs. The price and the work would have been doubled without their contribution.

Each workshop varied according to the needs of the participants, and the special emphasis within each country. Each was three days in length, with all or part of the last day an open working session. The following formed the basis of the session:

- 1) Warm-up: a CRS welcome, expectation setting, with each participant introducing himself and his involvement in development.
- 2) Criteria: discussion of CRS guidelines in context of individual projects.
- 3) How and Why Exercise: an example of the way "Westerners" think.
- 4) Idea Organization: introduction of a simplified GPAR (goal, purpose, activities, resources) grid, each person applying it to his/her own project.
- 5) Project budgeting.
- 6) Future Planning: participants planned their projects from one to three years into the future.
- 7) Evaluation Process: participants measured their own progress and success.
- 8) Project Application Format: group discussion and analysis of various formats, deciding among themselves which to use.

During the workshops, the participants recommended the following:

- a) the CRS Project Application and CRS Guidelines be rewritten in simplified form and in simple language for common usage, and
- b) their projects be evaluated for feasibility of acceptance before being written for consideration.

Each exercise was planned for as much variety, discussion and participant interaction as time permitted, the object being that the participants use each other's knowledge and abilities for reference and not the "outsider's". The Planner/Evaluator acted as a facilitator for their ideas, not as a lecturer. The workshops were meant to provide a setting for practical application of each person's needs, also a forum for serious discussion about development, what consisted of good development and why, all within the context of each person's own work. It brought together people who had a chance to meet with others in similar work

outside their own development circles, and to see themselves as "developers". In a few cases, idea sharing resulted in new projects and new alliances.

Perhaps the most fruitful exercises were related to evaluation and planning ahead. Conceptually, the future does not exist for Pacific people. Once they begin planning into the future and to see the possible consequences of their actions, they have a power over the future. Evaluation becomes easy and they see that the evaluation exercise helps them to grasp how and why they either succeed or fail and that they can change directions of their project at will. The excitement of what may happen becomes a stimulus, and the analysis of their actions takes the sting out of possible failure. The future is no longer unknowable, and they are no longer chance victims or winners of the future.

Most important, the workshops offered a pragmatic approach to people to work out their own projects in their own way, while learning to communicate more effectively within a "Western" context. The workshops surpassed all expectations as a training tool to help people help themselves.

Present CRS Project Evaluation: The projects that Catholic Relief Services are presently funding in the Pacific appear to be one-time requests for funding. There is, therefore, no problem in immediately implementing CRS guideline in judging new incoming Pacific development project requests.

Interviews: The interviews were with people involved in development through the churches, the local government, donor governments or the United Nations, and through individuals in secular development. The interviews, combined with written information and site visits, formed the basis for needs assessment and a view of the present development activities in the five countries visited.

Possible CRS Liaisons: The results of an energetic search for individuals and organizations in the South Pacific that might act as liaisons for CRS funding are as follows:

- 1) Everywhere in the Pacific, development criteria of country organizations and agencies agreed with those of CRS, though they emphasize the "partnership" concept to a greater degree. Developers (outside government) de-emphasized economic motivation and emphasized human resource development.
- 2) Within the development organizations, there was a gap between development philosophy and practical application. However, it is only a matter of time before they will be functioning according to their philosophies. The organizations visited are:

Pacific Conference of Churches
Solomon Island Project Committee
Melanesian Council of Churches
CEPAC/Pacific Partnership for Human Development
project funding meetings
Papua New Guinea Commission on Development and
Peace project funding meeting

One noticeable gap is the lack of a functioning liaison between the funding committees and the projects they fund. Without liaisons, the organizations tend to act only in an approving/disapproving capacity in relation to development projects. The development criteria is not yet a functioning part of the present funding process. The PNG Commission for Development and Peace is actively looking for a liaison and the Solomon Island Project Committee is presently training liaison committees in each of its outer islands.

The CEPAC/Pacific Partnership for Human Development, the development leader and the most sophisticated of the organizations in the Pacific, is going down an exciting new road. They are exploring the adapting of development ideas from the Asia Fund for Human Development. In about two years, the PPHD will reconvene and finalize changes.

Bishop Patelisio Finau of Tonga is a one-man development committee and commands high quality results. However, being one man and over-extended in many areas, he is limited in what he can do.

Meetings and Conferences: By attending the following meetings, the Planner/Evaluator was able to examine first hand all of the major organizational funding done in the Pacific at

present. While attending the conferences, she represented Catholic Relief Services, along with the representatives of Miserior, CIDSE, Australian Catholic Relief and the Melanesian Council of Churches.

1. The Solomon Island Project Committee Meeting
Noniara, Solomon Islands, June 29
2. Conference on Religion and Development
Lae, Papua New Guinea, July 23 - August 5
3. National Commission on Development and Peace
Project Funding Meeting
Medang, Papua New Guinea, August 8 - 9
4. CEPAC/Pacific Partnership for Human Development
Project Funding Meeting
Suva, Fiji, September 3 - 10

Conclusions and Recommendations: The philosophies of the leading development organizations of the South Pacific and of Catholic Relief Services are in concert, providing rich possibilities for CRS input.

The Pacific emphasizes a "partnership" relationship with donor countries, which CRS may wish to explore further. A partnership relationship is a definite step forward in development but would mean greater sharing of decisions made with recipient countries and lessening of control from CRS central offices. The question for exploration is whether the present CRS system could allow for this emphasis and whether CRS would be willing to consider a greater partnership relationship.

The other Pacific emphasis is on quality of life on the social side (human development), and a de-emphasizing on the economic side (the profit motive). CRS assistance in (1) increasing communication, (2) awareness raising, and (3) leadership training would clearly support that emphasis.

The present gap between philosophies and practical application is an indicator of the Pacific's present development needs. CRS involvement in the Pacific at this point in time might well be to address our efforts at assisting in the closing of that gap. Our present role of assisting

and funding projects sent in to New York by individuals from the South Pacific doesn't address the real issue of development, though it appears to do so on the surface.

It is recommended, therefore, that CRS consider putting a staff member in the South Pacific whose energies would be focussed on the closing of the gap, and on contributing to needs of human resource development (increasing communication, awareness raising and leadership training).

A commonly expressed statement on this trip was, "We don't need your money. Our first need is your (CRS) personal interest, concern and human involvement to aid us in our own development." The statement is harsh, but it carries an interesting idea in funding. As well as funding traditional projects, funding of visits to project sites, training seminars, conferences and the contribution of one CRS staff member's time and effort in combination with that of the Pacific leaders contributes another kind of development. This form of CRS contribution might last only until the above organizations have their own liaisons trained and working for them. Monies would be expended on staff travel, plane tickets, per diem, conferences, training seminars, workshops, and attending meetings as well as seeking out, encouraging, funding and evaluating development projects.

It is at least an idea for consideration. The South Pacific is progressively forward. CRS could help them move.

III. EVALUATION

- A three-day evaluation and planning meeting for the North Africa/Near East Region was held in Rome, November 30, 1975.
- The first Headquarters-level evaluation was held on December 22, 1975 in New York.
- An Africa Region evaluation and planning meeting was held in Dakar, Senegal, March 23 - 24, 1976.

- A Performance Analysis Review was held in New York, July 8 - 9, 1976.
- Regional evaluations of the DPG activities was carried out at each of the Regional seminars.
- Joint PAR review with AID in Washington was held December 10, 1976.
- Annual Evaluation (PES) was held at CRS Headquarters, September 13, 1977.
- Joint PAR review with AID in Washington, December 14, 1977.
- April 1978, a full evaluation with all DPG technical staff and Headquarters staff was effected.
- Joint PAR review with AID officials, Washington, October 17, 1978.

IV. FINANCIAL REPORT

Attached as Annex V are the tentative final expenses. The revised budget as included in the Third and final Amendment is attached as Annex IV for comparison. We will not be able to present the certified final expense report (due to the late arrival of financial reports from several countries) until the end of October. However, this preliminary financial statement will be accurate enough for the purpose of this report. The balance of \$31,141.81 will be accounted for by the following

expenses for which bills had not been received as of the closing of the books on September 29, 1978:

Training	\$17,141	(approximately)
Travel/Per Diem	5,000	(approximately)
Consultation/Evaluation	<u>9,000</u>	(approximately)
	<u>\$31,141</u>	

CRS funds were used for the implementation of this Grant in addition to the AID funds. Originally the estimated input of CRS funds was as follows:

<u>1st Year</u>	<u>2nd Year</u>	<u>3rd Year</u>	
\$371,000	\$660,500	\$695,000	CRS professional
66,200	116,425	119,500	Support staff
<u> </u>	<u> </u>	<u> </u>	
\$437,200	\$776,925	\$814,500	Total
\$75,000	\$148,700	\$148,700	CRS overseas

The CRS DPG/OPG office consisting of three professionals and three secretaries was completely funded from CRS funds. All trips to Washington for the DPG Technical Office were also funded by CRS. An additional accountant was put on the staff to handle the DPG and OPG accounts. At each of the 13 Regional Seminars, four to eight Headquarters staff members were present and their travel and per diem costs were paid from CRS funds. While a detailed audit would be necessary to establish exact inputs of CRS, we are certain that the estimated

inputs have been achieved and exceeded in certain instances. For example, CRS funded the major studies, carried out during the DPG. The Price Waterhouse Study was the only one which was partially funded out of the DPG Grant (approximately \$40,000), and the balance of approximately \$30,000 was funded by CRS.

INTEGRATED RURAL DEVELOPMENT PROJECTS DESIGNEDNORTH AFRICA/MID EAST REGION

Egypt	TA 263-899-935-7604	Nutrition/Health Education
Jerusalem (West Bank)	75/1	Rural Development Project (Special Funds SF)
Jerusalem W.B.	75/2	Nutrition Education SF
Jerusalem W.B.	75/3	Health, Rural Development, Vocational Education SF
Bethlehem University (JWB)	NE-G-1437	Science Building SF
Lebanon	LB 7E 100	Housing Repair Project SF
Lebanon	LB 8E 100	Assistance to Educational Institutions SF
Morocco	75/1	Nutrition Education SFE
Morocco	76/11	Rural Development
Tunisia	TN 7D 001	Integrated Pre-School Feeding/Nutrition
Yemen	76/15 ?	Applied Health/Nutrition
Yemen	YE 8D 010	Rural Water Supply Project

ASIA PACIFIC REGION

Indonesia	ID 7D/8D	Development Projects
Pakistan	76/2	Chak 424 Link Road and Survey
Philippines	75/8	Rural Development
Philippines	PH 9D-001	Nutrition Education
Thailand	SP TH 8D-018	Vocational/Rural Leadership Training

INTEGRATED RURAL DEVELOPMENT PROJECTS DESIGNED

SUB-SAHARA AFRICA REGION

Benin	BX 8D-006	Agricultural Nutrition	
Burundi	76/3	Peat Project	
Cameroon	74/9	Rural Health Training	NA LPG
Cameroon	7D-002	Wells, Viri and Douloula	
Cameroon	7D-003	Wells, Yagoua	
Ethiopia	74/5	Dana Resettlement Site Development	NA DPC
Ghana	641-0072 (GoG)	Rural Development (FAAD)	
Ghana	8D-003	Nandom Agricultural Project No. 2	
Ghana, Lesotho, Tanzania	904-0002-73	Growth Surveillance System (GSS)	
Kenya	7D-008	Kyuso Agricultural Improvement Scheme	
Kenya	7D-010	Mbitini Women's Poultry Project	
Kenya	7D-012	TWA Maliku Kavisumi Water Supply	
Niger	AID/afr-G-1423	Rural Integrated Agricultural Development	
Sahel (Gambia, Mauritania, Senegal, Upper Volta)		General Support Grant for drought area - Agriculture and Water Development	
Senegal	76/10	Wassadou Agriculture (in planning)	
Sierra Leone	70/7	Matotoka Chiefton Development	
Sierra Leone	7D-003	Rice Cultivation	
Tanzania	73/4	Development in Ujamaan Village	NA LPG
Upper Volta	72/5 (A) (B)	Dam Construction Agriculture Development	
Upper Volta	76/7	OFJA Poultry	

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INTEGRATED RURAL DEVELOPMENT PROJECTS DESIGNEDCENTRAL AMERICA/CARIBBEAN REGION

Costa Rica	76/1	Nutrition Education and Agriculture Production -
Costa Rica	75/2	Farmers' Supermarket
Dominican Rep.	75/4	Consaja Integrated Agricultural Project .
Haiti	75/11	Gros Morne Health and Development Training Program
Jamaica	76/1	Small Farmers' Support -
Mexico	76/2	Tizimin Fri Dimensional Development Program

SOUTH AMERICA REGION

Bolivia	75/1	Mobile Health Program	nr 30
Chile	7D-006	Mapuche Livestock Development Association	nr 30 PG
Colombia	75/1	San Gil Integrated Project ✓	nr 30 PG
Ecuador	75/1	Ambato Integrated Program	4
Uruguay	75/1	Durazno Integrated Program	11

Chile
Revised

REGIONAL SEMINARS

April 1975 - July 1978

North Africa/Near East Region (Region I)

Rome Conference	November 22 - December 1, 1976
Alexandria, Egypt	March 10 - 18, 1978

Asia/Pacific Region (Region II)

Singapore	October 17 - 28, 1977
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Sub-Sahara Africa Region (Region III)

Banjul	April 21 - May 3, 1975
Dakar, Senegal	February 9 - 19, 1977
Dakar, Senegal	September 5 - 11, 1977
Nairobi, Kenya	January 29 - February 7, 1978

Central America/Caribbean Region (Region IV)

El Salvador	November 15 - 23, 1976
Honduras	June 5 - 12, 1977
Guatemala	June 4 - 15, 1978

South America Region (Region V)

Quito, Ecuador	June 20 - 26, 1976
Santa Cruz, Bolivia	February 23 - March 4, 1977
Cali, Colombia	July 24 - 31, 1978

IN-COUNTRY SEMINARSNorth Africa/Near East Region (Region I)

PDE Training Seminar, Egypt October 19 - November 13, 1976

Asia/Pacific Region (Region II)

Workshops on Development Project Preparation and Evaluation
conducted by Eileen Johnson:

<u>Country,</u>	<u>Number of Participants</u>	<u>Date</u>
Suva, Fiji	9	May 15-17, 1978
Nuku 'alofa, Tonga	15	June 9-11, 1978
Honiara, Solomon Islands	56	July 1-3, 1978
Port Moresby, Papua New Guinea	18	July 19-21, 1978

Sub-Sahara Africa Region (Region III)

Regional Evaluation, Dakar, Senegal March 23-24, 1976

Central America/Caribbean Region (Region IV)

Three Task Force Meetings at the Sub-Regional level:

Disaster Aid, Guatemala	October, 1976
Institution Building, Honduras	October, 1976
Community Development, Costa Rica	October, 1976

South America Region (Region V)Bolivia

National Seminar on Productivity Quality and Commercialization of Basic Products in Bolivia - La Paz	May 31-June 4, 1976
Regional Planning Course - Alto Beni	July 24-29, 1976
Regional Planning Course - Bermeo	August 31-September 4, 1976

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IN-COUNTRY SEMINARS

<u>Bolivia</u> (continued)		<u>No. of Participant</u>
Regional Planning Course - Chapare:		
A) Group of citrus growers	September 24-25, 1976	
B) Group of Mothers Club Leaders	October 27-28, 1976	
C) Group of campesinos of the Chimore Zone	October 29-31, 1976	
Seminar on Planning Social Action - Sucre	November 11-14, 1976	
Training and Planning for the Implementation of Project 75/01 (OPG) -Mobile Health Program, Chiquitos	April 15-26, 1977	
Planning Seminar for Caritas National	December 15-17, 1977	
First Meeting of Quinoa Production - Potosi	April 23-27, 1977	
Second Meeting of Pastoral Social - Sucre	June 30-July 2, 1977	
Second Planning Encounter** - Bermeo	July 18-22, 1977	120
First Encounter of Artisans	August 29-September 1, 1977	45
Third Encounter of Cacao and Rice Producers - Alto Beni	September 30-October 3, 1977	90
Second Planning Seminar of the Social Pastoral - Sucre	October 4-6, 1977	47
Third Planning Seminar of the Social Pastoral - Sucre	November 17-19, 1977	72
First Encounter of Quinoa Producers - Nor Lipez	November 14-15, 1977	60
Three Encounters for Onion and Tomato Producers - Paria, Oruro	February - March 1978	

*** Encounters - These are short meetings where the small farmers of a zone can meet and plan their future. This type of meeting is to assist us in collecting information, verify government data, increase the people's level of consciousness (and hence participation), and finally plan their activities.

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IN-COUNTRY SEMINARS

<u>Bolivia</u> (continued)		<u>No. of Participants</u>
Parish Level Social Action Planning Seminar - Sucre	March, 1978 - 3 days	-
Second Encounter of Quinoa Producers - Nor Lipez	March 31-April 5, 1978	60
Planning Encounter for Cacao Producers - Alto Beni	April, 1978	40
Seminar on Social Action of the Bolivian Church	April, 1978	30
Second Encounter of Quinoa Producers - S. Altiplano	April, 1978	50
Follow-up Encounter for Onion Producers - Oruro	July, 1978	40
Planning Encounter of Coffee Growers - Coripata	July, 1978	60
Planning Encounter for the Campesinos of Belen	July, 1978	60
Seminar for Social Pastoral Organizations - Sucre	July, 1978	45

Activities Involving Consultants:

Patacamaya Marketing Study	April, 1978	
Social Pastoral Study - Santa Cruz		
Evaluation of Annual Plan	April, 1978	Consultant: Mr. David Nelson
Study of Fund-Raising Possibilities of the Social Action Dept. of the Episcopal Conference	July, 1978	
Technical Assistance in the Preparation of Socio-Economic Development Projects for CRS/Bolivia	February 1-April 30, 1978	Consultant: Mr. Guido Mansilla

Training Seminars - These are meetings where personnel of CRS and Caritas Boliviana are being taught a specific socio-economic skill, i.e., how to plan socio-economic projects, what is promotion, how should we plan projects, etc.

Studies - These would be socio-economic or socio-pastoral studies that would be carried out to help us better plan and implement our projects.

IN-COUNTRY SEMINARS

<u>Colombia</u>		<u>No. of Participants</u>
Seminar on Methodology of Country Program Planning - Paipa	May 10-13, 1976	
FERURAL Seminar on Minifundia	September 6-8, 1976	70
Seminar on the Socio-Economic situation of Colombia's rural area	October 18-22, 1976	20
Seminar on the rural situation - Duitama	October 29-November 1, 1976	168
Course on Planning and Project Development	April 19-21, 1977	30
Bogota Training Workshop for new CRS employees	February 19-March 4, 1978	18
Evaluation Seminar in 3 areas of the Diocese of Neiva	June and July, 1978	150
<u>Activities Involving Consultanta:</u>		
Study for Replanning of Rural Food Packing Plants - CRS Project CO 76-03	Consultants: Mr. Juis Prada Mr. Emilio Schaer Mr. Manuel Gutierrez	
Evaluation of CRS/Colombia's Annual Plan - June 1978	Consultant: Mr. Humberto Rojas	
<u>Ecuador</u>		
Seminar on Rural Development among Indigenous and Campesinos of La Sierra - Quito, Ecuador	April 24-29, 1976	
CRS/Promocion Humana Planning Session	September 10, 1976	12
Seminar on Rural Development Project - Methodology	September 19-25, 1976	37
Preparatory Meeting for Santa Cruz Seminar	December 13-15, 1976	7

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IN-COUNTRY SEMINARS

<u>Ecuador</u> (continued)		<u>No. of Participants</u>
Evaluation of Promocion Humana	May 12, 1977	
Seminar on Base Level Communities for Diocesan Directors	October, 1977 4 days	
First Regional Encounter of Representatives of Campesino Defense Committees - Diocese of Ambato	January 27-28, 1978	43
Second Regional Encounter of Representatives of Campesino Defense Committees - Diocese of Ambato	February 10-11, 1978	40
Third Regional Encounter of Representatives of Campesino Defense Committees - Diocese of Ambato	February 24-25, 1978	29
Diocese of Azogues Feminine Promotion Courses (2)	April - May, 1978	120
Social Pastoral Planning Seminar - Diocese of Ambato	June, 1978 3 days	
<u>Activities Involving Consultants:</u>		
Evaluation of Annual Plan	June, 1978 Consultant: Mr. David Nelson	
Study to Redesign CRS Project EC 7D 005 - Program of Social Formation and Training	June 19-31, 1978 Consultant: Fr. Orlando Sandoval, S.J.	
<u>Peru</u>		
Nutrition Planning Conference	July 10-15, 1976	33
<u>Brazil</u>		
Evaluation of CRS/Brazil's Annual Plan	July 2-31, 1978 Consultant: Mr. Walso Cesar	

LIST OF REPORTS

April 1975 - July 1978

REGIONAL TRAINING SEMINARS

- Report of the Sub-Sahara Africa Regional Planning and Training Conference
Banjul, April 21 - May 3, 1975
- Final Report of the Central America/Caribbean Regional Conference
San Salvador, El Salvador, November 15 - 23, 1976
- Report of the CRS Region I DPG Seminar
Rome, Italy, November 22 - December 1, 1976
- Report of the CRS Sub-Sahara Africa Regional Conference
Dakar, Senegal, February 9 - 19, 1977
- Final Report of the South America Regional Conference
Santa Cruz, Bolivia, February 23 - March 4, 1977
- Final Report of the Second Regional Strategy Conference
San Pedro Sula, Honduras, June 6 - 11, 1977 (Central America/Caribbean)
- Report on the CRS Region III Sub-Sahara Africa Regional Conference for
Local and Counterpart Staff
Dakar, Senegal, September 5 - 11, 1977
- Report on the CRS Region III Sub-Sahara Africa Regional Conference
Nairobi, Kenya, January 29 - February 7, 1978
- Report of the CRS Region II DPG Seminar
Singapore, October 17 - 28, 1977
- Report on the Second Regional DPG Conference
Alexandria, Egypt, March 10 - 18, 1978 (North Africa/Near East)
- Final Report of the Third Regional Strategy Conference
Guatemala, June 4 - 15, 1978 (Central America/Caribbean Region)

REPORTS FROM DPG TECHNICAL PERSONNEL

DPG Team - Sub-Sahara Africa Region

Quarterly Report No. 1	October 28, 1975 - January 31, 1976
Quarterly Report No. 2	February 1 - April 30, 1976
Quarterly Report No. 3	May 1 - July 31, 1976
Quarterly Report No. 4	August 1 - October 31, 1976
Quarterly Report No. 5	November 1, 1976 - January 31, 1977
Quarterly Report No. 6	February 1 - April 30, 1977
Quarterly Report No. 7	May 1 - July 31, 1977
Quarterly Report No. 8	August 1 - December 31, 1977
Quarterly Report No. 9	January 1 - March 31, 1978
Quarterly Report No. 10	April 1 - July 31, 1978

Planner/Evaluator - North Africa/Near East Region

Report of Field Trip to Egypt and In-country PDE Seminar
October 19, 1976 - November 13, 1976

Report of Field Trip to Yemen
March 30 - April 25, 1977

Report of Field Trip to Jordan
November 4 - 24, 1977

Planner/Evaluator/Coordinator - South America Region

Report of Field Trip to Ecuador, Colombia and Peru
December 13 - 21, 1976

Report on the Implementation of the DPG in the Sub-Region
Andina: Bolivia, Ecuador, Colombia and Peru 1976
February 2, 1977

Report on Consultation with Social Action
Department of the Archdiocese of Santa Cruz, Bolivia
June 16, 1977

Planner/Evaluator - Asia/Pacific Region

Preliminary Observations of Three South Pacific Countries,
Their Current Development Status and Their Future Directions
January 1978

REPORTS FROM DPG TECHNICAL PERSONNEL (continued)

Consultants & Planner/Evaluator - Central America/Caribbean Region

An Evaluation of the Problems Limiting the Promotion of
Rural Development on the Effective Relief of Development
Alan J. Taylor, September 24, 1976

Feasibility Study - Farmers' Market
Costa Rica, Hugo Alvarez, June 1977

Feasibility Study - Agricultural Mechanization
Honduras, Henry Naranjo, January 1977

Institutional and Community Project Surveys
Honduras, Roberto Caceres, April 1977

Los Monges Coop Evaluation (SV-7D-006)
El Salvador, August 19, 1977

CEPROR Evaluation (SV-8D-008)
El Salvador, June 26, 1978

La Providencia Evaluation (SV-8D-001)
El Salvador, March 9, 1978

Contract for Nutritionist
Haiti, July 6, 1978

IQC Consultants

On Developing a New Responsiveness: An Assessment of
CRS' Planning and Evaluation Capacity
Strategies for Responsible Development, June 1977

CRS Program Management Manual
Strategies for Responsible Development, July 31, 1978

B U D G E T

<u>LINE ITEMS</u>	<u>4/1/75- 3/31/76</u>	<u>4/1/76- 3/31/77</u>	<u>4/1/77- 7/31/78</u>	<u>4/1/75- 7/31/78</u>
1. Technical Personnel Field: seven				<i>7.15</i>
Personnel	26,223	\$ 66,757	\$192,942	\$ 285,922
Travel	4,179	21,386	49,147	74,712
Per Diem	7,602	19,524	65,394	92,520
Partial Office Support	3,458	19,427	13,587	36,472
2. Training	51,669	127,725	326,539	505,933
3. Consultation/ Evaluation	2,680	49,400	102,361	154,441
TOTAL	<u>\$95,811</u>	<u>\$304,219</u>	<u>\$749,970</u>	<u>\$1,150,000</u>

453.5

FINANCIAL STATUS REPORT

(Follow instructions on the back)

1. FEDERAL AGENCY AND ORGANIZATIONAL ELEMENT TO WHICH REPORT IS SUBMITTED

2. FEDERAL GRANT OR OTHER IDENTIFYING NUMBER: OMR Approved Form No. 50-108-100

AGENCY FOR INTERNATIONAL DEVELOPMENT

AID/pha-C-1117

1 1 PAGES

3. RECIPIENT ORGANIZATION (Name and complete address, including ZIP code)
CATHOLIC RELIEF SERVICES-USCC
 1011 FIRST AVENUE
 NEW YORK, NEW YORK 10022

4. EMPLOYER IDENTIFICATION NUMBER
 13-5563422

5. RECIPIENT ACCOUNT NUMBER OR IDENTIFYING NUMBER

6. FINAL REPORT
 YES NO

7. BASIS
 CASH ACCRUAL

8. PROJECT/GRANT PERIOD (See instructions)

9. PERIOD COVERED BY THIS REPORT

FROM (Month, day, year)
 6/30/75

TO (Month, day, year)
 7/31/78

FROM (Month, day, year)
 6/1/78

TO (Month, day, year)
 7/31/78

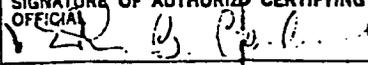
10. PROGRAMS/FUNCTIONS/ACTIVITIES ▶	STATUS OF FUNDS						TOTAL (g)
	(a) Personnel	(b) Travel & Per Diem	(c) Office Support	(d) Training	(e) Consultation/Evaluation	(f)	
Net outlays previously reported	\$ 198,811.42	\$ 100,696.41	\$ 48,621.44	\$ 449,058.63	\$ 110,998.32	\$	\$ 908,186.22
b. Total outlays this report period	63,381.99	16,289.70	5,834.29	60,159.18	65,006.81		210,671.97
c. Less: Program income credits	-----	-----	-----	-----	-----		-----
d. Net outlays this report period (Line b minus line c)	63,381.99	16,289.70	5,834.29	60,159.18	65,006.81		210,671.97
e. Net outlays to date (Line a plus line d)	262,193.41	116,986.11	54,455.73	509,217.81	176,005.13		1,118,858.19
f. Less: Non-Federal share of outlays	-----	-----	-----	-----	-----		-----
g. Total Federal share of outlays (Line e minus line f)	262,193.41	116,986.11	54,455.73	509,217.81	176,005.13		1,118,858.19
h. Total unliquidated obligations	23,728.59	50,245.89	(17,983.73)	(3,284.81)	(21,564.13)		+ 31,141.81
i. Less: Non-Federal share of unliquidated obligations shown on line h	-----	-----	-----	-----	-----		-----
j. Federal share of unliquidated obligations	23,728.59	50,245.89	(17,983.73)	(3,284.81)	(21,564.13)		31,141.81
k. Total Federal share of outlays and unliquidated obligations	285,922.00	167,232.00	36,472.00	505,933.00	154,441.00		1,150,000.00
l. Total cumulative amount of Federal funds authorized	285,922.00	167,232.00	36,472.00	505,933.00	154,441.00		1,150,000.00
m. Unobligated balance of Federal funds	-0-	-0-	-0-	-0-	-0-		-0-

11. DIRECT EXPENSE

a. TYPE OF RATE (Place "X" in appropriate box) PROVISIONAL PREDETERMINED FINAL FIXED

b. RATE c. BASE d. TOTAL AMOUNT e. FEDERAL SHARE

13. CERTIFICATION
 I certify to the best of my knowledge and belief that this report is correct and complete and that all outlays and unliquidated obligations are for the purposes set forth in the award documents.

SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL

 TYPED OR PRINTED NAME AND TITLE
EDWIN B. BRODERICK
 EXECUTIVE DIRECTOR

DATE REPORT SUBMITTED
 9/29/78
 TELEPHONE (Area code, number and extension)
 (212) 838-4700

12. REMARKS: Attach any explanations deemed necessary or information required by Federal sponsoring agency in compliance with governing legislation.

+ h. Total unliquidated obligations \$31,141.18

The following bills are outstanding

As of the date of the above financial

report:

Training	\$17,141	(approximately)
Travel/Per Diem	5,000	(approximately)
Consultation/Evaluation	9,000	(approximately)

Total	\$31,141
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<p>To increase participation of the poorest majority in solving their socio-economic problems.</p>	<ol style="list-style-type: none"> 1) Study or evaluations of five sample integrated projects 2) Involvement of representatives of participants in evaluation meetings. 3) Decisions of participants reflected in changes in implementation 	<ol style="list-style-type: none"> 1) Study or evaluations of five sample integrated projects 	<ol style="list-style-type: none"> 2) rural development is more suitable to peasant needs. 2) Climatic conditions remain favorable at project sites. 3) No adverse changes in political, economic environment in project countries.
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<p>To improve the capability of CRS to plan, design, implement and evaluate programs with its indigenous counterparts</p>	<ol style="list-style-type: none"> 1) Increase numbers of integrated rural development projects in execution from <u>4</u> to <u>16</u> by 1978. 2) Increase from <u>13</u> to <u>25</u> the number of professional staff maintained by CRS totally dedicated to development programming at Headquarters and regional level. 3) 60% of all funds for development projects will be allocated through the planning system. 	<ol style="list-style-type: none"> 1) Project Records 2) Personnel Records 3) CRS Reports on Funding 	<ol style="list-style-type: none"> 4) Counterparts able to maintain basic operational level. 1) Planning system incorporated in revised socio-economic manual will be utilized by CRS Program Staff 2) CRS will have budgetary resources to maintain sufficient professional staff after grant period
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	YEAR 1	YEAR 2	YEAR 3		
<ol style="list-style-type: none"> 1) Seminars held: <ul style="list-style-type: none"> - Regional - Country 	<p>3 4</p>	<p>4 10</p>	<p>5 5</p>	<ol style="list-style-type: none"> 1) Reports of technical advisors 2) Seminar Reports 	<ol style="list-style-type: none"> 3) Funding from CRS or outside sources will be available for priority programs
<p>CRS staff participating in training</p>	80	135	130		
<p>Counterpart Staff participating in training</p>	80	155	145		
<ol style="list-style-type: none"> 2) Integrated Rural development projects designed 	6	8	8	<ol style="list-style-type: none"> 3) Existence of draft projects 	
<ol style="list-style-type: none"> 3) Revised systems for planning, implementing and evaluating development programs 		X		<ol style="list-style-type: none"> 4) Existence of revised socio-economic manual 	<ol style="list-style-type: none"> 1) Qualified staff will be available as programmed

<p>I. AID</p> <p>A. Funds for <u>9</u> technical advisors</p> <ul style="list-style-type: none"> 3 planners 5 rural development advisors 1 health education advisor <p>B. Funds for Training Seminars</p> <p>C. Other inputs (professional staff)</p> <p>A. CRS Headquarters - technical officer for planning/evaluation (1)</p> <p>Other technical staff (12)</p> <p>B. CRS Regional level (5)</p> <p>C. CRS Country level (100)</p> <p>D. Counterpart Technical Staff (50)</p>	<p>9 person/years annually. (Refer attached budget)</p> <p>1 person/year</p> <p>6 person/years</p> <p>2.5 person/years</p> <p>36 person/years</p> <p>15 person/years</p>	<ol style="list-style-type: none"> 1) Reports of Regional Offices, Technical Advisors 2) Financial Reports 	<ol style="list-style-type: none"> 2) Sufficient coordination with counterparts will be maintained 3) Advice provided by technical staff will be utilized by CRS and counterpart personnel
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