

AN EVALUATION OF
LUTHERAN WORLD RELIEF'S
ANDEAN REGION OFFICE
LIMA, PERU

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I. BACKGROUND

Lutheran World Relief (LWR) established an Andean Regional Office (ARO) in Lima, Peru in 1978 following careful consultations with a number of potential partner agencies. Hans Hoyer, a person who has enjoyed considerable Latin American experience with a variety of development organizations, was hired as the LWR/ARO representative and given the responsibility of 1) stimulating local development agencies to respond more adequately to the needs of the poor by enhancing their technical and professional competence through training, 2) promoting horizontal linkages (networking) among agencies and community-based groups, and 3) supporting the development efforts of local organizations attempting to meet basic human needs.

Given the substantial commitment of resources being provided to this diverse program, LWR felt that it would be important to have an independent assessment of the impact of the ARO supported activities in order to assist future program planning efforts. In addition, the expenditure of considerable AID Matching Grant funds in the Andean Region, and the approaching completion date of the agreement, provided even further impetus for conducting an evaluation at this time.

Therefore, the services of two independent consultants were sought -- Loren Finnell and Daniel Santo Pietro (see Attachments A and B) -- and they were asked to:

- A. Describe and critically analyze how this program (LWR/ARO) has contributed to the attainment of the Matching Grant purposes;

- B. Report on specific aspects of the individual projects that may be of interest for replication purposes in other LWR programs and/or by other agencies; and
- C. Highlight lessons learned during the program's implementation and make recommendations for future activity.

The Scope of Work included both general issues (eg. LWR Development Strategy Guidelines utility, the adequacy and timeliness of the LWR response, etc.), as well as specific questions relating to the attainment of the Matching Grant objectives, which are:

- A. To stimulate individual communities to undertake their own development by participating successfully in projects designed to meet basic human needs;
- B. To support the development of an infrastructure (network) in Third World countries which is capable of and committed to continued development beyond the period of the grant; and
- C. To assist indigenous counterpart agencies to become more effective in planning, implementing and evaluating development programs in collaboration with local communities.

In order to carry out this task, the evaluators, in consultation with LWR/NY and LWR/ARO, designed interview instruments, planned intensive field visits and reviewed considerable background information. Meetings were held with the two-person team that had implemented (in March 1982) a similar evaluation of LWR's Niger program in an attempt to ensure as much commonality as possible between

the two activities. AID/WDC was also consulted and provided the opportunity to have an input into the evaluation design.

During a three-week period in April, the consultants visited (see Attachment C) all four Andean countries (Peru, Bolivia, Chile and Ecuador) being attended by LWR/ARO, and interviewed local agency personnel (see Attachment D) representing 17 of the 26 major projects. These same organizations were the recipients of 38 of the 105 mini-grants (under \$5,000) made from the Andean Development Facilitation Fund (ADFF). In addition, 26 of the 32 persons spoken with had attended one or more of the training seminars that had been offered in Quito, Ecuador over the past two years.

The style of the interviews was fairly informal and flexible although every attempt was made to cover the topical areas of interest that were represented in the pre-determined list of interview questions (see Attachment E).

The setting and timing for the interviews varied considerably with the circumstance. In some cases, only the Executive Director was present, while in other situations, one or more additional staff and/or Board members participated. Most of the meetings took place in the offices of the agency being interviewed, although a number of others were conducted in restaurants or "on the road" during field trips. The amount of time devoted to the questioning was likewise diverse, going from a minimum of 45-60 minutes to as much as 10-12 hours when field visits were involved.

Reading materials included the Niger evaluation, portions of the AID Matching Grant document, summary descriptions of all of the projects and seminars being supported, and

selected periodic reports and evaluations.

The consultants would like to feel that this evaluation was a participatory exercise, not only from the viewpoint that the users/beneficiaries of the (LWR) services had a chance to comment and make suggestions about the processes directly affecting them, but additionally through the inclusion of Hans Hoyer as part of the evaluation team.

While it would have been preferable for Hans Hoyer to be physically present during a larger number of the interviews (something that was compensated for by commenting on each of the interviews in detail), the discussions before, during and after the evaluation process give evidence to a high degree of concurrence in the findings among the three persons involved (Hoyer, Finnell, Santo Pietro).

It should also be stressed that while every effort was made to ensure that the Andean Region and Niger evaluations were implemented similarly, to the maximum extent possible (eg. comparable lists of questions, use of the same face sheets, and identical scoring on the project performance chart), the differences between the two efforts should likewise be underlined. The most notable of these is that while the Niger study was focused more on the projects themselves, the ARO evaluation places greater emphasis on the relationships between LWR and the recipient agencies.

There are a number of reasons for this being the case. First of all, LWR/ARO is basically a support agency without operational responsibilities at the project level. Moreover, due to the fact that the consultants were asked

to visit eight major cities and their respective project sites, in four countries, the schedule permitted only limited time to deal with each project. Finally, most of the projects involved community development and training processes that would be complex activities to evaluate even if time had allowed.

For these reasons, this report will refrain from making specific recommendations about individual projects and deal only with larger issues such as agencies, types of projects, support processes and country priorities.

II. EXECUTIVE SUMMARY

Lutheran World Relief (LWR) established an Andean Regional Office (ARO) in Lima, Peru in 1978 following careful consultations with a number of potential partner agencies.

The objectives that were established for the LWR/ARO were: 1) to stimulate local development agencies to respond more adequately to the needs of the poor by enhancing their technical and professional competence through training, 2) to promote horizontal linkages (networking) among agencies and community-based groups, and 3) to support the development efforts of local organizations attempting to meet basic human needs.

Funding for these activities came from LWR's own constituency and a Matching Grant from the Agency for International Development (AID).

Some of the results to date include: 1) over \$1,000,000 in grant support for 26 development projects Peru, Bolivia, Chile and Ecuador, 2) three regional management training experiences for the staff members of participating agencies (and others), and 3) numerous interchanges (local and international) and small workshops that were promoted via a small grants fund.

An evaluation team of two consultants and the LWR/ARO representative recently visited with participating/beneficiary agencies in the four countries mentioned above and concluded, among other things, that LWR/NY had been opportunely correct, in terms of style and content, in its decision to mount a regional office in Lima. Moreover, it was found that the LWR/ARO, and its representative in

particular, enjoy a high degree of regard from both client and colleague agencies in the area. The LWR/ARO is, however, currently over-extended in terms of its activity load and its ever-expanding number of responsibilities. A reduction in the number countries being attended, further planning, and the hiring of additional staff were suggested as remedial actions.

With regard to the Andean Development Facilitation Fund (ADFF), the evaluators felt that it is an effective, useful instrument to 1) promote exchange among agencies and communities, 2) facilitate training, workshops and seminars, and 3) support small, hard-to-finance projects, but that its purposes are not fully appreciated by all of the agencies supported by LWR. Continued funding for this activity and additional promotion were recommended.

The evaluation team further concluded that the LWR/ARO is supporting a significant number of highly participatory projects that are assisting low-income persons meet their basic human needs. However, it was believed that the processes for extending this financial assistance could be further polished and streamlined, and that funding policies, at all levels, needed to be developed. A number of very specific recommendations were therefore made regarding the processes, and it was suggested that a funding policy be established for the Andean Region.

In the area of seminars and training, an integral part of LWR/ARO's activities, the findings were that while the three LWR/ARO seminars have promoted a significant level of linkages, and resulted in some unplanned benefits, only limited impact has been made in the area of increasing the

capabilities of these same groups, and that in order to have a reasonable input into the area of management services, LWR/ARO will have to dedicate considerably more time, effort and money to a process that would include much more than just seminars. A sharper focus of its objectives, improved planning and an increased level of resources were among the recommendations.

The following sections discuss and detail the evaluators findings in these areas.

III. DESCRIPTION OF FINDINGS

A. Introduction

One additional topic needs to be highlighted before addressing the main areas of interest.

While this particular evaluation focuses in on the developmental, interchange and training activities within a four-country region, it should be pointed out that the LWR/ARO has responsibilities that go much beyond that limited scope.

From a geographical standpoint, for example, the LWR Lima office is also overseeing a limited number of financial commitments in Brazil, Uruguay and Colombia.

Contentwise, Hans Hoyer, personally, is also the CWS representative which implies some involvement in food-aid issues and emergency disaster preparation and response. Although not originally included as one of ARO's work objectives, the socio-political reality of the Andean Region further requires that LWR, together with CWS, support and accompany various experiences related to solidarity and refugee problems. ARO is, for instance, a founding member of the recently formed Ecumenical and Human Rights Commission for Refugee Problems (COEDHAR), a Peruvian ecumenical structure, which in close coordination with the United Nations High Commissioner for Refugees, deals with refugee problems in general.

B. The Andean Region

The four countries where LWR/ARO is working are quite different, and while considerable space would be required in order to adequately describe them, the following brief statements will hopefully provide some of the flavor of each and put them into a context that is helpful to readers that are unfamiliar with the area.

Peru, for example, is a large country with huge variations of climate and topography -- an extremely arid coastal area, a lengthy range of snow-covered mountains and steamy jungle regions. Although apparently rich in many natural resources, Peru's economy is not strong, and there are serious socio-economic problems among various sectors of the population. In spite of the fact that an agrarian reform movement made important progress in the 70's, many small farmers are still finding it difficult to make a living, and are migrating to Lima and other large cities where they only further add to an existing urban slum problem. A good share of these people -- both urban and rural -- come from Peru's large indigenous and mestizo population and who are descendents from the Incan civilization. Politically, Peru is being governed by Fernando Belaunde Terry, who was popularly elected in 1980.

Bolivia is one of the poorest countries in Latin America. Its percapita income of barely \$500 is lower than all Caribbean, Central and South American countries except Haiti, and in addition to such poverty, it also has a long history of political instability. In 155 years, Bolivia has had 189 coups. Although normally relatively non-violent, some recent military take-overs have resulted in a good number of deaths and considerable levels of persecution.

Tin exports, approximately 70% of Bolivia's foreign exchange earnings, have dropped by 40%, and production in agriculture and petroleum industries continues to decrease. Bolivia's equally diverse geography is highlighted by the "altiplano" (a dry flatland over 10,000 feet above sea level); Lake Titicaca, which it shares with Peru; and La Paz, the highest capital in the world (12,000 feet), in addition to jungle and other low-land areas. The situation is even further complicated by a population made up of many different and diverse indian groups (eg. Aymarans) who together form the majority of the population, mestizos, Spanish descendents and large numbers of other European sub-cultures.

Chile, on the other hand, is a country that enjoyed relative economic prosperity and political tranquility until about ten years ago when General Augusto Pinochoet and a military junta overthrew the democratically elected government of Salvador Allende, and ended an experiment in parliamentary socialism that had attracted worldwide interest. Chile is currently committed to a free market economy, that has seen the failure of a number of national industries, due to a deregulation of protective tariffs, growing unemployment, inflation and an increase in the national debt -- conditions that the government hopes are only temporary. An extremely long, thin country that parallels the Andes mountains, Chile has dry coastal areas and mountainous lake regions much like the Rockies in the U.S. The population is dominated by Spanish and other European groups with only a relatively small indigenous group (Mapuche) concentrated in two areas of the country.

Ecuador, once the world's largest exporter of bananas, also has three distinct regions -- the interior jungle, inhabited predominately by various indigenous groups; the highlands, where the northern capital of the Incan civilization once was, and where other indian groups and mestizos now outnumber the Spanish descendents; and the coastal areas, where there are large numbers of blacks and at least one additional indian tribe. Although blessed with large amounts of oil (Ecuador is a member of OPEC), considerable economic problems persist, especially among the small farmer population and urban poor in large cities such as Guayaquil. Jaime Roldos, the first elected head of state in Ecuador in almost ten years, and felt by many to be the "President of the poor", was unfortunately killed in an airplane accident in May 1981. He was succeeded by his vice-president, Oswaldo Hurtado, who is attempting to continue the economic programs initiated by his predecessor.

C. The Andean Region Office (ARO)

The idea of an Andean Regional Office grew out of a 1978 trip to Latin America by LWR's Assistant Executive Director during which time he concluded 1) that the north-south relationship was often too heavily unbalanced in favor of those that held the purse strings, 2) that local leadership, while fully committed, many times lacked the necessary experience base for dealing with funding agencies, and 3) that donor agencies many times molded proposals in their own way, irrespective of the desires of the project holders. What was needed, it was felt, was management assistance at the local agency level and a shift of the decision-making processes to a point closer to the project sites.

Thus, at a time when many colleague agencies were bringing people home from Latin America, LWR made a conscious move to open an office that would serve the local development organizations in the Andean Region through the provision of both services and finances.

The objectives that were established were to increase both the quantity and quality of the programs, and to promote lines of communication and learning among the various participants.

LWR appears, without question, to have made the right decision. Almost every person interviewed during the three-week field visit mentioned, on their own, how pleased they were to have LWR close at hand (see interview comments and suggestions - Table #1), noting how difficult this situation was from that of having agencies make periodic visits from the U.S. and Europe. Typical of the comments was the following:

TABLE #1

COMMENTS AND SUGGESTIONS ABOUT LWR/ARO - DRAWN FROM INTERVIEWS	CRS - Peru	CIED	I.E.L.	SEPAS	CAPER	PEBAL	B. de las Casas	Granja Pumamarca	FEPAGE	ASEC	Methodist/Bolivia	CRS-Bolivia	CEBIAE	ACE/Santiago	ACE/Concepcion	Methodist/Chile	ACE/Temuco	CET	FEPP	FBU	ASDELA	
1 Noteworthy assistance in the area of linkages	X	X	X		X	X	X					X	X	X				X	X	X		
2 Extremely positive about LWR being close at hand		X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
3 Hans Hoyer stretched too thin				X	X	X		X	X			X	X	X	X	X	X	X	X	X	X	
4 Need for better planning, preparation, clearer objectives for seminars		X	X		X	X	X	X	X	X	X		X		X	X	X	X	X	X	X	X
5 Desire more seminars if they are more focused/better planned		X	X		X	X	X	X	X	X	X		X		X	X	X	X	X	X	X	X
6 Assisted considerably by seminars				X	X	X		X	X						X	X	X	X	X	X	X	X
7 LWR needs a core of consultants to promote seminars and other activities							X															X
8 Need country teams to meet before international seminars					X			X		X					X	X						
9 Grant process adequate or better		X		X		X			X	X	X		X					X		X		
10 Need for LWR to approve projects for more than two years									X													
11 Need for LWR to trust agencies more - cut budgets less									X													
12 Reporting period too frequent												X										
13 Would like more money given the amount of work involved													X								X	
14 Grant process too slow and cumbersome																						
15 Assisted considerably by ADFP			X		X	X					X					X			X			
16 Need for support agencies to share information		X														X			X			
17 LWR should concentrate its resources		X	X					X				X										
18 LWR should implement projects directly			X																			
19 Need for better communications about LWR's other activities																						
20 Need for joint planning sessions						X							X	X	X							
21 LWR too identified with ASEC in Bolivia												X										
22 Hans Hoyer has too little administrative ability												X										
23 Dislike annual funding									X												X	
24 Would like visits to be better coordinated															X							
25 Hans Hoyer good communicator																					X	

Note: To the extent possible, the comments and suggestions listed above represent unsolicited opinions from the persons interviewed. Therefore, a blank space does not necessarily indicate a given group's lack of concurrence, but rather only means that the information was not volunteered.

"One difference of working with LWR is that they have someone here a friend in the country with many useful contacts and respect for the methodologies of country's people." (Hughes, Granja Pumamarca)

This was true not only for those in Peru, but Bolivia, Chile and Ecuador as well.

The hiring of Hans Hoyer as the first representative also seems to have been a fortunate choice. Hoyer, an anthropologist with considerable practical experience with the InterAmerican Foundation and CRS, among others, appears to have just the right blend of technical ability, aptitude and sensitivity for this difficult assignment, as evidenced by what many had to say:

"One problem we experience is that some financing agency representatives arrive with a fixed model, convinced that they know more about the solution than we do. We know we make mistakes, but we cannot accept this attitude. LWR understands this." (Hughes, Granja Pumamarca)

The consultants did find, however, that the LWR office, Hans Hoyer in particular, is stretched too thin. Staffed with a part-time writer, a recently graduated internist from the Experiment in International Living, an administrative assistant and a secretary, the consultants view it as difficult, if not impossible to adequately respond to the multi-faceted activities that are on their plate. Again, many of the persons interviewed echoed these same sentiments (see Table #1):

"The road ARO has taken in its work needs more and more time (from its staff). It is difficult to limit the

the scope of work." (Veliz, SEPAS)

"Each contact of Hans' leads to twenty more, and so on."
(Portugal, PEBAL)

"It is simply too much to expect one person to work
in four countries." (Subirat, CEBIAE)

As was mentioned in the introduction, the LWR/ARO is not limited to the activities nor the countries covered under this evaluation exercise. Four additional countries and a number of other responsibilities divert considerable attention from the target area and objectives, and give raise to potential problems.

A number of persons opined, for example, that the LWR visits were too rushed, came at inconvenient junctures in the project cycle, and were announced with too little lead time. On the other hand, it was also obvious that when time allowed, the agencies truly appreciated LWR's more leisurely input:

"The (LWR representative) visited Ecuador for over a month and that time was crucial to allow him to understand fully our program." (Tonelo, FEPP)

Others in Cuzco, Cochabamba and Temuco had similar things to say.

Conscious of these constraints, LWR has apparently made the decision to hire an additional person for the Lima office who would share some of the travel and other responsibilities with Hoyer. However, as of the date of the evaluation, the person and the timing had not yet been finalized.

Conclusions

Based on the above mentioned findings, the evaluation team believes:

- 1) That LWR/NY was opportunely correct, in terms of style and content, in its decision to mount a regional office in Lima;
- 2) That the LWR/ARO, and Hans Hoyer in particular, enjoy a high degree of regard from both client and colleague agencies in the area; and
- 3) That the LWR/ARO is currently over-extended in terms of its activity load and its ever-expanding number of responsibilities.

Recommendations

It is therefore suggested:

- 1) That, in view of the need, time restrictions and budgetary levels (to be discussed later), the LWR/ARO sphere of responsibility be strictly limited to the four-country area of Peru, Bolivia, Chile and Ecuador, and that if additional inputs into Brazil, Uruguay, and Colombia are deemed absolutely necessary by LWR/NY, they be covered in some other manner than from LWR/ARO (The Project Grants Section will provide more of the reasoning behind this recommendation.);
- 2) That LWR/ARO develop a strategy paper for this four-country area that provides the raison d'etre for this concentration of services;
- 3) That LWR/ARO adopt the practice of drawing up an annual

work plan for the entire staff that, consistent with the above mentioned strategy paper, identifies program priorities and fixes travel schedules in broad terms;

- 4) That LWR/ARO adopt an annual or semi-annual reporting system that follows this same outline, and is responsive to the needs outlined in the Project Grants Section; and
- 5) That LWR/NY and LWR/ARO continue in the pursuit of hiring an additional staff person, carefully analyzing budgetary commitments to the LWR/ARO in order to determine whether the benefits and impact justify the increased administrative expenditures (The Project Grants Section will deal with the question of budget in more depth).

D. The Andean Development Facilitation Fund - ADFP

In its review, the evaluation team concentrated on looking at three major activity areas -- a small grants fund (ADFF), larger grants, and seminars/other training events -- within the context of the overall objectives: meeting basic human needs, networking and improving the capabilities of local agencies. The first of these, the ADFP, appears to be an effective tool for helping attain all three of the LWR objectives.

The ADFP was established in February 1979 with an initial Board authorization of \$20,000 and had the stated purpose of providing "seed money" to a multitude of small projects. The typical grant was to be \$500 to \$1,000, with a maximum of \$3,000, and a major emphasis was to be placed on training, organizationa development and evaluation efforts.

As of December 1981, 105 grants, totalling \$76,001, had been made from the ADFP (see list and analyses of projects in Attachment F) to a variety of activities in the four Andean countries. The total allocation had been increased to \$105,000 and due to inflation factors, the maximum individual amount allowable grew to \$5,000. Funding from other sources for these same activities was \$385,876, conserving LWR's role as a minority partner in financial support. The ADFP's contribution to meeting the stated objectives is also substantial.

The importance of networking, for example, and LWR's role in this activity, was something that many had positive views on:

"(Being aware of) who owns what knowledge is something

that no one was doing until LWR took an interest." (Funk, Iglesia Evangelical Luterana)

"Sharing experiences is something you find almost no funding agency interested in. For me it is a new tonic, something that goes beyond financing." (Veliz, SEPAS)

"ARO is one of the few entities that has the power to convoke many of us . . . because it is respected in many ways." (Crespo, Methodist Church/Bolivia)

"It is important that there be an agency with the capability to convoke an important group of agencies that are working in development. LWR has that power." (Rocco, ACE/Temuco)

The ADFE has played a major role in allowing LWR/ARO to bring people together locally and internationally. The summary descriptions of these small grants abound with evidence of the benefits of being able to make matchups easily and quickly (note: requests are made by letter and decisions on funding are made in Lima). The interviews with beneficiaries of this service corroborated their pleasure with its availability and utility (see Table #1).

Typical of the type of optional uses for the ADFE is the case of FEPADE in Cochabamba. Through conversations with Hans Hoyer, it came to light that FEPADE had interest in cacao production as part of one of their integrated development programs. LWR/ARO was aware that ASEC (La Paz) had some experience here, and as a result, he was able to facilitate a short course for FEPADE personnel in Alto Beni. In another case, FEPP (Ecuador) was able to provide technical assistance to SEPAS in the area of credit financing based on its own experience. CAPER (coastal

region of Peru) and the Granja Pumamarca (Cuzco area) are about to have a similar exchange regarding educational methodologies.

Local workshops and seminars are another favorite target for the ADFP. SEPAS, CIED, FEPP and many others have taken advantage of the fund for the purpose of training staff and/or beneficiary groups on a particular technical subject.

Additionally, the ADFP is also drawn upon for a quick funding for a small project, bridging (from one funder to another) and for the initial phases of what may become a major project later. In fact, in a goodly number of examples (Granja Pumamarca, CAPER, FEPP, etc.) LWR/ARO's relationship with that agency was initiated and nurtured along with small grants and other assistance before getting to the point of more substantial project support.

On the other hand, the evaluation team noted that the availability of the ADFP was not fully disseminated among all participating agencies and at all levels within a given organization. Likewise, it was apparent that the field was quite open for further ADFP activity (eg. ACE/Concepcion is working with the use compost in gardening, while the Methodist Church in Temuco is seeking assistance on this same subject; the Granja Pumamarca represents a functioning experimental farm, while the Methodist Church's effort in Chile is not yet self-supporting, etc.) Although the LWR/ARO representative indicated that the ADFP's low profile was purposefully done in many cases, the fact remains that opportunities abound, and a number of agencies have expressed the desire to know more about what others

are doing in order to better orient their requests for assistance.

Conclusions

It is therefore felt:

- 1) That the ADFE is an effective, useful instrument to
 - a) promote exchanges among agencies and communities,
 - b) facilitate training, workshops and seminars, and
 - c) support small, hard-to-finance projects; and
- 2) That the ADFE, and its purposes, are not fully appreciated by all of the agencies supported by LWR.

Recommendations

The evaluation team thus believes:

- 1) That LWR should continue to fund and expand, as necessary, the ADFE under the same criteria, conditions and processes that are currently being utilized;
- 2) That LWR/ARO should take steps to promote and publicize the availability and objectives of the ADFE with both actual and potential clients in the Andean Region; and
- 3) That LWR/ARO further make available a description of the activities being funded under this category to other participating agencies in an effort to stimulate additional exchanges.

E. Project Grants

The second major area of concentration for the evaluation was that of reviewing LWR's financial assistance to projects.

As was indicated in the Background Section, LWR/ARO does not directly implement projects, but rather functions only as a support agency. While most of the grant recipients described LWR/ARO as a "foundation - plus" (note: the "plus" refers to LWR/ARO's non-financial activities), LWR/ARO would prefer to have their work categorized as that of a "facilitator" of resources. Whatever the case, projects are apparently not hustled, with the majority of them coming about after a period of dialogue of anywhere from one to two years.

Such was the case of FEPP, for example, one of the more recently approved projects. LWR/ARO began talking with Pepe Tonelo of FEPP over three years ago, reviewing the agency's strengths and needs, discussing the appropriate response, and identifying just how LWR/ARO might participate.

In the interim, an internal evaluation was performed, the result of which was a restructuring of the FEPP operation into a more decentralized system. LWR/ARO participated in the design phase of this evaluation and supplied partial funding via an ADFP grant. This process led to the presentation of a major proposal and its subsequent funding.

During this period, however, FEPP also participated in three training seminars and two exchange visits with a Peruvian agency (SEPAS) interested in taking advantage of FEPP's expertise in credit programs.

In other words, by the time FEPP received its grant, it

had already related to LWR/ARO (and others) in a number of different manners, and while this does not happen 100% of the time, it is the preferred model according to LWR/ARO.

Not counting the period of "acercamiento" (getting to know one another), the majority of the recipients (see Table #1 in the previous section) felt that the grant approval process itself was adequate or better:

"An office less bureaucratic than ARO is difficult to achieve. They have been extremely agile in responding."
(Veliz, SEPAS)

"The LWR office is the quickest to respond to requests of all the funding agencies we know." (Kopp, ASEC)

However, the consultants believe that in almost all of the cases, the positive reaction to the LWR/ARO processing comes as a result of comparing it to European and other funding agencies that many times take from one to two years to review a proposal. By LWR/APO's own admission (something that was confirmed by the agencies) the average time between proposal submission and approval is from 6-9 months, and that it may be another 2-3 months until the funds are actually in-hand, leading to the conclusion that there is room for improvement in this area.

While admittedly better than most, the consultants feel that this amount of processing time still implies a potential hardship on the project holders who must somehow continue to finance the proposed activities until a decision is made or in manner "anticipate" future beneficiary needs. Either one or both are difficult, as is the situation caused by the likely change in the project's conditions

over this same time period (eg. the proposed activities and their respective costs may be considerably altered by the time funding is actually received).

In the normal LWR process, projects are first reviewed by LWR/ARO, where the following characteristics are sought (note: the LWR Development Strategy Guidelines, which generally include the following criteria, are apparently not applied formally):

- 1) Projects that are highly participatory;
- 2) Projects that support campesino organizations at local and/or regional levels; and
- 3) Projects that are supported by Christian-oriented organizations of various structures.

In the majority of cases, redrafting (by the project holder) and translating (by LWR/ARO as LWR/NY does not handle Spanish) of the proposals are necessary before they go on to the next level -- LWR's Latin America Office in New York. Questions arising from this review are responded to by letter, phone and/or in person depending on travel schedules and urgencies.

On the basis of that, final changes are made (in New York) in the project descriptions, which are then sent to a project screening committee of some 8-9 people with a recommendation for funding.

However, once approved by the screening committee, projects must also pass a fourth and final test with LWR's Board of Directors before grant agreements can be written (and translated) and payments made.

This process, none of which is in writing, seemed overly taxing and burdensome to the evaluation team, especially in view of the relatively low funding levels (see Table #2 on the following page). An average yearly grant is only \$24,226 per project, going from a low of \$12,031/project year in Peru to a more substantial \$38,996/project year in Chile.

Two additional hitches in the process were identified by the recipients and LWR/ARO. The first of these is the problem caused by the sending of bank transfers (in some cases) instead of checks, resulting in delays of up to 30-45 days due to "foot dragging" by the banks. The other issue relates to the apparent need to have periodic reports translated to English and in the "hands" of LWR/NY, before regular grant payments can be made rather than simply acknowledging the receipt, in Spanish, by the LWR/ARO as being adequate for this purpose.

As for the projects themselves (see Face Sheets in Attachment G), the consultants were highly impressed with what they saw and heard. In depth conversations with project holders, and field trips in Cuzco, Cochabamba, Concepcion** and Temuco (see list of agencies visited in Tables #3, #4, #5, #6 and #7) provided the basis for analyzing the activities in general terms.

It is fair to conclude, for example, that while the projects had little or no impact on two of the three Matching Grant objectives (networking and increasing institutional capabilities), in the third area, where one would expect the emphasis to be placed, the evaluators can offer that the evidence seems to support the thesis that the projects are

** Three projects in these areas are profiled in Attachments H, I, and J.

AVERAGE GRANTS PER YEAR/COUNTRY

Country	Total Funding	# of Grant Years	Average Grant
Peru	\$ 204,519	17	\$ 12,031
Bolivia	274,832	12	22,903
Chile	467,586	12	38,966
Ecuador	167,454	5	33,491
Totals	\$ 1,114,391	46	\$ 24,226

LWR/ARO FUNDING BY COUNTRY

<u>PERU</u> <u>Agency/Project</u>	<u>LWR Am't.</u>	<u>Other</u>	<u>Funding Dates</u>
1) CEIS - Chiclayo Urban Development	\$ 7,275	\$ 51,631	Jun. 1980 - Mar. 1981
2) CIED - Puno Integrated Community Development *	53,000	16,942	Jun. 1980 - Jun. 1982
3) PEBAL - Tomato Production and Marketing *	7,800	21,350	Jun. 1980 - Jun. 1982
4) Granja Pumamarca - Chinchero Agriculture and Health *	9,000	7,800	Jun. 1980 - Jun. 1981
5) SEPAS - FACISUR Economic Development for the Blind *	6,000	?	Jun. 1980 - Jun. 1981
6) CEACOP - Lima Health and Women's Promotion	25,300	12,000	Jun. 1981 - Jun. 1983
7) Guaman Poma de Ayalla - Los Incas Community Development	19,200	40,800	Jun. 1981 - Jun. 1983
8) Bartolome de las Casas - Consortium for Campesino Development *	22,500	41,000	Dec. 1981 - Dec. 1983
9) CIPCA - Community Health Training	6,644	14,845	Dec. 1981 - Jun. 1982
10) PEBAL - Highland Peasant Training **	9,800	70,000	Dec. 1981 - Dec. 1982
11) CAPER - Peasant Training Program, Huaura Sayan Valley *	38,000	58,000	Mar. 1982 - Mar. 1984
Totals	\$ 204,519	\$ 334,368	

* Interviewed agency
 ** Visited project

LWR/ARO FUNDING BY COUNTRY (continued)

<u>BOLIVIA</u> <u>Agency/Project</u>	<u>LWR Am't</u>	<u>Other</u>	<u>Funding Dates</u>
12) COMBASE - Chapare Public Health	\$ 31,183	\$ 35,000	Sep. 1977 - Jun. 1981
13) ASEC - Small Farmer Organization and Training *	134,649	46,520	Apr. 1979 - Sep. 1982
14) ASEC - Small Farmer Training *	10,000	?	Feb. 1980 - Feb. 1981
15) FEPADE - Chaqui Kocha **	94,000	24,331	Sep. 1980 - Sep. 1983
16) CEBIAE - Community Food Store *	5,000	17,000	Dec. 1981 - Dec. 1982
Totals	\$ 274,832	\$ 122,851	

* Interviewed agency

** Visited project

LWR/ARO FUNDING BY COUNTRY (country)

<u>CHILE</u> <u>Agency/Project</u>	<u>LWR Am't.</u>	<u>Other</u>	<u>Funding Dates</u>
17) Diakonia - Agriculture Extension (127)	\$ 134,586	\$ 564,272	Aug. 1979 - Aug. 1981
18) FASIC - Integrated Development	33,000	500,000	Feb. 1980 - Feb. 1982
19) ACE - Integrated Human Development *	20,000	216,000	Feb. 1980 - Feb. 1981
20) Diakonia - Core Support	30,000	120,868	Feb. 1981 - Feb. 1982
21) ACE - Urban Development *	27,000	} 200,000	Jun. 1981 - Jun. 1982
22) ACE - Mapuche Rural Development *	23,000		Jun. 1981 - Jun. 1982
23) ACE - Three Sector Integrated Development, Concepcion **	50,000	211,050	Mar. 1982 - Mar. 1983
24) Methodist Rural Work Board - Mapuche Rural Development/Temuco **	150,000	532,396	Mar. 1982 - Mar. 1985
Totals	\$ 467,586	\$2,344,586	

* Interviewed agency

** Visited project

LWR/ARO FUNDING BY COUNTRY (continued)

<u>ECUADOR</u> <u>Agency/Project</u>	<u>LWR Am't.</u>	<u>Other</u>	<u>Funding Dates</u>
25) FBU - Rural Integrated Development *	\$ 96,000	\$ 544,000	Sep. 1979 - Sep. 1982
26) FEPP - Regional Campesino Development *	<u>71,454</u>	<u>54,673</u>	<u>Dec. 1981 - Dec. 1983</u>
Totals	\$ 167,454	\$ 598,673	

* Interviewed agency

LWR/ARO FUNDING BY COUNTRY (continued)REGIONAL ACTIVITIES AND TRAININGActivity

27) Andean Development Facilitation Fund *	\$ 105,000	\$ 385,876	Feb. 1979 - Dec. 1981
28) Institutional Strengthening **	5,000	?	Apr. 1979
29) Diakonia Staff Training ***	4,700	?	Sep. 1979
30) Andean Institutional Training Seminar **	30,000	?	Jun. 1980
31) Andean Region Evaluation Training Seminar **	24,000	?	Nov. 1981
Totals	\$ 168,700	\$ 385,876	

* Interviewed agencies representing 38 of the 105 small grants

** Interviewed seventeen participants plus one of the persons responsible for the organization of two of the three major training sessions

*** Interviewed three persons who had participated in this training

generally quite participatory, serving the poorest majority and helping groups meet basic human needs. However, other than notes taken from reading, interviews and visual observations in a few cases, no additional empirical data can be offered by the evaluators to substantiate what appears to be important and substantial levels of impact.

There are several reasons for making the above mentioned disclaimer. The evaluation methodology, as was set forth in the Background Section, provided for only a relatively short time with each individual project. Moreover, a good share of the projects (see Tables #3-7) are training and/or process related, and thus constitute activities that are admittedly difficult to measure under the best of circumstances (eg. there are no "wells", "gardens" or other physical accomplishments to count). Lastly, and most important, however, is the fact that no systematic (LWR/ARO) process currently exists for gathering, analyzing and reporting on the resultant impact of the various LWR/ARO supported programs. Had that been the case, the consultants could have merely confirmed the data in a representative sample of projects.

In those instances where the consultants did have a closer "look" at a project (eg. PEBAL in Cuzco, FEPADE in Cochabamba and the Methodist Rural Work Board in Temuco), significant impact was observed in terms of 1) helping communities become cognizant of their problems, 2) promoting the local planning of appropriate responses, and 3) providing the requisite levels of technical assistance and monitoring to bring these activities to a successful

conclusion. The results are evidenced in better diet, improved health, increased and diversified agriculture production, and a general enrichment of the standard of living through community development and organizational processes.

Ten of thousands of people are being assisted in this manner by projects where LWR is normally the minority financial partner (see Tables #3-7). LWR/ARO has extended \$1,283,091 in grants versus \$3,786,354 coming from other sources, making LWR's portion a little more than 25% of the total.

Project performance in a number of other areas has also been rated (see Table #8 on the following page) in an effort to be consistent with that which was done by the Niger evaluation team.

In the table, columns 1 to 9 are based on LWR's development strategy guidelines and desire to know how well individual projects are followed through by LWR/ARO staff. Columns 10-12 represent the objectives outlined in the Matching Grant, 13-15 cover issues addressed by the evaluation, and columns 16 and 17 were added by the evaluators in an attempt to summarize significant and intrinsic values. Columns 19-24 represent the basic "parameters" to be considered in addressing ecological impacts of specific project activities in line with CODEL's mini-guidelines.

Low (L), Medium (M) and High (H) values were assigned for the projects in the various categories. (NA) indicates non-applicability and (X) means there was insufficient evidence in order to comment. Only those projects of the agencies visited were rated.

TABLE #8

CATEGORY	PERU							BOLIVIA				CHILE					Ecuador	
	2	3	4	5	8	10	11	13	14	15	16	19	21	22	23	24	25	26
1 Idea originate with target group	H	M	H	H	H	M	H	M	M	H	M	M	M	M	M	M	M	H
2/3 Serve poorest majority	H	M	H	H	H	M	H	H	H	H	H	L	L	L	L	M	H	H
4 Stimulation of local and national organizations	H	H	H	M	H	H	H	M	M	H	H	H	H	H	H	M	H	H
5 Accent on local, natural and human resources	H	H	H	H	H	H	H	M	M	H	M	H	H	H	H	H	H	H
6 How well can activities become self-supporting	L	M	M	H	L	L	L	L	L	M	L	M	M	M	M	M	L	M
7 Technical soundness	M	M	H	M	M	M	M	L	L	H	M	M	M	M	M	M	M	H
8 How much is project part of overall program	H	H	H	L	H	H	H	H	H	H	H	H	H	H	H	H	H	H
9 Periodic review & evaluation by LWR	H	H	H	M	NA	H	NA	M	M	H	NA	M	M	M	M	NA	L	NA
10 Stimulate communities own development	H	H	H	M	H	H	H	M	M	H	M	M	M	M	M	H	H	H
11 Support infrastructure network	M	H	L	L	H	H	M	M	M	H	M	M	M	M	M	M	M	H
12 Assist agencies project management capabilities	NA	NA	NA	NA	M	NA	NA	L	L	N/	NA	NA	NA	NA	NA	NA	NA	NA
13 Adequacy of LWR staff support	H	H	H	H	H	H	H	H	H	H	H	H	H	H	H	H	H	H
14 Applicability of credit financing	NA	NA	NA	NA	NA	NA	NA	NA	NA	N/	NA	NA	NA	NA	NA	NA	NA	NA
15 How replicable are project findings	H	M	M	M	M	M	M	L	L	M	M	M	M	M	M	M	M	M
16 Significance of effort (size, number of people involved, etc.)	H	H	M	L	M	H	M	M	M	H	M	M	M	M	M	L	H	H
17 Priority in terms of local needs, perceived values, urgency, etc.)	H	H	H	M	H	H	H	H	H	H	H	H	H	H	H	H	H	H
18 Physical environment-soil, water, natural vegetation	X	H	X	X	X	H	X	X	X	M	X	X	X	X	H	H	X	X
19 Health	X	H	X	X	X	H	X	X	X	H	X	X	X	X	M	M	X	X
20 Economics (local)	X	M	X	X	X	M	X	X	X	H	X	X	X	X	H	M	X	X
21 Socio-political factors (stability)	X	H	X	X	X	H	X	X	X	H	X	X	X	X	H	H	X	X
22 Cultural	X	H	X	X	X	H	X	X	X	H	X	X	X	X	H	H	X	X
23 Administration, government agencies	X	H	X	X	X	H	X	X	X	H	X	X	X	X	M	H	X	X
24 Energy	X	H	X	X	X	H	X	X	X	H	X	X	X	X	H	H	X	X

H = High
M = Medium
L = Low
NA = non applicable
X = unable to comment

It should be noted, however, that the evaluation team would caution readers from drawing any major conclusions from this table, for the same reasons that have been stated above. Furthermore, it is probably correct to indicate that the scoring gives some idea of the comparative strengths and weaknesses among the projects, while being much less exact about the categories themselves.

The review did bring to light several other issues relating to funding: budgetary levels, overall and per country; funding levels versus cost; program versus project funding; and the time for which a project is funded.

Table #9 on the following page breaks down the LWR/ARO funding approvals by year and by country over the life of the Lima office. While very few patterns, if any, can be noted therein, some implications may be drawn from this data, especially when evaluated in combination with previous information.

First of all, the overall funding levels are fairly low in view of what must be the cost (direct and overhead) for maintaining the ARO (note: Although the ARO has responsibilities outside the scope of this evaluation, it is assumed that, at the least, 50-75% of the expenditures are relatable). While acknowledging that the LWR/ARO is more than "just" a funding agency, it seemed to the consultants, that considerable time and energy was being expended in order to extend a limited amount in grants. In addition, the consultants feel that an in depth analysis of this situation should bear heavily on the decision to hire additional personnel.

Likewise, when broken down by country, the support seems

LWR/ARO FUNDING BY YEAR/COUNTRY

Grant Ref.#	Totals	1977-79	1980	1981	1982
1	\$	\$	\$ 7,275	\$	\$
2			53,000		
3			7,800		
4			9,000		
5			6,000		
6				25,300	
7				19,200	
8				22,500	
9				6,644	
10				9,800	
11					38,000
PERU TOTALS	\$ 204,519	\$ - 0 -	\$ 83,075	\$ 83,444	\$ 38,000
12	\$	\$ 31,183	\$	\$	\$
13		134,649			
14			10,000		
15			94,000		
16				5,000	
BOLIVIA TOTALS	\$ 274,832	\$ 165,832	\$ 104,000	\$ 5,000	\$ - 0 -
17	\$	\$ 134,586	\$	\$	\$
18			33,000		
19			20,000		
20				30,000	
21				27,000	
22				23,000	
23					50,000
24					150,000
CHILE TOTALS	\$ 467,586	\$ 134,586	\$ 53,000	\$ 80,000	\$ 200,000

LWR/ARO FUNDING BY YEAR/COUNTRY (continued)

Grant Ref.#	Totals	1977-79	1980	1981	1982
25	\$	\$ 96,000	\$	\$	\$
26				71,454	
ECUADOR TOTALS	\$ 167,459	\$ 96,000	\$ - 0 -	\$ 71,454	\$ - 0 -
Sub-totals	\$ 1,114,391	\$ 396,418	\$ 240,075	\$ 239,898	\$ 238,000
27	\$	\$ 50,000	\$ 55,000	\$ 50,000	- 0 -
28		5,000			
29		4,700			
30			30,000		
31				24,000	
REGIONAL TOTALS	\$ 168,700	\$ 59,700	\$ 85,000	\$ 24,000	\$ - 0 -
Grand totals	\$ 1,283,091	\$ 456,118	\$ 325,075	\$ 263,898	\$ 238,000

even more miniscule in comparison to the obvious need levels, and when one takes into account the fact that at least four other South American countries are being served by ARO, the question must be asked -- is LWR/ARO attempting to accomplish too much with too little? Possibly not, but an agency by agency needs assessment of existing and potential clients may help to determine that.

Furthermore, given the fact that a relatively, more developed country like Chile is receiving substantially higher levels of assistance than any of the other three, one must also suggest the possible need for reassessing priorities.

Finally, two somewhat related funding issues are worth citing. The first is a continuing discussion identified by all parties as to whether funding should be granted on a project specific or general program basis. The second is the observation that while some projects are supported on a year-to-year basis, others receive grants for two or three years at a time.

In short, the evaluators found very little evidence of a funding policy at the regional, country, and/or project levels.

In another area, the record regarding reporting and evaluation is, by admission of LWR/ARO, somewhat spotty in spite of genuine interest:

"Many funding organizations are not interested in evaluation, perhaps because they have so many projects. One gets the feeling they are not really interested in what happened. (LWR) obviously is." (Blake, CIED)

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However, more times than not, the reality is

"One of the great failures of all the teams like ours is to write down what we have learned in a systematic fashion. (Hughes, Granja Pumamarca)

Most of the agencies are regularly reporting back to LWR/ARO, both verbally in many cases, and in writing. Very few, however, have the skills to do so effectively, a situation that helps justify LWR/ARO's interest in assisting agencies in ways other than just financially (see following section on Seminars/Training). Like grant processing and funding, there appears to be no written policy covering this subject (note: While unwritten policies are not in and of themselves necessarily bad, the consultants believe that generally too much of the LWR/ARO processes are personalized in Hans Hoyer, and that should he leave the employ of LWR, for whatever reason, it would be difficult to duplicate and maintain much of the progress to date).

Annual audits are the responsibility of each agency and are sometimes paid for by LWR.

Conclusions

In summary then, the evaluation team believes:

- 1) That the LWR/ARO is supporting a significant number of highly participatory projects that are assisting low-income persons meet their basic human needs;
- 2) That the processes for extending this financial assistance, while basically acceptable to the implementing agencies, could be further polished and streamlined; and

- 3) That funding policies, at the regional, country and project levels, are generally lacking.

Recommendations

This leads to the following suggestions:

- 1) That LWR establish an overall funding policy (regional, country and project levels) that takes into account such factors as availability of LWR funds, cost of delivery, need and potential impact;
- 2) That LWR, commensurate with that policy, establish an annual grants budget for the four-country Andean Region that is in keeping with the administrative cost for maintaining that office (possibly no more than a 70-30% or 65-35% breakdown);
- 3) That some priorities among the countries involved also be established based on an assessment of need and opportunity;
- 4) That LWR further streamline its funding processes by:
 - a) Continuing the present practice of allowing LWR/ARO to approve grants up to \$5,000/year;
 - b) Establishing a second category of grants (\$5,001-\$15,000/year) that can be made with the review and approval of the LWR/LA office only;
 - c) Eliminating the Board level approval on all other grants and allowing the projects committee to have the final authority;
 - d) Adopting a numbering system for all proposals and grants;

- e) Issuing checks in payment of grants rather than bank transfers;
 - f) Decentralizing the responsibility for receipt of reports and grant documents (especially where translation is necessary) so that payments can be facilitated;
- 5) That LWR consider program (versus project) funding on a case-by-case basis, maintaining the flexibility to respond in a manner deemed most appropriate for the situation;
 - 6) That LWR consider approving projects for up to a 3-5 year period, while making allocations for these same activities on a yearly basis for the purpose of budget control and consistency;
 - 7) That LWR/ARO adopt an annual or semi-annual reporting system that utilizes the data obtained from first-hand observations, regular project reporting and auto-evaluations (by the project holders), analyzes it, and presents it to LWR/NY in an organized fashion for their edification and dissemination (see Attachment K for more detail);
 - 8) That this process be further strengthened by occasional third party evaluations of specific projects that merit review due to their content, replicability, learning possibilities and/or size of financial input; and
 - 9) That all policies relating to funding, grant processes, reporting, evaluation and auditing be submitted to writing and reviewed periodically.

F. Seminars/Training

The third and final component that was looked at by the evaluators was that of seminars/training -- LWR/ARO's principal effort to get at the question of increasing local agencies capabilities -- management services. Of all the interest areas, this was the one where there was the most universal and consistent feedback (see Chart #1 in Section C).

To date there have been three major events in this area, in addition to the smaller, more localized activities sponsored by the ADFP, and a single training workshop that was held for the Diakonia staff (Chile) in September 1979.

The first of these came about when, after a number of discussions with Gene Braun of ASDELA (a consulting firm in Quito, Ecuador), it was decided to "piggy-back" on a north-south conference of church leaders, and offer a seminar on a variety of administrative topics for people involved in church-related development programs.

Although the planners of this seminar felt that the subject matter was quite general in nature, the interviews indicated that it was the most productive in terms of what the participants were able to learn from it. This is particularly true vis-a-vis evaluation.

"Before the (evaluation) seminar, I thought of evaluation as an external action that looked for faults in order to cut out support. Right after (the seminar) the executive director (of our agency) elaborated a study document for all the staff and regional offices that changed our view."
(Veliz, SEPAS)

"We learned (in the evaluation seminar) that if one does not do evaluation, you will not know where you are going in a development program." (Rocco, ACE/Temuco)

"The evaluation seminar was the first opportunity in eight years that I had to discuss this topic with other Latin American agencies. Ordinarily, this dialogue remains only between us and the funding agencies in Europe and the U.S." (Yurjevic, CET)

Unfortunately the other seminars did not fare as well. It had been the hope of LWR/ARO and ASDELA, that the second seminar would build upon the first, going deeper into the subjects of planning, programing and evaluation, etc., and be followed up by visits to individual agencies in order to deal with specific needs.

In spite of the fact that some pre-seminar meetings were held to rectify any problem areas, the second seminar (June 1981) began to disintegrate from the very first day as a result of the participants position with regard to the seminar's organizers -- ASDELA. According to almost all of those interviewed, there were a number of factors that prevented a meaningful dialogue to take place: 1) ASDELA is a for-profit organization and therefore unsympathetic to the non-profit groups, 2) the examples and models utilized by the presenters all came from the "business" world instead of from development projects, and 3) the speakers too, represented the "establishment" (eg. government officials, bankers and businessmen). In short, the participants and ASDELA were poles apart to begin with, a situation that resulted in open hostilities and a takeover of the agenda by the participants.

The third seminar (November 1981) was likewise embroiled in controversy. In this case the difficulty was not with workshop leadership (ASDELA was not involved in this event), but rather a sharp division of viewpoint developed among the participants themselves on the question of evaluation.

Approximately half of the group were "theoreticians" who wanted to deal with all of the socio-cultural implications of evaluation, and the other half represented those who felt that the practical applications of evaluation were what was most important.

Lacking anyone who could bring these two divergent viewpoints together into a productive package, the seminar split into two factions, a condition that persisted throughout.

A fourth seminar, tentatively scheduled for March 1982, is currently awaiting some follow-up activities that are the responsibility of some of the participants. Due to their work loads, however, there is little evidence of this taking place.

LWR/ARO's role in all of this has been to provide the financial support and participate in some of the planning meetings. Attendance at the workshops has been limited to the wrap-up sessions at the last two seminars.

The impact of these events, in terms of the Matching Grant objectives, has been varied. A number of unplanned, positive results were noted earlier where certain persons were motivated to make modest changes in their agency's modus operandi regarding evaluation, attempting something entirely new and/or adapting an existing policy to

accomodate new ideas. In other cases, it has been a matter of the seminars provoking a general shift in attitude toward the subject of evaluation so that it could be dealt with in a more wholesome atmosphere.

The seminars have also greatly benefited the concept of networking as many of the exchanges supported by the ADFP (and others) were the direct result of coming together and learning a bit about what the other group was doing.

However, management services in the strictist sense (eg. as it relates to agencies making systematic improvements as a direct result of a training process and its respective follow-up activities) were fairly negligible.

"My perception is that the third seminar on evaluation, for example, was negative in terms of what it tried to achieve, but all the seminars were rich experiences of interchange." (Duran, ACE/Santiago)

Many had similar things to say.

Networking should not be confused with training, and for however positive the participants might have reacted to meeting and interacting with others, very few were able to articulate examples of any concrete changes that had taken place in their agencies as a result of the seminars other than what has been mentioned previously in this section.

Training, after all, is an art, and one that requires considerable skill and planning in the hands of experienced persons. Even presuming that these capabilities presently exist in LWR/ARO, it is obvious that the time required to

do something of this nature, does not. It is further unlikely that the participating agencies are any better off in this respect.

The need (to increase the capabilities of local agencies) most definitely remains, and if nothing else, LWR/ARO has undoubtably increased the awareness of this on the part of its constituency.

The agencies too (see Table #1) are ready and willing to continue to participate in future training events, if the objectives for such encounters are sharpened and if the proper preparations are made.

The only question seems to be is how to approach the problem. One possibility would be to hire someone permanently to deal with this activity. Another suggestion offered by many, was for LWR/ARO to insert itself into the plans of others. The optimum situation may be to attempt a combination of the two, but whatever the case, it is apparent that considerably more attention will be required in this area if it is to have any degree of success in helping agencies become more proficient.

Conclusions

From this, one can deduce:

- 1) That, while the three LWR/ARO seminars have promoted a significant level of exchange and linkages among agencies, only limited impact has been made in the area of increasing the capabilities of these same groups, and
- 2) That in order to have a reasonable input into the area of management services, LWR/ARO will have to dedicate

considerably more time, effort and money to a process that would include much more than just seminars.

Recommendations

It is therefore suggested:

- 1) That LWR more sharply focus its objectives in the area of management services (eg. Exactly what types and how much change are desired?) by asking the client agencies to participate in this process;
- 2) That LWR develop, in partnership with the local agencies, a specific work plan that is consistent with the above mentioned objectives;
- 3) That LWR hire a full or part-time person (preferably Latin), to monitor and coordinate these activities;
- 4) That LWR seek ways of inserting itself into the plans of other agencies involved in these same pursuits rather than attempting to act independently; and
- 5) That local, as well as international, training events be sponsored.

G. Combined Conclusions and Recommendations

Conclusions

The Andean Region Office

- 1) That LWR/NY was opportunely correct, in terms of style and content, in its decision to mount a regional office in Lima;
- 2) That the LWR/ARO, and Hans Hoyer in particular, enjoy a high degree of regard from both client and colleague agencies in the area; and
- 3) That the LWR/ARO is currently over-extended in terms of its activity load and its ever-expanding number of responsibilities.

The ADFP

- 1) That the ADFP is an effective, useful instrument to
 - a) promote exchanges among agencies and communities,
 - b) facilitate training, workshops and seminars, and
 - c) support small, hard-to-finance projects; and
- 2) That the ADFP, and its purposes, are not fully appreciated by all of the agencies supported by LWR.

Project Grants

- 1) That the LWR/ARO is supporting a significant number of highly participatory projects that are assisting low-income persons meet their basic human needs;
- 2) That the processes for extending this financial assistance, while basically acceptable to the implementing agencies, could be further polished and streamlined; and
- 3) That funding policies, at the regional, country and

project levels, are generally lacking.

Seminars/Training

- 1) That, while the three LWR/ARO seminars have promoted a significant level of exchange and linkages among agencies, only limited impact has been made in the area of increasing the capabilities of these same groups; and
- 2) That in order to have a reasonable input into the area of management services, LWR/ARO will have to dedicate considerably more time, effort and money to a process that would include much more than just seminars.

Recommendations

The Andean Region Office

- 1) That, in view of the need, time restrictions and budgetary levels, the LWR/ARO sphere of responsibility be strictly limited to the four-country area of Peru, Bolivia, Chile and Ecuador, and that if additional inputs into Brazil, Uruguay, and Colombia are deemed absolutely necessary by LWR/NY, they be covered in some other manner than from LWR/ARO;
- 2) That LWR/ARO develop a strategy paper for this four-country area that provides the raison d'etre for this concentration of services;
- 3) That LWR/ARO adopt the practice of drawing up an annual work plan for the entire staff that, consistent with the above mentioned strategy paper, identifies program priorities and fixes travel schedules in broad terms;
- 4) That LWR/ARO adopt an annual or semi-annual reporting system that follows this same outline, and is responsive

to the needs outlined in the Project Grants Section;
and

- 5) That LWR/ARO and LWR/NY continue in the pursuit of hiring an additional staff person, carefully analyzing budgetary commitments to the LWR/ARO in order to determine whether the benefits and impact justify the increased administrative expenditures.

The ADFP

- 1) That LWR should continue to fund and expand, as necessary, the ADFP under the same criteria, conditions and processes that are currently being utilized;
- 2) That LWR/ARO should take steps to promote and publicize the availability and objectives of the ADFP with both actual and potential clients in the Andean Region;
and
- 3) That LWR/ARO further make available a description of the activities being funded under this category to other participating agencies in an effort to stimulate additional exchanges.

Project Grants

- 1) That LWR establish an overall funding policy (regional, country and project levels) that takes into account such factors as availability of LWR funds, cost of delivery, need and potential impact;
- 2) That LWR, commensurate with that policy, establish an annual grants budget for the four-country Andean Region that is in keeping with the administrative cost for maintaining that office (possibly no more than a 70-30% or 65-35% breakdown);

- 3) That some priorities among the countries involved also be established based on an assessment of need and opportunity;
- 4) That LWR further streamline its funding processes by:
 - a) Continuing the present practice of allowing LWR/ARO to approve grants up to \$5,000/year;
 - b) Establishing a second category of grants (\$5,001 - \$15,000/year) that can be made with the review and approval of the LWR/LA office only;
 - c) Eliminating the Board level approval on all other grants and allowing the projects committee to have the final authority;
 - d) Adopting a numbering system for all proposals and grants;
 - e) Issuing checks in payment of grants rather than bank transfers;
 - f) Decentralizing the responsibility for receipt of reports and grant documents (especially where translation is necessary) so that payments can be facilitated;
- 5) That LWR consider program (versus project) funding on a case-by-case basis, maintaining the flexibility to respond in a manner deemed most appropriate for the situation;
- 6) That LWR consider approving projects for up to a 3-5 year period, while making allocations for these same activities on a yearly basis for the purpose of budget

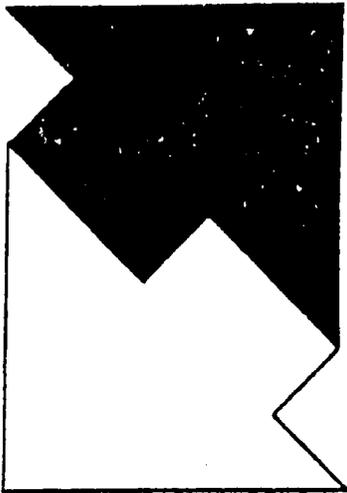
control and consistency;

- 7) That LWR/ARO adopt an annual or semi-annual reporting system that utilizes the data obtained from first-hand observations, regular project reporting and auto-evaluations (by the project holders), analyzes it, and presents it to LWR/NY in an organized fashion for their edification and dissemination (see Attachment K for more detail);
- 8) That this process be further strengthened by occasional third party evaluations of specific projects that merit review due to their content, replicability, learning possibilities and/or size of financial input; and
- 9) That all policies relating to funding, grant processes, reporting, evaluation and auditing be submitted to writing and reviewed periodically.

Seminars/Training

- 1) That LWR more sharply focus its objectives in the area of management services (eg. Exactly what types and how much change are desired?) by asking the client agencies to participate in this process;
- 2) That LWR develop, in partnership with the local agencies, a specific work plan that is consistent with the above mentioned objectives;
- 3) That LWR hire a full or part-time person (preferably Latin), to monitor and coordinate these activities;
- 4) That LWR seek ways of inserting itself into the plans of other agencies involved in these same pursuits rather than attempting to act independently; and

- 5) That local, as well as international, training events be sponsored.



THE RESOURCE

38 MAYHEW AVE.
LARCHMONT
NEW YORK 10538
(914) 834-3810
LOREN FINNELL

RESUME OF LOREN FINNELL

PROFESSIONAL EXPERIENCE

1979 to present

Self-employed consultant and founder of The Resource, a response to the needs of private/public development programs serving low-income persons worldwide.

The Resource, which offers such services as program planning, management assistance, proposal writing, evaluations, fund raising and surveys, among others, has operated with the participation and support of the following organizations:

Canada

Food for the Hungry/Canada (FH/C) - program systems design and project monitoring

Colombia

Centro Cultural Ignacio de Loyola (CECIL) - program planning and proposal writing

CERRO MATOSO, S.A. - program planning and proposal writing

Cooperativa Multiactiva de Desarrollo Social (CIDES) - program planning and proposal writing

Fundacion Mariano Ospina Perez (FMOP) - fund raising

Fundacion Pro-Rehabilitacion del Minusvalido - management assistance, program planning and proposal writing

Hogar Escuela - program planning and proposal writing

Instituto Mayor Campesino de Buga (IMCA) - program planning and proposal writing

SERVIVIENDA - program planning and proposal writing

Costa Rica

Federacion de Organizaciones Voluntarias (FOV) - management assistance

Fundacion Costarricense de Desarrollo (FUCODES) - evaluation of grant activities

Resume of Loren Finnell
Page two

USAID/Costa Rica - evaluation of grant activities
and management assistance to local private agency

Dominican Republic

SOLIDARIOS - evaluation of member agency's activities,
program design and proposal writing

Ecuador

Fondo Ecuatoriana Populorum Progressio (FEPP) - grant
assessment

Fundacion Ecuatoriana de Desarrollo-Zona Sur (FED) -
evaluation

Fundacion Eugenio Espejo (FEE) - program design and
proposal writing

Hospederia Campesina "La Tola" - fund raising

USAID/Ecuador - management assistance to local private
agency

Mexico

Fundacion Mexicana para el Desarrollo Rural (FMDR) -
program development

United States

Agency for International Development (AID) - survey
of AID relationships with indigenous PVOs, an
evaluation of grant activities, and a report on
management assistance for indigenous PVOs

Consortium for Community Self-Help (CCSH) - program
development and systems design

Consortium of Evangelical Relief and Development Or-
ganizations (COERADO) - proposal writing; systems
design; management assistance; and implementation
of an accreditation process with the member agen-
cies: Compassion International, Food for the
Hungry International, Food for the Hungry/Canada,
Institute for International Development, MAP Inter-
national, Mission Aviation Fellowship and World
Concern

Experiement in International Living (EIL) - training
project design

International Educational Development (IED) - design
of evaluation systems, program planning and pro-
posal writing

Lutheran World Relief (LWR) - evaluation scope of
work statement for Niger program and evaluation of
Andean Region program

Meals for Millions/Freedom from Hunger Foundation
(MFM/FFH) - proposal writing

Pan American Development Foundation (PADF) - program
development, proposal writing and fund raising

Resume of Loren Finnell
Page three

Partnership for Productivity (PfP) - program exploration
Planning Assistance (PAI) - evaluation of grant activities
Private Agencies Collaborating Together (PACT) - project evaluation, agency visitation and review of program history
Project Global Village (PGV) - proposal critiquing
Save the Children Federation (SAVE) - systems design for a water resource development program, and management assistance to SAVE's Cherokee Program
Charles Webster - review of a report on the development of the Turks and Caicos Islands

1972-1979

Deputy Executive Director and Co-Founder
Private Agencies Collaborating Together (PACT)
New York, New York

Assisted in the formation and development of this international consortium of private agencies located in Latin America, Africa and the U.S. Designed a process for screening project proposals (12-15 a month) coming from the membership and others, worldwide. Monitored and evaluated some 60 collaborative projects that had been selected for multi-year funding. Managed a Grant Fund of approximately \$2.5 million annually. Responsible for staff planning, liaison with Project Selection Committee and reporting. Assisted Executive Director with fund raising, proposal writing, policy development, budget preparation, Board and Executive Committee coordination, and liaison with AID and other agencies.

1971-1972

Program Director
International Voluntary Services (IVS)
Washington, D.C.

Responsible for monitoring 10-12 country programs in Latin America, Africa and Asia which were providing volunteer inputs (120 worldwide) to socio-economic development projects affecting low-income persons. Designed new program formats and facilitated evaluations of existing efforts. Coordinated training of new volunteers. Assisted Executive Director in fund raising and liaison with other agencies.

Resume of Loren Finnell
Page four

1969-1971

Project Officer

International Development Foundation (IDF)
Bogota, Colombia and Cuenca. Ecuador

Selected and trained extension workers of government development agencies to implement a rural marketing program. Monitored work of a team promoting farmer, group action aimed at improving incomes by means of modernized agriculture practices, the infusion of credit, and the cooperative sale of their products. Helped design and monitor community development activities and marketing surveys.

1966-1968

Associate Director

International Voluntary Services (IVS)
Vientiane, Laos

Provided administrative support for program of 120 international volunteers and 70 Lao assistants working in a variety of socio-economic development projects. Responsible for budgeting, accounting, office management, and volunteer training, transportation and security. Supervised an office staff of 20. Prepared an annual report of voluntary activities which was utilized for promotional purposes.

1964-1966

Volunteer

Peace Corps

Ibarra, Ecuador

Assisted in the promotion and development of three production cooperatives (carpenters, shoe-makers and mechanics). Activities included the design of administrative procedures, the acquisition of Ecuadorean government funding for an Artisan Industrial Park, and the supervision of the construction of buildings to house the cooperatives.

EDUCATION

B.S. degree (1964) from Manchester College, with a major in Economics and a minor in Sociology.

Resume of Loren Finnell
Page five

LANGUAGES

Speak, read, write Spanish fluently. Read, limited understanding of Portuguese and French.

TRAVEL

Africa:

Botswana, Kenya (two visits), Liberia, Senegal, Zambia

Asia:

Kampuchea, Hong Kong, India, Japan, Laos (resident for two years), Malaysia, Philippines, Thailand (eight visits)

Europe and the Middle East:

England, France, Israel, Italy, Spain, Greece, Turkey

The Americas:

Argentina, Bolivia (two visits), Brazil (two visits), Canada (four visits), Chile (two visits), Colombia (resident for one year, eleven visits), Costa Rica (six visits), Dominican Republic (three visits), Ecuador (resident for four years, twelve visits), El Salvador, Guatemala (five visits), Haiti, Honduras (four visits), Mexico (three visits), Nicaragua, Panama (three visits), Peru (five visits)

U.S. - business related

Scottsdale and Nogales, Arizona; Little Rock, Arkansas; Carmel, Los Angeles, Redlands and Santa Monica, California; Colorado Springs, Colorado; Darien, Greenwich and Westport, Connecticut; Miami, Florida; Atlanta, Georgia; Wheaton, Illinois; Boston and Cambridge, Massachusetts; Duluth and Minneapolis, Minnesota; Bozeman, Montana; Schenectady, New York; Charlotte and Cherokee, North Carolina; Arkron, Pennsylvania; Nashville, Tennessee; Brownsville, Texas; Vienna, Virginia; Washington, D.C.; Seattle, Washington; and Milwaukee, Wisconsin

AWARDS

- 1964 - Who's Who Among Students in American Colleges and Universities
- 1970 - Outstanding Young Men of America
- 1981 - Recognition from SOLIDARIOS (Dominican Republic) for assistance in creating their Development Fund

PUBLICATIONS

Project Proposal Guidelines and Procedures, PACT, 1972

An Analysis of AID Relationships with Indigenous Private and Voluntary Organizations, AID, 1979

Accreditation Guidelines and Procedures, COERADO, 1980

General Suggestions About AID Supported Management Services for Indigenous Private and Voluntary Organizations, AID, 1981

Numerous proposals, evaluations, annual reports and promotional materials

PERSONAL

Born: [REDACTED]

Marital Status: [REDACTED]

Health: Excellent

REFERENCES

Available on request

BIOGRAPHICAL DATA SHEET

DANIEL SANTO PIETRO

ADDRESS:

DATE OF BIRTH:
PLACE OF BIRTH:
MARITAL STATUS:
LANGUAGES:

[REDACTED]
[REDACTED]
[REDACTED]
Fluent in Portuguese and Spanish

EDUCATION:
1967-1968

Latin American Studies.
Political Science Concentration.
Graduate School Arts and Sciences.
Stanford University.
HONORS: NDEA Graduate Fellowship

1966-1967

Rural Development Studies
Social Sciences Graduate Institute
Federal University of Pernambuco, Brazil
HONORS: Fulbright Fellowship.

1962-1966

Liberal Arts, B.A.
History of the Americas Concentration
Harvard College, Harvard University.
HONORS: Magna Cum Laude in History
Harvard Scholarship, four years

PROFESSIONAL EXPERIENCE:

Consultant

Sept.1979-Present Consultation with CODEL and PACT, both consortia of private voluntary agencies, travel to evaluate PACT projects in Brazil and Bolivia, analysis of projects presented for funding and program evaluation.

Since February 1981, served as consultant to the American Council of Voluntary Agencies for Foreign Service's project "Approaches to Evaluation" to assist private voluntary agencies strengthen methodologies and build skills for evaluating development activities overseas; including coordination of a series of two workshops and a conference involving fifty-five agencies, and preparing a sourcebook on evaluation.

Assistant Regional
Director for South
America
Catholic Relief
Services
New York, New York
June 1973-Aug.1979

Coordination of planning and evaluation for eight country program offices, analysis of projects for funding, travel two or three times per year to South America in order to visit project sites, organize regional training seminars, orient trainees in development concepts, and participate in public education activities.

Program Director
for North/Northeast
Brazil
Catholic Relief
Services
Recife, Brazil
May 1971-May 1973

Planning and evaluation of development projects with Brazilian community organizations, supervision of relief program, management of office with staff of ten, maintaining relations with governmental and church authorities and providing accountability for resources managed.

Program Assistant
Brazil Program
Catholic Relief
Services
Rio de Janeiro,
Brazil
Aug.1968-April,1971

Management of PL 480 food program (approx.4,000 m.t.), supervision of staff of six, visiting distribution centers, negotiating with U.S.-AID. Preparing projects.

RESEARCH AND PUBLICATIONS:

"Padre Cicero and Revolution of 1912" Senior thesis,
Harvard College, Widener Library, 1966.

Survey of Development Agencies in Northeast Brazil,
including research into AID, SUDENE, and private agencies.
Written while an intern with state governor of Pernambuco.
Fulbright research project, 1967-1968.

Program Management Manual for Catholic Relief Services
Member of Task Force on C.R.S. Planning and Evaluation System
under Bro. Raymond Fitz, President, University of Dayton
1977-1978.

A Response to the Role of Base Organizations in Development
South America Regional Report, editor. July 1978.

CODEL OPG SURVEY: An Analysis of CODEL Involvement in Operational
Program Grants for AID with Ken McDowell

ACVAFS WORKSHOPS REPORTS: editor "Monitoring in the PVO Community
May 1981 and "Workshop on Impact Evaluation", Oct., 1981

ATTACHMENT C

TRAVEL SCHEDULE OF EVALUATION TEAM

Sunday, April 11

Leave New York 8:00 p.m.

Monday, April 12

Arrive Lima 6:00 a.m.

Review materials and interview LWR staff

Tuesday, April 13

Review materials and interview LWR staff

Interview CRS

Wednesday, April 14

Interview CIED, Iglesia Evangelica Luterana, SEPAS
and CAPER

Thursday, April 15

Travel Lima to Cuzco

Field visit with PEBAL

Friday, April 16

Interview with Bartolome de las Casas

Field visit with Granja Pumamarca

Saturday, April 17

Travel Cuzco to Lima

Review notes

Sunday, April 18

Travel Lima to Cochabamba

Dinner with FEPADE Board members

Monday, April 19

Field visit with FEPADE

Tuesday, April 20

Travel Cochabamba to La Paz

Interview ASEC, CRS, CEBIAE and Methodist Church

Wednesday, April 21

Review notes and fill in charts and face sheets

Thursday, April 22

Travel La Paz to Santiago

Interview ACE/Santiago

Friday, April 23

Travel Santiago to Concepcion

Interview ACE/Concepcion

Travel schedule of evaluation team
Page two

Saturday, April 24

Travel Concepcion to Temuco
Interview Methodist Church

Sunday, April 25

Field trip with Methodist Church
Review of findings to date with Hans Hoyer who arrived
from Lima at 7:00 p.m.

Monday, April 26

Travel Temuco to Santiago
Interview CET
Travel Santiago to Lima (Hans Hoyer remains in Santiago)

Tuesday, April 27

Travel Lima to Quito
Interview FEPP and FBU

Wednesday, April 28

Interview ASDELA and FBU

Thursday, April 29

Review notes and prepare for meeting with Hans Hoyer
who arrived from Lima at 10:00 a.m.
Review of findings and recommendations with Hans Hoyer

Friday, April 30

Final reflections with Hans Hoyer

Saturday, May 1

Travel Quito to New York

LIST OF PERSONS INTERVIEWED
IN ORDER OF INTERVIEWS

UNITED STATES

1. Robert Busche, LWR/NY
2. Joe Sprunger, LWR/NY

PERU

3. Hans Hoyer, LWR/ARO
4. Ann Beretta, LWR/ARO
5. Linda Wegner, LWR/ARO
6. George Ann Potter, CRS
7. Walter Blake, CIED
8. Robert Funk, Iglesia Evangelica Luterana
9. Pedro Veliz, SEPAS
10. Robert Flores, CAPER
11. Edilberto Portugal, PEBAL (plus eight promoters)
12. Guido Delran, Bartolome de las Casas
13. Juan Hughes, Granja Pumamarca

BOLIVIA

14. Wilfran Hinojosa, FEPADE (plus six Board members, one other staff member and two promoters)
15. Adalberto Kopp, ASEC
16. German Crespo, ASEC
17. Eduardo Bracamonte, CRS
18. Jose Subirats, CEBIAE

CHILE

19. Alejandro Duran, ACE/Santiago
20. Waldo Mayorga, ACE/Santiago
21. Jose Venegas, ACE/Concepcion
22. Juvenal Candia, ACE/Concepcion
23. Omar Rebolledo, ACE/Concepcion
24. Cristinia Dominguez, ACE/Concepcion
25. Renato Vallette, Methodist Church
26. Stanley Moore, Methodist Church
27. Anita Mella, Methodist Church
28. Cecilia Toroga, Methodist Church
29. Eliana Jaramillo, Methodist Church
30. Daniel Rocco, ACE/Temuco
31. Andrez Yurjevic, CET
32. Oscar Letelier, CET

ECUADOR

33. Jose Tonelo, FEPP
34. John Kelly, FEPP
35. Lorgio Cordova, FBU
36. Eugene Braun, (ex) ASDELA
37. Franklin Conelos, FBU

ATTACHMENT E

LIST OF QUESTIONS FOR LWR STAFF

- Who are your clients (constituents)?
- Do they view you as a funder, a technical assistance provider or what?
- Do you have a work plan?
- How did you determine that this was the best course of action to take in order to reach your objectives?
- What constraints exist for this work?
- Were LWR Development Strategy Guidelines followed in implementing this program? Did this have either a positive or negative impact on the program's results? Explain.
- Was LWR's response adequate in terms of program administration/management, eg. timely responses to proposals, timely support, cultural sensitivity, technical skills of personnel, etc.
- What general recommendations, if any, can be made in terms of future LWR personnel, financing, and activities?
- How well are you meeting your objectives of stimulating communities to meet basic human needs?
 - What role did each community play in project identification, design, implementation and evaluation? Describe. Quantify. Analyze.
 - What relationship, if any, will the community have in the future life of the project, beyond LWR's involvement?
 - What relationship, if any, did the community's role have vis-a-vis its ability to meet basic human needs?
 - What basic needs were met? Describe. Quantify.
 - What impact, if any, has there been on the environment as a direct result of the program?
 - Have the communities designed other projects, outside the scope of the LWR program, as a result of their experience of working together in this instance?
- How well are you meeting your objectives of networking and linkages?
 - What linkages exist, as a result of the program, at the community-to-community level?
 - What linkages exist, as a result of the program, at the community-to-agency (government) level?
 - What linkages exist, as a result of the program, at the agency-to-agency level?
 - What impact have these linkages had on program benefits?
 - What has LWR's role been in this area?
 - To what degree is the development of linkages dependent on LWR's input, financial or otherwise?
- How well are you meeting your objectives of assisting indigenous private agencies?
 - What new or improved services for communities have

List of questions
Page two

- been developed as a result of the LWR program and how have the communities responded to these services?
- What new or improved internal management practices have been developed as a result of the LWR input?
 - What has been the nature of the LWR input, and what recommendations could be made for future activity?
 - Is there evidence that these improvements have been applied on a broader basis than just the LWR program?
 - What impact, if any, have these activities had on the socio-economic benefits of the program?
 - To what degree are the new/improved services or management practices dependent on LWR's input, financial or otherwise?
 - How is all of this being measured, monitored, reported on, evaluated. Explain.
 - What would you do differently, knowing what you know now?

LIST OF QUESTIONS FOR INDIGENOUS PRIVATE AGENCIES

- What has been your relationship with LWR?
- How do you view them, as a funder, a technical assistance provider or what?
- Do you know what LWR objectives are?
- Have they helped you meet your objectives? How?
- What kind of support has LWR provided you? Was the LWR response adequate in terms of program administration/management, eg. timely responses to proposals, timely support, cultural sensitivity, technically sound?
- What general recommendations, if any, can be made in terms of future LWR personnel, financing and activities?
- One of LWR's objectives is to help stimulate communities to meet their own basic human needs. Within the context of the support which you received from LWR:
 - What role did each community play in project identification, design, implementation and evaluation? Describe. Quantify. Analyze.
 - What relationship, if any, will the community have in the future life of the project, beyond LWR's involvement?
 - What relationship, if any, did the community's role have vis-a-vis its ability to meet basic human needs?
 - What basic needs were met? Describe. Quantify.
 - What impact, if any, has there been on the environment as a direct result of the program?
 - Have the communities designed other projects, outside the scope of the one funded by LWR, as a result of this activity?

List of questions
Page three

- A second objective is to encourage networking or linkages. Within the context of the support you received from LWR:
 - What community-to-community linkages have been promoted?
 - What community-to-agency linkages have been promoted?
 - What agency-to-agency linkages have been promoted?
 - What impact have these linkages had on program benefits?
 - What has LWR's role been in this area?
 - To what degree is the development of linkages dependent on LWR's input, financial or otherwise?
- The last of LWR's objectives is provide services to indigenous private agencies. Within the context of the LWR support to your organization:
 - What new or improved services have been developed and how have the communities responded to these?
 - What new or improved internal management practices have been developed?
 - What has been the nature of the LWR input, and what recommendations could be made for future activity?
 - Is there evidence that these improvements have been applied on a broader basis than just the LWR supported activity?
 - What impact, if any, have these activities had on the socio-economic benefits of your programs?
 - To what degree are the new/improved services or management practices dependent on LWR's input, financial or otherwise?
- How are you measuring, monitoring, evaluating and reporting on your activities (to LWR)?
- What would you do differently, knowing what you know now?

LIST OF QUESTIONS FOR COMMUNITY MEMBERS (BENEFICIARIES)

- Who is assisting you with this project?
- What are their objectives?
- What is the project that you are involved in?
- What role did the community play in project identification, design, implementation, and evaluation?
- How was it organized?
- What did the local agency provide?
- What were the benefits?
- Who benefited?
- How did they benefit?
- What new contacts does the community have?
- What would you do differently, knowing what you know now?
- What does the future hold for this project?

F NO.	TYPE OF ACTIVITY	LWR CONTR.	TOTAL COST US\$	PERCENTAGE OF LWR INPUT	DATE	ORIGIN OF RECIPIENT	IMPLEMENTATION OF EXPERIENCE	USE OF FOREIGN EXPERTS
F01	Training in Agriculture; animal husbandry	US\$ 1,000	19,679	5%	Apr. '79	Peru	Peru	No
F02	Training for disaster preparedness	650	1,400	46%	Apr. '79	Peru	Barbados	Yes
F03	Training seminar for social promoters of 8 ecumenical development groups	1,540	8,000	19%	June '79	Peru	Peru	Yes
F04	Training/Interchange for Health Promoters	2,000	5,000	40%	July '79	Bolivia	Honduras; Ecuador	Yes
F08	Training course in cheese-making for campesinos	700	3,000	18%	Sept. '79	Bolivia	Peru	Yes
F10	Organizational Analysis of Diakonia/Chile	1,056	6,000	18%	Aug. '79	Chile	Chile	Yes
F11	Experim' al Gardening	240	500	48%	July '79	Ecuador	Ecuador	Yes
F12	Training in Cooperative Administ.; Accountancy; Budgeting	625	1,600	39%	Dec. '79	Peru	Peru	No
F13	Organizational Analysis SEPAS/Peru	1,600	7,500	21%	Sept. '79	Peru	Peru	Yes
F14	Interchang/training in coffee production for campesinos	800	2,500	32%	Sept. '79	Bolivia	Bolivia	No
F15	Water Project and the Andean Luth.Evang. Church	2,800	30,000	9%	Dec. '79	Peru	Peru	No
F16	Congress for Community De- velopment - Shipibo Nation	738	6,000	12%	Sept. '79	Peru	Peru	No
F17	Training seminar on alter- nate coop. structures	400	1,950	20%	Sept. '79	Bolivia	Costa Rica	Yes

ATTACHMENT F

OFF NO.	TYPE OF ACTIVITY	LWR CONTR.	TOTAL COST	PERCENTAGE OF LWR INPUT	DATE	ORIGIN OF RECIPIENT	IMPLEMENTATION OF EXPERIENCE	USE OF FOREIGN EXPERTS
			US\$					
OFF18	Health Training by community action team	US\$ 1,000	4,800	20%	Dec. '79	Peru	Peru	No
OFF19	Lutheran Development Congress - Chile	250	6,000	4%	Nov. '79	Chile	Chile	Yes
OFF20	Inter-institutional seminar on Mapuche Indian Culture for Rural Change Agents	2,000	6,500	30%	Nov. '79	Chile	Chile	No
OFF21	First Congress for campesino women in El Chapare Jungle	500	3,800	13%	Nov. '79	Bolivia	Bolivia	No
OFF22	Improvement of Altiplano pastureland Bolivia Methodist Church	1,000	5,000	20%	Dec. '79	Bolivia	Bolivia	No
OFF23	Evaluation of FEPADE's Health Promoter Training Program	450	2,000	22%	Dec. '79	Bolivia	Bolivia	Yes
	TOTALS	US\$19,349	121,229	15.9%				

INTERPRETATIVE COMMENTS OF GLOBAL CHART REGARDING THE USE OF THE ADFP:

1. By November 1, 1979, ARO (Andean Regional Office) had made 12 grants totalling app. US\$11,349. By the end of 1979, however, it is expected that the number of ADFP grants will reach at least 19 or a total of US\$19,349. (Moreover, ARO administered funds (US\$5,000) allocated by LWR's Board of Directors for a Training Seminar for Social Promoters of DIAKONIA/Chile and eight other Chilean development agencies. Originally, designated to be ADFP09, it became a regular LWR project).
2. Indicative of the highly catalytic and self-generating impact of use of funds under the ADFP, LWR's contribution of US\$19,349 represents only 15.9% of the total required funds of US\$121,329. In other words, 15.9% of funds had the immediate, demonstrable impact of generating an additional US\$101,880 or 84.1%. So far, the ADFP clearly shows that relatively insignificant contributions can have impacts far beyond traditional quantitative measures.
3. A total of 8 (or 42%) training grants were made to Peruvian institutions; 7 (or 37%) to Bolivian institutions; 3 (or 16%) to Chilean institutions; and 1 (or 5%) to an Ecuadorian development agency. The highest incidence of support for Peruvian development institutions is most likely directly related to the presence of ARO in Peru, and to the fact that the regional development consultant spends app. 60% of his time in Peru.
4. Although the chart demonstrates a high rate of interdependence/reliance on Latin American technicians and social promoters (in 52% of the grants the knowledge and experience of Latin Americans from countries other than the recipient agency were applied), there was relatively little international travel by representatives of recipient agencies.

Our experiences show that when technicians and representatives of ecumenical development agencies were used from within the relatively homogeneous cultural context of the Andean Region, their level of acceptability was generally extremely high. In situations related to institutional analysis' and development seminars, the combined use of facilitators from the recipient country and from another Latin American country appears to be the most successful.

The most important conditions, however, for the successful implementation of any training experience so far supported appears to relate to the motivation of the participants; the high degree of sensitivity and adaptability of the trainer to the situation at hand; the training need

assessment undertaken by the recipients beforehand; and the determination as to whether the event comes at the appropriate historical moment of the agency or group. Although it is the latter which, in the final analysis, may be the principal determining factor for success or failure of any training event, all of the above-mentioned variables have been crucial for all of the events.

Although LWR's regional development consultant has taken a more limited role in terms of actually facilitating or implementing any of the training events, his role has been fundamental to help assure that the four above-mentioned conditions were present in all of the training and related experiences. Through a long process of dialogue, he helped development agencies and inter-agency committees discover and define different types of institutional/individual training needs and methodologies through which they could be met. He not only assisted the agencies in terms of making judgments as to the appropriateness (time, place and content) of particular training experiences, but he also acted as a linkage or bridge-builder between specific institutional demands and outside technician or institutional experiences which could respond concretely to those demands. It is the opinion of ARO that this type of quiet, behind-the-scene support to a variety of ecumenical-oriented development agencies in the Andean Region is highly consistent with the overall posture and type of operation that LWR wishes to convey throughout Latin America.

5. All of the grants closely follow the guidelines approved by LWR's Board of Directors for use under the ADFP (February 7, 1979; EXHIBIT M, page 1). Grants have averaged app. US\$1,018.

Guideline 1: The Regional Development Consultant administered the grants in close consultation with the assistant executive director. As a matter of fact, in most grants, and especially those over US\$1,000, prior approval was always sought and obtained.

Guideline 2: The average grant made was US\$1,018.

Guideline 3: All of the grants were arranged with explicit oral and written understandings with recipients. In some cases, the written documents were prepared following the transferral of funds. ARO expects to tighten up on this procedure in subsequent grants. It is important to point out, however, that each grant always carried with it an explicit oral understanding and a commitment, on the part of the recipient group, of an evaluation report following the experience.

Guideline 4: A large majority of the grants (67%) were applied to training seminars in recipient countries or neighboring Latin American countries; institutional self-analysis' and interchange experiences among promoters representing development agencies and small farmer (campesinos) leaders. Although all of the training and interchange experiences related to specific technical/developmental needs (i.e. coffee production; cheese making; methodology for preventive health promotion; etc.), they also stimulated a much broader vision and understanding of each participants' reality within a local, national and overall Latin American context. This latter conclusion has been verified by the evaluation reports submitted by most recipients.

Short, synthetic evaluative comments will subsequently be provided which will confirm not only ARO's and the recipients' responsible management and use of funds but which will attest to the immediate and long-term impact of our support:

ADEF NO.	TYPE OF ACTIVITY	LWR CONTR. (APP.)	TOTAL COST (APP.)	PERCENTAGE LWR INPUT (APP.)	DATE	RECIPIENT AGENCY GROUP	COUNTRY
24	Community organization and leadership training for small farmers in Imbabura Region	1,050	4,380	42%	Jan. '80	Small Farmer Federation of Imbabura and FBU	Ecuador
25	Socio-Economic Impact Evaluation of a major ecumenical Ecuadorian development agency	3,000	8,500	35%	May '80	Fundacion Ecuatoriana Populorum Progressio (FEPP), Quito	Ecuador
26	Samne Seminar on soil pollution and community organization	235	1,800	13%	Nov. '79	Federation of Base Communities in Samne Region and SEPAS	PERU
28	Andean Training Seminar to explore local resource development potentials	235	485	48%	Jan. '80	Industrias de Buena Voluntad, Lima	PERU
29	Regional Congress of Slum organizations to study legislation affecting their legal rights	790	2,200	36%	Jan. '80	Center of Studies and Social Investigations (CEIS), Chiclayo	PERU
30	Urban Slum Development Effort and Base Group Controlled Learning Center	2,800	24,000	12%	Feb. '80	Education and Community Center "Guanan Poma de Ayala," Cuzco	PERU
31	Interchange of experiences between the Peruvian and Colombian Lutheran Churches. Technical Assistance provided for the Colombian Lutheran Church and Ecumenical Development Council	840	1,400	60%	Feb. '80	Evangelical Peruvian Lutheran Church and Colombian Lutheran Church	COLOMBIA
32	Small Farmer Congress to discuss problems of over 25 base communities	235	2,250	10%	Feb. '80	PEBAL, Cuzco and Anta Campesino Congress	PERU
33	Intermediate/Advanced 6-week long nutrition education training course	850	3,500	24%	May '80	SEPAS, Lima	PERU
34	Fourth Departmental Congress of Small farmers representing 80 base communities	382	5,900	6%	Mar. '80	Department Federation of Campesinos, Cuzco	PERU
35	Ecumenical Health Promoters Training Seminar for 25 communities	370	2,785	13%	Mar. '80	Parish of Azángaro, Puno	PERU

ADFF NO.	TYPE OF ACTIVITY	LWR CONTR. (APP.)	TOTAL COST (APP.)	PERCENTAGE LWR INPUT (APP.)	DATE	RECIPIENT AGENCY GROUP	COUNTRY
36	Development of Quechua Language Promotional Materials for Rural Change Agents	600	3,350	18%	Mar. '80	Morato Cultural Center Cochabamba	BOLIVIA
37	Legal Assistance and Community Development Orientation	1,520	4,500	38%	Apr. '80	Small Farmer Federation, Puno	PERU
38	Popular and Technical Education and Integrated Rural Community Development in 24 base communities (bridging funds)	2,000	45,000	4%	Apr. '80	CIED, Puno	PERU
39	Training and Interchange among small farmers and promoters working with alpacas in Southern Peru	1,815	5,400	34%	May '80	CEPRA, Cuzco	PERU
40	Socio-Economic Analysis to determine employment alternatives for the handicapped	385	770	50%	Apr. '80	CENIT, Lima	PERU
41	Experimental Small Farmer Pig Raising and Community Development	1,000	10,000	10%	Apr. '80	Agricultural School Punamarca, Yucay	PERU
42	Self Help Construction of an Inter-Community Health Post and Training of Health Promoters	1,320	15,000	9%	Apr. '80	Chincheros Inter-Community Health Committee and Granja Mucay	PERU
44	Second Seminar on Training in Cooperative Administration, Accounting and Budgeting	377	1,455	26%	May '80	Artesan Coop. "Los Atavillos", Pirca	PERU
45	Training Seminar for Evangelical Small Farmers' Planning and Organizational Efforts for Colonization and Cooperative Organization	365	2,250	16%	May '80	Asociacion Agro-Ganadera, Tacna and SEPAS	PERU
46	Pilot Project of Popular Education and Community Development in Altiplano	2,800	8,400	33%	May '80	CEBIAE, La Paz	BOLIVIA

ADFF NO.	TYPE OF ACTIVITY	LWR CONTR. (APP.)	TOTAL COST (APP.)	PERCENTAGE LWR INPUT (APP.)	DATE	RECIPIENT AGENCY GROUP	COUNTRY
47	Training Seminar for Small Farmer Leaders	218	2,050	11%	June '80	Pumamarca Agrarian League and SEPAS	PERU
48	Seminar for 24 communities to study agrarian laws and campesino organizations	365	2,500	15%	July '80	Agrarian Cooperative of Calca and SEPAS	PERU
49	Seminar of 30 communities to study agricultural technology and problems of commercialization	350	3,400	10%	July '80	Huancarani Small Farmer Association	PERU
50	Development of Popular Educational Materials for Slum Dwellers	436	1,250	35%	June '80	Centro de Apoyo a la Comunicación Popular (CEAPOP), Lima	PERU
51	Interchange Training Activity between Bolivian and Peruvian Ecumenical Development Agencies	580	1,300	45%	June '80	FEPADE/Bolivia and SEPAS/Peru	PERU
52	Women Artesan Training and Small Cottage Industry	620	7,712	8%	July '80	Women's Association of Pueblo Joven Villa Señor de los Milagros, Callao	PERU
53	Women Weaving and Commercialization	500	1,918	26%	July '80	Pirca Weaver and Artesan Cooperative	PERU
54	Altiplano Rotating Credit Fund for Family Gardens	500	3,000	17%	July '80	Bolivian Methodist Church	BOLIVIA
55	Interchange Among ACE Urban Promotional Team and Several Colombian Ecumenical Development Agencies	1,200	3,500	34%	July '80	ACE	CHILE COLOMBIA
56	Feasibility Analysis and Seminar to Study Mechanisms to Link Lima Street Venders with poor farmers in Huaral Valley in terms of commercialization	380	2,200	17%	July '80	CTED	PERU
TOTALS		28,918	182,155	15.9%			

INTERPRETATIVE COMMENTS OF GLOBAL CHART REGARDING THE USE OF ADFENO. 24 TO 56

1. By July, 1980, LWR/ARO (Andean Regional Office) had made 31 micro grants totalling app. US\$28,918. This evaluation encompasses ADFE grants No. 24 to 56 and does not include ADFE grants 1 to 23 which were already evaluated in a previously submitted detailed analysis (Nov. 6, 1979).
2. Consistent with LWR/ARO's overall catalytic style of operation, its development focus and responsible application of funds under the ADFE, our limited financial contributions generated additional financial resources for in excess of our support thereby creating a genuine multiplier effect. LWR/ARO's contribution of US\$28,918 represents only 15.9% of the total required funds of US\$182,155. In other words, 15.9% of funds had the immediate, demonstrable impact of generating an additional US\$153,237 or 84.1% over a period of app. eight months.
3. A total of 24 micro grants were made to Peruvian institutions (77%); 3 to Bolivian institutions (9.6%); 2 to Ecuadorian institutions (6.4%); 1 to a Chilean institution (3.2%) and 1 to a Colombian group (3.2%). As in our previous ADFE evaluation, the higher incidence of support for Peruvian institutions appear to relate directly to the greater amount of time that the LWR Development Consultant actually spent in Peru compared to other countries; easier and more continued access to groups and the fact that LWR/ARO is now probably better known in Peru than any other Andean Region country. Furthermore, the political environment in Peru compared to most other Latin American countries appears to permit the existence of a great diversity of institutions and groups committed to development work.
4. The type of support given closely relates to the overall objectives for which the Andean Regional Office was established. The validity and appropriateness of this type of assistance was strongly reaffirmed by Latin American colleagues during the recent ARO evaluation in Lima (see Exhibit A presented to LWR's Board of Directors on June 2-3, 1980). Support was provided for activities related to leadership training for community leaders; specific technical training in such areas as nutritional education; interchange of practical experiences among small farmers and promoters; socio-economic impact evaluations of ecumenical development agencies; and short-term feasibility analysis of potential long-term project activities. Furthermore, limited "seed" funds were provided to initiate implementation of specific development projects for which larger resources will eventually be required. Thus these small supports provided vital psychological impulses at crucial points during a development process.
5. Consistent with LWR's guidelines, explicit written agreements have been made with each recipient concerning the use and evaluation of each micro-support prior to making a grant.

6. The average grant made was US\$932.94 or app. US\$86 less than the grants reported in the previous evaluation. This information confirms the experience that relatively insignificant financial inputs can generate activities far exceeding the initial investment.

(ADFF 57 TO 105)

AUGUST 1980 TO AUGUST 1981

NO.	AGENCY/GROUP	TYPE OF ACTIVITY	LWR CONTRIB. (APP.)	TOTAL COST (APP.)	PERCENTAGE LWR INPUT (APP.)	TYOLOGY OF ACTIVITY (SEE EXPL.)
	Centro de Capacitación y Asesoría (CENCA), Perú	National Congress of Slum Federations to study legal status of slums	324.-	4,500	7%	1
	CENIT/FACISUR, PERU	Interchange experience between CENIT, Lima, a workers self-managed clothing enterprise for handicapped persons and FACISUR Arequipa (blind persons producing brooms)	260	550	47%	3
	Ayuda Escolar "Señor de los Milagros", Chosica (José María Arguedas)Peru	4 Community Development and Leadership Seminars for six slum communities	1,000	4,225	24%	1
	SEPAS, Perú	Evaluation and Planning Seminar	300	1,950	15%	3
	CIEMAL, Bolivia	Community Development Leaders Interchange Program	500	2,820	18%	1
	SIEBA, Perú	Workers self-managed marketing project. Rotating Credit	328	3,850	9%	2
	Instituto Pastoral Andino and Consejo Latinoamericano de Iglesias, Peru	Ecumenical Collaborative Effort between Protestant and Catholic Churches to study the reality of Evangelical groups in Cuzco/Puno area	2,550	9,500	27%	3
	Lutheran Churches of Perú	Seminar DIAKONIA and Lutherans in Peru	401	2,845	14%	1
	SEPAS/Perú	Socio-economic analysis of the reality of Shipibo jungle Indians	3,000	8,500	35%	3
	Imbabura Small Farmer Federation, Ecuador	Small Farmer Federation of Imbabura, 5-day leadership Training Seminar	300	2,475	12%	1
	SEPAS/FEPP	Participation of SEPAS in Seminar on Credits sponsored by FEPP/ Ecuador	593	1,094	54%	3

F NO.	AGENCY/GROUP	TYPE OF ACTIVITY	(APP.)	(APP.)	(APP.)	(SEE EXPL.)
8	SEPAS/FEPP/Evangelical Lutheran Church	Training seminar for Protestant Development Agencies in Peru in use of agricultural credits conducted by FEPP, Ecuador	599	2,550	23%	3
9	Centro de Educación y Comunicación "Guamán Poma de Ayala" and Orec, Cuzco	Seminar on Socio-Economic Reality in Cuzco Slums	363	740	49%	1
10	CEIS/Chicalyo and CIPCA/Piura, Perú	Seminar interchange of experiences between 14 development agencies in Northern Peru	417	1,758	24%	1
11	Poor Indian Reception Center "La Tola", Quito, Ecuador	Training course for recently migrated Indian campesinos at Hospedería "La Tola"	900	4,780	19%	1
12	Coop. Agraria de Producción "Caudivilla Huñcoy", Perú	Interchange visits between Lima and Northern Perú Cooperative Leaders	335	625	54%	1
13	Oficina Regional de Educación Católica, Perú	3 seminars and 6 interchange visits among slum dwellers in Cuzco, Lima and Arequipa	1,000	2,300	43%	1
14	CAPER/IECA (School for the Youth of Poor Farmers) Huacho, Perú	Short courses on animal husbandry for young campesino boys and girls	358	825	43%	1
15	Instituto Pastoral Andino (IPA), Cuzco, Perú	Publication of Quechua Language Lessons	2,929	9,000	33%	1
16	SEPAS/ORDESII, Perú	Third Shipibo Indian Congress	502	1,600	31%	1
17	Centro de Información, Estudios y Documentación (CIED), Peru	Participation of 2 CIED promoters in Quechua Language Course	317	900	35%	1
18	Family in Crisis Center, Santiago, Chile	Personal and Family Crisis Counseling for 40 families	1,500	7,000	21%	2
19	The Union School of Concepción and ACE, Chile	4-day Seminar on Communication for Base Group Union Leaders	260	1,875	14%	1
20	ORDESII - Shipibo Indian Tribe Federation, Pucallpa, Perú	4-day Congress to interchange common problems of Shipibo Nation	396	2,500	16%	1
21	Small Farmer Federation and the "Bartolomé de las Casas" Foundation, Perú	Statewide Poor Farmer Seminar to study and strengthen organizational capacity	307	4,500	7%	1

FF NO.	AGENCY/GROUP	TYPE OF ACTIVITY	LWR CONTRIB. (APP.)	TOTAL COST (APP.)	PERCENTAGE LWR INPUT (APP.)	TIPOLOGY OF ACTIVI (SEE EXP
82	Comité de Asesoramiento de Comas, Lima, Perú	Global Analysis of Socio-Economic situation of Comas Slum Area	307	2,125	14%	3
83	Iglesia Evangélica Nacional Andina and Lutheran Church/Arequipa, Perú	5-Day Seminar on Roles of Churches and Social Action in Southern Peru	251	3,500	7%	1
84	ASEC/Aymara Indian Federation, Bolivia	Interchange Programs/Experiences between Bolivian Small Farmer Groups	2,040	3,580	57%	1
85	Fondo Ecuatoriano Populorum Progressio (FEPP), Quito, Ecuador	Seminar for 40 Indian leaders in community organization, Province of Cuenca	200	2,000	10%	1
86	Confederación General de Pobladores del Perú	First National Congress for Slum Dwellers	500	4,000	13%	3
87	KERYGMA (Evangelical Leaders in Communication), Lima, Perú	Seminar for Evangelical Leaders re National Reality, Publication of Church-oriented social action newspapers	750	1,920	40%	1
88	OREC (Oficina Regional de Educación Católica)	Development of Educational Films for use of teams in Cuzco, Peru	750	4,000	19%	2
89	Centro de Promoción y Fomento al Cooperativismo, Bolivia	Four Seminars on Cooperativism and Role of Women in Highland Bolivia	2,000	8,000	25%	2
90	IDEAS (Investigación, Documentación, Educación, Asesoría, Servicios), Perú	Participation of 2 Poor Farmer Leaders in Puno Training Seminar	150	500	30%	1
91	Instituto de Asuntos Culturales, Chile	Facilitation of an external evaluation of the Sol de Septiembre Human Development Project	700	1,000	70%	3
92	Centro de Estudios y Asesoramiento Rural (CEAR), Chiclayo, Perú	Seminars and Technical Workshops for Small Farmers	1,759	5,000	35%	1
93	Fondo Ecuatoriano Populorum Progressio (FEPP), Ecuador	4-day Evaluation Seminar with 29 Poor Farmer Organizations in Southern Ecuador	500	2,800	18%	3
94	Maroty Shoba Artesan Cooperative, Peru	Participation of Evangelical and artisan leaders in regional seminar focusing on problems in Peru's jungle	230	800	29%	1

INTERPRETATIVE COMMENTS OF GLOBAL CHART REGARDING APPLICATION OF ADFE

NO. 57 TO 105

1. Between September 1980 and September 1981, LWR/ARO (Andean Region and Brazil Office) had made 49 micro grants totalling app. US\$47,083. This evaluation encompasses ADFE grants No. 57 to 105 and does not include ADFE grants No. 1 to 56 which were already evaluated in two previously submitted detailed reports (Nov. 6, 1979 and Sept. 23, 1980).
2. During the past twelve months, ARO supported a myriad of different development activities consistent with the criteria approved by the LWR Board of Directors when it authorized the establishment of the Andean Development Facilitation Fund on February 7, 1979. Since its inception in 1979, the ADFE has and continues to demonstrate that its limited resources create a genuine multiplier effect. ARO's contribution this period of US\$47,083 represents only 26% of the total required funds of US\$177,842. In other words, 26% of funds had the immediate, demonstrable impact of generating an additional US\$130,759 or 74% over a period of less than twelve months.
3. The global chart includes a typology of activities supported totally consistent with the criteria established by the Board of Directors. 32 activities were supported under the criteria No. 1 that grants be made "to assist groups engaged in development activities and benefiting from meetings, training seminars, courses and similar events" at local, regional, national, Andean Region or Latin American levels. 7 grants were made falling under criteria No. 2 that grants be made "to provide partial funding of development projects. Cases where small amounts get a small project off the ground are given priority." And finally, 10 grants were made under criteria No. 3. These are grants made "to support activities that lead to greater local participation and competence in preparing long-term development projects/programs."
4. Compared to the previous evaluative periods, during this period grant supports were more equitably distributed throughout the Andean Region. Whereas 77% of the micro grants were made to Peruvian institutions previously, during this period Peruvian institutions received 69.3% or 34 micro-grants totalling US\$26,884 or 57.1% of funds disbursed. Bolivian groups received four grants (8.2%) totalling US\$7,540 or 16% of funds disbursed. Ecuadorian groups were third receiving seven grants totalling US\$7,199 or 15.3% of funds disbursed. Chilean colleagues were supported on four occasions with grants totalling US\$5,460 or 11.6% of funds disbursed. Expectations are that Peruvian institutions will most likely continue to receive a larger share of support under the ADFE. The key reason appears to relate to the fact that the LWR representative resides in Peru, is most likely better known here than any other country, and that the political environment permits the existence of many development groups. More intensive month-long visitations to the other countries have been carried out over the past twelve months (Chile and Ecuador). It is hoped that this kind of intensive contact strategy will be conducive toward strengthening and broadening development contacts and support more uniformly.

5. Consistent with LWR's guidelines, written and verbal agreements continue to be made with each recipient concerning the application and administrative requirements of each micro-support. Although some recipients have not followed through with evaluative reports, most have taken the requirement quite seriously. As in the past, average grants continue to fall below US\$1,000 (US\$961 average) thereby re-confirming our experience that relatively insignificant financial inputs can indeed catalyze development activities for exceeding the initial investment.

6. It is clear that support provided through the ADFP has been a vital tool to accomplish the development objectives for which the Andean Regional Office (ARO) was established. After more than two and a half years, and under the overall creative guidance and encouragement of Dr. Busche, ARO has established itself, using comparatively limited human and financial resources, as a dynamic, relevant and supportive mechanism responding to the needs of over one-hundred social-action institutions/groups in the Andean Region. It is important not to forget that support provided through the ADFP is not the only mechanism through which LWR/ARO responds to the needs of the poor. The LWR Board of Directors has approved a series of project/program initiatives as well as national and regional training events all of which contribute to our relevance as a dynamic and creative church-related development agency. Furthermore, ARO, through its regional representative, supports and accompanies various development groups and initiatives without applying financial resources. This type of accompaniment and bridge building among groups is an essential part of our strategy to support initiatives in which church-related and other groups search for ways to become more relevant in responding to the needs of the poor.

PROJECT FACE SHEET

Project Title: Chiclayo Urban Development
(Center of Studies and Social Development - CEIS)

Dates: June 1980 - March 1981

LWR Budget: \$ 7,275 LWR
1,631 Local input
42,000 Brucke der Bruderhilfe
8,000 NOVIB

Participants: 20 neighborhood committees

Activities: 1) Train 150 leaders in 20 urban slums
2) Increase membership of Chiclayo Neighborhood Committees to 40
3) Create statewide urban slum federation
4) Provide technical assistance to neighborhood committees to undertake improvements

Status: Completed

Recommendations: See description of findings section

PROJECT FACE SHEET

Project Title: Puno Integrated Community Development
(Center of Information, Studies and Documentation - CIED)

Dates: June 1980 - June 1982

LWR Budget: \$ 53,000 LWR
6,942 Local input
10,000 Oxfam

Participants: 19 communities in Coata and Plateria with total
population of 14,000

Activities: 1) 10 three-day courses to train 67 community promoters
2) Four seminars for women
3) Socio-economic study of region prepared by 12
community teams
4) Provide legal and medical services

Status: Near completion as scheduled

Recommendations: See description of findings section

PROJECT FACE SHEET

Project Title: Chinchero Agriculture and Health
(Ecumenical Training School - Granja Pumamarca)

Dates: June 1980 - June 1981

LWR Budget: \$ 9,000 LWR
7,800 Local input

Participants: Five communities in Chinchero, Department of Cuzco

Activities: 1) Experiment with swine raising
2) Train youth and women in leadership
3) Train health promoters for 15 areas
4) Equip health post

Status: Completed

Recommendations: See description of findings section

PROJECT FACE SHEET

Project Title: FACISUR Economic Development for the Blind
(Peruvian Evangelical Service Social Action - SEPAS)

Dates: June 1980 - June 1981

LWR Budget: \$ 6,000 LWR

Participants: 16 members of FACISUR, all blind, with 94 family members

Activities: 1) Increase inventory of raw materials for broom production
2) Train six blind persons to increase staff
3) Increase total employment to 30

Status: Completed

Recommendations: See description of findings section

PROJECT FACE SHEET

Project Title: Lima Health and Women's Promotion
(Center of Assistance to Popular Communication - CEACOP)

Dates: June 1981 - June 1983

LWR Budget: \$ 25,300 LWR
12,000 TROCAIRE

Participants: Villa Senor de los Milagros with population of 12,000

Activities:

- 1) Needs assessment of the community
- 2) Promotion of women's groups through media and training
- 3) Three public health campaigns and training of health promoters in six six courses
- 4) 12 community training seminars

Status: On-going, completed first evaluation

Recommendations: See description of findings section

PROJECT FACE SHEET

Project Title: Los Incas Community Development
(Guaman Poma de Ayalla)

Dates: June 1981 - June 1983

LWR Budget: \$ 19,200 LWR
14,000 Broderlijk Delen
3,000 Swedish Free Church Aid
23,800 Local input

Participants: Los Incas District with a population of 5,600

Activities: 1) Construction and equipping of community center
2) Public health campaign and training of eight health promoters
3) Literacy course for 160 adults

Status: On-going, assessment of first year completed

Recommendations: See description of findings section

PROJECT FACE SHEET

Project Title: Consortium for Campesino Development
(Bartolome de las Casas)

Dates: December 1981 - December 1983

LWR Budget: \$ 22,500 LWR
41,000 Local input

Participants: Federation of campesino representatives, 150 communities within three provinces of Cuzco

Activities: 1) 72 workshops to train 2,880 leaders in administration
2) 24 assemblies on administration for 12,000 campesinos
3) Monthly bulletin with distribution of 10,000 copies

Status: On-going

Recommendations: See description of findings section

PROJECT FACE SHEET

Project Title: Community Health Training
(Center for Promotion and Social Action Research
of the Peasantry - CIPCA)

Dates: December 1981 - June 1982

LWR Budget: \$ 6,644 LWR
14,845 Local input

Participants: Community of Monte Lima with population of 3,534

Activities: 1) Construction and equipping of health post
2) Courses on management of the post
3) Supervision of health service

Status: Near completion

Recommendations: See description of findings section

PROJECT FACE SHEET

Project Title: Highland Peasant Training
(Peruivan Basic Education and Training Assoc. - PEBAL)

Dates: December 1981 - December 1982

LWR Budget: \$ 9,800 LWR
60,000 Misereor
10,000 CRS

Participants: 7 communities in province of Anta (Cuzco) with a
population of 10,000

Activities: 1) Eight courses for 320 campesinos in community
organization
2) Organization of seven community action groups
3) Provide support services (technical and organization)
4) Research on local customs to promote cultural identity

Status: On-going

Recommendations: See description of findings section

PROJECT FACE SHEET

Project Title: Peasant Training Program, Huaura-Sayan Valley
(Center for Rural Assistance, Projects and
Studies - CAPER)

Dates: March 1982 - March 1984

LWR Budget: \$ 38,000 LWR
58,000 Bread for the World, CRS and Swedish
Free Church

Participants: Communities in valley

Activities:

- 1) Establish five communal farms
- 2) Train five teams as agricultural technicians to promote gardening and small animal production
- 3) Sponsor 20 workshops, two folk festivals and games to strengthen community organization
- 4) Distribute monthly bulletin

Status: Initial phase

Recommendations: See description of findings section

PROJECT FACE SHEET

Project Title: Chapare Public Health
(Comision de Accion Social Evangelica - COMBASE)
(note: COMBASE turned project over to FEPADE in 1978)

Dates: September 1977 - June 1981

LWR Budget: \$ 31,183 LWR
35,000 CWS

Participants: 8,000 Quechuan Indians who migrated from the highlands
to the tropical lowlands of Chapare Province

Activities:

- 1) Five communities formed Central Farmer's Council
- 2) 15 kilometers of road were built
- 3) A farm federation of truckers was formed
- 4) A village health clinic was constructed
- 5) 18 wells and 97 latrines were constructed
- 6) Incidence of illness and paracities improved
- 7) Health program self-sustaining
- 8) Minimal agriculture benefits

Status: Completed

Recommendations: See description of findings section

PROJECT FACE SHEET

Project Title: Small Farmer Organization and Training
(Ecumenical Association for Cooperation and Coordination
in Social Development - ASEC)

Dates: April 1979 - April 1982

LWR Budget: \$ 134,649 LWR
46,520 Local input

Participants: Small farmers in Alto Beni and Sorata

Activities: 1) Support five coordinators to organize and conduct
community seminars
2) Provide support services of specialized personnel
to community
3) Organize volunteer promoters to teach basic skills

Status: Implementation delayed by political coup

Recommendations: See description of findings section

PROJECT FACE SHEET

Project Title: Small Farmer Training
(Ecumenical Association for Cooperation and Coordi-
nation in Social Development - ASEC)

Dates: February 1980 - February 1981

LWR Budget: \$ 10,000 LWR

Participants: Community leaders in province of Larecaja

Activities: Project to foster efforts of small farmers to
organize and discover marketing potential. ASEC
to advise several regional and district-level cam-
pesino unions, communities, and their leaders in
an effort to prepare them to become more effective
spokepersons and agents of change.

Status: Completed

Recommendations: See description of findings section

PROJECT FACE SHEET

Project Title: Chaqui Kocha Integrated Rural Development
(Ecumenical Development Foundation - FEPADE)

Dates: September 1980 - September 1983

LWR Budget: \$ 94,000 LWR
24,331 Local input

Participants: Several communities in Chaqui Kocha area

Activities:

- 1) Support for inter-disciplinary team of four to coordinate training
- 2) Train 30 health promoters to conduct public health campaigns
- 3) Increase agricultural productivity, especially potato crop
- 4) Set up six test areas to improve pastures
- 5) Establish marketing cooperative starting with community store

Status: On-going

Recommendations: See description of findings sections

PROJECT FACE SHEET

Project Title: Community Food Store
(CEBIAE)

Dates: December 1981 - December 1982

LWR Budget: \$ 5,000 LWR (plus \$ 3,000 from ADFP)
17,000 Bread from the World and Christian Aid

Participants: 700 families of Pampalasi Bajo

Activities:

- 1) Organize community store
- 2) Organize workshops for 50 persons on basic management skills
- 3) Train 14 health promoters
- 4) Sponsor seminars on socio-economic concerns

Status: On-going

Recommendations: See description of findings section

PROJECT FACE SHEET

Project Title: Diakonia - Agriculture Extension (127)
(Diakonia)

Dates: August 1979 - August 1981

LWR Budget: \$ 134,586 LWR
564,272 Other, of which \$178,114 is in-kind support

Participants: 27,000 (of 60,000) families affected by the land reform

Activities: 1) Train 100 campesino leaders as paraprofessionals
in agriculture and home economics
2) Training to include health, nutrition, food pre-
paration, arts and crafts, gardening, farm
planning, credit sources, etc.
3) Creation of a revolving loan fund.

Status: Completed, agency no longer functioning

Recommendations: See description of findings section

PROJECT FACE SHEET

Project Title: Integrated Development
(Social Action Foundation of the Christian Churches
- FASIC)

Dates: February 1980 - February 1982

LWR Budget: \$ 33,000 LWR
Up to \$ 500,000/year is received from various European donors

Participants: Various base communities

Activities:

- 1) Create the position of church relations officer and communications specialist in FASIC
- 2) Encourage ecumenical approaches to analyze community problems
- 3) Help community organizations share information within and outside of their communities

Status: Completed

Recommendations: See description of findings section

PROJECT FACE SHEET

Project Title: Integrated Human Development
(Evangelical Christian Aid - ACE)

Dates: February 1980 - February 1981

LWR Budget: \$ 20,000 LWR
216,000 Various sources

Participants: Population of 108 marginal communities with 50,000
inhabitants in Concepcion region

Activities: Support for community projects including: gardening,
food cooperatives, training in health, nutrition, liter-
acy and other community development activities

Status: Additional support granted under grant #23

Recommendations: See description of findings section

PROJECT FACE SHEET

Project Title: Core Support
(Diakonia)

Dates: February 1981 - February 1982

LWR Budget: \$ 30,000
120,868 Various other sources

Participants: 27,000 (of 60,000) families affected by the land reform

Activities: Help support administrative budget of Diakonia

Status: Completed, agency no longer functioning

Recommendations: See description of findings section

PROJECT FACE SHEET

Project Title: Urban Development
(Evangelical Christian Aid - ACE)

Dates: June 1981 - June 1982

LWR Budget: \$ 27,000 LWR
200,000 With grant #22, support from other sources

Participants: Slum dwellers in Talchvano and Lota

Activities:

- 1) Youth program: Cultural, educational and recreational activities
- 2) Health program: Two major health campaigns, ten training courses in first aid, three vaccination campaigns, training of 35 health promoters
- 3) Labor program: Information sharing, legal and economic advice, 20 courses on organizational and leadership training

Status: Additional support granted under grant #23

Recommendations: See description of findings section

PROJECT FACE SHEET

Project Title: Urban Development
(Evangelical Christian Aid - ACE)

Dates: June 1981 - June 1982

LWR Budget: \$ 27,000 LWR
200,000 With grant #22, support from other sources

Participants: Slum dwellers in Talchuan and Lota

Activities:

- 1) Youth program: Cultural, educational and recreational activities
- 2) Health program: Two major health campaigns, ten training courses in first aid, three vaccination campaigns, training of 35 health promoters
- 3) Labor program: Information sharing, legal and economic advice, 20 courses on organizational and leadership training

Status: Additional support granted under grant #23

Recommendations: See description of findings section

PROJECT FACE SHEET

Project Title: Mapuche Rural Development
(Evangelical Christian Aid - ACE)

Dates: June 1981 - June 1982

LWR Budget: \$ 23,000 LWR
Other - see grant #21

Participants: 120 communities of Mapuche indians

Activities: 1) Animal health program: Training of promoters,
advisory services, vaccination campaign
2) Establishment of tree nurseries in each com-
munity and complementary training courses
3) Cultural and youth program: Folk music, tra-
ditional dance, handicrafts and theater

Status: Additional support granted under grant #23

Recommendations: See description of findings section

PROJECT FACE SHEET

Project Title: Three Sector Integrated Development - Concepcion
(Evangelical Christian Aid - ACE)

Dates: March 1982 - March 1983

LWR Budget: \$ 50,000 LWR
211,050 Other

Participants: See grants #21 and #22

Activities: See descriptions of two previous projects #21 and #22.
This project is a continuation of both.

Status: On-going

Recommendations: See description of findings section

PROJECT FACE SHEET

Project Title: Mapuche Rural Development - Temuco
(Methodist Rural Work Board)

Dates: March 1982 - March 1985

LWR Budget: \$ 150,000 LWR
532,396 Other

Participants: 5,000 Mapuche indians

Activities:

- 1) Improved crop and animal production: rabbit raising and hide tanning, livestock disease control, chicken raising, fruit production, etc.
- 2) Improved home management and health care: preventative health and hygiene, first aid, canning of home products, nutrition, etc.
- 3) Increased cultural appreciation: traditional handcrafts, sewing, use of Mapuche language, etc.

Status: Initial phases

Recommendations: See description of findings section

PROJECT FACE SHEET

Project Title: Rural Integrated Development
(United Brethren Foundation - FBU)

Dates: September 1979 - September 1982

LWR Budget: \$ 96,000 LWR
544,000 (85% of funding from EZE, ICCO, Brot fur die
Welt, Christian Aid and CWS)

Participants: Agriculture program directed to four areas (Imbabura, northwest Pichincha, northeast Pichincha and Esmeraldes), involving 28 communities, 1,680 families for a total or 8,400 people. The women's program is directed to
Activities: 10 communities, 600 families, 3,000 people in same areas.

Support us directed to the agriculture and women's components of overall program and consists of demonstration plots, leadership training, technical assistance, credit, health and nutritional training, decision-making and awareness workshops.

Status: Nearing completion, finished both internal and external evaluation, the latter of which will help form the basis for discussing future support.

Recommendations: See description of findings section

PROJECT FACE SHEET

Project Title: Regional Campesino Development
(Fondo Ecuatoriana Populorum Progressio - FEPP)

Dates: December 1981 - December 1983

LWR Budget: \$ 71,454 LWR
54,673 (55% from other sources)

Participants: The Cuenca office will serve the four southern provinces where 30 projects are currently underway and Riobamba will work in three central highland provinces where there are 38 projects.

Activities: The establishment of two regional offices (Riobamba and Cuenca) that provide credit assistance, technical backstopping and cultural reinforcement. This dicentralization process is expected to increase the impact group by 25%.

Status: On-going

Recommendations: See description of findings section

PROJECT PROFILE

Project Titles: Tomato Production and Marketing (See Peru 3)
Highland Peasant Training (See Peru 10)

Organization: PEBAL (Peruvian Basic Education and Training Association)
located in Cuzco, Peru

PEBAL began as a Catholic archdiocesan educational agency to forestall demands for an abrupt distribution of church lands under the Peruvian land reform. As political pressure lessened for land distribution, PEBAL evolved into a secular agency to promote community action in various ways within one rural region to the east of Cuzco.

Our contacts with PEBAL included interviewing the executive director, Edilberto Portugal, during a full day field trip. Brief interviews were possible with field staff and we observed three community groups including informal conversations with some members.

LWR Support: The ARO representative became known to this organization through his prolonged stay in Cuzco to study Quechua. The pattern of LWR support is fairly typical of its work with various similar agencies. Two small ADFP grants facilitated meetings of campesinos, which led to two slightly larger project grants. LWR support between June 1980 and December 1982 will amount to about \$18,000. The PEBAL director emphasized he viewed this support as "small but timely". He particularly lauded the fact that a LWR grant allowed PEBAL to meet an unexpected matching condition its major donor placed on continued financing. A quick LWR response helped avoid a disruption of the program.

The PEBAL director also emphasized the importance of ARO's assistance in non-project terms. PEBAL participated in two LWR supported international seminars. The most tangible benefits have been a closer working relationship among the various development teams in the Cuzco-Puno region. An interesting suggestion from the PEBAL director was to push this relationship a step further by LWR encouraging a joint funding proposal from these teams.

Assessment of PEBAL Program: Our one-day field trip included contact with one of each type of "circle" that the field staff of PEBAL assists. These are men, women and youth circles. This experience is the basis for three observations:

1. The participants in the PEBAL program are nearly all indigenous farmers. The population is not the poorest of the Cuzco region, but highly representative of the Minifundio rural farmers who own land but maintain a precarious existence.
2. The PEBAL methodology is largely one of accompanying communities

through an organizational process largely intended to strengthen existing organizations, e.g. campesino "sindicatos". PEBAL responds to specific requests for help to undertake community health and agricultural projects. There is an obvious cordial non-directive relationship between PEBAL and the community circles. The women's circle carried on a direct dialogue with the local mayor concerning their project to establish a handicraft center. On the other hand, our discussions indicated that much of PEBAL's methodology was still experimental and they could not yet articulate any well defined guidelines for how to work most effectively with these community groups.

3. Typical of this kind of development agency, evaluation is also an undefined activity. Although data exists through records of training efforts, PEBAL still does not conduct systematic evaluation. Their knowledge of this fact was reinforced through participation in the ARO-supported seminars, but the solution is still not evident to them.

One final point in assessing the PEBAL program is the importance of the fact that it is part of a reasonably coordinated effort of several agencies, inspired by the archdiocese, to strengthen campesino organization in the region. ARO has in fact become an important supporter of this movement by funding not only PEBAL but several other development organizations (Baxtolomeu de las Casas, Granja Punamarca and CIED/Puno are the other pieces).

Conclusions: Using ARO's own criteria (see p. 31) PEBAL is an ideal collaborator for its support.

Based on our observations, LWR's small inputs have been well planned critical contributions to an important regional program of community organization. The first (Peru 3) funded a small marketing effort as a response to a group of tomato-growers. Although PEBAL indicated that production problems this year have limited any increase of income from marketing, the improved organization will realize future benefits. The second project (Peru 10) contributes directly to the training program.

The prime challenge for any evaluation of the impact of the PEBAL program is working out a systematic approach to gathering monitoring data, such as numbers participating in circles, data on community initiatives etc. Since most of the objectives of PEBAL are high qualitative, regular (every six months) reports detailing dialogues with the community circles would be a valuable basis for reporting to donors such as LWR. A basic guide for this data mapping out changes in organization and services gained in each community would allow PEBAL to provide evidence supporting their claims of impact. More importantly, it would provide PEBAL with a learning tool to begin to understand how its actions can best serve the interests of the communities it serves.

The most important advice we can offer LWR at this point is to concentrate some of its efforts in working out such a simple but systematic evaluation system with PEBAL consistent with its own participatory approach.

PROJECT PROFILE

Project Title: Chaqui Kocha Integrated Rural Development
(See Face Sheet Bolivia 15)

Organization: FEPADE (Ecumenical Development Foundation) formed in 1974 when COMBASE (an evangelical social service organization was reorganized).

FEPADE's board, consisting of local professionals from Cochabamba, supported its growth to become a strong regional development agency. It is important to view the FEPADE program in this light, since much of the effectiveness of this project comes from the linking of Chacqui Kocha to other communities. The resurgence of local rural unions, caused largely by the devastating effect of Bolivian inflation on farmers, provides an important institutional base.

LWR Support: ARO's contact with FEPADE comes through its funding of COMBASE. Initially, FEPADE assumed responsibility for the Chapare Public Health project (Bolivia 12), which completed its activities in June 1981. Through this contact ARO then decided to accept a project which funds a part of FEPADE's global program in the region. The Chaqui Kocha project (Bolivia 15) is one of ARO's largest commitments, \$94,000. The Interamerican Foundation, World Neighbors, until recently, and European donors are other major supporters.

FEPADE also had representatives in all three LWR international seminars. The executive director attended the first workshop on administration, which he claimed encouraged him to create a decentralized "horizontal" style of organization for FEPADE.

Assessment of FEPADE Program: The FEPADE program methodology is based on an intensive form of technical assistance. Two technical staff are actually stationed in the community with additional staff support given from Cochabamba. This project consists of services to small farmers living in highland areas. They have few amenities such as electricity or available potable water, making this population the poorest we observed on our trip.

The staff lived in an earth-brick structure, which is the center for a future self-help housing scheme, that FEPADE planned with the community. The obvious benefits of this approach can be seen in the experimental fields established throughout the community and various training activities in progress during our visit. Another positive element is the executive director's obvious commitment to putting the central office "at the service of" the field staff. He indicated he spent two-thirds of his time circulating among FEPADE's five to six major project areas. His rapport with staff and the community backed this claim.

Our contact with the community was overshadowed by a crisis occasioned by a marketing boycott of local potato farmers in order to force the authorities to raise the price. FEPADE did not involve itself directly in their action, which the farmers conducted through the rural union. The meeting we observed,

in which FEPADE included both the men and women, concentrated on the priority to be given to completing the health post vs. starting housing construction. The FEPADE methodology is to include the whole community in planning activities.

Analyzing our observations and interviews, FEPADE provides an effective model of organization for participatory development. The main detractors are the heavy commitment of human resources to one community. While other communities are easily attracted to wanting similar services, FEPADE cannot satisfy the demand. FEPADE admits about five years of gradually de-escalating aid is necessary to make a lasting impact on a community. An essential evaluation question is to measure the dependence created by FEPADE to see whether even this projection is realistic.

A final methodological observation, FEPADE articulated what was the most coherent evaluation system of all the agencies we contacted. In short, they schedule every six months mutual critique sessions with each community. Each session is supplemented by interviews with a sample of community members. The FEPADE team digests the results and feeds back its conclusions to the community as a planning device for the next semester. The reporting provided by FEPADE indicates some success in using this qualitative approach which more quantitative data could make very effective.

Conclusions: The FEPADE program fits well within the LWR criteria. It is the type of program LWR should consider supporting globally rather than in one community. Other agencies could benefit from FEPADE's organizational model and work experience.

LWR should also work closely with FEPADE to analyze the results of its evaluation efforts. Although the basic approach is sound, quantitative monitoring data, such as numbers of people involved in community projects, simple health and agricultural production indicators (possibly through individual farmer diaries), would considerably strengthen FEPADE's argument concerning the impact of its program, especially in relation to costs.

PROJECT PROFILE

Project Title: Integrated Human Development
(See Face Sheet Chile 19, 21, 22 and 23)

Organization: ACE (Evangelical Christian Aid)
Works through four regional offices in Chile

ACE began as a traditional food distribution agency. After considerable reorganization in 1974 it emerged as a support agency for community action mostly in the form of child feeding centers. Gradually it broadened its scope to include more training and eventually an extensive range of planned activities in response to community initiatives.

Our contact included interviews with a sector program leader in Santiago, their representative in Temuco and the entire staff in the Concepcion regional office. The full day in Concepcion included a lunch meeting with local industrial union leaders and a field trip to visit some sites of the rural program.

LWR Support: ACE initiated its contact with LWR in 1979 through an invitation from LWR/ARO to attend the first evaluation seminar in Quito, Ecuador. The ARO representative later visited Chile, which began a six month dialogue concerning a project presentation. This resulted in a small grant in 1980. Several ACE staff mentioned that what cemented good relations with LWR was the ARO representative's participation in a meeting of funding agencies organized by ACE. They pointed out that LWR demonstrated a comprehension of ACE's efforts exceeding many of its larger funders.

LWR has approved three other projects, all of which in practice support the global program of ACE in the Concepcion region. ACE staff still consider LWR a small funder (\$120,000 over three years), and hope it will increase its support as its confidence in the program grows.

ACE staff have attended two LWR international workshops. They intentionally sent two middle-level staff members to the last seminar on evaluation, which left the clearest mark on the agency. The staff members both acknowledged that although the seminar did not achieve all its objectives, it has stimulated them to press for changes in ACE's evaluation approach to stress self-evaluation with participation.

Assessment of ACE Program: These remarks necessarily focus on the Concepcion program, where we had an opportunity to visit community participants. One observation which cannot fail to astound a visitor is the breadth of the ACE program. Clearly, the move away from a specialized approach involving nutrition problems to an integrated program responding to diverse community interests has occurred in a dramatic fashion over the last eight years. Organizationally, it provides ACE an enormous challenge to coordinate all its activities.

The two programs whose participants we talked with were urban union leaders and nearby small farmers. In addition, ACE has major programs for Mapuche indians and poorer urban neighborhoods. From our discussions, it is clear the ACE program methodology evolved because of two basic peculiarities of the Chilean situation:

1. ACE works with a "middle class" in third world terms, constituency. They are educated, well-dressed, have electricity in their homes and appear sufficiently nourished. Within Chile on the other hand, they are easily among the poorest majority.
2. The complexities of Chile's relatively developed economy mean a private agency like ACE cannot expect to deliver a significant economic benefit to participants in its programs.

The main thrust of ACE's program, then, is to insure the survival of some forms of social organization. The union leaders, demoralized in the face of rampant unemployment and the bankruptcy of what was a thriving local manufacturing sector, affirmed their appreciation of ACE's workshops, social gatherings and general moral support. Small farmers indicated their support for ACE's attempt to introduce organic gardening techniques. None of these initiatives offer a potential for dramatic economic gain, but rather represent an attempt to conserve a meager economic base.

In any traditional cost/benefit analysis, particularly where benefits that can most easily be expressed in money terms are used, the ACE program would likely fare poorly. Costs for professional staff in Chile are high. Any attempt to compare them to benefits in production or income increases would not be convincing. In contrast, impact on self-esteem or the value of the social organization are nearly impossible to express in dollars. Although this assertion is true for most Latin American promotional programs, it is most salient among the countries we visited in the case of Chile.

Conclusions: It is difficult to conclude much about a short visit to a program such as ACE. A competent well organized staff alleviates the worst of fears about the program's efficiency. In the end, however, support for this type of program boils down to a difficult value decision for LWR.

A case like this one points out the importance of LWR weighing its criteria, both implicit and explicit, to arrive at the most rational decisions. I suggest three questions that come immediately to mind in this process:

1. How significant is the poverty-level of people (measured in quality of life index terms) to LWR's decision to fund their projects?
2. To what extent is program efficiency (the output one achieves for a dollar of input) a factor in funding decisions?

3. What weight does LWR assign to the significance of the impact of its projects, especially those that can be measured as material benefits?

If the answers to these questions are high, a great extent and heavy, then a hard look at a project like this one is in order. To the contrary, this program may fit LWR criteria well.

REPORTING/EVALUATING SUGGESTIONS

An agency such as LWR faces a perplexing problem in trying to evaluate a program as diverse and complex as the one it maintains in the Andean region. The projects broach the full range of development problems from health care and agriculture production to organization of labor unions and campesino marketing cooperatives. Most importantly, in every case LWR does not "own" the project, but rather is often a minority funder of substantial programs implemented by collaborating indigenous agencies.

The common thread that ties the Andean region program together, which lays the basis for a systematic evaluation, has three intertwining strands:

1. The projects meet basic human needs as defined by the community groups involved
2. Each project is part of a participatory process through which community groups address their needs
3. They contribute to strengthening local and regional organizations that represent the interests of the communities in the larger society.

These program strands represent an important value decision on the part of LWR and imply a strategy for development that is well worth careful evaluation. To be consistent with the nature of the program, the evaluation approach should produce a systematic flow of information, be participatory and use uncomplicated methods to gather data.

After our observation of the LWR program, I suggest such a system could be established at a cost reasonable to the size of the program. The following steps are most important:

1. Establish a monitoring system for each project requiring reports from collaborating agencies that stress gathering quantitative data on to actual services delivered. (Number of farmers assisted, number of campesinos attending meetings, etc.) ARO would agree with each project holder on the key indicators to measure as representative of the key services the project attempts to deliver, using at least some of the same indicators in all its projects for comparability.
2. Systematize the function of the ARO representative as an evaluator by preparing an evaluation guide consisting of questions that make operation LWR's program objectives. (See annexed page for examples of questions). Each question should have four ranked responses that allow for qualitative judgments. In agreement with the collaborating agencies, the ARO representative would use this guide to rank responses at the beginning of the project, and each time during implementation he visits the project. Naturally, some narrative information should supplement the responses. In this way, a continuing system for measuring basic qualitative changes will exist. Probably a sampling of specific communities

involved in larger programs observed over time would yield ample data.

The information for ranking responses would come principally from evidence gathered by the collaborating agencies and, whenever possible, the ARO representative's direct observations and interviews of community representatives in the sample.

3. Continue to support the individual efforts of the agencies to develop their own approaches to evaluation. The principal means ARO is using, an exchange of personnel among the agencies to participate in each other's evaluation, and occasionally seminar opportunities to exchange experiences and compare results are valid. ARO should encourage each agency to document the results of their efforts to share with LWR and other agencies.

Annually, the ARO representative, with possibly some consultants, prepares a synthesis of all the evidence he has gathered to provide LWR/NY the essential information it needs to make decisions and report to donors. This self-evaluation report, using evidence systematically gathered, cycled into the headquarter decision-making process, becomes a valid statement of impact. This step would supplant sending translations of individual progress reports of projects to New York, and serve as a mechanism of feedback to collaborating agencies.

5. Every three years or at key decision points, LWR/New York contracts outside evaluators to both verify the self-evaluation findings and to survey the point of view of the collaborating agencies as to the LWR program process.