

**A.I.D. EVALUATION SUMMARY - PART I**

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

**IDENTIFICATION DATA**

<b>A. Reporting A.I.D. Unit:</b> Mission or AID/W Office <u>USAID/Honduras</u> (ES#FY94-5)	<b>B. Was Evaluation Scheduled in Current FY Annual Evaluation Plan?</b> Yes <input type="checkbox"/> Slipped <input checked="" type="checkbox"/> Ad Hoc <input type="checkbox"/> Evaluation Plan Submission Date: FY <u>93</u> Q <u>4</u>	<b>C. Evaluation Timing</b> Interim <input type="checkbox"/> Final <input checked="" type="checkbox"/> Ex Post <input type="checkbox"/> Other <input type="checkbox"/>
--	--	--

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

Project No.	Project / Program	First PROAG or Equivalent (FY)	Most Recent PACD (Mo/Yr)	Planned LOP Cost (000)	Amount Obligated to Date (000)
522-0380	Central American Survivor's Assistance (CASA)	FY 88	02/94	1,630	1,630

**ACTIONS**

E. Action Decisions Approved By Mission or AID/W Office Director	Name of Officer Responsible for Action	Date Action to be Completed
<b>Action(s) Required</b> 1. Provide technical assistance and support in business management, marketing, accounting and information systems aimed at making AHR self-sufficient.  2. Carry-out a major restructuring effort within the Honduran Rehabilitation Association (AHR) to help it become a self-sufficient institution.	FIDE    AHR	Completed    Completed

**APPROVALS**

**F. Date of Mission Or AID/W Office Review Of Evaluation:** (Month) (Day) (Year)  
 AUGUST 02 1994

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

Name (Typed)	Project/Program Officer	Representative of Borrower/Grantee	Evaluation Officer	Mission of AID/W Office Director
Signature	Emily Leonard		LSimard, CZambrana 11/83	Marshall D. Brown
Date	<i>Emily Leonard</i> 9/23/94		<i>Lorraine Simard</i> 9/27/94	<i>Marshall D. Brown</i> 9/27/94

**ABSTRACT**

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

The purpose of the Central American Survivor's Assistance (CASA) Project is to provide medical care and other relief for victims of Central American civil strife. Implementation was undertaken with the assistance of World Rehabilitation Fund (WRF), a U.S. PVO, and the Honduran Rehabilitation Association (AHR), an indigenous PVO that WRF helped create to implement the project. The final evaluation was carried out by a three-member team on the basis of reviews of beneficiary files, interviews with project personnel and project beneficiaries, site visits to beneficiary communities, and review of other rehabilitative services available in Honduras. The purpose of the evaluation was twofold: (1) assess WRF's work; and (2) provide recommendations for possible future actions.

The major findings and conclusions are:

- The social and moral objectives of the original project have been met.
- The team did not find a proposal submitted by WRF/AHR for continued support of rehabilitation activities in Honduras worthy of further USAID financing.
- AHR does not need further technical input from WRF. If it is to survive as a self-sustaining Honduran institution, it needs business assistance.
- The team believed there is a reasonable chance for viability. The current proposal would need to be completely redone with far lower costs and more attention to production, marketing and private investment.
- AHR is not only working with the disabled, it is one of the largest, if not the largest employer of disabled workers in Honduras.

**COSTS**

**I. Evaluation Costs**

1. Evaluation Team		Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (U.S. \$)	Source of Funds
Name	Affiliation			
Candy Bannerman	PRITECH	AID/DPE-5969-Z 00-7064-00	\$16,609	Project No. 936-5969
Michael Quigley	PRITECH			
Bernie Chapnick (Team Leader)	PRITECH			
2. Mission/Office Professional Staff Person-Days (Estimate)		10	3. Borrower/Grantee Professional Staff Person-Days (Estimate)	
			20	

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

### SUMMARY

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

**Address the following items:**

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>● Purpose of evaluation and methodology used</li> <li>● Purpose of activity(ies) evaluated</li> <li>● Findings and conclusions (relate to questions)</li> </ul> | <ul style="list-style-type: none"> <li>● Principal recommendations</li> <li>● Lessons learned</li> </ul> |
|--|--|

Mission or Office  
USAID/Honduras

Date This Summary Prepared:  
July, 1994

Title And Date Of Full Evaluation Report: **Evaluation Report–World Rehabilitation Fund, Honduran Rehabilitation Association, June, 1993**

**A. Purpose of the Activity Evaluated.** The purpose of the Central American Survivors' Assistance (CASA) Project was to provide medical care and other relief for noncombatant victims of the civil strife in Central America pursuant to section 8(a) of Public Law 100–276 as amended per Joint Resolution H.R. 3696, the Survival Aid for Central Americans Act. Such assistance was to be used to make available prosthetic devices and rehabilitation services, provide medicines and immunizations, assist burn victims, help orphans, and otherwise provide assistance for noncombatants who have been physically injured or displaced by civil strife in Central America. Implementation was undertaken with the assistance of World Rehabilitation Fund (WRF), a U.S. PVO, and the Honduran Rehabilitation Association (AHR).

**B. Purpose of the Evaluation and Methodology Used.** The primary purposes of this final evaluation were: (1) assess the work that WRF has undertaken so far, and (2) identify possible future courses of action for the project and the appropriateness of continuation under the War Victims Fund. The evaluation was carried out by a three–member team on the basis of reviews of beneficiary files, interviews with project personnel and project beneficiaries, site visits to beneficiary communities, and review of other rehabilitative services available in Honduras.

**C. Findings and Conclusions.**

- The objectives of the original program have been met. The original universe of eligible recipients was 973 in 1988, and an additional 1,018 in 1990 for a total of 1,991 eligible recipients. By September 30, 1993 a total of 1,991 treatments were provided as planned (by PACD, 2,031 treatments had been provided). The supply provided by AHR appears to be meeting the effective demand without extending waiting times.
- The team does not find AHR proposal worthy of further USAID financing. AHR is attempting to continue a costly labor–intensive system of community–based rehabilitation (CBR) which includes vocational, social and emotional rehabilitation needs as well as physical needs at the community site of the recipient. This approach would require strong external support if sustainability is to be sought.
- AHR does not need further technical input from WRF or the backstopping of a technical office in the Mission. If it is to survive as a self–sustaining Honduran institution, it needs business assistance.
- There is a reasonable chance for AHR's sustainability if the current proposal is redone with far lower costs and more attention to production, marketing and private investment.
- AHR is not only working with the disabled, it is one of the largest, if not the largest employer of disabled workers in Honduras.

**D. Principal Recommendations.**

- That USAID not continue the present system of cooperative agreements with WRF. While the current overhead (about 20%) could presumably be negotiated downward, it remains a costly option, and the independence of AHR would be compromised.
- That the Mission small business office work with AHR to develop a new proposal aimed at self–sufficiency within a three–year USAID grant period. If the Mission is prepared to have a direct relationship with AHR by providing management and assistance from small business advisors, there is a reasonable chance for viability.
- Or that, the Mission establish a small project fund (or similar mechanism such as a grant to PANI (Patronato Nacional de la Infancia)) to finance needed replacement of prosthetic and orthotic devices on an as–needed basis.

## ATTACHMENTS

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

Appendix A: Outline of Basic Project Identification Data

Appendix B: Scope of Work - Honduras - World Rehabilitation Fund Evaluation

Appendix C: Evaluation Report

Appendix D: Present Status of the Honduran Rehabilitation Association (AHR) - Memorandum

Appendix E: Update on Status of the Honduran Rehabilitation Association (AHR) - Memorandum

## COMMENTS

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

This project was originally funded as part of the Children's Survival Assistance Program (CSAP), mandated by Congress as an emergency relief program for victims of the Nicaraguan civil strife and was managed by WRF and USAID's former Task Force for Humanitarian Assistance (TFHA). In 1990, the TFHA was "disbanded" and it is at this point that USAID/Honduras took over management of the project, which was renamed Central American Survivor's Assistance (CASA). The project was created by a mandate from Congress and does not directly support any of the Mission's Strategic Objectives.

Under the CASA program, the eligible beneficiaries were no longer restricted by age or limited to victims of the Nicaraguan civil strife. As part of the objectives of WRF, the Honduran Rehabilitation Association (AHR) was established in 1990 as a local NGO which would become financially self-sufficient, as a means to ensure the availability of rehabilitation services for CASA-eligible patients beyond the PACD.

In April, 1993, the WRF/AHR requested additional funding to create a self-sufficient entity within a three-year period. Consequently, in coordination with USAID/W, the Mission carried out the subject evaluation to assess the rehabilitative services provided by WRF/AHR and the team found that this proposal did not merit additional USAID funding.

Notwithstanding, the evaluation report noted that AHR needed advisory business assistance to survive as a self-sustainable Honduran institution and that with this assistance it had a reasonable chance for sufficiency. To this end, USAID's Private Sector Program Office began facilitating an affiliation with FIDE (a private non-profit indigenous organization created in 1984 by prominent Honduran business people and supported by USAID to promote investment and develop exports). To date, FIDE is providing the AHR with technical assistance in management, marketing and cost accounting to strengthen its business capacity. The new AHR manager is a highly qualified professional with many years of experience in the business sector. He is restructuring the production, administration and accounting units of AHR, and has contracted an experienced national and international marketing sales representative to design and implement a marketing plan to increase sales.

The evaluation report did not provide "Lessons Learned". However, the Mission identified the following lesson.

Although the Congressionally mandated CASA Project had short-term humanitarian objectives, the inclusion of a business component in the original design aimed at gradual self-sufficiency of the local implementing PVO, could have ensured developmental, as well as humanitarian impact.

## APPENDIX A

### OUTLINE OF BASIC PROJECT IDENTIFICATION DATA

1. Country: Honduras
2. Project Title: Central American Survival Assistance
3. Project Number: 522-0380
4. Project Dates:
  - a. First Project Agreement: May 3, 1988
  - b. Final Obligation Date: September 22, 1993
  - c. Most recent Project Assistance Completion Date (PACD): February 28, 1994
5. Project Funding: (amounts obligated to date in dollars or dollar equivalents from the following sources):

a. USAID Bilateral Funding (grants and/or loan)	US\$1,629,708
b. Other Major Donors	US\$
c. Host Country Counterpart Funds	<u>US\$</u>
Total	US\$1,629,708
6. Mode of Implementation: Cooperative Agreement with World Rehabilitation Fund.
7. Project Designer: N/A
8. Responsible Mission Officials: (for the full life of the project):
  - a. Mission Director(s): John Sanbrailo (1990 - 1991)  
Marshall D. Brown (1991 - 1994)
  - b. Project Officer(s): Karen Otto (1990 - PACD)
9. Previous Evaluation(s): None

f. s.

HONDURAS  
WORLD REHABILITATION FUND EVALUATION  
SCOPE OF WORK

Background: In Honduras, the World Rehabilitation Fund (WRF) has been providing rehabilitation services to individuals disabled in the Nicaraguan civil war for approximately five years. AID has supported this effort, initially with funds set aside for humanitarian aid to Nicaraguan children, and later with Central American Survival Assistance funds.

Since the WRF activity has a very special target group, the project has developed somewhat isolated from other rehabilitation programs in Honduras. On several occasions AID has pushed the WRF to make this project self-sufficient and sustainable. The primary approaches appear to have been selling orthopedic devices manufactured by the project in Honduras, and marketing of component parts for limbs and braces in other countries of Central America.

Scope of the Evaluation: USAID/Honduras has asked R&D/H to evaluate the WRF project with a view to whether it might be appropriate to continue the WRF grant under the War Victims Fund.

This evaluation is scheduled to begin June 1, 1993. A three person team composed of a prosthetist/orthotist, a project design/evaluation person, and a rehabilitation generalist/planner is anticipated. Estimated time requirements, including travel are:

prosthetist/orthotist	7 days
project design/evaluation	15 days
rehabilitation generalist/planner	10 days

The design/evaluation specialist will serve as the team leader.

The evaluation will have two components; (1) a review of the work that WRF has undertaken so far, and (2) an assessment of possible future courses of action for the project and the appropriateness of continuation under the War Victims Fund.

The review of the project will include the following:

1. Review of the multiple grant agreements and amendments between WRF and AID.
2. Review of WRF's progress reports to AID.
3. Review of the broader rehabilitation program(s) in Honduras, looking to how the WRF activity does, or might fit in.
4. Documentation of individuals who have received services from WRF:
  - numbers
  - sex, age, nationality, socio-economic status

- nature of disability
- cause of disability
- types and duration of services provided
- outcome of treatment.

5. Review and analysis of the WRF project budget, including:

- personnel costs
- equipment/supplies
- maintainance
- transportation
- other
- trends in the above over the duration of the grant

6. Review and analysis of plans for sustainability, including feasibility of suggestions and WRF's implementation of the plans.

7. Assessment of the quality and appropriateness of services provided by WRF, in relation to other services available in Honduras, and services available in other countries of Central America

The review of future courses of action will include:

1. Assessment of the need for continued services by WRF's current clients.

2. Need for services of the type being provided by the WRF by the broader populace of Honduras.

3. Assessment of the potential for sustainablility of WFR services, potentially through:

- integration with other rehabilitation programs in Honduras
- local charitable support
- income generating activities.
- any others

4. Recommendation on the appropriateness of support for WFR under the War Victims Fund. This recommendation should be in terms of:

- other potential uses of the Fund
- the need for these services
- alternative sources for these services
- the potential for developing a sustainable program
- the need for such a program in Honduras
- the cost of the proposed activities on a per capita basis.

5. Assessment and recommendation on USAID management requirements if continued AID funding is provided to WRF.

Report: The consultant team will leave a draft report with USAID/Honduras before departing, and will provide a copy to R&D/H as soon as they return to the U.S. A final report will be submitted to USAID/Honduras and R&D/H one week after comments have been provided to the team leader.