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A REPORT TO
THE UNITED STATES AID/MISSION TO COSTA RICA
RELATED TO THE
SPECIAL DEVELOPMENT FUND ACTIVITIES

AS REPORTED BY

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San José, Costa Rica
August 1980

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I. INTRODUCTION

On August 31, 1980, in Purchase Order No. 107-80, USAID/CR contracted the services of Tommie N. Ulrey to carry out an evaluation in English of the Special Development Fund Activities. It is expected that this evaluation will assist AID in improving, if necessary, the fund's objectives, administrative and funding procedures, and selection criteria.

The areas to be evaluated as outlined in the purchase order were:

- 1) The socio-economic impact that the Special Development Fund Grants have had on the communities and entities receiving them;
- 2) The use and maintenance experience of SDF funded projects;
- 3) The beneficiaries impressions from their dealings with AID;
- 4) The problems encountered by the beneficiaries in carrying out their projects; and
- 5) Recommendations for improved operations and impact.

The assignment called for interviews with representative of groups receiving SDF grants, as well as with some which had been rejected. In carrying out the assignment the consultant chose to follow the following work plan:

- a) Three days research and reading of SDF files.
- b) Three days interviewing beneficiaries and visiting a total of eleven projects of which eight were SDF funded and three had been rejected. (See table #1, Annex I)
- c) One day interviewing several SDF committee members and other interested parties. (See Table #2, Annex I)
- d) Three days organizing and compiling information and preparation of the final report.

Throughout the evaluation the consultant was assisted by Ms. Frieda Martin, a Member of the Special Development Fund Committee.

II. SDF ACTIVITY BACKGROUND

According to AID Manual Order No. 1523.1.1 dated February 13, 1969, the Special Development Activity originated in March of 1963 when AID extended on a pilot basis a special funding authority to four Latin American Mission directors permitting them to use up to \$50,000 of DG-type

funds in support of small scale, high-impact activities.

The Special Development Fund Activity was designed as a device for permitting designated Mission Directors to finance quickly and with a minimum of procedural red tape small constructive activities which would have immediate impact in the cooperating country.

In Costa Rica the AID Mission initiated SDF activities in 1977 after the signing on Nov. 18, 1976 of an Umbrella Agreement with the Costa Rican Government's National Planning Office (OFIPLAN) covering all SDF activities. This Agreement calls for an annual allocation of \$50,000^{1/} to finance small economic development projects, (for up to \$5,000^{2/}), jointly planned and implemented with Costa Rican citizen groups.

The AID Manual Order No. 1323.1.1. and two different printed documents within the SDF files present the SDF policy guidelines as follows:

- 1) Projects should be small local development activities with immediate impact;
- 2) projects should assist segments of the local population which are beyond the direct reach of other AID projects or government financial support to achieve specific self-help goals;
- 3) projects should deal with local entities, groups and or communities at the cantonal or lower level;
- 4) projects should be given priority in the areas of agriculture, education, health, transportation and (for 1979 and later) productive income generating activity;
- 5) projects should have a maximum implementation period of six months;
- 6) no more than one half of the total project costs should be financed by the SDF;
- 7) the SDF contribution should be in the area of \$5,000 or less;

1/ For FY 1979 this amount was increased to \$75,000.

2/ In FY 1979 the first grant was made in excess of \$5,000. OFIPLAN was duly notified that some grants would be more than \$5,000, nevertheless, the average would be \$5,000 or less.

- 8) the projects should have a community counterpart contribution (in cash or in kind) of at least 50% of the project cost. (This counterpart contribution should be a donation and should not constitute a financial liability for the requesting group or organization);
- 9) the community contribution plus the SDF contribution should assure the financing of the total project;
- 10) projects should generate public awareness and support for U.S. assistance efforts; and
- 11) the SDF should not finance administrative, operational or labor costs of projects.

In 1977, the first year of operations of the SDF in Costa Rica, AID received and analyzed twenty four requests of which fourteen were approved and funded for a total of \$49,115. The communities' counterpart contributions were calculated at a total of \$147,168.

In 1978, the first year covered in the present evaluation, a total of sixty five requests were analyzed by the SDF committee of which nineteen were approved for a total of \$48,666. Of the projects funded, seven were nutrition centers, two were community centers, two were libraries, three were school projects, one was for an employment assistance center, one was for a workshop for mental patients, one was for the electrification of a community, and one was a Peace Corps project in appropriate technology.

In 1979 a total of fifty five requests were analyzed of which twenty nine were approved for a total of \$74,994. Of the projects funded, three were nutrition centers, seventeen were diverse school projects, one was a community center, two were agricultural projects, one was a bridge, one was a playground, one was a Boy Scout club house, one was a movie projector for a community group, one was an industrial sewing project and one was a radio system for an ambulance.

As of the date of this report, in 1980 a total of sixty three requests have been received and analyzed while sixteen have been approved for funding for a total of \$48,509 and fourteen are pending approval of a Mission request for additional funds. Of the projects being funded, two are nutrition centers, four are community centers, one is an industrial sewing project, one is a community electrification project, one is a cement block factory, one is for an ag. product transportation project, one is for a school, one is for a chicken and pig raising project, one is for a public guest house in a geographically marginal community, one is for a center for abandoned children, and one is for a playground.

SDF ACTIVITY 1977-1980

Year	# Requests	# Project Approved	% Approved
1977	24	14	58%
1978	65	19	29%
1979	55	29	53%
1980	63	16	25%
TOTAL	207	78	38%

III. FINDINGS

3.01 Summary

In general it can be said that the Special Development Fund activities have, to a major extent, complied with the Special Development Activity Authority Policy and Guidelines as set forth in the AID Manual Order No. 1323.1.1. and the Special Development Activity Policy and Operation Guidelines as published in several AID/CR documents.

It is the consultant's opinion that the Special Development Fund Activities, as carried out in this Mission, have been an effective, low cost means of meeting the self-determined needs of a number of grassroots communities throughout Costa Rica, and that the SDF activities have also helped to strengthen a positive feeling towards the U.S. Government's development efforts on the part of the program's beneficiaries.

The only significant problem areas identified by the consultant and considered in need of improvement and modifications are: 1) administrative and funding procedures; and 2) selection criteria. These areas will be discussed in more detail in sections 3.05, 3.06, 3.07, 4.01 and 4.02 of the present report.

3.02 Socio-economic Impact

There is no concrete information available in the SDF files making it possible for the consultant to make any firm statement as to the socio-economic impact of the SDF activities on the beneficiary groups. This problem concerning the lack of useful baseline data could be lessened by modifications in the administrative procedures in the SDF program (see Section 4.01).

Through the site visits, however, the consultant was able to come to some, admittedly subjective, conclusions as to the socio-economic impact of the SDF funded projects. Apparently the social impact of the

projects was favorable to a high degree while the direct economic impact of the projects was not of major significance. This conclusion is based on the finding that the majority of the projects funded were community projects of a social nature (i.e. community centers, school dining facilities, nutrition centers etc.) and relatively few projects were oriented towards production and income generation.. In those cases where community centers were constructed, the social impact was evident in the frequent use of the centers as well as the communities being able to carry on activities which were not, (or seldom), carried on before the existence of such centers. Hence it was possible to have dances and fairs etc. and receive certain govt. sponsored social services without having to go to the nearest town or city.

3.03 Use and Maintenance of SDF Projects

In the majority of the projects visited, the frequent use and maintenance of project equipment and facilities attested to the deep rooted community support of the projects, this was especially evident in those projects where community centers were constructed.

In only two of the projects visited were there apparent problems related to the maintenance and use of project facilities. In a playground project near the city of Puntarenas, funded in 1979, all of the equipment was deteriorated as a result of vandalism and/or lack of any kind of maintenance. One member of the community where the playground is situated attributed the cause of this situation to a lack of community interest in the playground.

In the town of Zarcero, Alajuela, a 1978 project consisting of the construction of a building for a vegetable market for an agricultural cooperative apparently is not now being used as planned in the project request. According to one of the employees working there, the vegetable market was not viable. Consequently, the cooperative took advantage of the prime location of the building and put it to use as a supply store. It is evident that this kind of risk is run in most productive or income generating projects. By being economic in nature, a lack of viability resulting in a change in the intended use of a project's facilities does not necessarily represent a lack of support by the project participants. In the case of the Ag. cooperative's farm supply store, in a predominantly agricultural community this is also fulfilling a community felt need.

3.04 Beneficiaries Relations with AID

In the interviews with project representatives, all seemed to be favorably impressed with their relations with AID. In almost all cases, the representatives remembered the names of the SDF person with whom they had contact as well as the purpose of the SDF funds. The great majority of the representatives interviewed having their projects approved felt that the two to five month process was reasonable while some of the

representatives having their projects rejected felt it was too long.

In the area of reimbursements, all project representatives interviewed seemed satisfied with disbursements against signed receipts, many however stated that they would have requested an advance had they known they could.

In summary, the favorable impression that the beneficiaries have towards the SDF attest to the SDF being an effective people-to-people activity working together in self-help efforts.

3.05 Administrative and Funding Procedures

In general, it is felt that the administrative and funding procedures of the SDF activities have been adequate. Nevertheless, the consultant has identified what are considered as minor problem areas in several specific procedures which are treated in more detail in Section 3.07 of this report.

Information in the SDF project files shows that in many cases projects had been identified following written or verbal requests addressed to the U.S. Embassy. Quite often, the requesting entity or person had not been aware of the SDF activity and the Embassy or person receiving the initial request passed the request on to the person in charge of the Fund, and an application form was usually then sent in reply. Peace Corps Volunteers have also been encouraged to identify projects and assist community groups in submitting requests.

The person in charge of the Fund has been responsible for reviewing each application for compliance with policy and for completeness. As often as possible a SDF committee member, or in some cases a Peace Corps Volunteer, had been assigned to make an initial site visit prior to the request being passed on to the SDF committee.

Once a decision had been made by the committee concerning any one project, the requesting entity or group was usually then notified in writing informing them of the committee's decision. Specific project grants were then formalized through project agreements signed by project representatives and the AID Mission Director.

Disbursement of funds has been against canceled receipts signed by the project representatives. In some cases, advances have been made to projects when requested.

When possible, site visits have been made at the completion of projects while in other instances projects have been classified as "completed" upon the completion of disbursements.

3.06 Selection Criteria

Although most of the funded projects visited appeared to meet the majority of the "criteria for project selection" as established in the AID Manual Order No. 1323.1.1 and the Mission's Special Development Activity policy and operating guidelines (see Table III, Annex I), as a result of interviews held with several members of the SDF committee and site visits to rejected as well as funded projects, the consultant considers selection criteria to be a problem area. This is discussed in detail in Section 3.07 of the present report.

In the project's visited, the funding criteria least often met by the projects was the generation of public awareness and support for U.S. assistance efforts. The criteria most often met was that the projects were small constructive local development activities with immediate impact.

It was also noted in the SDF files that a number of projects received amendments extending the period for implementation beyond the six months established in the SDF guidelines.

3.07 Problem Areas

A. Administrative and Funding Procedures

As stated in Section 3.05, it is felt that several minor problem areas exist in the SDF's administrative and funding procedures. The first of these is in request and project controls. In many, of the files request forms and other documents contain no dates. In those files where dates may be determined the amount of time from the receipt of the request form to the notification of the SDF committee's decision and subsequent funding was from one to six months. Some of the beneficiaries interviewed, stated that they thought the time required to reach a decision was excessive.

The statistical information on the request applications was too varied to be of much value in determining the impact of the SDF activities. For instance, in the case of a request for assistance in the construction of a library, the requesting entity reasoned that since there was a population of 6,000 in the area, that the library project would have 6,000 beneficiaries. In a number of projects the budget information, especially in in-kind community contributions, was also mistated. It is not to be expected that diverse community groups are to be able to standardize information on request forms for different kinds of projects. Nevertheless, in the site visits by SDF committee members some attempt should be made to standardize the statistical information so that AID may better determine the impact of the program.

The project files were not always found to be complete. Site visits were often either not reported or were not made, and project comple-

tion reports as called for under AID Manual Order No. 1323.1.1 were not often prepared. Consequently, some projects were considered "completed" upon completion of disbursements.

SDF committee members, once having approved a project for funding, apparently did not receive any information as to the progress or completion of the project. In order to obtain this information it would have been necessary to read the entire project file which often contains somewhat sketchy information. This lack of a systematic project control also makes it difficult to program timely project site inspections.

The majority of the beneficiaries interviewed stated that they did not have any problem at all with the funding procedures. Several others, on the other hand, mentioned that they ran into problems because of AID's requiring them to present canceled receipts. In order to meet this requirement, some resorted to short-term loans while others requested canceled receipts from suppliers before actually buying goods and materials. When asked, these people stated that they were not aware of the possibility of receiving an advance from AID in order to begin their projects.

Specific recommendations concerning these problems are presented in Section 4.01.

B. Selection Criteria

As a result of site visits and interviews with interested parties, it is the consultant's opinion that some of the projects approved perhaps should not have been funded. This is especially evident when the number of apparently worthy projects rejected due to the lack of adequate resources is taken into consideration.

Since apparently no formal notes or minutes have been taken during SDF committee selection meetings, and due to the fact that the majority of the notices to requesting groups advising them that their projects had been rejected were "form letters" stating the reason as insufficient funds to meet all the requests, evaluation of the selection criteria has been somewhat difficult.

Through interviews with SDF committee members the conclusion has been reached that the committee has not used a systematic selection process weighing each request with established SDF policy and criteria. It appears as though projects were often approved or rejected based upon the "salesmanship" of the persons who made the respective site visits.

More care could also have been taken to assure that projects approved were not beneficiaries of other AID projects, or that the local government, or other organizations were not involved in the same project.

Apparently nine projects which received funding in order to buy materials for the construction of nutrition centers were also funded, to a much larger extent, by a CARE program in which CARE was the actual supplier of building materials for the construction of the same nutrition centers. In addition to this apparent duplication of assistance, the majority of the communities in-kind labor contribution for these projects was provided by the Ministry of Public Transportation. It is felt that the \$18,000 contributed to these projects would have been more effectively used in some of the projects which had to be rejected.

Specific recommendations concerning project selection criteria are presented in Section 4.03.

IV. RECOMMENDATIONS

4.01 Fund Size

Since the beginning of the fund's activities in 1977, a total of 207 requests have been received and analyzed by the SDF committee while of total of 78 projects have been approved with funds obligated. At the time of this report, fourteen projects were pending the receipt of additional funds. This means that an average of 38% of the requests received and analyzed are approved for funding while the remaining 62% were rejected. It is felt that this high rejection rate has had a negative effect which has partially offset the positive impact that the SDF activities have had on the beneficiaries' awareness of the U.S. Govt's development efforts. It is also believed that involvement by Peace Corps Volunteers in the fund's activities will be reduced as more and more volunteers realize that there are 3 to 1 odds against the approval of the project they have helped to encourage and identify after having motivated and built up the hopes of the community members.

Although the fund was increased to \$75,000 in 1979, and it appears as though more funds will be made available in addition to the initial \$50,000 already received in 1980, it is felt that in order to increase the effectiveness and impact of the SDF activities in Costa Rica, a significant increase in the size of the SDF is recommended. This would also improve the cost effectiveness of the SDF activities.

If the fund cannot be increased, perhaps a regionalization plan is called for where, for any given year, requests are accepted from only one geographic region. This would permit a notable impact in one region while working with limited resources. It would also result in less rejected requests and the cost of managing the fund's activities would tend to be reduced.

It has also been noted in the project files that each year a number of requests are placed on "hold" pending the availability of funds

obligated for the following fiscal year. This has resulted in a project "pipeline" and a notable amount of the fund's resources in a given year are used for requests held over from the previous year. This tends to increase the feeling on the part of the beneficiaries that the amount of time required in the funding of projects is excessive.

4.02 Administrative and Funding Procedures

It is recommended that the SDF management employ more systematic request and project controls. While it is important that the SDF be kept as free as possible from bureaucratic procedures, it is also necessary to have sufficient control and information at hand to effectively manage the SDF activities, and to be able to determine the program's impact.

Instead of placing initial letters and request forms in files labeled "correspondence" or "pending request forms", it is recommended that as soon as a letter or request is received from a requesting entity, that a request control sheet (see Annex II, Sample #1) should be opened, and the request should receive a request number. The requests along with the control sheets could then be placed together in a loose-leaf binder. This would allow easy access to information and would facilitate following-up on requests and programming site visits.

Once requests have been analyzed and approved by the SDF committee, a project control sheet and project file could then be opened (see Annex II, Sample #2). The project control sheet would help to assure that follow up activities (inspection visits, completion reports, etc.) be carried out on a timely basis, and at the same time provide information about the progress of the projects without having to go through entire project files.

It is considered important that the statistical data concerning the SDF projects should be as uniform as possible. Although it cannot be expected that the different persons filling out the request forms present uniform information, the use of standardized initial site visit reports could help to provide needed information. This is especially needed in determining the number of beneficiaries, total project costs, and community counterpart contributions, etc.

In order to meet the SDF guideline's objective of increased public awareness of the U.S.'s development efforts, it is recommended that plaques congratulating the community for their successful completion of the project be offered, especially in the case of community centers and school facilities.

It is also recommended that in the letters sent to requesting entities informing them that their requests have been rejected, the letters should specifically state that the SDF is willing to receive future requests for other community projects.

4.03 Selection Criteria

The consultant recommends that a more systematic process be employed during the SDF committee's project selection meetings. It is felt that each project request should be weighed against all SDF policy guidelines and criteria before being approved. In order to do this effectively, the initial site visits are of utmost importance and the information gathered from these visits should be standardized as much as possible. Also, due to the transient nature of AID personnel, it is important that some information be left in the SDF files demonstrating why some projects were approved over others. A project selection worksheet similar to the one presented in Annex II, Sample #3 could be useful. This would allow somewhat more objectivity in the selection process.

It is also recommended that care be taken to avoid duplication of assistance or competition with other development organizations. In addition to the apparent duplication of assistance found in the nutrition center projects, the consultant is aware of at least one case where a beneficiary group was receiving technical assistance in preparation of receiving a loan to finance a project when an SDF grant was made to same beneficiary group. Consequently, the loan request was withdrawn.

Finally, it is recommended that the priority for productive income generating projects be reconsidered. Productive projects small enough to meet SDF guidelines have a tendency to reach relatively few direct beneficiaries. Also, these projects often require more detailed feasibility studies and technical assistance in order to be viable (see Annex IV). In Costa Rica there are a number of private and public development organizations as well as special lines of institutional credit which are more suited towards projects such as cement block and industrial sewing factories.

ANNEXES

BEST AVAILABLE DOCUMENT

TABLE #1 -- SITE VISITS BY CONSULTANT AND SDI COMMITTEE MEMBER

No.	Project	Project Number	Province	Amount of Grant	Date of Visit	Persons Interviewed
1	Cool and laying hen and pork project with the Agricultural Cooperative in San Luis, Cañas.	80-30	Guanacaste	\$4,098.00	8/5/80	Antonio Espinoza Obando, Mgr. of the Cooperative plus two members of families belonging to the Coop.
2	Community center with community development association of Barrio Hotel de Cañas.	79-13	Guanacaste	\$4,766.00	8/5/80	Manuel Rodríguez, former member of the committee in charge of the community center.
3	Irrigation project with the Agricultural Technical and Vocational School in Fortuna	79-20	Guanacaste	\$4,303.00	8/5/80	Fernando Rojas, Director of the school. Juan R. Madrigal C., teacher and former director of the school.
4	Truck for transp. of ag. products with the County Ag., Center of Hojancha (CACI).	No Number	Guanacaste	Rejected	8/6/80	Edelmira Carvaja, Head of the ATTEC project (CACI) plus one other CACI staff member (name not known).
5	School dining facility with the primary school in Mansión de Nicoya.	No Number	Guanacaste	Rejected	8/6/80	Aniceto Marchena, school director.
6	Nutrition center with the committee pro-nutrition in Las Delicias.	78-36	Guanacaste	\$1,464.00	8/6/80	Isel Mayela Gómez, member of the pro-nutrition committee.
7	Nutrition center with the pro-nutrition committee of Las Delicias.	78-41	Guanacaste	\$1,464.00	8/6/80	Lusínaco Gutiérrez V., member of the pro-nutrition committee.
8	Community center with the community development association of Las Delicias.	No Number	Guanacaste	Rejected	8/7/80	Lorenzo Murillo, member of the community development association.
9	Community center with the community development association of San Miguel.	78-9	Guanacaste	\$4,684.00	8/7/80	Abelardo Arce, school director; Orlando regional school director.
10	Playground with the pro-playground committee in El Estero.	79-34	Puntarenas	5,050.00	8/7/80	A member of the community (name not known).
11	Vegetable market with the Agricultural Cooperative	79-02	Azuero	\$5,118.00	8/7/80	

TABLE #2 -- SDF COMMITTEE MEMBERS AND OTHER INTERESTED
PARTIES INTERVIEWED

Name	Position	Date
(1) Dave Straley	SDF Committee	Various
(2) Frieda Martin	SDF Committee	Various
(3) Karen Mitchell	SDF Committee	8/8/80
(4) John Lekson	SDF Committee	8/8/80
(5) Carlos Poza	AID	8/8/80
(6) Elías Enríques	CARE	8/8/80
(7) Sr. León	CARE	8/8/80

BEST AVAILABLE DOCUMENT

TABLE #3 -- SPECIFIC GUIDELINE AND POLICY COMPLIANCE
BY THE EIGHT FUNDED SDF PROJECTS VISITED

Project Visited	Guideline Priority #											TOTAL
	1	2	3	4	5	6	7	8	9	10	11	
#80-30: Combined laying hen and pork project with the Ag. Cooperative in San Luis de Cañas, Guanacaste.	x	-	x	x	x	x	x	x	x	x	-	9
#79-13: Community center with community development association of Barrio Hotel Cañas.	x	x	x	-	x	x	x	-	-	-	x	7
#79-20: Irrigation project with the Ag. Technical and Vocational School in La Fortuna, Bagaces, Guanacaste.	x	x	-	x	x	x	x	x	x	-	x	9
#78-30: Nutrition center with the pro-nutrition committee in Las Delicias, Santa Cruz, Guanacaste.	x	-	x	x	-	-	x	-	-	-	x	5
#78-41: Nutrition center with the pro-nutrition committee in Las Huacas, Santa Cruz, Guanacaste.	x	-	x	x	-	-	x	-	-	-	x	5
#78-9: Community center with the community development association of San Miguel, Cañas, Guanacaste.	x	x	x	-	x	x	x	-	-	-	x	7
#79-54: Playground with the pro-playground committee in El Roble, Puntarenas.	-	-	x	-	x	-	x	-	x	-	x	5
#78-02: Vegetable market with the Ag. Cooperative of Zarcerro.	Due to the fact that no interview took place, not enough information is available to evaluate the project.											-

SDF GUIDELINES AND POLICY PRIORITY FOR
PROJECT SELECTION

- 1) Small constructive local development activity with immediate impact.
- 2) Segment of the local population beyond the direct reach of other AID projects or govt. financial support.
- 3) Local entity, group or community at the cantonal or lower level.
- 4) In area of agriculture, education, health, transportation and (for FY79 and later) productive income generating activity.
- 5) Maximum implementation period of six months.
- 6) No more than one half of the total cost of the project financed by SDF.
- 7) SDF contribution of \$5,000 or less.
- 8) Community counterpart contribution (in cash or in kind), of at least 50% of the total project cost. (This counterpart contribution must be a donation and may not constitute a financial liability for the requesting group or organization.)
- 9) The community contribution plus the SDF contribution assure the financing of the total project.
- 10) Will generate public awareness and support for U.S. assistance efforts.
- 11) SDF does not finance administrative, operational or labor costs of projects.

ANNEX I I

B- Costos fijos de producción / mes (promedio)

1- mano de obra	8,131.20	
2- cargos sociales (18%)	1,463.60	
3- aguinaldos	338.80	
4- obligaciones para prestaciones	338.80	
5- seguro riesgos profesionales (\$2,042. por año)	160.20	
6- Patente municipal de industria (trimestral \$300)	100.00	
7- Contabilidad y gastos administrativos	<u>421.15</u>	
		10,953.55
Total costos de producción		36,735.55

C- Otros costos fijos:

1- amortización con intereses	2,285.00	
2- depreciación	<u>975.20</u>	
		<u>3,260.20</u>
		<u>\$39,995.75</u>

Nota:

Producción de bloques al mes 20,000
costo variable por cada bloque \$1.28

Cantidad mínima a producir para cubrir los costos:

$$Q = \frac{C.F.}{P.V. - C.V.} = \frac{14,214.70}{2.07 - 1.28} = \frac{14,214.70}{0.79} = 17,992 \text{ bloques al mes}$$

Donde:

Q	= Cantidad mínima a cubrir los costos	= 17,992 / mes
C.F.	= Costos fijos / mes (promedio)	= \$10,953.55 + \$3,260.20 = \$14,214.70
P.V.	= Precio de venta (promedio)	= \$2.07
C.V.	= Costo variable / bloque	= 1.28

SAMPLE #1 -- SPECIAL DEVELOPMENT FUND
REQUEST CONTROL SHEET

Request # _____

SOLICITANT: (a) Organization - .
(b) Location -
(c) Name -

DATE OF FIRST CONTACT:

KIND OF PROJECT:

FIRST RESPONSE: Letter with request forms enclosed Date
 Letter explaining negative response Date

RECEIPT OF REQUEST FORMS: Date
 Complete Incomplete

RESPONSE TO RECEIPT OF REQUEST FORMS: Date

Positive (request is being processed and site visit will be made)

Negative (request does not meet SDF criteria)

More information is required

FIRST SITE VISIT: Date:

Visit by:

Findings:

Total SDF Budget: \$

Counterpart Budget:

Other:

Total Project Cost \$

No direct beneficiaries:

DECISION: Date:

NOTIFICATION OF DECISION: Date

SAMPLE #2 -- SPECIAL DEVELOPMENT FUND
PROJECT CONTROL SHEET

Project #

PROJECT: Date approved:

Beneficiaries

EXECUTING ORGANIZATION:

CONTACT PERSON:

LOCATION:

AMOUNT SDF APPROVED:

DATE OF AGREEMENT:

EXECUTION: (Observations, delays, amendments, etc.)

DISBURSEMENTS:

SITE VISITS: (Date and name of person making the visit)

PROJECT COMPLETION: (Date)

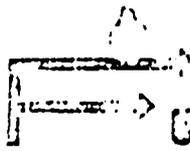
COMPLETION REPORT: (Date)

SAMPLE #3 -- PROJECT SELECTION
WORKSHEET

Project: Selection Criteria	Degree to Which Project Complies with Selection Criteria		
	Low	Med.	High
1. Project consists of a small local development activity with immediate impact.			
2. Project will assist segments of the local population which are beyond the direct reach of other AID projects or govt. financial support.			
3. Project deals with a local entity, group or community at the cantonal or lower level.			
4. Project is in the area of agriculture, education, health, transportation and/or is a productive income generating activity.			
5. Project will have a maximum implementation period of six months.			
6. No more than one half of the total project cost will be financed by the SDF.			
7. The SDF contribution is in the area of \$5,000.00 or less.			
8. The community counterpart contribution (in cash or in kind) will be at least 50% of the project cost. (This contribution will be a donation and will not constitute a financial liability for the requesting group or organization.)			
9. The community contribution plus the SDF contribution will assure the financing of the total project.			
10. The project will generate public awareness and support for U.S. assistance efforts.			
11. In this project the SDF is not financing administrative, operational or labor costs.			

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NO. Annex 3

ANNEX IV



ANNEX IV

FUNDACION COSTARRICENSE DE DESARROLLO

AVENIDA 12, CALLE 13 - TELEFONO 23 - 57 - 35 - APARTADO 7-1270

SAN JOSE, COSTA RICA

APROBADO SESION N° 173 DE 30 MAYO 1978

PROYECTO: Grupo de Productores de Bloques de Curime

PRESIDENTE:
Sr. Fernando E. Herrera Mora

CLASIFICACION: Pequeña Industria

VICE-PRESIDENTE:
Sr. Guillermo Porras Arguedas

LOCALIZACION: Curime de Nicoya, Guanacaste

SECRETARIO:
Ing. James J. Gerchow Moya

PARTICIPANTES: 8 socios, 45 beneficiarios

PPO SECRETARIO:
David Vásquez Castillo

PROMOTOR RESPONSABLE DE LA EJECUCION: Wladimir Tapia

TESORERO:
Sr. José Julio Quesada Zúñiga

FECHA DE ELABORACION: Febrero - marzo 1978

FISCAL:
Sr. William Trigueros Arce

TOTAL SOLICITADO: \$94,334.45

VOCALES:
1. Silvestre Alonso Marrozo
Lic. Gerardo Venegas Soler
2. Robert Maynard de Céspedes
3. Arnaldo Blenden Llanos
Proo. Armando Alfaro Paniagua

I.- INTRODUCCION:

El grupo de productores de bloques de Curime está compuesto por ocho (8) trabajadores de bajos ingresos y representa un núcleo familiar de cuarenta y cinco (45) personas; fue constituido el 3 de julio de 1978 y se clasifica dentro del programa de pequeña industria.

Durante el mes de julio de 1978 los miembros del grupo manifestaron a FUCODES su interés en iniciar un proyecto de fabricación de bloques el cual vendría a dar empleo a los socios y ayudar en el aumento de sus ingresos familiares. En el mismo mes de julio, el departamento de promoción de FUCODES comenzó la promoción del proyecto.

II.- SITUACION SOCIAL Y ECONOMICA:

Tradicionalmente los miembros del grupo han subsistido a base de la agricultura, y/o han trabajado como peones y obreros. Como es de entender los miembros del grupo son marginados económicamente con el promedio mensual de ingre-

acs por familia de \$728.00 y per cápita de \$129.40, encontrándose en el grupo personas con ingresos mas bajos que el promedio per capita, hasta de - \$72,00 por mes.

La familia promedio está constituida por 5.6 personas, la edad promedio de los socios es de 26 años y el nivel promedio de instrucción es de primaria.

Como es de entender, dadas las condiciones sociales y económicas de sus integrantes, el grupo es desposeído de los recursos necesarios para la propia y eficaz realización de un proyecto de fabricación de bloques, ni es factible su acceso a las instituciones financieras para conseguir los recursos necesarios para su mejor estabilidad socio-económica.

II.- ORGANIZACION:

La Junta Directiva de este grupo está constituida por las siguientes personas:

PRESIDENTE:	Nemecio Matarrita Gutiérrez	# 5-139-103
VICE-PRESIDENTE:	Marcelino Ramirez Moreno	# 5-177-781
SECRETARIO:	Aniceto Hernández Gutiérrez	# 5-124-553
TESORERO:	Juan José Fajardo Pérez	# 5-151-327
FICAL:	Mácedonio Matarrita Gutiérrez	# 5-130-940
VOCAL:	Amén Fajardo Martínez	# 5-145-796
VOCAL:	Pedro Pérez Pérez	# 5-108-906
VOCAL:	Eugenio Juárez Juárez	5-139-1026

Los miembros del grupo estan organizados para la administración y producción en la siguiente manera:

I. 3 operarios calificados responsables de la operación de las máquinas.

- 1-. Nemecio Matarrita G. (50%)
- 2-. Juan José Fajardo P.
- 3-. Macedonio Matarrita G.

II.- 4 asistentes responsables de tener suficiente mezcla preparada para el proceso y también el transporte de los bloques recién elaborados del equipo al patio.

- 1.- Marcelino Ramírez M
- 2.- Pedro Nolasco P.
- 3.- Eugenio Juárez J.
- 4.- Amán Fajardo Martínez (50%)

III.- 2 asistentes responsables de cuidar los bloques elaborados, sacar los marcos de los bloques y bañar los bloques diariamente con agua.

- 1.- Aniceto Hernández G. (50%)
- 2.- Amán Fajardo Martínez (50%)

IV.- 2 administradores de la fábrica responsables del mercadeo, compra de materia prima y la contabilidad.

- 1.- Aniceto Hernández G. (50%)
- 2.- Nemecio Matarrita G. (50%)

- PROYECTO:

El proyecto consiste en la formación de una fábrica de bloques debidamente equipada incluyendo terreno y la construcción de un galerón.

Se contempla en el proyecto todos los conceptos necesarios para iniciar la producción y continuarla hasta por 30 días; mientras se logra colocar en el mercado las primeras partidas de bloques. luego de habérseles dado el periodo de endurecimiento (fragua) y entonces la empresa pueda marchar con auto-financiamiento.

A- Localización:

La comunidad de Curimo está localizada en la provincia de Guanacaste aproximadamente a 7 kilómetros sur oeste de la ciudad de Nicoya. El terreno escogido para la fábrica queda directamente frente del camino a Sámara, facilitando la recepción de la materia prima utilizada en la elaboración de los bloques.

La superficie total del terreno es de aproximadamente 1,000 mts cuadrados .i-
vidida como sigue:

- Galerón-80 mts²
- Depósito de arena-250 mts²
- Patio de fragua-250 mts²
- Patio de carga-100 mts².
- Otros-320 mts²/

B- Plan de inversión;

El plan de inversión consiste en la siguiente solicitud de préstamo y aporte del grupo para la compra de maquinaria y terreno, capital de trabajo, la construcción de un galerón, pagar documentación, transporte, imprevistos, gastos administrativos y pagaré con timbres.

PLAN DE INVERSION

I. Préstamo:

a- Equipo y maquinaria:

- ✓ 1- 1 máquina de bloque 25X25X12 9,000.00
con 250 marcos
- ✓ 2- 1 máquina de bloque 10X20X40 9,000.00
con 250 marcos
- ✓ 3- 1 máquina de bloque ornamen- 7,000.00
tal con 150 marcos
- ✓ 4- 150 marcos para 25X25X12 a 1,200.00
\$8,00 c/u
- ✓ 5- 150 marcos para 10X20X40 a 1,200.00
\$8,00 c/u
- 6- 1 bomba Gould de 0.5 H.P 2,250.00
- 7- 2 carretillos con rueda de 590,00
hule
- 8- 6 palas y 1 aceitera peq. 275,00

\$ 30,515.00

b- Fábrica:

1- Terreno - 1,000 mt ²	—	Q 20,000.00
2- Materiales para construir un galerón de 80 mt ² con sistema eléctrico y bodega		10,267.00 ✓
3- Nivelar el terreno		<u>800.00</u> ✓
		31,067.00

c- Capital de trabajo: (1 mes de materia prima)

1- 667 bolsas de cemento a Q21.00 por bolsa (incluyendo transporte)	—	14,007.00
2- 100 mt ³ de arena a Q75.00/mt ³	—	7,500.00
3- 40 mt ³ de piedra a Q100.00 por metro cúbico	—	<u>4,000.00</u>
		25,507.00

d- Documentación:

1- Patente municipal de industria (1 trimestre)		300.00 ✓
2- Permiso municipal de construcción		<u>103.00</u> ✓
		403.00

e- Transporte de equipo:

500.00 ✓

f- Imprevistos: (5%)4,399.60 ✓

Sub- total

Q 92,391.60

g- 2% gastos administrativos - FUCODES

1,847.85

h- Pagaré con timbres:95.00

TOTAL PRESTAMO

Q94,334.45

Aporte del grupo:A- Fábrica:

1- Mano de obra para construir el galerón

1,600.00 ✓

TOTAL INVERSION

Q95,934.45

C- Producción:

El equipo a instalar producirá bloques de 10 X 20 X 40, 25 X 25 X 12 y ornamentales de varios tamaños. Son modelos generalmente aceptados en todo el campo costarricense y se estima que serán modelos en uso por muchos años venideros.

El producto mismo es el resultado de la compresión y vibración de una mezcla de cemento, arena y agua en un molde de acero. El proceso de producción es el siguiente:

- Primero: Preparar la mezcla con la proporción de un saco de cemento por un equivalente de 2 sacos iguales de arena y piedra.
- Segundo: Colocar los marcos (1) de acero en los fondos de los moldes.
- Tercero: Llenar los moldes con la mezcla
- Cuarto: Accionar la vibración de la mezcla en el molde.
- Quinto: Sacar los bloques elaborados
- Sexto: Transferir los bloques elaborados al sitio de fragua.
- Septimo: En el sitio de fragua cuidar durante 10 días los bloques elaborados, bañándolos con agua diariamente

Octavo: 11 días después de su elaboración el bloque puede ser transportado al sitio de construcción. (2)

Notas:

- (1) Todos los días se deberá cubrir los marcos con aceite.
- (2) Se recomienda un análisis periódico de la calidad del producto a través de la prensa de ensayo de resistencia de materiales de la Universidad de Costa Rica o Instituto Tecnológico.

Se estima que la producción mensual (promedio) de la fábrica será alrededor de 20,000 bloques.

CUADRO II		APROXIMACION DE PRODUCCION / MES (PROMEDIO)	
Descripción	cantidad	valor / unidad	valor total por mes
10 X 20 X 40	9,600.00	\$2.00	19,200.00
25 X 25 X 12 (pavas)	9,600.00	2.00	19,200.00
Varios tam. (ornamental)	800.00	5.00	4,000.00
Sub- total	20,000.00		42,400.00
Menos 2 % estimado por pérdida	(400.00)		(848.00)
TOTAL	19,600.00		\$41,552.00

D- Análisis costo - beneficio:

CUADRO III		COSTOS DE INVERSION	
Descripción	Valor inicial	periodo de depreciación	Costo / mes depreciación

I. Equipo maquinaria y edificio:

1- 1 máquina de bloque 25-25-12	9,000.00	36 meses	250.00
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2- 1 máquina de bloque 10-20-40	9,000.00	36 meses	250.00
3- 1 máquina de bloque ornamental	7,000.00	36 meses	194.44
4- 300 marcos adicionales	2,400.00	36 meses	66.66
5- 1 bomba Gould de 0.5 H.P	2,250.00	72 meses	31.25
5- Carretillos, palas aceiteras etc.	865.00	48 meses	18.02
7- Galerón (incluyendo mano de obra)	11,867.00	72 meses	164.81
8- Terreno	<u>20,000.00</u>	<u>-</u>	<u>-</u>
	462,382.00		<u>975.18</u>

II. Servicios:

1- Nivelar el terreno	800.00
2- Documentación	403.00
3- Transporte	500.00
4- Imprevistos	4,399.60
5- Gastos administrativos	1,847.85
6- Pagaré con timbres	<u>95.00</u>
	8,045.45

III. Capital de trabajo: 25,507.00

Total costos de inversión 495,934.45

CUADRO IV

COSTO / MES (PROMEDIO)

A- Costos variables / mes (promedio para producir 20,000 bloques)

1- Cemento	414,007.00
2- Arena	7,500.00
3- piedra	4,000.00
4- electricidad	200.00
5- aceites y grasa etc.	<u>75.00</u>
	425,782.00 (*)

COMPARACION DE LOS BENEFICIOS NETOS Y LA INVERSION

C O S T O S D E I N V E R S I O N				F . A AL 8%	VALOR ACTUAL AL 8%	VALOR GLOBAL DE LA PRODUCCION	COSTOS DE PRODUCCION	BENEFI- CIOS NETOS	F . A AL 8%	VALOR AC- TUAL AL 8 %
TERRENO, MA- Y EDIFICIO	SERVICIOS	CAPITAL DE TRABAJO	TOTAL							
62,382.00	8,045.45	25,507.00	95,934.45	0.926	88,835	457,072.00	414,995	42,077	0.926	38,963
-	-	-	-	0.857	-	498,624	440,820	57,804	0.857	49,538
27,400.00	-	-	27,400.00	0.794	21,755	498,624	440,820	57,804	0.794	40,694
865.00	-	-	865.00	0.735	636	498,624	440,820	57,804	0.735	42,486
-	-	-	-	0.681	-	498,624	440,820	57,804	0.681	40,694
41,517.00	-	-	41,517.00	0.630	26,156	498,624	440,820	57,804	0.630	36,417
-	-	-	-	0.583	-	498,624	440,820	57,804	0.583	33,700
865	-	-	865	0.540	467	498,624	440,820	57,804	0.540	31,214
27,400	-	-	27,400	0.500	13,700	498,624	440,820	57,804	0.500	28,902
-	-	-	-	0.463	-	498,624	440,820	57,804	0.463	26,763
-	-	-	-	-	-	23,405 (b)	-	23,405	(0.463)	10,837
160,429	8,045.45	25,507.00	193,981.45	6.709	151,549	4,968,093	4,424,452	585,718	6.709	380,208

RELACION BENEFICIO / COSTOS = $\frac{380,208}{193,981} = 1.95$

LCR NETO ACTUAL AL 8 % = 380,208 - 193,981 = 186,227

F . A DE AMPLIACION O CRECIMIENTO

VA . A DE RECUPERACION

Primer mes:

Se recibe el crédito total que se requiere para instalar e iniciar la producción de la fábrica por \$94,334.45.

Durante este mes se nivelará el terreno, se construirá el galerón con bodega, se instalará la red eléctrica, el sistema de agua, y las máquinas, se comprará los accesorios y equipo, se pagarán los impuestos municipales y otros gastos necesarios, se pagará la partida de cemento y arena para iniciar la producción al mes siguiente.

Segundo mes: (primer mes de producción)

Se inicia la producción y venta de bloques. Deberá pagarse entonces la mano de obra, cuotas seguro social, banco popular, riesgos profesionales, y consumo de electricidad. A fin de mes se paga el cemento y arena a procesar al mes sig.

Tercer mes:

Representa el segundo mes de producción y venta de bloques; durante este harán los pagos de mano de obra, cargas sociales, consumo de electricidad y depreciación. A fin de mes se paga el cemento y arena a procesar el mes siguiente.

Cuarto mes:

Durante este mes se cubren los gastos corrientes de producción y depreciación. Se renueva la patente municipal de industria y se cancela los intereses de los 2 meses de gracia y pagar la primera amortización del préstamo. A fin de mes se paga cemento y arena a procesar el mes siguiente.

Quinto mes:

Durante el presente se cubren los gastos ordinarios de producción y depreciación. Se paga la cuota mensual de amortización del préstamo y a fin de mes se paga el cemento y arena a procesar el mes siguiente.

E- Plan de Pago:

El plan de pago consiste en dos meses de gracia y cuarenta y ocho amortizaciones mensuales con cuarenta y siete cuotas de \$2,285, y una última de \$2,281.00

CUADRO V PLAN DE PAGO

#	FECHA	CUOTA	INTERES	PRINCIPAL	SALDO
a-	17-5-79	17-7-79 Entrega del préstamo		-	94,334.45
b-	17-6-79	1º mes de gracia		-	94,334.45
c-	17-7-79	2º mes de gracia		-	94,334.45
1-	17-8-79	2,285.00	1,650.85	634.15	93,700.30
2-	17-9-79	2,285.00	546.60	1,738.40	91,961.90
3-	17-10-79	2,285.00	536.45	1,748.55	90,213.35
4-	17-11-79	2,285.00	526.25	1,758.75	88,454.60
5-	17-12-79	2,285.00	516.00	1,769.00	86,685.60
6-	17-1-80	2,285.00	505.65	1,779.35	84,906.25
7-	17-2-80	2,285.00	495.30	1,789.70	83,116.55
8-	17-3-80	2,285.00	484.85	1,800.15	81,316.40
9-	17-4-80	2,285.00	474.35	1,810.65	79,495.75
10-	17-5-80	2,285.00	463.70	1,821.30	77,674.45
11-	17-6-80	2,285.00	453.10	1,831.90	75,842.55
12-	17-7-80	2,285.00	442.40	1,842.60	73,999.95
13-	17-8-80	2,285.00	431.65	1,853.35	72,146.60
14-	17-9-80	2,285.00	420.85	1,864.15	70,282.45
15-	17-10-80	2,285.00	410.00	1,875.00	68,407.45
16-	17-11-80	2,285.00	399.05	1,885.95	66,521.50
17-	17-12-80	2,285.00	388.05	1,896.95	64,624.55
18-	17-1-81	2,285.00	376.95	1,908.05	62,716.50
19-	17-2-81	2,285.00	365.85	1,919.15	60,797.35
20-	17-3-81	2,285.00	354.65	1,930.35	58,867.00
21-	17-4-81	2,285.00	343.40	1,941.60	56,925.40
22-	17-5-81	2,285.00	332.05	1,952.95	54,972.45
23-	17-6-81	2,285.00	320.65	1,964.35	53,008.10
24-	17-7-81	2,285.00	309.20	1,975.80	51,032.30
25-	17-8-81	2,285.00	297.70	1,987.30	49,045.00
26-	17-9-81	2,285.00	286.10	1,998.90	47,046.10
27-	17-10-81	2,285.00	274.45	2,010.55	45,035.55
28-	17-11-81	2,285.00	262.70	2,022.30	43,013.25
29-	17-12-81	2,285.00	250.90	2,034.10	40,979.15
30-	17-1-82	2,285.00	239.05	2,045.95	38,933.20
31-	17-2-82	2,285.00	227.10	2,057.90	36,875.30
32-	17-3-82	2,285.00	215.10	2,069.90	34,805.40
33-	17-4-82	2,285.00	203.05	2,081.95	32,723.45
34-	17-5-82	2,285.00	190.90	2,094.10	30,629.35
35-	17-6-82	2,285.00	178.65	2,106.35	28,523.00
36-	17-7-82	2,285.00	166.40	2,118.60	26,404.40
37-	17-8-82	2,285.00	154.00	2,131.00	24,273.40
38-	17-9-82	2,285.00	141.60	2,143.40	22,130.00
39-	17-10-82	2,285.00	129.10	2,155.90	19,974.10
40-	17-11-82	2,285.00	116.50	2,168.50	17,805.60
41-	17-12-82	2,285.00	103.85	2,181.15	15,624.45
42-	17-1-83	2,285.00	91.15	2,193.35	13,430.60
43-	17-2-83	2,285.00	78.35	2,206.65	11,223.95
44-	17-3-83	2,285.00	65.45	2,219.55	9,004.40
45-	17-4-83	2,285.00	52.50	2,232.50	6,771.90
46-	17-5-83	2,285.00	39.50	2,245.50	4,526.40
47-	17-6-83	2,285.00	26.40	2,258.60	2,257.80
48-	17-7-83	2,281.00	13.20	2,257.80	-
TOTALES		\$109,676.00	\$15,341.55	\$94,334.45	

El movimiento de efectivo que aparece en el presente cuadro es el resultado obtenido de los ítem en el Anexo al Informe de la Comisión de Fideicomiso e Intereses y cancelar el préstamo en las amortizaciones mensuales.

DESCRIPCIÓN	FUERO DE CAJA														
	MES I	MES II	MES III	MES IV	MES V	MES VI	MES VII	MES VIII	MES IX	MES X	MES XI	MES XII	MES I	MES II	
Saldo anterior para cubrir costos	24,334.45	-	-	-	-	-	-	-	-	-	-	-	-	-	
Costos	-	31,154	41,552	41,552	41,552	41,552	41,552	41,552	41,552	41,552	41,552	41,552	41,552	41,552	
Total Intereses	24,334.45	31,154	42,061	46,205	46,362	49,552									
Impuestos	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Saldo para cubrir	24,334.45	21,622	28,604	28,604	28,604	28,604	28,604	28,604	28,604	28,604	28,604	28,604	28,604	28,604	
Costos de protección (no incluye mano de obra)	-	8,131	8,131	8,131	8,131	8,131	8,131	8,131	8,131	8,131	8,131	8,131	8,131	8,131	
Mano de obra	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Mano de obra	-	29,733	36,733	36,733	36,733	36,733	36,733	36,733	36,733	36,733	36,733	36,733	36,733	36,733	
Amortización	-	-	975	975	975	975	975	975	975	975	975	975	975	975	
Amortización e intereses	-	-	-	2,285	2,285	2,285	2,285	2,285	2,285	2,285	2,285	2,285	2,285	2,285	
Saldo para cubrir	24,334.45	29,733	37,170	39,995	39,995	39,995	39,995	39,995	39,995	39,995	39,995	39,995	39,995	39,995	
Costos para invertir	-	1,411	5,251	6,810	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	
Costos para invertir	-	-	-	-	367	1,527	1,527	1,527	1,527	1,527	1,527	1,527	1,527	1,527	
Costos para cubrir entre los costos	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

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II- Mercedeo:

Mediante una encuesta llevada a cabo de manera informal en el cantón de Nicoya, por parte de miembros del grupo y de los promotores de FUCODES en la región, se ha determinado una gran demanda potencial por el producto. La encuesta consistió en entrevistas con: constructores, maestros de obra, inspectores municipales de construcción, y otros fabricantes de bloques en la región. De ese modo pudo constatar que la oferta en la región no satisface la demanda existente, lo cual obliga a importar dicho producto de fábricas del Valle Central.

IV.- CAPACITACION Y ASISTENCIA TECNICA:

Este grupo ha recibido la asistencia de FUCODES por varios meses, tanto en lo relativo a su organización interna como en aspectos sencillos sobre el manejo de su contabilidad. El grupo seguirá siendo atendido por el promotor de FUCODES después de su financiamiento.

Sobre el uso y mantenimiento del equipo, el fabricante dará al grupo las indicaciones necesarias. Y respecto a la instalación y funcionamiento de la fábrica, el señor Hugo Monge, fabricante de bloques en San José, nos ha manifestado su interés en asesorar al grupo.

Referente a la calidad de los bloques, será controlado a través del Instituto Tecnológico de Costa Rica.

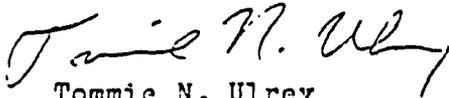
En el aspecto administrativo, contarán con los servicios de un contador contratado por la empresa mas la asesoría que se le brinde por medio de FUCODES.

V.- CONCLUSIONES Y RECOMENDACIONES:

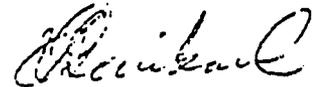
Como se puede ver en el analisis económico y el flujo de caja el proyecto tiene factibilidad económica y financiera. Además, el beneficio directo del proyecto no será solamente la utilidad, sino también la mano de obra de cada socio y los beneficios legales; es decir, este proyecto aumentará mas de 65%

Los ingresos familiares de los socios.

En base a estas consideraciones, se recomienda que FUCODES de el financiamiento para este proyecto de acuerdo al plan de inversión y el plan de pago.



Tommie N. Ulrey
Economista del Programa



Marco Aurelio Escribano
Director de Promoción



Ricardo Rojas Rivera
Directo Ejecutivo

AGENCY FOR INTERNATIONAL DEVELOPMENT

UNITED STATES A.I.D. MISSION TO COSTA RICA



U.S.A.I.D.

UNITED STATES EMBASSY
SAN JOSE, COSTA RICA

December 23, 1980

MEMORANDUM:

TO: Gussie L. Daniels,
Program Officer

THROUGH: Leticia Díaz, *[Signature]*
General Development Officer

FROM: Frieda Martin, *Fm*
PCV/HRDO

SUBJECT: SDF Evaluation - Comments of the SDF Committee

On 11/5/80 the SDF Committee met to discuss the SDF evaluation report (copy attached) submitted by Mr. Tommie N. Ulrey in August, 1980.

On the whole the Committee agreed with the findings and recommendations. The recommendations for a regionalization plan, (page 9 paragraph 5) and for a low priority ranking to be given to productive projects (page 11 paragraph 3), received a negative reaction and will be explained later.

The following are our comments on the recommendations:

1. Page 9, Section 4.01, paragraph 2

There is agreement with the recommendation to increase the size of the SDF.

2. Page 9, Section 4.01, paragraph 3

There is strong disagreement with the recommendation for a regionalization plan. One of the Committee members summarized the reaction by stating the plan "might permit greater impact, but it could also prevent consideration of excellent projects outside the region. It could even lead to funding of less worthy projects just because they are in the target region". Though it would be easier to manage the fund on a regional level this country is small enough so that the SDF can be managed on a national level even with an increase in the allotment.

3. Page 9, Section 4.01, paragraph 4

Though this paragraph is stating a finding with no explicit recommendation, the Committee has taken it into consideration and has decided to do 3 or 4 obligations a year to prevent an excessive back log. The Committee will approve worthy projects, reject projects that do not meet the selection criteria and hold for further action projects with some merits to compete in the next obligation meeting. At that time a positive or negative decision will be reached. We hope that no application will be held for more than 3 to 4 months prior to a final decision. The planned obligations will depend on when the allotment is received in the Mission.

4. Page 10, Section 4.02, paragraph 1 to 3

There is agreement on the points described in this section as well as the use of samples 1 and 2 of Annex II with some revisions, as a control mechanism.

5. Page 10, Section 4.02, paragraph 4

Please see item 8.

6. Page 10, Section 4.02, paragraph 5

There is agreement with this issue and I am already making inquiries as to the cost of the plaques. It is our plan to offer these to the communities at the time of the signing of the agreement with a strong suggestion that they be placed at the project site.

7. Page 10, Section 4.02, paragraph 6

The Committee agreed with this recommendation, and it is being implemented.

8. Page 11, Section 4.03, paragraph 1

There is also agreement with this issue and the use of samples 3 of Annex II, however, the Committee would like to modify item #5 of the sample, to read, "education and training" widening the scope to include adult training projects. Also, a new site visit format has been prepared (please see attached) 1) to standardize site visit reports and 2) to assist the Committee in making a decision based on the selection criteria policy of the SDF.

9. Page 11, Section 4.03, paragraph 2

Though this point is well taken and desirable, it would be difficult to monitor. However, every effort will be made to review each application to prevent duplication.

10. Page 11, Section 4.03, paragraph 3

The Committee does not agree with this point. For some time now and specifically at present, the economic situation in Costa Rica has approached a critical stage, we feel that any input to try to bring income generating activities to a community will be more beneficial to the country, a more effective utilization of our funds and a more legitimate effort towards our developmental goals.

FM:vrv

SDF PROJECT EVALUATION REPORT

Project Type _____

Project No. _____

A. Location:

Date visited _____

Community: _____

Visited by _____

Province: _____

B. Requesting Organizations:

Name _____

Purpose _____

Incorporation Status _____

Time in existence _____

Contact Person:

Name _____

Title _____

Phone _____

Others Interviewed:

Name _____

Title _____

Name _____

Title _____

Name _____

Title _____

C. Project:

Description _____

Beneficiaries:

Type: _____

Number: _____

Work completed to date:

Amount of funds/resources already available:

Funds: _____

Resources: _____

If property is involved, who holds the title to the property?

Is there any other organization involved in this project?

Yes, if so name, contact person and what is their involvement?

No _____

Can project be completed without SDF funds?

Yes, _____ No _____

Explain:

Indicate the major source of employment and income found in the area

Projected project impact

- Fill in selection criteria worksheet (attached)

F. Recommendation:

-- PROJECT SELECTION
WORKSHEET

Project:	Degree to Which Project Complies with Selection Criteria			
	Selection Criteria	Low	Med.	High
1. Project consists of a small local development activity with immediate impact.				
2. Project will assist segments of the local population which are beyond the direct reach of other AID projects or govt. financial support.				
3. Project deals with a local entity, group or community at the cantonal or lower level.				
4. Project is in the area of agriculture, education, health, transportation and/or is a productive income generating activity.				
5. Project will have a maximum implementation period of six months.				
6. No more than one half of the total project cost will be financed by the SDF.				
7. The SDF contribution is in the area of \$5,000.00 or less.				
8. The community counterpart contribution (in cash or in kind) will be at least 50% of the project cost. (This contribution will be a donation and will not constitute a financial liability for the requesting group or organization.)				
9. The community contribution plus the SDF contribution will assure the financing of the total project.				
10. The project will generate public awareness and support for U.S. assistance efforts.				
11. In this project the SDF is not financing administrative, operational or labor costs.				