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MANAGEMENT AND GOVERNMENTAL CONSULTANTS

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FINAL REPORT

**MID-TERM EVALUATION OF THE
INNFA PROJECT: IMPROVING THE QUALITY OF
LIFE FOR ONE MILLION CHILDREN IN ECUADOR**

DIE IQC PDC 0085-I-00-6098-00

Submitted to: Mr. Thomas Chapman =
Chief
General Development Office
USAID/Ecuador

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October 9, 1987

Mr. Thomas Chapman
Chief
General Development Office
USAID/Quito

Dear Mr. Chapman:

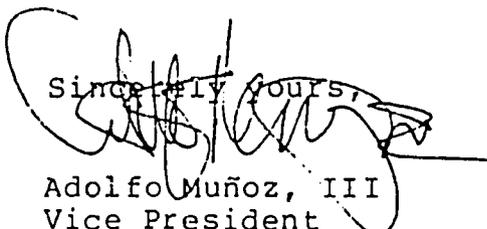
Enclosed please find Development Associates' Final Report on the Mid-Term Evaluation of the INNFA Project: Improving the Quality of Life for One Million Children in Ecuador.

I hope that the results and recommendations contained in the Final Report are useful to USAID and INNFA in strengthening the institutional transformation process that is underway.

I am also thankful for the excellent support and assistance provided by Mr. Eduardo Ortiz and Mrs. Sonia Anadrade in organizing and managing the evaluation.

Thank you for the opportunity to once again work with your division. Please let me know if we can be of any further service in the future.

Sincerely yours,


Adolfo Muñoz, III
Vice President

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I. INTRODUCTION

Development Associates, Inc., a private management and governmental consulting firm headquartered in Arlington, Virginia was contracted by the Agency for International Development (USAID) to conduct a mid-term evaluation of the Instituto Nacional del Niño y Familia (INNFA), based in Quito, Ecuador. The mid-term evaluation was carried out under an Indefinite Quantify Contract (PIE IQC PDC 0085-I-00-6098-00).

In general terms, the intent of the mid-term evaluation was to assess INNFA's progress, if any, towards meeting the objectives set forth in their agreement with USAID. In more specific terms, the scope of work indicated that Development Associates use the Logical Framework Matrix as the principal methodological tool to evaluate the progress of the project to date. The evaluation was to measure progress in achieving the project goal, purpose, outputs, inputs and the conditions that will exist at the end of the project. According to the scope of work, particular attention was to be given to assessing the effectiveness of technical assistance and training in strengthening INNFA institutionally. Problem areas or constraints were to be identified and recommendations presented with respect to any mid-terms changes in the project's outputs or inputs.

Likewise, it was stipulated that the evaluator assess the prospects that the project will achieve its final objectives and recommend any necessary changes to increase the project's likelihood of success. Finally, to the degree possible, the overall development impact of the project were to be measured.

The mid-term evaluation was conducted in Ecuador during the period of September 21-October 9, 1987 with direction provided by Mr. Thomas Chapman, General Development Officer at USAID/Quito. In Addition, further technical support was provided by Mr. Eduardo Ortiz, Public Administration Officer USAID and Mrs. Sonia Andrade, Program Assistant/USAID.

In conducting the mid-term evaluation, Development Associates took into consideration the institutional development features of the INNFA project, and the social, economic, and political circumstances that often mediate the progress of such efforts.

Importantly, this evaluation was greatly facilitated by the support provided by the President of INNFA, Mrs. Eugenia Cordovez de Febres Cordero, First Lady of Ecuador. Similarly, the generous assistance given by the Executive Director of INNFA, Dr. Luis Alfredo Cevallos, was invaluable in obtaining accurate and timely data. Similar support was given to the evaluation by key management staff of INNFA, its regional office in Guayaquil and the Cotacachi chapter. Finally, the details and context of the external training and technical assistance was re-constructed with the assistance of Fisk Associates International, the consulting firm engaged in assisting INNFA with its institutional development efforts.

II. METHODOLOGY

In conducting the mid-term evaluation, Development Associates focused on the various indicators contained in the Logical Framework Matrix as an anchoring point for the collection and analysis of data. Data were gathered through the use of several methods including the review of formal documents, content analysis of project records and materials, focused interviews with key INNFA staff, and direct observation of certain INNFA operations, practices and procedures.

Through the review of formal documents and staff interviews, data were collected with respect to the progress of the project to date, and the types of training and technical assistance provided to INNFA during the course of the project. In addition, an effort was made to verify (preferably in quantitative terms) the various achievements cited in the progress reports submitted by INNFA and the technical assistance contractor to USAID. In addition, the specifications contained in the Logical Framework Matrix were contrasted with what INNFA reported to constitute actual project activities in an effort to identify parts of the Logical Framework Matrix that may require some form of amendment.

Site visits were also made by Development Associates to selected INNFA affiliates. Specially, site visits were made to the regional office in Guayaquil and the affiliate in Cotacachi. One purpose of these visits was to determine the impact, if any, of INNFA's overall transformation and insitutional development activities at the regional and affiliate level. Also, the visits focused on determining the benefits of the training and technical assistance on the role and functions of

the affiliates, and particularly the re-definition of the volunteers's role. Appendix I contains a summary of the data collection schedule and a list of the individuals interviewed.

Organizations typically go through distinct phases of institutional maturation, with certain predictable developmental stages (Muñoz & Tanaka, 1978). Briefly, for purposes of this evaluation, Development Associates has viewed the institutional transformation process in INNFA (both actual and planned) within the framework of four organizational stages, namely:

1. Initiation
2. Consolidation
3. Maturation
4. Renewal

This framework of organizational development (Kahn, 1980) views institutions as proceeding through four fairly distinct periods of organizational maturation. The initiation phase represents the early beginnings of an organization, characterized by a high degree of emphasis on basic organization and structural functions, as well as the definition of fundamental organizational philosophy, goals and objectives. Later, with several years of experience, organizations begin to consolidate their technical, managerial and financial capacities, with the intent of further refining and improving the quality of their internal controls and services to clients and/or consumers. This stage is followed by a maturation phase, wherein an organization has developed well established an indepth capacities in all key functions and systems. It is at this point that relatively mature organizations often undergo a period of intensive self-assessment that leads to the next and

final phase, that of renewal. During the renewal phase, organizations critically evaluate their purposes, structure, functions and objectives, with the intent of creating a new and better institution, that is congruent with the demands of their contemporary realities, consumer/client needs, and professional values.

The OPG between USAID and INNFA is in essence an institutional development effort, whereby INNFA, through an intensive process of assessment, strategic planning, reorganization and external technical assistance support is seeking to create a new organism, in essence a renewal of INNFA.

III. ANTECEDENT CONDITIONS

In order to accurately evaluate the progress that INNFA has made in achieving its institutional development and organizational transformation goals it is worthwhile to briefly examine the characteristics of this same institution prior to the July 1985 OPG. These antecedent conditions and organizational characteristics are useful in providing a reference point for judging the direction that INNFA has taken in the past two years, and assessing the degree to which it has in fact adopted new and distinct practices.

Development Associates conducted an indepth interview with Dra. Marcia Gilbert de Babra, who is currently the head of the recently established regional office in Guayaquil, and who is the former Executive Director of INNFA (up to December 1986). Importantly, this interview provided a valuable historical perspective in terms of the antecedent conditions in INNFA, and some insight into the sequence of events that led to the submission and approval of an institutional development grant by AID/Quito.

Dra. Gilbert de Babra was named by the current First Lady to the position of INNFA Executive Director in 1984, shortly after the new government had been installed. Prior to that time, Dra. de Babra had been in the field of special education and had also collaborated with Mr. David Fisk, then with High Scope (a U.S. based educational consulting firm) on a materials development project and later on quality improvement efforts with four INNFA day care centers.

According to the former Executive Director, in 1984 the INNFA statutes gave little authority to the Director, with most of the control resting with the President of INNFA. As the new

Executive Director, Dra. Gilbert de Babra organized and carried out a national evaluation of INNFA. This national evaluation was conducted by basically four teams, made up primarily of INNFA personnel, over a period of several months, and included an inventory of all the INNFA operational units and physical facilities.

The "old" INNFA was characterized by the former Executive Director as a "very elemental organization", managed in very basic and often primitive way. The organization operated without a formal budget, and without formal policies for the operation of local chapters. Generally, each local chapter implemented its own program, fairly independent of any national INNFA policies or goals. Over a period of time it appears that the basically paternalistic volunteer organization had outgrown its own capacity to professionally plan, organize and manage a wide array of children's service programs.

Based on a number of interviews, it also appears that INNFA had operated for many years without a framework that defined its overall philosophy, mission, and direction. Over time, more specialized expertise was needed within INNFA to effectively manage the various programs that it operated, thus placing increasing demands on the volunteer members.

Following the completion of the national evaluation, Marcia de Babra contacted USAID and requested technical assistance services from David Fisk. It is at this point that the collaboration began between INNFA and the future external technical assistance provider for the institutional development grant: The Mission approved the request and contracted Fisk Associates International, Inc. to provide INNFA with two consulting visits. In November 1984 the first visit took place and concentrated on providing assistance in the analysis of data and the reporting of results. The second visit was conducted in

January 1985 and focused on the development of a future program design.

Based on these two visits, Fisk Associates International, Inc, submitted a report entitled, El Instituto Nacional Del Niño y la Familia: Current Programs and Future Projections. This report appears to have laid the conceptual groundwork for the subsequent institutional development grant, which is the topic of this mid-term evaluation, and set forth some fundamental ideas with respect to a proposed development strategy and a new organizational structure.

According to the former Executive Director, during the second trip by Fisk Associates, the institutional development proposal (commonly referred to as 0061 by INNFA) was put together by a small group, with the final version completed by herself and one other INNFA professional staff member. Notably, many of the ideas presented in the INNFA proposal were derived from the national evaluation results, and the introduction of the concept of institutional change by Fisk Associates.

According to the Fisk Report, at that time, INNFA had a full time staff of 690 persons, with about 100 of these drawn from other public sector institutions. The organization had 11 professional staff members and 20 support staff located at the Quito headquarters. The remaining 660 individuals (presumed to be volunteers primarily) were engaged in the provision of direct services in the child care centers and other service facilities.

A total of 52 "loosely linked" local volunteer chapters were located throughout Ecuador. According to the Fisk Report, about 75% of the regional delegations operated out of the child service facilities maintained by INNFA in the various localities. INNFA was involved in four major service arenas, namely Direct Service Provision, Special Needs Grants, Community

Action Programs and Training and Information Dissemination. At the time the Fisk Report was prepared, INNFA operated with an annual budget estimated at US \$2,500,000, with about 68% of its income generated from the oil "regalias" set-asides. The report noted that "there was little information available on the distribution of expenses among the various programs". Some estimates were prepared by INNFA staff for that report, but admittedly based on highly subjective estimates.

Based on the available historical data and interview information, INNFA was basically a national volunteer organization comprised of loosely related local chapters that functioned with a high degree of autonomy. The national INNFA headquarters were viewed mostly as a source of financial support, rather than a source of national direction and leadership. Institutionally, INNFA lacked even a basic management and administrative infrastructure such as program planning, institutional priorities, budgeting and financial controls, and service quality controls.

The AID OPG with INNFA was formally signed on July 12, 1985 with a completion date of December 31, 1989, or about a 42 month period. Subsequently, INNFA signed a contract for the external technical assistance with Fisk Associates International, Inc. on August 1, 1985 in the amount of \$US 949,179 or approximately 67% of the total grant of \$US 1,414,00.

Following the signing of the AID grant, INNFA publicly announced a major re-direction of the organization in September 1985 and a focused emphasis on the transformation of INNFA into a national development institution.

As such, the impetus for the present institutional development project can be traced back to 1984 when INNFA carried out a

national evaluation of its programs. This evaluation, combined with external technical assistance, stimulated INNFA to critically look at its organization, structure, and philosophical assumptions as a prelude to undertaking a major re-definition and renewal effort.

IV. OPERATIONAL CHARACTERISTICS

As part of this mid-term evaluation, Development Associates collected information through focused interviews with key staff and document reviews to identify the main operational characteristics of INNFA at this point in the project period. This included information on how INNFA is structured and managed, the types of services being provided (directly and indirectly), and the types of administrative infrastructure in place including management, finance, planning, research, documentation and volunteerism. The evaluation was not intended to provide a full and exhaustive operational picture of INNFA. Such an undertaking would be well beyond the scope of work and the financial resources available to the contractor. Rather, it was intended to identify those key and critical institutional changes that have occurred within INNFA since July 1985 and that can be generally attributed to the AID grant and the external technical assistance rendered by Fisk Associates International.

Importantly, the mid-term evaluation employed the Logical Framework Matrix as one principal reference point, recognizing that over time the direction taken by INNFA in its institutional development trajectory was substantially modified and refined. Also in conducting the mid-term evaluation, Development Associates took into account AID's institutional development principles and policies.

Organizational Structure

According to staff members interviewed, INNFA does not presently have a formal organizational structure, with several of the key functional areas still in a stage of "flux". One reason cited for this structural metamorphosis is the process of transformation that INNFA is carrying out. Consequently, according to some senior staff members, some of the key

management and technical roles are still being defined.

Basically, there are a number of distinct organizational units that are apparent from the manner in which the mid-term evaluation interviews were scheduled. The organization is headed by the President of INNFA, who is responsible for the overall operation of the organization. Below is the Executive Director of INNFA who in practice appears to be responsible for the day-to-day administration of the organization, and provides leadership in structuring and organizing INNFA's institutional development and service delivery activities. In addition, there are two Deputy Directors, one who is designated informally as primarily responsible for the technical aspects of the organization. The record is in charge of the financial/administrative functions.

As a result of the institutional development and organizational transformation effort, several support departments have been installed including the departments for Planning, Research, Communications, Contracting, Architecture, Finance and Operations. Those departments are intended to provide administrative and managerial support to the technical groups on INNFA as a national development institution.

It appears that the "Lineas de Acción" are the central thrust in achieving the transformation of INNFA in terms of its external influence on Ecuadorian public and private sector agencies engaged in some facet of serving children at risk. Within the "Lineas de Acción" there are four principal units, namely:

- 1: Improvement in the Quality of Services for Infants
2. Institutional Mobilization
3. Children's Defense

4. Community Mobilization and Promotion of Volunteerism

There is a separate component commonly referred to as Direct Services that handles those projects that are still directly funded and supported by INNFA, and that are separate from those projects that are part of the institutional mobilization component. This component is in essence straddling the old INNFA system of direct services, and the evolving INNFA that is undergoing a process of transformation. A separate unit, known as CRINNFA, manages the projects related to quality improvement of infants services.

In addition, INNFA recently established a regional office in Guayaquil that is headed by the former Executive Director. On October 2, 1987 the Guayaquil regional office was officially opened with a public ceremony in which by numerous governmental officials attended. At the time of the mid-term evaluation, the head of the Guayaquil office reported directly to the President of INNFA on a sort of "extra statutory" basis. This interim arrangement is under review, and some modifications are planned.

Management

As noted earlier, at the time of the mid-term evaluation, INNFA did not have a formal organizational plan. This organizational "flux" was particularly apparent in reviewing the functions of the Technical Deputy Director for INNFA. The present Deputy Director, who has been with INNFA for about 15 months, was formerly the Director of Research and also head of the Contracting Officer for about a month. Later, when Marcia Gilbert de Babra resigned as Director, this individual was shifted and moved up to the Deputy Director level.

According to the Deputy Director, his role is still being defined. Although in the formal document, that position is defined as an "Executive Deputy Director", he has in practice been functioning primarily in the technical arena, concentrating on items such as coordinating the commission on the statutes, and providing support in areas such as planning and evaluation. He is not, however, in charge of the "Lineas de Acción" which in essence represent the substance of INNFA's new institutional niche in Ecuador. According to the Technical Deputy Director, his role is being considered at this time and is scheduled to be discussed by the Development Commission (an internal task force that provides INNFA with guidance and advice on institutional development matters).

This situation suggests that INNFA's internal structure should be further defined soon to promote effective coordination of efforts and management of its professional and technical resources. Although this situation does not appear to have substantially impeded the institutional development trajectory, the continued absence of a well defined structure could be problematic.

Planning Department

The Planning Department within INNFA was created around 1985, shortly after the signing of the agreement with AID, to monitor the process of institutional change within the organization. Initially, this department worked closely with the Executive Director in setting up the planning meetings for the reorganization of INNFA. According to the head of that department, they now work through the Development Committee, primarily via weekly meetings. The department has also provided planning support in the decentralization of INNFA, and more specifically, in establishing the regional office in Guayaquil.

As part of its documentation role, the Planning Department maintains chronological records, mostly archival in form, on the process of institutional change in INNFA. This includes a compilation of minutes, personal notes, ideas that surfaced during planning sessions, and similar documentation.

It appears that the documentation role was absorbed by the Planning Department due to a series of personnel problems within the Research Department, which was formally charged with the responsibility of conducting the internal documentation. Apparently, according to several INNFA members, the Research Department has undergone at least two major changes in its management and personnel, thus impeding the full documentation of the internal change process.

According to the head of the department, one of the major contributions made by the AID agreement (and the external technical assistance team) has been the introduction of strategic planning techniques, and participatory decision-making. As a result, INNFA now operates on the basis of planned activities, for example the Lineas de Acción.

The head of the department has been with INNFA for several years, and was one of the original staff members when Sra. Marcia Gilbert de Babra took over as Executive Director in 1984. He also appears to play a major role in the management of the Economic Support Funds (ESF) agreement with USAID that is funded at US\$1.1 million. According to the Planning Department head, under the ESF agreement there are two contracted studies, one study about to be contracted, and two more that are in the earlier stages of contracting.

The Planning Department also appears to take responsibility for the preparation of formal reports to AID (although none have been received since the inception of the agreement, but the first was being prepared in October 1987).

Institutional Mobilization

The Institutional Mobilization component which is one part of the "Lineas de Acción", is intended to strengthen the capacities of those institutions that are engaged in assisting and protecting young children and infants with the overall goal of increasing the total number of children served nationally in Ecuador. This component focuses its efforts on governmental institutions and third sector organizations (private non-profit institutions). According to the head of the Institutional Mobilization component, INNFA is dealing with approximately 20 different projects that serve an estimated population of 35,000 children.

One of the main activities called for in the AID agreement was the performance by INNFA of a national study of existing childrens' services, with a 100% coverage of programs in Ecuador. This study was to document the actual service infrastructure in the nation, as well as the range of resources available to serve the population. This "diagnostico inventario", according to the respondent is in process.

Another facet of the Logical Framework Matrix called for a study of all INNFA programs including their basic characteristics, methodologies, and an analysis of system alternatives in the supervision and delivery of services for children. Based on the interview, this goal has been changed and will deal only with counterparts of INNFA.

Similarly, the goal of serving a higher number of children (the log Frame indicates 12,000 and 100,000 children respectively) remains to be completed, but is a high institutional priority. At this time, it was reported that INNFA directly serves about 3000 children.

The component has prepared a computerized record of projects that serve children, the data bank includes information on the location of projects, their respective enrollment, and similar information. Through this component, about 30 to 35 projects receive some funds from INNFA coupled with technical assistance. One prime example cited is a project to provide open heart surgery for about 600 children. INNFA has provided S/. 3,000,000 into a total budget of S/80,000,000. This center will be the first in Ecuador for children with cardiac conditions. INNFA provided the Patronato Municipal San Jose with technical assistance in the design of the project, and in bringing different institutions together to collaborate in this undertaking. Based on INNFA's project design, funds were solicited from other organizations as a means of leveraging INNFA's initial donation.

According to the component manager, there is a marked difference in the manner in which INNFA is operating at this time. Historically, INNFA gave money to individual cases (families with children requiring special surgery, for example). Now, INNFA is taking a leadership role, according to the component manager, by bringing together local groups, assisting them with the project design, and using this design as a vehicle for securing funding. Some of the key donors have included the Banco Central and the Ministerio de Trabajo.

It was also observed by the component manager, that for the first time INNFA has a policy framework, something that did not

exist before. Now INNFA is involved more with public agencies in negotiating mutual interests, resolving ideological conflicts between service providers, and assisting in the design of new and innovative projects.

Some of the projects that are currently in operation (and mentioned in one of INNFA's information brochures) cover a range of populations including infants, day care services in private enterprises, children with learning disabilities, street children, pregnant teenagers, early childhood stimulation and children-at-risk.

Volunteerism

According to the head of volunteer component, that unit was created specifically as part of INNFA's institutional transformation process and is part of the "Lineas de Acción". Historically, the 51 chapters all deal directly with the INNFA national headquarters in Quito and the national President. This situation created numerous communication and coordination problems.

The unit was created to provide exclusive attention to the problems and needs of the local INNFA chapters and to develop a program to train and transform the role of the volunteers. According to the component manager, in 1985 there were about 200 volunteers nationwide. At this time, there are an estimated 500 volunteers.

A data bank has been installed with information on each chapter and their respective volunteers. Personal visits were made to each chapter by the component manager as well, with the intent of starting to "plant the idea" of transforming the role of the volunteers with more emphasis on local needs assessment and planning, financial self sufficiency, and project design.

Through the Banco Central, a sociologist, Dr. Guevara, was contracted by INNFA to assist in the transformation effort through a "comisión de servicios" arrangement. In addition, intensive support and assistance has been provided by Fisk Associates International who assisted in putting together the plan for the volunteers transformation component. According to the component manager, she estimated that all 500 volunteers have received some form of training from INNFA and the technical assistance contractor. A total of 30 trainers, trained by Fisk Associates, has been providing the instruction at each chapter. To date, two seminars have been conducted by each training team. The first dealing with data collection/needs assessment and the second on the role of volunteers (reflexión). The training has also emphasized the need for local fund raising to support community programs for children and families.

Based on the interview and observations at the Cotacachi chapter, the volunteer training appears to be moving well and the local chapter training being carried out in a systematic fashion.

Children's Defense

The Childrens' Defense component, part of the "Lineas de Acción", concentrates on the creation and development of defense structures of Ecuadorian children in existing organizations and institutions. One aim is to promote the social conditions necessary to protect the rights of children, and to promote a legal framework that will further support and provide protection for all children in the nation. The efforts of this component are carried out primarily through advocacy and activities with community institutions, and the promotion of cooperative efforts between INNFA and local institutions to carry out programs in

the area of childrens' defense. In addition, this component contracts with local organizations and provides financial and technical support in the implementation of new and innovative projects. Finally, considerably efforts have been invested in advocating for stronger national legislation to protect childrens rights in Ecuador.

Based on the information provided by the head of this component, it appears that the Childrens' Defense activities of INNFA represent one of the major shifts in the role being carried out by INNFA and its gradual transformation into a national development institution.

One key area is that of research and special studies. The initial OPG established a goal of 20 studies of existing programs for children. At this time, there are several of these studies in progress, and others in different stages of being designed.

In the legal area, there are four major studies reported by the head of the component. These include the following:

1. Legal Regimens (completed)
2. Community and Rights (scheduled for completion December 1987)
3. Tribunals for Minor Children (competitive proposals being reviewed)
4. Procurement of Minors (scheduled to start October 1987)

The results of these studies will be used nation-wide in open forums and seminars for universities, church groups, attorneys and legislators to increase public awareness of critical issues

in childrens' rights and alternative methods for further protecting this group of citizens.

In the field of advocacy and activism, this component is concentrating on the introduction of childrens' defense structures with institutions and local community groups. With respect to institutions, according to the head of the component, it was first thought that INNFA would directly carry out most of the studies. Later it was realized that it would probably be more effective to introduce "childrens' defense" topics within each institution according to its specialty, thus capitalizing on the institutional expertise of the respective organizations. In those instances where an institution does not have an adequate data base, INNFA provides funds for them to contract a study, subsequently using this same data to inform other public and private sector groups in the nation about the dimensions of the problems experienced by high risk groups such as abandoned children, infants, children with learning disabilities and similar populations.

To date, the Childrens' Defense component has carried out several projects and seminar that include CEPAN (rights of new born children), CIPTE (early stimulation project/pending formal signature) and FAN (abandoned children in Guayaquil). In addition, the component head cited two major institutional defense sub-projects. One for the prevention of sexual and physical abuse of children, which will be carried out by the Association for Prevention of Maltreatment. And the second, a project dealing with missing children, that will be carried out by the Red Cross. It appears that some ESF funds will be used for these projects.

In the area of communications and the creation of public awareness, the Children's Defense component is providing technical support to two key projects. One deal with childrens' rights in education and the promotion of creativity and

imagination. The second is The City of the Child which advocates the planning of cities, buildings and other physical structures with consideration given to the needs of children. The project is intended to increase awareness of children's needs in the planning of open spaces, recreational facilities, public transportation, and similar considerations. This project is being discussed with a number of architects.

Improvement of Service Quality for Infants

According to the head of this component, it was initially established as the "Centro de Recursos de INNFA", commonly referred to as CRINNFA. Although it still uses the earlier acronym, it no longer concentrates on the area of special education, but rather is one of the "Lineas de Acción" specifically focused on services for infants. It is one of the oldest lines of action in INNFA, and was engaged in conducting the national evaluation of INNFA and its affiliates in 1984 which eventually led to the present AID institutional development grant, and the transformation effort within INNFA.

One of the key activities reported by the component head is the project to improve the quality of services in various orphanages, physical rehabilitation centers, and special education project. This effort was carried out approximately between January 1986 and February 1987, utilizing the High Scope methodology to improve day care services and other service centers. Both qualitative and quantitative data have been gathered by the component to evaluate the changes in services quality. At the same time of the interview, a team was working on the computerization and statistical analyses of these data.

Basically, the function of CRINNFA (which according to the staff were defined prior to the AID institutional development grant) can be divided into three major areas:

1. Technical Assistance
2. Editorial
3. Documentation (Infants)

Under the technical assistance area, CRINNFA has completed a project to improve service quality in about 46 INNFA-operated projects. As noted earlier, the statistical data on this project is being compiled by CRINNFA. In addition, five agreements have been signed with various public institutions in Ecuador to provide day care services in private businesses. Related to this theme, there is a project in daily care in businesses, funded by AID, that is being implemented in three cities, namely Quito, Guayaquil and Cuenca. This project is receiving international technical assistance as well from the International Child Resource Institute based in Berkeley, California. One product of this project will be in the form of a resource guide for practitioners.

A fourth project cited under the technical assistance area is presently in preparation and will deal with the conduct of five national training seminars for staff involved in the care of infants. These training seminars will cover a range of topics including, for example, early stimulation, learning disabilities, administration of infant day care and similar topics.

Within the editorial area, CRINNFA has produced a series of booklets, DEBERES and information packets that describe different aspects of INNFA's services. This includes high-quality brochures on each of the "Lineas de Acción", and one on the Declaration of Childrens' Rights. More detailed booklets were printed on several topics such as PREMI, June: Month of the Child, INNFA's New Philosophy and Institutional

Mission, a National Mobilization for Children, the General Latin American Congress on the Maltreatment of Minors, and similar themes. Resource guides have also been printed for teachers and parents on language and emotional development of children. A number of other materials were also produced dealing with INNFA's institutional transformation and national development role.

Due to space limitations at the INNFA Quito headquarters, CRINNFA is housed in a separate facility that is quite distant from the headquarters. Historically, this physical facility was in fact the INNFA Resource Center. However, the CRINNFA staff indicated that they would like to be housed at the headquarters in order to facilitate communications and the coordination of efforts.

Direct Services

This component is in charge of control and follow-up of services provided by projects that are funded and/or managed directly by INNFA. According to the head of the Direct Services component, there are two major projects that are in action, and two more that are planned. The first is a family integration project (Integración Familiar) which deals with the placement of orphans, and is being carried out with assistance from the Holt Foundation. The second is a project for the integration of services in Conocoto whereby an effort will be made to integrate services for orphans, physical rehabilitation, and the center for children with special needs (emotional and neurological problems). According to staff, this project was initiated in the latter part of September 1987 with financing from the Banco Central.

These two projects are separate from INNFA's institutional mobilization efforts. As reported by staff, this component will handle four new projects plus the 53 institutions that are still under the management of INNFA that include orphanages, infant child care centers, physical rehabilitation centers, special education centers, homes for the elderly, and feeding programs. The component head noted that the Direct Services unit is essentially between the old and the "new" INNFA. They have not yet transferred these projects to local organizations (as indicated in the institutional development plan). Two reasons were cited for keeping these projects under the direct control of INNFA:

1. The need to improve the quality of project services prior to transferring to local institutions; and
2. INNFA is in a transition phase and has not formulated a specific policy for direct services.

As such there are no immediate plans to transfer these 57 projects, although it had been initially proposed. This decision is pending. There appear to have been a series of consultations with the President and Executive Director of INNFA on this matter.

Economic Support Funds

Under a separate agreement, USAID will be channeling \$/190,500,000 to INNFA through the Economic Support Funds (ESF) mechanism. The period covered by that agreement is October 17, 1986 through September 30, 1988. With these funds, INNFA will provide organizations with technical assistance, training and evaluation services. In addition, the ESF is intended to develop a system of inter-institutional linkages between private

child care organization to maximize investments for the improvement of child care services. Finally, the funds are to be used to conduct studies that will result in policy recommendations on the the relationship between private and public child care organizations. Local currency will be provided by AID to finance these services.

To date, INNFA has complied with most of the agreement's covenants. It established a separate sucre bank account at the Banco la Previsora, account number N33107168-2. In October 1986, INNFA provided a Certified cash Needs Report.

According to the Planning Department of INNFA, the following amounts have been disbursed up the date of this mid-term evaluation report.

Type	Project	Amount
Study	CIESE	4,000,000.00
Study	CIDES	1,147,200.95
Action	Volunteer Transformation	11,625.109.10
Action	Cultural Center Guasmo	313,000.00
Study	Regional Studies/Guayaquil	1,788,655.00
Action	Neighborhood Association/Ecuador	686,000.00
	TOTAL	S/. 19,559,965,05

A second Certified Cash Needs Report was in process in early October 1987, but had not been received by USAID as of this evaluation report. INNFA has not complied with the formal financial and progress reporting requirements of the agreement. To date, the required quarterly reports on the utilization of funds have not been submitted. Likewise, the six months report on the implementation progress is still overdue. The USAID

General Development Office sent two letter reminding INNFA about the progress reports, with the first report being due on June 30, 1987.

Hopefully, with the streamlining of the INNFA accounting system the financial reports will be begin to be submitted on a timely basis. Similarly, the person in charge of official reports within INNFA (who is an assistant to the Director of Planning appears to be working on bringing all of the reporting up-to-date.

Major Support Units

As part of the mid-term evaluation, focused interviews were conducted with the heads of the major support and administrative units of INNFA including the departments of Research, Communications, Finance and Architecture. Each of these units appears to have been created after the AID agreement was signed, and are part of the institutional transformation process.

Research

The Research Component is primarily responsible for the documentation of the process of institutional change within INNFA. According to interviews with several staff members, this documentation process has been significantly delayed by several personnel and inter-personal problems within that unit over the past several years. The Research Component is now headed by a new individual and is in the process of renewing the documentation effort.

Of all the various components, the documentation appears to be farther behind. The technical assistance contractor is currently working on the design of a training module for the documentation, and a consultant is presently working with the Research Department on this activity.

In addition to some of the personnel problems that have plagued the Research Department, there are also methodological difficulties attendant to this type of undertaking. Several persons interviewed were of the opinion that the documentation system would probably be fully installed in another 18 months or so, given the lack of precedent for such an approach and the scarcity of literature on the topic.

Communications

The Communications Department was established to handle the public relations/image aspects of INNFA's institutional transformation. It is responsible for a number of key areas including increasing public understanding about the role of INNFA and sensitizing the public on childrens rights and issues through various media including radio, television and newspapers. It is also responsible for the production of documentary videos and other institutional information.

Finance

The Finance Department is intended to strengthen INNFA's capacities in budgeting, accounting and financial management through the adoption of modern accounting and financial control practices. To date, the department has worked on the introduction of indirect cost principles (with assistance from Fisk Associates), and the development of a system for the financial management of INNFA's various subcontracts. Work is also in progress on the computerization of the INNFA accounting system.

The computerization of the INNFA accounting system appears to have been substantially delayed. However, the manual system being used appears to be serving most of the necessary

purposes. One problem has been the delay in purchasing the actual computers for the system. In addition, the technical assistance team indicated that the planning and budgeting processes have been substantially integrated, and all of the INNFA units know how to use the system.

According to the Deputy Director for Administration and Finance, the volume of work handled by the department has dramatically grown since 1985, resulting in many problems in terms of the system's capacity to absorb the new work demands. He added, that the accounting/financial system (manual) is functioning at about 70% capacity at this time, and that an internal evaluation needs to be done in order to improve efficiency.

The INNFA personnel system is also in the process of being finalized, and is being handled by the Administration and Finance Department.

Notably, the department head observed that for about 25 years INNFA had operated without a formal budget. The first budget was prepared in 1985. Later, INNFA was the first institution of its kind in Ecuador to have an overall program program budget.

The question of billing project charges to AID was posed by the evaluator, since only one voucher has been submitted to AID during the two years grant period (not counting the monthly vouchers for the Fisk Associates technical assistance work). According to the Deputy Director, there have been delays in the submission of vouchers due to problems within AID (audit difficulties) which resulted in a period where no reimbursement were being made. NOW INNFA plans to submit its vouchers on a regular basis.

In terms of the institutional transformation process, the Deputy Director noted that have been some conflicts between the

accounting/fiscal operations of the system. Basically, according to the Deputy Director, the institution made a "360 degree" turn, often creating tension between the old system and the new. Likewise, the sheer volume of work generated, and the expectations of technical staff, placed enormous demands on the financial and accounting system. Some of these problems continued, he indicated. Some should be resolved with the systematization of INNFA.

Architecture

The Architectural Department is formally responsible for evaluating the general physical and spatial infrastructure of INNFA's facilities, the design of new physical facilities and the remodeling of existing ones. It played a major role in the remodeling of the current INNFA headquarters in Quito. This department is also responsible for the formulation of technical and structural specifications in the planning of new INNFA physical projects.

Overall, INNFA has installed the basic elements of new and fairly modern financial and administrative systems that are essential for the successful transformation of the organization into a national development institution. There appear to have been some delays, primarily due to changes in personnel, in the implementation of the new contracting system. Similarly, the total computerization of the accounting system is still in process. There also appears to be minor, but apparent tension between the programmatic and financial/contracting functions and components within INNFA.

V. TECHNICAL ASSISTANCE SERVICES

As a major institutional development effort, the external technical assistance services provided by Fisk Associates International, Inc. to INNFA represent a significant facet of the overall AID-funded project. In reviewing the antecedents to the AID institutional development grant, it is evident that Fisk Associates played a role in helping INNFA critically evaluate its functions, philosophical assumptions and service delivery structure. Likewise, Fisk Associates was instrumental in assisting INNFA's leadership in preparing the proposal for the institutional development grant to AID, and subsequently in applying strategic planning techniques. As a result, it appears that through these series of interventions and consultations, Fisk Associates played a key role in a launching of INNFA on a institutional transformation trajectory.

During the past two years, Fisk Associates has provided INNFA with a range of external training and technical assistance services, primarily focused on facilitating the institutional transformation process, and strengthening INNFA's management and administrative infrastructure.

The formal contract between INNFA and Fisk Associates International, for the external technical assistance services that are part of the AID funded project 0061, was dated August 1, 1985, about one month after the agreement between AID and INNFA was formally executed. In general, the terms of the Fisk Technical Assistance Contract call for assistance in the areas for planning, administration, implementation, evaluation, and documentation. In addition, the areas of policy development, program development and services for children and families at

risk are included in the language of the contract. Moreover, Fisk Associates is to assist in the creation of an infrastructure within INNFA, e.g. logistical, financial and managerial.

Five key areas of assistance were stipulated in the original contract terms, namely:

1. Strengthen INNFA's Organizational & Administrative Capacities
2. Defense of Ecuadorian Children
3. Community Mobilization
4. Institutional Mobilization
5. Programmatic Development

In some areas, the scope of work for the technical assistance paralleled that of INNFA's institutional development framework as contained in the OPG and Logical Framework Matrix.

Within the context of the project, and the requirements of the mid-term evaluation, Development Associates has adopted a fairly straight forward approach that takes into account the present status of INNFA in relation to its formal and informal institutional transformation goals, and the overall role (and process) that Fisk Associates has played during the past two years in relation to that. Based on interview data with both INNFA and Fisk Associates, and the information contained in various reports and documents, and effort was made to make some judgements or estimates about the probable effect that the external technical assistance has had on INNFA's performance.

Appendix II is a written summary of the major products developed by Fisk Associates, that was submitted by the firm at the request of the evaluator. This summary is informative in several ways. First, it sequentially identifies the major products and also provides a general picture of the chronological relationship of technical assistance topics over time, e.g. computer accounting systems, contracting systems, volunteer training, and so forth. Themes that correspond to the development of institutional capacities in INNFA and its transformation.

The initial phase, or roughly the first year, appears to have been devoted primarily to assisting INNFA with the strategic planning process, the preparation of documents describing the "new" INNFA and the preparation of various administrative documents dealings with work planning and reports. Based on interviews with INNFA staff, it was during this period that the organization was engaged in an intensive process of strategic planning. It was also during this period where the role and involvement of the technical assistance contractor appeared to be most direct and visible. Although, it is indicated that as a general rule "non-directive" methods were employed by the technical assistance contractor to facilitate INNFA's planning of its transformation. Still INNFA staff generally perceived the role of David Fisk as important during this stage of the project and valuable in helping them conceptualize how the transformation should be envisioned, structured and carried out.

The interviews with INNFA staff with respect to the initial phases of the project, and the attendant technical assistance, indicated a high degree of consensus regarding the quality and value of the assistance provided by David Fisk, head of the technical assistance team. As noted in a previous section of

this report, Fisk Associates had in fact been involved with INNFA prior to the AID institutional development grant, and thus appears to have been perceived as a valuable resource in translating the 1984 national evaluation into a concrete institutional development project.

Subsequently, during the period of October-December 1986 the technical assistance shifted to more concrete administrative and management themes including, for example, the translation of a computerized accounting software package, various short-term consultant reports, and the development of a contract administratin system for INNFA. In addition, the technical assistance and related products covered a broad range of administrative and programmatic topics such as (a) a proposed system for the coordination of training and the devlopment of programmatic and administrative systems, (b) a plan for the volunteer transformation project, (c) a document entitled Young Children: The Basic Development Resource and (d) two proposals, one for technical assistance from the Holt International Children's services and secondly, for the participation of INNFA at a seminar on third sector institutions in Colombia.

Based on the information provided to Development Associates, during the later period of January-March 1987 a series of materials were prepared and submitted to INNFA specifically in the area of contracting including the ACD system, review and processing of proposals, a guide for the design of projects, and an evaluation report on some of the technical assistance. Also during this period, the team worked with the INNFA Development Committee and in the preparation of strategic planning exercises for use in the volunteer transformation project. A draft was also prepared by Fisk Associates on the reimbursement of travel costs by AID, and another draft document on the planning and management of training-related travel by staff and consultants. Several key planning tools, commonly referred to as MAPA, and

CUANTO were proposed by Fisk, and a version of the MAPA system (use of "Products").

During the period of April-June 1987, the technical assistance products focused on the Logical Framework Matrix, a technical report on volunteerism trends in social development projects, and a plan for the establishment of a regional office in Guayaquil. Other products dealt with contracting administrative systems, and travel planning and management.

The last period, July-September 1987, resulted in several products dealing with reports on the dimensions of volunteers work, and the relevancy of the "problemitization" phase (presumably of the training). A conceptual document on the decentralization of INNFA for selection of research studies, possible collaboration between INNFA and FONAPRE, and matters related to the ACD system.

Obviously, the formal products are but one part of the larger technical assistance picture. However, a brief review of the main products is helpful in looking at the dominant themes that have characterized different project periods during the past two years. A review of a sample of these documents revealed that they are generally of high to very high quality in terms of content, clarity and readability. Ample use is made of graphics and visual tools to explain complex procedures, and help in explaining distinct steps and procedures, e.g. contracting and administrative systems.

According to interviews with the Director of the technical assistance team, Fisk Associates has employed a highly participatory process of consultation, training and technical assistance interventions with INNFA. Thus, it is difficult to pinpoint with any precision those specific moments or interventions where particular gains by INNFA can be associated

with the technical assistance contract. From interviews with the INNFA staff it appears that the level and intensity of involvement by the technical assistance team (engagement phase) in assisting INNFA has purposefully and gradually been diminishing over time, with less direct (disengaged) methods used to guide and assist INNFA through its institutional change process.

It is also evident, based on interviews with INNFA and Fisk Associates, that the technical assistance team has been quite conscious about the character of their consultant role, the need to nurture self sufficiency and independence within INNFA, and the practical problems that any institution attempting a massive re-definition is bound to encounter. Accordingly, it appears that the technical assistance team has used sound professional judgment in gauging the type and intensity of external interventions that are most appropriate for INNFA, at different points in time, and under situational contexts.

Based on the various administrative, technical and managerial changes that can be observed in INNFA (in comparison to its former status), it can be reasonably inferred that, in general, the external technical assistance has been effective in achieving the intent of that specific contract, and in helping INNFA gradually achieve its own institutional transformation objectives. While not all of the systems have been fully installed by INNFA, e.g. contracting systems, this situation appears to be primarily related to situational factors that are beyond the control of the technical assistance team. The technical assistance team has been patient and accommodating in terms of doing what is necessary to ensure that these systems are in fact fully installed at some point, and dealing with personnel changes and some sources of "resistance" in the project.

There are indications that INNFA and Fisk Associates are reviewing certain aspects of the technical assistance contract. According to the sixth progress report submitted by Fisk Associates to INNFA, there have been discussions about several matters including the total cost of the technical assistance services, the question of authorship of technical products prepared by the contractor, and also the question of giving the technical assistance provider public credit for contributions made to INNFA publications, events, and internal systems.

Probably the singular deficiency noted by some INNFA staff members was a sense of not fully understanding sometimes exactly what the Fisk Associates team was doing, and how those decisions (in terms of TA priorities) had been made. There was also the perception in some sections, that the individual components did not have adequate input into the training and technical assistance priorities as they related to their respective projects, studies and activities.

VI. INSTITUTIONAL TRANSFORMATION

The primary reference point for the review of INNFA's institutional transformation was the Logical Framework Matrix that was part of the initial agreement with USAID. In addition, other indicators of institutional transformation were examined including specific administrative and management infrastructures in INNFA, and the degree to which the institutional change process was also evident in one of the local chapters visited (Cotacachi) and the recently established regional office in Guayaquil.

The current INNFA Executive Director, Luis Alfredo Cevallos, has been directing the organization since December 1986, when the former Executive Director, Marcia Gilbert de Babra resigned. Prior to that, Mr. Cevallos was the Deputy Director of INNFA, in total, he has been with the organization for about two years.

According to Mr. Cevallos, the transition in the directorship of INNFA was well planned and relatively smooth. The transition had in fact been planned for about eight months. In his former capacity as Deputy Director, he handled many of the administrative and managerial matters of INNFA in the absence of the Director.

While the former Director initiated to a large extent the institutional transformation process, Mr. Cevallos perceived his role as giving "form and body" to this transformation, and putting the ideas contained in the AID agreement into actual practice.

According to the Executive Director, the structure within INNFA is in essence evolving from practice. Basically, at this time

there are two Deputy Directorships; one for the technical functions and the second for finance and administration. The functions of the Technical Deputy Director are evolving and in the process of being more formally defined. Thus, the Deputy Director are evolving and in the process of being more formally defined. Thus, the Deputy Director functions are not fully operational as of this report.

The Executive Director cited several important changes within INNFA that can be attributed to the institutional transformation efforts, and the AID funded project. These key changes can be summarized as follows:

1. The public perception of INNFA has changed from that of a paternalistic organization to a development institution that is able to mobilize other institutions that work with children.
2. INNFA has also established creditibility with major international donor agencies such as USAID and UNICEFF, and domestic private sector agencies such as Banco Central. An an example, Banco Central is donating S/.150,000,00 annual for children's services, with these funds administered by INNFA.
3. The proposal creation of the Fund for the Development of Infants (Fondo del Desarrollo para la Infancia) is a milestone. INNFA based this strategy on observations made at the Fundacion de Educacion Superior (FES), a national development foundation in Cali. If approved, the fund will provide INNFA with seed money for matching contributions, support of permanent projects and financing of pilot projects. This has been proposed to the Congress and was supported by the opposing parties as well. The legislation has gone

through the second debate and is scheduled for approval in October 1987. Annual funding will be in the range of 2.5 million sucres.

4. Operationally INNFA is quite different now. Up to 1984, the organization put 100% of its funds into direct services. Now it is about 50% for direct services, and 50% to finance development projects.
5. The new contracting system being installed by INNFA has re-oriented project management practices.
6. INNFA is consulted nationally in the field of legal reform for the protection of children's rights. The organization has taken a leadership role in the defense of children.
7. Through the Economic Support Funds (ESF) provided by AID we are stimulating new projects in the third sector. As a by-product, the self-esteem of children's projects has also been enhanced by shifting from simply being recipients of public funds, to that of providing services based on modern planning systems.
8. INNFA's work in improving the quality of services for infants has been significant, representing the first time in this nation that such an undertaking has been carried out. The organization is working with 54 separate centers, and compiling an extensive data bank on the process and results.
9. INNFA's work in improving the quality of services for infants has been significant, representing the first time in this nation that such an undertaking has been carried out. The organization is working with 54 90

was part of the original agreement. However, because of a number of difficulties cited by INNFA, that up-date was not prepared. Consequently, Development Associates had to rely on available data gathered through the course of the interviews, reports and various documents to approximate or estimate the relative status of each item. This information is found in Table I. In addition, in a number of Log Frame items, the goals were difficult to understand, and consequently were unverifiable. There may be few instances where the estimated status may be at variance with what the organization perceives as the actual status. These variations are due to the absence of direct Log Frame data from INNFA. Appendix III contains a revised version of the Log Frame prepared by INNFA as part of its first progress report (October 1987).

In general, it appears that INNFA has made reasonable progress in completing or initiating most of the principal targets contained in the Logical Framework. Substantial progress is evident in the areas of institutional development, promotion of children and families, community and volunteer mobilization and institutional mobilizations. Likewise, much work has been done in the area of improving the quality of services for children.

While it is problematic to assign a quantitative value to the progress made by INNFA, the interviews suggest that the senior staff have an honest and realistic understanding of how far they have come in the past two years, as well as the volume of work that still remains to be completed. This is important in ensuring that INNFA takes a realistic approach over the next two years in setting its institutional transformation priorities, and working towards those goals. Most staff indicated that less than 50% of the Log Frame goals had been achieved, but they could be completed in the next 2 years.

The process of transforming an institution such as INNFA is obviously an undertaking of major proportions. Many factors mediate this change process. Factors that are frequently beyond the control of INNFA. Contextually, the process of change in INNFA has had to deal with many problems and difficulties that are typical in this endeavor, e.g., bureaucratic resistance to change, personnel turnover, and similar considerations.

Appendix III summarizes the status of the key Logical Framework items, based on information provided by INNFA and other data gathered during the course of the mid-term evaluation.

Institutional Development

In terms of institutional development INNFA has made reasonable progress in designing, and installing key systems and procedures. The INNFA staff are in the process of revising the organization's by-laws, particularly as they relate to the decentralization of INNFA and the creation of the regional office in Guayaquil. The strategic planning techniques introduced and facilitated by Fisk Associates has been well received, and applied diligently through many long working sessions. Various manuals for administration, travel expenses, billing, contracting and indirect cost/overhead calculations have been prepared and are in different stages of utilization. Five new technical divisions and central administrative functions were installed as well, and appear to be operating well. The new headquarters offices are in place also. Over the past two years, INNFA has made important gains in working collaboratively with public and private sector organizations, stimulating new and innovative services for children, and gradually shifting from direct services to a development role.

One key achievement has been the definition of INNFA's "niche" as a second level national child and family organization. This perspective appears to be well integrated across the organization, and is a common theme in much of the planning and activities of the organization.

Progress is being made in establishing critical internal support systems that are essential to the new role of INNFA including the computerized accounting system, contracting systems and procedures, and the strategic planning procedures.

Considerably work remains to be done in the area of institutional development, and many challenges face INNFA during the next two years. For example, the decentralization process and the creation of the regional office in Guayaquil will represent a major investment of time, energy and funds for INNFA. In some respects, it will mean that and/or replicated in Guayaquil. Likewise, while critical systems, such as the contracting procedures have been developed by Fisk Associates, the full installation and use of these procedures needs further work. Similarly, the rules and regulations governing the operation of the chapters, and in particular the new regional office, still are being formulated. A key question with respect to the regional office appears to be the organizational relationship between the regional office, INNFA's Executive Director and the President of INNFA. It is explained that this question is in the process of being resolved.

It will be important that the external technical assistance assign a high priority to the institutional development work that remains. While in the past two years much of the effort by Fisk Associates has in fact been one of the design of the various administrative, financial and management systems, continued attention to this area will be needed.

Promotion and Protection of the Child and Family

A total of 20 studies covering various topics related to children with potential risks are planned. To date, two studies have been implemented dealing with public policy for children legal administration.

Community Mobilization and Promotion of Volunteerism

The new documentation system called for in the Log Frame is being carried out by CRINNFA and the INNFA Research Department. Another key target dealt with reaching 10,000 children over a four year period through expanded program services at the chapter level. According to staff, this process has not yet begun and is scheduled to begin around November 1987 (the volunteer training is in process at this time). An increase in fund raising by volunteers, another Log Frame goal, has not begun yet, and according to staff, about half of the local chapters will start fund raising efforts by December 1987.

A total of 48 new INNFA chapters was established as a Log Frame goal. To date, INNFA has received about 48 proposals for the creation of new chapters, and is reviewing them at this time. The goal of having 1000 volunteers from different social levels is progressing. About 500 volunteers are presently part of INNFA (from an original base of 200).

The volunteer transformation project appears to be progressing very well. A series of training-of-trainers workshop has been conducted by Fisk Associates. The trainers, in turn, are in the process of conducting workshops for all the INNFA chapters and volunteers. According to INNFA staff, most if not all of the 500 volunteers have participated in some facet of this training.

Planning Department

Although the new contracting system is one of the key elements of the institutional transformation, and certainly pivotal in having INNFA function as a national development institution, much work remains to be done in terms of fully operationalizing this system. The technical assistance team has worked on the preparation of the ACD contracting procedures. It is estimated that about 50% of the new system has been implemented.

Institutional Mobilization

As described in a previous section of this report, the Institutional Mobilization component is carrying out various projects. One of the Log Frame goals called for the restructuring of 100% of INNFA's programs. This has been changed now that the re-definition of INNFA is aiming at transferring many of its projects to local institutions and agencies. Similarly the goal of studying 100% of the INNFA programs has been shifted, and will deal only those programs operated collaboratively with counterparts.

The goal of reaching 12,000 children remains to be completed. It is estimated that INNFA presently serves about 3,000 children. According to staff, another 35,000 are reached indirectly by projects that are affiliated with INNFA, but not operated directly.

One of the principal goals and themes of the institutional development grant is to eventually serve one million children. While the organization is working towards this goal, the progress to date suggests that the actual number is likely to be significantly lower (depending on the criterion that is used to define services).

A "diagnostic" inventario" is in progress that relates to the Log Frame goal of studying 100% of existing services at the national level.

A total of 20 innovative projects, co-sponsored by INNFA, were reported to be in progress. A listing of these projects was supposed to be provided to the evaluator, but was not available by the time the report was finalized.

Improvement of Service Quality for Children

This facet of the Log Frame goals is largely being carried out by CRINNA, one of the organization's operational units. One major facet is the development of a documentation methodology. At this time CRINNA indicates that the system of documentation has been completed, with a focus on infants. The plan is to eventually computerize the materials and link with other resources and groups that share similar data. The manual system for this information management is complete.

As noted in a previous section, CRINNFA is involved in several projects dealing with day care services in the private sector (five agreements at this time), as well as a national training project. In addition, a project of daily care in private businesses is being implemented with AID funding in Quito, Guayaquil and Cuenca. The division has also produced a whole range of publications such as brochures, booklets and guides for teachers and parents.

Documentation and Evaluation

The documentation of INNFA's change process has been deficient, primarily due to some chronic personnel difficulties within the Research Department, which is technically responsible for this task:

The Research Department is under new leadership and appears to be moving towards the implementation of a systematic methodology for the documentation of the change process.

The matter of a final project evaluation appears to have changed, with a mid-term evaluation conducted instead.

Overall, INNFA has made significant progress towards its institutional development goals, and most of the Log Frame outputs. The organization appears to have integrated the spirit of institutional transformation across its different units, and local chapters. Most of the planning and implementation is focused on specific elements of institutional change, although some remnants of the "old" INNFA, such as the Direct Services component, continue to function. The process of transferring INNFA's current projects to local institutions will evidently take time, and the identification of special windows of opportunity.

In terms of the AID grant, it appears that the project is moving towards the final target of the financial assistance. Similarly, the external technical assistance that was contracted by INNFA with Fisk Associates has been quite instrumental in stimulating organizational changes, introducing innovative practices, and providing INNFA with the necessary back-stopping in form of training and technical assistance.

Although not directly part of the AID-funded project, INNFA has been designated as a recipient of government funds through the Proyecto de Ley, which is scheduled to begin disbursement in about one year. If carried out as planned, the Proyecto de Ley funds will significantly increase INNFA's financial resources. It appears that these funds give INNFA financial resources. It appears that these funds give INNFA wide latitude in selecting

how to utilize the funds within certain prescribed parameters.

There are some issues in the immediate horizon that may have a bearing on the type of transformation trajectory that INNFA can maintain. Foremost, is the fact that there will be a change in Government within 10 months or so, and consequently also a change in the Presidency of INNFA. Thus, within the present OPG time frame, the AID funded project would overlap with the new administration for a little over one year.

Moreover, it was commonly agreed by senior INNFA staff that the institutional changes achieved by INNFA to date could not have been completed (or at least not up to this level) without the external technical assistance support. Thus an important question is whether (or to what extent) INNFA can maintain and continue with its institutional development and new role without the external technical assistance, once the OPG is completed in about two years.

In sum, the institutional transformation by INNFA has gained satisfactory trajectory as evidenced by the internal re-organization and the gradual installation of new administrative, financial, contracting and programmatic systems. Much remains to be done in terms of the external manifestations of the transformation, i.e., the transfer of projects to local institutions, legal reform and advocacy, and the stimulation of new and innovative projects for children and families. The needs are extensive, and the resources limited. But importantly INNFA has taken a unique leadership role that holds much promise for the nation and its most valuable resource--its children.

VII. RECOMMENDATIONS

In general, INNFA has made reasonable progress in carrying out its institutional development and transformation objectives during the past two years. Based on the observations made during the mid-term evaluation, Development Associates has formulated a number of key recommendations for consideration by USAID and INNFA.

Recommendation 1: THE LOGICAL FRAMEWORK MATRIX SHOULD BE AMENDED TO REFLECT THE INSTITUTIONAL TRANSFORMATION GOALS THAT INNFA IS NOW PURSUING AND THAT ARE NOT SPECIFICALLY STIPULATED IN THE ORIGINAL AGREEMENT. MOREOVER, INNFA SHOULD PREPARE A REVISED LOGICAL FRAMEWORK MATRIX THAT DELETES THOSE ITEMS THAT NO LONGER APPLY, AS WELL AS THOSE THAT ARE VAGUE AND DIFFICULT TO VERIFY. THE AMENDED LOGICAL FRAMEWORK MATRIX SHOULD PROBABLY ADD A SEPARATE SECTION DEALING SPECIFICALLY WITH "INSTITUTIONAL TRANSFORMATION" AND THE SPECIFIC GOALS THAT ARE PART OF THAT.

Rationale: Essentially, the institutional development path followed by INNFA changed dramatically after the AID agreement had been signed in July 1985. Consequently, many of the efforts, priorities and results that are being targeted by INNFA do not really match the initial Log Frame. As a consequence, it is difficult for AID to precisely track the

progress of the project. Similarly, it is difficult for INNFA to accurately report its progress based on an out-dated Log Frame. Table I indicates several sections where the stated goals and outputs are vague. These should be either eliminated or restated.

Recommendation 2: INNFA'S INTERNAL DOCUMENTATION SYSTEM NEEDS TO BE GIVEN A HIGH PRIORITY DURING THE FORTHCOMING YEAR IN ORDER TO ACCURATELY CAPTURE THE INSTITUTIONAL CHANGE PROCESS. THIS DOCUMENTATION IS IMPORTANT IN TERMS OF FUTURE REPLICATIONS IN OTHER COUNTRIES AND SETTINGS. THE TECHNICAL ASSISTANCE TEAM SHOULD CONTINUE TO GIVE THIS AREA A HIGH PRIORITY AND ENSURE THAT A PRACTICAL METHODOLOGY IS DEVELOPED AND APPLIED.

Rationale: The INNFA Research Department, which is responsible for the documentation, has experienced chronic personnel problems, resulting in at least two turnovers of the entire (or most) department staff. A new director is now in place and moving adequately to implement the documentation process. Given that the project is now at its mid-point, it is crucial that the documentation process be fully installed as soon as possible.

Recommendation 3: THE PROCESS CONTENT AND SEQUENCE OF THE EXTERNAL TECHNICAL ASSISTANCE AND TRAINING SHOULD BE ADEQUATELY DOCUMENTED IN SOME DETAIL IN ADDITION TO THE GENERAL INFORMATION CONTAINED IN THE QUARTERLY PROGRESS REPORTS.

Rationale: Fisk Associates International has been submitting quarterly progress reports to INNFA and AID on a regular basis. However, in order to subsequently relate the institutional transformation of INNFA with the external technical assistance, a more detailed record is needed.

Recommendation 4: INNFA SHOULD EXPEDITE THE DEFINITION OF ITS INTERNAL ORGANIZATIONAL STRUCTURE TO PROMOTE EFFICIENT COORDINATION, DIVISION OF LABOR, ACCOUNTABILITY AND COMMUNICATIONS. IT IS UNDERSTOOD THAT THE FORMAL STRUCTURE HAS BEEN EVOLVING, HOWEVER, A MORE FORMAL AND WELL DEFINED STRUCTURE IS IMPORTANT AT THIS PHASE OF THE PROJECT.

Rationale: At this time, INNFA does not have a formal organizational structure that delineates the relationship (functional and managerial) between the various technical and administrative units. As an example, the role of the Technical Deputy Director is in the process of being defined, with implications for the units that fall under the division. The structure does not have to be highly rigid, but at least give staff an understanding of where their component fits in the overall operational picture.

Recommendation 5: A CLEAR POLICY ON THE OPERATION AND STATUS OF INNFA'S PROJECTS, OPERATED AS PART OF THE DIRECT SERVICES COMPONENT, SHOULD BE FORMULATED.

Rationale: One of the fundamental changes that has been postulated in the institutional transformation plan is the transfer of INNFA's direct projects to local institutions. At this time INNFA is operating about 57 direct projects, part of its former system. Some decisions should be made with respect to the future transfer of some or all of the direct projects. Establishing clear criteria for the transfers may help in making these choices.

Recommendation 6: THE STATUTORY CHARACTER AND ROLE OF THE NEW REGIONAL OFFICE IN GUAYAQUIL SHOULD BE DEFINED SOON, AND PARTICULARLY THE OPERATIONAL RELATIONSHIP BETWEEN THE REGIONAL OFFICE AND THE QUITO HEADQUARTERS TO ENSURE ADEQUATE COORDINATION.

Rationale: At this time the regional office is functioning on an "extra-statutory" basis, with the regional office manager reporting directly to the President of INNFA. This appears to be an interim structural arrangement, pending modification of INNFA's statutes. If the transformation process is to be effectively implemented, it is important that a clear mechanism exist to coordinate the headquarters and regional office functions, and avoid the creation of two geographic headquarters.

Recommendation 7: USAID SHOULD CONSIDER THE ADDITION OF ONE YEAR TO THE CURRENT OPG WITH INNFA TO ALLOW SUFFICIENT TIME FOR THE TRANSFORMATION OF THE ORGANIZATION AND FURTHER ASSURE THE SURVIVAL OF ITS NEW ROLE UNDER THE FORTHCOMING NEW NATIONAL GOVERNMENT. IF AN ADDITIONAL YEAR IS ADDED, A SPECIFIC LOGICAL FRAMEWORK MATRIX SHOULD BE PREPARED DETAILING THE TYPES OF OUTPUTS THAT ARE EXPECTED. THE ADDITIONAL YEAR IDEALLY SHOULD CONCENTRATE ON FULLY INSTITUTIONALIZING THE ORGANIZATIONAL TRANSFORMATION, INTEGRATING THE KEY TECHNICAL AND ADMINISTRATIVE SYSTEMS, AND GRADUALLY DIMINISHING DIRECT EXTERNAL TECHNICAL ASSISTANCE. AS SUCH THE FOCUS OF THE EXTERNAL TECHNICAL ASSISTANCE DURING THE FIFTH YEAR SHOULD BE QUITE DISTINCT IN TERMS OF ITS GOALS AND OUTPUTS, CONCENTRATING ON THE FULL INSTALLATION OF THE KEY SYSTEMS AND THE TRANSFER OF APPROPRIATE TECHNOLOGY TO INNFA.

THE TECHNICAL ASSISTANCE CONTRACTOR SHOULD PREPARE A DETAILED PLAN OF ACTION FOR THE FIFTH YEAR THAT CLEARLY SPELLS OUT THE OBJECTIVES, METHODOLOGY, SEQUENCE, AND PLANNED OUTCOMES. SPECIAL EMPHASIS SHOULD BE PLACED ON SYSTEMATICALLY DISENGAGING THE DIRECT ASSISTANCE TO INNFA THAT FINAL YEAR.

Business:

One major concern is obviously the survival of AID's investment under the new government that will take its position in about 10 months. This would include some assurance

that the capacities and role produced by the INNFA transformation continue over the coming years. According to the INNFA Executive Director, they have prepared some plans for the transition in government including working with all the wives of the presidential candidates, providing them with information about INNFA in separate work sessions. Later, INNFA will work directly with the new First Lady in terms of the projects and functions being carried out.

The additional grant year will mean that the transformation project will run about two years into the new administration. The USAID funding attached to the grant should serve as an incentive to continue the institutional development process. In addition, these two years can be instrumental in making the transformation a non-reversible process by clearly establishing INNFA as a national development foundation. The statutory reforms that are in process at this time will dramatically change INNFA, according to the Executive Director, and further strengthen the permanence of the organizational changes.

In sum, INNFA has achieved a reasonable insitutional transformation trajectory during the past two years characterized by a dramatic alteration of its mode of operation, admnistrative and technical systems, and institutional role. The "spirit" of this organizational change is shared by the INNFA professional and volounteer staff, giving the organizations activities a common reference point. Much work remains to be done by INNFA in fully institutionalizing the new internal administrative and technical systems, and permanently establishing itself as a national development foundation in Ecuador. However, the energy and commitment of its staff and volunteers augers well for INNFA's continued success in this important endeavor.

INNFA EVALUATION FORMAT

Table I, INNFA Performance in Relation to Log Frame

OUTPUT

STATUS

1. INSTITUTIONAL DEVELOPMENT

- | | |
|--|---|
| 1a. New statutes | Being amended |
| 1b. Organizational-functional procedures for headquarters & affiliates | Designed & in process. Organizational structure evolving. |
| 1c. Operational plan with clear objectives, goals and policies | Strategic planning in use & applied by each technical unit. INNFA goals defined. |
| 1d. Set of administrative procedural manuals | In-process |
| 1e. Integrated system for planning, design, monitoring and evaluation of program progress and implementation of budget/cost plans. | Planning & budgeting integrated. Evaluation system pending |
| 1f. Efficient administrative units for the four action lines and support services. | Financial & administrative units operating. Not at full capacity |
| 1g. New headquarters offices for headquarters and in major chapters. | Headquarters completed. Guayaquil new offices in process of establishing. |
| 1h. 25% of total operational resources for INNFA from non governmental sector and 25% from international donors | INNFA receiving funds from private and public sector. Budget has grown to one billion sucres. |
| 1i. Joint action with at least 42 organizations (14 actual) | Joint action taking place. Exact No. not established |
| 1k. Private sector for protection of infants (?) | Goal not clear. Difficult to verify. |
| 1l. Participative development of policy documents for all aspects of INNFA's institutional life | Participative process evident in key policy products. |

OUTPUT

STATUS

- | | |
|--|---|
| 1m. Training program that reaches 50% of staff | All staff trained in planning system |
| 1n. An operational program that is accessible to all staff (?) | Goal not clear difficult to verify |
| 1o. X% increase in staff | Staff has increased since 1985. No. % indicated |
| 1p. System of financial controls installed that provides information required by management | Installed and in process |
| 1q. Decentralization of financial functions to the level of each line of action | Functions appear to be centralized. |
| 1r. Self sufficient financing programatically for x% of total | Goal not clear. Difficult to verify. |
| 1s. Participation of INNFA en el Consejo Nacional de Menores y el Plan Nacional de Desarrollo | Completed |
| 1t. Definition of INNFA's niche that is complementary with that of other organizations and action groups | In process |
| 1u. Installation of a computerized SIG that covers all of INNFA's principal functions. | Computer system pending |
2. PROMOTION AND PROTECTION OF THE CHILD AND FAMILY
- 2a. Research to include 20 studies over the following potential high risk groups - children in unusual family situations
- children of working mothers
 - working children (exploitation)
 - abandoned children
 - children living in extreme poverty
 - exceptional children

OUTPUTS

STATUS . .

and 10 studies over institutional programs.

In process "Lineas de Acción"

2b. Joint action with other private and public agencies as needed.

Goal not clear.

2c. At least six times per year (?)

Goal not clear. Difficult to verify

2d. Committees in 10 provinces created in conjunction with the mobilization of the community

Goal not clear. Some publicity is evident

2e. National companies in 10 months of the year for x years and columns in 10 major newspaper of the country.

3. COMMUNITY MOBILIZATION AND PROMOTION OF VOLUNTEERISM

3a. New system of documentation

In-lace. CRINFEA implementing

3b. An annual plan that covers all financial support and technology of INFEA's headquarters

1987 Program Budget completed

3c. During the 2-5 year, as an average, each chapter will have a service reach of 10,000 children

INFEA presently serves about 3000 directly.

3d. X% increase en recaudacion de fondos due to volunteers

Goal not clear

3e. blank.

Goal not clear.

3f. A group operating at INFEA headquarters (?)

Documentation delayed. Being refined

3g. Document the process (?)

48 applications being reviewed. Not selection yet.

3h. 10 new affiliates including one in Pichincha

OUTPUT

STATUS.

- | | |
|--|--|
| 3i. 1000 active volunteers from distinct social/stations
(from 200 current common social group) | About 500 volunteers at present |
| 3j. x number of organization supporting the program | Goal not clear |
| 4. INSTITUTIONAL MOBILIZATION TO SERVE ONE MILLION CHILDREN | |
| 4a1. Restructure 100% of INNFA programs (?) | Changed to project outside of INNFA. No data. |
| 4a2. Study 100% of INNFA's programs including documentation
of basic characteristics, methodologies, analysis of
possible alternative systems for children's services and
support of programs | Changed to counter-parts only. |
| 4a3. Services to 12,000 children (vs 3900 actual) | Changed unclear. 3000 direct and 35000 indirect |
| 4a4. 100,000 children served (vs 25,000 actual) | Goal unclear |
| 4b. Relationship to areas indirectly related to INNFA | Goal not clear |
| 4b1. Definition of role in conjunction with organizations
in private and public sector | Role "niche" defined and being followed. |
| 4b2. Study of 100% of all services that exist nationally,
documentation of infrastructure of services, coordination,
human resources, training, and service technologies. | "Diagnostic Inventario" in process |
| 4b3. Sufficient support to reach extend services to one
million children | In-process. Maximum of 35000 at this time (indirectly) |

OUTPUT

STATUS

4b4 10 pilot projects (innovative) co-sponsored by INNFA

20 such projects reported by Inst. Mob. unit.

4b5 A national system (?)

Goal not clear

4b6 A national system (?)

5. IMPROVEMENT IN QUALITY OF SERVICES FOR ECUADORIAN CHILDREN

5a. Documentation of an integral methodology

In process

5b. Two annual programs of training—each one reaching at least 20 service centers

5c. Program that reach at least 1000 persons each year and indirect services to 20,000 (?)

Goal not clear. Unverified.

5d. Deliver services directly to at least 3000 persons each year and indirect services to 20,000 (?)

3000 direct and 35 indirect reported.

5e. 20 publications per year

CRINFA completed most of these.

5f. An audio visual center

Not observed.

5g. Two pilot projects per year (?)

Appear to be in process. Goal unclear.

5h. X number of events (?)

Goal unclear.

6. DOCUMENTATION AND EVALUATION

6a. Document a model

Documentation delayed. Being refined.

6b. Final evaluation at conclusion of project

May be amended.

APPENDIX I: DATA COLLECTION SCHEDULE
AND LIST OF INTERVIEWS

W

Appendix I

HORARIO DE ENTREVISTAS/EVALUATION
 FUNCIONARIOS DE INNFA

FECHA		HORA
Lunes 28	Equipo de Planificacion	2:30
	Sub. Director Adm. Financiero	4:00
Martes 29	Cotacachi	
Miércoles 30	Sub. Director Técnico	9:00 - 9:30
	LINEAS DE ACCION	
	Mobilization Institutional	9:30 - 10:00
	Voluntariado	10:30 - 11:00
	Servicios Directos	11:30 - 12:30
	Defensa del Niño	12:30 - 1:30
	CRINNFA	3:30 - 4:30
Jueves 1o.	Regional Guayaquil (E.D.)	
Lunes 5	Investigaciones	2:30 - 3:00
	Comunicaciones	3:30 - 4:00
	Arquitectura	4:30 - 5:00
Martes 6	Equipo Fisk Ass.	9:00
	Director Ejecutivo	2:30
	Financiamiento/Julio Yepes	4:00

W.S.

LIST OF PERSONS INTERVIEWED

1. Martha Cevallos, Chapter President in Cotacachi
2. Enrique Madriñan & Monica Lopez, INNFA Volunteer Transformation Trainers
3. Roberto Vernimen, Technical Deputy Director/INNFA
4. Ricardo Shmukler, Fisk Associates International
5. Jacqueline Kann, Fisk Associates International
6. David Fisk, Fisk Association International/Director
7. Berenice Cordero, INNFA Institutional Mobilization
8. Mabel de Terán, INNFA Volunteer Transformation
9. Fausto Coello, INNFA Direct Services
10. Lilian Ortiz, INNFA Childhood Defense
12. Marcia Gilbert de Babra, INNFA Guayaquil Office
13. Ernesto Delgado, INNFA Planning Department
14. Maria Virginia Herdoiza, INNFA Official Assistant
15. Luis Alfredo Cevallos, Director of INNFA
16. Julio Yopez, INNFA Research Department
17. Rodrigo Molina, INNFA Research Department

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APPENDIX II: LIST OF TECHNICAL ASSISTANCE PRODUCTS
Fisk Associates International, Inc.

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MEMORANDUM

PARA : Adolfo Muñoz - Development Associates
DE : Jackie Kann - Fisk Associates JK
ASUNTO : Listado de Productos
FECHA : Septiembre 25, 1987

Adjunto al presente sirvase encontrar el listado solicitado por usted la semana pasada. Este trabajo fue realizado a través de la extracción de algunas secciones de los informes trimestrales elaborados por Fisk Associates, los mismos que usted ya tiene en su poder.

Anterior a la fecha de octubre de 1986, el trabajo de Fisk Associates estuvo enfocado en su mayor parte hacia el establecimiento de la asesoría en sí y hacia las relaciones institucionales que éste implicaba.

Durante este período la asesoría se centró en el desarrollo de sistemas básicos administrativos y programáticos para el INNFA y Fisk Associates participó conjuntamente con el personal del INNFA en una serie de foros y reuniones y no desarrolló productos por cuenta propia.

También vale la pena anotar que en el período inicial estuvo trabajando sólo el asesor principal, los otros miembros (i.e. Jackie Kann, Ricardo Schmukler, Cecilia Eguiluz) empezaron a integrar el equipo a partir del segundo semestre de 1986.

JK

I. DURANTE EL PERIODO INICIAL (PRIMER AÑO).

1. Informe inicial de Fisk Associates.
2. Documentos de trabajo sobre planificación estratégica.
 - a) Para guiar el trabajo del grupo de los 40.
 - b) Documentos de capacitación para el Seminario de Ajaví.
3. Documentos descriptivos del nuevo INNFA.
 - a) Memoria de lanzamiento (Asesoría en contenidos y formatos).
4. Documentos administrativos:
 - a) Informes de avance
 - b) Planes de trabajo

II. PERIODO IRO. OCTUBRE A DICIEMBRE 31, 1986.

Programa de Software

Traducción al Español del programa de contabilidad (Libro Mayor) de SBT realizado por el asesor de COMPUTATA, Ing. Flavio Landívar.

Programas Audio-Visuales

"No Entiendo a la Gente Grande", un programa de video de 15 minutos realizado por el Dr. José Sánchez y Tina Datsko.

Informes Generales de la Consultoría

Dr. Sidney R. Grant, Informe Final de Asesoría al INNFA, 1986.

Dr. José Rosario, Informe de Consultoría Técnica (Visita a Florida del Director de Investigaciones, Roberto Vernimmen), 1986.

Informes de Asesoría Permanente

Ricardo Schmukler: INNFA; Asesoría en Desarrollo del Sistema de Administración de Sub-Contratos, 1986.

David Fisk y Ricardo Schmukler: Un Planteamiento para la Sistematización y Coordinación de los Procesos de Capacitación en Servicio y Desarrollo de Sistemas Administrativos y Programáticos, etc., 1986.

Jacqueline Kahn con Eduardo Guevara: Propuesta Proyecto del Voluntariado, 1986.

David Fisk: Young Children: The Basic Development Resource (preparado por USAID/Quito), 1986.

Propuestas a Terceros

Graciela Trelles con David Fisk: Propuesta para Programa de Asistencia Técnica a Holt International Children's Services, 1986.

David Fisk: Propuesta a USAID/Quito para la participación de INNFA en el Seminario de Cali sobre el Tercer Sector, 1986.

III. PERIODO 1RO. DE ENERO A 31 DE MARZO DE 1987.

Los siguientes materiales fueron producidos por el equipo de asesoría y entregados a la contraparte de INNFA bajo el proyecto 0061 durante el presente periodo:

Documentos del Sistema de Contrataciones

1. Formularios e instructivos para identificación de propuestas y beneficiarios (Sistema ACD).
2. Guía para el desempeño del Oficial de Proyectos.
3. Guía para los procedimientos de tramitación de propuestas de contratación.
4. Guía para el diseño de proyectos.
5. "Sistema de Administración para la Contratación de Proyectos de Desarrollo Social" (presentación del sistema ACD).
6. Informe de Evaluación del Taller de Asesoría.

Informes Generales de Consultoría

1. La Dirección del INNFA y el Comité de Desarrollo Institucional (documento para discusión interna); 17 de febrero.
2. Documentos del ejercicio de planificación estratégica: Proyecto Voluntariado.
3. Borrador de un sistema para reembolso de gastos de viaje por parte de AID.
4. Borrador de un sistema global de planificación, ejecución y seguimiento de viajes de capacitación.
5. Plan de asesoría: 1987.

Informes de Planificación

1. Propuesta para el diseño de los formularios MAPA, FOTO y CUANTO.
2. MAPA: Indicaciones técnicas para el Uso de la Casilla "Productos".

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Publicidad

Artículo para "Front Lines"

IV. PERIODO IRO. DE ABRIL A 30 DE JUNIO 1987.

Matriz Lógica: Proyecto 0061

Informe Técnico: Nuevas Tendencias en Trabajo Voluntario para Programas de Desarrollo Social.

Documento de Propuesta: Oficina Regional de INNFA en Guayaquil

Hoja Circular: Políticas y Procedimientos del Sistema de Administración de Contrataciones de Desarrollo.

Documentos del Sistema de Viáticos y Subsidios de Viajes.

V. PERIODO IRO. DE JULIO A 15 DE SEPTIEMBRE 1987.

Informe Técnico: Dimensiones del Trabajo Voluntario.

Informe Técnico: Relevancia de la Fase de Problematización.

Esquema para una posible cooperación FONAPRE-INNFA

Bases para el concurso de calificación y selección de proponentes para la realización de estudios (revisión del documento elaborado por Ximena Verdesoto).

Consideraciones necesarias acerca del sistema ACD propuesto al INNFA.

Descentralización en el INNFA (documento conceptual).

Referencias sobre entidades extranjeras (respecto de Estatutos).

Informe de Análisis Parcial: Investigación, Documentación y Capacitación: Orientación y Metodología a partir del Análisis de Documentos (con Andrea Herrera-INNFA).

Extractos de Textos Seleccionados: La Técnica de Grupos Focales (con Andrea Herrera-INNFA).

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APPENDIX III: INNFA REVISED LOG FRAME

PRODUCTOS

1. Sistema permanente de financiamiento para Innfa.
2. Nuevo Estatuto y Organico Funcional de Innfa acorde con el segundo nivel.-
3. Sistemas de Asistencia Tecnica, Financiera, Administrativa y de apoyo.
4. Politicas institucionales definidas y difundidas.
5. Plan de descentralizacion tecnica, administrativa y financiera del Innfa.
6. Sistema de vinculos interinstitucionales nacionales e internacionales.

MAGNITUD PRODUCTOS

- 1.1 Estudio de factibilidad economica y legal para la propuesta de financiamiento permanente.
- 1.2 Documento Decreto Ejecutivo y Legislativo para crear sistema de financiamiento Innfa.
- 2.1 Documento reforma Estatutaria realizada y aprobada
- 2.2 Documento diseno nuevo Organico Funcional aprobado
- 3.1 Diseno del Sistema de Asistencia Tecnica: Contratacion, computacion, planeacion estrategica, auditoria interna, movilizacion institucional, movilizacion del voluntariado, mejoramiento de la calidad de los servicios, administracion de los servicios, documentacion y apoyo instrumentados operando en un 80%
- 4.1 veinte documentos de politicas institucionales y sociales, elaborados, discutidos y publicados en el ambito interno y externo.
- 5.1 Documento diseno proyecto regionalizacion aprobado.
- 6.1 Convenios de cooperacion tecnica y financiera nacionales e internacionales suscritos.
- 6.2 Contactos y convenios de cooperacion y negociacion con por lo menos diez organismos internacionales.

FUENTES DE VERIFICACION-PRODUCTOS

1. Documentos oficiales de estudios realizados.

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PROGRAMA PRESUPUESTO 1987
Enero 87 a Diciembre 87

FINALIDAD

INNFA, operando como organismo de desarrollo para la infancia a través de programas de asistencia técnica, articulados con los sectores sociales e instituciones relacionadas con la problemática de la niñez ecuatoriana.

INDICADORES DE LA FINALIDAD

1. Incremento de las inversiones para la infancia.
2. Incremento del número de programas de atención a la infancia
3. Incremento de la cobertura de atención a los niños
4. Incremento de la calidad de los servicios para los niños
5. Fortalecimiento del sector privado sin fines de lucro
6. Mayor cooperación sector privado y el Estado.
7. Incremento de la cooperación nacional e internacional a través del Innfa.

PROPOSITOS

1. Innfa con su actuación interna y externa consolidada como organismo de desarrollo para la infancia.
2. Innfa con una nueva capacidad de inversión para el desarrollo de la infancia ecuatoriana.
3. Innfa con capacidad de gerencia estratégica descentralizada y consolidada.
4. Innfa con sistemas de Asistencia técnica y de apoyo, modernos y eficientes.
5. Innfa con un campo de vínculos interinstitucionales diversificado y ampliado.

SITUACION AL FINAL DEL PERIODO

Innfa gerenciando sus programas de desarrollo con sistemas de ~~Asistencia Técnica~~ con mejores administrativas descentralizadas, y con una capacidad de inversión para la infancia ecuatoriana.

2. Archivos tecnicos, administrativos y financieros
3. Publicacion de estatuto
4. Manual de Organico Funcional
5. Manuales y reglamentos de procedimiento
6. Documentos de politicas publicados
7. Planes operativos de descentralizacion
8. Documentacion de respaldo de convenios
9. Archivos de correspondencia