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PROJECT EVALUATION SUMMARY - CRS DPG

1. PVO - Catholic Relief Services - U.S.C.C.
2. PROJECT NUMBER -
PHA-G-1117
3. PROJECT TITLE - Catholic Relief Services Development Program Grant
4. KEY PROJECT DATES (fiscal years)
 - a. Project Agreement Signed: July 22, 1975
 - b. Final Obligation: April 1, 1978
Final \$100,000
5. TOTAL U.S. FUNDING LIFE OF PROJECT: \$1,150,000
6. EVALUATION NUMBER AS LISTED IN EVALUATION SCHEDULE
3rd Annual Review
7. PERIOD COVERED BY THIS EVALUATION
FROM: 1 August 1977
TO: 31 July 1978
8. DATE OF THIS EVALUATION REVIEW: September 22, 1978
9. ACTION DECISIONS REACHED AT EVALUATION REVIEW:
 - 1) To begin implementation of Program Management System in September-October or as soon as final approval is given by CRS Executives.
 - 2) Develop an agency-wide project proposal which would provide funding to assist CRS to concentrate on certain development activities.
10. OFFICER OR UNIT RESPONSIBLE FOR FOLLOW-UP:

CRS Field Staff
and Regional Staff

CRS Field Staff
and Regional Staff
Program and Project
Officer
11. DATE ACTION TO BE COMPLETED:

13. SUMMARY

This is the third and final evaluation review of Catholic Relief Services' Development Program Grant which terminated July 31, 1978. It will cover the last year of activities under the Grant as well as an overall review of the project's impact on CRS and its development program.

As a result of the previous evaluation review, there were five action decisions to be carried out.

- 1) Meeting of all DPG technical field staff at CRS Headquarters for early Spring 1978. This meeting was held during the week of April 10 - 14, 1978 with seven DPG staff, five CRS Regional Development Assistants, Consultant Ray Fitz and the DPG technical officer. The objectives were: to review the design of the CRS Program Management System and the Program Management Manual; to review the implementation strategy of the Program Management System; and to evaluate the DPG and to plan post DPG activities.
- 2) It was decided the need for a third technical person on the South America team was no longer relevant - advise AID/Washington. This was done and a subsequent revision of the project input was included in Amendment No. 3.
- 3) Plans for remaining Seminars - dates and places. Preliminary plans for all remaining Regional seminars were completed by January-February 1978.

4) Review of budget against expenses through September 1977.

This was accomplished by December 31, 1977.

5) Continue search for a Planner/Evaluator for the Asia/Pacific Region. An appropriate person for this position was recruited and hired effective February 1, 1978.

Project implementation proceeded as programmed for the final period of the Grant. The first Regional training seminar for the Asia/Pacific Region was carried out during the last two weeks of October 1977. A training seminar for selected local staff of the Sub-Sahara Africa Region was held in Dakar during September 1977. The final series of seminars took place from January through July 31, 1978 in Kenya, Egypt, Guatemala and Colombia.

One of the very important outputs to be achieved was the development of a comprehensive CRS Program Management Manual which will take the place of the outdated CRS Socio-Economic Manual. Originally, we had planned to revise the Socio-Economic Manual, but it was quickly realized by the Task Force that a simple revision of that manual would not solve the problems of programming and allocation of funds. What was needed was a Program Management System which would incorporate all aspects of CRS programming. This Manual and the System it describes was developed under the guidance and advice of Brother Raymond Fitz, of Strategies for Responsible Development, our DPG consultant. The Program Management Manual was submitted on July 31, 1978 to

the CRS Executives for review and final approval before implementation begins on a trial basis before the end of this year.

A very dynamic process has taken place in CRS during the past three years and the Development Program Grant has contributed greatly to this process. We will discuss later in this evaluation some of the spin-offs, unplanned effects and corollary activities which have resulted through the influence of the Grant.

14. EVALUATION METHODOLOGY

This evaluation was basically evolved from the results of the April 10 - 14 meeting of all DPG Technical Field Staff and CRS Regional Development Assistants, held in New York. Additionally, each of the three final Regional Seminars provided further evaluation comments on the activities and results of the DPG.

Reports on training seminars, financial reports, project records and proposals, reports of technical advisors, personnel records and the reports of professional consultants were used as sources of data in preparing this evaluation. The data were analyzed with relation to the expected goal, purpose, outputs and indicators as listed in the logical framework. Also, data from a questionnaire, prepared by TransCentury, which was responded to by CRS Executives and Junior staff, was correlated for the purpose of this evaluation.

15. EXTERNAL FACTORS

The assumptions originally presented as necessary for the implementation of this project have proved to be sound. In examining the assumptions we believe that at the GOAL level, one additional assumption should have been made: that there was full understanding of and agreement on the interpretation of the goal agency-wide. At the PURPOSE level, two additional assumptions might have been made: that among CRS counterparts, there was full understanding and agreement as to the need and desirability of this project; and that it would apply to all projects and programs in CRS. On the OUTPUT level, an additional assumption could have been: that minimum standards for training of staff be applied equally among the Regions.

Overall, it was felt that no severe obstacles to implementation were experienced. We might mention here, however, that throughout the life of this project, there were several examples of "adverse change in political, economic environment in project countries." El Salvador and the Philippines experienced strained Church-State relationships which made it difficult for many Church-associated groups to work and caused a reduction in financial resources for our traditional counterparts. The assumption, "sufficient coordination with counterparts will be maintained" was examined in previous evaluations as there had been considerable difficulty in the coordination of our DPG activities with our

counterparts in the Central and South America Regions. This obstacle was mostly overcome through an intensive educational effort and dialogue with counterparts in those Regions.

16. INPUTS

The only problem encountered with inputs was locating and recruiting qualified technical personnel as planned for under the Grant. In the case of our Asia/Pacific Region, a Planner/Evaluator was not on staff until February 1, 1978, the last six months of the implementation period. This affected the amount and quality of training done in that Region, but did not delay the achievement of planned outputs overall.

Financial inputs were both timely and adequate for the achievement of planned outputs as well as for the hiring of technical personnel and consultants.

The Planner/Evaluators, through their visits and analysis of programs and projects, have provided CRS with valuable baseline data as well as a source of information and recommendations.

17. OUTPUTS

The training seminars held during the past three years have been a significant influence on the progress achieved at the PURPOSE level. The training has been of high quality and the transfer of skills successfully effected. The use of consultants at the international, national and local levels has been very effective.

In terms of the indicators, the following comparisons indicate that the three-year planned outputs were achieved and in some were exceeded:

OUTPUTS	YEAR I		YEAR II		YEAR III	
	Planned	Actual	Planned	Actual	Planned	Actual
<u>Seminars</u>						
Regional	3	2	4	5	5	6
Country	4	3	10	15	5	24
CRS Staff trained	80	50	135	165	130	215
Counterpart Staff trained	80	99	155	952	145	1,358
Integrated Rural Development Projects	6	4	8	15	8	12
Revised System for Planning, Evaluating and implementing Development Program			X			X

It is very significant that so many country seminars were held. This was really a response to the local need and demand for more training on the part of the base groups and intermediary local groups. Training at this level is the most important in relation to achieving our Purpose and our Goal.

18. PURPOSE

The purpose of this project was stated as: "to improve the capability of CRS to plan, design, implement and evaluate programs with its indigenous counterparts."

We believe that the purpose of this project has been successfully achieved. An analysis of the indicators gives the following picture:

Concerning Indicator No. 1 - "Increase number of integrated rural development projects in execution from 4 to 16 by 1978," this has been far exceeded. (Please refer to list of projects attached as Annex I.) While not all these projects meet all three of the criteria for integrated rural development projects, the majority do.

Indicator No. 2 states: "Increase from 13 to 25 the number of professional staff maintained by CRS totally dedicated to development programming at Headquarters and Regional level." CRS has added ten professional staff (seven at Regional level and three at Headquarters level), bringing the total development staff to 23, two short of the planned number. Of the seven Regional staff added, five will remain after the DPG. The three Headquarters staff additions will remain. The total of 21 full time development staff will be maintained. From the experience we have had over the past three years, this is an adequate number of staff to handle the volume of development projects and programs for CRS.

The funding of projects listed for Indicator No. 1 is directly related to the third Indicator, "60% of all funds for development will be allocated through the planning system." Our Program Management System Manual was completed as of July 31, 1978. Obviously the system will have to be implemented before we can measure the percentage of funds allocated through the system. Full implementation is projected for CY 1980. At that time, we feel the purpose will be fully achieved.

As a result of the training seminars, we have noted a significant improvement in the type of projects submitted, quality of their design, implementation and evaluation. Projects are relating directly to country program objectives and these projects are given priority in allocation of funds. The delay in achieving the planned indicator here is directly related to the output, Program Management System, which was planned to be finished by the end of the second year of the Grant but which was just completed at the end of the third year.

19. GOAL

The stated goal, "to increase participation of the poorest majority in solving their socio-economic problems," remains valid. Has this project achieved the goal? We can see through our analysis of the OUTPUT-PURPOSE-GOAL linkages that the necessary training of personnel, skills transfer, establishment of system

of communication, strategic and annual planning systems, have been successfully achieved. Many sound projects have been developed during the period of this Grant. To date, we have sufficient information to demonstrate that there has been a greater participation of the poorest majority in solving some of their socio-economic problems through a limited number of the projects developed recently. For example, in Bolivia, through the DPG sponsored "encounters" and seminars held throughout the past three years, community groups have analyzed their situation, decided on what actions and projects were necessary for their group to advance and have developed specific projects for implementation. This process has been applied in Colombia with equally successful results. We have a long way to go until all projects can be developed, implemented and evaluated by the participants; however, the emphasis of our DPG has given our staff and many of the counterpart staff the skills and tools by which to effect such participation.

Since the Goal is after all a broad and long-term outcome or result toward which all the programming components are expected to contribute, CRS will need to continue to examine its processes and project results to be certain that poorest majority will have full participation. Follow-up studies on the Bolivia and Colombia experience will have to be carried out to ascertain the degree of participation and the continuity of participation of the groups who are presently involved in their own development projects.

While it is still too early to give a definite and conclusive YES answer to the question of goal achievement, we certainly can demonstrate that the process is viable, but not at all easy.

20. BENEFICIARIES

The direct beneficiaries of the project would be the counterpart staff and community groups who have received training of one kind or another through the DPG sponsored seminars and other types of encounters, as well as the CRS staff who received training.

Indirectly, the "poorest majority" have benefited and will continue to benefit from the many development projects in which they have participated.

To summarize data on the nature of benefits and the identity and number of those benefitting in terms of the criteria in Sec. 102(a) of the FAA would require an analysis of the results of all the development projects designed and implemented in the past three years as well as all future projects which might be developed as a result of the training received under this grant. This would be a singular study in and of itself. We would require a greater lapse of time and a great deal more information to reply adequately to this evaluation question.

21. UNPLANNED EFFECTS

Our original emphasis in the project was to improve our staff's ability to plan and evaluate integrated development projects.

Through the process of collegial involvement and participation, it was soon evident that improvements were needed in other areas as well. The flexibility of the Grant allowed us to replan and to set new priorities, such as: improving communication skills, development of a set of criteria and the skill of conceptual understanding, and finally the recognition of the need for all field staff to have a voice in policy and programming decisions.

The involvement of a task force at the Headquarters level in the revision of the CRS Socio-Economic Manual resulted in an important collegial process and established a precedent for future endeavors of this nature in CRS.

The original idea for the revision of the Socio-Economic Manual was changed from just a simple revision of that Manual to the design and development of a comprehensive Program Management System, which goes far beyond what was originally planned. This will certainly have some profound effects on CRS programming if fully implemented.

The DPG has also helped CRS to bring about a process of reflection, to initiate a greater commitment to collegial management, has helped to clarify agency relationship and the role of CRS in developing countries.

Throughout the implementation, the workload on the Regional Staff was considerably greater than was originally expected.

Overall, the unplanned effects were very positive.

22. LESSONS LEARNED:

- 1) The use of consultants on an ad hoc basis could have proved a valuable adjunct to our program in all regions. However, it was only after two years and the stimulus of the DPG Team's visits that this became apparent. Hopefully, we will be able to generate other funding options with which to finance technical consultants.
- 2) The community development process varies from country to country, geographic or ethnic area to area. For this reason, CRS must maintain a continuity of staff and improve use of local staff as a development resource. The recipients of CRS assistance continue to prove the necessity.
- 3) As was presumed at the onset of the grant, CRS field programs cannot undertake meaningful and expanded development programs unless tight management and administration controls are in place. The pressure to respond to every request must be resisted even though funds may be available. Program planning is a vital fulcrum to effective project work.
- 4) The need for considerable flexibility in the implementation of a program of this nature. It is obvious that no one has all the answers, and that a learning process requires tremendous openness and agility.
- 5) The outside consultants and specialized staff, while necessary, are not required in overwhelming numbers. More important

is the judicious selection of a few good professionals who can catalyze staff potential already present. This experience has demonstrated the need for quality of professional competence rather than variety and quantity of consultants.

- 6) That there is even greater potential for learning and improved performance which could be realized through a more systematic inter-regional exchange of experience.
- 7) A central system for recording and storing program and project experiences would be a valuable asset in terms of the above. This opens the entire area and possibility of computerizing the complete resources of CRS.
- 8) The DPG has definitely established a role for specialized skills in our development work. In formulating our personnel needs, we have to consider the balance between the managerial catalytical role our staff has to play and the technical assistance role required by our involvement in development projects. We have learned how important it is that we develop further the capability of our existing staff, emphasizing their ability to manage outside expertise as needed. It is this blending of specialized skills and general managerial skills that CRS must have to enable it to improve its capability in development.

- 9) In order to improve the agency's capability, we have also learned to appreciate the importance of communication between headquarters and field and among our various field programs and projects. The interchange of experience and the development of common criteria for our project work have grown in importance beyond our expectations. As we become involved more in community process projects, where we must be prepared to follow and respond sensitively to the thinking of the groups we are trying to help, it is essential that we develop a team effort to stimulate all of our staff's thinking and objectivity. As a corollary, we are the agency's ability to plan and make its resources available on a timely basis as a vital element of this team effort.
- 10) A final lesson to emphasize is how training can become a tool for participation. In Colombia and especially Bolivia, we have seen the effectiveness of bringing people together in structured activities to analyze their own problems and outline plans to attack these problems as part of a training process. Ideally, all our projects will emerge from a base of increased awareness, and CRS will encourage approach to planning as a cornerstone of its development philosophy.

23. SPECIAL COMMENTS OR REMARKS

Several major studies have been effected during the past two years of the DPG, which have had and/or will have significant agency program management implication.

A salary study was carried out by Peat, Marwick and Mitchell. This study was designed to evaluate jobs in terms of the compensation that would be set for the responsibilities associated with each position. The results of this study will enable Headquarters Staff to evaluate and revise the reward structures set for all Agency staff.

An Organizational Study was effected by Messrs. Owen and Zimmermann to evaluate the organizational structure of CRS. Major recommendations were that the following new positions be established:

Senior Director of Operation

Finance Director, and

Program and Projects Director.

A Price Waterhouse Study was contracted to update the auditing function of the Agency and develop a training course for new auditors. The auditing function is to incorporate elements of evaluation of development programs and projects as well as the overall financial accountability and management.

Management by Objective Seminars were held for top CRS Executive under the direction of Suzanne Breckel, R.S., Ph.D. The objective

being a study and reflection on CRS's "mission", these seminars resulted in a clarification of the Agency "mission" (goals) and the roles to be played by each of the major organizational units in realizing this mission.

DPG Task Force on Planning and Evaluation under the direction of Raymond Fitz, S.M. of Strategies for Responsible Development at the University of Dayton. The focus of this study was on the issues of Program Management and was divided into three phases:

- 1) an assessment phase which was aimed at determining the management needs for the overseas operations,
- 2) a design phase which outlined a new Program Management System, and
- 3) a review phase where Headquarters and Field Staff would evaluate the system designed by the Task Force.

Each of these major studies contributed to the design of the Program Management System. The Program Management Manual is an attempt to summarize and integrate the major recommendations adopted by the Agency.

INTEGRATED RURAL DEVELOPMENT PROJECTS DESIGNEDNORTH AFRICA/MID EAST REGION

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

ASIA PACIFIC REGION

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

INTEGRATED RURAL DEVELOPMENT PROJECTS DESIGNEDSUB-SAHARA AFRICA REGION

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

INTEGRATED RURAL DEVELOPMENT PROJECTS DESIGNEDCENTRAL AMERICA/CARIBBEAN REGION

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

SOUTH AMERICA REGION

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

REGIONAL SEMINARS

April 1975 - July 1978

North Africa/Near East Region (Region I)

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

Asia/Pacific Region (Region II)

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

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

Central America/Caribbean Region (Region IV)

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

South America Region (Region V)

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

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

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

Asia/Pacific Region (Region II)

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

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

Sub-Sahara Africa Region (Region III)

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

Central America/Caribbean Region (Region IV)

Three Task Force Meetings at the Sub-Regional level:

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

South America Region (Region V)Bolivia

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

IN-COUNTRY SEMINARS

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

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

IN-COUNTRY SEMINARS

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

Activities Involving Consultants:

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

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

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

IN-COUNTRY SEMINARS

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

IN-COUNTRY SEMINARS

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

LIST OF REPORTS

April 1975 - July 1978

REGIONAL TRAINING SEMINARS

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

REPORTS FROM DPG TECHNICAL PERSONNEL

DPG Team - Sub-Sahara Africa Region

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

Planner/Evaluator - North Africa/Near East Region

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

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

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

Planner/Evaluator/Coordinator - South America Region

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

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

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

Planner/Evaluator - Asia/Pacific Region

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

REPORTS FROM DPG TECHNICAL PERSONNEL (continued)

Consultants & Planner/Evaluator - Central America/Caribbean Region

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

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

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

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

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

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

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

Contract for Nutritionist
Haiti, July 6, 1978

IQC Consultants

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

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

B U D G E T

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

FINANCIAL STATUS REPORT

(Follow instructions on the back)

ANNEX V

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

2. FEDERAL AGENCY AND ORGANIZATIONAL ELEMENT TO WHICH REPORT IS SUBMITTED
 AGENCY FOR INTERNATIONAL DEVELOPMENT

3. FEDERAL GRANT OR OTHER IDENTIFYING NUMBER
 AID/pha-G-1117

4. EMPLOYER IDENTIFICATION NUMBER
 13-5563422

5. RECIPIENT ACCOUNT NUMBER OR IDENTIFYING NUMBER
 1 1 PAGES

6. FINAL REPORT
 YES NO

7. BASIS
 CASH ACCRUAL

8. PROJECT/GRANT PERIOD (See instructions)
 FROM (Month, day, year) 4/30/75 TO (Month, day, year) 7/31/78

9. PERIOD COVERED BY THIS REPORT
 FROM (Month, day, year) 4/1/78 TO (Month, day, year) 7/31/78

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

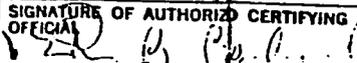
11. DIRECT EXPENSE

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

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

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

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

SIGNATURE OF AUTHORIZED OFFICIAL


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

DATE REPORT SUBMITTED
 9/29/78

TELEPHONE (Area code, number and extension)
 (212) 838-4700

+ h. Total unliquidated obligations \$31,141.18

The following bills are outstanding

As of the date of the above financial

report:

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

Total	\$31,141
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NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS																																
<p>To increase participation of the poorest majority in solving their socio-economic problems.</p>	<ol style="list-style-type: none"> 1) Involvement of participants in planning projects 2) Involvement of representatives of participants in evaluation meetings. 3) Decisions of participants reflected in changes in implementation 	<ol style="list-style-type: none"> 1) Study of evaluations of five sample integrated projects 	<ol style="list-style-type: none"> 1) Integrated approach to rural development is more suitable to peasant needs. 2) Climatic conditions remain favorable at project sites. 3) No adverse changes in political, economic environment in project countries. 																																
<p>To improve the capability of CRS to plan, design, implement and evaluate programs with its indigenous counterparts</p>	<ol style="list-style-type: none"> 1) Increase numbers of integrated rural development projects in execution from <u>4</u> to <u>16</u> by 1978. 2) Increase from <u>13</u> to <u>25</u> the number of professional staff maintained by CRS totally dedicated to development programming at Headquarters and regional level. 3) 60% of all funds for development projects will be allocated through the planning system. 	<ol style="list-style-type: none"> 1) Project Records 2) Personnel Records 3) CRS Reports on Funding 	<ol style="list-style-type: none"> 4) Counterparts able to maintain basic operational level. 1) Planning system incorporated in revised socio-economic program will be utilized by CRS Program Staff 2) CRS will have budgetary resources to maintain sufficient professional staff after grant period 																																
<ol style="list-style-type: none"> 1) Seminars held: <ul style="list-style-type: none"> - Regional - Country <p>CRS staff participating in training</p> <p>Counterpart Staff participating in training</p> <table border="1" data-bbox="440 842 816 1346"> <thead> <tr> <th></th> <th>YEAR 1</th> <th>YEAR 2</th> <th>YEAR 3</th> </tr> </thead> <tbody> <tr> <td>3) Revised system for planning, implementing and evaluating development programs</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		YEAR 1	YEAR 2	YEAR 3	3) Revised system for planning, implementing and evaluating development programs				<table border="1"> <thead> <tr> <th></th> <th>YEAR 1</th> <th>YEAR 2</th> <th>YEAR 3</th> </tr> </thead> <tbody> <tr> <td>1) Seminars held: - Regional - Country</td> <td>3 4</td> <td>4 10</td> <td>5 5</td> </tr> <tr> <td>CRS staff participating in training</td> <td>80</td> <td>135</td> <td>130</td> </tr> <tr> <td>Counterpart Staff participating in training</td> <td>80</td> <td>155</td> <td>145</td> </tr> <tr> <td>2) Integrated Rural development projects designed</td> <td>6</td> <td>8</td> <td>8</td> </tr> <tr> <td>3) Revised system for planning, implementing and evaluating development programs</td> <td></td> <td>X</td> <td></td> </tr> </tbody> </table>		YEAR 1	YEAR 2	YEAR 3	1) Seminars held: - Regional - Country	3 4	4 10	5 5	CRS staff participating in training	80	135	130	Counterpart Staff participating in training	80	155	145	2) Integrated Rural development projects designed	6	8	8	3) Revised system for planning, implementing and evaluating development programs		X		<ol style="list-style-type: none"> 1) Reports of technical advisors 2) Seminar Reports 3) Existence of draft projects 4) Existence of revised socio-economic manual 	<ol style="list-style-type: none"> 3) Funding from CRS or outside sources will be available for priority programs 1) Qualified staff will be available as programmed
	YEAR 1	YEAR 2	YEAR 3																																
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<p>I. AID</p> <p>A. Funds for <u>9</u> technical advisors</p> <p>3 planners 5 rural development advisors 1 health education advisor</p> <p>B. Funds for Training Seminars</p> <p>C. Other inputs (professional staff)</p> <p>A. CRS Headquarters - technical officer for planning/evaluation (1) Other technical staff (12)</p> <p>B. CRS Regional level (5)</p> <p>C. CRS Country level (106)</p> <p>D. Counterpart Technical Staff (59)</p>	<p>9 person/years annually. (Refer attached budget)</p> <p>1 person/year</p> <p>6 person/years</p> <p>2.5 person/years</p> <p>36 person/years</p> <p>15 person/years</p>	<ol style="list-style-type: none"> 1) Reports of Regional Offices, Technical Advisor 2) Financial Reports 	<ol style="list-style-type: none"> 2) Sufficient coordination with counterparts will be maintained 3. Advice provided by technical staff will be utilized by CRS and counterpart personnel 																																