

ORGANIZACION DE ESTADOS AMERICANOS  
COMISION INTERAMERICANA DE MUJERES

PROYECTO TECNOLOGIA APROPIADA PARA LA MUJER CAMPESINA

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Social Development - AID  
State Department  
Washington D.C.

15 October 1984

Dear Roma,

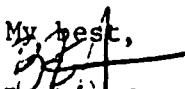
As you requested when we met in Washington, I am sending along the copy of Barbara Myers' evaluation report on the communities in Bolivia. The report was prepared in early 1983, as a result of my request that Barbara, then on vacation from ATI, take a look at the Project before we initiated the dissemination of the technologies and methodologies.

Initially, the evaluation was to be an in-house document, to complement the qualitative and quantitative evaluations, which were being implemented in Bolivia and Ecuador. As you know, the Project Extension presented in 1982 contemplated evaluation, but as the Project was terminating in 1983, and we had no confirmation of the extension, we went ahead and did the evaluation.

The results are contained in the package of documents (regretably mostly in Spanish, with the exception of my summary) which you already have. Barbara's evaluation was used as a working document, in Bolivia and indirectly in Ecuador, to correct the problems she identified.

Hope you are well. It was so good to see you again.

My best,

  
Eddy de Arellano  
Project Director

March 1983  
Barbara Meyer's Evaluation

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## I. INTRODUCTION

### A. Purpose and Scope of Study

This evaluation was conducted by a representative of A.T. International in response to a request from the Project on Appropriate Technologies for Rural Women (PTAMC) of the Interamerican Commission of Women. The need for this evaluation stems from two factors: the impending termination of the original project period and the need to identify those measures necessary to ensure that activities achieve self-sustainability prior to termination of funding. Secondly, the evaluation was undertaken in the context of a possible extension of the project to enable wider dissemination of the model. In this regard it was felt that an outside assessment could aid in adjusting the methodology in anticipation of a larger scale effort.

Although this project is being implemented in Ecuador as well as Bolivia, it was not possible to include both countries in this initial effort, and only the Bolivian program has been reviewed for this report.

The terms of reference for this study included an evaluation of the overall project methodology, with special emphasis on the effectiveness of methods to promote participation by rural women. Secondly, the different systems of self-management being utilized at the community level were to be examined, along with the potential for self-sustainability of the various subprojects. The third component evaluated was the technologies themselves, and in particular the degree of acceptance and adoption by the communities involved.

The findings and recommendations outlined herein are based on observations in these three categories. In no way is this report meant to be a comprehensive evaluation. No attempt

has been made, for example, to measure actual quality of life impact on the intended beneficiaries. Such an effort is beyond the scope of the present study and has been proposed as a major activity to be undertaken in the event an extension of the project is approved. In addition, project activities included some work in social services, such as health and nutrition education, which were not examined in the course of this study.

B. Evaluation Methodology

The study was conducted over a one month period between January and February 1983, primarily utilizing participant/observer techniques. The information on which this report is based was gathered through interviews with project personnel, review of files and related documents in the project office in La Paz, as well as visits to several of the communities where subprojects are being implemented. These communities included the two in the subtropical region (Chacopata and Segundo Ingavi), and two Altiplano communities (Chauira Pampa and Centro Belén) where activities have been underway since the beginning of the project. A third Altiplano community, Arasaya, where the project has only recently begun to work, was also visited. During these field visits it was possible to observe the functioning of the women's and community associations, the work of the project's promoters, and the operation of the specific technologies and their acceptance by the communities. In the case of the subtropical zone it was also possible to observe the work of the technician from the Instituto Boliviano de Tecnologías Agropecuarias (IBTA), the principal counterpart contribution of the Bolivian government to the project.

## II. PROJECT BACKGROUND

### A. Collaborating Agencies

The project arose from the efforts of the Interamerican Commission of Women of the Organization of American States to respond to the need to broaden and strengthen, through the use of appropriate technologies, income generating activities and participation of rural women in community life.

✓ Funding of US\$ 400.000 for four years was provided by USAID, originally to include activities in Bolivia, Ecuador, and Peru. When agreement could not be reached regarding the counterpart agency in Peru, this component of the program was eliminated and implementation proceeded only in the two remaining countries.

As with all projects sponsored by the OAS, activities were implemented in conjunction with the local country government's counterpart contribution. In the case of the Bolivian component of this project, the local contribution took the form of technical assistance through the Instituto Boliviano de Tecnologías Agropecuarias (IBTA). IBTA played an active role in selecting the communities to participate in the project, and IBTA technicians are responsible for overseeing the various subprojects in the area of livestock raising and agricultural production. In some cases they also supervise the small industry subprojects, particularly in relation to food processing.

Additional resources, including transportation and technical assistance, were mobilized by staff members during the course of the project through collaborative agreements signed with a variety of international and local private agencies.

## B. Objectives

The general objectives set forth for the project are:

1. Achieve the full participation -in quantitative and qualitative terms- of rural women and their communities;
2. Generate income and savings for rural families;
3. Identify, test, and disseminate appropriate technologies which respond to the needs of women in the areas of agriculture and livestock raising, services, and handi-crafts and small industry;
4. Promote an appropriate system of organization and administration for the various micro-projects.

The writer could find no indication that quantifiable indicators were established, either prior to initiating project activities, or in the course of defining the specific subprojects to be carried out in each community.

## C. Project Setting and Strategy

The strategy underlying this project must be viewed as a comprehensive methodology involving a particular process by which members of a rural community, and in particular the women, are motivated and organized to seek collective solutions to the development problems they face. This organizational methodology forms the vehicle for the use of appropriate technologies which raise the productivity or value-added of existing products, or create new sources of cash or in-kind income. This approach to development at the grass roots level is becoming increasingly validated by a growing

body of practical experience in all regions, and its merits have also been demonstrated through the experience of this project.

There are many reasons for development efforts to focus on the role of women. It has been estimated that whereas women and girls worldwide constitute half the population, a third of the "official" labor force, and perform an estimated two-thirds of all hours worked, they receive only one-tenth of the world's income. (\*) Aside from the obvious considerations of justice and equity, development planners are well-advised to dedicate resources towards enhancing the economic role of women. Any other resource with an equivalent potential for raising national income and productivity would immediately be categorized as a priority sector for development. In the Bolivian context this takes on special significance as increasingly difficult conditions facing the rural population force urban migration by males in search of cash income, leaving the women with ever greater responsibilities for agricultural production.

Furthermore, in the indigenous communities of rural Bolivia, the role of women is not as sharply distinguished as is the case in many other developing countries. As was clearly pointed out by the research conducted at the beginning of the project, most tasks related to agriculture and livestock raising depend on the active participation of women alongside men. Although certain tasks are considered the domain of either men or women, the predominant division of labor pattern in the project areas is for tasks to be shared. It is primarily, therefore, in the realm of community

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(\*) See, for example, "Women in Development", World Bank, Washington, D.C. 1980.

participation and decision-making where women's role is restricted. Thus, the need faced upon beginning the project was less one of providing productive activities which would address the need for women to have their own sources of income, than of seeking ways for promoting the active participation of women in efforts to raise the overall development level of the community. Project staff should be commended for avoiding the introduction of artificial divisions between men and women in the community, and relying instead on promoting a more active organizational role for rural women with the support of community men.

A second feature of rural communities in Bolivia which distinguishes them from conditions often found in other developing countries is the awareness and willingness to seek collective solutions to shared problems. The level of organizational experience of the Bolivian campesino is significantly higher than that found in most other rural settings in the continent. This can be attributed, on the one hand, to the 30-year history of campesino unions in Bolivia which, despite their own problems with leadership and effectiveness of grass-roots activities, have nevertheless established the existence of an organizational structure, and to some extent, the development of leadership and organizational skills, at least among the men. Secondly, and more importantly, the Bolivian campesino has centuries of tradition, not only in their agricultural and household-level technologies, but also in community organization, leadership structures, and customs of mutual assistance (*ayni*, *minka*) for tasks requiring intensive labor such as plowing and harvesting certain crops.

In this context it was decided that a primary means for achieving the project's objectives would be the formation

of local women's associations through which activities to improve production would be implemented. The project is understood to be a pilot effort to test the methodology and develop a sufficient body of practical experience to utilize in subsequent efforts to affect public development policies. This second phase of wider dissemination through public or quasi-public agencies has only recently begun.

### III. PROJECT DESCRIPTION

In Bolivia, the project initially anticipated working with communities in four regions in the Department of La Paz, each with different climatic and geographic conditions, in order to provide diverse conditions for testing the project model.

Work was begun in the northern (arid) and central (humid) Altiplano, Los Yungas (subtropical) and Valle (temperate) regions, but political conditions resulting from the July 1980 change in the Bolivian government particularly effected the possibilities of working in the Valle region and project staff decided to discontinue activities there.

The subprojects implemented in the remaining communities were as follows:

#### Subtropical Zone

- . Segundo Ingavi
  - Crop diversification/horticulture
  - Pisciculture
  - Marmalade and liqueur production
- . Chacopata
  - Community store
  - Marmalade production
  - Horticulture

#### Altiplano Zone

- . Centro Belén
  - Improved weaving looms (for handicrafts)
  - Improved cultivation of traditional grains (quinua)
  - Savonius-type wind mill and water pump
  - Solar greenhouse

- . Chauira Pampa
  - Improved cattle raising
  - Cheese production
  - Savonius-type wind mill and water pump
  - Improved grain cultivation
  - Solar greenhouse
  
- . Alto Belén
  - Solar greenhouse
  - Weaving and handicraft
  - Animal sanitation
  
- . Corapata
  - Knitting in alpaca wool
  - Improved spinning wheels
  - Nutrition
  
- . Kulluhuma
  - Solar greenhouse
  - Knitting in llama wool
  - Animal sanitation
  - Consumer store

A central role is played in the project by the three promoters, each of whom has responsibility for two or three communities. These promoters have the most direct and continuous contact with the men and women of their communities, and are responsible for reinforcing the technical and organizational skills which are taught in training courses. It is through the promoters that the project directors maintain on-going and reliable information about the progress and problems in each community.

The actual sites were identified during the initial phase of the project, in conjunction with IBTA. A major criteria in selecting the communities was their proximity to the

agricultural experimentation stations, in order to allow for adequate supervision of project activities by IBTA technicians. Specific activities were determined jointly with each community in accordance with its particular needs and resources. Implementation followed discrete stages beginning with the identification of communities whose characteristics indicated the potential for positive results. This was followed by a study to determine the existing activities and problems of each community. This information was gathered and analyzed jointly with local residents by a team of specialists contracted for this phase. Once the most pressing problems were identified, the project proceeded to design a range of subprojects in both productive activities as well as social services.

A written agreement was signed with each community to formalize the commitment both on the part of the project as well as by the members of the community. It was made clear throughout these initial stages that the project was not a give-away program, or an exercise in charity, but rather a joint effort to achieve a better life for the community as a whole, and for the women in particular. The participating communities were required to make concrete counterpart contributions to each activity, including labor, materials, and in some cases even cash contributions.

Using group motivation techniques, and relying to a great extent on training which served to motivate through providing immediate benefits, the formation of women's associations in each community was achieved. It was generally observed that both the men and the women in the communities visited felt a strong commitment to the project, as indicated by the total number of association members, attendance and participation

in meetings and work sessions, and by the willingness to contribute personal and community resources to implement project activities.

#### IV. EVALUATION FINDINGS

##### A. Policies and Operating Style of Project Staff

###### 1. Responsiveness and Flexibility

Project operations were generally found to reflect a high degree of responsiveness to local needs, and the ability to be flexible in the face of changing conditions. From the initial contact with the communities, the investigation to identify existing economic activities and the most seriously felt needs, the project's methodology has actively incorporated the local residents themselves. In this way, an identification with and commitment to the project was established from the very beginning.

The ability to function in a flexible manner was especially critical as a wide range of political factors affected the options and possibilities for the project's work, including 8 changes in the Bolivian government during the three years of the project. The staff demonstrated a remarkable ability to operate under these conditions, during a time when many other rural efforts in Bolivia were forced to completely suspend activities.

###### 2. Women as a Special Focus

The project has consistently maintained a particular emphasis on promoting the development of leadership, organizational, and production skills by women, but without excluding the men in the community. This was not always easy to define as, for example, when the men in the Chauira Pampa community wanted to participate in the training course in cheese production. Cheese making is traditionally

an activity carried out by women and the project staff wanted to ensure that the women retained this role instead of it being taken over by men, as frequently occurs when the technical level of an activity is raised. The existing arrangement in the community is one where cheese production is carried out exclusively by the women, with men providing assistance in the marketing effort. Women's self-perception and status in the community has been enhanced as a result of being in charge of this important income-generating activity.

The tradition of organization in the Bolivian country-side, although in most ways a real advantage for the project, also posed certain challenges in terms of promoting a more active role for women. It was essential that the women's associations which were formed not be seen as a threat to the local campesino union or traditional community leadership. The approach to this problem varied according to the specific local conditions. In one community (Chacopata), where the men's organization was weak and not perceived as providing real benefits to the community, a result of the project's work was the disbanding of the existing organization, and the de facto incorporation of the men in the community into the "women's" association.

In another community (Chauira Pampa) the local union was strong and its leadership respected. In this case the women's association is essentially functioning under the auspices of the campesino union, without whose support and blessing the women's group could never have been established.

Although association members are formally considered to be women ("socias"), the groups are not the exclusive domain of women. Attendance at meetings in all communities visited was observed to be equally frequent between men and women. Special

emphasis was placed on ensuring that training in improved agricultural practices was offered to women as well as men, since women have extremely limited access to technical training of this nature. It is to the project's credit that work was promoted in harmony rather than conflict with existing values and practices related to men's and women's roles. If a more exclusionary approach had been attempted, it is doubtful whether much success would have been achieved in any of the communities.

### 3. Scope of Activities

By way of general observation, it appeared to the writer that the project in many ways tried to do too much. Project staff apparently had to resist considerable pressures from the Ministry of Agriculture in order to limit the number of communities even to those originally included. In this design, the project also tried to address the multiple roles of rural women rather than focus on the most urgently felt needs. As a result, the total number of communities involved in the project, together with the number and diversity of subprojects being carried out in each community has resulted in a lack of focus to the project as a whole, with limited opportunities for promoting exchange among the communities involved. In addition, with the inevitable unevenness among the various subprojects, and the number of problems which must be addressed in each, there has arisen an apparent tendency to prioritize certain subprojects over others. Better overall results would probably be obtained if fewer communities and fewer activities were undertaken, thus leaving time for more analytical work on project experiences in the various communities.

By way of example of the above, clear differences in the level of initiative and organization exist between the two

communities in the Yungas (subtropical) region, Segundo In-gavi and Chacopata. But project staff has been able to dedicate relatively little conscious or systematic efforts to document the causes of the difference, or to attempt modifications in the approach being used in order to address this situation. It is not being suggested here that the project function as an anthropological experiment. But if the model is to be replicated elsewhere, it would be worthwhile to try to identify characteristics of communities which lead to greater or lesser receptivity to the model, and possible changes which would enhance its usefulness in other settings.

#### 4. Investment Decisions

One of the primary operating principles of the project is that the capital investment made in each subproject should be very modest. It was felt that by maintaining a level of capital costs in relative proportion to the economic development of the community itself, a number of problems could be addressed. With low-cost simple, technologies the communities would be in the best position to control and adapt them to their own needs. In addition, it was felt that the potential for replication or transfer of the technologies to other communities could only be realized if costs were kept low. While this principle is one of the basic tenets of appropriate technology, the particular way it was applied in this project was extreme, with consequences in several areas.

The range of technology options considered for developing new products or increasing productivity of existing economic activities was overly restricted. The result in some communities is that the products have limited possibilities for commercialization. Clearly the most successful subprojects

have been those where a relatively greater investment has been made, and even these are extremely modest. At the current rate of accumulation, the US\$ 1,200 cheese making unit in Chauira Pampa could repay the original investment in approximately three years. Among the other larger investments are the two solar greenhouses, costing between US\$ 500-600 each, which also have the clear potential to be self-financing through the sale of vegetables produced.

The criteria which should have been utilized by the project to define an appropriate level of investment is more correctly derived by computing the expected returns to the community in relation to the investment costs. It is this perspective which should also provide the logic for the problem of wider dissemination.

Few rural communities in Bolivia are in a position to undertake any of the activities in question without some outside assistance. However, if the production subprojects can be shown to generate income at a rate which permits amortization of the original investment, a major portion of the problem can be addressed by establishing a credit mechanism to facilitate wider use of the technologies.

Another area which was adversely affected because of excessive spending limitations was the technical assistance provided to the various subprojects. Project staff relied heavily on technical assistance through the government's agricultural extension agency, IBTA. Unfortunately, IBTA technicians appear to know little or nothing about appropriate technologies, and their contributions in most cases are not well integrated into the methodology or set of activities promoted in each community. Priority was also placed on contracting local sources of technical assistance. However, in the early stages of the

project, the level of practical experience with appropriate technologies in Bolivia was extremely limited (and in certain technology areas this continues to be the case). Given the fact that project staff itself did not have previous training or experience in appropriate technologies, it has functioned at a significant disadvantage in not being able to acquire quality technical advice and assistance from other sources.

##### 5. Project Design and Structure

A review of project files and discussions with the regional and national directors clearly indicated that certain aspects of the original project design were seriously flawed and major adjustments had to be made fairly early in the life of the project. Among the unworkable features of the project design was its personnel structure which proposed in addition to the two national coordinators (one each for Ecuador and Bolivia) and the regional director, positions for directors for each of the three technical areas in which subprojects would be promoted. Although only one of these positions was ever filled, even this limited experience led to confusion about responsibilities between the technical and country directors. In addition, the individual contracted to design and organize the subprojects for small industry and handicrafts did not perform at an acceptable level of professional standards or function well under the condition posed by work in isolated communities and rugged terrain. The profiles prepared for the subprojects in this area were found to be disappointingly deficient, especially in critical areas such as market surveys and marketing techniques for the goods to be produced by the communities. Project staff was fortunately able to redesign the personnel structure and shift resources to budget items where they were more effectively utilized.

It appeared to the writer that many functions related to project implementation are being assumed by both the regional director and the national director, who often are not in agreement about priorities or specific steps to promote at the grass roots level. In essence the project is functioning with two national directors in Bolivia, a situation which is not always conducive to efficiency or clear lines of action in the communities. A more explicit division of labor between these two staff members is indicated for the duration of the project, and special attention should be given to the personnel structure in the event an extension is granted.

#### 6. Internal Evaluation

A great deal of effort appears to have gone into designing a system of data collection to assess and evaluate several aspects of the project. Variables such as community and women's participation in project activities are measured through attendance at meetings, human and material resources contributed by the communities to each subproject, etc. The three promoters are responsible for collecting this data. In reviewing the forms, however, it was apparent that there is no common understanding among the promoters about how to fill out the forms, and there is therefore a lack of consistency in the information being collected. This fact points out two problems. Firstly, the promoters do not have a clear understanding of why they are collecting this information, or how it will be used. Secondly, and more seriously, there is evidently a corresponding lack of understanding of this effort on the part of project staff responsible for reviewing, and ultimately utilizing, the data being collected. If the forms were being reviewed on a regular basis, the existing discrepancies would have been detected and corrected. After several months of actual use in the field, it would have also been evident that certain

categories of data were not being recorded in the most useful form, and modifications of the forms could have been made.

The fact that any effort at self-evaluation is being made puts this project ahead of most other community development activities. The intention here is to point out ways in which the efforts already being expended could be made more effective and useful. Perhaps the one most valuable step that could be taken in this regard is for staff to know clearly and precisely how each category of data will be utilized, together with some simple hypotheses that are being tested in the process.

## B. Project Management at the Community Level

### 1. Administrative systems

The only meaningful test of a management or administrative system is whether it works. Each community has its own variation of simple financial record keeping and other administrative procedures, and in all of the communities visited the systems appeared to be functioning reasonably well. There was a surprising lack of disputes among association members over financial issues, and the only perceivable problems were the result of limited arithmetic or literacy skills by those responsible for record keeping.

In only one of the communities visited (Centro Belén), was the income produced divided between the individual producers and the women's association. In this case the accounting system being used appeared to be unnecessarily complex, although time did not permit a thorough review of the system in order to assess the feasibility of a more simplified method.

There did seem to be some degree of over-reliance in all communities on the promoter and/or the national director in ensuring that procedures were being correctly followed, especially in regards to financial accounting. This should begin to be corrected as the promoters assume gradually less active roles in the closing months of the project. Staff should pay close attention to this area to ensure that adequate skills have been acquired by association members in this area.

## 2. Income Generation

The project sets forth as one of its main objectives, "generate income and savings for the campesino family". In most cases, however, the income-generating subprojects have served to capitalize the women's associations. In the case of Chauira Pampa, a portion of the capital accumulated has been used to finance improvements in the solar greenhouse. In general, the communities have apparently not set specific goals and the association's funds appear to function as an emergency reserve for communal activities.

It is definitely a strength of the project that such community cohesion exists. But there is necessarily a limit to which community spirit can continue to be the principal motivation for the efforts being expended. This limit is already being reached in Chauira Pampa where there is growing reluctance on the part of association members to accept leadership roles due to the extreme time and energy demands implied. More thought should be given to possible mechanisms to provide for direct income benefits to the members and their families, especially in relation to any possible extension of the project.

Some assistance to the associations in financial management is also clearly needed. The current rate of inflation in Bolivia is in excess of 300 per cent, and it is hardly advantageous to the communities to keep even their limited assets in liquid form under these conditions. This is especially true for those communities which have occasional need for foreign exchange to import raw materials, as is the case with the cheese culture used in Chauira Pampa.

### 3. Marketing

The other serious problem facing the project is inadequate attention placed on marketing. This need is most urgent in the communities in the subtropics, for marmelades and liqueurs. But even where the most commercial success is being experienced, in the case of the cheese produced in Chauira Pampa, marketing is a constant problem requiring the involvement of project staff beyond what should be necessary. There is no reason, for example, that 1/3 of the cheese produced should be sold in the project's office. This only promotes a dependency on the project that ultimately is counter-productive for the community. A training program or specific plan of work should be implemented as soon as possible to give the communities the marketing skills they need to ensure an adequate and sustained sales volume. If this issue is not addressed as a priority concern in the immediate future, it is doubtful whether these income-generating subprojects will become self-sustaining.

### C. Technology Use

A significant disparity exists between the project's strength, which is the methodology used in motivation and promotion, and the approach towards the actual "hard" technologies promoted in the

various subprojects. The project staff appears to have limited technical skills or familiarity with appropriate technologies. In addition, they received little support for the use of appropriate technologies from IBTA. In some cases the technical advice acquired from local sources was extremely deficient, and actual on-site work by technicians was poor.

This is most clearly evident in the case of the two wind-powered water pumps installed in Chauira Pampa and Centro Belén. Shortly after their installation both wind mills ceased to operate. Despite subsequent modifications which were made in the pump design, to date neither pump is working satisfactorily. The pump in Centro Belén is at the extreme limit of technical specifications of this design and operates only manually, while the one in Chauira Pampa must be started manually and even when wind conditions are satisfactory, it ceases to operate shortly after it has been started. In Centro Belén the community has planted potatoes quite close to the pump site, but the crop was being lost due to the lack of rain. Various modifications could be experimented with in order to use the pump for occasional irrigation, such as elevating the storage tank to provide for sufficient gravity force to carry water to the plot, together with a hose and simple sprinkler system. Similarly, community members expressed frustration with the fact that the water is quickly absorbed in the dirt trench from the pump to the sheep bath, making it extremely difficult to pump enough water to fill the bath. It should be fairly simple to correct this problem by applying a cement or soil-cement lining to the trench to prevent absorption. The breakdown of both pumps is the result of improper care by the community during high winds. If other wind mills are to be constructed, they should be located adjacent to houses and more emphasis should be placed on instructing residents in care and maintenance requirements.

Both greenhouses appear to be functioning adequately, although technical problems with the roofing material have caused interruptions in production. In Chauira Pampa the community has replaced the original plastic sheeting roof, which under local conditions disintegrates after approximately eight months of use, with corrugated plastic panels. To save money on this relatively costly material they have alternated the plastic panels with corrugated tin. It is possible that additional plastic panels will have to be used, as the internal temperature in the greenhouse did not appear to be sufficient to maintain plant growth in the winter months. The community has nevertheless taken on this subproject as their own and it is a positive sign that such local initiative in adapting the technology is occurring.

The other technologies, including improved spinning and weaving equipment, marmelade and liqueur making, and improved agricultural production, are extremely simple and no apparent problems have been encountered regarding community acceptance or use.

## V. RECOMMENDATIONS

A. For the Duration of the Current Project:

1. Allocate necessary funds to correct the technical problems which persist in the two wind mills.
2. Investigate possible modifications in the Centro Belén water system to expand its usefulness to the community.
3. Place immediate priority on training association members in marketing techniques. This should be done on a case-by-case basis since the level of sophistication, as well as the specific markets to which their products are oriented, vary significantly.
4. Evaluation data currently being collected by the promoters should be made internally consistent. Economic analyses of all production subprojects should be made to determine their potential for self-financing.
5. The accounting system being utilized in Centro Belén should be reviewed to determine ways it might be simplified.
6. A concrete plan for withdrawal of the promoters from each community should be developed. Its implementation should be closely tracked by project staff to determine how the communities are being affected and detect any problems which might be corrected during the duration of the project period.
7. Respective areas of responsibility for the national and regional directors should be more precisely defined to avoid duplication of effort and unclear lines of authority.

It would be also advisable for each individual to have clear criteria against which performance will be evaluated.

B. For Wider Dissemination Under Project Extension:

1. A clearer technology focus should be established in subprojects promoted. Where possible, activities should be sought which are complementary, allowing communities to enter into exchanges of experiences, or even products themselves.
2. A somewhat higher level of capital investment should be generally used where the returns to the community are sufficient to permit repayment within a 3-5 year period.
3. Mechanisms should be explored whereby the production subprojects generate income both for individual families as well as for the community as a whole.
4. No production activities should be undertaken unless an adequate preliminary market study has been carried out. (This does not necessarily have to be complicated or elaborate).

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## CONCLUSIONS

The project's work to date shows it to be an appropriate and effective vehicle for promoting the participation of rural women in development activities. With a relatively modest budget, project staff has been able to implement subprojects under very diverse conditions, and which respond to a wide of needs expressed by the beneficiaries. Most importantly, project funds have served as a catalyst to mobilize the human and material resources of the participating communities themselves and initiate a process of capital formation at the grass roots level. Although various technical and marketing problems persist, their solution in most cases should be feasible if adequate technical assistance is obtained. Most subprojects show good prospects for self-sustainability if these problems are addressed.

During this pilot stage the project has accumulated a valuable body of experience which merits more systematic documentation as a development strategy. Furthermore, efforts to implement the model on a broader basis in Bolivia and, possibly, in other countries in the region, should clearly be pursued in light of the experience to date.