

Final Evaluation of “*Development Alcoche*” Regional Contract Area IV



November 2010 – January 2011

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ABBREVIATIONS USED IN THE REPORT

APAP SF	Santa Fe Producers Association
ACIPAC	Association of Pig Breeders of Province Caranavi
APROCAVIC	Association of Organic Producers of Villa El Carmen
APCERL	Association of Coffee Producers
AOPEB	Association of Bolivian Organizations of Ecologic Producers
ABANA	Association of Banana Producers
ARCO	Competitive Rural Action
BIDECA	Integrated Block of Canton Development
CIAT	Research Center of Tropical Agriculture
DOCPRO	Program Document
FODUR	Promotion of Urban and Rural Development
INIAF	National Institute of Farming and Forest Innovation
MANB	Norway Alliance Mission in Bolivia
MEPROSOR	Microenterprises of Santa Fe Organic Stevia Producers
ML	Logical Framework
PAR	Rural Alliance project
POA	Annual Operation Plan
PDM	Municipal Development Plan
PDDR II	Alcoche Regional Development Plan
PROMARENA	National Project of Natural Resource Management
PASA	Food Security Program
OEAS	Economic Organizations of Rural Workers
SAF	Farming-Forest System
SENASAG	National Service of Animal Healthiness and Food Harmlessness
TDR	Terms of Reference
UNITAS	National Union of Work and Social Action Institutions

PHOTOGRAPHIC NARRATION PRODUCTIVE PROGRAM



Nursery – Calama



Nursery – La Mundial



Stevia stock center - Santa Fe



Coop -Santa Fe



Banana Producer-V. Elevación



Meeting with coffee producers -Villa Aroma

PHOTOGRAPHIC NARRATION HEALTH PROGRAM



Housing for the Health Operator, Colonia San Lorenzo, Canton San Lorenzo



Indoors view of Santa Fe Health Center

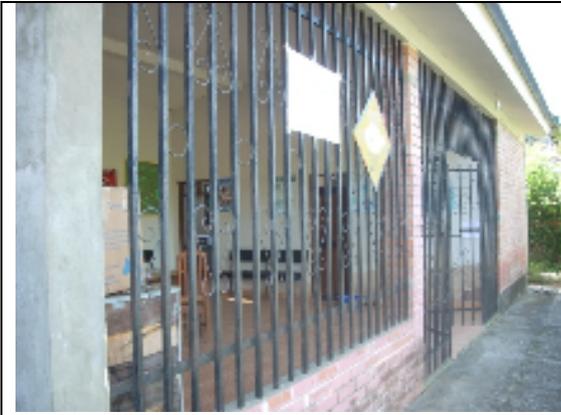


Front view of Santa Fé Health Center



Lateral view of Santa Fé Health Center





Health Post Third Elevation



Indoors view of health post

GROUP MEETINGS



Group of producers
Association Oro Verde- Alto Lima



Environmental play- Los Andes Male and Female
Children



Environmental Play-Los Andes Male and
Female Children



Community Meeting in Espiritu Santo



Stevia producers - Sta. Fe



Focal Group with producers. Caranavi



Pigs breeders in Alcoche



Producers and nursery owners – Alto Sajama

EXECUTIVE SUMMARY

MANB started operations in Caranavi in 1995 implementing the “Alcoche Regional Development Contract” which began with a two-year Pilot Plan and ended with a closing plan in 2010. Among the most important and creative working characteristics, the population direct involvement was highlighted along with the municipal plans giving social and political support, and legitimacy.

The evaluation witnessed an adequate **pertinence** and **relevance** because the action lines were based on the communities’ prioritized needs; highlighting the productive improvement that has been the most historic priority but, chronically neglected by governments and development institutions.

The **Contract administration and management** showed an adequate relationship between human, technical and financial resources as well as an efficient implementation that was adjusted to procedures and institutional standards; it had a few and little significant shortcomings that were overcome. It was also highlighted the equally standardized, effective and transparent community managed administration.

The **implementation team** had an adequate technical profile and performance; it was characterized for its mystical work and excellent relations with the community. It showed weaknesses in planning, analysis and systematization which were offset by the work load associated to the Contract’s thematic and territorial amplitude.

There were advances regarding planning, but the design and management of its instruments was the most important operational bottle-neck; associated in part by the lack of standardized institutional instruments and the correlative autonomy of the territories in this sphere. Due to similar reasons, the application of **gender** and **environmental approaches** was insufficient but, with better achievements in the environmental field.

Generally the **applied strategies** were adequate, including some creative and bold, like the relocation of resources and decisions to the community and three party co-financing (MANB-Community-Municipality) that favored: responsibility, community commitment, social development capital and a high empowering degree which is crucial for development and usually, difficult to achieve.

With some exceptions, the **Human Development Program** goals were sufficiently achieved thus an impressive volume of physical works and human capital was completed which endorsed the **program effectiveness and its undeniable contribution to community development and particularly of the 2.300 directly involved families**. The most noticeable weakness was the chronic non-fulfillment of the municipal counterparts both, in due time and proper course.

Similarly, the **Productive Development Program** was able to improve conditions, quality, yields, quality and commercialization in seven lines: **demonstrating that sustainable production is feasible and profitable**, which is especially relevant when it is faced by climate changes – and unavoidable reality-; it should also be highlighted the consolidation of more than 12 productive organizations. **From many perspectives, it was a pioneer work establishing the bases for the region's a productive and socio environmental development.**

There was a lack of substantive areas: base lines, profitability data, follow-up plan, parcel assignment and inventory of present timber-yielding resources in the agro-forestry systems (SAF). The participation and the female productive potential development centered on traditional activities was also an important weakness that needs to be resolved in the future.

There were **changes or transcendental impacts** in different spheres with good possibilities to stand in time: **Human capital development** (knowledge, skills, self-esteem and self-management, social control, values and appropriation of technologies and sustainable practices), all essential factors for development; **better income and better quality of life of families** (alimentation, education, clothing, electro-domestics, vehicles and in lesser degree housing); **acknowledged leadership** of the committees and other organizations; **practice of values** (transparency, respect, solidarity, family cohesion and mutual trust); **conscience** on the importance of education, health and basic sanitation; **growing productive partnerships** in favor of commercialization and search for new markets; and **“qualitative jump” from traditional agriculture to sustainable agriculture**, with tangible financial and social benefits.

Sustainability biggest risk is associated to the lack of consolidation of some processes: women's organizations, new projects (citrus, chickens and nurseries) and practical application of the environmental approach (schools and communities). There are also external factors that could have the same effect: changes of political scenarios, leadership corruption, municipality's un-fulfillment

and inattention, return to mono-cultivation due to market conditions or expansion of other crops as coca leaves.

Among lessons, good practices and main recommendations, we can state the following:

- It was right to respond to the priority needs of the community, but too much flexibility, generated dispersion and activism.
- Sensitive areas require strategic and political institutional benchmarks to avoid improvisation and ensure effectiveness
- The three party-counterpart strategy proved to be a good practice that favored the expansion of basic services and ownership, but the risk – implied – was that the municipality loses its “responsibility” for duties.
- The direct management of projects and resources by the community was fundamental for empowering and it is – in fact – the most important contribution of MAN-B, but still this has not been conceptualized.
- It is important to have a flexible framework, aligned with the municipal plans, but with stability in the main elements to guarantee a strategic action.
- The development of individual and community productive projects was an appropriate option that had direct impact on the life quality of the families, local development and communities’ environmental actions. Its optimization depends on the improvement of some aspects.
- The most important challenge for sustainability has to do with the following: long-term concept and short term intervention, which influence - in a negative manner - the consolidation of outputs and processes.

We recommend:

- ▶ Develop and implement a group of key institutional policies: territory ad thematic focalization; gender equity; environmental sustainability, facilitation/technical assistance and others.
- ▶ Re-establish the counterpart strategy, at the light of the Municipal responsibility with regard to social infrastructure, thus, gradually, move towards a more equal scheme, where Municipal contribution reaches 70-80% of the total investment.

- ▶ Systematize the most successful experiences and avant-garde of the PDDR: “Community Trust” and “Three-party and bi-part counterpart for social and family infrastructure”.
- ▶ Develop – in the short term – an institutional strategic and operations planning workshop, with standardized and replicable tools within the different areas.
- ▶ Ensure that productive projects have: base line and productive and profitability indicators; business plans, the patio as a sub-productive unit, forestry management plans in the SAF and others; ensuring more structuring for training and technical assistance (facilitation).
- ▶ Avoid the replica with “women projects” and choose to work with them as equal partners, continuing supporting domestic profile projects for those who prefer it.
- ▶ Look into the possibility of expanding the intervention cycles, doubling – at least – the current for years, and from the beginning of projects make community organizations have touch with the different type of cooperation present in their territories; this to enhance the possibilities for negotiation supports once phasing-out arises, including the post-project monitoring and escalation of resulting processes.

INTRODUCTION

The Norwegian Alliance Mission in Bolivia-MANB- seeks to promote the integral development of marginalized groups. As part of that promotion, it has been developing actions for the last three decades in several territories of Bolivia. Within this framework, in the mid 90's, it started a wide development program in the Yungas Amazon, Province of Caranavi, by means of the so-called *Alcoche Regional Development Contract* which was executed in two major stages, between 1995 and 2010.

The first stage ended in 2003 and the last one, which was complemented with a closing stage executed between years 2009 and 2010, ended in 2008. In this last stage some non consolidated processes were strengthened in last period and, at request of the people, new infrastructure works were also executed and productive projects were started. These are at their initial stage.

At the end of each execution stage –2003 y 2006– intermediate evaluations were carried out. The evaluation process ended with this “Final Evaluation of the Alcoche Development Contract” carried out at the end of the closing stage. This evaluation is especially relevant, given that, without taking the pilot stage into account, more than 12 years of work in Caranavi have passed. Work during this time included 70% of the population of the 7 Cantons where the institution developed its work, which was characterized by four-year-period intervention cycles, the direct participation of the communities in the entire project cycle and a *sui generis* strategy of finance counterparting of the investments by MANB, the Community and the Municipality, in a descending order.

Here lies the importance of identifying and systematizing the main lessons left by this important and innovative work period. The main objective of the evaluation was to analyze the conception, relevance, efficiency and effectiveness of the Contract, stressing emphasis on the impacts and the sustainability of what has been accomplished, aiming at providing guidelines to improve and overcome the weaknesses in the next execution period which will cover new territories inside and outside Caranavi. Therefore, it is expected that the results and recommendations that came up from this evaluation study constitute important input for the design of the new MANB Development Plan.

The evaluation work was developed during forty working days within the months of November 2010 and January 2011. During this time, the following activities were developed: a survey with male and female partners of the Contract and people in general, focal groups with local leadership and with male and female producers, interviews with municipal and sectoral authorities, and discussion of the main findings with the participants in the evaluation process. The evaluating team was formed by four national consultants and one international consultant from different disciplines, which allowed covering various aspects of the Plan which, due to its integral nature, covered a wide variety and choice of social and productive activities.

Following the format of the Terms of Reference, the work results are presented in the following order: Chapter I, containing the MANB background and brief descriptions of the Context of the province of Caranavi, as well as the Components and Objectives of the Regional Development Plan; Chapter II, which gathers a synthesis of the objectives and methodology of the evaluation, and Chapter III, from which the substantial results of the work are presented. In this chapter the main findings from the perspectives of Relevance, Efficiency, Effectiveness, Impacts, and Sustainability, are presented successively. In this chapter crucial topics are addressed, such as: the correspondence of the Plan with the needs of the population and public policies, its financial and organizational efficiency, follow-up and evaluation, the quality of the logical framework, the fulfillment of objectives and indicators, the impacts on the people and social dynamics, the sustainability possibilities and the associated risks.

In Chapter IV, the conclusions and identified good practices are compiled from different areas: political strategic, instrumental, programmatic and sustainability of the reached impacts. Finally, in Chapter V, the recommendations for each of the considered areas in the previous chapter are presented. In various sections there is a presentation of boxes highlighting some fundamental elements such as MANB paradoxes regarding its development vision and its execution practice, the situation and the dilemmas of addressing the Gender Equity Approach and some of the most outstanding results in people's opinion during the evaluation process.

The main report is accompanied by six annexes, where support information is presented such as: TDR, zone map, instruments of field work, reports on the visits to the communities, summary of focal groups and bilateral interviews, instruments and results of the survey and a photo gallery of the field work.

Taking the intensity and complexity of the evaluation process into account, the evaluating team is grateful to the personnel of MANB headquarters–Executive Direction, Planning, Territorial Coordination and Administration– for their support, expressing their special appreciation to the Caranavi team for their invaluable cooperation in terms of information, documentation, guidelines, logistics, discussions and exchange of ideas and opinions, which implied long working hours for more than 20 days.

Also, the evaluating team is especially grateful to all the people of the 23 visited communities, who willingly accompanied us in many group meetings, visits to land plots, workshops and other activities, providing us with their time, arguments and valuable and fundamental information that conferred mysticism and strength to our work. The team would also like to thank the valuable contributions from the main authorities of the Municipalities of Caranavi and Teoponte, as well as those coming from the authorities of Health and Education, and NGO’s representatives and projects involved in the zone.

Had it not been for this valuable load of contributions and suggestions, our work would have been much more difficult and, above all, much less rich and supported.

Mirna Moncada F

General Coordinator

I. BACKGROUND

1.1 The Norwegian Missionary Alliance in Bolivia (MAN-B)

The Norwegian Missionary Alliance in Bolivia (MANB) is a non-profit NGO that promotes comprehensive development of postponed social groups, based on the Deaconry perspective. In more than 30 years of activity, there were changes in its intervention strategy, going from work for community until having broad and effective community participation; the latter is the current way of working.

Within this context, from 1995 to 2010, MAN-B implemented the *Alcoche Regional Development Contract*, in the Amazon Area of los Yungas, Caranavi Province, carried out in two in two phases. The first phase was carried out through a *Pilot Program* (1995-1997), which later on became the *Diaconal Plan for Regional Development (PPDR)* – 1999 to 2003. The second phase started with the *Diaconal Plan for Regional Development II (PDDR II)*, carried out from 2004-2008, and finished with the *Closing Plan* (2009-2010). Each phase had mid-term evaluations, the first one carried out in 2003 and the second in 2006.

In the first phase, the *Contract* was implemented in the following cantons: Alcoche, Illimani, Villa Elevación, Calama and San Pablo, benefiting to 1,400 families – covering an area of 248 Km², expanding to new cantons in the second phase: Calama, San Pablo, Santa Fe, San Lorenzo, 2 de Agosto and Santo Domingo; reaching a population of 1,900 families, in an area of 380 Km².

1.2.1 Overview and Context

Caranavi is one of the most important municipalities of La Paz department, not only because of its population, but because it is an agro-ecologic space with a micro-climate that serves as transition between the high-land and the door to the Amazon basin. Due to its location in the middle of two extreme micro-climates, Caranavi is an area of great bio-diversity, but with much agro-ecologic fragility due to the nature of its soils and watersheds that have suffered the consequences of the severe exploitation of its natural resources, caused by the disorganized growth of the agricultural sprawl. To this, we have to add, the fatal effect of the climate change, worsen by the deforestation of all the area¹, caused principally, by the continuous growth of coca, citric, coffee, cacao and rice crops, and by the raising

¹ “In the last 10 years, 2,8 millions of hectares have been deforested, which represent the greatest environmental damage to the Amazon’s area. From these 2.8 millions of hectares, the estimation is that 76.000 were deforested in the North of La Paz, road axle Caranavi-Beni”. Caranavi Municipality, Municipal History, Presentation Sheets, 2010. Caranavi Municipality.

of subsistence livestock that also contributes to the loosing of forestry. It is necessary to mention that the friction between these crops and coca is at hand due to the high profitability and great demand of the market.

Hence the extreme relevance and importance of MAN-B proposal, where its presence in the area shall focus on the good practices achieved to date, looking into a more acute political and strategic intervention in order to socialize and replicate the most important achievements with regard to community empowering and sustainable production, both permeated by a values approach, which is particularly important for the municipalities and the country.

1.2.2 Components and Objectives of PDDR II

The implementation of the PDDR (hereinafter the Plan), including its pilots phase, comprised three programs: a) Economic Development, Natural Resources and Environment, the later to improve the production conditions and family income within an environmental sustainability framework; b) Human Development to improve the access to basic services, beneficiaries training and strengthening of the local organization, and c) Diaconal Development to promote Christian guidance and development with values.

The specific objectives of PDDR II – principal focus of the evaluation – were as follows: a) Families from the intervention area have improved their production conditions, increasing their economic incomes; b) Families of the different intervention cantons have improved their health, education and basic sanitation conditions through the participation of trained organizations and local human resources and c) Families of the intervention area cantons have Christian orientation and carry out actions in their communities with local churches, having as a base the deaconry framework.

The Plan's target population comprised 75% of the families in the intervention area, which, after the new territory distribution and the creation of Teoponte municipality, grew from 11,500 persons to 14,062; then, the number of families also went from 2,600 to 2,998. In this sense, the PDDR II projects aimed to assist 10,500 inhabitants and an approximate number of 1,900 families.

II. OBJECTIVES AND EVALUATION METHODOLOGY

2. 1 Objectives

Next, a summary and adaptation of the evaluation objectives – established in the Terms of Reference – is presented:

General:

Analyze the rationale and pertinence of **Alcoche Regional Development Contract** in phases **PDDRII and Closing Plan**, looking into the fulfillment of objectives, efficiency and execution of reached results, putting emphasis on impact, feasibility and sustainability, having as benchmark point the **Pilot Project and the PDDR in its first stage**.

Specific:

- Analyze the relationship between **PDDRII and the Closing Plan** objectives, as well as its adaptation to the municipal actual situation, from its beginning up to the evaluation.
- Value the efficiency with regard to the use and application of means, resources and activities to reach the expected results, having in mind the following dimensions: Organizational, Intervention (strategies and intervention mechanisms) and Follow-up and evaluation.
- Evaluate the achieved outcomes with regard to the specific objectives for the last Phase of the Contract.
- Identify the principal impacts and factors that guarantee feasibility and that contribute to the sustainability of projects, according to their definition in the Contract. Also, valuating the principal risks that might affect the sustainability of process and Contract impact.

Methodology:

According to the ToRs and agreed-upon Technical Proposal, the methodology was based on the analysis of the following parameters: Pertinence; Efficiency (organization, intervention, follow-up and evaluation); Effectiveness, Impact and Sustainability, putting more emphasis on the impact. For this, different types of working methodologies were developed: Document Review, Users' Surveys and general population; Direct Interviews, Focus Groups, visits to infrastructure works and productive units; and feedback and validation workshops with MAN-B staff and communities that participated from the evaluation process. (See annex 1 to see details on the ToR and Technical Proposal).

The development of the aforementioned activities, implied the interaction with more than 500 people (officers, technicians and target population), including a survey, as well as the *in situ* inspection of works and farms (fincas) in 23 colonies. See schedule, visit map and list of participants in annex 2.

III. GENERAL FINDINGS

3.1 PERTINENCE

3.1.1 Relationship between the Plan and the real needs of the target group.

The Plan was the continuity of a long journey of MAN-B in the municipalities of Caranavi and Teoponte, where the different re-establishments of cycles (PDDR I, PDDR II and Closing Plan) were based on participative planning and harmonization of Municipal Development Plans (PDM) and – especially – on the Annual Operations Plans (AOP), the proposal – specifically – for its last two phases had broad political, social and territory support. The aforementioned, implied the development of participative assessments with community representatives and local authorities, surveys, direct interviews as well as the analysis of potentialities and territory limitations, and the carrying out of talking maps, among other preparation activities. The participation of women in the consultation and assessment process was of 35%.

The analysis of primary and secondary information as well as the *in/situ* valuation of works shows that the Plan within its different phases answered to those needs prioritized by the communities, which according to the assessment and prioritization exercises showed in the Project Document (hereinafter Docpro) were as follows²: Productive Improvement, potable water, technical assistance, health and education support, commercialization of products, community organization and guidance on values. Within this scope, the Plan had an important impact for production – in terms of expected results (not in financial resources); it also looked into the social needs, especially in infrastructure and access to basic social services, which provided a comprehensive profile linked to primary and secondary category community priorities.

The component for productive development was adapted to the local productive vocation within a region that had an over-exposure of soil use and unsustainable

²Diaconal Plan for Regional Development II PDDR II 2004-2008. Norwegian Missionary Alliance Bolivia 2004.

productive culture, in a context with serious soil, water and other resources deterioration, and with expansion of agriculture and open-land mining exploitation as in the case of Teoponte. From this perspective, the proposal for sustainable production based on the support for coffee-producers (solidary coffer/organic gourmet), cacao and rice producers and others, aside from being coherent with the strategic objectives of the Plan, looking for productive and economic improvement of families, became a good answer to the challenge farming families face in Caranavi, which goes from the need to generate income and producing within a context of great agro-ecology fragility, low yields and high intermediation (middle-men) in the commercialization.

3.1.2 Evolution of the context and articulation of the Plan with government policies and other institutions.

The PDDR II started under a different characteristics government management, and its alignment – at that time – was coherent with the SUMI (Mother and Child Universal Insurance) and Educative Reform, which stay in all the components of the program. However, the political context had a radical change from 2005, and neither the re-adjustment of the PDDR II carried out in 2007, nor the Closing Plan proposal incorporated consistent information-gathering to adapt to the new political environment and governmental priorities, despite the fact that Caranavi has been an area prone to conflict. The withdrawal from Santo Domingo Canton (Teoponte), due to problems between the community and municipality, is an example of the volatility of the area³. On the other hand, the withdrawal has generated disconformity⁴ in the new municipal authorities, which shows that it is necessary to carry out a systematic political analysis to foresee action sceneries and/or to palliate possible crisis and political costs, particularly when work is being carried out in areas marked by instability.

However, there were some new-gatherings in the training program, where new laws were incorporated: Referendum, Revocation Referendum, Analysis of the proposal of the New Political State Constitution, and Avelino Siñani, Elizardo Perez⁵ Law Proposal.

From another point, MANB has common interests with many of the national and municipal governmental policies, which are not explained in the project's

³ MANB has withdrawal request documentation provided by the community in order not to worsen the situation. Communication of MAN-Caranavi 2011.

⁴ Authorities have the expectation of continuing with the support of MANB due to the lack of funds and because of the advancements made in the colonies and they do not consider as appropriate the exclusion of the municipality: *"The leaving of MANB would produce discomfort"*. Interview with the Mayor Vicente Condori and Municipal Council Members. Teoponte 26.11.10

⁵ Communication of MANB Caranavi, in the sense that the evaluation team did not at hand documentation when carrying out the evaluation.

documents, if explained could give more legitimacy to the proposal and to the Institutional work, highlighting the following:

- The National Political Constitution⁶. The fundamental rights and the development priorities are compatible with the PDDR, among which we can mention: food security and sovereignty, decent housing and habitat; health and education with quality with gender approach.
- The Declaration of the Summit of Indigenous people⁷ with regard to Climate Change, assumed by Bolivia with binding character, include the protection of the natural resources and ecosystems as first priority.
- The National Development Plan (2006-2011)⁸. Establishes stimuli to generate changes in the agricultural and forestall productive systems, rewarding those with sustainable ecologic perspective, based on technological innovations according to the productive vocations and people's priorities. Another matching point with MANB is that the first players and individual of development are peasant families that produce food.
- Current Discussions on the Pluri-national State. These might be a good opportunity to socialize MAN-B practice with regard to the empowering of civil society, understanding the non-written strategy "Trust in the community", taking advantage of the fact that the discussions on the meaning of Pluri-national state and relationships State-Civil Society are being built and are in constant debate.
- Municipal policies, highlighting: a) the new competences framework of the autonomous governments, which establishes that the Municipality will develop its own laws; b) productive development policies and c) creation of a regional educational curriculum. The Mission might play an important role to support the municipality, particularly for the last two, since the human resources of the Municipalities are generally weak.
- The environmental crisis worsens the climate change, characterized principally by water shortage and reduction in productive yields⁹. As an answer, the Municipality has established among its priorities "*Develop a sustainable forestall culture ... to avoid the depredation of natural forest*" and "*Become in the first self-sustainable municipality of La Paz... using mechanisms for clean development, such as, reforestation*" (1 Op cit). The sustainable production systems boosted by the Mission are pioneering

⁶ Pluri-national State of Bolivia, National Political Constitutions, Vice-presidency of the Pluri-national state, 2009.

⁷ Worldwide Conference of Indigenous People on Climate Change and Rights of Mother Earth, Program, Conclusions, Tiquipaya, 2010

⁸ Ministry for Development Planning, National Plan for Development, Worthy, Sovereign, Productive and Democratic Bolivia, to Live Well, Strategic Guidelines 2006-2011

⁹ According to interviews with coffee producers of the area, coffee production in 2010 was only half compared to previous years. Producers sense that one of the key factors is the climate change, due to the irregularity of annual climate cycles.

models that could be shared with the Municipality and implemented into a larger scale for the benefit of municipal priorities.

3.1.3 Flexibility and LogFrame quality

Throughout the execution period, the LogFrame (ML) had different re-adjustments, then, from being a production-focus proposal – PDDR I- became a more comprehensive proposal in PDDR II and Closing Plan. This flexibility, based on the participative planning, exercised for the formulation of the different phases, allowed a gradual adjustment to the community demands, while its articulation with the municipal AOPs (Annual Operation Plans) for the execution of social infrastructure provided planning with criteria due to the negotiation of cantons and colonies on their resources and annual works. This provided to the LogFrame much flexibility and adaptability, but at the same time, it provided lack of stability in some of the superior strategic elements (outcomes and indicators), since the final determination for the building of works was subject to the decisions and community negotiations as well as to the availability of resources in the municipal AOPs.

The review of planning aspects and PDDR II LogFrame shows that there were advancements on the recommendations made in 2006¹⁰ Evaluation, aimed to improve the strategic logic of the Plan and the appropriate measurement of outcome and outputs, where the following shall be highlighted: training activities for Caranavi team carried out by the Planning Direction of the National Office; elaboration of the base line for the Human Development Program, although general, it is a good start point for future base lines. Something to highlight is the development of proposals for LogFrame formats carried out by the Main Office and Caranavi team, which were followed by discussions with regard to their pertinence and adaptation to the local reality.

The proposal at hand has virtues and weaknesses that shall be taken into account to make decisions on the best option. The main proposal¹¹ has a well-structured logic and it is coherent within its different planning categories, as well as for the different indicators, where it is possible to visualize impact indicators which are a fundamental advancement of any development project. On the other hand, proposing three objectives-scale and indicators for every level, also, indicators for every component, implies high risk to make the LogFrame non-manageable, overloading and instrumentalizing the management, affecting outcomes and

¹⁰ Mid-term evaluation PDDR II. Final Report, Moncada F Myrna, Cusicanqui Jorge and others. MANB, November 2006.

¹¹ MANB Health Project LogFrame. MANB Planning Directorate. Received in November 2010 for this evaluation.

impacts. The proposal of Caranavi¹² has the advantage of being simpler, although it repeats the different scales of objectives and does not allow sufficient articulation between components and activities.

The triple scale of objectives for all planning levels, represents one of the complexities of the superior LogFrame, since there are three types of goals for the Plan (Development or Goal, Purpose or Program, and Outcomes or Specific ones) and this triple-scale is repeated for every Program and for all Sub-programs, in such a way that there is a multiplicity of superior objectives and indicators that complicate the monitoring and evaluation, especially, when there is no a written coherence among them. On the other hand, the specific objectives or outcomes of the Plan stay at that level, without replica or reference in the LogFrame matrixes of Programs and Sub-Programs. It is necessary to state that superior objectives shall be restricted to the Program or General Plan, since these give cohesion to the operative elements represented by Programs, Sub-programs and AOPs, which immediate strategic referents shall be specific objectives.

The most evident situation of this evaluation has to do with the presence of two LogFrames for the same program, one content for Docpro (*Op cit 2*) and another in Caranavi version (*Op cit 10*), with a substantive reformulation of indicators (a merging of outcomes and indicators of the Docpro) that substitute to the base documents. Despite the fact that the new approach is clearer and simpler, it introduces serious difficulties for the measurement of the plan's effectiveness; this because the Docpro document is the basic benchmark for evaluation and that many of the new indicators (some showing the old outcomes) double or quadruple the quantitative value established in the base document¹³.

The aforementioned without having the corresponding budgetary modification, which might indicate a serious over-valuation of work costs and other outputs at the beginning of the formulation, as it was stated in 2006 evaluation, even though, the over-compliance values for that time were lower. In general terms, and without forgetting the progress made in this area, planning continues being "Achilles Heel" for the PDDR, and it is necessary to move in this field to avoid repetition of weaknesses in the phase of the PDDR in Caranavi and new municipalities.

¹² Reformulation of Outcome Indicators per Project. MAN B, Caranavi Office, Received in November for this evaluation.

¹³ Other example, in the Docpro, the following was planned: building and equipment of 20 classrooms, 10 teachers' dwells improved or 35,000 citric seedlings grafted and in the reformulated LogFrame we have 40 classrooms, 20 dwells and 120,000 grafted seedlings.

3.2 EFFICIENCY:

3.2.1 Organization and internal controls

In general terms, there was an appropriate balance between human, technical and financial resources that made possible an appropriate financial administrative management, execution of the PDDR II and Closing Plan, characterized by the overcoming of the initial budget and program.

The implementing team had 14 official staff, 4 support technicians and one Coordinator; this team had a multi-disciplinary character and its professional profile adapted the programmatic content and PDDR activities, especially in the economic program. The following staff was present: a sociologist, two agricultural engineers, an accounting auxiliary and a Pastor. The team – as a whole – showed many strengths, highlighting its broad experience in rural work, technical capacities in different areas, knowledge and management of the PDDR (hereinafter the Plan), good relationships with the assigned communities based on mutual respect and territory ownership, with the advantage that four support technicians came from communities, favoring the relationships and appropriation of the Plan.

To this, we have to add, the high degree of labor stability that allowed the team having more self-identification and commitment with the Plan, and with the community partners; although it is necessary to take into account that the lack of mobility hinders evolution and changes that are necessary – almost always – in development projects.

There were advancements with regard to the training, but important weaknesses were found that shall be addressed in a short-term, highlighting the lack of management of planning processes and concepts, as well as concepts, approaches and implication of development, which – probably – boosted a pretty operative execution with not very visible analysis and systematization capacity despite the richness work as a whole. This would explain the quantitative and

repetitive nature of reports, with very few valuation and analysis of strategies, outcomes or own/valuable impacts of the PDDR and that need strengthening in the future, and discussed and shared with other development players. The aforementioned would also explain the lack of context systematic analysis that – if present – would have facilitated the continuous adjustment of the Plan to the political reality of the municipality, as well as use of opportunities.

On the other hand, weakness outside the team were detected, as the growing rage of activities that made difficult the keeping of quality standard in the different accompaniment processes, training and follow-up. From another point of view, it

was not possible to see the presence of performance evaluation processes for the last two years because of institutional factors¹⁴, which probably hindered the execution of adjustments of improvement in the areas and the use of individual and team group abilities.

Another important element is that the age of some technicians is not appropriate for field work, then, their experience shall be used to desk work in analysis area, development of proposals, systematization and others to be developed, and not for a work that requires physical ability. It is also noted that although the infrastructure component is the most notable, there were no engineers or architects to ensure planning, supervision and works quality.

Regarding the management tools, the institution and the Plan benefited from the existence of manuals and regulations, such as, Administrative Procedures Handbook and the Manual of Regulations and Administrative and Economic Procedures to carry-out Community Work, which were applied in a regular manner; however, both need updating and adaptation, having in mind that due to administrative regulation, management tools shall be evaluated and updated in a continuous manner for better performance. On the other hand, community manuals shall be adapted to their reality, since there are external factors that cause the non-fulfillment of some established dispositions. See partial report for Management in (Annex 3) for details.

It is important to highlight that the accounting documentation is dully filed, bound and registered, which facilitates information access; this also contributes to its preservation because this is a warm area, then, paper tends to deteriorate faster. However, there are some forma aspects, which although do not affect the operations as such, they need to be taken into account in order to have transparent, efficient and timely¹⁵ information. Some of the historical weaknesses found are: erasures in quotes and in a comparative chart; this chart does not indicate explicitly the awarded person; quotes with dates after the request of funds; accounting vouchers with no signature and the form called "Micro Plan" does not have the signatures of the responsible people.

Other elements that follow the same line are: lack of signature in the Taxes' Withholding Voucher; accountability terms above the established deadlines;

¹⁴ This because the former format had to be re-adapted to the nature of MANB and the process is not finished yet.

¹⁵ The detail of observations is presented in the Document Analysis Chart, attached to the partial report on Financial Management, in Annex 3.

warehouse entrance form without reception acknowledgment; warehouse entering date subsequent to the Funds Discharge Form and accounting vouchers with no signature, etc.¹⁶

3.2.2 Global Budget¹⁷

The review of MAN-B global budget, as it can be seen in the following chart, shows that the relationship between investment-operative costs (salaries, general expenses, vehicles maintenance and others), throughout the period, has had an almost constant proportion that goes from 60%-40%. However, the relationship of resources allocated directly to Area IV, from NORAD goes in an average of 86%-14%, which is an optimum relationship, if we look the NGO's, most Public Institutions and Private Sector¹⁸.

Relationship: Investment – Operation Expenses – General Budget (\$US)

YEAR	GLOBAL BUDGET	INVESTMENT EXPENSES	%	OPERATIVE EXPENSES	%
2004	605,506.00	373,200.00	61.63	232,306.00	38.37
2005	613,615.00	343,804.00	56.03	269,811.00	43.97
2006	670,459.00	409,200.00	61.03	261,259.00	38.97
2007	662,238.00	402,140.00	60.72	260,098.00	39.28
2008	884,195.00	512,340.00	57.94	371,855.00	42.06
2009	719,832.00	501,486.00	69.67	218,346.00	30.33
2010 (*)	688,240.40	472,576.00	68.66	215,664.40	31.34
TOTALS	4,844,085.40	3,014,746.00	62.24	1,829,339.40	37.76

(*) Data recorded in 2010 Management Period comprises the period from January 01 to October 31st.

Source: Financial Reports and Information elaborated and provided by MAN-B.

The data includes all the Investment Budget, with the “Local Counterpart”.

¹⁶ Reviewed operations are part of a random sample, which indicates that the observations do not comprise all procedures.

¹⁷ It is important to clarify that this information reflects all the institution's budget, from 3.2.4, the analysis will be carried out on the information provided by PDDR's Financial Responsible, only looking into its expenses.

¹⁸ The public sector allocates 15% for operation expenses and 85% for investment expenses in compliance with the financial laws passed-on by the Central Government.

Next chart shows the Global Budgetary Execution degree that shows an appropriate level of efficiency, although, in most cases it surpassed the initially budgeted amount.

MANAGEMENT PERIOD	INVESTMENT BUDGET	SPENT AMOUNTS	% OF EXECUTION
2004	373,200.00	375,684.00	100.67
2005	343,804.00	347,884.00	101.19
2006	409,200.00	418,534.00	102.28
2007	402,140.00	406,519.00	101.09
2008	512,340.00	574,730.00	112.18
2009	501,486.00	506,273.00	100.95
2010 (*)	472,576.00	336,468.00	71.20
TOTALES	3,014,746.00	2,966,092.00	98.39

(*) Data registered for 2010 Management Period covers the period from January 01 to October 31

Source: Financial Reports and Information Elaborated and Provided by MAN-B

As it can be seen in the chart, the increase in the executed amounts did surpass the permitted margin, only for 2008 Management Period that reached 12.18% of over-expenditure because that year in the country there was a marked increase in construction materials, which affected the building national market.

It is important to highlight that although this “over-expenditure” is permitted, this shall not become a common practice, since this could affect the budgetary planning with regard to the real value of projects; what’s more, it could affect the control of amount-increase in each project.

3.2.3 Programmatic Investment and investment Budget for Infrastructure

According to the PDDR’s Docpro¹⁹ establishments, the programmed investment for the period was of US\$ 1,050.000, which shows a balance between the social and productive, being a little bit more, US\$ 540,00 (51.43%) for the social components: basic sanitation, education and health services and institutional strengthening.

However, the institutional analysis shows that the main Investment²⁰ made by MAN-B was in social and productive infrastructure throughout the evaluated period, with smaller amounts in the other components of the social and economic area. In

¹⁹ Project Document, page 29 chart 30.

²⁰ Understanding for investment those investment expenses for direct benefit, being this tangible (as collective use infrastructure) or intangible (training) of the population; investment is distinguished of the current expense because the last is for administrative management.

fact, taking the total amounts spent in investment, from 2004 to 2010, these reach US\$ 2.9 million, from which US\$ 1,58 million²¹ were used for infrastructure²², which is equal to 53,51% of the total investment. (See charts of the partial report in (Annex 3)

Another important aspect, with regard to the economic management of the Area, has to do with the presence of 2 Petty-cash for the same type of operative expense, such as, payment of services, photocopies, stationary, snacks, etc. This generates unnecessary work and complexity, affecting time and work efficiency of involved staff.

3.2.4 Relationship Investment – Local Contribution

One of the characteristics of the Mission is to keep, in all its investment activities, a co-participation relationship of 60/40, where the higher percentage corresponds to the institution and the lower to local contribution. When works have a community nature, this 40% is divided between the community and municipality, having as a source the community counterparts established in the AOPs. Next, we detail the breakdown of local funds.

Under this modality, Norway funds leverage local community and municipal investment funds, which imply the expansion of basic social infrastructure, coverage and improvement of service conditions. As for economic projects of individual character, families take over the 40%. The analysis of global data shows that MANB contribution throughout the period was of 58.66% and the local contribution was of 41.34%.

An important element is that from 2007, a tendency started with regard to the increase of local contribution percentage, going a little bit beyond the 40%; however, in 2009, the increase was close to 50%. It is necessary to highlight that 2006 evaluation showed that the community perceived that local contribution was above 40%, and it is probable that this perception started in this date thanks to this record of local contribution, although it is also possible that community interest and commitment for the carrying out of their projects moved them through a gradual increase of their contributions, considering that one of the PDDR impacts were the improvement of economic capacity and communities²³ self-management.

²¹ It is assumed that the balance, this is to say, the 46% was destined to strengthen non-infrastructure expenses, for instance, training and other supplies (chairs, working tools, computers, trash-bins and others)

²² Infrastructure is any type of building made for the direct benefit of the population (teachers' dwells, classrooms, health posts, irrigation systems, sanitation batteries, etc.)

²³ The perception of surveyors is that a 57% of contributions are community given, 40% in cash and 60% in kind or through and power (days/work)

3.2.5 Distribution of local contribution for infrastructure projects and the role of the principal partners of the PDDR

Next, a breakdown of infrastructure investment is presented for the different areas: Health, Education, Basic Sanitation and Agriculture:

BREAKDOWN OF LOCAL CONTRIBUTION IN INFRASTRUCTURE PROJECTS (US\$)

Management Period	Spent/Executed Amounts infrastructure	MANB Contribution	%	Community Contribution	%	Municipal Contribution	%
2004	230,958.00	132,465.00	57.35	(**)	0.00		0.00
2005	182,723.00	112,796.08	61.73	67,614.02	37.00	2,311.02	1.26
2006	243,839.00	159,161.00	65.27	60,196.40	24.69	24,483.52	10.04
2007	233,667.00	135,439.00	57.96	66,668.84	28.53	31,559.06	13.51
2008	282,312.00	147,190.47	52.14	113,305.20	40.13	21,816.63	7.73
2009	275,592.00	117,368.00	42.00	135,884.62	48.00	28,339.95	10.00
2010 (*)	137,967.00	85,788.00	62.18	46,039.83	33.37	6,139.17	4.45
TOTALS	1,587,058.00	890,207.55	56.09	489,708.91	30.86	114,649.35	7.22

(*) Data recorded for 2010 management period covers the period from January 01 to October 31

Source: Financial Reports and Information Elaborated and Provided by MAN-B

(**) There is no breakdown information for local contribution of 2004 Management Period

The most important element is that community contribution represents almost all local contribution (more than 90%), where the municipality only has 7.22%²⁴, then, in practice the investment in social infrastructure in the different cantons has been made – almost exclusively – by the Mission and communities, despite that, the Municipality was not very diligent for the compliance of commitments, and in fact, this has been the principal factor for the delay of works' implementation cycles.

This situation obliges to re-establish the strategy in the future, since in our current way of working, MANB could be substituting the role of the Municipality and liberating it from its obligations with regard to social infrastructure, without knowing that those funds liberated by this institution were appropriately used. If we take into account that the integrity of some management was not the appropriate²⁵ one, this reflection becomes more important. On the other hand, although community participation and protagonist role is important in terms of empowering, it would be

²⁴ The emphasis of municipal investment in the last 3 years was for rural electrification and roads, based on the demand of communities. Information of Caranavi Office. January 2011.

²⁵ The mayor of Caranavi stated that in previous year, there were irregularities with funds that reach up to 6 millions of bolivianos; then, its administration has the objective of integrity and accountability.

necessary to wonder if we are not passing on the municipal responsibility to the overloaded shoulders of community people.

The evaluation showed that Community Work Committees in charge of the financial, administrative and logistics management of projects, with different degree of domain, have – in general - a good level of capacities for the management of funds, finances decision making and other related processes: purchases, quotes, moving and storage of work materials. An essential element is that these committees have the respect and trust of communities, to whom they are accountable periodically, which have boosted a process with a very good degree of transparency.

Other important partners were the Canton Authorities Councils (substitutes of BIDECA, originally established structure) who played an important role in the surveillance and management of projects and negotiations with the municipality for the definition of counterparts that come from the AOPs and their different financial sources. Other important levels were the representatives of the education and health sectors, who contributed to the different actions and decisions on projects in every canton; however, there was the need of more appropriation of works in these areas, especially in education.

3.2.6 Intervention Strategies

Four of the seven General Strategies established in the main²⁶ document (*2 op cit*), aimed to the strengthening of the sustainable productive activity, having in mind the preservation of the biodiversity and economic development; however, this did not match the Implementation Strategies, since none aimed to productive development. Some of them did not have enough clarity and development as for Management and Investment; thus, in the future, it will be necessary to improve the coherence and the development degree of the Execution Strategies.

In this field we have to highlight the non-written strategy of what we could call as “Trust in Community”, which is one of the most remarkable and creative elements of MANB intervention, since it includes innovative practices of real community empowering when they become responsible – through the Works Committee – of the management of resources and decision making power, with the promotion of an accountability culture, as for the population and the Mission. In this same scope, the development of capacities for the management of infrastructure projects, accompanied of a work practice, based on values: honesty, responsibility and commitment, loses image in the Plan, despite the fact that it contributed to the implementation and it is one of the pillars of fluid relationship with the population, where there is recognition and satisfaction of the population with the different actions carried out in the colonies.

²⁶ Sub-section 1.4, page 27 and subsection and Chapter 5, pages. 39-42.

This creative and daring intervention model had enormous results with regard to installed local capacities, and it is – maybe, the most important sustainability element of the Plan because it generated a critical mass of leaders with competences for the management of collective works and because the model is based on values of trust, delegation of resources and power, which are elements that will difficulty be reverted and that have a good potential for replication, once MANB leaves the area.

With the same value, but with little visibility, we have the strategy for organizational strengthening in the production area, which evolved towards the formation of producers' associations in different areas²⁷, some with much advancement in material gathering and commercialization, including exporting, with many possibilities of advancement and very few possibilities of going back. (Annex 4) presents the report of the focus group of producers, with the systematization of formed associations.

One strategy – without development – is the articulation of the Plan, AOPs and the municipal budget; within this strategy, different agreements were signed with the Municipality as presented before, the Municipality has weak levels of compliance with some improvement in the last year. There are no parameters and limits in this articulation, nor mechanisms to monitor the agreements to promote critical reflection and political discussion between the three stakeholders.

Regarding the strategy for Local Counterpart, it is necessary to highlight its original character since it moves important financial resources as well as manpower and community efforts with much volunteer work that reduces the costs for infrastructure building. Without forgetting about the positive points of the mechanism, it is important to see if it does not put much pressure on the population, especially if community contribution is under-valuated with regard to the real cost of the construction in the local and national market. The lack of reflection on this and other critical issues, aforementioned, might change the great potential of this “co-management” of development that supports MANB work.

3.2.7 Follow-up and evaluation

As it was described in 3.1.3, in the mid-term of PDDR II, there were changes in the planning tools in order to simplify the LogFrame, which in practice became more complex since it merged elements of different levels; also its use as a tool to guide

²⁷ 14 associations that were formed or strengthened by the PDDR were identified, most of which stated to be sustainable. These associations group producers of coffee, cacao, stevia, honey, agriculture, pigs, rice, seeds, certified seeds, as well as works maintenance associations, water committees and women organizations.

on execution and decision making was rejected. It did not work either as a tool to facilitate internal control, as it will be seen in section 3.2 (Effectiveness).

In practice, the use of matrixes for the 2007 proposal was not consistent enough, where annual planning matrixes were more important, using as the principal benchmark the Municipal AOPs and the corresponding priorities and funds availability for the “match” of colony community works. Therefore, follow-up and evaluation were based on annual parameters, with little strategic value.

An important factor that contributed to this situation was the lack of a consolidated institutional system for follow-up and evaluation to regulate and guide the different processes; however, concrete steps are being taken to have this system in future, having in mind financial and physical follow-up, and the building of institutional indicators that will look into infrastructure and productive development advancement. The latter, having as a benchmark the regulation and formats of the Country’s Social and Productive Fund, which empowers the population to carry out a more effective social audit; it also contributes to the alignment of MANB plans to the national²⁸ tools and plans. The Institutional Development and Technical Coordination Plan is another fundamental milestone to have a strategic guidance of plans and to monitor operations.

Within this field, it is important to highlight that although alignment with national tools is important, it will be more important to maintain a healthy balance between public and central interest for an institution as MANB, that has own values and advancements with regard to sustainable development, many of which exceed those of the State. This is the case for empowering and real participation of the population, establishment of sustainable productive systems with few resources and work with values, all which are key to reach development. On the other hand, it will be necessary to keep the simplicity of tools in order to facilitate their use and appropriation by all institution members.

Going back to the PDDR, as mentioned before, the principal evaluation and follow-up tools were the AOPs and the corresponding report of Activities carried out at the end of every year, through which goals and financial and physical execution were monitored and programmed at the end of every management period. Report formats are appropriate and present specific information on the causes of deviation. The formats of both tools are pretty good, but lack global goals to contrast and value yearly achievements versus expected results for the period. On the other hand, within the analyzed AOPs, very few times the columns for “verification sources” were completed, as well as necessary human resources and

²⁸ Interview with MANB Planning Director for the aims of this evaluation. La Paz, 17.11.10

materials for the different activities and assumptions and yearly execution risks. There is something similar in those reports in the sense that do not provide appropriate or sufficient information on the deviation causes or with regard to the taken or recommended corrective measures.

The duplicity of the LogFrame and the lack of tools coherence hindered the monitoring of many of the goals, for example, the number of teachers to be trained from 04-08 periods. In this case, Docpro established the training of 90 teachers, but in the 2007 LogFrame, the indicator was of 150, while only in 2008 AOP, the programmed goal was of 300 teachers²⁹. In the economic development program, the bracket between the three tools is broader, as for the number of families benefited with coffee, to mention an example. These variations reduced – considerably – the effectiveness of tools, weakening the follow-up and evaluation.

We mention one more time what we stated in previous sections, especially that of 3.1.3 with regard to the weaknesses of the different levels of indicators and the nature of the narrative reports, which, without diminishing the format required by Norway, it could have a higher degree of analysis.

To finish, we have to mention that the qualification process of the planning system is in action and – even – when tools were not validated, it is necessary to review decisions to be made, thinking that any planning, follow-up and evaluation tool shall have in mind its usefulness as tool to visualize the expected changes and to make an appropriate follow-up to the implementation. For this, it is necessary that this be a useful tool for all levels and involved people: Coordinators, area responsible, target population and main office staff. It is useful to highlight that a system is validated for its internal utility and effectiveness, and not because it follows a determined methodology or specific scheme.

3.3 EFFECTIVENESS

Next, we present a balance of achieved outcomes in the two central programs of the PDDR II, Human Development and Economic Development, Natural Resources and Environment, for which indicators and objectives stated in both LogFrames of the PDDR II were contrasted (Docpro and Caranavi 2007 LogFrame), with the results presented in the reports and with the valuation of the community groups that participated in the evaluation.

²⁹ Project Document, Caranavi LogFrame and 2008 AOP and Report, and rest of the period.

Before the – already mentioned – difficulty for having two groups of indicators with substantive differences, indicators of the last planning cycle were taken as the basic benchmark point for the valuation of outcomes, making comments to the Docpro framework when necessary.

3.3.1 Human Development Program

The purpose of the program was: *“Families of the intervention area of PDDR II have access to improved health, education and basic sanitation services, through actions based on the training of local human resources and local organizations”* (sic). A consideration – in global terms – is that the program was able to fulfill this goal for infrastructure and improvement of facilities for the provision of basic services and active participation of communities in the management of their development works.

Aside their involvement in the works management processes and other activities of the PPDR, people from the area had a meaningful participation with in-kind contribution – especially: manpower, logistics, mobilization and local materials – and in many cases with economic resources to complement some gaps that arose due to the increase of price costs or for those cases where there was delay of municipal contributions. The disaggregation of investment into infrastructure, which is the highest funding area of the Program in its three components: basic sanitation, education and health, shows the following important aspects: a) Investment was concentrated in water and basic sanitation, b) the community contribution was the second most important, reaching 34% of the total, and c) the municipality’s global participation was below 50% of the community contribution, only contributing with 11% of the total, as it can be seen below.

Contribution Percentages per project

Contributions	Education	Water and Sanitation	Health	Total
Community	15%	43%	24%	34%
Municipality	23%	5%	16%	11%
MAN-B	62%	52%	60%	55%
Total	27%	67%	6%	--

Sources: Financial-administrative Registers of MANB.

This means that for this program, MANB contributed with 55% of the total, this is to say, a little bit less to that established in the funding strategy.

Basic Sanitation Project

The works included the building of training units, storage and distribution of safe water as well as home latrines, also including, some community works. Next chart shows that the Municipality's contribution was minimal because most of these works are of private character.

Contribution for Water and Basic Sanitation: 2005-2010. In US\$

MANB	Municipality	Community	Totals
326.770,91	31.825,56	268.318,22	626.914,69
52,12%	5,08%	42,80%	100,00%

The purpose indicator for this Project stated that *70% of 2,300 families would have basic sanitation services, among water systems, family latrines and bathrooms for 04-08 time-period*; with the following indicators for the building of: 30 water systems; 170 family latrines; 4 bathrooms; 60 trained operators and 600 family heads with information on basic sanitation. Reports from this period³⁰ show the fulfillment of all indicators, which – as described – surpass and in many cases double what is established in the Docpro, so, in general terms, there was over-compliance of the original plan.

Field-work shows that in all visited colonies; families have safe water 24 hours a day, with the possibility of expanding the service to new users. Settlers and the survey (Annex 5) state a high degree of satisfaction for the service, surpassing the expectations (34% of surveyed people), especially in those areas where bathrooms were installed with toilet, shower and laundry.

The new design, aside from being aesthetic, it has an integrating character for family tasks, surpassing – greatly – the old latrines that used to present only a limited sanitation solution and did not respect the dignity of the peasant family. With this, MAN-B model puts first the dignity of the people for the design and quality, especially due to the closeness of the facilities to homes, particularly of pregnant women, children, elderly and sick people, also avoiding the long walks to the water source to collect fresh water.

In another scope, local capacities were built on projects' management thanks to the "Trust in Community" strategy, training to more than 60 water systems'

³⁰ Activities Report, management periods 2006-2008 and Summary of works and carried out activities from 2000 to 2008. Prepared by the Human Development Program Coordination for this evaluation, Caranavi, November 2010.

operators and disseminating information to 700 family heads on basic sanitation. (More details in the Partial Report for Infrastructure in Annex 3)

Among the favorable factors for the execution, the following were looked into: The flexibility and quick reaction capacity of MANB before community priority change or before the difficulties for moving community or municipal contributions; highlighting: more community contribution, in some cases, as well as the good participation of families in campaigns, more participation of teachers in training and in some cases, more Municipal Contribution with furniture.

Education Project

The Project had more contribution of MAN-B (61.8%), but in this case the community contribution was lower to that of the Municipality.

Education Contribution 2005-2010. In US\$.

Education	MAN-B	Municipality	Communities	TOTAL
Management Period 2005-10	158.664,97	58.595,91	39.422,77	256.683,65
--	61,81%	22,83%	15,36%	100,00%

The purpose indicator stated that by the end of the period, 75% of 2,000 students with more access to education, for which: 40 classrooms, 24 teachers' dwells, 2 perimeter walls, 3 recreation areas, 3 libraries and other small infrastructure would be built, also the training of 150 teachers, information dissemination to 800 family parents and dentistry assistance to 2,500 students.

According to the annual reports, 11 classrooms were built, the same programmed in the AOP, but the systematization document (*24 op cit*) accounts 40 classrooms out of 41 programmed, to which we have to add the equipment of 47 classrooms from 40 originally planned (Docpro). With regard to the building and equipment of dwells for teachers, 24 were built out of the 25 planned, and 17 were equipped from the 20 originally planned. As for the training of teachers, final results double the goal (300/150) due to the participation of all teachers of Teoponte, who were not included in the 2004 programming.

The field evaluation showed that the quality of the construction was – in general – good, corroborated by the 65% of surveyed people. Materials used were appropriate thanks to the training in the purchase of materials, quality control and others, detecting cases of material devolution to the Municipality due to adaptation and/or quality. In some cases, the building implied up to six classrooms, as in Mejillones/Calama, showing high degree of acquired capacities.

The other indicators related to the building of: 2 libraries, 2 perimeter walls, 3 recreation areas, 2 administrative rooms and 3 latrines, were fulfilled from 50 to 100% (the last two). 2 out of the 3 programmed recreational areas were built and the remaining one was moved to the closing period. With regard to dentistry assistance for 2,860 students and information dissemination for 800 family heads, almost 100% was reached for the first cases and the goal was surpassed in the second case, because there was more community demand.

Health Project

As it can be noted in the following chart, the community provided more financial resources than the Municipality.

Contribution for Health 2005-2010. In US\$

MAN-B	Municipality	Community	TOTAL
36.445,94	9.547,10	14.208,33	60.201,37
60,54%	15,86%	23,60%	100,00%

The purpose indicator for this case showed that “ ... *by the end of the period, 60% of 2,300 families will have more access to health assistance*”. To achieve this, the building of 2 health posts, 5 rooms, 1 shelter and 2 peri-meter walls were planned as well as the equipment of 2 health posts. This would be complemented with information and training of 700 family heads and 20 Health Popular Responsible, respectively, as well as with 40 Health Campaigns. As in previous cases, there are variations between the numbers in the LogFrame 2007 and the AOPs for the period (Annual Operation Plans), and in the outcomes reported in both cases, especially with regard to the number of trained and informed people.

In the field, it was possible to see that the expected units were installed in communities and in all the cases, communities showed their satisfaction and consider the benefit, where the health center Alcoche is paradigmatic – built in the pilot plan. The original health post gave place to a well-equipped center and with the possibility of expansion, under a comprehensive scope and with special and appropriate rooms for mother-child assistance. Due to its conditions, there is much demand, then, its influence ratio goes beyond Alcoche and territory jurisdiction, assisting – in practice – to twice as much the expected population (approximately 350 people a month)³¹. Regarding maintenance, a 44% of surveyed people stated it is good while a 24% gave it a “regular” grade.

On the other side of the coin, it was possible to see health facilities with other uses due to the lack of furniture and/or of a physician, a in Oro Verde where the health

³¹ Visit to Alcoche Health Center and interview with the Center Director, Dra. Ma. Angélica Rocha. Alcoche November, 26, 2010.

post is used as a classroom, or as in 1ro de Mayo Colony where the facility is used as the teacher's room. Another example is that of San Pablo where infrastructure and equipment are not used since there is not enough population for the appointment of health staff.

The aforementioned shows the lack of feasibility analysis on behalf of health institutions to ensure the correct location of infrastructure and equipment provision, which could have avoided the sub-utilization of built works. Then, it is fundamental that next Plan has a more strategic entering, with solid basements for decision making.

On the other hand, doubtless, one of the problems in the rural area has to do with the prevalence of diseases due to – among other causes – the lack of infrastructure, but it is necessary to have in mind that it is insufficient to improve the situation, since it obeys to different causes, as it was stated by a mother of Alcoche: *“The Health problem is not only solved through a Health Center”. We live on the side of Caranavi River and all the waste-waters of the city arrive to our river-sides*”. This shows the need of going deeper on the pertinence and impact of these kinds of works for such a complex issue.

The most notable weakness in the tree projects has to do with the irregularity of counterpart delivery on behalf of Caranavi Municipality, causing – in extreme cases – that the project goes from one management period to the other. Another weak point – as in 2006 – was the lack of key information in project files: project profiles, design study, schedules, execution advancement and start/end records for works and allocation of financial and non-financial resources on behalf of stakeholders. This weakness hindered the possibility of valuating the efficiency of projects, since delays and advancements influence directly on costs. Another variable factor was the mobility of planning, which hindered the contrast and valuation of what was programmed and achieved.

Infrastructure maintenance weaknesses were detected, especially of schools that had windows, knobs, floor and walls (cracks) deterioration, and dirtiness as a whole, especially in latrine batteries. In Santa Fe school, there was undermining of basement, apparently, due to bad compacting of soil or due to deficiencies in the preparation of concrete. Maintenance deficiencies were attributed to the lack of Municipal maintenance funds and to an insufficient activity of maintenance committees.

The three projects have weaknesses attributable to the lack of knowledge and environmental education practices, showed in the bad disposal of latrine wastes and presence of garbage around schools and communities. However, it was noted some important advancements with regard to the disposal and treatment of waste in the new latrines, also in the endowment of trash-bins for the separation of

garbage in all visited schools. Some school carry-out a good work on this matter and agreements were established (municipality and enterprises) for recycling, while organic waste is used to make organic manure for gardens.

Although the above is incipient, it is a step that shall be strengthened and used in the future. It is the same for the chats cycles on environment and gender, implemented after the mid-term evaluation recommendation, which – although – need more structuring, systematization and mainstreaming, represent an initial step for the future.

Organizational Strengthening Project

The purpose of this program was “*To promote and improve quality of population participation in their communities’ development processes*”. The indicators posed in the LogFrame 2007 can be summarized in the following: 600 trained leaders in different development themes; 200 leaders received training in the Development Institute; 75% of 1,400 family heads have greater knowledge of laws and rights; and 6 training centers were built and equipped.

Yearly reports and the synthesis document reflect a very good fulfillment of the following goals: 100% of family heads were informed on laws and rights; 98% of leaders were trained by the Development Institute; and 83% of training centers were built and equipped. Construction of one of them was postponed to the 2009-10 management period. Regarding the quantity of trained leaders, different quantities were reported in the yearly reports and synthesis document (103 vs. 196), that on any case, it shows an important fulfillment deficit that would oscillate between 87 and 77%, because the established goal was 1,400.

The AOPs and Yearly reports 2006-2008 established training goals for women that are not present in the 2007 logical framework neither in the Docpro. According to yearly reports, 443 women received training while the synthesis document shows 330 trained women in 6 themes³². The same documents show that 17 Contractors were also trained and that information was offered to 160 operational committees through 3 courses and 3 seminars in 2007 and 2008 respectively. This group’s goals also lack references in the ML.

Another weakness in this field was the existence of a training project that was implemented parallel to training that involves the other 3 projects, many of which would have very similar contexts, thus making difficult the training global component appreciation. It was not verified the existence of the PDDR program or

³² The synthesis document established that training of women “...*does not have a specific indicator (it is included in leader’s training)*”. But the yearly reports and the synthesis document report less than 200 trained leaders, so it is very difficult to interpret the data showing 330 trained women because this quantity is much greater than the total of trained leaders officially reported.

training protocol neither programmatic or project plans; strategies specifications and methodologies are also missing as well as evaluation and reinforcing systems that would ensure the assimilation of the imparted themes.

During the visits, it was verified that while there is a good understanding in some themes (water systems operations, administration of funding resources and project management) in others, the knowledge level is basic in themes as: sanitation and environmental education, laws, rights, nutrition, leadership (except the leaders groups) and others that are important to advance in the improvement of quality of life and community self-management.

In summary, the Human development Program benefited about 2,300 families with social infrastructure works that permitted a greater access to health, education and basic sanitation. Many youngsters were able to access basic education, had better school facilities and dental services. Similarly, more than 1,500 parents and about 600 leaders received information on themes as: rights, laws, leadership, organization, administration and other. With some exceptions and with limitations imposed by the differences in the reported quantities, it is considered that the quantitative goals were sufficiently reached.

3.3.2. Economic Development Program, Environment and Natural Resources.

The reformulated purpose established that *“Producers of the PDDR intervention area have improved the agricultural production system yields with better production conditions” (12 op cit)* and for this it was proposed to introduce technological innovations and investment that would improve productivity, technical capacities, commercial exchange and product quality.

According to surveyed people, the most important learning and outputs were:

- Plot management in general (35%).
- Coffee Management (20%)

Programmatic indicators established that: *during the period, 80% of producers out of 2,200, will increase coffee crop yields by 15 to 20%; going from 18 to 20qq/ha; citruses, from 160,000 fruits/ha to 183,000/ha; bananas, from 5,760 kg/ha to 6,600 kg/ha; and rice from 1,800 kg/ha to 2,160 kg/ha.* With this purpose, the Program got organized around 6 components or outcomes: Citrus Management in agro-forestry systems; Improvement on the quality and ecological pre-benefit structure of coffee; Production increase and post-harvest management of rice; Increase in

family livestock production; Micro-irrigation systems installation for citruses; reduction in pest incidence and technical training and information.

The boosted productive model was based on the use of family sustainable production practices for producers which favored its appropriation. Another important element was the incorporation of new sectors as a result of requests from the population; that even though they granted programmatic flexibility, also caused dispersion and atomization that had repercussions on the attention to groups, process consolidation and programmatic efficiency assessment; this, because new initiatives were not incorporated with enough severity to the planning, monitoring and information documents.

Next, assessment of each one of the Program Components, the new sectors and the partially programmed are presented.

Citruses Management Component with agro-forestry techniques for yield and quality increase:

It was programmed so 70% of 200 producers would know the adequate product management to obtain the taking root of 50.000 seedlings. In the 2007 LogFrame following component indicators were established: *15-25% increase in production of 200 producers; 12,000 seedlings to take root in 20 nurseries (350 families).*

According to the synthesis³³ report and in lesser degree of the AOPs³⁴, at the time of the evaluation, 28,000 grafted seedlings would have been distributed to 189 producers, from which 30% of them applied correct management techniques, reaching an increase of 15% productive yield. In contrast producers that did not completely applied management techniques only reached 5-10% productive increase. In this scope, producers expressed³⁵ the wide benefits of grafts use; a grafted plant (oranges) yields between 10,000 and 15,000 units, while a non-grafted yields an average 3,000 but with the advantage that the plants are lower, facilitating management and harvest.

They also expressed some advantages of the creole varieties that denote the importance to maintain orchards with adequate percentages of this variety; they highlighted that the grafted oranges do not grow well above 1,400 m.a.s.l in contrast with the creoles that successfully grow at those altitudes; also the greater

³³ Synthesis charts, "2004 to 2009 management periods" prepared by the Program Coordinator for this evaluation. Caranavi, November, 2010

³⁴ AOP and Economic Development Program, Natural Resources and Environment. 2004-2008 Management periods. MANB

³⁵ Producers Focus Groups in this evaluation framework. Caranavi 11-02-10.

capacity that creole tangerines show at harvest time compared to grafted ones that are more susceptible to throw away fruit.

Regarding nurseries, the establishment of 14 to 20 communal nurseries was achieved with the participation of 431 producers widely surpassing the seedlings goal that was 12,000. AOP data offers quantities difficult to quantify and verify with the synthesis report specially regarding seedlings and involved families/producers; data also lacks information on the productive increases. However, according to the synthesis report, the general and component goals were satisfactorily fulfilled, which greatly contrasts with what was found in the 2006 evaluation when the activity was in open decline because of pests, and market demands and difficulties.

Documentation and field work made evident that there was a favorable evolution up until 2007 which declined in 2008, especially in communal nurseries; to again recuperate in 2009 (34%). The last one could mean an answer to the plan for the establishment of an industrialization plant for citrus juice on behalf of Caranavi Central Government, which would ensure a good market for citrus production. If the plant is established, MANB would have done another significant contribution to Caranavi's plans and local development.

Nurseries contributed to the massive production of seedlings, instead of massive introduction of other areas, which gave more efficient results. Besides there was surplus for commercialization, even though lack of vegetative material is reported in the area that still obligates the importation of sticks. From another perspective, nurseries are also places to learn, work, be proud and socialize, with a significant participation of women and youngsters as verified in Alcoche and Los Andes.

The information and verification of soil shows great acceptance and satisfaction with the establishment of plantations in Agro-forestry Systems (SAF), verification was done on the fitness of the model that combines fruit trees, musaceae and timber yielding forest; including the use of legumes for soil protection. With this, a good management of plots was achieved as well as greater yields. To this, SAF's collateral effects can be added: improvement of fertility, establishment of micro-climates, water uptake and protection and bio-diversity protection among others.

However, some of the SAF nurseries and citrus plantations are too recent and need consolidation as expressed by the producers in different places and events³⁶. In this scope, post project technical assistance is a present demand which becomes more complex if the area's little experience in citrus is considered; this is the reason why personnel outside Caranavi has to be called, as recognized in the synthesis document.

³⁶ Visit to plantations and nurseries in Colonies: Los Andes, 11-25-10; Alto Sajama, 25-11-10 and Alcoche 11-26-10.

Coffee quality improvement component and pre-benefit infrastructure for ecological producers:

The programmed goals were: 300-400 organized producers in 14 OECAS have communal pre-benefit systems to improve quality, price and organization; 8 Peasant Economic Organizations (OECA) with adequate equipping to improve pre-benefit and 500 individual producers with individual pre-benefits (drying tables, coffee pulpers and pre-benefit).

Proposal for improved production management and coffee pre-benefited is a key factor in the area, because coffee is a “star product”, to the point that this crop uses 27% of the municipality cultivated area. More than 10 years ago, coffee production and exportation were in the hands of peasant organizations; and MAN is one of the various players that have contributed with the OECAS for the improvement on this sector’s management and commercialization.

According to Yearly Reports and the synthesis document, the results were satisfactory in all the scopes; thus achieving strengthening of the programmed communal infrastructure that had incidence in quality improvement. At the time of the evaluation, quality is placed in high rates on the export scale (80-90 points). Likewise 10 of the 14 OECAS have common product gatherings; 4 of them have not joined this initiative. On the other hand, a greater quantity of organized producers was achieved, surpassing by 100 the programmed maximum number.

Regarding complete equipping of 8 OECAS, 85% of them obtained the Mission granted equipment. Regarding equipment for individual producers, the programmed number was surpassed by 43 (108%). During the 2006 and 2007 management periods, extra equipment as de-pulper and chainsaws as well as drying areas were facilitated outside the programming; this, thanks to the contributions of other organizations such as UNITAS, COBIPLA and FODUR with whom MANB worked in a coordinated manner to achieve this purpose.

As programmed, a well adopted “selective chaqueo” was achieved. In some cases it was accompanied with inventories of timber and non-timber yielding forestry species present in the SAF. It was verified that many OECA³⁷ apply the technique to foment species diversification while others as Mejillones, Oro Verde, APCERL and KANTUTA, enforced the fulfillment of this regulation in their members. This practice results essential for quality improvement, impacting on palatability and price. Very good results were obtained in the following associations: Oro Verde,

³⁷ The OECA of coffee growers besides being self-managed, are the greater producers and exporter of the grain. Most of them have adopted for the exportation of certified organic coffee in solidarity markets or commercial markets of Gourmet Coffee. The fact that it is a high elevation coffee (between 1,500 and 1,800 masl) produced in peasant plot context and in the shade of citrus and other forestry species that bring to this coffee a great quality recognized and appreciated in the international market.

Aprovcavic, Apcerme, Apcerl and Cooperativa Mejillones. First prize in quality was obtained by the first one. However, management of the SAF needs improvement, especially regarding inventories and forestry management.

Another relevant advancement is the organic certification with support from well-known certifiers as Biolatina and ARCO (Shared Rural Activity) to open access to specialized markets with better prices. These organizations provide funding for equipment, tools and technical assistance (ARCO)³⁸. Perspectives for certification seem good because the Municipality³⁹ has signed an agreement with AOEP to facilitate national certification which would facilitate the international certification. This process would be free of charge for all producers.

The raising of prices because of certification, besides income improvement, has counteracted market oscillations and decline in productivity caused by the Climate changes. According producers, the 2010 production was half of the 2009 due to change in rain fall and draught. Other highlighted achievements are: strengthening of associability; development of business plans with PAR-MRTDA⁴⁰ and ARCO (Apcerl, Apcerme, Cooperativa Mejillones and Alto Lima). Agreements were also achieved with other entities as FTDH.COBIPLA and FODUR for renovation of coffee plantations and treatment of residue in the pre-benefit.

In environmental matters, besides the SAF, there was significant advancement in residue management; it is obligatory that each property has dwells for organic disposal, dwells for honey waters, preparation and use of compost and other fertilizers and organic pesticides.

Increase in production and improvement of Rice's post-harvest management component.

Goals for the period aimed to “*Increase in yields between 30 and 45% through the utilization of 4 certified varieties (involving 400 producers and 180 has); Obtaining of at least two genetically improved new varieties adapted to the area (involving 15 producers) and Production between 25-35 Ton/year of certified seeds of at least 4 varieties.*”

The 2006-2008 reports register as achievement: construction and refurbishment of two rice ambiences; 198 families managing materials and seeds; 195 producers with materials and supplies for commercialization and the obtaining of two new varieties duly purified and adapted to the area. As it can be appreciated, only the last of the outcomes can be adequately assessed by indicating 100% fulfillment of the goal.

³⁸ Interview with Raul Choque, Responsible of ARCO for Caranavi. Caranavi, 11-24-10

³⁹ Interview with Caranavi Municipality Production Chief Official Mr. Daynor Villalobos. Caranavi 11-24-10

⁴⁰ Public program of financial support to business plans of producer's organizations

However, there is no reported data for indicators related to the improvement of yields and certified seed production for 4 different varieties. Regarding the first one and during the meeting with producers (*30 op cit*), it was expressed that yields of rice for commercialization increased to 30qq/ha compared to low yields experimented about 5 years ago, when yields only reached 10qq/ha. Previous to that period, about 15 years ago, yields were known to be up to 60qq/ha.

Regarding new varieties, it was verified that two new varieties were obtained: Paya and Yara that have a high nutritional content (Iron and Zinc), good yield and high tolerance to draught; and that there are two other new varieties on their way. Both new varieties are the result of 6 years of research and articulation of MANB with institutions as the Bolivian and Colombia Tropical Agricultural Research Center (CIAT); CIRAD-FRANCIA and INAF-BOLIVIA (official certification⁴¹). It is good to mention that this is a land mark in the country, because private neither public entities have tried to obtain new varieties in the north of La Paz in 60 years of production. Their operation was limited to the introduction of foreign varieties for colonization that later they converted into traditional varieties.

The above shows how correct was the CIAT agreement that was established in the PDDR previous phase that permitted the strengthening of capacities and assimilation of technologies for genetic improvement, a valuable asset and with a lot of potential for involved producers and their communities. There is no doubt that investment in infrastructure and equipment done since 2004, as well as the introduction of CIAT certified varieties in that period of time, laid the bases so this activity could reach a high development degree. The uncertainty here resides in future research and trials once the project closes.

Partially Programmed Relevant Lines

Bananas:

As in 2006 the sector operated outside 2004-2008 LogFrame, however, there are some planning elements that make reference to it. The Docpro has within its outcomes that: *70% of 100 banana producers know an adequate management, and as indicator, 40% of 100 producers increase their yields from 4 Tons/has/month to 4.3 Tons/has/month.*

⁴¹ In 2004 and before obtaining the two new varieties, three CIAT Santa Cruz varieties were introduced after 4 years of validation tests: Jasaye, Tapeque and Cheruje which in greater or lesser extent are currently used by the producers.

In the same manner the 2007 reformulation document reports the following indicator regarding improvement in yielding; it goes from 5.760 kg/has to 6.600 kg/has without specifying the time factor. In spite of this, there is not any reference to the so called Program “components”, even though in the “Activities” section it indicates that 60 producers will improve: management, productivity and quality of the bananas; also it indicates the establishment of 50 new cultivation hectares with technical management and 20% improved production; additionally, the production of training events and informational material to support training. In the Closing Plan, there is a partial reference in the outcomes and a budgetary assignment of \$usd 7.500 for: *sowing in 84 has. for the management of banana crops.*

Nor the yearly reports neither the synthesis document reports show concrete advances in this field⁴², but in the field work, information on the advances of some aspects were gathered together: In Alcoche, 18 banana producers have formed ABANA (Banana Producers Association) and planted 15 new hectares and rehabilitated other 2; while in the 3rd Elevation (3ra Elevacion), 31 partners have associated and planted 21 new hectares and rehabilitated other 5. In both cases new practices in the sowing agronomic management have been adopted which, as it was programmed, will permit them to increase yields and also quality. It is obvious that the planning weaknesses prevent doing a formal assessment of goals identified for this area.

A positive element is that the support given to sowing was coordinated with ARCO. It funded technical assistance, while MANB gave support with tools (corms, sleeves, motor-fumigators and weeding machines) and the Caranavi Municipality provided motor-sprinklers. Producers (*30 op cit*) mentioned that, still there is the need for expansion of inventory and equipment and also support for the new plantations⁴³. On the other hand –through ARCO–, initial contacts were done with the Peruvian market for the verification of plots and the establishment of commercialization contracts.

A prosperous future is noticed in both organizations for banana activity which, as the other promoted activities, will soon reap benefits from the agricultural activity expansion in the area, as expressed by the Mayor of Caranavi during the interview for this evaluation.

⁴² According MANB Caranavi, “This is due because, the report official format is limited and rigid, and does not permit to present partial advancements as in the case of bananas; with which work was only done in the 09-10 management periods. Because these crops are semi-perennial, results can be evaluated three years after the project had started”. Information MANB Caranavi, January 2011. This information is not widely shared by the evaluating team, because in 2006 plantation already existed and the report formats can perfectly give way to relevant information.

⁴³ Group meeting with Alcoche leaders and producers 11-26-10

Cocoa:

As presented in the Mid-term evaluation, this output was incorporated outside the programming as a response to improvement of prices and the slump or depreciation of citrus crops. At that time, 7.000 cocoa plants were provided to 35 families and 15 nurseries were established; but from that date until now, cultivation continues being outside the main components, and planning and information documents.

However, the reformulation document has two references that are associated to the establishment of *citrus, coffee and cocoa nurseries* and the training associated to this activity. From here, it can be inferred that given that these activities were fulfilled for other two products, they were also fulfilled for cocoa because the three of them share the same indicators. In the field, importance, growth and good perspectives of this activity were confirmed; especially in Santa Fe, where its producers pioneered the cultivation.

At the time of the visit, plantations in SAF were found, in association with citrus, musaceae, flowers (heliconia), avocado, mango and timber-yield forestry; as well as well-established nurseries all according to the program. There is also a producers association⁴⁴ formed by 29 members that have established 35 hectares from which, 20 are in production. The current production corresponding to the first harvest is estimated in 20qq/ha with ensured commercialization.

Another important element is the existence of a native species (Amazon cocoa) in the plantations, given that there is a growing market for them. According to producers this variety has very good flavor, fragrance and sweetness characteristics; to these, is added the total adaptability to the agro-ecological conditions of the area. The municipality future program for the retrieval of native varieties and the prohibition of transgenic represents another opportunity for this variety.

The Mission gave individual funding support for the establishment of individual systems of micro-irrigation (micro-sprinklers and drip irrigation), technification and expansion of nurseries and technical assistance. Support from the PAR (government program) and ARCO are available.

Although the crop is well established and has raised a growing interest, plantations require more attention for the agronomic management in commercial production plots as well as infrastructure for drying and enough seedlings in nurseries.

⁴⁴ Visit to Santa Fe producing units, members of the Santa Fe Pioneer Agricultural Producers Association (APAP-SF). Santa Fe 11-23-10.

Stevia and Achiote:

Same as the previous crops, these two products are outside the program productive components, but in some documents there are references to both. In the case of Stevia, the 2007 reformulation document in its component activities section 5 (Micro-irrigation) contemplates the *Complementation of infrastructure and equipping for the OECA MEPROSOR* as well as an indicator that states: Stevia's post-harvest cultivation and management. Notwithstanding, there is no information on the Stevia's advancements on the yearly reports (06-08) neither in the synthesis document

In the visit to the Santa Fe⁴⁵ fields, it was found out that there is an association named Santa Fe Organic Stevia Producers Microenterprise (MEPROSOR) with 30 producers, twenty of them are active. The Mission has given support to the association through a plant for gathering and drying which is used by members and non-members. Other compiled data in the field was: In a given year, 6 harvests take place that yield an average 40kg of dry leaves/cato (One "cato" is equal to ¼ of a hectare); harvest management uses organic technologies and production is registered as an ecologic product in AOPEB. Its price in 2010 has fluctuated between 50-90 Bs/kg. (\$usd 7.10 to 12.78 per kg.)⁴⁶. In the local market commercialization is done through middle-persons; part of the product is sold in well-presented small boxes of 20 gr. each and with relevant information, and there are negotiation processes with AOPEB for its industrialization as a function to obtain better pricing and greater access to international markets.

Another important element is that its cultivation has been a good alternative for the substitution of coca leaves; producers joined and adopted the "Zero Coca" policies; moreover, it is considered as "friendly" crop, where with ease, women and other members of the family participate. In many cases the plots are located in the back yards of their homes which facilitates family integration,

There are expansion perspectives for the crop and it is considered a good economic alternative for families. Nevertheless is a new activity and it needs more support for its consolidation, especially on: expansion of cultivation areas, infrastructure for drying in each community, industrialization, commercialization channels and access to better markets.

Regarding achiote, AOPs and 06-08 reports reported the construction of 38 family ambiances for storage that involves 59 families and the establishment of a communal ambiance. There is not any more information on other documents; as in previous cases, this represents one of the narrower bottle necks for the Effectiveness assessment.

⁴⁵ Visit to the stevia production unit and group meeting with 13 members of the Stevia Producers Association in Santa Fe 11.23.10

⁴⁶ At official currency exchange rate \$usd 1;Bs 7.04

Component for Improvement of conditions for the Increase in livestock production at family level:

This component was centered in the establishment of chicken farming modules directed to women and was incorporated to the productive program starting in 2007 as evidence of the reformulated logical framework 2004-2008 and the Closing Plan (Budgetary chart and enunciated outcomes). The only program indicator proposed: *“the establishments of 400 livestock modules with infrastructure for poultry, orientated to family food security and commercial selling”*; considered actions for this are: provision of supplies for fowl management, technical follow up and information and elaboration of support materials for producers. The Closing Plan considers: *800 modules for fowl*, as part of the outcomes, but the budgetary chart of the same document has budgetary items for the: *Complementation of 100 modules for raising poultry*.

Poultry raising:

According to reports, up until 2008, 604 modules were built and training for 514 women was completed on poultry themes; there is no other information regarding this. Field visits showed that in many occasions this activity was successful while had failures in other cases on issues of sustainability because many women were not able to maintain fowl beyond their life cycle. It was also reported that the lack of technical assistance contributed to failure thus generating frustration and lack of credibility.

A good example of the potential of this activity is represented by the Santa Fe Chicken Producers Association (*ad hoc*), which is formed by 15 members that, as a group, have production that reaches 3,035 eggs per day; which definitely has a wide margin for commercialization. The members of this group expressed management and commercialization abilities, and have definite expansion plans. For this reason they are in search of an expansion credit, activity that resulted to be very difficult because of the credit availability in that area. The Mission's answer to this demand was not satisfied and at the time of PDDR II closing, it will be more difficult to have the required support for this stage. According sustainability analysis (basic) done by the members, the investment is profitable. With an average 3,000 chickens, the investment is recuperated in 6 months.

The association favors commercialization, but they aim to sell a certified product as “creole egg”, with better prices to benefit the consumer. However, the lack of legal status and credit availability depletes both, these possibilities and the construction of a collective enterprise. This situation shows the capacity and business aspiration of women, also the need for initiatives directed to them that will surpass the domestic conception and the institutional responsibility to continue giving support.

On the positive side, the benefits of the spontaneous initiative for association in terms of: autonomy, capacity development, self-esteem, access to participation in community structures, and personal and family benefits are indisputable; being this the reason why these women are in active search for a greater working capital. However, we should not forget that poultry raising is fragile, especially to diseases therefore, it is fundamental to ensure proper sector management.

An anecdotic fact is that “*the first order that arrived to the groups was made of roosters*”⁴⁷ which clearly was a mistake beyond the control of the program, because the chicks were bought from a local supplier who did not do the technical sexing. Nevertheless, this could also indicate a lack of thoroughness on the quality of the offer, at the same time, motivated by a narrow vision of women’s potentials. This example and the general situation brings into evidence the need for MANB to implement long term interventions and that activities for women have the same provisions (technologic, credit ranking and technical assistance) that other projects have.

Hog farming:

This sector, orientated to male producers, is shown only in the area of livestock component activities (4.4-4.6); installation of bio-digesters in 4 farms, establishment of a revolving fund for supply management allocated to prevention and disease control, and training and information. At the same time, the closing plan established *the expansion of 22 to 24 modules*.

There is no information on the AOPs or the reports on this sector; consequently the information corresponds to what was found in the Alcoche (36 *op cit*) where there was interaction with the Hog Breeders Association on the Caranavi Province (ACIPAC) which is the most relevant association in the area. As a product of MANB support in its first phase and particularly in the closing phase, the association was formed a year ago and currently it is in a process to obtain its legal status. It has 15 members and a productive capacity of 500 Kg/week with Caranavi as its main market. A projected market is Guanay which is more demanding but with greater consumer capacity.

Depending on this are the expansion phase and the improvement of breeding and slaughtering conditions because a high degree on technical and sanitary management of the animals was acquired, permitting to satisfy a growing demand. Recently this activity was certified by CENASAL (National Service for Animal Sanitation and Food Safety). It also has a base line with useful indicators for management and profitability: pigsty time is 7 months; litter per mothers is 10; kilos for slaughtering are 70; number of heads per cabana is 15 females and 2

⁴⁷ Lack of adequate sexing on the local supplier part, most of the associated received between 40% and 60% of rosters. Caranavi Team Information. January 2011.

males/boars. It is considered a reasonable enough base line that must be taken into consideration to improve indicators and obviously income.

It was also noted gender relief of associative leadership, participation of youngsters, installation of its own outlet center for food and sanitary products that at the time of the visit was in very good condition and well stocked. A visit was also done to one of the farms supplied with bio-digester (2 Ton) and a gas collector for cooking and hot water, the later in installation process. Even though there are difficulties to find cow manure and there are some filtrations in the collector tube of the pigsties (attributed to equipment defects) that imply contamination risks, the environmental impact of the farming activity has decreased considerably in respect to the situation encountered in 2006.

Micro Irrigation Component Installation for Citrus crops

Reports indicate that by 2008 13 of the 20-22 programmed systems were installed to fulfill a goal of 65-59%, according to the assumed reference. On the other hand, the closing plan has a budgetary line for 16 family systems but, it is not specified if that is for the completion of the remainder of the previous period (7-9 systems) or they are 16 systems above the one programmed in such period.

It was noted the existence of irrigation systems in nurseries, and citrus and stevia plantations in Santa Fe and San Lorenzo/Los Andes where the systems have an adequate operation using drip and micro sprinklers⁴⁸. There is a lot of satisfaction on the output and it has marked a big difference in the yield of nurseries and plantations, especially in the drastic context changes of climate patterns that brought long periods of draught in some communities. The demand and relevance of this component is high and the acquired experience regarding the type of equipment and technology to be utilized must be analyzed for future utilization of the most efficient options, all related to availability and care that must be given to this resource. Reported water consumption by a Santa Fe producer⁴⁹ shows from 2,000 to 3,000 lt/day.

⁴⁸ According to Caranavi MANB information of January 2011, co-funding of the final design for communal micro irrigation system in Los Andes was done. It will be implemented shortly with funding from the Municipality and the Indigenous Fund.

⁴⁹ Mr. Enrique Quinones of the Santa Fe Pioneer Agricultural Producers Association. 11-23-10

Decrease on diseases and pests attacks Incidence to economic importance crops.

With this component it was expected to: *reduce incidence of pests between 20-50% in target areas of 30 phytosanitary campaigns and with 1,500 participants.* Probably because of numbering errors of the reformulation⁵⁰ there are not activities described neither other indicators for this component.

There was a program for 11 campaigns for 2,080 families; reports show the implementation of 12 campaigns involving 2,270 families. Goals, in number of campaigns and quantity of families' terms, were over-fulfilled by 9 percentage points in both cases. Lack of indicators to value the planned reduction percent of pests that had to be the ultimate goal of the component does not permit to value if the campaigns were effective or not; because numbers alone corresponding to campaigns and participants does not warrant that pests were reduced.

However, visits made to different types of plots show evident that pests do not constitute a substantive problem in the different evaluated crops, even though the cutting ants (tujo or zompopo) are a problem in some nurseries and plantations. Notwithstanding, not having in and out data on the incidence of main pests or data correlated such as initial and final productivity indexes prevent doing a true assessment of this component. On the other hand, effectiveness in pest control, as it is explained below, is more related to training than campaigns; therefore, it is important to ponder about the pertinence to continue considering this activity as a separated component.

Training and Information Component

The Docpro and the remainder planning documents see technical training and information as the PDDR II productive program central component by specifying indicators and activities for it which offer information on different themes such as: pest control, rotation of crops, cuttings and grafts, soil management, in and post-harvest fertilizing, coverage management, sucker removal, leaf removal, etc. Likewise the project document outlines training styles through seminars, workshops, travel and exchange, modular theory-practice curses done systematically and others that are complemented in coordination with other organizations to cover specialized themes.

In this direction, the reformulated logical framework has a general indicator: *Yearly training modules consisting in 3-4 courses for each crop that are complemented with specific indicators on courses to be imparted in each one of the four sectors.* 1) Citruses: *communal nurseries and grafts for 200 producers*; 2) Organic coffee: *Pre-benefit and strengthening of OECAS for 250 producers*; Rice: *Commercial rice*

⁵⁰ Starting from the irrigation component (No. 5), in the components section and starting with numeral 5.1 in the activities section.

management and seed production for 100 participants and 4) Livestock production: Guinea pig and chicken management at family level for 100 female producers.

In the 06-08 AOPs, implementation of 33 courses for 1,225 male and female producers was programmed and the reports show development of 26 courses with the participation of 1,090 producers for a 78% and 88.9% fulfillment showing a good fulfillment level. Similarly, information and follow up events were programmed as well as the production of fairs and similar events where the participation of 2,000 was expected. The reports show an over-fulfillment in the quantity of participants reaching 2,450, the execution of 57 events and follow up to six projects.

It is important to emphasize that both in theory and practice a good management and application of technical themes was found. The implementation of all themes expressed in the documents was verified adding: concepts on quality, pest comprehensive management, environmental conservation, garbage management; all in coordination with the Natural Resources Management (PROMARENA) government project, and in a lesser degree, gender. Coordination with other organizations as CIAT-PASA (Food Security Program), ARCO and Biolatina was also verified. However, the component has weaknesses that must be resolved in the following phase, such as: little structuring, methodologies that lean a little bit more to the classroom than the plots, limited didactic material (flyers, information sheets and other) and the lack of an evaluation system to ensure appropriation.

In summary, the implementation of a complex program in: sectors, territorial activities and other; moreover with planning weaknesses and flaws in key areas as the base lines, profitability of crops and an adequate follow-up plan, involved a tremendous effort on the technical team in charge, also a low effectiveness in some areas. Despite the previous, it is indubitable that it made crucial contributions to the productive field by generating deep changes in the manner to produce and also demonstrating that sustainable production is feasible and profitable. This is especially relevant when facing climate changes which are an inescapable reality that producers will have to face in a very short time. From a variety of angles, it is a pioneering work that has set the foundation for a socio-environmental and productive development in the area.

The greatest MANB contribution was the establishment of a social productive model environmentally sustainable and financially profitable.

It is very relevant considering the environmental degradation and the effects of climate changes in the area.

It is a pioneering model

3.3.3 Cross cutting axles

The environmental and gender axles were incorporated implicitly but with marked specificity differences in the Plan's superior objectives, favoring the first one, while the approach was apparently subsumed on the equity focus; however, this is not sufficiently explicit in any other section of the project document. As a result of the recommendations made in the mid-term evaluation, activities to strengthen the performance of both axles were planned starting in 2007. These, particularly favored the environmental axle as shown in the analysis of both programs. Some progress was achieved in regards of gender equity but, in this field there is still a lot to do. These variables lack indicators therefore, below is shown what was found out in the field.

Environment:

A lot of advances were done, particularly in the economic program (sustainable production, SAF, ecological infrastructure, etc.); although it is necessary to fine tune it and validate the operation of the infrastructure. However, there is a disassociation between productive environmental sustainability and environment sustainability for the "every day" activities since a same producer that makes compost or protects the water sources, disposes contaminants to the air which greatly affect both, water sources and soils including: plastic bags, aluminum and other conspicuous materials in the surrounding environment of their homes, schools, general community ambiances and worst yet, in the superficial water sources.

Recently the human development program gave its initial steps on environmental education, garbage separation and adequate sanitary units but, there is no articulation among the programmatic initiatives weakening potential and synergies that could be accomplished. This suggests a lack of vision and practice on the environmental sustainability approach that needs to be strengthened in the future.

Gender:

Progress was achieved in two platforms; the most concrete is the formal incorporation of the poultry activity in the economic program and development of a series of talks on environment and gender for teachers and students which are neither identified in the AOPs nor in their outcomes which are not systematized in the reports. Field interaction with students, teachers, women's groups, leaders and producers showed that knowledge in this field is still at a very early stage (embryonic) and while women improved regarding voice and participation, challenges for the PDDR in this field are very big; all the more if it is considered that many of the progresses are due to pressures, initiatives and fights of women themselves.

From the strict perspective of the gender approach already shown in the mid-term evaluation; what was found reveals two aspects that need attention: a) The MANB proposal is not articulated to woman reality in the farm house where she works along with her partner; therefore, taking her out of this reality and to add an additional trade as her only alternative is counterproductive because it adds a load to her already loaded portfolio and b) Behind the "women's projects" proposals used to be the supposed that, women are home makers and they gladly will add some minor activity to their double work day, both domestic and agricultural.

The poultry project and what happened to the Santa Fe women, show the narrow vision of the prevalent gender. They pointed out that from the beginning of the PDDR, they requested to be part of the hog farming project, but BIDECA considered that because they were women, they could not have access to it because they would fail. The group continued insisting and was able to get support from another organization and in the

Women's statements that make the situation evident:

"..I've been Works Committee, we just jumped into the pool... we have to go to La Paz to get quotes and the workers treat us bad, they don't want to give us quotes because they see us as peasant women. We had to learn to make them listen to us; we go to the bank and offices. We are not afraid any more".

:"Before, only men participated in these meetings, now we do. ... all day we are confined and take care of our children and taking care of the orchard and our family. Because we spend so much time there, we turn timid, we don't know anything neither we have other people to talk with. Sewing is at least a motivation to go out"

recent Producers Fair sponsored by the Caranavi Municipality, they won second place in productive excellence; an achievement that makes them proud and also demonstrated their potential and capacity.

Similarly, women in Quela Quelera⁵¹ showed their interest to participate in productive projects beyond chickens and sewing; from here the urgency to provide opportunities and real equitable access.

The statements show some facets of the situation; on one side, the need they have to have a formation and socialization space that will allow them get rid of their timidity that they recognize as a central element of their silence at the time that colonies discuss and make decisions; on the other, the need to be taken into consideration as development players. It is already known the fact that the subordinated player and women in particular “do not have voice”⁵². In this manner, formation, training and exposition alternatives to different players are highly valued by them.

Without any impairment to the modest advances that have been accomplished and the same as in 2006, the root of the situation is in the lack of conceptualization of the Gender Equity approach and also policies, strategies, methodologies and funding resources that would permit this axle treatment with certainty and efficiency. A punctual training is not enough, neither the use of specific methodologies⁵³. It is precise to go beyond, in such a manner that the personnel could make sure decisions with institutional context. The lack of these has determined actions that seem based on male intuition and spontaneity (“*something has to be done with the women*”) from here conservative proposals arise that identify women just as home makers ignoring that their performance and role are fundamental in production and sustainable development.

An encouraging fact is the existence⁵⁴ of institutional policies proposals where the gender theme is considered. In spite of its progress, this initiative is stalled and the content about the theme (same as the remaining ones) is just a guideline for discussion that will have to be enriched.

⁵¹ Meeting with Quele Quelera community group, 11-27-10

⁵² Spyvak, Can the excluded talk?

⁵³ According to interviews to the personnel, the Gregoria Apaza Center has implemented training for the team and on the other hand, the Development Institute has developed gender methodologies that employees apply to organize workshops and gender talks.

⁵⁴ MANB policies manual. Proposal document. MPP003 code, see 01. MANB, without date.

3.4 IMPACTS AND SUSTAINABILITY

The main intentions of PDDR were recorded in its major objectives: *the improvement of the living conditions of the families and* (objective) and *the strengthening of the participation of the base organizations* (purpose), both under a framework of sustainable development and equity, covered by a strong value approach. Due to the fact that these were the ultimate objectives of the Plan, it should be expected that after twelve years, changes or effects that contribute to improve both situations have been generated, although parameters to measure them have not been developed. The information mainly comes from field appraisal by means of the various activities, complemented with the Survey, which undermines the rigor of the analysis, but does not invalidate the finding.

During work it was demonstrated that apart from the results that have positively influenced on the living conditions, the natural environment and the organizations, significant subjective and objective changes have also been generated. These represent progress for the gradual improvement of the conditions and life standard of the families, and at the same time they are crucial factors for the sustainability of PDDR results. The most important are described below:

Impacts:

3.4.1 On people and communities

Undoubtedly, the generation of changes of any kind in the societies and human groups is inevitably linked to changes experienced by people as managers and participants of the social processes. Therefore, the “exteriorist” initiatives of change, with no adequate transformations in the people, succumb irremediably in a great majority of the cases, for the societies are the reflection of the people who form them. From this perspective, in this evaluation preeminence is given to the detected changes in the people and their immediate environment –the family -.

A first and major change verified with not much difficulty in the different evaluation activities was the existence of **human and social capital** which in all the communities includes men, women and youth; although these two last segments participate at a lesser extent. In spite of the predominantly low levels of schooling, the people involved have reached an increasing level of information, knowledge, skills, capacities, and assimilation of production technologies which have totally changed their lives. Regarding this, many of the people expressed that the project “*had opened their eyes*” or that it “*had been like an awakening to a new life*”.

A substantial level of personal and collective self esteem was also noticed, expressed among others in: the capacity of expression of the people; the “conquest” of the word by a good number of women (although still a lot has to be done in this field); the development of new leaderships in men, women and youth (the latter two at a lesser extent); the acquisition of a sense of personal autonomy and a good degree of consciousness and the conviction that the rural workers can be the authors of their own personal and community development. In other words, the PDDR had a profound effect on the **personal, family, and collective empowerment** in the communities where it worked.

Similarly, the existence of processes of direct, frank communication with the municipal and sectoral authorities was very clear. This was strengthened by a good degree of knowledge and information on the municipal administration and finance by the leadership. This has allowed them to **influence and demand from the Municipalities the allocation of funds to each community**, which constitutes the base for negotiations and decisions on the public investment in the communities. This change of situation alone, is a qualitative step-forward regarding the scope of **autonomy and development self management, as well as public investment control and municipal management**.

Also in this area in each community, the presence of **nuclear organizations of men and women constituting a kind of driving group of local development, backed and legitimated by their communities**, could be detected. These groups generate ideas, convert them into projects, manage them before the Municipality and development agencies, supervise the works and organize themselves for maintenance. These processes need consolidation and time for maturing, but the local self-management seed has germinated and seems to be promising, and in Alcoche it has reached *momentum* and tangible fruits regarding: organization and association capacity, production, income, and infrastructure and social services, achieving an impact that is very difficult to obtain for the majority of the development projects.

There is an unanimous perception on the **difference and aggregate value of work with value approach**, which favored the management of the projects in terms of transparency, mutual respect and solidarity, also allowing **the strengthening of the family cohesion and equal participation of the entire family in the benefits of the projects**. This last point, however, is far from being perfect and thus the youth and women said that the posts, decisions and use of the resources, in many of the cases, are in the almost exclusive hands of older men, which is detrimental for **equity**⁵⁵, which is one of the three main approaches expressed in the PDDR strategic objectives.

⁵⁵ In this direction in the Social Infrastructure Report (annex 3), it is pointed out that this approach has generated “*crossed results like the patriarchy...*”

Finally, it was manifested that another substantial change was the **improvement of the family income**, which had a direct impact on the improvement of the conditions and life standard of the families: better nutrition (access, quantity and quality); higher schooling level; awareness on the importance of education; improvement in clothing; purchase of home appliances and vehicles (for coffee and others) and affordance of double home (country and city) for children who go to school out of the communities, **preventing the migration of the family or the children for study purposes**. 77% of those polled said that the PDDR families are in a better situation than that of the rest.

3.4.2 On the social infrastructure

It is assumed that the infrastructure contributed to **improving the perceptions on the importance of education**. This motivated continuation of studies, with positive effects on **school retention**.⁵⁶ It should be remembered, however, that retention in the primary and secondary levels has improved throughout the national territory mainly due to recent public policies to this purpose.

The most important change in health was the **improvement of access to and the quality**⁵⁷ **of services especially mother infant assistance**, according to testimonies⁵⁸ of users and those polled. In zones where public services are scarce and of bad quality, the very access to quality becomes in itself important impacts. The changes in Alcoche constitute examples of impacts in the first territory of action and show the generating capacity investments may have when they are based on the demand and a good level of feasibility.

It was manifested that **the hygiene habits have been substantially modified in the homes**: personal cleanliness, latrine arrangement with privacy and low environmental impact, frequency and quality of laundry, facilitation of life to women and children who are traditional water collectors and improvement of **environmental health conditions** since defecation in the open air, free running of grey waters and laundry and washing home appliances in the water sources.

⁵⁶ "School infrastructure is very important because it is the first factor parents consider to keep their children registered and not take them away to Caranavi or La Paz. If infrastructure is deficient, then many parents make their children migrate temporarily with all the consequences: children living away from home and high costs for the parents" Vicente Chamba; Director of Sn Pablo School, 22.11.10

⁵⁷ "The female doctor of the Center treats us well and we are no longer afraid of undergoing a smear test. We can just knock at the door and she sees us" (mother-Alcoche)

⁵⁸ "When there was no medical center we had to go to Caranavi for medical assistance and that is costly and implies sacrifice because we had to get up at dawn hours to get there early to get the assistance ticket" (mother-Alcoche)

3.4.3. On the support to production

On the contrary, the most significant change was the qualitative step-forward taken by the producers on passing from an unsustainable farming culture with high environmental impact to a sustainable organic agriculture which **benefited the productivity levels and the quality of the products**, especially of the coffee producers, who are those who have worked longer. In rice, obtaining varieties with high yields and nutritional value is also an important effect.

Another change widely felt was the significant improvement of the entrepreneurial character especially among coffee producers, who have certification and exporting markets. Several organizations have offices in La Paz and their own means of transportation, which shows their degree of **entrepreneurial evolution and victory over poverty**. Parallel to this, the increase of productive activity in almost all farms, although in a differentiated way, has **generated temporary (crops) and permanent (technical assistance) employment paid by the producers**.

Productive systems under premises of environmental sustainability have generated unquestionable and evident environmental benefits: increase in the vegetable coverage, recuperation of fertility, reduction of erosion, protection of water sources, gradual recuperation of biodiversity and decrease of the levels of contamination by agrochemicals. The farms, especially where SAF has established, constitute authentic islands of greenness with favorable microclimates, in a zone where deforestation, burnings, knocking down of native trees, and erosion of slopes are more evident everyday. Therefore, **positive environmental impact of the project is more than evident and valuable**, with effects projected in the producers' health (avoided intoxications) and the contention of the farming and coca-leaf growing frontier.

Acquiring knowledge and technical capacities, putting sustainable technologies into practice, as well as going into research, have strongly influenced on the **change of mentality and perspectives of the producers, widening the horizon of aspirations and possibilities** which immediately manifest in the strengthening of the entrepreneurial associative character and the business plans to advance in the quality, commercialization and aggregate value to production: drying, selection of the product, packing and industrial processing, mainly in coffee but making progress in cacao, citrics and Stevia.

Polled women said that the main accomplished changes were:

- Information management (70%)
- More participation (40%)
- Leadership development, more respect and less violence (20-17% respectively)

It is clear that the appraised elements were the intangible ones, leaving outside the economic, maybe because PDDR

3.4.3. On the approach of gender equity

It was verified that there are **positive although unequal changes regarding: knowledge, self- esteem, capacities, leadership and economic development**, which, in the most advanced cases have lead to the exercise of a strong and acknowledged leadership, generation of owned income and taking over community and trade posts, in some cases, the highest, as is the case in the Alcoche groups, Mejillones Cooperative, Poultry producers of Alto Sajama, and Stevia producers, among others. But it is still long to go to reach true equity, which undermines the impacts reached in the area of general expected equity.

Sustainability:

The changes mentioned above are also elements of sustainability since they imply personal and social development processes which have reached a good degree of maturity, difficult to revert, unless very strong external factors emerge that disturb their evolutionary dynamics. Below, the areas with greater and minor possibilities of maintaining in time are compiled:

Areas with greater level of sustainability:	Weighting
Human, organizational and self managing capacities in the communities. Participation of the population in management and decisions of community development, simultaneously exercising control of municipal investment.	Good possibilities and opportunities of continue developing capacities with other organizations. Participation and social control more oriented to demand than the incidence in topics and strategic decisions: political and plans of municipal or sectoral development. Control of public management focused on finance, with very little influence on the strategic political areas. Capacities in project management and qualified hand labor are very important assets for the future development of the territories.
Base organizations, with good level of consolidation and knowledge. Entrepreneurial associative character.	The majority of the organizations consider themselves self-sustainable. Water and sanitation committees with good development and incipient system of tariffs. Organization for works maintenance needs strengthening. Associative character strong in coffee and pigs trade. The remaining items need short-term support for consolidation.
Leaderships in process of consolidation.	Mostly males and insufficient participation of women and youth. There is demand of both groups.

Willingness of people to give counterpart (money and work) for collective and family works.	People contributed more than municipalities and hand labor was under valued. Risks of making rural workers more precarious and giving them and NGO's their basic responsibilities.
Coordination, especially in the productive field.	Communities should expose themselves to other development agencies in order to diversify sources and guarantee the continuity of started processes.
Environmentally and socially sustainable productive systems.	They are pioneer and could be models for municipal productive development, but need dissemination and socialization. Good opportunities of replication with municipal plans in this field.

On the other hand, there are some processes that have not yet reached enough consolidation for being new or because they were insufficiently addressed and supported, so their survival would be very difficult with no further support when the project ends.

Areas with lower level of sustainability	Weighting
Organizations, leadership and women's projects.	Insufficiently consolidated and backed-up. Weak gender approach for lack of conceptual and functional institutional basis, which are obstacles to the development of strategic proposals and real equal support to the organizations and female initiatives.
Productive associations and various projects in early stage: OECAFI, nursery keepers, poultry farmers, citric projects, etc.,	Projects and associations founded during the last two years, so that they have not had enough time for developing. They need technical assistance and support after the project ends.
Environmental education and environmental sustainability approach.	Insufficient articulation between environmental activities that restrict the scope and global impacts of the approach. Conceptual and practical articulation and integrity are necessary.

Some external factors were also identified. These may have a negative impact on the achievements and therefore should be taken into account to take the necessary precautions in case they materialize. The most outstanding were: the political polarization of the municipality which may hold back or hinder all the social and political accomplishments, corruption of the leadership which may cause the division of the organization and pressures for the extension of the coca-leaf activity by using agrochemicals which would cause a negative impact on the SAF and the certification processes.

IV. CONCLUSIONS AND GOOD PRACTICES

4.1 Political and strategic

There is no doubt that the Plan responded the primary needs of the community, but its thematic and territorial space, together with its “flexibility and generous response” to the community demand allowed the frequent addition of new activities, generating dispersion and a more activist than strategic work profile, which demanded a lot of effort from the team and hindered the adequate follow-up of the programs.

An important learning was that the alliance with the municipal authority was and will continue to be strategic, but the high synergy with the municipal policies determined a planning dynamics of short-term character which surrounded the municipal POA concentrating on infrastructure in detriment of the strategic topics. The subjection to these also determined an excessive annual “mobility” of results and indicators which had negative consequences in focalization, follow-up and evaluation.

A break with this logics was the certainty about political administrative capacity development, promotion to production and economic development, which do constitute crucial areas for the rural populations. In spite of more than 15 years of municipal prevalence, these have been chronically relegated by the governments, although they are included in the Plans of Municipal Development.

MANB and the communities counterpart for the social infrastructure was fundamental for the extension of the basic services, but they involved a high risk of preventing the Municipality from its “must do”, above all taking into account its extremely low financial contribution and the poor

The MANB /PDDR is torn between some paradoxes:

Its mission identity versus the need to norm, standardize procedures.

Long-term objectives and short-term contradictory interventions.

A classical view of development, with some paternalistic colors *versus* an innovative and audacious essay in some areas questioning myths and development practices.

A territorial intervention, basically political, because political means negotiating with the communities and the municipalities. But in practice it is not recognized, and it is deprived from an adequate reading of the situations, better adaptation to changes, better use of opportunities, greater legitimacy and better positioning to negotiate and disseminate its development proposals in the social and productive field.

The institutional need to standardize and rationalize processes and instruments —like in planning — *versus* the independence of the territorial teams which, based on their own logics and conditions, influence on realization or not of such processes.

compliance with its commitments. Added to this is the doubtful probity of some of the municipal administrations during the period.

There was no systematic follow-up mechanism to the agreements with the municipality and the sectoral institutions, which probably influenced on the laxity in the compliance with the commitments of these entities.

The above mentioned leads to consider raising the strategy in its present version again, without forgetting the importance of the political administrative capacity development resulting from it and the future possibilities of strengthening the incidence and social control processes in order to press the authority to comply with its responsibilities.

Direct administration of the projects and resources by the community and the successful process development were essential for the personnel and community's empowering. They constitute the most important contribution of the Mission. The latter manifested the potential and the rural capacities, making out what could be achieved with a true decentralization of the decisions and money. However, the proposal has not been sufficiently conceptualized and the debate on its scope and perspectives, having its result and limitations as a basis, is still unresolved.

The Alcoche experience, strengthened and complemented with the Closing Plan and the still important demand for technical assistance and organizational consolidation detected in this evaluation, shows that the four-year intervention strategy does not guarantee obtaining sustainable results that have a bearing on long-term impacts. As in 2006, the need for an institutional deep analysis on the convenience of going on working under this short-term character is repeated. This contradicts the spirit of sustainable development of the institution and its programs.

There are work areas requiring strategic and political referents for the exact orientation of the territorial teams and for decreasing improvisation risks, dispersion and activism, which undermine the effectiveness of any project. Areas like: gender, environment, technical-facilitation assistance, coordination and alliances and "counterparting", are very sensitive and need an institutional, strategic, political support that allows optimizing their results. The same occurs with other institutional topics such as the logics of territorial expansion and the thematic concentration.

"Facilitation" substituting technical assistance is a *sui generis* support modality, based on little intensive attention, little decisive and minimally structured, which seems to have worked with no problems in the construction of the infrastructure, but it did not have the same results in the productive area, since the depth of the encouraged changes in this area require longer follow-up, dialogue and mutual learning. The feasibility and realism of this strategy also requires analysis and systematization to adapt it to the different situations.

4.2 On the execution and its instruments

With improvement purposes, the ML suffered several modifications along the period, including the reformulation of indicators in 2007, which oriented the execution a little more clearly in the last 2-3 years. The change sequence, however, resulted in a complex body of results and indicators difficult to follow, which hindered evaluation. The lack of base lines was also a remarkable hurdle in this area.

Disregarding the small progress in this field and the efforts made from the headquarters and the Caranavi team, the handling of the planning instruments of the PDDR were the weak point of the execution and it is necessary to take larger steps to standardize and reach a consensus on such instruments, above all bearing in mind that the new Norway format demands including the Logical Framework.

A stable territorial team was available along the period. They could establish good relationship with the community and developed capacities in their work areas, but they could not make sufficient progress in essential areas such as the strategic political analysis, planning and systematization of the main PDDR experiences, probably due to the overload of activities which exceeded their action capacity. The team had to be complemented with community support personnel.

Follow-up was based on the logical frameworks, POA and physical financial progress reports, carried out every four months, but the instruments and the quality of information they render is insufficient. The information emphasis was put on the quantitative compliance of products and activities, with very little or no qualitative and critical analysis of the accomplished or not accomplished, and the causes that facilitated or held back the execution.

The Plan administration was adequate regarding processes, instruments, information management, and compliance with the countable and administrative norms, although there were specific weaknesses related to the budgetary reports, signatures of receipts, discharge deadlines, dis-updating of accounting instruments and other minor ones.

The financial management was efficient and showed an expense capacity in accordance with the community demand, although with a tendency to over-execution which would be necessary to avoid or explain better in the future. This can be allowed within margins and conditions fixed by the financial backer, but it should not become a common practice since it could denote deficiencies of planning and finance. Accompaniment and follow-up to operations were adequate and regulated by consistent institutional norms.

The economic-administrative and project management by the community administration committees was optimal thanks to the achieved capacities and expertise. They were characterized by their probity and timely and transparent discharges, which conferred them legitimacy and respect by the people and MANB. Given that it is the most daring proposal of the institution and that its results have many sides, its systematization and analysis in the short term is essential.

Due to a possible lack of coordination or information between Internal Audit and the audited areas, a “correction” phenomenon of the audit findings was given, in detriment to the spirit of any audit formally executed and scheduled. The corrections of observations in the audited documents eliminate the finding made and the “post” effect these works should have is lost.

4.3 On human development

Some 2,300 families were benefited with health works, education, water and sanitation, dental control, information and training. The works were of adequate quality and deficient maintenance due to weak organization and insufficient contributions from the municipality. Poor maintenance is a paradox since the infrastructure is highly valued and the community is proud of it.

Community participation in the construction was substantive and praiseworthy, having reached 93% of 40% of the expected local contribution. This contrasted with the municipality participation: a modest 7% contributed in kind and characterized by the irregularity of the deliveries. So this was the main hurdle of the construction cycles.

The works on water and sanitation were decisive for the improvement of life standard of the families. The sanitation batteries are a splendid example of private co-investment, decent and ecologic design. Poor cleaning and deterioration of the batteries, above all the ones used by schoolchildren, show the urgent need to accompany these investments with training and sensitization processes far beyond the MANB cycles.

The weakest point was the lack of schedules and data on the start and the termination of the constructions. Therefore it was impossible to appraise the efficiency of the processes, although in global terms, the budgets and their execution did not show significant diversions, which could hide anomalies related with the quality or non documented community over-contributions. This requires timely attention.

A milestone with potential future was the training and information to leaders, teachers, parents, and members of the committees, since they allowed the

development of a critical mass of human capital in all the communities. This constitutes a cardinal asset for development.

4.4 On productive development

More than 2,000 families were benefited indistinctly with the establishment of cultivations, SAF, nurseries, technologies, infrastructure, training and others. There is over-execution in almost all the components and from very good to acceptable quality in the systems and installed productive infrastructure.

The most important lesson was that although a zone is deteriorated, it is possible to reestablish the natural surroundings and develop a profitable productive culture and with very good future perspectives, if techniques and adequate practices are applied to each reality. The developed model deserves systematization and dissemination.

The transference of knowledge and technologies under the scheme of learning by doing had very good results concerning assimilation and putting into practice, achieving a good degree of organic agriculture management and essential steps towards the highest links of the productive chains: organic certification, aggregate value, business plans, entrepreneurial associative character, markets and exportation. However the component would optimize with better and greater structuring.

There were important weaknesses regarding base lines: data of previous systems, productivity indexes, profitability of items, markets and prices, effort involved in each cultivation, situation of the women and credit options. Arrangement in the farms was insufficient, including housing and the patio for better benefit from their potentials.

The SAF proved to be very beneficial for the environment, the family and the municipality, but they show an incipient development of the forest activity. This should be attended shortly.

The establishment of community and individual nurseries was a learning well taken advantage of. It will continue to be essential for the scaling of production in the zone. However, the activity deserves greater consolidation and extension to avoid its involution. The same applies to the ecological infrastructure.

Another learning is that women participate in all the activities of the farms, also proving to be successful producers in the activities where they participated in their own character: chicken, pigs, nurseries, Stevia, coffee, etc. However, their potential was not plainly used due to lack of strategies and projects adequate to their strategic and practical needs. This learning should be urgently capitalized.

Although the technical team demonstrated experience and dedication, it lacked a formal technical follow-up system, as well as adequate instruments of registration of activities, which would allow them having the necessary and accurate information on each one of the program components. This lack influenced on the documentation of achievements and the exact systematization of the lessons.

Coordination with different organizations gave dynamics to the productive-economic development and facilitated obtaining results in different substantive areas: renewal of coffee plantations, sewage treatment, certification, business plans markets search, and development of new varieties of rice.

4.5 On the impacts and sustainability

Capacity development and personal and collective skills, information management, improvement of self-esteem, increase of income and the existence of a good degree of empowering constitute generating elements of development, which by their nature and level of maturity, have good possibilities of remaining.

Other processes that begin to look like having a good level of sustainability are: the participation and decisions of the community in management and municipal investment, communication with authorities, the degree of organization and entrepreneurial associative character, and the existence of leadership with social legitimacy, among others.

The achievements of lasting impacts in areas like recent or little consolidated organizations, especially of women and nursery keepers, or productive projects at early stages - citrics and chicken – will be determined by the support they have in the short and middle term. The same applies to the initiatives in environmental education and the good use of sanitation batteries, since success in both cases is subject to the development of training actions and long-term follow-up.

There are external factors related with the changes of political sceneries, leadership corruption, incomppliance and negligence of the municipality, return of mono-cultivation by market reasons or extension of other cultivations like coca for the same reasons, which may annul or alter the accomplished changes. Here lies the importance of maintaining constant monitoring of the context and the design of alternatives for acting in adverse contexts.

V. RECOMMENDATIONS

The PDDR was right on many occasions and generated important changes for the development of the colonies. But it also had significant institutional and programmatic weaknesses. Therefore, the recommendations aim at strengthening the achievements and overcome the weaknesses. In order to maintain the coherence of the report, the recommendations are presented following the same sequence of sections used for the analysis and the presentation of conclusions and lessons.

It is expected that they are taken into account in the definitive design of the new phase of the PDDR.

5.1 For the strategic political area

► To generate an institutional process of debate and decisions on the elements of institutional character that affected the performance of the PDDR: the rationality of the cycles of the four-year interventions, the relevance of the continuity of finance to the social infrastructure on the basis of the present outline of counterparting, the planning tied to the municipal POA and the lax follow-up of the agreements with the Municipality. Regarding this, it is recommended bearing the following considerations in mind:

- An urgent solution is important to the incoherence between the institutional concept of long-term development and the cycles of short-term intervention that affect sustainability. This raises the need of a frank discussion with Norway to harmonize both concepts, considering that the temporary framework of the sponsorships is incompatible with the processes involved in the Plan. An important variable to be considered would be the specific weight of every finance source.
- The counterparting strategy should be analyzed considering the main responsibility of the Municipality regarding the social infrastructure which contrasts with its meager and unstable contribution. This deserves a deep analysis to advance towards a more equitable outline that may start from a proposal where the municipality contributes at least with 55% of the total and at the same time negotiate an outline where the official contribution would gradually increase in every execution cycle until reaching 70- 80% of the total investment.
- The fulfillment of the agreements by the Municipality could be overcome if they are accompanied by a follow-up plan executed by a committee working to that purpose. The follow-up plan should have as a minimum: schedule of meetings and work inspections, areas to be monitored, follow-up indicators

and minutes of the main follow-up activities. The committee can be formed with a representative of: MANB, the Municipality and the work Committees.

- It is of major importance to explain again the planning strategy based on the municipal POA, so that there may be coordination with them, but without altering the work essence of MANB. To this purpose, it is necessary to have a good planning.

► To focus the themes and programmatic activities of the future PDDR, taking the following criteria into account: strategic value of topics and sub topics, expected impact, feasibility of developing them in depth, technical capacity to provide them with follow-up and level of sustainability they can reach. This would also contribute to improving the effectiveness and the efficiency of the future plan.

► To develop and apply in the short term institutional policies that guide and sustain the programmatic activities in the following areas of proven sensitiveness: territorial and thematic focusing; strategic alliances, including the Municipality; counterparting of community and individual works; “reliability on the community”, technical facilitation/assistance; gender equity, environmental sustainability; community empowering and development of human resources. The present policy document is a starting point to this purpose.

► To analyze and systematize the most successful and avant-garde experiences of the PDDR: “tripartite and bipartite counterparting of the social and familiar infrastructure”, “reliability on the community” and “sustainable productive systems”. The following should be considered for each case: the concept, objectives, results, impacts, lessons, weak points, favoring and hampering elements and the future perspectives. It will be important to involve the community and the Municipality to provide the processes and products with greater richness and legitimacy. Due to the complexity of the work, it is necessary to hire external expertise or assign the task to the Development Institute in order to guarantee the quality of the products.

With audacity, creativity and good results, myths and deeply rooted practices were broken, thus showing that:

- Male and female rural workers can manage resources efficiently and with transparency.
- A high degree of development and empowerment can be achieved if people directly participate in the execution, management and decisions of their projects.
- The tripartite counterparting of works was very effective and it showed the benefits

► To disseminate the previous products among the government authorities, the development agencies and the community leadership, in order to negotiate their replication from other areas. The new role of the Municipality in the development and the emerging plans favor the discussion and trial of new proposals like those MANB has successfully validated in the three mentioned areas.

► To incorporate in all the territory areas of the Mission, the practice of periodically analyzing the national and municipal political-social context, including the identification of tendencies and risks, and the design of alternatives to adjust the plans to the changing reality. Knowledge and political reflection is “a task” for all the people involved in development, because, there is no doubt, this is a political matter.

5.2 For the execution and its instruments

► To develop and agree in the short term, a framework of strategic and operational institutional planning, that is replicated in the territories to: guarantee the guidance and the exact follow-up of the promoted plans, guarantee that the territorial plans contribute to the institutional goals, avoid the annual re-expression of the results and guarantee a more strategic work. The development of this process should take the following into account:

- The developed instruments (central MANB and Caranavi), constitute an important starting point, considering that both have strong points and limitations.
- There are other planning models that could also be analyzed for decision making, such as planning by results which would prove quite effective and relatively simple for plans like the PDDR.
- The new PDDR needs to be based on flexible ML, but stable in its high elements: Objectives, results and indicators.
- It is important to value and reach a consensus on the relevance of the use of the planning public instruments, considering their pros and cons: socialization of public instruments, facilitation of the social control, greater aligning vs. complexity which gives heaviness to the management, instrumentalization of the plans, etc.
- The standardization and design of the planning instruments should be thought from their effectiveness to facilitate field work, and not from the administrative management, taking into account that the instruments are the means and not the goals, and what is truly important is reaching the people and accomplish strategic results and impacts.
- The follow-up instruments should stress emphasis on the achievement of results and starting from their critical analysis, revise the technical and budgetary execution and not the other way around. The POA formats and the annual reports are a starting point, but they need to introduce, as

reference elements, the results and global goals, without which it is very difficult report on the annual contribution to the global parameters.

- It is necessary that the matrix instruments are accompanied by analytical qualitative annual reports, with recommendations or proposals for the progressive improvement of the management. The institutional formats suggested by Norway may be easily used to provide analytical information, in almost all its sections.

► To develop an on-going program of updating and capacity strengthening of the technical team, based on a diagnostic applied to this purpose, in order to increase their knowledge and management of the fundamental topics of development and processes and instruments. In accordance with the findings of this evaluation, the following guidelines should be considered:

- Systematically design and develop a modular training program by using several teaching modalities: courses, workshops, events of group exchange between territorial areas, crossed stays (rotation) of technicians of different territorial areas and others.
- Include fundamental topics for the work in development, such as: Theory and development models, Cooperation to development and present tendencies, Situation analysis, Relevant national and municipal public policies, Theory and practice of gender approach, Citizen organization participation, Strategic and operational planning, Follow-up and evaluation systems and instruments and others.
- Build a plan of accompaniment of the Headquarters to the territories, in order to establish close relationships between both levels, facilitate mutual learning, and lubricate the processes and technical-administrative routines and policies.
- Value the possibility of rotating and/or relocating the older groups in advice areas, proposal production, systematization or others, where their experience is taken advantage of more appropriately.
- Revise/update the institutional policy of human resources, including specific areas for: permanent training and updating, post rotation between programs and between territorial areas, the annual performance evaluation and incentive system to improve performance.

5.3 For the area of Human Development

► To value the relevance of having an architect or civil engineer for designing and follow-up of the infrastructure projects in their entire cycle and the regularization of the project folder. This will allow improving physical-financial planning and the efficiency of the works. The folders should contain brief information on: the project

profile with standardized format⁵⁹; location sketch, engineering basic data, work plan, schedule and real time of execution, monetary and non monetary contribution per finance source, and minutes of delivery and conformity.

- ▶ To stress emphasis on strengthening the maintenance committees and influence the Municipality for the disbursement of the maintenance compensations and for the fulfillment of its remaining responsibilities with the built works. This should be included in the agreements with the Municipality and their follow-up plan, recommended in 6.1.
- ▶ To accompany water and sanitation works with a strong and sustained education, health, and environmental campaign, as well as the adequate use of the works and the associated natural resources. The maintenance committees and the schools should play an outstanding role in this campaign.
- ▶ Systematize the empowering experience of the management organizations, work committees and administration councils, bearing in mind that apart from being instruments that facilitated the operation and work management, they constitute leadership centers with very valuable administrative and political capacities for strengthening fiscal supervision and municipal social control. It would be convenient to continue strengthening their political and management capacities with other organizations. The Mission could play a facilitating role to this purpose.

5.4 For the productive area

- ▶ To develop a follow-up outline for consolidating farming systems and recently established nurseries, considering the following alternatives:
 - To develop a 2-3 year follow-up phase to this purpose. This would be implemented parallel to the new plan.
 - To value the possibility that the follow-up is executed by another development agency or either by 1-2 technicians hired to this purpose.
 - In any of the two modalities, the contract should be supported on an agreed plan with goals, products, and concrete results.
- ▶ To guarantee that the new productive projects consider the following:
 - The development of plans of plot demarcation, incorporating the patio as a sub unit of production of garden produce, vegetables, flowers and others,

⁵⁹ The profile should have the following elements: Background, Objectives, Justification, Non aggregated social aspects by gender, costs, risks and strategic assumptions.

which would favor food security, the improvement of family diet and the generation of surplus for commercialization.

- The incorporation in the SAF of the forest management component. To this purpose, each system should have its own management plan that includes as a minimum: species inventories in each system, selection and enrichment of the existing timber-yielding, estimation of the wood potential, cutting cycles, replacement and guaranteeing of forest seedlings in the nurseries.
- The development of base lines and indicators to measure the profitability and productivity of each farming, as well as business plans and market studies for them.

▶ To guarantee an holistic approach in farm planning in the process, including men and women. This allows planning with a wider vision and obtain instruments of demarcation and management (maps, proposals, schedules and others), that reflect men and women's approaches, interests and expectancies, with better results for all the members of the family.

▶ To structure the facilitation/technical assistance, taking into account: the topics, The methodologies, teaching materials, exchanges, systematization and dissemination of successful experiences. It is convenient to strongly articulate the technical assistance with the training and information events, and the campaigns in only one component with various mutually complementary sub components.

▶ To avoid the replication of "women projects" and choose working with them as equal partners in all the productive initiatives to be started in the future, which are interesting for them, as the women of Quele Quelera expressed. This does not undermine the continuous support to projects of domestic profile for those who prefer it. It is important to keep the following in mind:

- All the projects should incorporate a training component in gender for men and women, using differentiated methodologies for each one and adequate the activity schedules to the differentiated needs of men and women.
- The training processes for women should include areas of strategic interest: citizen rights, sexual and reproductive rights, self-esteem development, leadership, education leveling, access to credit and others that promote true equity.
- To incorporate women groups in the territorial technical teams with solid technical and gender training, seeking a balanced men and women's participation.
- To consider specific productive projects for women, bearing in mind that many of them are land owners, single, widowers, or they simply have productive interests different from those of their partners.

5.5 To guarantee impacts and sustainability

► To consider the recommendation on the need to extend the intervention cycles (6.1), to at least double than that presently considered, since in general, sustainability and impacts are linked to systematic work terms of ten or more years, since development implies deep changes of vision, approaches and practices that are not reached in the short term. It is also very important to keep the following in mind:

- The need to include a post-project follow-up phase of 2-3 years in the project cycle. During this phase, new works or activities should not be developed, but only consolidate the processes which have not reached a sufficient maturity and sustainability degree.
- The importance of forging alliances and synergies with other organizations, to strengthen and extend the results, improve the benefit cost of the projects and facilitate the post-project follow-up phase.
- The convenience of putting the organizations in knowledge and contact with all the cooperation universe in each territory to increase the possibilities of negotiating further supports to retirement, including the post-project follow-up and the scaling of the liberated processes.