

Evaluation report of the projects of MCCH and World Servants Netherlands in Esmeraldas-Ecuador

Prepared by: Edgar Isch L.
With the contribution and comments of
Bram van Mannekes

I. EXECUTIVE SUMMARY

The relationship between Maquita Cushunchic Comercializando Como Hermanos (MCCH) and World Servants Netherlands (WSN- Servidores del Mundo) has been very productive. Since 2004, 16 projects have been implemented with a total contribution of 492.524 Euros that were destined to improve the quality of life of the population in the province of Esmeraldas.

In accordance with the terms of reference, the present evaluation: *'will look at the content and organization of the MCCH activities undertaken in the Viche and Quininde areas in the period of 2004-2010, in a quantitative way, mostly looking at the results achieved'*.

The evaluation was carried out using a participative methodology, which included a document review, interviews with key actors and focal groups of 7 beneficiary communities that reflected the diversity of types of projects, years and geographic location. This was made with the coordination and joint work between the consultant and the team designated by WS, conformed by Jan Bosman and Bram van Mannekes.

The report presents answer to the key questions set out in the terms of reference. Among them, includes valuations related to:

- The work executed by the colleague organization, evidently adequate and professional, it is strengthened by having a territorial emphasis and a strong relationship with the communities, in which the WS project is inserted.
- Beneficiaries' satisfaction that highlights the positive impact in their quality of life, organization and community participation.
- A resources organization and management that is consistent with the objectives and carried out with community participation.
- The relationship between MCCH and WS are fluid and based in common principles, and there are few difficulties referred to logistics.

The lessons learned ratify the importance of the community participation from the moment where decisions are taken and the fact that the positive impacts are enhanced thanks to the relationship between the projects of WS and the long-term local development process, carried out by MCCH. The success corresponds, therefore, to a process that includes activities before and after the visit of the WS team, being this the central moment. On the other hand, the projects generate a positive impact because they respond to basic needs of the communities (water, education, among others) and the results are guaranteed when they are under control of MCCH and their termination doesn't depend on external actions or decisions.

The evaluation recommends to continue with the relations between WS and MCCH, and to take certain measures such as:

- To maintain the participation from the diagnosis, establishing the difference between the needs felt by the communities with the strategic needs for their autonomous development.
- To prepare the communities in all the aspects involved with the arrival of a team from other continent, especially in the aspects related with making of such visit a relationship of cultural exchange between equals and the valorization of the cultural practices of their own. To execute an evaluation that includes this aspect at the end of the visit of WS team.
- To count with the permanent presence of a member of the technical team of MCCH in Esmeraldas, along with the WS team, by rotating the technicians of MCCH.

As for new projects, it is recommended that they are directly related with the main action lines of the local organizations and projects that are being carried out with MCCH in order to contribute to the organizational strengthening. This will give a bigger foundation to the productive-commercial proposal of MCCH, which allows to propose the possibility of other kind of projects, related as well with the production and professional technical support, that can be independently related with the constructions carried out by the teams. Given the fact that the central government has taken care of the educational responsibilities, has increased the resources for infrastructure and teachers, besides that has reduced the participation of cooperative organisms in this field, it is adequate to avoid, or at least reduce as much as possible the execution of projects related with education.

II. INTRODUCCIÓN

The relationship between Maquita Cushunchic Comercializando Como Hermanos (MCCH) and World Servants Netherlands (WSN- Servidores del Mundo) has been very productive. Since 2004, 16 projects have been implemented with a total contribution of 492.524 Euros that were destined to improve the quality of life of the population.

The working strategy of WSN is carried out in close collaboration with the local population, the Project participants may experience what really service means. During two or three weeks, the groups formed by young and adult volunteers build schools, clinics, drinkable water systems, and dwellings, the requirements identified with the beneficiaries and the local social organization.

In the period of 2004-2010, the projects were focused on the areas of Viche and Quininde. From 2010, the cooperation was carried out also in the surroundings of Esmeraldas, closer to the coast. The projects were implemented in small communities with communication problems and access difficulties due to forests and rivers.

For every Project, the cycle between design, implementation and evaluation was always considered. Precisely this phase is referred to that.

Precedents and description of the project

Esmeraldas is a province that has suffered because of the local disparities in Ecuador, being one of the provinces with the highest poverty rates and a deficiency in the access to basic services. Its population is mostly Afro-Ecuadorian, which has been historically marginalized.

The Projects submitted for evaluation had the following goals:

Overall goals

Contribute to the achievement of the 'Millennium Goals', to which the Ecuadorian State is committed:

- Goal 1. Eradicate extreme poverty and hunger.
- Goal 2. Achieve universal primary education.

Contribute to the achievement of the objectives of 'Education for All (EFA)':

- Goal 2: Ensure that by 2015 all children, particularly girls, those in difficult circumstances, and those belonging to ethnic minorities, have access to and complete, free, and compulsory primary education of good quality.
- Goal 5: Eliminate gender disparities in primary and secondary education by 2005, and achieve gender equality in education by 2015, with a focus on ensuring girls' full and equal access to and achievement in basic education of good quality.

Strategies:

MCCH is aiming for the development of small communities in rural areas and is focusing on the development of 3 sectors that were clearly defined in the terms of reference:

- production
- marketing
- local organizations

III. OBJECTIVES AND EVALUATION METHODOLOGY

In accordance with the terms of reference, the present evaluation: *'will look at the content and organization of the MCCH activities undertaken in the Viche and Quininde areas in the period of 2004-2010, in a quantitative way, mostly looking at the results achieved'*.

Likewise, the terms of reference establish the evaluation objectives and the key questions to be evaluated. The objectives are:

1. To analyze how the projects supported by World Servants and co-financed by Wilde Ganzen have contributed to the overall goal; improving the living conditions of people in the targeted communities. To identify strong points and challenges related to these goals and to give recommendations for improvement.
2. To analyze the cooperation between the local community and the WSN team.
3. To analyze the design, implementation and results of the projects.
4. To analyze the cooperation between MCCH and WSN.

The key questions proposed must permit to pass from the quantitative analysis to the qualitative analysis in order to obtain conclusions, lessons and concrete recommendations, adequate to the objectives of the institutions that have collaborated in the project and to the local situation. In that way and in an additional form to the terms of reference, it is proposed to try to:

- Measure the achievements and goals of the projects in relation to the presented proposal. The strategies developed in every component, with its institutional

interlocutors and beneficiaries, will be analyzed, in order to construct proposals, actions, activities and goals in the strengthening of the ability to cope of the affected communities by the social and environmental impacts of the activities carried out.

- Analyze the pertinence, impact, efficacy, sustainability and coherence of the execution made.
- Extract learned lessons and to formulate clear recommendations for projects with similar goals to the evaluated one.

THEME COVERAGE AND EVALUATION CRITERIA

The evaluation will be carried out in the areas of Viche and Quininde, in which the projects were executed.

The main evaluation criteria are found in the key questions proposed in the terms of reference for each evaluation objective. To this criteria, will be added any other considered necessary in the first and second phase of the proposal that allow a rigorous analysis about:

- the design,
- the participation of the counterparts,
- appropriation,
- complementarities,
- resources administration and management, and
- the impact on the beneficiary population.

METHODOLOGY AND WORK PLAN

The evaluation was carried out in three phases:

✓ A first phase of office study, that was developed to get to know the action, to adjust the evaluation methodology and to establish the activities that would be realized during the process. In this study, a document review was carried out, checking the projects formulation, the technical and economical reports, the documents and verification sources that were considered convenient and key questions that weren't defined in the terms of reference were identified, taking interviews to get complementary information about the actions.

Knowing the actions that are the object of the evaluation, the proposal was examined and the evaluation methodology was set. The procedure for compiling, treating, analyzing and interpreting of the information based on the establishment of conclusions and recommendations was formulated.

Before the beginning of the second phase, an interchange with the hiring parts was held out.

✓ The second phase of field work was carried out according with the terms of reference during the week between October 29th and November 2nd, in Quito and in Esmeraldas.

The following communities were visited, given the fact that they represent the diversity of types of projects, years and geographic location:

1. Palma Real de Quinindé

2. Nueva Jerusalén
3. Las Maravillas
4. La Gloria
5. Flor de Guayllabamba
6. Evenescer
7. Valle de Patere

In each one of them it was possible to have direct contact with community leaders and male and female settlers, from different age groups, adding up more than 40 persons. This can be seen in the attachment.

Interviews were executed with the following persons and/or focal groups:

- María Jesús Pérez, MCCH Manager
- Orquidea Chicaiza, Monitoring coordinator
- Marina Sampedro, Projects Financial Control
- MCCH Team in Esmeraldas:
 - o Patricio Merino, Territorial Agent in Esmeraldas
 - o Rodolfo Quiñonez, Associative Coordinator
 - o Betty Brambilla, Agro-technical Coordinator

✓ A third phase of elaboration of the final report, according to the characteristics detailed in the terms of reference.

IV. Evaluation discoveries

a. Performance of partner organization

1. MCCH presents in Quito and Esmeraldas, solid professional equipment, experienced people and a very good image in the community. Its national institutional history, nationwide, demonstrates an ability to work and generate proposals that seek to create conditions for the development of populations without creating dependency towards the partner organization.
2. The internal relationship of the teams is based on principles, organization and processes known and accepted by the technicians. This allows continuous monitoring from the central office in Quito, while autonomy and creativity for territorial teams like Esmeraldas is maintained.
3. The territorial focus for carrying out the work of MCCH allows planning that exceeds the partial view that can come from a specific project, while allowing various actions favoring higher goals. Thus, WS projects meet the guidelines of MCCH work and the community needs, expressed in diagnostics and even strategic development plans (e.g. in Valle de Patere).
4. The characteristics of the territorial intervention of MCCH ensures the projects to be carried away from welfarism damaging the action capabilities of the communities.

b. Beneficiaries satisfaction

1. In all the communities visited, besides reports of each of the projects, it's possible to see a high satisfaction of the beneficiaries. There are frequent expressions of gratitude with WS, which also reflects a visible presence of its mission and work. In the communities it is highly valued that young people of WS team "come from so far away to help".

2. The community's commitment is expressed in: voluntary work, along with the young members of the WS team, resources, care to members of WS team, arranging the best possible conditions for their stay and ancillary building works or project completion. So they feel more committed to building and express greater satisfaction with the results achieved and also unites the community counterpart.
3. In the case of buildings to improve schools, the teachers were also beneficiaries. On visits to the communities, their reviews were favorable since they think that improving the educational environment they can have better working conditions, and it is possible to have better education and respect for the rights of children.
4. The benefits provided by the works for the population, show improvement in quality of life that is identified by the population. Among the phrases that demonstrate the above, the following can be mentioned: "formerly it took two or three hours to get to school, but today it's here, near"; "the floor is clean and better than our old school, which was clay", " with a house for the teacher, now she can stay here all week", " before we had to walk to fetch water in buckets and today we have in our house ", " water brings health and cleanliness ", among others.
5. In the communal houses it was expected to have reference centers, meeting and membership, but there is a sense of underutilization, which in some cases led to incorporate other uses, like health or child care, while in the places where there weren't communal houses, some of the classrooms built have fulfilled the role of collection centers.
6. Communities indicate that local governments and other authorities also made improvements because they want to look good for foreign visitors, generating immediate benefits as road improvements and others. The most significant case is in New Jerusalem, where the Ministry of Agriculture (MAGAP) initially made the purchase of seedlings from the nursery, which resulted in additional investment.
7. MCCH can be considered, indirectly, as another beneficiary. Projects with WS have not been isolated from other processes relating to the community, so as to become part of that relationship, increasing the sense of community that MCCH brings positive results. Moreover, MCCH technicians in Esmeraldas highlight that they also learn a spirit of community work and a positive determination to face their problems.
8. The residents of the communities are benefiting from the cultural exchange. Insistently they have pointed out the lesson learned to see that men and women of the WS team work alike, setting an example on gender issues, organization and willingness to work with this group of young people, besides other evidences of their previous preparation in getting to know what is the meaning of their trip so they can act around that goal. However, communities did not demonstrated awareness of what young visitors may have learned from the people of Esmeraldas. When questioned on this point, answers usually related to nature aspects and in a few cases to the local cuisine, but not to other issues, to the extent that a local group noted that "they come from a culture better than ours "

c. Organization, management and resource utilization

1. MCCH has demonstrated an ability to respond to conditions requiring changes or adjustments. One of them is in the requests of community stores, when other requests had been made and little establishments could be affected.

2. In resource utilization, efficiency and respect are shown to the destination for which resources are directed. The management strengthens the community empowerment and transparency. Moreover, MCCH has regular mechanisms of supervision and control.
3. WS projects also achieved that MCCH and communities performed complementary activities, some of which have resulted in unintended positive impacts. Among the activities, before or after the presence of the mission of WS have been mentioned:
 - To request local governments on local roads improvements to achieve the income of working materials.
 - To ensure official nomination and presence of a teacher.
 - Agreements with other public entities for installing child care centers or medical centers in the communal houses built by WS.
 - To establish and legalize the Water Board, the organization responsible for the management of water systems, that besides strengthens the organization of populations.
 - To establish participatory mechanisms of maintenance of buildings, especially through parent committees and mothers in schools.
4. In all the projects there is a raised awareness of the contribution of WS. In the works are plates or other means that allow maintaining that recognition by the population.
5. The maintenance of the works and their positive impacts is warranted because public budgets became available (in the case of schools), there are control and maintenance activities carried out by the community (in all project types), or productive activities guarantee operation (collection and other houses). Each year, the status of the works constructed is checked and evaluated with the community.

d. Other

1. Relations between MCCH and WS have been fluid and the problems presented, mainly corresponded to logistical issues. MCCH team greatly values that between the two organizations there is a meeting of like-minded principles.
2. It has already been developed a mechanism for the projects that is summarized in the following steps:
 - a. The technical team prepares a diagnosis of community organizations to define projects that may be proposed.
 - b. The proposal is sent to WS.
 - c. WS analyzes the proposals.
 - d. If there are conditions that force a change, this is done with the community.
 - e. In the community awareness takes place and the work schedule is set out.
 - f. Construction materials and others are acquired and transported, with community support.
 - g. Conditions are prepared for the WS team: suitable rooms and board local services are contracted, community areas of common use are cleaned, a lot of attention is put in security issues.
 - h. The community builds the foundation or platform and prepares the structure of the work.
 - i. The WS team is received in Quito. They get to know the national offices of MCCH and then move to Esmeraldas where they have a meeting with the territorial team of MCCH.

- j. During the three weeks of the mission, the committed works and the cultural exchange are performed.
 - k. At the end, a fellowship meeting is held between the mission and the group.
3. Among the impacts caused by the intervention, are the results of the interaction with people of other living conditions and another culture, causing adaptability, sense of solidarity and positive valuation of the differences.
 4. As for the impact on improving the quality of life, the largest comes from the water systems, followed by school-related projects and collection centers, being communal houses the projects that cause the least impact.
 5. The youth team of WS allows an impetus to work on human values expressed in the rules of behavior that are discussed and agreed with the community.
 6. An unavoidable difficulty is the language barrier that is not completely overcome despite having a full-time translator.

V. Major strengths and limitations

Major Strengths:

1. The prior and permanent relationship of MCCH with the populations in which projects are undertaken enables an adequate choice of the project purpose and allows to count with mutual trust, with information that ensures security for the WS team, community mobilization capacity, among other positive aspects for starting and developing the project.
2. Opening MCCH to orient the needs and views of the people, so it can explain why they engaged in projects related to schools and education, although their main working area is the economic-productive.
3. The continued and positive working relationships between MCCH and WS, with ongoing communication and feedback.
4. There is experience that validates a work methodology for the development of these projects.
5. The identification of the technical team with the principles that guide MCCH and become keystones in its work, in the framework of respect for the plurality: gender equity, environmental, spiritual and collective work.

Limitations:

1. MCCH has a sufficient number of technicians for their project activities and other commitments, but so far without finding a way to have a technician permanently accompanying the team of WS, which is a requirement to give more guarantees for the visiting group and to encourage more community participation.
2. The security reasons prevent full freedom of action to foreign visitors and the development of unscheduled activities.
3. The supply centers of the crops require an effort to have enough producers and outlets to be attractive, which is not easily achieved and demand actions that go well beyond the construction.
4. The visit of the Netherlands youth raises other lifestyle choices, which can impede the permanence of youth in rural areas and agricultural work.
5. The only visible threat seems to be a change of government guidance, at the moment there is no immediate risk.

VI. Lessons learned

1. One of the most highlighted aspects by the technical staff and that is visible in the impact on populations, is that the projects with World Servants are significantly enhanced and optimized through its linkages with other projects and local development processes. Thus, the project with WS is not an end point but this is a time that strengthens institutional relations.
2. The interrelationship between communities and generated cooperation organizations (MCCH and WS) and community participation in all phases of projects, allow community and organizational strengthening. This includes impacts on cultural and organizational practices, especially driving the collective work for common goals, common in the Sierra region (as the native custom of mingas) but not common in rural areas of the Coast and particularly, Esmeraldas.
3. In deciding the purpose of the project together with the community there is a respond to their needs, which have sometimes been requested and clarified over several months, so that there is greater willingness to contribute differently to the development of the project, as community counterparts that are not always counted.
4. The success corresponds therefore to a process that includes activities before and after the visit of the WS mission, which is the central moment.
5. Projects ensure a positive impact because they respond to basic needs of communities (water, education, etc.). The previous diagnoses and agreements with the population regarding the content of the project are key to this achievement.
6. If the project completion should depend on external decisions or actions, as in Palma Real where government commitments around the water system were required, compliance of results and impacts are at risk. The results are fully guaranteed when they are under control of MCCH.

VII. Conclusions and recommendations

1. The relationship between MCCH and WS has been successful and shows new potential for the future, so it is considered appropriate and positive to continue it into the future.
2. For the planning phase of each project, it is positive to continue to start from the diagnosis and discussion with the community, making efforts to differentiate between residents felt needs and strategic needs to advance their self-development.
3. It notes that it is necessary to prepare the population in all aspects involving the visit of a team from another continent, especially as that involves a relationship of cultural dialogue and peer evaluation of cultural practices.
4. To include quantitative and qualitative indicators that demonstrate in a more direct way the impact on improving the quality of life. One aspect of this type could be a cost analysis that includes community input on resources and hours of work, to have a motivational aspect of the maintenance and sustainability of results.
5. Before the departure of the team of WS a festive meeting is performed in which the community expresses their gratitude for the support received. So it would be important before this festive meeting to conduct a more effective evaluation meeting, allowing to the communities to see more clearly the results of the encounter between cultures, so the communities can value what they bring to the benefit of young people who come from the Netherlands and their personal

formation. Similarly, this type of collective analyzes could be performed in the middle of the visit.

6. As for new projects, the recommendations arising from the interviews and focus groups are:
 - a. It is necessary to relate the projects more directly to the lines of action of local organizations and projects that are being carried out with MCCH, to contribute to organizational strengthening. This will enable greater support primarily to the MCCH production-trade proposal.
 - b. This leads to propose the possibility of other kind of projects which are connected with the production and professional technical support, that can be linked regardless of the constructions made by youth teams.
 - c. According with MCCH team in Esmeraldas, other possible projects are related to the development of water systems, latrines, collection centers and agricultural nurseries; technical assistance may be related to new production areas that give added value to cocoa and other products, livestock management, veterinary and waste management. Some of the possibilities of technical assistance are related to the activities and objectives of work plans and community organizations in which MCCH has no experience.
 - d. Because the central government has assumed the education responsibilities, infrastructure and resources for teachers have been increased, and that has reduced the participation of cooperating agencies in this field, it is suitable to avoid or at least minimize the projects related to education.
 - e. To work on projects in which the results depend on the MCCH action or actions that complement government action, but avoid the opposite situation in which the results depend on complementary actions that should be performed by civil servants.
 - f. WS can promote the consumption of MCCH products and provide broadcast in developed countries through the use of internet.
7. There is already an agreement to have the permanent presence of a member of the technical team of MCCH in Esmeraldas with the mission of WS, by rotating existing technicians. This, besides meeting the requirement for a better performance of the project will further strengthen the relationship between MCCH technicians and villagers.
8. It should be considered the possibility of financing short tourism activities for the youth group to increase their knowledge of the cultural and social reality of the country they came with their support.
9. Further promotion of the achievements can be a tool to promote in other communities partnership working and practices as mingas. There is a missing attention for recording in photographs and videos the experiences, so that collaborative work can be encouraged in other communities.

ANNEX

- 1.- List of the projects implemented in the period between 2004 – 2010
- 2.- List of the people who take part in the evaluation interviews and focus groups
- 3.- Matrix of synthesis
- 4.- Terms of reference

ANNEX 1

List of the projects implemented in the period between 2004 – 2010

Year	Community / location	Area / Canton	Project
2004	Palma Real	Quinindé	Casa de Comunidad
	Zapotalito	Quinindé	School and house teacher
2005	Monte Olivo	Viche	Casa de acopio y comunidad
	La Gloria	Viche	Water system
2006	Nueva Jerusalen	Quinindé	Casa de acopio y comunidad
	Palma Real de Viche	Viche	Water system
2007	Las Maravillas	Cantón Quinindé	Casa de acopio y comunidad
	Palma Real de Viche	Viche	Water system + latrines
2008	Chafalú	Viche	Casa de acopio y comunidad
	Flor de Guayllabamba	Cantón Quinindé	School and dining room
2009	La Alegría	parroquia Majua Cantón Esmeraldas	School and dining room
	Campamento	parroquia Majua Cantón Esmeraldas	School and dining room
2010	Evenecer	Cantón Quinindé	School and dining room
	Valle de Patere	Canton Eloy Alfaro	School and dining room

ANNEX 2

List of the people who take part in the evaluation interviews and focus groups

List of persons interviewed

- María Jesús Pérez, MCCH Manager
- Orquidea Chicaiza, Monitoring coordinator
- Marina Sampedro, Projects Financial Control
- MCCH Team in Esmeraldas:
- Patricio Merino, Territorial Agent in Esmeraldas
- Rodolfo Quiñonez, Associate Coordinator
- Betty Brambilla, Agro-technical Coordinator

List of persons that were part of the focus groups in the communities

Flor de Guyallabamba

- Carlos Alfonso Nazareno Quitero
- Justiniano Borja
- Marcela Zambrano
- Daniela Suarez
- René Zambrano Zambrano
- Manuel Rendón Calderón
- Jenny Cedeño
- Wilton Rendón
- Mario Cedeño

Palma Real

- Eliana Sánchez
- Freddy Rodriguez
- Jorge Sánchez
- Crisálida Rodríguez

Nueva Jerusalén

- Teobaldo Arredondo
- Angélica Zambrano
- Wellington Arredondo
- Luis Arredondo
- Diego Arredondo
- Yaritza Noriega
- Odila Guevara
- Esther Martínez
- Alexandra Rodríguez
- Visina Sánchez
- Doménica Sánchez

La Gloria

- Angel Solano
- Mercedes Pérez
- Florinda Jumbo
- Marisol Solano
- Liti Pinzón
- Elvia Andrade
- Ana Moreira

- Elia Zambrano
- Cecilia Buzón
- Rogelio Salazar
- Valentín Lucero
- Johny Calva
- Urbano Tuxa

Evenecer

- Hilda Monzón
- Margarita Monzón
- Modesto Angulo
- Demetrio Gómez
- Javier Zorilla
- Alfonso Bode
- Esther Nazareno
- Escarlet Calderón
- Miriam Gaspar
- María Montaña
- Julio Cedeño
- María Elena Sacón
- Marlene Bones
- Yaritza Zambrano
- Roxana Macay
- Daniel Araujo
- Vidal Araujo
- Estudiantes de la Escuela: Martha Cedeño, Katy Cedeño, Laura Bones, María Bones, Luis Enrique Cedeño, Kevin, Manuel Maldonado, Manuel Monzón, Luis Fernando Bones y Cristian Alvarado.

Valle de Patere

- Sebastián Mieles
- Gilberto Maltos
- Román Peralta
- Stalin Peralta
- Marisela Muñoz

ANNEX 3 Matrix of Synthesis

Community / location	Project	Situation before the project too off	Outcome/ indicator	Current situation	Maintained building	General findings - observations	Conclusions and advises
Palma Real	Community house	In the community was only a small wooden house (house of the teacher) where meetings /training and clinics where held.	The building should bring more training / information and services to the community. The awareness (human and political rights and duties) of the people will grow so they are able to participate in the society. Basic health care will become available through the regular visits of a medical team and a health promoter. A bank for micro credits will offer small loans to the families. In the long run the circumstances in the community will improve. - Number of credits - Amount of credits	Every Monday there is a programme from INFA for the young children and their mothers. They sometimes rent out the dormitory and use the money they get for maintenance. The water tank is not in use because of problems with the pump, so there is no water supply for the building. The water tank is not elevated, because the base of the tank is of bad quality and cannot carry a full tank of water. They are planning to make a new base to put the tank on. The courses for cacao production and health are very important to them, as is the medical attention. The building gives the community the opportunity to receive groups. A new road is being built to the village and the people working on that sometimes sleep in the building. The building facilitates the coming of the medical brigades and the organization of courses.	The water tank is not in use because of problems with the pump, so there is no water supply for the building. The water tank is not elevated, because the base of the tank is of bad quality and cannot carry a full tank of water. They are planning to make a new base to put the tank on. The building is not well painted, but is overall in an acceptable state.	Perhaps a community centre is not the best project for WS because it is hard to measure the output and outcome. At least MCCH made the remark that they also doubt this concept. MCCH agreed with us that the community is not very active. Maintenance is acceptable, but could be better.	The building is contributing to the development although the level in which the building is used is somehow disappointing.

Zapotalito	Classrooms (3) toilets and house for the teacher	The school and the house of the teacher was a wooden building in bad condition. It was hindering the development of the school a lot. A number of children was not able to go to school because the lack of room.	The level of education will be improved by having more facilities (classrooms, teachers and classes). More children will be able to go for a longer period to school in their own village. A good result will be when more children are continuing their education on a higher level. - Number of school years (grades)	No comment	Toilets and showers are functioning but without flowing water. Furthermore it needs to be painted again and the floor should be repaired. In general it is in good shape.	No comment	Has been a good project, not too much problems. Several new initiatives like computers to bring the level of education on a higher level. The world servants project was the starting point
Monte Olivo	Collection center of the crop and community	The members of the community did not have a place for drying and storing cacao. Also for training and meetings a proper building was not available.	By working together the production and handling of cacao will bring more benefits to the members of the cooperation. - Number of families member of the cooperation - Amount of cacao (pounds) produced per year	The maintenance of the building is pretty good. There is no water and electricity in the building. In fact they do not need water now. At the moment a guard is not needed. The building is not clean but looks well. Although not maintained well.	No comment	No comment	No comment

La Gloria	Water system	Till now the families had a lack of water in the dry period. In 2005 is was almost dry for 10 months. They had to fetch it from the river or buy it.	The circumstances of the families will be improved. It is expected that the people in special children will become less ill because of clean water. The people do not have to spent time and money to get water. 2009: Now a water system is realized, the people do not have to walk so far to get the water (from Quininde). This saves them a lot of time. There are no more ill children because the water is clean.	No comment	In 2009: Everything is in good condition and functioning well. The government has been working on the road and broke 3 pipes. The community fixed this themselves. In winter, there is enough water. In summer, there is less water available and the people divide it and use it more carefully. The people also get water from a creek, which is collected in a square tank for doing laundry etc. In 2011: The maintained of building is well	No comment	In 2009: The project is in good state and the water system is used well. The next visit, the number of used connections must be checked. In 2011: No comment
-----------	--------------	--	---	------------	---	------------	---

Nueva Jerusalén	Collection center of the crop and community	The members of the cooperation started growing and selling plants from their backyards	I1: number of plants I2: number of members of cooperation	<p>No comment. However, the problems related with the sustainability are: Cacao production is going down, therefore production decreased sharp in 2009 en was stopped in 2010. They start again in 2011 with 10.000 plants. In addition they will start to grow trees. Furthermore they have plans to start a pig farm to increase income. The building is also used for training (21 per year).</p> <p>Reason for decrease in cacao production is the difference in demand for quality cacao and cacao produced in laboratories. Nueva Jerusalem produces quality cacao.</p>	Relatively well	No comment	No comment
-----------------	---	--	--	---	-----------------	------------	------------

Palma Real de Viche	Water system	The members of the community do not have direct access to water. In dry season, they need to go to the river to get water	I1: numbers of taps in the village I2: number of latrines	<p>EXTRA FROM TOR REPORT 2011: MCCH mentioned that the community is in contact with the Mayor of Quininde. He is positive to support eventually drilling a deeper borehole in combination with support of the oilcompany. However at the moment there are advanced plans of a highway next to the village, which might result in moving the whole village to another place. This is of course a threat to this water project. Most certainly the Mayer will not be able to give support if this plan materializes. MCCH/WS to monitor the situation.</p> <p>EXTRA FROM TOR REPORT 2012: The situation has not changed. We passed the community twice. Pump house is used as a store. People are still living there. However the extended main road is coming closer and closer.</p>	<p>In 2008: The watersystem is not working, has only been working for 1 month. The contractor came with a new pump, this worked for a couple of days. Since then it has not worked, sometimes it works sometimes it doesn't.</p> <p>OCP dug a hole of 8 meter, but the level is not enough and therefore only functiones in winter. The master of the work says there is not enough money to dig deeper, 50 meters seems to be necessary. OCP calculated that this would cost \$ 30.000, OCP would offer \$ 15.000 and for example the government \$ 15.000. The project could therefore partly working in the rainy season (if the pump would work, it could deliver water to some connections because not enough water), in summer it can't work at all.</p> <p>The latrines are all functioning well.</p>	No comment	In 2008: The project has not been working and there are no real perspectives to make this work. Unless, World Servants makes a new project. In 2011: No comment
---------------------	--------------	---	--	---	--	------------	---

					<p>29 januari 2011; We haven't visited the project this year but discussed the situation with MCCH. MCCH nor WS have money available to support the drilling of the well to 50 meters. MCCH mentioned that the community had contact with the mayor of Quinindé. The mayor would be willing to support with money together with the oilcompany. Problem now is that there are also government plans to double the existing road. If that really happens it means that the pump building has to be removed. In that case the government is not going to fund.</p> <p>Conclusion: situation is still very complicated and the project in fact has not functioned since the building.</p>		
Las Maravillas	Collection center of the crop and community						

Chafú	Multi functional centrum	The meetings were done in the house of Lillan	1. Number of cooperation members 2. Amount of revenue per month	<i>n 2009</i> : Project has a good prospect, building is almost finished and the building is already partly in use. Actually: No comment	Very good state. Everything that had to be done is finished.	No comment	No comment
Flor de Guayabamba	Building of 2 class rooms, kitchen, dining room and toilet/shower group	There was an existing school, but small and in a bad shape.	1. Improve the system of basic schooling 2. Diminish the drop out percentage Number of students 3. finishing school 4. Number of students attending higher education	In 2010: In general the school is in a good shape. There is now a problem with the roof but it seems possible to solve the problem. The toilet is a problem. In general I think that the toilets in Ecuador projects tend to stop having running water after one year. WS HQ should think of another system, for example the toilets as used in Africa where no water is needed.	In 2010: Roof of dining room is damaged because of a fallen palm tree. In the meantime the backside of the school is plastered as promised. The water system for the toilet was also finished. Problem now is that the pump is working but that there is a problem in the pipe between the water boiler and the toiletgroup. This seem to be the existing problem we identified last year. The committed themselves to fix both the problem with the roof and with the toilet.	MCCH has to monitor this project very closely and has to stimulate the people to get the store started – also the whole cacao process.	No comment

La Alegría	School and dining room	Wooden school	<ol style="list-style-type: none"> 1. 80% of the children will finish primary school 2. Reduce the drop-out percentage by 50% 3. The maintenance of the school buildings is of good quality (good/modest/bad) 	No comment	<p>The doors and the windows have been welded. There is electricity available now.</p> <p>There is no wooden division so far because they couldn't get an extra teacher and therefore the division of the building in two classrooms is not necessary yet.</p> <p>They try to get the road fixed with help of the government.</p> <p>Parents, teachers work together to get the maintenance fixed. The building is in a good shape.</p>	No comment	No comment
------------	------------------------	---------------	--	------------	---	------------	------------

El Campamento	2 classrooms / diningroom / latrines	One classroom	<ol style="list-style-type: none"> 1. 70% of the children will finish primary school 2. Reduce the drop-out percentage by 35% 3. The maintenance of the school buildings is of good quality (good/modest/bad) 	<p>No comment. However, problems:</p> <ul style="list-style-type: none"> - Conflict in the community. Only 17 of the 48 children are in the school. <p>Teacher is only paid half of her salary. Community doesn't want to pay for the other half.</p> <p>Teacher told us that she on the contrary to what was said last year was not most of her time in the city. Mainly because she wouldn't have the money for it while she only receives half of her salary. She also said that she personally paid for the cleaning of the school and the toilets.</p>	Not very good. There is not enough money while the most of the parents don't want contribute, neither in money or in labour.	Very problematic situation. The teacher decided that she will leave, unless the parents will support her. If that takes place there will be no education at all. Combined with the decrease in the children that attend school and the poor maintenance it is alarming.	No comment
Evenecer	School, dining room, toilets	There was one classroom in use	<ol style="list-style-type: none"> 1. 80% of the children will finish primary school 2. Reduce the drop-out percentage by 50% 3. The maintenance of the school buildings is of good quality (good/modest/bad) 	No comment	The building is in a good shape, building seems to be completely finished. What they still need is the furniture.	No comment	No comment

ANNEX 4 Terms of Reference

Terms of Reference for the evaluation of the MCCH and World Servants Netherlands projects in Esmeraldas - Ecuador

Introduction

The projects implemented by Maquita Cushunchic Comercializando Como Hermanos (MCCH) and World Servants Netherlands (WSN) in Ecuador are co-financed by Wilde Ganzen (Wild Geese). WSN and Wilde Ganzen have a long standing cooperation which has developed over the years. Both organisations like to have more insight in the results and effects of the projects for the communities involved and the participants from The Netherlands who have assisted. WSN has teams of Dutch volunteers (mainly young people), they assist in construction work and activities for children, girls and women.

With this evaluation WSN wants to receive achieve / understand:

1. In what manner the implemented projects in Esmeraldas Province – Ecuador have contributed to the overall goals of improving the living conditions of the people in the targeted communities..
2. Evaluate the cooperation between the local community (beneficiaries) and the WSN team that has assisted them with the building project.
3. To examine the design, implementation and results of the projects - compared to the expected/promised results - with the aim of determining its efficiency, effectiveness, and sustainability.
4. To identify strong points and challenges of the cooperation between MCCH (project owner) and WSN and to give recommendations for improvement. This evaluation will provide input for the discussion on the cooperation between MCCH and WSN and the development of a new program for the period 2014 - 2016.

Description of the context of the projects

The cooperation between WSN and MCCH started in 2004 with a focus on the Esmeraldas, one of the provinces along Ecuador's Pacific coast. It is one of the poorest region in the country and faced many health, environmental and sanitation problems associated with poverty. Esmeraldas was long isolated from the rest of the country, and was accessible only by sea. The road network was developed in the 1970's. Since power was concentrated in Quito - the capital - the district's mandate was limited, provincial institutions were weak and corruption was rampant. Esmeraldas has a population of some 180,000 inhabitants, of whom 135,000 - mostly of Afro-Ecuadorian origin - live in urban area. Afro-Ecuadorians are a population that has been historically, politically, socially, and economically marginalized .

In the period of 2004 – 2010 the projects were concentrated in the area of Viche and Quinde. From 2010 the activities are taking place in the area surrounding Esmeraldas (town), more close to the coast. Projects (**see annex A**) were implemented in small communities that were often very isolated and difficult to access due to the forest and the rivers.

Overall goals

Contribute to the 'Millennium Goals':

Goal 1: Eradicate extreme poverty and hunger.

Goal 2: Achieve universal primary education.

'Education for All (EFA):
girls, those in
ethnic minorities,

Goal 2: Ensure that by 2015 all children, particularly
difficult circumstances, and those belonging to

primary
have access to and complete, free, and compulsory
education of good quality.

secondary

Goal 5: Eliminate gender disparities in primary and

education by 2005, and achieve gender equality in
access to and 2015, with a focus on ensuring girls' full and equal
achievement in basic education of good quality.

Strategies

MCCH is aiming for the development of small communities in rural areas and is focussing on the development of 3 sectors:

- production
- marketing
- local organisations

Main objectives

Production: improvement of local productive capacities of subsistence farmers by using appropriate technologies that respect and embrace traditional practices, ensure food security, improve family income and protection of the environment.

Marketing: joint effort of grassroots organizations to address the need for alternative trading systems - community marketing networks between producers, MCCH and customers (i.e. Fair Trade and Max Havelaar). Aiming for the right price for a quality project and respectful relationships.

Local organization: strengthen and facilitate local organizations (cooperation's) to establish links between people and other organizations to share resources, experienced and talents.

Scope of this evaluation

This evaluation looks at the content and organisation of the MCCH activities undertaken in the Viche and Quinde area in the period 2004 – 2010 that are supported by World Servants Netherlands, in a quantitative way – mostly looking at the results that are achieved.

Evaluation objectives and key questions

1. Overall goal:

To analyse how the projects supported by World Servants and co-financed by Wilde Ganzen have contributed to the overall goal; improving the living conditions of people in the targeted communities. To identify strong points and challenges related to these goal and to give recommendations for improvement.

Key questions

1. How is participation of the communities in the projects ensured?
2. How do the communities value the ownership of the projects?
3. In what ways have the projects contributed to the improvement of family income and the access to quality basic education?
4. Are there (unexpected) positive or negative outcomes?

2. Cooperation between the local community and the WSN team:

The communities involved are assisted by a team of volunteers (mostly young people) from The Netherlands during a period of 2 – 3 weeks. In this period the community and the team work together in the construction of a 'casa de acopio y comunidad, watersysteem or classrooms. Beside the construction other activities with the children and the community were organized. Analyse the cooperation between the community and the WSN team.

Key questions:

1. How do the community members value the cooperation with the WSN team?

3. design, implementation and results of the projects:

MCCH and WSN are doing the assessment of an application together by visiting the community and meeting with the beneficiaries and stakeholders. In another combined visit the project preparations are started. Attention is given to logistics; transporting and lodging of the WSN team, construction: contribution community, role contractor and purchase of building materials, safety and preparation of the community.

After the WSN team has left 2 or 3 combined visits are done to monitor the development of the project during a period of 5 year. After 5 year a simple impact evaluation is conducted. Also the 'Most Significant Change Method' is used for this purpose.

Key questions:

1. What is the value of the projects to the communities?
2. Does the organisational structure of MCCH (responsibilities, task division, procedures, communication, etc.) enable effective and efficient implementation of the projects?
3. How is the monitoring and evaluation done?
4. What is the role of MCCH in sustaining the projects?
5. What are the differences between planned results and the achievements?
6. What do we learn from them?
7. What measures are taken or will be taken?

4. Cooperation between MCCH and WSN:

MCCH and WSN are working together for almost 10 years. However, the situation in Ecuador and development cooperation in general has changed. Analysing our cooperation should give strong points and recommendations for the coming period 2013 - 2016.

Key questions:

1. Conduct a SWOT analyse of the cooperation between MCCH and WSN;
2. What has been/is the added value of the World Servants teams and the set-up volunteers?

Methodology

The evaluation team shall ensure adequate involvement of all parties in this project evaluation and is expected to use appropriate methods and tools to capture the required information. The evaluation team shall explain how data will be collected (e.g. through Focus Group Discussion, Key Informants Interviews and Review of documents), analyzed and reported.

In relation to point 4: cooperation between MCCH and WSN; and meeting between the MCCH director and the World Servants board member will be conducted on the main topic: 'the cooperation between MCCH and WSN'.

Expected products

1. A compiled analytical report, in which the elements that are described above are dealt with. (Maximum 10 pages, excluding annexes),
Including:
 - I. An executive summary
 - II. Introduction (ToR)
 - III. Objectives and methodology of the evaluation
 - IV. Findings of the evaluation
 - a. Performance of partner organisation (results compared to agreements made)
 - b. Customer (beneficiaries) satisfaction
 - c. Organisation, management and resource utilization
 - V. Major strengths and limitations
 - VI. Lessons learned
 - VII. Conclusions and recommendations

Composition, skills and experience of evaluation team

The evaluation team will consist of:

- Local consultant;
- World Servants project officer (volunteer), Mr. Bram van Mannekes, with experience in project / program evaluations (MFS 1) and not involved in activities implemented in Ecuador;
- World Servants board member (volunteer), Mr. Jan Bosman, will act as an observer and has done this before for example in the MFS 1 program evaluation in Ghana. This person does not contribute to the above mentioned report. He will report separately in a memo his observations to the WSN management team.

For the local consultant the following qualifications/ competencies with proven experience in conducting such or similar exercises are required.

1. A masters degree in a relevant field, such as Social Research Methods, Social Sciences or Development studies.
2. Demonstrated skills and experience in Project planning, implementation, impact monitoring and evaluation.
3. Good knowledge and understanding of development cooperation, with a focus on the beneficiaries.
4. Good knowledge of working with local communities.
7. Good knowledge of right based approach and gender.
8. Good report writing skills.
9. Good communication skills (English).

The local consultant is responsible for the compiling a detailed program for the evaluation and writing the report with assistance of the WSN project officer. He or she will sent the final version of the report to the WSN projectmanagement department before November 30, 2012. The WSN projectmanagement department will forward the report to Wilde Ganzen. Both WSN and Wilde Ganzen can ask for clarification if needed. After that the findings of the project evaluation will be presented to MCCH not later than December 15, 2012.

Tasks and responsibilities WSN and MCCH

WSN

- Formulation of terms of reference;
- Contracting the local consultant;
- Providing relevant information and documentation to evaluation team;
- Approval of consultant's plans and reports.

MCCH

- Providing relevant information and documentation to evaluation team;
- Selection of staff members to participate in the evaluation;
- Making available of time and resources (local transportation);

Planning the evaluation

The work of the evaluation team should take place in October / November 2012 preferably in line with the proposed program. Beside that the local consultant will have days available for preparing the evaluation and report writing.

Ecuador: 26 October – November 3, 2012		
Friday	26/10	Departure from Amsterdam and arrival of the Dutch members of the evaluation team in Quito at 14:35 hours PM with KLM flight KL755
Saturday	27/10	Day off
Sunday	28/10	Day off
Monday	29/10	Morning: interception meeting with local consultant Meeting with MCCH staff involved in the evaluation Meeting with MCCH management in Quito
Tuesday	30/10	Travel to the Esmeraldas Meeting with project staff of Esmeraldas field office
Wednesday	31/10	Field visits
Thursday	1/11	Field visits
Friday	2/11	Travel to Quito Closing meeting with MCCH management Finalizing evaluation
Saturday	3/11	
Sunday	4/11	Departure Dutch members at 17:20 hours PM with KLM – KL755

Budget and payment conditions

Available budget is € 1.850,-- provided by WSN and Wilde Ganzen.

50% of the total amount will be paid to the Ecuadorian consultant after this ToR has been signed. The remaining amount will be paid after the consultant has submitted the final report. Total cost shall not exceed the budgeted amount.

Date: October 11, 2012 _____ Date: _____

Place: Wolvega, The Netherlands _____ Place: _____

Name: Jan van der Leest _____ Name: _____
World Servants Projectmanagement

Signature: Jan van der Leest _____ Signature: _____