

**Product No. 4:  
Final Evaluation Report**

**“Integral Development  
Program of the Inter-Andean  
Valleys (2015-2018)”  
External Evaluation**

**NGO Norwegian  
Mission Alliance in  
Bolivia  
(NGO MAN-B)**



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## Acronyms

ACS	Community Health Agents
ALS	Local Health Authorities
CAPyS	Drinking Water and Sanitation Committees
CNPV	National Population and Housing Census
CPE	Political Constitution of the Plurinational State of Bolivia
D.S.	Supreme Decret
DNA	Children and Adolescents Defenders
GAML	Autonomous Municipal Government of Luribay
GAMY	Autonomous Municipal Government of Yaco
GOL	Local Organizational Management
IA	Appreciative Inquiry
INE	National Statistics Institute
m.s.n.m.	Meters above sea level
MA	Mission Norway
MAN-B	Norwegian Mission Alliance in Bolivia
MDRyT	Ministry of Rural Development and Lands
NBI	Unsatisfied Basic Needs
NIT	Tax Identification Number
NNA	Children and Adolescents
NORAD	Agency Norway of Cooperation for the Development
NyPIOC	Nation and Rural Original Indigenous People
ODS	Sustainable Development Goals
OLD	Local Development Organization
OMS	World Health Organization
ONG	Non-governmental organizations
PDDR	Diaconal Plan for Regional Development
PDES	Economic and Social Development Plan
PDM	Municipal Development Plan
PEI	Strategic Institutional Plan
PIDESVI	Inter-Andean Valleys Development Integrated Program
PND	National Development Plan
POA	Annual Operations Program
PSP	Productive Socio-Community Project
PTDI	Territorial Plan of Integral Development
SAFCI	Community and Intercultural Family Health
SEDES	Departmental Health Service
SENASAG	National Service of Agricultural Health and Food Safety
SLIM	Municipal Integral Legal Services
TIC	Information and Communication Technologies
UE	Educational unit
UNI	Unidad de Nutrición Integral

## Executive Summary

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An *External Evaluation of the Integral Development Program of the Inter-Andean Valleys (PIDESVI 2015-2018)* has been carried out, with the objective of evaluating the degree of compliance with the objectives proposed in the Program, related to *relevance, efficiency, effectiveness, impact and sustainability* in the time of intervention, to capitalize on experiences and generate learning at an institutional level for the NGO MAN-B, Municipal Governments and local organizations.

Regarding the **relevance** of the PIDESVI, its design is relevant to the Sustainable Development Goals of the *2030 Agenda for Sustainable Development*, as well as the regulations and public policies related to the issues involved, at a national and municipal levels. In an institutional level, the PIDESVI is aligned to the Institutional Strategic Plans of MAN-B.

It is evident that the Program is **relevant** and responds to the **context and needs of the Municipalities of Luribay and Yaco's populations**, based on a diaconal approach, seeking to improve their living conditions.

The implementation of the PIDESVI shows a good level of **efficiency**. The percentages of budget execution, denote an important capacity for execution and compliance of what has been programmed, highlighting the effort made by the counterparts of PIDESVI, which shows commitment and empowerment in the execution of the different projects promoted by MAN-B. A positive aspect is the applied management model, which implies a direct work of the community, which has been constituted as a guarantee of *efficient financial resources use*.

Regarding the **effectiveness**, the results are different in each Project / Sector. In general, it has been observed that, to a different extent, each product contributed to the fulfillment of the results and objectives defined in the intervention design. The contribution of each Project was as follows:

- On *Education*, the strengthening of pedagogical management has been achieved, which affects the performance of students, direct beneficiaries of these actions, as well as parents, educational councils and teachers, who transmit their pedagogically better developed knowledge.
- On *Health*, the conditions of health facilities have been improved, through the provision of adequate equipment, human resources strengthened in knowledge, skills and abilities that guarantee better quality care accompanied by healthy living practices by the community in general, as well as the implementation of safe water systems.
- On *Local Organizational Management*, it has helped local organizations to develop effective community development management by exercising justice and equity, an achievement reached through equipment and training, which strengthened the leadership of both men and women of local organizations.
- On *Food Security and Production*, productive improvements were achieved (yields and quality of agricultural products), for the benefit of families.
- On the area of *Strengthening for Churches*, the churches have been turned to the community, becoming managers of support to their community through the transmission of values.

The general objective of PIDESVI has been met since: i) living conditions for girls and boys were improved, as well as in the general population, contributing to create decent conditions for the teaching processes and access to health and safe water, ii) the opportunities to boost the economy of the

intervention municipalities were increased and, iii) the role of men and women in social and human development has been strengthened.

On **effects or impacts**, the most significant changes are differentiated. On *education* there is an improvement in **academic performance** in students; on *health* an **improvement in the quality of care** that users receive; On *local organizational management* it has been achieved **for women to assume awareness and active exercise of their rights** by increasing their participation levels; on *production and food security*, **local agricultural production was improved qualitatively and quantitatively**, boosting local economies and making municipal management visible and efficient on support of productive development and; Finally, on the *strengthening of churches*, **an openness to the community through service and the transmission of values** has been promoted.

Regarding the **sustainability**, it can change and it depends on each person involved. Knowledge transmission processes seem to have good sustainability opportunities, since they have transformed, to some extent, the habits of the beneficiaries. Where sustainability can be more limited, is infrastructure and equipment, since the effective performance of care and maintenance actions depends on the will of a plurality of people.

As for **empowerment**, the actions developed have generated the commitment to grant counterparts. It is identified that, individually and collectively, the power to take decisions on behalf of the beneficiaries has been increased, making it a good practice to have focused the work on the guarantors of rights.

The main **recommendations** of the Evaluation are:

- It is important that, by signing agreements or commitments, the permanence of trained personnel is guaranteed for at least a certain period of time.
- It is important that the follow-up that is carried out guarantees an effective transfer of the documents of each project to new communal authorities.
- The built infrastructure must be evaluated, in order to design a sustainability strategy in case it may encounter any deterioration or operational problems.
- Ex-post monitoring and accompaniment must be carried out to implement the actions of productive projects, and to ensure their sustainability.
- A transition plan or strategy that defines a critical route and those responsible for continuing with the entire process must be designed.

# Product No. 4: Final Evaluation Report

## 1. Introduction

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### 1.1. Background Information

The NGO Misión Alianza de Noruega en Bolivia “Mission Alliance from Norway in Bolivia” (NGO MAN-B) is a Non-Profit Evangelical Christian Non-Governmental Organization whose purpose is to proclaim the gospel of Jesus Christ through the diaconal work expressed in the service to the neighbor, it promotes the execution of community development projects in the municipalities of Yaco and Luribay, both located in Loayza Province, La Paz department through the Integral Development Program of the Inter-Andean Valleys (PIDESVI) 2015-2019.

The PIDESVI was implemented In the municipalities of Yaco and Luribay after a process of diagnose and analysis for the selection of a new area in the Inter-Andean valleys, where one of the factors or conditions was that Social Organizations and local leaders from the municipalities but above all the communities operate and show interest in having support on their own development.

Based on the experiences of a previous Inter Andean Valleys program (2004-2014) The PIDESVI begins its support in the municipalities of Yaco and Luribay, in the municipalities of Sorata, Cambaya and Quiabaya through participative socializing, organizing and planning with all the organizations and local leaders the different actions for projects implementation in the different sections/projects in education, health, local organization management, production and churches. The implementation of the PIDESVI was programmed for a period of time of five (5) years in which the objectives and goals were adjusted according to the needs and demands from the families, organizations and municipalities in the areas of action; Operatively, the activities of the PIDESVI were initiated in the middle of April 2015 and were finished in December 2018.

At the beginning of 2018, the Norwegian Alliance Mission in Oslo, gave instructions for a readjustment in the implementation of projects in the PIDESVI, that is the reason why a proposal of strategy and implementation was elaborated after diagnose and analysis, and was designed upon the following principles:

- Share the Faith.
- Fight against Poverty and
- Promote justice.

These principles are implemented through actions where the community operates, plans, executes, manages and evaluates its projects and as a part of the actions of intervention, the NGO MAN-B, trains, finances, supervises, facilitates and evaluates the projects.

At the end of 2018, the local organizations from the municipalities Yaco and Luribay worried about the agreement and program conclusion (2019) requested an extension on the agreement in order to keep improving their development, on the other hand, the NGO Misión Alianza de Noruega, after performing an analysis, has planned an extension in the plan’s implementation for two (2) additional years, that is why the need of making an external evaluation to the PIDESVI was identified, for that purpose the services of the company **Ruta Critica SRL** have been hired so that they can carry out the process of the



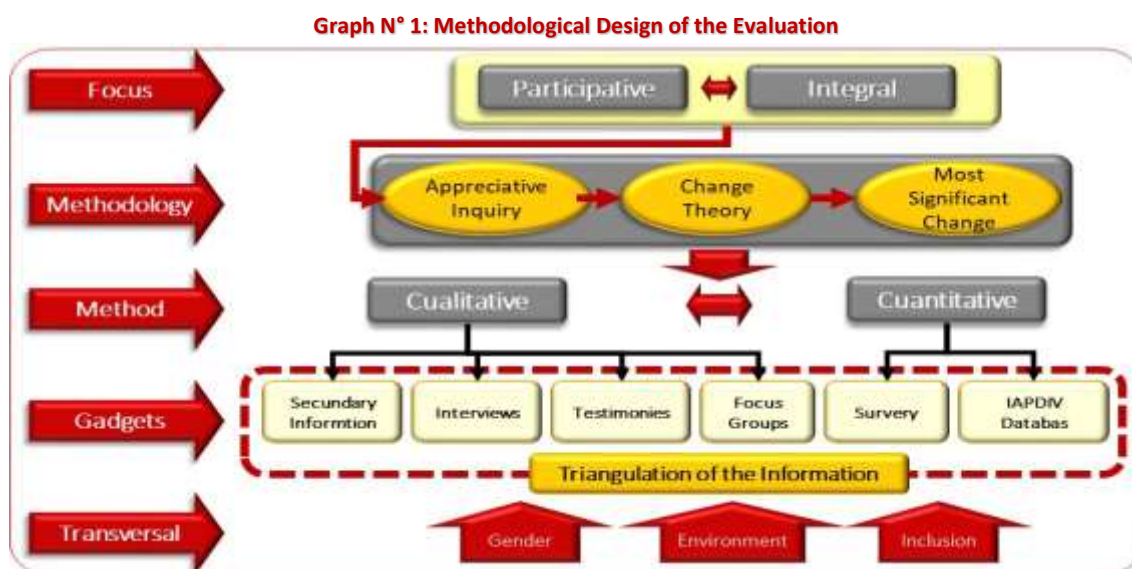
external evaluation, constituting the present document into the second product of the consultancy work named **Final Evaluation Report**.

## 1.2. Methodology of the evaluation.

The General Objective from the evaluation was:

*“To evaluate the degree of compliance with the objectives proposed in the Integral Development Program of the Inter-Andean Valleys PIDESVI (2015-2018) related to the relevance, efficiency, effectiveness, impact and sustainability during the intervention time, to capitalize experiences and to generate learning at institutional levels in the MAN-B NGO, Municipal Governments and local organizations within the intervention area.”*

To accomplish the objective of the evaluation, the methodological design of the evaluation was the following:



Source: Own elaboration

The Evaluation had an Integral and Participatory **approach**: i) the **participatory** approach, was materialized from the making of a mapping of actors which allowed to identify the most relevant individual and institutional actors and those who were related with the implementation of the **PIDESVI**, the **Integral** approach searched to contribute for an as wide as possible understanding for both the human being (beneficiary) as well as his environment, starting from an analysis of the different dimensions that make their reality.

Because of the evaluation’s characteristics, a combined **methodology** was applied, based on the **appreciative inquiry**, **change theory** and **the most significant change**, the Methodology named **Appreciative Inquiry (AI)**, was conceived as “the cooperation in the search of the best in the people, their organization, and the world that surrounds them”<sup>1</sup>, it changes the classical focus of retrospective analysis centering only in the problematic with a focus that concentrates in the valuation and appreciation of the best of the experience or activity.

<sup>1</sup> Miranda, Alfredo, “Appreciative Inquiry: Theoretical basis, contributions, sustenance and principles; UPAEP; May 2005.



In addition, the performance of the PIDESVI was analyzed based in one point of the **Change Theory**<sup>2</sup>, this theory basis its analysis in the defined criteria for the evaluation looking for the emission of judgments about the design (relevance and importance), efficacy, results and sustainability of the intervention during its period of execution. This methodology allows to see the interaction of the causal logic and the produced changes. that way the interaction between supplies, products and activities allows us to proof the degree of efficiency in the actions put into practice during the period of reference; the causal relationship between products and results (effects) allows to accurately measure the efficiency; finally, the causal relationship, something weaker and harder to proof between results and perspectives of impact provides information about how the obtained results should eventually contribute to the mid and long term effects.

Finally, once the causal logical that the produced the changes promoted is identified, it has been important to identify the most important or significant changes that have been generated by the implementation of the program in the target population, for that purpose the methodology named **The Most Significant Change (MSC)** which is a monitoring and participative evaluation methodology that considers the study of experiences that have generated an important change in a person, group or community as a result of the intervention of a program or project was applied in the analysis.

The **method** of evaluation was fundamentally **qualitative**, however it was combined with a **quantitative** method; the application of the **qualitative** method was based on the use of raising and processing primary information (interviews, testimonies and focus groups) tools, seeking to identify and understand in greater depth the dynamics and particularities proper of the intervention, it also included the revision of all the relevant documentation regarding the design and the implementation of the PIDESVI. With the **quantitative** method we aimed to identify and validate generalizable and representative conclusions from the evaluation, for that purpose surveys to producers, boys and girls, and teenagers were applied; additionally, a revision of the PIDESVI data base was performed and so it was with its technical records with the purpose of identifying the quantifiable information.

Within this methodological scheme, the **tools and techniques** applied in the evaluation were the following:

- Documentary Analysis
- In Depth interviews
- Testimonials;
- Focus Groups
- Surveys.

An important element in the qualitative and quantitative analysis will be the **triangulation of the information** which implies the contrast of the systematized information from different sources information.

All the methodological design inherent aspects included **gender, environment and inclusion** transversal criteria.

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<sup>2</sup> The theory of change is a project design methodology which is used to explain how and why activities are going lead to the desired changes, it provides a road map for the change based on an evaluation of the environment that is being worked. Unlike the logic methods that graphically illustrate the components of the project helping the involved people to clearly identify the results supplies and activities, the theory of change associates results to activities to explain how and why the desired change is reached. (Iñigo Retaloza Eguren, La Paz, Bolivia, November 2009)

## 2. Description of the PIDESVI Area of Intervention

The **PIDESVI** was implemented in the municipalities of Luribay and Yaco, Located in the Loayza province, La Paz department. Luribay is the first section of the province and it is located in the 17° 4' south latitude and 67° 40' west longitude coordinates. Yaco is the third section of the province and it is located between the 17° 03' 46" – 17° 26' 23" south Latitude and between the 67°18' 30" – 67°28'38" east longitude coordinates. The General data is shown in the following chart.

**Table N° 1: General Data from the municipalities in the area of intervention of the PIDESVI**

Municipality	Agro productive Area	Number of communities	Total area in Ha	Units of Agricultural production (UAP)
Luribay	Valleys	77	54.134,01	3.123
Yaco	highlands	34	60.608,53	1.533

Source: Municipal Records – National Institute of Statistics NIS

According to the Integral Development Territorial Plan (IDTP) from the municipality of Luribay, it limits geographically to the North with the municipalities of Cairoma and Sapahaqui, to the South with municipality of Sica (Aroma Province), to the East with the municipalities of Sapahaqui and Patacamaya (Aroma Province) and to the West with the municipalities of Cairoma, Malla and Yaco. The topographical relief of the municipality is characterized by presenting Serranias, steep hills and plains with variable altitudes between 3,810 to 2,600 m.a.s.l. ascents from 1% to 60%, it is formed by steep ascents relatively sharp and moderated.

The municipality of Yaco limits geographically to the East with the municipalities of Quime and Ichoca (Inquisivi Province), to the West with the municipalities of Luribay (Loayza Province) and Sica (Aroma Province), to the North West with the municipality of Malla (Loayza Province) and to the South with the municipality of Caracollo (Oruro Department). Yaco presents two Echo-regions, the first one belongs to the High Lands regions (Mountain Chains, High Andes Prairies and Punas) it is also represented by the Mesothermic Dry Valleys (spiny microfiliate Scrubland and residual deciduous dry forests remains). Starting on this characteristics, it presents a geo-territorial combination to be found in a transition area between the Andean Highlands and erosional foothills that is formed by narrow valleys. The Andean area holds a disperse vegetation.

Demographically, the municipality that concentrates a major population is Luribay. In both municipalities the major number of inhabitants is in the rank of ages from 20 to 39 years old, just as it is observed in the following Table:

**Table N° 2: Population Data Projected up to 2017 by Age Ranks in the Municipalities of Intervention**

Details	TOTAL	0-4	5-9	10-14	15-19	20-39	40-49	50-59	60 or more
La Paz	2.862.504	279.247	283.791	290.072	274.912	879.825	318.569	231.201	304.887
Loayza	49.191	4.802	4.881	4.988	4.727	15.117	5.472	3.971	5.233
Luribay	11.919	1.163	1.182	1.208	1.145	3.663	1.326	962	1.269
Yaco	7.494	732	744	760	720	2.303	833	605	797

Source: National Institute of Statistics (NIS)

**Image N° 1: Municipalities of Intervention Location Map**



Compared to the National Percentage, these Municipalities present relatively elevated percentages of unsatisfied basic needs (UBN), being the municipality of Yaco the one which presents higher percentages of poor population with an 89.9%, same that is not very distant from the one in the Municipality of Luribay which reaches the 76,8% of its population.

**Table N° 3: Population by the Condition of Unsatisfied Basic Needs in the Municipalities of Intervention.**

Unsatisfied Basic Needs Condition		Luribay		Yaco	
		Population	Percentage distribution	Population	Percentage distribution
<b>Total Population (Study Subject)</b>		<b>11.011</b>	<b>100,0</b>	<b>7.189</b>	<b>100,0</b>
Non-poor	NBS	372	3,4	158	2,2
	In the line	2.178	19,8	565	7,9
Poor	Moderate	6.430	58,4	4.561	63,4
	Indigent	1.965	17,8	1.855	25,8
	Marginal	66	0,6	50	0,7
<b>Poor Population Percentage</b>		<b>76, 8</b>		<b>89, 9</b>	

Source: Municipal Records of 2012 national population and housing census - NIS

In the **Educational field**, Luribay has 37 Educational Units and Yaco has 34, deficiencies that affect the education quality are still existing in both municipalities especially in the ones that are located far from the urban centers, Educational infrastructure are not the most appropriate (they have a few classrooms and many of them are in a poor state, the sanitary infrastructures are not in favorable conditions, etc.) and besides neither the necessary furnishing (furniture, audiovisual units, computers) nor the materials and enough supplies (books, school materials) exist to provide a good quality education.

According to the existing data in the IDTP's of both municipalities, infrastructure in most of the Educational Units in Luribay and Yaco are regular, in some of them they are appropriate and are in favorable conditions, others have limitations in their infrastructure and others are in poor conditions, they lack of workshops, laboratories, libraries among others. Furnishing in most of the cases is enough but it is deteriorated or in bad conditions due to their age.

In addition to these aspects, another important element is the drop-out rates or the lack of attendance to school, present in both municipalities especially due to migratory processes.

**Table N° 4: Population Registered from 6 to 19 Years by Sex, According to School Attendance**

Place	Attend			Doesn't Attend		
	Men	Women	Total	Men	Women	Total
<b>Department of La Paz</b>	<b>679,056</b>	<b>345,016</b>	<b>1,024,072</b>	<b>78,012</b>	<b>38,555</b>	<b>116,567</b>
Luribay	1.352	1.276	2.628	172	192	364
Yaco	1,803	1,639	3,442	458	345	803

Source: Municipal Records of 2012 national population and housing census – NIS

On **Health**, each municipality, Luribay and Yaco have 9 health facilities. Medical care for the population is very limited due to the health facilities low attention capacity and the scarce health facilities in addition to the fact that these populations are dispersed.

Among the principal diseases given in both municipalities mainly in boys and girls and adults are the DID's - Digestive and Intestine Diseases, the ARD's - Acute Respiratory Diseases (Pneumonia, the Flu, Cough) followed by Hepatic and Kidney disease cases and in minor proportion by other diseases

The main causes of morbidity and mortality are the maternal mortality caused by bleeding during the delivery and the lack of prenatal care, caused mainly by the distance to the community health facilities, another cause is the infant mortality by diarrhea and pneumonia.

When going to health facilities, the population appeal in a first instance to public health facilities, as a second instance they appeal to in-house solutions and then to self-medication and traditional medicine as it is shown in the following chart.

**Table N° 5: Place Where the Population Goes When They Have Health Problems**

Place	Luribay			Yaco		
	Men	Women	Total	Men	Women	Total
Public health Insurance (CNS, COSSMIL and others)	455	414	869	282	236	518
Private health Insurance	235	234	469	122	114	236
Public Health facilities	3.997	3.833	7.830	2.298	2.120	4.418
Private Health Centers	308	279	587	156	123	279
Traditional physicians	1.265	1.224	2.489	856	780	1.636
In-house Solutions	3.449	3.407	6.856	1.604	1.499	3.103
Drugstore or Self-Medication	2.030	1.962	3.992	659	568	1.227

Source: Municipal Records of 2012 National Population and Housing census – NIS

One of the main problems that the health facilities go through, especially the ones in Luribay is the lack of appropriate infrastructure, equipment and instruments which in many cases are obsolete as well as the lack of medicines which is a general situation that affects the health coverage and service in most of the health facilities.

On **Housing** most of the families in both municipalities are the owners of their properties product of a direct purchase or inheritance from parents to sons/daughters; according to the 2012 National Population and Housing Census the total number of houses in Luribay was 4,258 from those 4,230 are particular and 28 are collective, In Yaco they had a total of 4,230 houses, from those 2,811 are particular and 19 are collective.

Houses are mostly one story with an average of 3 (three) rooms built in with brick or mud brick with corrugated iron or thatched roofs, most of the locals own a humbly built house.

On **basic sanitation**, access to water for human consumption is mostly through drinking water systems in the urban centers; and in some communities they are made through water provision simple systems (with no treatment) that go straight to the houses or public water fonts, another part obtains water by collecting water from the rain, rivers and natural fountains.

**Table N° 6: Source of the Water that They Use in Housing**

Place	Pipes Network	Public Fonts	Water Carriers	Wells or waterwheels	Rain, rivers, natural fountains, ditches	Others (Lakes, lagoons, curichi)	Total
Department of La Paz	607,488	64,380	8,207	87,864	79,528	5,106	852,573
Luribay	1.923	800	0	233	936	21	3.913
Yaco	1.137	466	0	511	174	18	2.306

Source: Municipal Records of 2012 National Population and Housing census – NIS

On the other hand, basic sanitation is characterized by unappropriated ways of garbage handling, excrement disposal through latrines and cesspits, just a few houses have drainage systems.

**Table N° 7: Data on the Drainage of the Sanitary Service for Housing**

Place	To the Sewerage	To a Septic Chamber	To a blind Well	To the street	To the ravine, river	A un lake, lagoon	Total
Department of La Paz	402,423	20,984	127,131	1,576	3,787	99	556,000
Luribay	23	109	1.279	0	1	0	1.412
Yaco	66	8	221	5	2	0	302

Source: Municipal Records of 2012 National Population and Housing census – NIS

Regarding the **economic activity**, the main economic activity in both municipalities is related with the agricultural production which varies according to the ecological zones as it is shown in the following chart:

**Table N° 8: Main Economic Activity by Municipalities**

Main Activity	Luribay	Yaco
Agriculture, livestock, hunting, fishing and forestry.	5.654	3.001
Mining and Fossil fuels/hydrocarbons.	8	73
Manufacturing Industry.	143	84
Electricity, water, gas and waste.	1	2
Construction	139	124
Trading, Transportation and storage	478	326
Other Services	108	188

Source: Municipal Records of 2012 National Population and Housing census – NIS

Due to the diversity on the ecological zones in the area of intervention, their potentials for the agricultural activity development are different. The use of the ground is varied having pastoral, arable and mountainous areas, in fact the main economic activity is the agriculture based on traditional productive systems characterized by their small scale due to the reduced size in the familiar property, aspect that is replicated in both municipalities.

Their traditional productive systems are low-tech with diverse productive areas. In Luribay peaches, grapes, pears, pacay, figs, tomatoes and other vegetables, corn, potatoes, oca, barley, quinoa, and wheat are grown/cultivated; in Yaco potatoes, barley, green beans, peas, oats, lettuces and onions are mainly grown/cultivated, in most of the cases with low productivity levels and basically addressed to family consumption with some overstock for the market. Their production is basically primary with not many existing options of generating an added value, besides, the arable lands were gradually enabled and in some cases soil degradation processes

Because of everything that has been mentioned before and under the perspective of contributing for an integral development in the area of intervention, the **PIDESVI** focused its actions in the improvement of the educational and health services, in the establishment of minimum standards of basic sanitation, in the improvement of the local organization management and in the improvement of the existent productive systems developing for that purpose productive and leadership training, technical assistance, technological improvement and innovation, infrastructure, equipment and provision of supplies and material. Everything under the framework of a diaconal development process of the beneficiary population, based on human values of solidarity, honesty fairness and faith.

### 3. Main Findings of the Evaluation

Down below, the main results from the evaluation are presented, considering the established dimensions within the applied methodology.

#### 3.1. Pertinence and Relevance of the PIDESVI

PIDESVI *pertinence and relevance* analysis was made under six (6) dimensions: i) relevance regarding the Sustainable Development Objectives (SDO); ii) relevance regarding the regulations and National Level State Planning System; iii) relevance regarding the regulations and sectorial public policies; iv) relevance regarding the subnational public policies; v) relevance regarding the strategic planning of the MAN-B, and vi) importance regarding the context and needs of the target population.

The *Sustainable Development Objectives*<sup>3</sup> of the *2030 agenda for the Sustainable Development*, are a call to action for all the countries to promote prosperity and to protect the planet, they recognize that the end of poverty must be accompanied by strategies that promote the economic growth and approach social needs that include education, health, social protection and work opportunities, at the same time they approach climate change and environmental protection. The actions developed by each State, as well as the institutions and organizations that are part of them must be oriented towards these objectives accomplishment, in that context, it has been identified that the actions developed by the PIDESVI are related with at least nine (9) of the seventeen (17) SDO's according to the following detail chart:

**Table N° 9: Relevance of the PIDESVI regarding the Sustainable Development Objectives**

Sectors of the PIDESVI		Objectives of Sustainable Development
Projects/Sectors		Objectives
Education		<b>Objective 4: Education and Quality.</b> Guarantee an inclusive, fair and quality education and promote lifetime learning opportunities for everyone.
Health		<b>Objective 3: Health and Well-being.</b> Guarantee a healthy life and to promote the Well-being for everyone and for all ages <b>Objective 6: Clean water and Sanitation.</b> Guarantee water availability and its sustainable management and Sanitation for everyone.
Local Organization Management		<b>Objective 5: Gender Equity.</b> Achieve equality between genders and empower all women and girls. <b>Objective 10: Reduction of Inequalities.</b> Reduce Inequalities inside and between countries. <b>Objective 11: Sustainable cities and communities.</b> Make cities and human settlements be inclusive, safe, resilient and sustainable.
Production		<b>Objective 1: End of the Poverty.</b> Put end to all ways of poverty all around the world. <b>Objective 12: Responsible Production and Consumption.</b> Guarantee sustainable consumption and production modalities.
Church Strengthening		<b>Objective 16: Peace, Justice and Solid Institutions.</b> Promote peaceful and inclusive societies for the sustainable development, facilitate access to justice for everyone and create efficient institutions, inclusive and responsible in all the levels.

Source: Own elaboration

<sup>3</sup> 17 SDOs have been identified: 1) End of the poverty; 2) Zero Hunger; 3) Health and Well-being; 4) Quality Education; 5) Gender Equity; 6) Clean water and Sanitation; 7) Non-polluting and affordable Energy; 8) Decent work and Economic Growth; 9) Industry, Innovation and Technology; 10) Reduction of Inequalities; 11) Sustainable cities and communities; 12) Responsible Production and Consumption; 13) Climate actions; 14) Underwater life; 15) Terrestrial Ecosystems life; 16) Peace, Justice and solid institutions; 17) Alliances for making the objectives possible.






Analyzing **the relevance** of the sectors/projects in which the PIDESVI worked in relation to the **State Regulations** that are related with the contents of the articles 15 to 20 from the Political Constitution of the Plurinational State of Bolivia (PCS) that mention as *Fundamental Rights* for people, to live free of violence, access to food, health, education and basic services, same that show a direct relation to what is established in the national regulations with the addressed subjects in the Program. Regarding the *Church Strengthening* field, since 2009 Bolivia is a Lay State, being established in the PCS that “*the State respects guarantees the freedom of religion and spiritual beliefs according to their worldviews*”<sup>4</sup>. The state supports the mutual respect and living between people with diverse religious options, this means that relationship with the different religions and spiritual beliefs is pluralized; this conception enables to evangelical churches a wider participation in the communities since it establishes a state that is not aligned to any kind of religion, allowing freedom to the citizens for choosing a religion of their preference, for that reason the implemented work focus by MAN-B in the PIDESVI is compatible with what it is established in the national regulations.

Regarding the instruments of the **National Level State Planning System**, the first precedent is found in the “*National Development Plan: A Decent, Sovereign, Productive and Democratic Bolivia in order to Live Well (NDP)*”, which was in effect in 2014, year when the PIDESVI was designed. At the time of its design and afterwards, at the beginning of its execution the program was aligned with three (3) pillars of the NDP “a Decent Bolivia”, “a Productive Bolivia” and “a Sovereign Bolivia”

With the passing of years, the PIDESVI has kept with the continuity of its prioritized sectors/projects proving to be highly pertinent the new strategic framework of the Plurinational State which are defined by the “*Patriot Agenda 2025: 13 pillars of Bolivia Decent and Sovereign*” (“*Agenda Patriótica 2025: 13 Pilares de Bolivia Digna y Soberana*”) and the “*Economic and Social Development Plan 2016-2020*” (“*Plan de Desarrollo Económico y Social 2016-2020*”), down below, the relevance degree with the current planning system of the state of the PIDESVI is shown:

**Table N° 10: Relevance of the PIDESVI with the National Strategic Planning System**

Sectors of the PIDESVI		Patriot Agenda 2025: 13 pillars of Bolivia Decent and Sovereign	Economic and Social Development Plan 2016-2020
Projects/Sectors		Pillars	Pillars
Education		<b>Pillar No 2:</b> Socialization and Universalization of the Basic Services with sovereignty to live well.	<b>Pillar 2:</b> Universalization of the Basic Services
Health		<b>Pillar No 3:</b> Health, education and sports for the Integral human being formation	<b>Pillar 3:</b> Health, education and sports
Local Organization Management		<b>Pillar No 5:</b> Financial communal sovereignty	<b>Pillar 5:</b> Financial communal sovereignty
Production		<b>Pillar No 1:</b> Eradication of extreme poverty.	<b>Pillar 1:</b> Eradicate extreme poverty
Church strengthening		<b>Pillar No 6:</b> Productive sovereignty with Integral Diversification and Development without the Capitalist Market dictatorship.	<b>Pillar 6:</b> Productive sovereignty with Diversification
		<b>Pillar No 1:</b> Eradication of extreme poverty.	<b>Pillar 1:</b> Eradicate extreme poverty (Goal 1.3. Eradication of spiritual poverty and integral human being construction)
		<b>Pillar No 12:</b> Our celebrations, our music, our rivers, our jungle, our mountains, our snow-capped mountains, our clean air, our dreams Full Joy and Happiness.	<b>Pillar 12:</b> Joy and Happiness

Source: Own elaboration

The relevance analysis regarding the **Sectorial public policies and regulations** is made in function the main sectors that have a relationship with the PIDESVI:

- **Education:** in the Education field, the law No 070 Avelino Siñani – Elizardo Perez establishes as one of the Purposes of education “to train men and women equally, in function of their needs particularities and expectations, through the harmonic developing of all their potentialities and

<sup>4</sup> Article No 4; Political Constitution of the Plurinational State of Bolivia.



capabilities, assessing and respecting their differences and similarities, as well as ensuring the full exercise of all the people and collectivities fundamental rights, and the rights of the mother earth in all educational fields.”<sup>5</sup> Being the PIDESVI strongly linked to the formulation of this purpose.

- **Health:** Every country level action taken on health must be aligned with the *Health National Policy CIFH (Communal and Intercultural Family Health) – SAFCI (Salud Familiar Comunitaria e Intercultural)*, which seeks the right to health to be practiced as a fundamental right that the State guarantees. The CIFH represents the policy to reach people, families and communities right to well living in our country. The premise “health...a right to live well” also presents the strengthening to the integral care for the continuous life course with the fundamental objective of contributing to the reduction of the morbidity and mortality in the Bolivian Population, the PIDESVI contains many of the elements that ensure its actions relevance on health and above all to the communal health, this last in accordance with the principles of the *CIFH*, social participation in the execution of its actions has been promoted.
- **Productive development:** Rural Development and Land Ministry (RD&LM), has the *Agricultural Development Sectorial Plan 2014-2018: towards 2025*, which defines as a vision of the sector development that “the Bolivian State has diverse and qualified agricultural products and food for the Bolivian population, in which it has food safety under a national sovereignty framework”<sup>6</sup>. To reach this vision it establishes ten (10) policies from which the PIDESVI is directly aligned with three (3): i) Technological development and agricultural innovation, fishery and forestry; ii) Use and Handling of the ground, water and vegetal covers for agricultural and forest production; iii) Agricultural, fishery and forest production for food security with sovereignty.

The relevance analysis regarding the **public subnational regulations and policies** was made in first instance at a *departmental* level where the PIDESVI proposal of work was executed in direct relationship with the *Development Plan of the Autonomous Department of La Paz* (current at the PIDESVI formulation moment) where the sustainable and integral development of the seven (7) regions of the department were presented considering actions for the production improvement giving privilege to the economic inclusion and the equality in richness distribution in favor of the most depressed sectors, job creation, income improvement and poverty reduction, afterwards with the approval of the *Integral Development Territorial Plan for the Department of La Paz 2016-2020 (IDTP)* the PIDESVI held its relevance regarding two (2) axes: i) *Economic Productive Development* and ii) *Social Development*

At *municipal* Level, the PIDESVI was executed in full compliance with the local economic development established proposals with the *Integral Development Territorial Plans (IDTP) from the municipalities of Luribay and Yaco*.

In the case of the Municipality of Luribay, the PIDESVI is relevant in both, its development vision and its different policies; the municipality vision established on its IDTP is “in 2020 Luribay is a municipality with a diverse economy based on agricultural production, transforming with handicrafts and touristic development. In harmony with the Nature and with health basic services, education productive and efficient for well living with a strengthened municipal government”<sup>7</sup>

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<sup>5</sup> Art. 4 Avelino Siñani - Elizardo Pérez Education Law No. 070 from December 20<sup>th</sup>, 2010.






<sup>6</sup> Rural Development and Land Ministry (RD&LM): *Agricultural Development Sectorial Plan 2014-2018: towards 2025*, Pg.4.

<sup>7</sup> “Integral Development Territory Plan of the municipality 2016- 2020”; Autonomous Municipal Government of Luribay; Pg. 145.

In the case of the Municipality of Yaco, the vision of development established on its IDTP is suitable with the Sectors/Project of the PIDESVI, fundamentally in the ones regarding the Productive Sector; the vision of development is the following: “the Municipality of Yaco ensures the well living in Harmony with the nature, respect to its Cultural Historical identity, the sovereignty of its production and the rational utilization from the Mother earth richness”<sup>8</sup>

The relationship from the PIDESVI with the guidelines and policies established in both Municipalities IDTPs is shown down below:

**Table N° 11: Relevance of the PIDESVI with IDTP policies in the municipalities of Luribay and Yaco**

Sectors of the PIDESVI		IDTP Municipality of Luribay	IDTP Municipality of Luribay
Projects/Sectors		IDTP Policies	Strategic Guidelines and Policies
Education		<b>Policy 2:</b> Coverage and access to basic services as a guarantee of the rights	<ul style="list-style-type: none"> <li>• Full Education with quality.</li> <li>• Expansion of the Health Insurance.</li> <li>• Safe water for production and consumption.</li> <li>• Coverage of basic sanitation.</li> <li>• Strengthening of Municipal management.</li> </ul>
Health		<b>Policy 1:</b> Social responsibility and defense of the most vulnerable communities' rights at Municipal level.	<ul style="list-style-type: none"> <li>• Promote gender and generational Participation.</li> <li>• Strengthening of the Communal organizations participation.</li> </ul>
Local Organization Management		<b>Policy 3:</b> Economical, productive integral and sustainable development in harmony and balance with the Mother earth.	<ul style="list-style-type: none"> <li>• Care and management of territorial biodiversity.</li> <li>• Higher diversification and modernization of the agricultural production.</li> <li>• Added value incorporation and livestock production transformation.</li> <li>• Produce and know how to feed properly.</li> </ul>
Production		<b>Policy 4:</b> Recovery and consolidation of the culture for life and integral development.	<ul style="list-style-type: none"> <li>• Valuation of the native authorities.</li> </ul>
Church Strengthening			

Source: Own elaboration

Regarding the **strategic planning of MAN-B**, because of the formulation and approval of the PIDESVI, it is necessary to analyze its relevance with the *Strategic Plan 2013-2017 (SP)* along with MAN-B's Strategy/ Country Plan Bolivia 2016-2020. The relationship of the PIDESVI with both MAN-B's Strategic documents is the following:

**Table N° 12: PIDESVI relevance with MAN-B's Strategic Framework**

Sectors of the PIDESVI		MAN-B's Strategic Plan 2013-2017	MAN-B's Strategy/ Country Plan Bolivia 2016-2020
Projects/Sectors		Policies	Strategic Objectives
Education		- Human Talent	- Education
Health		- Strategic Alliances	- Water, sanitation and Health
Local Organization Management		- Gender equality	- Organization and mobilization
Production		- Strategic Alliances	- Jobs and income.
Church Strengthening		- Kingdom Of God, Integral Mission and Deaconry - Interculturality y Plurinationality - Strategic Alliances	- Work with Churches

Source: Own elaboration

<sup>8</sup> “Integral Development Territory Plan of the municipality 2016- 2020”; Autonomous Municipal Government of Yaco; Pg. 162.

As shown in the previous chart, a direct line of concordance from PIDESVI with the SP and MAN-B's Country Strategy, each one of the Sectors/projects was aligned with the policies and strategic objectives in the institution.

Finally, regarding the PIDESVI relevance related to **the context and needs of the population** in the municipalities of Luribay and Yaco, it is evident that the Program under a diaconal approach has sought to improve the populations' living conditions in the municipalities of intervention, according to the conducted interviews they recognize and value the importance of the work developed within the PIDESVI implementation framework. Municipality Officers in both municipalities highlight that the provided support helps to respond the principal needs of the population but fundamentally, it helps to optimize the "scarce" public resources they have in the municipality.

"The assistance provided by MAN-B is important to meet the principal needs in health, education, and production, there are many needs and not enough resources to meet them; with MAN-B we were able to optimize the use of our economic resources which are scarce".

**Interview to a Municipal Authority – Autonomous**

At civil society level, in the conducted interviews and focus groups the consultation was if the work performed in the PIDESVI was considered important and the topics it addresses in its planning, being the general perception positive in all the evaluation process surveyed people, showing recognition to the relevance assigned by the beneficiaries in all the topics that the PIDESVI has worked.

"Help is always necessary for our communities, the way they helped us in the potato production helps us to produce better, and it was something we needed"

**Interview to a mother of family –Colliri Community Municipality of Luribay**

An important element that has guaranteed that the activities and developed projects by the PIDESVI respond to the context and needs of the population from the municipalities of the intervention are the participative planning processes that were developed in which in a concerted way, the activities that would be developed in the year were identified and arranged, that resulted in the beneficiaries' appropriation of the projects that were selected together.

All these elements show us that the PIDESVI has responded the needs of the target community being concordant and contributing to the national, departmental and municipal development plans as well as the Institutional Strategic Plan (ISP MAN-B)

### **3.2. Efficiency**

The analysis of the **efficiency** in the resource execution of the PIDESVI, was made under seven (7) perspectives: i) programming and budget execution; ii) Investment made by projects/sectors; iii) counterparts contributions fulfillment; iv) Financial execution according to the kind of investment; v) efficiency in the use of the resources; vi) Human resources and logistic assignation; vii) a monitoring system for the PIDESVI activities follow-up.

Regarding the **Programming and budget execution**, the document of design of the PIDESVI mentions a total programmed budget of 3.811.765 USD for five (5) years, that means that until 2019 with an average annual distribution of 762.353 USD, from the total of the programmed resources 75, 8 % belonged to a contribution of the MAN-B, 24, 1% belonged to a counterpart contribution from the local actors. According to the resource programming from the Program document with a cut-off date in

December 2018, a total of 3.024.712,00 USD would have been programmed, that is the equivalent of 79,4% from the total resources; however according to the information provided by MAN-B until December 2018, the real resource programming would have reached a total of 3.738.606,00 USD which is the equivalent of an increase of 23,6% compared to the initial programming, this situation can be attributable to the adjustments that are made in the resource programming every year. The real programming and resource execution between 2015 and 2018 data is shown below:

**Table N° 13: PIDESVI Programming and Budget Execution by Financial Sources in USD's (2015-2018)**

Sector/Project	Programmed				Executed				% of Execution			
	MAN-B	Local Counterpart		Total Programmed	MAN-B	Local Counterpart		Total Programmed	MAN-B	Local Counterpart		Total Programmed
		City Hall	Community			City Hall	Community			City Hall	Community	
Education	278.063,00	157.390,00	54.710,00	490.163,00	250.413,12	211.045,84	57.595,47	519.054,43	90,1%	134,1%	105,3%	105,9%
Health	280.575,00	154.100,00	59.400,00	494.075,00	248.582,83	176.147,64	107.683,51	532.413,98	88,6%	114,3%	181,3%	107,8%
Local Organizational Management	146.841,00	38.950,00	26.550,00	212.341,00	130.597,44	49.828,64	18.326,63	198.752,71	88,9%	127,9%	69,0%	93,6%
Food Security (*)	75.454,00	18.000,00	29.500,00	122.954,00	74.820,14	45.770,39	30.267,08	150.857,61	99,2%	254,3%	102,6%	122,7%
Agricultural Activity(*)	283.000,00	87.000,00	120.500,00	490.500,00	258.975,21	81.985,05	199.274,29	540.234,55	91,5%	94,2%	165,4%	110,1%
Churches Strengthening	133.116,00	0,00	61.264,00	194.380,00	142.054,98	0,00	54.515,69	196.570,67	106,7%	-	89,0%	101,1%
Administrative Expenses	1.734.193,00	0,00	0,00	1.734.193,00	1.696.831,00	0,00	0,00	1.696.831,00	97,8%	-	-	97,8%
<b>TOTAL</b>	<b>2.931.242,00</b>	<b>455.440,00</b>	<b>351.924,00</b>	<b>3.738.606,00</b>	<b>2.802.274,72</b>	<b>564.777,56</b>	<b>467.662,67</b>	<b>3.834.714,95</b>	<b>95,6%</b>	<b>124,0%</b>	<b>132,9%</b>	<b>102,6%</b>

(\*) Due to the adjustment made in the logical framework of the PIDESVI by the end of 2015, the budget registry of MAN-B, differences *Food security from Agricultural activity* in the sector of *Production*

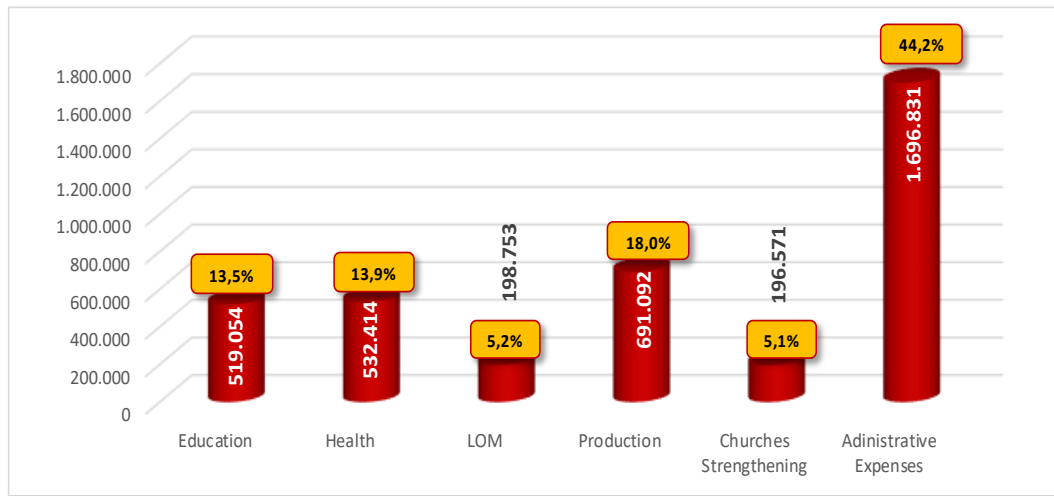
Source: Own elaboration under MAN-B's Administrative Unit information.

The information in the previous table shows that during the 2015-2018 period, an effective budget execution of the 102, 6% was reached, that shows an important capacity of execution from the PIDESVI. MAN-B executed 95, 6% of the programmed resources and the Counterpart contributions (Municipal Government and Community) exceeded an average of 128% of execution which shows an important commitment and empowerment in both Municipal Authorities and The Beneficiary Community in the execution of the different project promoted by MAN-B.

Analyzing the execution by Sector, the one that present the best execution is the *Productive*, reaching an average execution of 116,4%, followed by the health sectors (107,8%) and education (105,9%) the Local Organization Sector presents the lowest execution with 93,6%; situation explained by the low execution made with the counterpart's resources, particularly the ones belonging to the community.

An aspect related to this topic is the *investment* that indeed has been executed in each *Sector/Project*. Once the data was reviewed at the evaluation cut-off date (December 31<sup>st</sup> 2018) (see graph), the *Production Sector* had executed 18% from the total resources, followed by the *Health* (13,9%) and *Education* (13,5) sectors, the *Local Organization Management* (5,2%) and the *Strengthening for Churches* (5,1%) sectors show the lowest resource assignation during all the PIDESVI period of implementation.

**Graph N° 2: PIDESVI Investment by Sector expressed in USD and Percentage (2015-2018)**

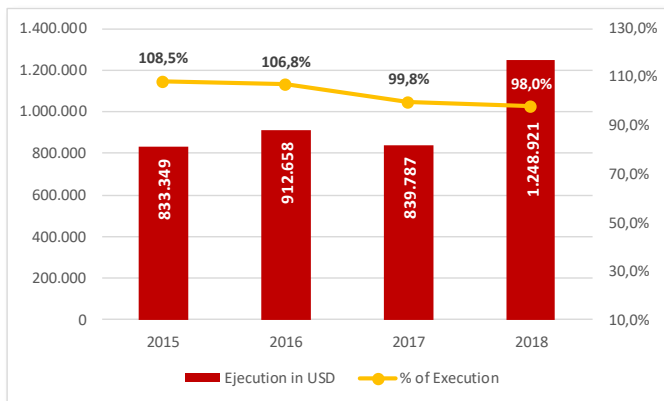


Source: Own elaboration under MAN-B's information

Looking at the PIDESVI Administrative Expenses, these represented 44, 2% of the total budget executed during the 2015-2018 period. In percentage terms, budget assignation for administrative expenses can be considered high if we consider that normally 25% to 35% from the total resources are designated to administrative or operating expenses, this situation was due to the fact that administrative expenses pertinent to the area of intervention are counted as well as to cover a part of the expenses pertinent to the MAN-B Head Office operating that supports PIDESVI work.

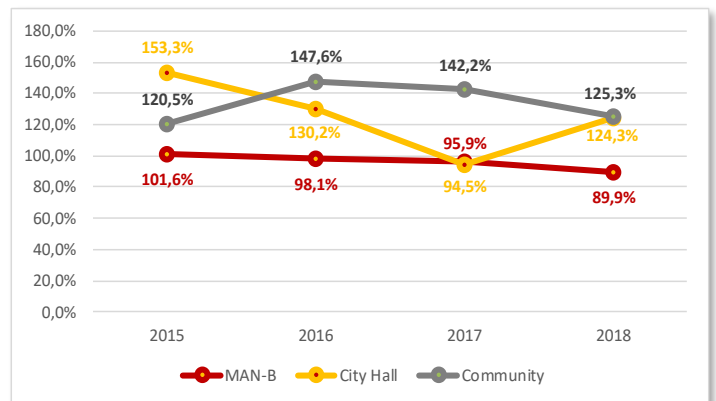
Regarding the **budget execution per year**, a good percentage of budget execution is seen in the four years of implementation, highlighting 2015 and 2016 that show budget execution percentages superior to 100%. Observing the evolution of the budget investment, 2018 shows the major volume of investment with 1.248.920, 67 USD executed, followed by 2016 with 912.657,69 USD. The year that presents a minor volume of execution is 2015, situation explained in the fact that it was the year when the PIDESVI formally initiated its operations in the Municipalities of intervention, these data is shown in graph No 3

**Graph N° 3: Execution and Budget Execution percentage per year in USD and in % (2015 – 2018)**



Source: Own elaboration under MAN-B's information

**Graph N° 4: Budget Execution percentage per year and by Financing Sources (2015 – 2018)**



Source: Own elaboration under MAN-B's information

As seen in graph N° 4, the budget execution percentages from the **counterparts** are important. The percentage of execution of the counterpart of the community that in all the years is higher than 100% is highlighted, situation that confirms the perception of the importance that the community has given to the implementation of the PIDESVI projects during the four (4) years of implementation; it is important to mention that generally it is the community which provides as a counterpart workmanship and local materials, however whenever it is necessary and based on the project's size they also contribute with their money. Undoubtedly a positive effect of requesting for a counterpart particularly to the different project's beneficiaries for the construction of infrastructure and the purchase of equipment lies in the fact that a major appropriation of the project is generated, that influences positively in the sustainability of the reached achievements due to the sense of belonging that is generated.

"We provide our workforce and also give our money for the construction, because we know that it is going to stay, it is ours"

**Interview to beneficiaries – Huntuta Community from the Municipality of Yaco**

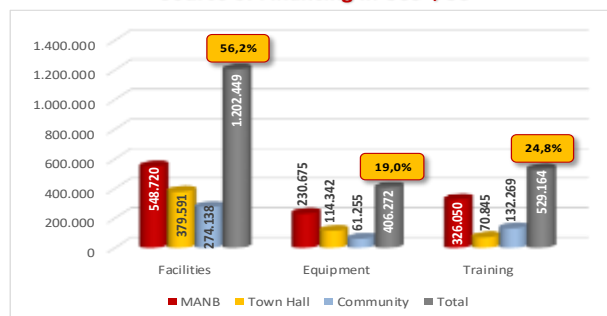
A similar situation is identified with the municipal counterpart, because in three (3) of the four (4) years of the program implementation, execution budget percentages higher than 100% are identified. Regarding the participation of the municipal governments a difficulty with the PIDESVI start of operations in 2015 is identified, that period matched with the change of municipal authorities by Municipal elections<sup>9</sup>, that situation generated the need of repeating induction and awareness processes with the new municipal authorities who at the beginning shown certain resistance to the implementation of the program due to the lack of knowledge of its magnitude and way of working, situation that delayed the beginning of the activities.

"We, as technicians do not make the first process of negotiation with the municipal authorities. When we started the work, the change of Municipal Authorities took place, which made the start of operations difficult since we had to explain and convince again the new authorities... Pressure from the communities helped to convince the new authorities".

**Interview to the IAVDIP – MAN-B technicians**

Another element of analysis is related with the **type of investment** made in the PIDESVI implementation, the investment made in the Sectors/projects<sup>10</sup> of intervention of the program was oriented to three (3) aspects: i) Infrastructure; ii) equipment and iii) training

**Graph N° 5: Financial Execution by type of investment and Source of Financing in USD \$US**



Source: Own elaboration from MAN-B's information

As seen in the graph, the highest investment was destined to infrastructure projects (56,2%), followed by the training Projects (24,8%); this relationship is important because in many cases the training was addressed to the operation and maintenance of the built infrastructure which in certain way guarantees the sustainability of the investments made for infrastructure. Looking at the investment by source of financing, although the investment volumes are similar in the three (3) financing sources, it calls the attention the **community**

<sup>9</sup> Although the IAVDIP document of design identifies as a risk the "unexpected rotation of politic authorities in the Municipal Governments" as a possibility it does not mention political authorities change, product of an election process previously programmed, it should be considered punctually with as specific Plan of Action in order to avoid this kind of difficulties.

<sup>10</sup> In the LOM Sector/Project the only investment made was in *Equipment and Training*.



had proportioned major resources to the training topic compared to the equipment, that seem to confirm the importance assigned to this thematic for operations and maintenance purposes.

To perform **the efficient financial resource use** analysis, it is important to identify the mechanisms that were used for the projects selection and resource execution. In this respect some changes in the PIDESVI implementation are identified since initially and for many years the Local Development Organizations (LDO's) were formed<sup>11</sup> this instance was responsible for the projects' support and supervision as well as for the payment authorization, however, it was identified that although this instance guaranteed an active participation of representatives from different social and politic instances from the municipality, it generated administrative delays in the implementation of several projects; in addition to that MAN-B internally assumed the determination of changing the work focus by promoting a more active participation from the communities themselves in the management and administration of the executed projects by the PIDESVI. Both situations motivated to make the decision of removing the LDO's since 2019 in order to speed-up the execution of the projects.

"This structure (LDO) generated a lot of bureaucracy, since four (4) people had to sign the funds request forms and it was hard to match their times, project was sopped because of the lack of one signature"

Interview to IAVDIP MAN-B technical staff

Regarding the execution of the projects at the beginning of PIDESVI operations, the technical team of the program had a key role in the management and the administration of the projects since as a part of the activities from the Local Organizational Management Project (LOM) they developed training processes<sup>12</sup> in different communities, however after MAN-B's change in the work focus that was previously mentioned, the recruitment process for the specialized facilitators in the different areas was assigned to the communities themselves; that allowed PIDESVI operate with a more reduced staff from the one that was initially planned, it also promoted the building of capabilities to the Administrative Committees members.

For the execution of each project and with the purpose of giving a higher limelight to the community one (1) *Administrative Committee* was formed which was in charge of the execution follow-up as well as getting buying rates for the purchase of supplies and qualified workforce recruitment, this allowed the purchase of supplies at best prices since the Administrative Committee members know the local distributors or are in charge of making the purchases in nearby municipalities (El Alto for example), always looking after to getting the best prices. It is important to highlight the work made by the Administrative Committee members is for free (Ad-Honorem) and that allowed to save economic resources that would be needed to recruit staff to develop those activities (supervisors, buying raters, etc...), this model of management and administration of the projects under a logic of co-responsibility, has been constituted into a transparent and efficient management of the available economic resources guarantee, being the possibility of having a more efficient way of execution than the one applied unlikely to exist.

Another positive aspect of the PIDESVI management model is that it has been constituted into a learning mechanism for the community members in project management, learning that has the potential of being applied in other kinds of projects executed in the municipality.

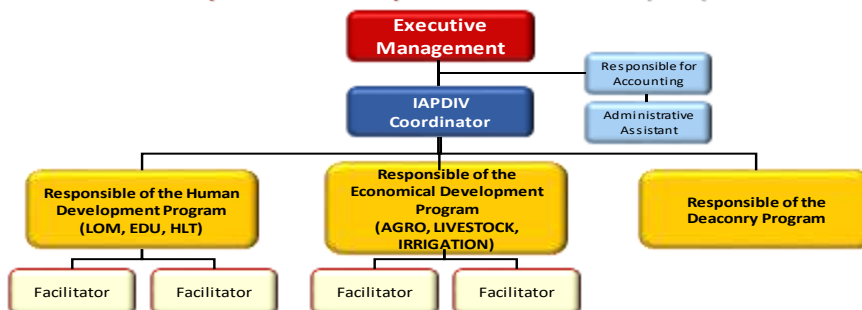
<sup>11</sup> The LDOs were formed by one (1) representative from the Municipal Executive office, one (1) representative from Municipal council, one (1) representative of Social Control and one (1) representative from Women's organization Bartolina Sisa.

<sup>12</sup> Inside of the training courses topics related with leadership, values, project profiles elaboration, organization and management for projects and Resource administration were approached.



Regarding **human resources**, according to the document of the design of the Program it had a large team of technicians for the development of the different activities where the participation of a responsible for each one of the projects/sectors was defined, it also had with the support of facilitators. Although this design was included in the document of program, in the real facts, the IAPDIP was organized under a structure of programs according to the following detail:

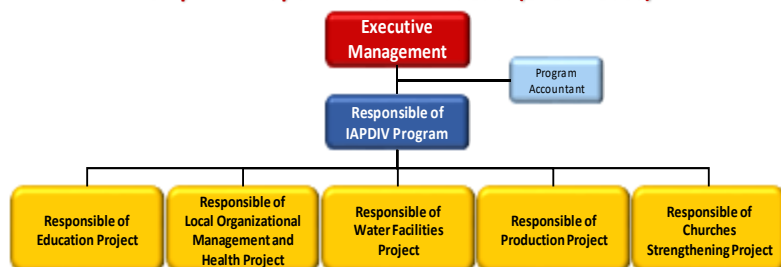
**Graph N° 6: PIDESVI Operations Staff Structure (2015)**



Source: Own elaboration under MAN-B's information

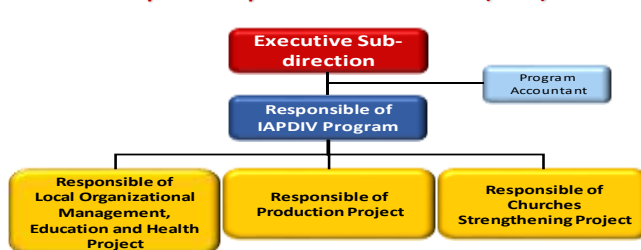
Since 2016 and due to an adjustment in the design of the program, PIDESVI staff organization restructuring was determined, leaving an organic structure that had a relationship with the prioritized Sectors/projects, except for the ones in *Local Organizational Management* whose responsible was also in charge of the *Health Sector*. In the new structure the decision of stop working with local facilitators was taken, due to the recruiting of external facilitators for the development of the training processes as mentioned before. The organic structure that operated between 2016 and 2018 is shown below:

**Graph N° 7: Operations Staff PIDESVI (2016 – 2018)**



Source: Own elaboration under MAN-B's information

**Graph N° 8: Operations Staff PIDESVI (2019)**



Source: Own elaboration under MAN-B's information

Since 2019, the staff has been reduced even more, leaving only three (3) project managers, situation explained by the change in the work focus of MAN-B which is in search of giving more limelight and responsibilities to the communities that already have their own technicians financed with resources of the projects. Although this situation is planned it could generate some difficulties in the closure of the program particularly in the Sectors/projects of *Local Organizational Management*, *Health and Education*, that are left under the responsibility of one single professional; a similar situation takes place in since the responsible of the project of Production assumes the responsibility of supervising this topic; this personnel reduction requires that the magnitude of the activities of closure and transference be clearly limited, being important to count with a plan that increases the possibilities of sustainability with the results delivered in each one of the projects

Regarding the technical staff of the PIDESVI which has performed its functions in the last years; the beneficiaries have a highly positive perception of the work they have developed, appreciating their technical skills and also highlight the cordiality and empathy when performing their functions, that has allowed the creation of affective bonds that made the implementation of many of the activities easier.

"The technical Staff of MAN-B is very committed, every time we looked for them they have helped us"

Interview to a member of an Administrative Committee– Municipality of Yaco

Regarding the *Logistics and the necessary work conditions* for the development of the different activities; according to the technicians in charge of the implementation of the PIDESVI, they have been appropriate and enough having suitable infrastructure in both municipalities besides of having suitable transportation conditions, that have made the development of the activities easier, particularly in remote communities in the capitals of the municipalities.

Finally, regarding ***the monitoring system for the PIDESVI activities follow-up***, it is analyzed upon two (2) dimensions: i) the one carried out by MAN-B at institutional level and ii) the one carried out by the local partners.

At institutional level MAN-B does not count with an structured automatic and permanent system for the monitoring of the different plans and projects it executes to which it is added that in the last period it did not count with a responsible person for the planning and follow-up at institutional level which difficult the follow-up and monitoring actions, making these actions dependent on the initiative, creativity and expertise of the responsible of the program and his/her technical team, although it has been effective, it does not allow to count on systematized and processed real-time information of the activities and results achieved in the different years.

At the operational level, the development local organizations have been constituted into the principal follow-up instances to the PIDESVI implementation, however, although they were highly participative, these have generated a bureaucracy that has delayed the development of some projects; that is why they have decided to change the work focus for the rest of the program. Although this change can facilitate and reduce the times of implementation for the different projects it is important not to lose the participative focus that has characterized the PIDESVI which definitely gives it legitimacy to the action that are developed.

Finally, and regarding the follow-up and monitoring of the activities made by the community itself, the administrative committees have been constituted into the responsible for looking after the fulfillment of the activities planned in each project, assuming the responsibility of guaranteeing the transparency of the administrative processes, this methodology of work has been very effective.

### 3.3. Effectiveness

Following the methodological design, the analysis of ***effectiveness*** under a *vertical ascendant* logic, this means bottoms up, this analysis is initiated with the verification of the compliance degree of the ***Products and Results*** with their respective indicators and how these contribute to the compliance of the ***PIDESVI Development Objective***, the developed Scheme is as follows:

**Graph N° 9: Efficiency of the Evaluation Analysis Scheme**



Source: Own elaboration.

After that, an analysis of the degree of compliance of the established indicators in the planning documents of the PIDESVI is made, it is important to clarify that although the established goal for each indicator is December 2019, the calculation for their compliance is made with the cut-off date to December 31<sup>st</sup> 2018.

#### a. Education Sector

The **Education Sector** has one result and three specific products whose compliance degrees from 2015 to 2018 are shown in the following chart:

**Table N° 14: Compliance of Indicators from the Education Sector 2015-2018**

Objectives	Indicator	Base Line	2019 Goal	Accumulated result up to 2018	% of compliance up to Dec. 2018	Comments/Observations
<b>Result 1: EDUCATION</b> Educational Management and pedagogical management strengthened in the educational communities of the PIDESVI area of action.	25% of Students improved the average of academic performance (dimension > to 51 points) in the areas of Mathematics and language.	50%	75% Students	20% (70%)	80%	The goal is calculated adding to the base line (50%) the established percentage in the indicator (25%) which gives a total of 75%
<b>Product 1.1: Infrastructure</b> Educational Units with appropriate infrastructure and operating.	· 15 Classrooms built according to technical regulations.	54 good out of 180	15 Classrooms	16	107 %	During 2019, 1 sanitary unit was concluded, reaching a total of 6 units.
	· 4 Sanitary Units built according to technical regulations.	0 out 50	4 Sanitary Units	5	125 %	
<b>Product 1.2: Equipment</b> Educational Units with appropriate equipment and Operating	· 44 classrooms with adequate furniture.	36 out of 180	44 Classrooms	78	177%	According to 2015, 2016 y 2018 reports
	· 30 Educational Units with Multimedia equipment and didactic materials.	14 out of 71	30 E.U.	60	200%	According to 2015, 2016 y 2018 reports
<b>Product 1.3: Training</b> Educational communities with knowledge and proper practices for pedagogy	· 200 Teachers from education districts of the area know and apply pedagogic innovations in mathematics and language.	100 out of 350	200 Teachers	299	149,5%	299 teachers adding the trained ones from 2016 to 2018
	· 1000 Strengthened Students practice didactic strategies from mathematics and language.	95 out of 3.200	1.000 Students	920	92%	920 students practice didactic strategies according the sum of reports from 2016 to 2018
	· 800 Parents from Educational Units trained in Educational Processes.	400 out of 4.000	800 Parents	408	51%	408 parents according to reports from 2015 to 2018
	· 35 Educational Councils strengthened in management, practicing roles and functions.	0 out of 71	35 Educational Councils	36	103%	According to reports from 2016 and 2018

Source: Own elaboration from information provided by MAN-B technicians in annual reports from the PIDESVI

The **first Product** of “**infrastructure**”, sought that the educational units had appropriate infrastructure, it is identified that between 2015 and 2018 a total of sixteen (16) classrooms, from those two (2) have been aimed to become computers labs and five (5) sanitary units, having exceeded in more than 100% the indicators that were set. The detail of the built infrastructure is shown in the following chart:

**Table N° 15: Infrastructure Built in Education from 2015 to 2018**

Municipality	Community	Educational Unit	Built Infrastructure			No. of benefitted students	Year
			No. of Built classrooms	No. of computer labs	No. of Sanitary Units		
Luribay	Cachualla	Simón Bolívar	3	1	0	176	2015
Luribay	Chincha	Chincha	0	0	1	35	2016
Luribay	Anchallani	República de Venezuela	3	1	0	130	2016
Luribay	Colliri	Colliri	2	0	1	65	2016
Luribay	Oquepampa	Oquepampa	2	0	1	43	2017
Yaco	Yaco	Yaco	2	0	1	160	2017
Yaco	Iracachi	Iracachi	2	0	0	118	2018
Yaco	Tablachaca	Tablachaca	0	0	1	75	2018
<b>Total</b>			<b>14</b>	<b>2</b>	<b>5</b>	<b>802</b>	<b>-</b>

Source: Own elaboration from the data base of projects provided by MAN-B

In the previous table it is possible to see that five (5) Educational Units from the Municipality of Luribay and three (3) Educational Units from the municipality of Yaco were benefitted with the infrastructure, reaching a total of 802 students.

In the field operative it was possible to verify that the infrastructure has an appropriate architectural design (image 1) since the classrooms are spacious especially the ones addressed to be computer labs, additionally covered circulation areas that cover the students from the sun, and the rain were generated, there are classrooms in which skylights were planned using corrugated plastic which in altiplanic/highland areas, generate warm interiors.

In general, the condition of the infrastructure is good since the quality of the material is appropriate for high traffic educational environments. In many of the built infrastructure the use of exposed “gambote- King Kong type” bricks have allowed to optimize the performance of the material (saving cement and aggregates) and also in the workforce (more progress in the work less volumes of transportation and loading).

**Image N° 2: Built Classrooms in the E.U. Republic of Venezuela from the Municipality of Luribay**



Source: Ocular Inspection in the field operative.

On the other hand, it is identified that the building of Sanitary Units has been done under appropriate architectural designs, highlighting the fact that the construction of a **PVC water storage tank** in each unit was planned, that makes disinfection of the stored water possible using chlorine, that is a positive aspect since the students go and drink water straight from the sink, without taking any provisions into account about it. The inspected batteries count with their own and differenced spaces for both men and women; one (1) electric shower, two (2) “Turkish” type toilets for teenagers and one (1) small toilet for the smaller boys and girls

Another positive aspect identified and under the conceptual framework “**secure water systems**” is that in some of the Sanitary Units, the storage tanks have a wind protection metal framework (see image 4), structure that contributes with the operation and maintenance “safe” tasks (handling of shut-off valves, cleaning and disinfection tasks with chlorine, etc.)

One aspect that is also important to take account in, is that it was possible to verify in an specific case (Sanitary Unit of Tablachaca) that although the battery was already concluded, it was not being used by the boys and girls due to technical problems with the septic tank with the collection of the waste water that had collapsed due to water leaks, after making the inquiries to teachers and parents, it was reported that the corresponding measures were made with the Municipal government of Yaco and were waiting for the problem to be solved during the second half of the present year; however, it is important that the technical team of the PIDESVI makes the necessary follow up to verify the relevant repairing and to find out its causes to prevent the problem to be repeated in other Sanitary Units, even more considering that these are recent completions construction works.

Regarding the **second product**, related to the **equipment**, it was possible to verify that 78 classrooms in both municipalities have been equipped with furniture; that benefited 4,940 students improving their attendance to class being that constituted into a 125% of the achievement obtained in this product, it is worth to emphasize that in some Educational Units mainly in the municipality of Yaco the tables and chairs have been distributed according to each classroom existing needs, as a way of reposition to the ones that had been discarded because of their natural damage.

**Image N° 3: Protective Metal Framework of Water Tank – Iracachi Sanitary Unit**



Source: Ocular Inspection in the field operative

“We can’t use the new bathroom because they say that it doesn’t work, we are still going to the ones were always there”

Focus Group with Boys and Girls from the E.U. Tablachaca – Municipality of Yaco

**Image N° 4: Sanitary Unit in Tablachaca with its Doors Closed**



Source: Ocular Inspection in the field operative



In the area of equipment, sixty (60) Educational Units were also equipped of multimedia equipment, one (1) screen and one (1) printer as well as didactic material, being that constituted into a 200% of achievement obtained by that activity compared to the planned goal, this equipment is constituted as an important support for the teacher's way of teaching and also for the administrative area of the Educational Units that usually have limited opportunities of being appropriately equipped.

"The kids fight to have classrooms and enjoy the furniture that's why students from 6<sup>th</sup> grade are the first ones that will go through them, because next year they will leave, they will take turns the ones who get to the 6<sup>th</sup> grade will have class in these classrooms".

Interview to E.U. Colliri Principal – Municipality of Luribay

Additionally, the Technical Pedagogical High School Degree (TPHSD) was supported in the textile and clothing as well as for metal mechanic careers (see image 5), which is constituted into an important contribution to the students in the last years of school.

Image N° 5: Equipment for TPHSD from the E.U Tablachaca



Source: Ocular Inspection in the field operative

In the **third product**, related to **training**, it is identified that 299 teachers were trained in Pedagogical innovations in the subjects of mathematics and literature, reaching the indicator compliance percentage of 149%, exceeding the planned goal of 200 teachers, this activity has generated an improvement in the teacher's performance in the way they teach these subjects, being the results beneficial for the students who in a very funny way have learned addition, subtraction, multiplication and division as well as how to read and separate syllables in a proper way.

920 students from the primary school levels who practice and develop the pedagogical strategies for mathematics and language were benefited and constitute 92% of the expected achievement being this one of the most important regarding the demography benefit reached. In this respect a survey to boys and girls was carried out asking if as a product of the teachers' training their mathematics and language had improved.

Additionally, another field of teacher training was addressed to information and communication technologies (ICT), aspect that has been emphasized since many of the teachers ignored the handling of a computer and with that they were able to improve their skills and at the same time it has allowed them to change their didactic strategies for teaching.

"One of the strengths of MAN-B has been the ICT's training above all to the teachers who didn't use computers, this has been very useful and beneficial for them since they have changed their didactics when teaching"

Interview to District Education Director– Municipality of Luribay

Another field of training was addressed to the parents, approaching topics related with the educational processes and leadership, reaching up to 2018 a total of 408 parents which reflect a 51% of obtained goal; these processes strengthen the in-school parent-children support completing this way the educational triangle that involves teachers, students and parents, which are essential elements to improve the academic performance within children's educative formation process, undoubtedly an added value of the training processes is that they come with the diaconal topic, which includes topics related to respect values and parent-children treatment.

Likewise, training processes to the different Educational Units Educative Councils were made in both municipalities making training possible to 36 council members in subjects related to management and leadership, thereby fulfilling the planned goal of 103%, allowing the beneficiaries become into project generators addressed to their Educational Units and to the community.

“These trainings have been useful to make our projects and benefit our Educational Unit and our children”

Interview to Educational Council members of the E.U. Pampajasi – Municipality of Yaco

According to the 2018 report, the abilities have also been developed in the so-called *Social Productive Projects (SPP)* where students and teachers are benefitted with the implementation of kitchens, baking, ice cream making, mechanic areas, school gardens etc., improving the students feeding and as a result their families’ feeding too, since they prepare food to be consumed in their recesses and they sell them, that way they generate a small income for the educational Unit.

Image N° 6: SPP School Garden from the E.U. Iracachi



Source: Ocular Inspection in the field operative

Finally and as a consequence of the implementation of the different planned activities, it is possible to claim that there is enough evidence that the formulated result for the education sector is being accomplished since the strengthening of the pedagogical management has been achieved and that is influencing in the students’ performance who are the direct beneficiaries of these actions as wells as in the parents, educational councils and teachers who transmit their pedagogically better developed knowledge. At the educational management, a strengthening is also possible to identify since with the provision of some equipment it is possible to make the carried-out work in the different Educational Units easier.

## b. Health Sector

The **Health Sector** counts on one result and three specific products whose compliance degree according to their indicators from 2015 to 2018 is shown in the following chart:

Table N° 16: Compliance of Indicators Health Sector 2015-2018

Objectives	Indicator	Base Line	2019 Goal	Accumulated result up to 2018	% of compliance up to Dec. 2018	Comments/Observations
<b>Result 2: HEALTH</b> Conditions for assistance, organization and health and sanitation services coverage improved, in the PIDESVI area of action.	· prevalence of DAD’s has been reduced in 40 % (223cases) in boys and girls under the age of 5 , compared to the base year	557 cases	334 Cases	319	95%	Data is extracted from the monthly of the health facilities reports in the area of intervention that are in the SNIS.
<b>Product 2.1: Infrastructure</b> Water Systems and Sanitary modules with adequate infrastructure, operational.	· 6 Safe water Systems built	1.994 w/water	6 Water systems	6	100%	With the 6 water systems built 2.316 inhabitants were benefitted.
	· 14 sanitary modules built for 35 families from the area of action.	761 W/latrines	33 (goal up to 2016)	33 (Accumulated up to 2016)	100%	In 2015 the construction of 37 familiar modules was planned and in 2016, 14 sanitary modules, from 2017 this indicator is no longer considered in the planning.
<b>Product 2.2: Equipment,</b> Health facilities with the necessary	· 3 health facilities equipped for an adequate assistance.	1 out of 19 existent	3 establishments	5	167%	Equipped establishments in different areas and in some cases



Objectives	Indicator	Base Line	2019 Goal	Accumulated result up to 2018	% of compliance up to Dec. 2018	Comments/Observations
equipment to provide a good service.						in an integral way with the counterpart of the respective municipalities.
<b>Product 2.3: Training</b> Population with healthy practices and habits.	· 800 people know practices in prevention of diseases and nutrition.	80 out of 4.000	800 People	1.023	128%	Training in nutrition and prevention have been generated by the health staff according to the Schedule.
	· 500 people know the healthy handling of water, residues and solid waste.	0 out of 3.626	500 People	1.797	359%	
	· 6 Safe Water and Sanitation Committees (SWSC) trained with practices of management and maintenance of the Systems.	0	6 SWSC	5	83%	Since 2016, all the SWSC's have been developing their Operations and Maintenance manual.
	· 20 communal integral familiar health organizations (CFIHO) strengthened with management abilities	0	20 Organizations	32	160%	
	· 1500 boys and girls from Educational Units receive medical, dental and nutritional control and assistance.	210 out of 4148	1.500 children	2.650	177%	

Source: Own elaboration from information provided by MAN-B technicians in annual reports from the PIDESVI

Regarding the **First Product of "infrastructure"**, it is identified that five (5) *Safe Water Systems* were built and that means the compliance of approximately 83% from the planned goal.

**Table N° 17: Basic Sanitation Infrastructure Built (2015 – 2018)**

Municipality	Community	Type of system	Quantity	Quantity of benefited families	Total quantity of families	Year
<b>Water Systems</b>			<b>6</b>	<b>386</b>	<b>435</b>	
Luribay	Sanucachi	Safe water system.	1	45	45	2015
Luribay	Anquioma Alta (*)	Safe water system.	1	223	300	2016
Luribay	Anquioma Baja (*)	Safe water system.	1			2017
Yaco	Laurani	Safe water system.	1	28	-	2017
Luribay	Totora	Safe water system.	1	36	36	2018
Yaco	Ulamaco	Safe water system.	1	54	54	2018
<b>Sanitary Modules</b>			<b>33</b>	<b>33</b>	<b>-</b>	
Luribay	Chincha	Sanitary Modules	19	19	-	2015
Luribay	Chincha	Sanitary Modules	14	14	-	2016
<b>Total</b>			<b>38</b>	<b>419</b>	<b>435</b>	

(\*) El the project considers one single *intake work* and *one adduction pipeline* that benefits two (2) communities, each of them counts on with its own storage tank and safe water distribution network.

Source: Own Elaboration from the database of projects provided by MAN-B

Four (4) are the safe water systems that benefitted the municipality of Luribay and two (2) the municipality of Yaco, with that, the coverage in basic sanitation was improved and so did the health indicators in the PIDESVI areas of coverage. The water system beneficiaries organized through the **Administration Committee** are the ones in charge of recruiting the technician that will take over the design of the system and the main contractor who will take over the execution as long as the beneficiaries take care of the unskilled labor, generally these systems are executed improving the existing Systems that became small or are deteriorated by the pass of time.

The *Safe Water and Sanitation Committees (SWSC)* are formed when the execution of the safe water system progress status is 50%. The call for the training or the formation of the committee is made between all the beneficiaries from the System, once they are gathered they get organized to elect the board. For the regulations and statutes elaboration the community manages the recruiting of a technician to support them in these topics always counting on the support of the Project technicians that boost and go along with the process so that the community start generating abilities that they can use in other kinds of projects.

**Image N° 7: Water Storage Tank in the community Sanucachi from the municipality of Luribay**



Source: Ocular Inspection in the field operative

**Image N° 8: Valves Chamber – Water System of the Community Collpani from the Municipality of Luribay (\*)**



(\*) Delivered in 2019

Source: Ocular Inspection in the field operative

Regarding the **second product** related to the **equipment** it was verified that five (5) health facilities have been equipped with the support of MAN-B and the counterpart of the involved municipalities, complying with the indicator of 167%. This equipment has been made under the *First Level Health Facilities*

*Characterization current regulations*, understanding characterization as the detailed description of what a health care center according to its physical, functional and regulatory characteristics with enough and available provision of human and material resources for a proper operation that allows it to provide uninterrupted quality and security features to both and internal users.

“Without the support of the Mission we wouldn’t have had this center, we have everything that is needed to provide quality assistance”

**Interview to Health Care Center staff Pampajasi – Municipality of Yaco**

During 2015, the equipment of the Main Health Care Center in Luribay was made, afterwards and as an important contribution of MAN-B the equipment of two (2) clinical analysis laboratories one in Luribay and the other in the community of Tablachaca (municipality of Yaco) is identified. Both projects counted on the municipal counterpart accomplished a great part of the established parameters in the *First*

*Level Health Facilities Characterization National regulations* and some from *the Technical Inventory of Devices, Medical Equipment and Facilities Manual*. In the case of Luribay equipment for the laboratory were purchased and recently the addition of a Biotechnological Specialist was possible to lead the operations in the laboratory, however in the operative field it was possible to verify that the facility addressed for the laboratory operation, is lacking of some basic parameters for its proper functioning, for example there is not a space for a separate and proper sample taking which is a relevant aspect

“One of the important achievements is having and owning our laboratory, that way our people doesn’t have to go to La Paz anymore to get a result, and on the other hand we will generate more resources for our municipality”

**Interview to Municipal Officer from the Health Area – Autonomous Municipal Government of Luribay.**

that will allow preventing contamination from the samples and will guarantee quality in the results and will also improve the biosecurity standards, making more difficult the process of accreditation for the laboratory, procedure which is currently being processed.

In the case of the municipality of Yaco, Tablachaca laboratory is operating since August 2018, its facility is small but counts with the proper equipment for its operations, service production that has generated and shown since its implementation an evident growth in the laboratory analysis demand, not only from the local population but also from the nearby communities, nowadays they perform hematology, serology, blood chemistry, exudates and bacteriology tests. In a comparison of production between 2018 and the present year, it can be seen that during the first five months of 2019 the production has been doubled in comparison to the one in 2018; the number of performed tests has also been doubled and the number of communities that demand attention in this laboratory has also been increased, since its beginning the laboratory assisted people from eight (8) communities and during 2019 the demand has increased to eleven (11) communities from the sector including those that do not belong to the municipality of Yaco.

“Our laboratory is certified and generates resources for the municipality, but the most important is that people don’t have to go out to look for an analysis, knowing them diagnose is faster and cheaper”

**Interview to Health Municipal Responsible–  
Autonomous Municipal Government of Yaco**

This not only generates economic income to the municipality but also constitutes saving in terms of money and time avoiding transport to the cities of El Alto or La Paz to access a laboratory test reducing the time to know the results of their tests a diagnosis.

**Table N° 18: Production of Tablachaca Laboratory from the Municipality of Yaco (2018-2019)**

Name of the test	2018					2019				
	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
Glycaemia	6	1	6	-	-	4	4	9	4	6
Creatinine	2	-	3	-	-	3	4	4	1	3
Complete Blood count	5	1	7	-	1	5	4	11	3	6
GUT	5	1	8	-	-	3	5	5	5	3
Blood type	4	2	4	-	-	4	4	7	3	8
P.R.HIV	4	1	4	-	1	4	4	9	2	6
RPR (Syphilis)	5	1	4	-	1	4	4	7	1	5
Pregnancy tests	-	-	-	-	7	-	-	-	-	-
<b>SUBTOTAL</b>	<b>31</b>	<b>7</b>	<b>36</b>	<b>-</b>	<b>10</b>	<b>27</b>	<b>29</b>	<b>52</b>	<b>19</b>	<b>37</b>
<b>TOTAL</b>	<b>84 tests</b>					<b>164 tests</b>				

Source: Laboratory Statistics Tablachaca Health Care Center

Support of MAN-B in equipment has also been reflected in the Health Care Center Yaco by equipping the Integral Nutrition Unit (INU), service that counts with proper furniture, belongings and adequate supplies to assist boys and girls with chronic malnutrition. In parallel to actions of treatment and rehabilitation of patients with malnutrition, the INU performs training labors for mothers revaluing the regional food and taking advantage of the nutritional content of them, for that purpose they perform food preparation sessions that are made in same INU under the leadership of Health workers.

Finally, it is important to highlight that in the specific case of Pampajasi Health Care Center from the municipality of Yaco that an integral work dynamic between scientific and traditional medicine was possible by assisting patients in a coordinate way between the medic and the traditional medic, receiving the user a diagnostic and treatment from both kinds of medicine, complementing the diagnostics and treatments and the users’ expectations. The traditional medic counts with a specific

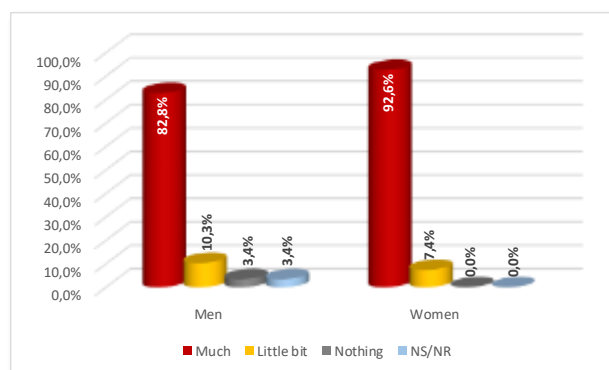
space to assist patients with the adequacy of supplies and are currently in the process of accreditation for the traditional medic, that way be able to get a full time item for his permanency in the Health Care Center.

In the **third product**, related to **training**, actions addressed to a variety of beneficiary groups with the main objective of strengthening the actions for disease prevention and the adoption of healthy life habits are identified. The planned goal for trained people in disease prevention and healthy food practices and nutrition has been accomplished in a 359%. These training sessions have been addressed to sensitize and socialize Educational Units' students, teachers and parents, actions to prevent diseases like the Chagas disease, diarrheal diseases prevention and others of prevalence in the area of intervention.

Inside of the educational units' training about Hand Washing have been carried out, creating awareness in the ten (10) effective steps for a correct hand washing according to international parameter established by the World Health Organization (WHO). The strategy comes accompanied by the implementation of the Cleanliness Spot inside of the different Educational Units Classrooms where students from first to sixth grade where the spot is dedicated to keep the bags with the cleaning kits that are handed to every one of the students that have participated in the previous Hand Washing training and also in dental or oral hygiene; the little cleaning bags hold supplies such as toilet soap, a towel, a washing bowl, a toothbrush, toothpaste, they allow the students to put in practice what they have learned. It is important to mention that the provision of these cleaning supplies is made every year in the different Educational Units.

It is important to highlight that the training dynamics have been totally innovative for the students, achieving a better assimilation of the knowledge due to the implementation of teaching methodologies such as songs, drawings, role plays, dance, etc. that have allowed making the training topics and learning seasons very friendly. To know what their perception was, the survey consulted the boys and girls if they liked the way in which the hand washing and tooth brushing training was carried out, demonstrating that more than 80% of the men and 90% of the women answered that they liked "very much" the way it was explained, perception that has been confirmed in the all the focus groups made with boys and girls.

**Graph N° 10: Boys and Girls Perception About Whether they Liked the Way they Were Taught to Brush their Teeth**



Source: Survey conducted to boys and girls.

The teachers have also been part of the training in hand washing healthy practices and teeth hygiene that way it is them who become the first motivational actors for the practice accomplishment and day by day assist the students when practicing and strengthening knowledge, however, something important to mention is that when in the focus groups the boys and girls were asked if their teachers were practicing the hands washing techniques they mentioned that they had not seen their teachers washing their hands, situation that has to be considered for the practice reinforcement.

The health care staff has also been benefited with different training sessions that have been managed within the execution framework of the PIDESVI with the purpose of updating their knowledge and strengthen the abilities and skills in the assistance for users. It was possible to socialize and strengthen practical knowledge in *the strategy of attention to the continuous course of life*, which makes emphasis on steps and procedures recommended for the integral assistance in different age ranges prioritizing women of reproductive age, pregnant women, boys and girls under 5 years, teenagers and senior citizen taking as transversal topics about Interculturality and violence prevention in its different kinds. *Gynecological Obstetrical Emergencies* training processes were also developed in order to improve resolution skills of obstetrical risk, handling of polytraumatized patients, proper handling of medical records, biosecurity, etc...

“Support of the mission to health staff has been important to access updating courses since we are in the rural area it’s very hard to do, but with their support we have been able to get trained and update.”

Interview to practitioner from Tablachaca Health Care Center – Municipality of Yaco

Another topic of training addressed to health staff has been focused on the socialization of the national Law No. 348 *“Integral Law to Guarantee Women a Life Free of Violence”* seeking to improve the assistance women that are victims of any kind of violence.

Finally, the development of training processes in *Municipal Health Management Strengthening* is identified, addressed to the health staff with the aim of strengthening weaknesses to implement in a proper way, the *National Policy of Communal and Intercultural Health (CIFH)*, making possible the improvement of the coordination with the community; this work also included the support in the formation of the social structure in the different health facilities, from the election of *Local Health Authorities (LHS)* that represent the community and are part of the management in Participative Health Summarizing, the training topics and trained people during the process of implementation of the PIDESVI is shown as follows:

**Table N° 19: Training Made with the Health Staff (2015-2018)**

Training Topic	Municipality	Number of trainees
Obstetric Emergencies / Biosecurity / Clinical Record Handling / Polytraumatized patient handling	Yaco	30
Strengthening of Municipal Management in Health.	Yaco	25
Law No.348 and its application on health.	Yaco y Luribay	50
Assistance to the Continuous course of life	Yaco	25
<b>TOTAL</b>		<b>130</b>

Source: Own Elaboration from the data provided by MAN-B

Finally, regarding the training field, fathers, mothers and the community in general have also been benefited with training, socialization and sensitization sessions in topics of interest with priority in Chagas disease, prevention of acute diarrheal diseases (ADDs), training to leaders in the community for the formation and operation of the social structure within the framework of the CIFH Policy, this last activity has allowed the formation of the social structure in the different Health facilities, making possible the identification of communal leaders that can represent and determine strategic actions to improve health and active participation in their communities.

The action in health have also been focused in providing quality, on time and efficient assistance to the community of the geographical area of intervention, different campaigns for prevention and detection of diseases have been boosted for example PAP tests campaigns addressed to women in child-bearing age for the prompt detection of Uterine Cervix Cancer, campaigns of dental pits and fissures have also been carried out mainly in Educational Units students, along with the **Healthy Smiles Project** whose main objective was to prevent caries in school age boys and girls, it goes together with the training in oral hygiene and oral cleaning kits provision, having integral interventions that generate long term results.

Regarding disease prevention, campaigns of parasite elimination have been executed by administering de-worming medicine to students from Educational Units accompanied by hand washing and feeding habits actions.

For all these reasons, the recorded data in a quantitative and qualitative form, implemented strategies and executed activities, we can state that there is sufficient evidence that the formulated result for the health sector has been accomplished in a major percentage since it was possible to improve the assistance conditions in the Health facilities that have the appropriate equipment, strengthened human resources in knowledge, skills and abilities that guarantee a better quality assistance accompanied by the healthy living practices implementation on the part of the community in general contributing to improve the beneficiaries life and health reducing this way the prevalence of the ADDs and other high occurrence pathologies with vulnerable like 5 year kids population and women in child-bearing ages, this shows that the developed actions have achieved an integrality between knowledge, human resources, equipment and supplies availability and participation of the community in general.

### c. Local Organizational Management Sector

The intervention of the Local Organizational Management (LOM) was addressed to the empowerment of the leaders, especially through training processes to improve the participation and involvement of the local organizations in management processes through the exercise of their citizen rights

The Local Organization Management sector counts on a result and two specific products whose compliance degree is shown in the table below in both achievement goals and compliance from 2015 to 2018.

“Support from MAN-B has allowed to develop integral actions of training, assistance and promotion. We have made campaigns of oral health, caries detection, fluoridation, and sealing; actions of nutritional health were made, fairs to award the initiative from the mothers in healthy feeding with the use of products from the region.”

Interview to Municipal Health officer–Autonomous  
Municipal Government of Yaco

Image N° 9: Oral health Kit



Source: Ocular Inspection in the field  
operative



**Table N° 20: Compliance of the indicators from the Local Organizational Management 2015-2018**

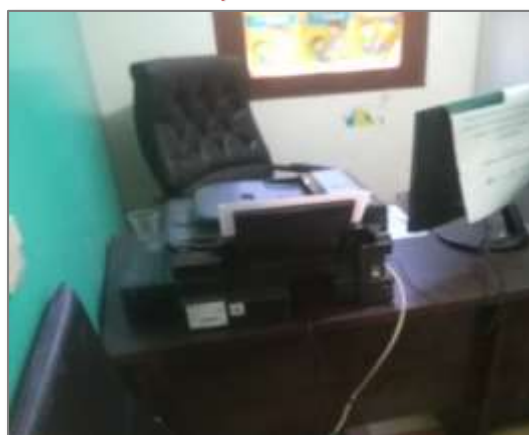
Objectives	Indicator	Base Line	2019 Goal	Accumulated result up to 2018	% of compliance up to Dec. 2018	Comments/Observations
<b>Result 3: Local Organizational Management</b> Local Organization with Communal management making practice of Justice and equality.	· 130 Local Organizations include Consensual to the municipal OAP	30 out of 272	130 Organizations	78	60%	In 2015, 35 leaders that make Management in communal development processes are registered, but the number of organizations is not mentioned.
	· 2 Boys and girls and teenagers ombudsman offices include projects in the Municipal OAP.	0%	2 CTOO	2	100%	
<b>Product 3.1: Equipment</b> Local Organizations and Ombudsman offices with adequate equipment for their good service.	· 15 Union organizations count on their basic equipment for their functions.	35 out of 272	15 Organizations	16 Social Organizations	103%	
	· 2 Ombudsman Offices with adequate equipment for an assistance with quality and warmth.	-	2 Ombudsman Offices	2 Ombudsman Offices equipped	100,%	This indicator was found in the planning of 2017 and 2017 since it was accomplished it was not considered in the 2018 planning.
<b>Product 3.2: Training</b> Leaders and population strengthened in their knowledge and leadership, management, rights and citizenship practices under the equality principle.	· 40 Union organizations count on and apply their management instruments.	0	40 Organizations	37 Organizations	92,5%	
	· 350 men and women leaders from Local Organizations strengthened their leadership and communal management abilities (40 women leaders )	10 w/ leadership and management	350 Men and women leaders	522 leaders	119%	Although in 2015 there is not an indicator referred to training of men and women leaders, it was possible to evidence in that year 104 men and women leaders were trained in communal management, data that is considered for the compliance indicator measurement
	· 2 Municipalities count on plans and make work and projects maintenance	0	2 Municipalities	1 Municipality	50%	
	· 600 Women strengthened in the development of their skills and abilities.	0	600 Women	894 Women	149%	Although in 2015 there is not an indicator referred to the Strengthening of skills and abilities in women, it was possible to identify that in that year 320 women were trained in clothing manufacturing, data that is considered for the indicator compliance measurement.
	· 28 Educational communities know and practice the Boys and girls and teenager's rights.	10 Know about rights	28 Communities	25 Educational communities	89%	
	· 600 women were strengthened in knowledge and practicing their citizen rights.	0	600 Women	857 Women	143%	Although in 2015 there is not an indicator referred to women strengthening in the practice of their citizen rights, it was possible to evidence that in that year 300 women were trained. data that is considered for the indicator compliance measurement
	· 3300 people from the area of action, know the gender and generational rights	1.292 p out of 1.8454 p	3.300 people	3050 people	92%	

Source: Own elaboration from information provided by MAN-B technicians in annual reports from the PIDESVI

When analyzing the degree of compliance from the first product related to equipment of local organizations and the ombudsman offices for their good service, it is identified that the equipment labor to social organizations started in 2015 until 2018, supporting with the equipment to sixteen (16) training centers, benefiting communities such as the Tupac Catari Agrarian Central and the Bartolina Sisa Agrarian Central.

Another of the programmed activities within this product has been the equipment of the *Ombudsman for Children and Adolescents Offices (OCA)* on the basis of the interinstitutional agreements with the Municipal Governments of Luribay and Yaco with the objective that these instances can provide a quality and warm service boys, girls and teenagers under situations of violence or have the problem. This activity was carried out in 2016 and 2017, first by equipping the OCA offices in Luribay achieving a counterpart budget from the municipality that reached 49%. In the case of the Municipal Government of Yaco, it was necessary to develop a previous process of sensitization about the need and importance of implementing an ombudsman office, obtaining the commitment of the municipal authorities for the equipment of two (2) offices one (1) in Yaco and the other in the municipality of Tablachaca, funding that way the ombudsman office in the municipality.

**Image N° 10: Equipment of the CT Ombudsman Office Municipal Government of Yaco**



Source: Ocular Inspection in the field operative.

According to the perceptions from the surveyed people, the equipment acquired with the support of MAN-B has been constituted into an important contribution to improve the quality of the assistance for the most vulnerable actors (women, girls and boys in violence situation), in addition, this help has allowed to improve the coverage of the service in both municipalities, especially in the municipality of Yaco where there was no physical presence of the OCA.

“Support of MAN.B has been important for the Municipal Government. It has allowed us to reach a district where as Ombudsman office we did not have presence”.

**Interview to Former – Officer of the CTO Office – Autonomous Municipal Government of Luribay**

As an average, the compliance of the first product reaches 102%, percentage that proves that the indicators were accomplished with the work carried out in both municipalities until 2017.

Regarding the **second product**, related to **training** leaders and the population in general to strengthen their knowledge and leadership, management, rights and citizenship practices under the principle of the equality, it is identified that the development of communal mobilization and organization activities that are indispensable elements in order to make the community able to exercise and active participation in a visible and significant way in the development processes.

In this framework, work was carried out with the local organizations so that these can count on their own management instruments, until 2018 37 local organizations received support in the development of statutes and regulations, work that has been developed since 2015, in these years twenty five (25) local organizations from Luribay and twelve (12) from Yaco achieved not only the elaboration of their

internal regulations and statutes but also were able to update their legal identity before the Municipal Government of La Paz. This labor of support to the institutionalism of the local organizations is recognized as an important activity by the municipal and local authorities, since having these legal documents not only allows their legal recognition but also makes possible to have the necessary and required documents to access and/or be benefited with other projects and financing not only from the Municipal Government but from other institutions that work in the area too.

**Table N° 21: Number of Local Organizations that Were Assisted in Instruments Management per Municipality**

Municipality	2015	2016	2017	2018	TOTAL
Luribay	1	-	8	16	25
Yaco	-	11	1	-	12
<b>TOTAL</b>	<b>1</b>	<b>11</b>	<b>9</b>	<b>16</b>	<b>37</b>

Source: Own elaboration from Annual PIDESVI reports

In addition, work was carried out in the strengthening of leadership and communal management abilities to male and female leaders; since 2016 the project “Communal Development Management” was implemented and in the following two years 148 male and female leaders were trained in the municipalities of Luribay and Yaco in topics such as *communal leadership, participative planning, local development and project profile elaboration*. It is important to mention that although the project was implemented in 2016, in 2105 a preliminary work was already identified where 104 leaders were trained in *Communal Management*, that experience has made possible to perfect the methodology of the training process.

**Image N° 11: Support Material for Men and Women Leaders Training**



Source: Documentation Provided by MAN-B

As a result of this process of abilities strengthening, leaders with the ability of actively participate in development processes of their communities and organizations were formed with the abilities acquired to plan, program and execute projects for their families and communities, in the same way with the training, the participation of the leaders was improved with the ability of questioning and generating of the proposal for the municipal management which is constituted into an important element for the local development and it gives institutional legality and stability of the management period.

“Since these training sessions were made for the social organizations representatives and community leaders, they participate more in our meetings and are more proactive in the spaces of municipal planning”

**Interview to Municipal Authority – Autonomous municipal Government of Luribay**

Another line of action within the framework of the second product that was incorporated in 2018 is the assistance to the municipalities of Luribay and Yaco to elaborate plans and maintenance of works and projects, in 2018 the municipality of Yaco was assisted in the elaboration of its Institutional Strategic Plan, being that activity still pending in the municipality of Luribay.

Another aspect worked within the framework of the second product is **women strengthening in the development of their skills and abilities**, although his labor started in 2015 in the municipality of Luribay where 329 women were trained, this activity was formally added in the result framework of 2016 starting with implementation of the project **“Leader Women In Action”**, coordinated with the *Local Women Organization Bartolina Sisa*;, in the framework of the implementation of the project between 2016 and 2018 a total of 709 women participated<sup>13</sup> and improved their skills in the weaving of mantas (cloaks), confection of polleras (skirts) and centros (inner skirts). An important activity was the making of artisan fairs in each one of the municipalities where women presented product made on their own.

**Image N° 12: Training Women in Clothing Manufacturing**



Source: Annual Memory IAVDIP-2016

**Table N° 22: Number of Women Strengthened in Skills and Abilities**

Municipality	2015 (*)	2016	2017	2018	TOTAL
Luribay	320	224	60	200	<b>804</b>
Yaco	-	0	40	50	<b>90</b>
<b>Total</b>	<b>320</b>	<b>224</b>	<b>100</b>	<b>250</b>	<b>894</b>
			<b>574</b>		

(\*) women trained in 2015 are included, before the formal program start date in 2016

Source: Own elaboration from Annual PIDESVI reports.

In this process of strengthening women, a well-structured under a training plan that includes the gender thematic is observed, implementing from a strategy of strengthening for women with productive entrepreneurship to support family income making and has produced very good results since it was possible to articulate the provided equipment within the framework of execution in the LOM component to the training centers (sewing machines) of the Local organizations, with the training. These processes have allowed the transference of skills to the women, particularly in topics related to dressmaking which allows the beneficiary women the possibility of generating additional economic incomes that are constituted as an assistance for the family but also and the most important, it has allowed the strengthen of their self-teem and empowerment not only at family level but also from the community

“They have taught us how to make Mantas and polleras, y has already made a pollera for me and saved money because I only bought the fabric, and my sister in-law wants me to make one for her an I’m going to sell it to her and earn some money and buy more fabric to make polleras”

**Anchallani Community women testimony – Municipality of Luribay**

<sup>13</sup> The information presented in this subheading belongs to data of trained women in confection presented in the annual report of the IAVDIP, however difference in data between the report of 2017 and the annual report of the program were identified in the same year.

In the framework of the second product, they have also worked with the educational communities so that these *know and practice the rights of the boys and girls and teenagers*. Since 2016 the project **“Girls and Boys Count”** developed in concert between the ombudsman offices and MAN-B sought to sensitize the educational community about the rights and duties of the C&T, the work was done specifically with the following actors: girls, boys and teenagers, parents, Educational directions, teacher’s staff and ombudsman offices officers.

**Image N° 13: Children and Teenagers Sensitization Activity**



Source: Annual Memory IAVDIP-2016

Actions of training and sensitization were developed in 25 educational communities, reaching 1,394 boys, girls and teenagers, 108 parents, 41 principals and 280 teachers, the developed labor has achieved that the rights of children and teenagers take a transversal position in all the intervened Educational Units involved actors and that girls, boys and teenagers can be the direct operators of the full exercise and compliance of their own rights.

With the teachers, besides training them in C&T rights, they have also worked in topics of classroom management, human warmth concepts and empathic communication towards the parents and students, looking for a change in the teaching and learning processes, the have also worked and trained officers from the children Ombudsman offices to strengthen their knowledge and skills in boys and girl’s assistance.

Another aspect in which they worked was in the *Strengthening of Women’s knowledge so that they can exercise their citizen rights* starting from an awareness and socialization campaign to women from *Bartolina Sisa* organization within the framework of the project **“Leader women in action”** where 857 women from both municipalities were sensitized, regarding their rights, Law No. 348, the family code, the risks and penalties of family violence against woman, gender equality, self-esteem and leadership, this work was developed in 2016 and 2017, additionally different activities were carried out with the active participation of women and the support of other local institutions (health facilities, women’s network, ombudsman office, SLIM and others) to sensitize society about violence against woman through the development of a *fair against the violence, a marathon for the family*, theater contests, and jingle’s emission; material about violence was also printed so that it can be distributed in the different organized activities and in the SLIM offices and Ombudsman Offices.

**Image N° 14: Printed Material for Violence Against Women**



Source: Documentation provided by MAN-B



An aspect that must be highlighted is that women who participated of these sensitization processes, replicated the acquired knowledge in the communal meetings with other women from the community generating a multiplier effect from the intervention.

Tightly linked to the activity above is the *training about gender and generational rights*, since, through the fairs, marches, jingles and plays it was possible to sensitize 3050 people about women, boys and girls and teenager's rights.

Image N° 15: Training Women



Source: Annual Memory IAVDIP-2017

The compliance of the second product reaches in average 105% which allows to state that the established indicators with the developed work in both municipalities until 2018 were accomplished.

Moreover, although it is not an activity covered in the PIDESVI planning, during 2017 and 2018 training for the municipal officers in both municipal governments was made to strengthen local authorities and public servers' abilities for local development support through the implementation of updating processes, strengthening and education about Law No. 1178 and their systems, responsibility for public functions, team work contributing that way to improve the assistance and public function of both municipal governments.

"MAN-B helped us with Municipal officers training, for two days we gathered and learned how to take forward the municipality, how planning and working from the Municipal Government must be done"

Interview to Municipal Authority– Autonomous  
Municipal Government of Yaco

Additionally, it was evidenced that within the framework of the LOM and for measuring the compliance of the **Result** two (2) indicators were established. Until 2018, 78 Local Organizations were supported in the incorporation of their projects in the AOP (Annual Operative Plan) of their municipalities having reached a 60% of compliance regarding the Ombudsman offices of Luribay and Yaco, it was possible to include their projects in the municipal OAP's to improve the coverage and case assistance and to promote their services.

To finish off, it is possible to state that the implementation of the different planned activities have contributed to the compliance of the result since the organizations have been able to develop an effective Communal Management, exercising justice and equality, achievement reached through equipment and training which strengthened leadership in both women and men from the local Organizations who exercise their right and lead the search for development and economic, social and familiar wellness in their communities.

#### d. Production Sector (employment and incomes)

The Eco regions existent in the municipalities that are part of the area of intervention of the PIDESVI correspond to a dry Central Puna (Luribay and Yaco High Areas), head valleys (Luribay and Yaco intermediate areas) and Inter-Andean valleys (arable lands adjacent to rivers of Luribay and Porvenir), thus on the basis of the traditional productive systems and the productive potential of these eco regions, local producers of both municipalities prioritized attention to the productive areas considered dominant for their economies and food security specifically potatoes, camelids, sheep and cattle

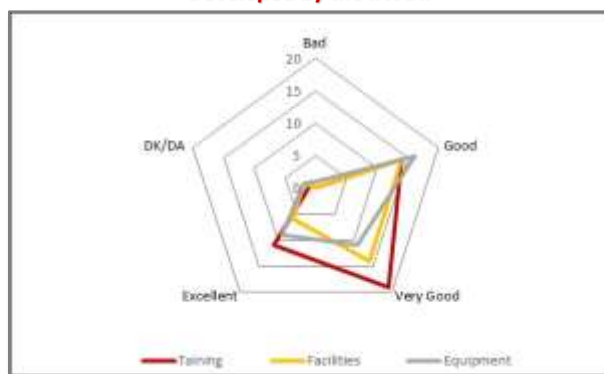


livestock in the high areas. Potatoes, green beans, peas, vegetables sheep and goats livestock in the intermediate areas and fruit trees (mainly peaches) in valley areas.

Based on this prioritization of productive areas made by the producers themselves, the PIDESVI gave support with projects (punctual actions), processes that are addressed to the improvement of the production, to the transformation of the products and to the access to water for irrigation as a fundamental productive base for the local productive development, within the logic of supporting the productive prioritized processes the financed actions by the PIDESVI were executed in three components or basic products: i) productive facilitates, ii) equipment and iii) training.

Regarding the survey applied to producers they were asked about their perception of the work developed by the PIDESVI in each one of these topics. As seen in the graph, it is possible to evidence that most of the surveyed producers qualifies the support received in the three components of the PIDESVI as good, very good and excellent, evidencing that the perceptions from the producers about the training actions are tilted towards the criteria of very good arguing that their improvements in production are largely due to the new knowledge and acquired abilities. In the same way the tendency to the appreciation of the surveyed people regarding the support in *infrastructure* it varies between good and very good, since they consider that these are well done and high cost investments that they would not have been able to implement with their own resources and besides they are working in a proper way. Finally, the surveyed producers state that the support with the *equipment* has been good since it allowed them to implement technological improvements for the production and the transformation of products that they have always wanted to do about could not do due to the lack of orientation, technical assistance and resources.

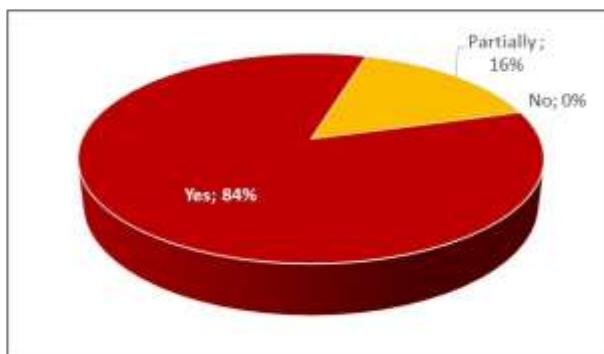
**Graph N° 11: Rating of the Beneficiaries about the Actions Developed by the IAVDIP**



Source: Survey conducted to producers.

Under the previous considerations and in a general way, the action of the *sector or project of Production and food security* contributed to give an effective answer to the main productive demands from the local population in both of the municipalities that are part of the area of intervention of the PIDESVI. As seen in the graph 84% of the surveyed people consider that the PIDESVI successfully answered their principal productive demands while just 16% consider that these were partially answered, others indicated that the actions favor only those who live nearby and have more access to them.

**Graph N° 12: Conformity of the Producers About the Answer of the IAVDIP to Their Productive Demands**



Fuente: Survey conducted to producers.

In any case, it is important to indicate that the productive demands were identified and prioritized by the beneficiary population itself under the following strategically criteria:

- PIDESVI support was focused towards the improvement in those crops that are from major importance for the family economy; potatoes in the High areas; green beans and peas in the head valleys and peas and peaches in the valley areas, likewise, the aim was to improve livestock production which is traditionally practiced in the high areas whose products are income generators (livestock sale, skin, meat, leather and wool) and where the guano (fertilizer) they produce is also a fundamental part in the integral productive system (compost for agriculture).
- In the head valleys and valleys, the aim was to increase and/or improve the access to water as a productive base since this is a scarce resource and has become one of the main limitations for the economical-productive development from the region.
- Considering that fruit and meat are highly perishable products, transformation of products to generate added value to the production and widen the commercialization periods for these products was prioritized too.
- Some producers aimed to take advantage from the productive potential from the dominant agro-ecosystems, testing new productive options or alternatives in order to diversify production and consequently improve the incomes and food security from the producer families,

Within this framework during the period 2015-2018 the local producers defined in executed their own actions or production and food safety projects that being supported by the PIDESVI allowed to accomplish the following table of results and specific products.

**Table N° 23: Compliance of indicators from the Sector Production 2015-2018**

Objectives	Indicator	Base Line	2019 Goal	Accumulated result up to 2018	% of compliance up to Dec. 2018	Comments/Observations
<b>Result 4: Agricultural production</b> Increased production and productivity in the local productive systems in the PIDESVI area of action.	· The yields of the Agricultural production were increased in 25% in 35% of the families in the area of intervention.	0%	25% of increase	between 0-100 % of increase in the yields	100%	There is not an average yield increase nor weighted yield according to the number of beneficiary families Increases vary according to the economic activity and also according to the own abilities of each beneficiary family.
			35% of the families	44% of the families improved their production and/or yields	126%	They are 1,045 direct beneficiary families in the projects from 2,374 that live in the beneficiary communities that improved their production in quality and quantity.
<b>Product 4.1: Infrastructure</b> Communities and organizations with Appropriate Agricultural Productive and transformation infrastructure.	· 10 Micro Irrigation Systems implemented with adequate technology.	0	10 Systems	8 Systems built and operating	80%	8 Micro Irrigation Systems were built in the same number of communities namely; Cotaña (2015); Tamaza and Thumi (2016); Alto Carayapu and Huntuta (2017); and Challoma Chico, Oculani and Villa San Juan (2018)
	· 10 Agricultural Infrastructure implemented in the productive chain	2	10 infrastructures	25 Infrastructures for livestock production support built and operating.	250%	Different types of productive infrastructure were built for the livestock production improvement: 2 anti-parasite bathrooms in 2015; 10 feeders and drinker in 2016; 12 roosts for llamas in 2017 and one anti-parasite in 2018. The feeders, drinkers, and roosts are small infrastructure.
	· 5 Centers of transformation Built and operating.	3	5 Centers	3 transformation infrastructure built and operating (1 center for fruit processing and 1 solar dryer for charque elaboration )	60%	The fruit transformation center built in 2016, benefits the Women organization AMPROF from the Rancho Grande Community. The sun dryer (relatively complex and onerous structure) was built in 2017 for the elaboration of llama charque in the Anchallani Community benefitting producers from 4 communities. No more centers of transformation were built due to their high cost, municipal counterpart absence and the impossibility for the producers to cover 50% of the building cost.
<b>Product 4.2: Equipment</b> Organization with productive and agricultural	· 9 Agricultural Organizations with appropriate equipment	0	9 Organizations	5 Productive organizations with equipment for the	56%	The fruit producer organizations ASFRUL (2016), AIPAQ-L and AFRUY (2017) and AFEVAL and AFRUVALUP (2018) got access to Moto-

Objectives	Indicator	Base Line	2019 Goal	Accumulated result up to 2018	% of compliance up to Dec. 2018	Comments/Observations
transformation appropriate equipment.	for the production and complementation from the productive chain.			development of good practices.		fumigators for Phytosanitary control of the peach.
	· 5 centers of transformation with equipment that give added value to the agricultural production.	3	5 Centers	4 transformation infrastructure equipped for fruit transformation and llama charque processing.	80%	The transformation centers from the AMPROF (2015), AMEPFL (2016), and OMPEA (2017), fruit producer organizations were equipped for processing and transforming fruits and the charque dryer of the camelid producers association AMPAL was equipped for improving the process of making and drying of charque.
	· 10 Associations of irrigators with Statutes and regulations and tools for self-management that guarantee access and rights for irrigations.	2	10 Associations	5 Organizations of irrigators with statutes and regulations for administering their Micro Irrigation systems and guarantee their associates access to water for irrigation	50%	The irrigators association from the communities Thumy and Tamaza (2016), Huntuta and Alto Carayapu (2017) and Challoma Chico (2018), made and approve their statutes and regulations for a good management of the irrigation in their communities. Other two organizations of irrigators (Oculiani and Villa San Juan), stood in the process of making of their S&R
	· 726 families apply technologies and knowledge of good practices in the improvement of 5 important crops from the area.	145	726 Families	545 families have accessed new knowledge and developed new techniques and skills for improving productivity of 4 crops and improve the quality of their products	75%	43 families of potato producers from Colliri (2015), 139 families of potato and peach producers from 7 communities of Luribay (2016), 223 families producers of peach, potato and green beans from 5 communities of Luribay and Yaco (2017) and 140 Producers of peach and peas from 6 communities of Luribay and Yaco (2018), have been trained and apply new technologies and good practices for the improvement of the productivity in their crops.
<b>Product 4.3: Training</b> Producers with knowledge and appropriate production practices.	· 544 Families apply techniques and appropriate supplies in the improvement of 3 important livestock species.	109	544 families	378 families that work with livestock production have improved their knowledge and techniques for a better handling of their livestock, achieving better yields and a better animal health.	69%	166 families from 8 communities from Luribay and Yaco, have improve the sanitary handling of their livestock (camelid, sheep, cattle, goat and equine), also from dogs (2015); 112 livestock producer families apply techniques and use appropriate supplies for the livestock production: 20 families from Anchallani Sub-central in the fattening of cattle livestock and 92 in animal health campaigns (2016); and other 100 families from 4 communities from Anchallani Sub-central improved their techniques for camelid livestock breeding and sanitary handling of livestock in general (2017).
	· 180 families organized in Functional productive associations access to competitive markets.	84	180 Families	109 families of producers (peach) have formed and/or strengthened their organizations and have improved their productivity and the quality of their product to access competitive markets.	61%	15 families from the organization ASFRUL in the community Ancocora, have improved their production to access competitive markets in an associative form (2015); 50 families from the organizations AFRUY and AIPAQ-L, have organized and developed actions to access competitive markets (2017); 44 families from two productive organizations (AFEVAL from Matara community and AFRUVALUP from Pucuma community), have organized and initiated actions to access in an associative form to competitive markets (2018).
	· 72 Families with knowledge in associativity, marketing and transformation technologies give added value to 5 agricultural products.	34	72 Families	59 families of fruit producers (mainly peach) and camelids, have acquired knowledge and adopted new technologies for the associative work and the generation of added value in two	82%	20 from the women organization AMPROF (Rancho Grande), have initiated processes of fruit transformation– peaches, in an associative form (2015); 12 families from the women organization AMEPFL from the Catavi community, develop processes of fruit transformation in an associative form (2016), 13 families from the women organization OMPEA from Matara community, transform fruits in an associative form and accessed local markets (2017); 14 families affiliated to the

Objectives	Indicator	Base Line	2019 Goal	Accumulated result up to 2018	% of compliance up to Dec. 2018	Comments/Observations
				agricultural products (Peach y llama meat).		organization AMPAL, under associative criteria transform camelid meat into charque and commercialize the product in local and departmental markets: La Paz and Yungas (2018).

Source: Own elaboration from information provided by MAN-B technicians in annual reports from the PIDESVI

Down below, the interpretation of the previous table about the Productive Sector indicators compliance, considering the three components or basic products mentioned before.

About **infrastructure**, the improvement of the agricultural production through the construction of micro irrigation systems was supported, processes of added value production were supported through the construction of a fruit transformation center and a drying room for the elaboration of charque (dehydrated meat); besides the improvement of livestock production was supported with the construction of water fountains, feeders and roosts for the camelids livestock and anti-parasite baths for the sanitary handling of the camelids, sheep and goats livestock.

It is important to indicate that all the facility works were developed from a “local design” which means that they are the result of the conjunction between the technical criteria handled by the technical staff from the PIDESVI and that are expressed as recommendations or orientations to the beneficiary groups for the formulation of their projects and situations of reality that the producer live day by day that allows to identify organizational processes, resources, moments (opportunities), logistics, proper places for the location of the infrastructure, etc.

“To know where the main pipeline should go by, we told the technician which sectors frequently fall down and how to carry materials to the workplace”.

**Interview to irrigation producer from the Huntuta Community – Municipality of Yaco**

The construction of the eight micro irrigation systems has been proper and of entire satisfaction for the beneficiary population. Currently all of them are working and allow irrigation through different techniques: by gravity and with the use of hoses, drip tapes and sprinklers too, however these works represent only the 80% of the planned goal. It was not possible to build the total of planned systems due to three (3) main reasons: i) water fonts in the area of intervention are very scarce; thus many communities do not have the possibility access micro irrigation or if there are water fonts, they are very distant which would represent micro irrigation systems of irrational investments, ii) Municipal Governments do not count on much resources to co-finance the required work though they are a municipal jurisdiction and iii) current authorities and communal leaders are not very dynamic and/or proactive as a result they take long to react to the support offered by the PIDESVI

“People in other communities want micro irrigation just like ours, but they would have to bring water from far areas and besides the leaders fall asleep and do not ask for support”.

**Interview to irrigation producer from the Community Ocallani – Municipality of Luribay**

The infrastructure work for the improvement in the livestock production totalize 25 and represent 250% of compliance from the planned goal. The goal was widely over executed due to that in its major part they are small works and investments in water fountains, feeders and roosts that help enormously to improve the handling and performance of the livestock. The Major investment works are the anti-parasite bathing rooms that are used by many communities at Sub-central level (it means that not only the communities where they were built are benefited) all of these works are in use and are of total conformity in the beneficiary populations.

Infrastructure for the agricultural products transformation is given by two important works: a center for fruit transformation in the valley and a drying room for the transformation of llama meat into charque in the high area of Luribay. These works mean 60% of the planned goal. A bigger number of work was not possible due to two (2) fundamental reasons; i) they are high cost investments that are not in the priorities of the municipal governments for this reason there was not a municipal counterpart and it would be very complicated for the beneficiaries to cover 50% of the works cost, even if we consider that their contribution would be a combination of workforce and economical resources in cash and ii) because they are High areas the distances between the location of a transformation center and the production areas are significant, aspect that would difficult the use of the infrastructure for all the involved producers.

Regarding the **second Product** or component of the PIDESVI referred to **equipment** actions to support Agricultural Production “partial smart subventions” were made so that the applicant producers can access to equipment, supplies, grafted plants and improved male producers meeting their primary demands. They are denominated partial smart subventions because co-financing policies were applied (50% from the investment covered by PIDESVI and 50% by the beneficiaries), prioritizing also some strategic investments that allowed to reach qualitative-quantitative improvements in the production.

“We agree on paying counterparts for moto-fumigators, though what we have to give is a lot and some producers leave it for later.”

Interview to peach producer Collpani Community – Municipality of Luribay

In this framework, five (5) Agricultural producer organizations (fruit production field), that represent the 56% of compliance from the planned goal who depending on the case accessed to Moto fumigators, fumigator back packs, grafted plants, certified seeds which allowed them perform a better handling of their crops and old fruit plants and in some cases they allowed the gradual or total renewal of their peaches orchards. It was not possible to accomplish the planned goal because the producers and their social organizations (union and/or productive) delayed in letting us know their demands and present a project of attention for them and also because in many cases the counterpart to be paid seems high for them.

“If there wouldn’t be support from the Mission, it would be difficult that we buy grafted Plants and fumigators ourselves.”

Interview to peach producer woman Alto Carayapu Community – Municipality of Luribay

In any case it is important to indicate that the support with equipment to agricultural producers had much higher to the planned goal scope and coverage planed by the Project of Production and Food Safety, being very probable to have overcome the planned goal, since the equipment, supplies, grafted plants agricultural inputs reached a higher number of producers who were not necessarily associated or affiliated to productive organizations (i.e. Colliri sub-central potato producers which involves four communities improved substantially the production of this tuber by using certified seeds, applying good practices and the use of correct supplies, -fertilizers and phytosanitary products- which they accessed with PIDESVI support) however because of the fact of not having formed a productive organization or association they do not appear or are not registered in the achievement indicator.

Regarding the equipment to Transformation Centers a total of four productive organizations (three fruit producers and one camelid livestock producers) that together represent an 80% of the planned goal, accessed to the equipment for the infrastructure of transformation they already had, the total of the goal was not reached since there are no other organizations in the municipalities that have

transformation centers and/or are working in added value generation for their products currently, it is worth to highlight although the equipment of these four center has been appropriate with quality equipment and tools that are of full satisfaction for the beneficiaries, none of them has handled with the SENASAG registration<sup>14</sup>

The **third product** or component of the PIDESVI that supported in a transversal way all the actions of the sector or project of Production and Food Security, has been the **Training** that in a general way allowed the producers improve their capacities to use the infrastructure and equipment they have and access new knowledge and new technology for the qualitative and quantitative improvement of their production.

In the framework of the training action, five organizations of irrigators (which represent 50% of the planned goal) have elaborated and approved the statutes and regulations for an adequate management of the micro irrigation systems they have. The participative process of statutes and regulations elaboration allowed that all the producers of these organizations acquire knowledge and compromises for the management of the systems and the adequate administration of the water they have. In any case, during the field work of the evaluation mission it was possible to evidence that all of the visited micro irrigation systems are properly operating and that at the moment responds to the demands of the producers with no need of elaborating irrigation plans or shift systems, only in one of the cases (Ocollani community system) producers are still under trial period of determining the surface possible of irrigating effectively with the system they have.

On the other hand, from the training actions developed in the framework of the PIDESVI at least 545 producer families from the municipalities of Luribay and Yaco that represent 75% of the planned goal, improved their agricultural production in four crops considered priority for their economy and food security: peaches, potato, green beans and peas. The training of these producers was through different actions (theoretical-practical courses, in-parcel practice, visits for exchange of experiences, etc.) but punctual in the sense that they provided an effective answer to overcome the main difficulties or “bottle necks” that affect the producers. This activity was in charge of the responsible technicians for the execution of the projects (technicians hired by the beneficiaries themselves) but also from expert consultants in high specificity subjects (i.e. grafted plants). It was not possible to reach the planned goal due to two primary factors: i) assistance to processes was prioritized which means that those producers who accessed to infrastructure and/or equipment, had priority attention on training actions, or also those producers that at the beginning accessed to training actions and then supported with equipment/infrastructure. ii) a great part of the producers from both municipalities are still resistant to change and prefer to continue with their traditional production systems until they see results on the entrepreneur producers.

Other 378 families work with livestock productions (which represent 69.5% of compliance of the planned goal) improved their knowledge, skills and abilities for a better handling of their camelid, sheep, and goat livestock primarily, obtaining important improvement in the production performance of, meat, wool and leather. Training added to the

“We started by the health of our livestock, they have trained us to accomplish a vaccination and deparasitation schedule and now we also have an anti-parasite bathroom”.

**Interview to sheep livestock producer from Colliri Community – Municipality of Luribay**

<sup>14</sup> “Servicio Nacional de Sanidad Agropecuaria e Inocuidad Alimentaria – SENASAG” (National Agricultural Health and Food Safety Service – NAHFSS).



infrastructure (anti-parasite bathrooms) and equipment (access to improved breeders equipment and veterinary supplies) allowed them to improve the consistency and health of their livestock and reach a higher live weight and less mother mortalities and their pups (it was frequent that during the time when calves are born and mothers nursing period that mothers used get weak and die, also compromising the life of their pups) also the producers of camelids from the Anchallani Sub-Central entered improved breeders (k'aras) to improve the genetic of their livestock.

Regarding the commercialization of the production, 109 families from 5 fruit farmer organizations (that represent 61% of the planned goal), acquired knowledge and abilities to enter into competitive markets under an associative system, however the efforts to commercialize their production did not materialize because they still do not count on many

"We have our own fruit producer association but we have not sold as association yet. We keep commercializing individually"

**Interview to peach producer Alto Carayapu  
Community – Municipality of Luribay**

information about fruit markets that demand considerable volumes of products. It was not possible to reach the planned goal because not all the producers' organizations are willing to commercialize their products under an associative system and also because the necessary logistics do not exist for the purpose (there are no collection centers, nor collection and quality control mechanisms). Being that the situation, the commercialization of the production was developed labeled as associative but the individual or each family system was kept.

In this product of the PIDESVI it is worthy of mention that it is very probable that the planned goal had been accomplished or even exceeded since there are many not registered producers that participated in the action of commercialization. Regarding that MAN-B, the Municipal Government of La Paz, Swiss contact and the Productive Development Bank PDB, promoted and contributed to Luribay products sale (peaches and transformed products) in localized fairs in residential neighborhoods in La Paz, where the producers were able to sell their products at acceptable prices. This action allowed to open the possibility that in the next year Luribay fruits (mainly peaches) would become a part of the Complementary Scholar Feeding in the municipality of La Paz which would be an important and competitive market that demands considerable volumes of product.

Also, 59 producer families from four productive associations (that represent 82% of the planned goal) have developed and/or strengthened their associative processes focused on the transformation of two agricultural products (peaches and llama meat) acquiring knowledge and abilities to commercialize their products. This has allowed them to make a collective use of their infrastructure and equipment for transformation, looking for the standardization in the quality of their products and reach the market with competitive products. Something that highlights is the llama dried meat, the opening of a llama charque market in the region of Sud-Yungas, which is allowing them to almost duplicate the price of this product in local markets, the planned goal was not reached because at the moment only the organizations and producers assisted made an incursion in the transformation of products.

"Not all of us sell charque in the same way, I sell at a good price thanks to my relatives who live in Yungas but others only sell here".

**Testimony of a llama meat transformer from Thumy  
Community – Municipality of Luribay**

Although it can be evidenced in the table of indicators that the major part of the goals was partially reached, the group of executed actions and the productive improvements they represent, allow to evidence that the **Result** planned by the PIDESVI for the Sector or project of production and food security was successfully accomplished. The increase in the performance of the crops is in a range

between 0 to 100% since the increase in the productivity from the crops and livestock has not been uniform for all the producers neither on the crops nor on the types of livestock. Some examples that support this statement are the following:

- In the Peach Producers, the improvement in the performance tilts between 0 and 10% depending on the actions they developed to improve their production. There are producers that adopted only the management of good practices, others that are renewing their orchards in a progressive form, others renewed their whole orchards and other who combined two or three of the previously mentioned actions. The producers who renewed their orchards with grafted plants could not reach the increase in the performance since these new plants are not in production phase yet (fructification of these grafted plants starts in the third year). Other producer who already have their new plantations in their initial phases of production, did not reach an increase since the productivity of these plantations is still in very low levels. A big part of the peach producers made a regeneration cutting-fructification and a thinning of fruits in their old plants, practices that in the first years represent a decrease in the performance. There are also producers that in their old orchards applied rigorously the recommended crop handling techniques (soil management, fertilization, phytosanitary control using fertilizers and other adequate products), which allowed them to increase the performance of their crops up to 10% more (they obtained an average of one peach box/plant - 500 fruits approximately) and now they obtained 30 to 50 additional fruits, although this increases have been zero or with little relevance: it is a must to highlight that absolutely all the producers were able to improve the quality of their products, which resulted in significant improvements in the incomes (they produced a minor quantity of peaches but they earned more money)
- In the production of potatoes in the high areas and head valleys there were significant increases in the yields of the crops which tilted between 50 and 100% depending basically on the quality of the soil and the dedication that each producer gave to his/her crop. Starting on the use of certified seed from the Huaycha variety and the good handling of their crops (mainly by adequate phytosanitary control), the producers obtained harvests that duplicated the ones they obtained before with their local seeds or seeds they traded among the communities (for each arroba seeded they obtained an average of two (2) cargas "loads - 1 load=9 @ approx." before, now they seeded 1 arroba and obtained up to 4 cargas "loads" of potato). All the producers obtained a good quality product with a higher price in the market.
- In the peas, yields were slightly better than the ones that winter producers in the Luribay river beaches obtain. They reached an increase from 5 to 10% as a result of the use of quality seeds, form a better crop management but above all from irrigation and water quality (in the river beaches yields of an approximate of 100 Kg are obtained in 400 sq. meter, pieces of land, approximately 2,500 kg per Ha.; while in cultivable lands with irrigation between 105 and 110 Kg)
- In the livestock production, the increase in the yields is given mainly by the reached improvements in the health of the different types of livestock which results in a higher physical strength from the animals, a higher gain of weight and mortality reduction (gain weight earnings in Kg has been variable according the type of livestock i.e. in sheep an increase of 1 to 1,5 in the performance in channel was registered) in any case producers do not have precise data of the weight increase because mostly livestock is commercialized alive; thus the evidence of the higher performance is the higher price that other people are paying for their animals.

Finally, according to the PIDESVI data base, it is worth indicating that the productive improvements (performance improvements and quality of the agricultural products) reached 44% of the families that live in the communities where the actions of the Sector/project of production and food safety were executed, at the same time this percentage of coverage of assisted families in their demands represents

126% of compliance from the planned goal, that means they are 1,045 families of producers, direct beneficiaries that participated actively in the actions of the Sector or Project Production and Food Safety from the 2,374 families who live in the group of communities assisted by the PIDESVI. Similarly it is worth to highlight that the 1,045 families represent approximately 27% of the total of families<sup>15</sup> that live in both municipalities.

### e. Strengthening for Churches Sector

The **Area of Strengthening for Churches** counts on one result and two specific products whose indicators compliance degree from 2015 to 2018 is shown in the following table:

**Table N° 24: Compliance of indicators Area of Strengthening for Churches 2015-2018**

Objectives	Indicator	Base Line	2019 Goal	Accumulated result up to 2018	% of compliance up to Dec. 2018	Comments/Observations
<b>Result 5: Churches Strengthening</b> Involved local churches in the integral development of the community with Deaconry fundament.	· 10 Churches integrated in processes of local development in their communities.	0 out of 42	10 churches	8	80%	Data added from annual reports from 2015 to 2018
<b>Product 5.1: Infrastructure</b> Evangelical churches with infrastructure for social service.	· 1 shelter and student dining room built.	0	1 shelter and dining room (2016 goal)	1 (Accumulated 2016)	100%	This product was planned in the 2015 and 2016 plans and since it was accomplished it was no longer considered for 2017 and 2018 plans.
<b>Product 5.2: Equipment</b> Evangelical churches with basic appropriate equipment for Gospel announcing and social service.	· 1 Broadcaster equipped operating and sustained by the evangelical churches.	0	1 Broadcaster equipped (2016 goal)	1 shelter and dining room (2016 goal)	100%	This indicator was planned in the 2015 and 2016 plans and since it was accomplished it was no longer considered for 2017 and 2018 plans.
	· 5 Evangelical churches from the area with appropriate equipment doing social service in their communities.	0	5 Evangelical Churches	7	140%	In 2015, 2 local churches from the area were equipped for their cult services, data that is not considered in the compliance of the indicator.
<b>Product 5.3: Training</b> Pastors, leaders and church members trained and with practices of integral mission and deaconry.	· 30 pastors y church leaders from the area are supported and receive certificates of approval.	3	30 Pastors	15	50%	Data added from annual reports from 2015 to 2018
	· 20 youth church leaders from the area are supported and receive certificates of approval	0 de 218	20 Leaders	15	75%	Data added from annual reports from 2015 to 2018
	· 1 interdenominational organized organization working for the spiritual development of its region.	0	1 organization	1	100%	Data from 2018report
	· 15 local churches through their leader, share and strengthen values to students and parents from 15 Educational Units	0	15 churches	15	100%	Data added from annual reports from 2015 to 2018

**Source:** Own elaboration from information provided by MAN-B technicians in annual reports from the PIDESVI

Regarding the **first product of infrastructure**, it was programmed only in 2015 and 2016, having made the construction of a dinning shelter with the purpose of housing the people who arrive to Luribay in the harvesting season and do not have where to stay or feed; this activity was made 50% in 2015 and was concluded in 2016 with the initiative of the Church of El Porvenir.

<sup>15</sup> Approximate information in function to the population of both municipalities (Luribay 11,139 inhabitants. and Yaco 8,349 inhabitants.) also considering an average of 5 inhabitants per family (3,898 families).

In the **second product of equipment**, during 2015 and 2016, support was given with equipment for a radio broadcaster with two (2) radial bonds for Porvenir and Anquioma with coverage in Loayza Province and other surrounding areas.

It is also identified that nine (9) churches were equipped in the area of internal work of the churches as well as with work equipment that helps to the Gospel broadcasting through values in the Educational Units, reaching an achievement of 180% in relation to the planned goal.

In the case of the church from Luribay, the PIDESVI supported in the implementation of a project named New Hope, whose aim is to support school reinforcement to boys and girls but also to provide a service of social support to the elderly citizens from the community, these activities are developed with the purpose of joining both generations to socialize experiences and knowledge from elderly people towards boys and girls, transmitting values through the exercise of serving elderly people. It is a project that is giving good results in the field of service and value transmitting.



Source: Ocular Inspection in the field operative.

Another activity that started in 2015 is the equipment of a radio broadcaster addressed to broadcast the gospel and the deaconry; this was totally equipped in 2016 and it is being sustained by the evangelical churches in Luribay.

In the third product referred to **training**, it is identified that the municipality of Luribay fifteen (15) pastors were trained in the theological biblical field and reached their certification, this process was made in agreement with the Theological Seminary from El Alto during 2016 to 2018; although the process was initiated with twenty three (23) pastors, not all of them were able to conclude the process due to different reasons, consequently 50% of compliance from the planned indicators was reached, however it planned to perform a new version of this process in this year and the following.

Another field of training in leadership has been addressed to young people with a goal of twenty (20) young leaders from the ones named *Ambassadors of Christ*, finishing the process with fifteen (15) leader, achieving a 75% of the planned goal. These training sessions are qualified as valuable since they have allowed young leaders to lose the fear to public speaking and be able to go and preach the gospel as well as to develop skills of leadership and management.

Another planned activity is related with the formation of an Interdenominational organization that can make possible the sustainability of the activities and projects of each church which is still in progress of formation since especially in the municipality of Luribay most of the churches belong to God's Assemblies (asambleas de Dios) and all the activities have to be coordinated with the regional executive of the denomination, this situations has made difficult the formation of the organization, mechanisms have been searched to develop a more direct coordination, with that it was possible the formation of a development booster committee of this organization hoping to consolidate the organization this year.

**Image N° 17: Park Installed in the Church of Anquioma**



**Source:** Ocular Inspection in the field operative.

It was also planned the making of a training process addressed to leaders from churches in topics that allow them the transmission of values to students of the Educational Units, it has been possible to train members of fifteen (15) churches complying that way with 100% from the established indicator. An element worth of highlighting has been identified in the Church of Anquioma where the pastor who leads that church, beneficiary of the process of training, took the initiative of implementing with her own resources a playground for boys and girls where on Saturdays and Sundays in the afternoons, young people from church assist local boys and girls through games and offer them a snack, transmitting them values such as respect, order, confidence etc. this is the only one assistant in the locality.

Finally, and as a consequence of the implementation of the different planned actions it is possible to state that there are sufficient proofs that the formulated **result** for the **Strengthening for Churches Sector** is being accomplished since it was possible to make churches go out from their temples and turn to the community, being transformed into support for their community's operators through the transmission of values. The transmission of values has been combined with the educational field since under an agreement between churches, the Education District Direction and the Educational Units it was possible to introduce the topic of the values as a part of the boys and girls and Athlete teenagers' preparation who participated at the Plurinational Games and represented the municipality at departmental level.

#### **f. PIDESVI Goal Compliance**

Finally, and following the Methodological design it is important to verify if the activities, products and results obtained with the implementation of the Project are contributing to the compliance of the long term goal established in the document of design of the PIDESVI which is the following:

*To Contribute people, families and communities from the municipalities of Luribay and Yaco to have well living conditions (1) and opportunities within a regional revitalized economy (2), under the prominence of men and women integrated to sustainable local development processed, strengthened local organizations and fairer societies (3)*

Starting on the revision of the verification from the compliance of products and established results for both the programs and the projects of the PIDESVI and despite of the adjustments made to its design, particularly in 2017, there is enough evidence to state that the long term general goal or objective of the PIDESVI has

been accomplished during the course of its implementation. This statement is based on the following analysis:

- (1) The implementation of the carried-out actions, particularly by the *Sectors of Education and Health* have made possible the improvement of the living conditions for both boys and girls and the population in general. Count on proper conditions for the development of the processes of teaching or improvement of the possibilities of access to health and secure water undoubtedly contribute with this objective.
- (2) The implementation of *The Productive Sector* has contributed in the increasing of the opportunities of the economy revitalization from the municipalities of intervention which is influencing in an improvement of the familiar incomes as well as in the conditions of production and commercialization applying adequate and environment friendly technologies
- (3) the implementation of the actions carried out by the Local Organizational Management and Area of Strengthening for Churches has strengthen the prominence of men and women in the social and human development of the municipalities of the intervention, with that, it was possible to strengthen the Local organization, both the social ones and the ones related to church, with that, it is contributing the creation of fairer societies in the context of intervention

### 3.4. Impact

The analysis of the **impact**, is made under each one of the sectors in which the PIDESVI intervened and from those, the impact generated in each one of the beneficiary groups with the intervention is identified.

#### a. Educational Sector

In **education**, the main results that, in some cases are already in process of being transformed into impacts are identified in the **students** of the different Educational Units since the intervention was integral under the intervention of different topics.

Counting on new and wide infrastructure, with appropriate equipment and furniture constitutes into a motivational aspect that generates a significant impact in the students since it influences positively in their levels of attention, improves the development of the educational practice from the teachers and resulting into a better academic performance.

Learning values has also contributed to the students is that they develop themselves and become more open and able to express themselves, positively impacting the way they relate one another not only in the school but also inside of the family where a multiplying effect of the values and practices related to the faith are generated

Another group in which a positive impact has been generated is **the teachers** since pedagogical strategies that professionally enrich them have been transferred to them. Training in topics of updating, innovative methodologies, and ludic teaching methods have strengthened the performance of the teachers and it also motivates the teacher's practice in a proper way that impacts the quality of education.

"It has been very useful for us, because we have seen the interest of the children in learning playing and that way improve their grades"

Interview to Tablachaca Educational Unit  
Teacher – Municipality of Yaco



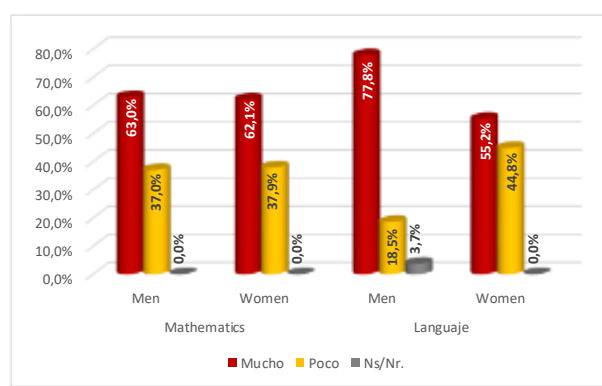
Finally, in **the parents**, some skills in educational processes have been provided addressed to support and strengthen education and academic performance from boys and girls inside of the family. A non-planned effect was presented at community level since a contribution was made to strengthen the social cohesion inside of the Educational community since building classrooms and sanitary units generates and environment of cooperation for a common superior objective, mainly focused on improving the conditions in which boys and girls take classes.

“We had to organize ourselves to help in the construction of the classrooms. That joined as parents and with the school teachers”.

**Interview to member of the School Board Educational Unit Iracahi – Municipality of Yaco**

The integrality of the actions allows that the most significant chance took place in the improvement of the Academic performance in the students from the beneficiary Educational Units, since all the developed actions have contributed to consolidate this effect. This perception seems to be confirmed by the revision of the provided information by MAN-B where an improvement in the average of the **academic performance** in the subjects of mathematics and language; perception that has been ratified by the same students in the survey that was applied in the educational Units. As observed in the graph almost 100% of the students have the perception that their grades had an improvement and in most of the cases “a lot of improvement”, that shows the importance that the implementation and pedagogical practices had over the boys and girls

**Graph N° 13: Boys and Girls Perception About Whether they Improved their Grades Product of the Training**



Source: Survey conducted to boys and girls

### b. Health Sector

The impact generated in the Health Sector is differenced in function of the involved actors that have been benefitted with the different interventions carried out in the PIDESVI framework.

One first impact is identified in the **population in general** since the improvement in the health facilities is evident in what concerns to infrastructure, equipment and supplies being able to count on equipment allows to respond the demands with more efficiency and efficacy over the ones of other users. Improving the possibilities of getting appropriate diagnostic, efficient treatments of higher quality. In this context it is important to mention the impact caused in the municipalities of Luribay and Yaco with the possibility of having a Clinical Laboratory situation that is more evident in the Municipality of Yaco where the laboratory is already operating for almost 12 months, that, has allowed the community to generate economic incomes promoting a reduction of the economic resources that were addressed to transportation from the community to the principal cities looking for laboratory tests, reducing at the same time the risk of losing patients sin the going out from the municipality to get a complete diagnostic is no longer necessary.

“With the Laboratory our people doesn’t go to the city anymore, so it generated money for my Municipality and also the people is not in danger of going to the city”

**Interview to Municipal Officer from the Health Area – Municipality of Yaco**

On the other hand, life habit generation and healthy practices in actors such as **boys and girls** has shown a positive impact in the adoption of personal hygiene regulations, tooth brushing and healthy feeding that although is being practiced with special emphasis inside of the Educational Units, it is also possible to see its impact inside of the homes, effects that was not planned in the design of the project since boys and girls become into natural facilitators and replicators inside their houses teaching theory parents, siblings and family in general about the importance of a good hand washing or an adequate oral hygiene, being these knowledge accompanied by the adoption of a healthy feeding that allows to use the present supplies in their communities giving priority to local production and their nutritional values.

"My mom didn't wash her hands properly before, I taught her how I make it in the school and now she does it in the same way"

**Intervention to Focus group with boys and girls from Educational Unit Pampajasi – Municipality of Yaco**

The training processes in diseases and nutritional prevention have permitted **parents** to apply their knowledge not only to feed their families better but also to socialize these knowledge outside their houses in fairs organized by the municipality as well as inside of the Educational Units or inside of spaces for women, this way prevention of disease has been effective in a wide range of actors that perhaps have not been part of the training but have been part of a whole network of actors that have been benefitted with these knowledge.

"Our mothers have cooked in Health fairs, have shown what they know how to do with local products, they have won prizes from the Municipality, that way they motivate and now ask when there will be another fair"

**Interview to Local authority from health– Municipality of Yaco**

Regarding the **members of the community**, the water systems provide improvement in the health conditions avoiding the consumption of water that comes straight from the river since in the past water was provided for a couple of hours and only to some sectors of the population. There is a coincident perception that hydric origin diseases (diarrheas) have reduced, but there are still problems they have to carry because of the lack of bathrooms that accomplish the basic sanitary conditions.

"We drink safe water everyday now, there aren't Diarrheic diseases now as there were before"

**Interview to woman from the Community of Anquioma – Municipality of Luribay**

Finally the impact generated at the **local authorities'** level is important since a culture of responsibility with health has been generated. The authorities have strengthened their capacities in health management and develop assistance to the health staff along with the social structure which has allowed to achieve all the progress in health.

In his sector and as a product of the developed actions, building a remarkable improvement in the conditions of the infrastructure and equipment of the health facilities is identified as *the most significant change* which influences directly in the quality of assistance provided to the users especially in what is related to the possibility of counting on clinical analysis in less time with necessary efficiency and efficacy

### **c. Local Organizational Management Sector**

The Impact generated in **Local Organizational Management** in each of the involved actors is shown down below.

Regarding the work developed with **male and female leaders**, the effects are observed in the strengthening of their leaderships. The possibility of participating in the Administrative Committees in charge of the management of the different projects supported by MAN-B have generated some abilities and knowledge around the execution and administration of projects that for some actors have been completely new topics and have generated capacities for designing ideas of projects and negotiate their financing before public and private institutions (NGO's) different than the ones related to the PIDESVI. Additionally, it was remarked that the participation in these spaces besides generating technical capacities has also generated transparency and accountability practices that are replicated in other social and even political contexts, this aspect influences positively in benefit of their communities and in their local organizations too, it is possible to state that the strengthening of the leadership in the communities of intervention is being achieved.

Regarding the **women** who have participated in the training processes, their abilities and skills have been strengthened as well as their rights from an integral focus, allowing to position the equality and respect for the women topic in the municipalities. It was possible to evidence that a change of life in the women who are participating in the project "*Women Leaders in Action*" is being reached since the traditional assignation of roles based on the gender is being modified, not only because abilities and knowledge is being transmitted but also because they are being strengthened in the exercise of their rights; that made possible to strengthen their self-esteem, transforming them in productive actors that can generate resources inside of the home and generating not only a change in the condition of the women but also and what is more important, they are generating a change in their **position** inside of their homes and inside of the community under the exercise of their rights.

"I didn't know my rights before nor the law against violence, now I know that men can't beat us that we can denounce them and they know that too. I think that there's less violence in my community, now women are no longer in silence".

Testimony woman from Colliri community –  
Municipality of Luribay

On the other hand, the equipment to **social organizations** has made possible not only that these instances count on the supplies and adequate spaces to perform their organizational and training activities but also has made possible to constitute them into communal gathering spaces (men, women and boys and girls) and training centers for different topics (productive, abilities and skills, rights and duties and political and social organization)

Another important element generated by the implementation of this project is the one related to the strengthening of the **Childhood and Adolescence Ombudsman Offices** which influences positively in a better treatment to girls and boys in situation of violence. The equipment and training to the officers are constituted into an important element to provide assistance with quality and warmth to the vulnerable groups.

Finally, *the most significant change* that is possible to identify in the intervention of the project LOM, without detracting the labor carried out with the other actors that was also important is the one achieved with the women, since thanks to the strengthening processes in their capacities, abilities and knowledge, the opportunity was given to generate their own material and economical resources and exercise their rights and

"I participate in the meetings of my Community, now I speak more and give my opinion, tell why I think, which I didn't do before, I didn't even participate, I just gathered with other women and talked about other things; now we gather and talk about our rights and what we should do when men maltreat us".

Testimony from a woman from Anchallani community  
– Municipality of Luribay

reduce the violence levels in all its expressions and increasing their levels of active participation in familiar and communal decisions.

#### **d. Production Sector**

Because of the complexity of the approached topics in the ***Sector or Project of Production and Food Security***, the focus of the impacts analysis is made from the own components executed, identifying the actions that contributed to achieve changes, effects and in some cases to evidence impact projections that are directly related with the compliance of the objectives and indicators of the PIDESVI and that additionally together, put in evidence the relevance, the good performance of this program and its efficiency regarding the objectives and planned results.

According to the PIDESVI components, the principal elements that denote the generated change-effect impacts are the following:

##### ***Infrastructure***

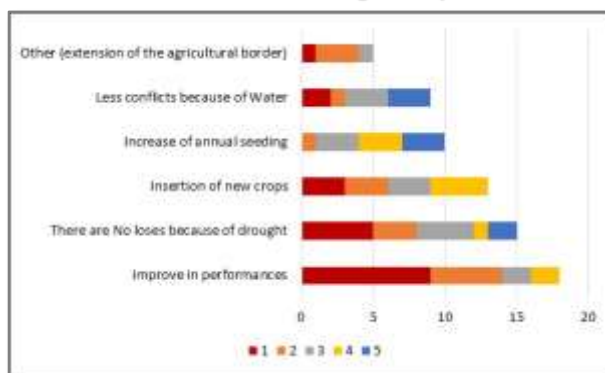
***Micro irrigation*** has been the component with greater changes and effects in the productive field and it is also the component that represent more benefits for those communities that were able to access water for irrigation. In this regard it is worth to remember that water is and overly scarce resource in both municipalities and consequently it is one of the productive basis with more demand and determinant to boost production and local economies. In this context, the changes and effects that have been introducing since the operations start of the micro irrigation systems were the following:

- The practice of irrigation improved the productivity of the crops since they no longer suffer hydric stress periods, also the producers consider that from now and on there will not be losses in the production because of eventual dry periods that could appear.
- In many communities (i.e Alto Carayapu and Huntuta) the access to water for irrigations allowed producers to enable new growing areas in land spaces that were not cultivated before, since this lands are located in the river bed level which was the only source of water used for irrigation. Therefore, the micro irrigation contributed to expand the agricultural borders from lands that were considered as marginal for agriculture and besides in a region where many problems of land over-parceling (smallholding) exist.
- The fact of counting on arable land under irrigations is resulting into a reduction of the migration and in some cases that some producers who lived in other places return to their properties (apparently the migration of the population in both municipalities is very high since producers in its majority are adult and elder people)
- In some communities (Ocollani and Huntuta case) the irrigations is resulting into the diversification of the traditional productive systems from the producers since many of them have started to produce new crops (vegetables principally). This also takes the producers to have new income sources, to minimize their productive risks, to diversify their alimentary diet and to improve food security too.
- Population coverage was extended for the utilization of the water sources in the communities it also improved the efficiency in the water piping an irrigation practice, in some communities (Huntuta), the water sources that feed the micro irrigation systems were used only by some producers and were using the water in a very inefficient way (irrigation by gravity, open dirt channels) this represented infiltration and evaporation significant losses. Now everybody irrigates in an efficient way.

- The micro irrigation systems also contributed to reduce the water conflicts that were very frequent among the producers.
- Micro irrigations have resulted in the intensified use of land and agricultural production. This is evidenced in the increase of the number of seeding in some crops (potato, peas, green beans and vegetables) the producers make reference to at least two seeding periods per year since the frost time complicates the possibility of a third seeding.

According to the graph, the surveyed producers consider that the most important benefit generated by the micro irrigation systems has been the improvement in the performance of the crops, aspect that was also widely considered in the two first levels of priority and in less proportion in the third and fourth levels. The second most recognized benefit by the producers is the reduction in the production losses due to dry and water stress seasons, which are widely considered in the first three levels of priority and in a lesser extent in the fourth and fifth levels of priority. The third benefit of high importance in the micro irrigation systems is the insertion of new crops, aspect that is considered in similar proportions in the four first levels of priority.

**Graph N° 14: Valuation from producers about the Principal Benefits of the Micro Irrigation Systems.**



Source: Survey conducted to producers

The fourth benefit in importance is the increase of the annual seeding (at least two per year) aspect considered between the second and fifth levels of priority, the reduction of the water conflicts is the fifth benefit in importance, considering that this aspect occupies the first four levels of priority and finally the producer identified the extension of the agricultural border (enabling of new croplands) as the sixth benefit in importance, although this last aspect is more an effect generated by the micro irrigation infrastructure, It has been considered in the three first levels of priority.

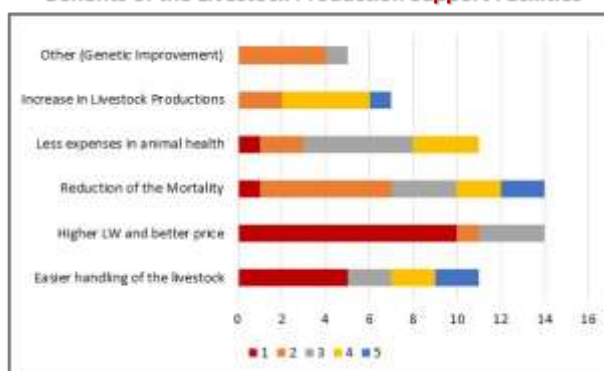
The **infrastructure for the improvement of the livestock production**, in its major part is given by small works that allow a better handling of the stock, although these works did not represent big investments they have been an important contribution for the livestock improvement in the high areas of the municipalities of Luribay and Yaco, in this respect, the major relevance changes and effects that emerged from these actions were the following:

- In the past, rusticity of camelid, sheep, cattle and goat livestock was the only factor that in greater or less extent allowed their survival and reproduction therefore, mortality and low yields were the elements that characterized this productive activity. With the little work supported by the PIDESVI the situation was reversed since the livestock nowadays is in better conditions (with greater force), with more weight gained (take more advantage of the forage) and healthier (free of parasite internal and external diseases) which for the producer families represent a better economical reserve (livestock works as a savings account) and higher incomes from meat, wool and leather sale.
- The higher weight gain (performance improvement), are giving rise to higher incomes or utilities for the meat sale and it is also contributing to the producer families' food security, there is higher meat consumption (proteins) and also from the income earned in the meat sale which allow them to buy food they do not produce.

- The improvement in the livestock activity is contributing to keep this activity current in the local economies and in the sustainability and in some cases it improves the local productive systems (the provision of guano to the crop areas is being guaranteed)

According to the survey carried out to the producers and according to the data shown in the graph, the two most relevant benefits of the support infrastructure to livestock production are: the higher gain of weight and a better price for the livestock on one side and the reduction of mortality on the other, being the first of these benefits the one that was widely considered in the first level of priority while the second one was mostly considered in a second level and third level of priority. Consecutively there are two other benefits considered as priority; the easier handling of livestock the reduction of expenses in livestock health care. In the first case there is a clear predominance in the first level of priority followed in similar proportions by the third and fourth level of priority while in the second case the first four level of priority are seen, but with a predominance in the third and fourth level. The other benefits recognized by the producers are: the increase in livestock breeding and genetic improvement which are more related to the improvement in livestock handling more than with infrastructure for the improvement of the livestock production.

**Graph N° 15: Valuation from Producers About the Main Benefits of the Livestock Production Support Facilities**



Source: Survey conducted to producers

In general, the livestock product **transformation centers** are contributing to improve the income of the producers from the generation of added value to the production and are also contributing to expand the period of time to commercialize perishable products (Fresh fruit and meat) for example a first experience was developed to improve the transformation of llama meat into charque, reaching a value that allows to obtain an income increase up to 60% (200 grams of llama charque produced under traditional techniques – sun dried in wires were commercialized in 25 Bolivianos; while those same 200 grams but of a quality product are commercialized up to 40 Bolivianos)

However, changes and effects go further and are set by the following elements:

- Fruit transformers have started to commercialize a product that did not have a previous price in the market or products whose commercialization expenses were higher to the sales they could make (size and appearance lower quality fruits)
- Producers are conscious that the fruit market (especially peaches) has started to saturate because of the importation that arrive from Chile and Peru but also from the improvement that other producer regions in Bolivia have made (Sapahaqui in La Paz, San Lucas and Camargo in Chuquisaca, the high valleys of Cochabamba and Santa Cruz) therefore in transformation they have a good alternative to commercialize their product in a different way, in other periods of time and at affordable prices.
- The centers are focused in transformation of a principal product (peaches in the valley and llama meat in the high areas) however producers have programmed to diversify their production incorporating other fruits and probably vegetables, also beef in the high areas.
- Transformation Centers are constituted into a potential market at local level which means that at an specific moment the Productive organizations holder of these centers could buy fruit or

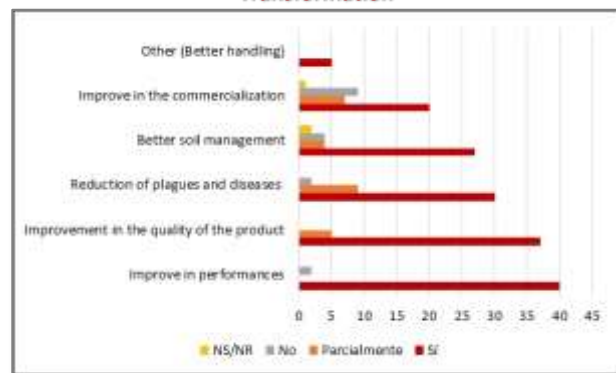


meat from other local providers (that will depend on the opening of markets that demand higher volumes of product)

- v) Transformation center have promoted and/or strengthened local processes of associativity. In the case of some Women organizations, they associated in function of the fruit transformation activity (that means product transformation was what motivated to form the association) while in other cases already existent producer's organizations decided to count on a product transformation center. In both cases there are processes of associativity involved in between, which before the PIDESVI were scarce in both municipalities.
- vi) These centers have generated temporary employment, favoring the inclusion of women as economical-productive actors.

The graph made from data of the carried out survey, shows that producers who work in the transformation of agricultural products value two benefits as the most relevant: a higher income by added value and a major range of time to commercialize their perishable products. In the first case, the prevalence tilts to the first level of priority while the second to the three first levels of priority with a lighter major tilt for the second level. The second most relevant benefit for the producers is the generation of employment or qualification for the same, benefit that occupies the first, third and fourth levels of priority, with prevalence in the first and fourth level. The third benefit in relevance is occupied by other two elements that were valued in the same levels of priority (second to fifth) and in the same proportions. Finally, the surveyed producers included a fourth benefit in importance which is the inclusion of women as an economical actor in the transformation of agricultural products. Aspect that was valued in the second and third level of importance with prevalence in the third level.

**Graph N° 16: Valuation from Producers About the Main Benefits of the Support Facilities for Agricultural Product Transformation**



Source: Survey conducted to producers

### **Equipment**

The impact major relevance changes and projections that emerged from the actions of the component **equipment** are the following

- Producers who have access to irrigation have incorporated mechanized irrigation in their productive systems (dripping or spraying) as new technologies that are allowing to optimize the irrigation practice and make a more efficient use of the water that they have. These mechanized irrigation systems are gradually moving away the irrigation practice through gravity and open dirt channels.
- Fruit producers have incorporated in their productive systems the use of Moto-fumigators to make the Phytosanitary control of their fruit trees more efficient, this allows them to use a minor quantity of journals for the phytosanitary controls, to use a minor quantity of phytosanitary products (Byoles and pesticides) and make more efficient the application of these products. In some communities some of the producers that accessed these devices are selling the fruit tree fumigating service.
- Product transformers have accessed to the basic equipment needed to obtain better quality products and to develop more efficient and more hygienic processes of transformation.

- Livestock producers have started to apply new technologies linked to the use of devices, supplies, vegetative material and reproducers for the livestock genetic improvement which is allowing them to improve their production applying good practices and optimizing the use of their productive basis.

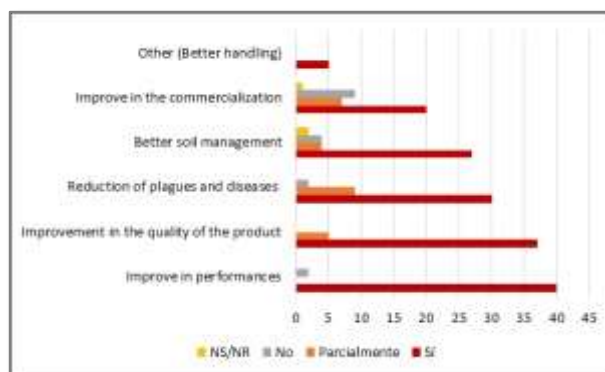
### ***Training***

***Training*** has been a transversal component to all the action from the sector/project of production and food security, therefore the changes, effects and projection of impacts generated with this component are directly related with those that were generated with other components (infrastructure and equipment) and also with the compliance of the objectives and planned results per each specific action. However, it is important to highlight that the changes, effects and impacts reached with this component, beyond the ones previously mentioned have to do with the producers improvement of knowledge, with the strengthening of the leadership and management roles but above all with the people's change of attitude, that way we have changes and effects product of the training that are related with the following aspects.

- Producers started to organize and form productive associations to administer their works if productive infrastructure to plan their production and also to start to commercialize their production in competitive markets, this way they have associativity processes of irrigators, of specific crops producers, of livestock farmers and also of transformers with statutes and regulations for their operation and some other with legal identity.
- Fruit producers in valley areas are gradually incorporating and adopting new technologies and good practices of crop handling which in most of the cases represent drastic changes in the habitual handling of their fruit orchards (new orchards with grafted plants, new systems of plantation pruning making, byoles use, etc.)
- The new knowledge and good handling practices that producers are adopting are contributing to break the stagnation in which the local fruit production was, in some cases to improve the process of extension of the productions of peaches given in the last year.
- The communities, productive organizations, basis organizations and beneficiary producers of the PIDESVI have acquired knowledge and capacities to manage development projects from the conception of the idea until its final evaluation.
- Authorities of the basis organizations (at sub-communal and communal level) and the directives of the productive organizations have developed and strengthened/improved the lobbying capacities and interlocution to manage the attention of their productive demands before development entities and authorities from Municipal Governments.
- Starting from broadcasting actions of information and transversal training to all the productive projects, the productive organizations, direct beneficiaries of the projects producers and the population of the assisted communities in general, have major knowledge and sensitiveness about the local environmental problematic and the importance of preserving the environment and the productive basis. (water and soil)
- Training actions allowed to set sustainability basis of the projects, developing organizational processes and mechanisms to manage the productive infrastructure, equipment and productive processes themselves.

According to the graph elaborated from the survey data, producers consider that the training has indeed effectively contributed to the realization of all the mentioned benefits; highlighting that the major benefits have to do with the improvement in the productivity (yields were increased in the Agricultural and livestock activities) and the improvement in the quality of the products, it is also highlighted the fact that there are some contrary perceptions in a sense that the training did not contribute at all to the commercialization of the Agricultural products, to soil management and plagues and disease reduction, in this last case arguing that new diseases and plagues appeared and their control is unknown.

**Graph N° 17: Valuation from Producers About the Benefits and Scope of the Agricultural Training Actions**



Source: Survey conducted to producers

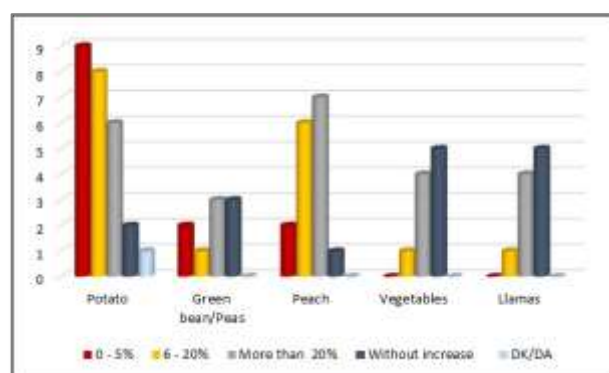
### **Components combination (infrastructure-equipment- training)**

Changes, effects and impacts generated by the combination of the actions and investments in the three components described before have to do with the sum of the changes and effects generated by each component, but in a general way with the improvement of the agricultural productivity in both municipalities in the area of intervention and with the increase of the producer's family's income from the improvements achieved in the different productive areas.

In the following graph and according to the perception of the surveyed producers the ranges of increase in the income according to the productive areas prioritized in the actions and productive investments are shown:

According to the graphic, in the potato growing the surveyed producers have certain diversity of criteria, since they consider that income was increased in almost similar proportions in the three established ranges though in most of the cases their incomes would have increased up to 5%. This is explained by the fact that not all the producers were able to increase their yields in the same proportion since that depends on other kinds of factors (climatological, soil conditions, etc.), in the case of peas and green beans producers most of them consider that they increased their income in more than 20% (especially those who thanks to the irrigation were able to take out product in low offer and great demand periods), while others consider, in similar proportion, that they did not increase at all since they achieved the same yields as usual and sold their product at the usual price.

**Graph N° 18: Increase in Economic Income of the Producers from the Improvement in the Principal Agricultural Products**



Source: Survey conducted to producers

For their part, peach producers consider mostly that their income were increased in ranges that go from 6% up to more than 20%, this is mainly due that they substantially increased the quality of their

products, aspect that was recognized in the market with higher prices. About vegetables, a great part of the producers considers that the increase in their income is more than 20% since thanks to the irrigation they obtained excess production for the market, while most of the producers consider that they did not and increase in their income since they are starting to produce vegetables and do not have marketable production yet. In the case of camelid livestock producers, there are also two criteria found a good part of the producers consider that their income increased in more than 20% since their livestock reached a higher weight gain and also because the sale of transformed meat into charque generates an important added value, while most of the producers consider that they did not increase their income, because they do not have alternative markets that pay more and mark the difference (more or less kilos, buyers who buy livestock pay almost the same)

Finally, *the most significant change* identified in the *Sector or Project of Production and Food Safety* has been the improvement in the Agricultural local production qualitative and quantitatively, boosting the local economies and making more visible and efficient the municipal management supporting the productive development, developing for that effect actions and productive strategic investments, operated by the same producers and their organizations.

#### e. Area of Strengthening for Churches

On the area of ***Strengthening for Churches*** the identified impacts are mentioned below:

In the *churches* that are part of the project in Luribay and Yaco, it was possible for them to open themselves to the community and make a preventive job presenting the topics of values in the educational units around them. This opening is providing them a change of focus and action which is placing them in a better way in their social environment providing legitimacy in their operations

“They have showed us that we must go out from the four walls in the temple; we have to go out from the community, which has strengthened us as a church”.

**Testimony from a Pastor of a church–  
Municipality of Luribay**

In ***pastors and church leaders*** the processes of training have provided them tools to spread God’s words in a clearer way and according to the social-cultural contexts in the areas of intervention which make easier the contact and involving with the faithful that are part of their Christian community.

In ***young people***, training made in leadership, the training made has allowed the youth leaders to lose fear of speaking in public and to go and preach the gospel as well as to develop leadership and management abilities. The leadership generated from the Biblical theological training in young form churches in some cases has catapulted them to other political contexts within the municipality, identifying themselves at least in one case where a woman leader of the *Ambassadors of Christ* has become part of the Municipal Council of the Municipality of Luribay.

“They tell me “you’re an authority, let them serve you, sit down” and y tell them, No, it’s better to serve and share what you have, that’s what Jesus taught us”

**Testimony of a youth leader from the Ambassadors  
of Christ and Municipal Councilor- Municipality of  
Luribay**

In the deaconry field the most significant change is related to the work that the beneficiary churches perform since an opening towards the community through service and value transition inside if the educational units were promoted.

### 3.5. Sustainability

The topic of *sustainability* is evaluated from the sectors in which work was done in the implementation of the PIDESVI.

#### a. Education Sector

In the topic related to sustainability in the *Sector of education*, this must be analyzed from the areas of *infrastructure, equipment and training* essentially.

Regarding the topics of infrastructure and equipment, both topics are a concern of the Municipal Autonomous Governments however because of the great number of demands these instances have and the scarce resources they have, the possibilities of an adequate maintenance to the infrastructure, furniture restocking are scarce, although it is identified that the technical team of the PIDESVI has carried out a process of sensitization and training for the authorities and officers about the importance of these subject, it is important to formalize the transference of the infrastructure, incorporating the formal commitment of the authorities to perform in time maintenances

"We have trained and supported the legally established institutions, it's them who will provide sustainability to the projects with the time."

Interview Technical Staff of the IAVDIP - MANB

Although the concerns of the municipality as guarantors of the infrastructure's sustainability and equipment are weak, the *educational community* must play a strategic role at the time of guaranteeing the care, fixing and improvement of the infrastructure and equipment provided by MAN-B, in that respect two (2) elements are important and are necessary to explode to improve the possibility of sustainability: the first one is related to the counterpart asked to the parents which generates a sense of owning with the activities that are carried out; the second one related to the education councils (they accomplish the role of the Administrative Committees) who have been responsible of making the follow-up and management of the infrastructure work execution and provision of the equipment, and a sense of responsibility and owning has been generated in them.

In the field operative, it was possible to identify that most of the classrooms and sanitary units were in good operative conditions being evident that there is some type of intervention of the educative councils and even from the administrative committees, although it is identified that each project counts on a care and maintenance plan, it is important to consolidate practices on the correct operation and maintenance of the infrastructure and for that purpose teachers can provide support training student leaders that promote the correct use of the bathrooms, so that solid waste does not deposit in the systems or contaminant chemical elements that lead into the interruption of the process of anaerobic digestion of the septic tanks and they become in simple liquid under decomposing process retention tanks that generate more pollution or bad smells. For the maintenance period it is important that a copy of the Sanitary maps (as Built) are in a visible and accessible place so that the operator of the bathrooms can perform the preventive and corrective maintenance tasks in the pipes, register chambers, shut-off valves, etc.

Regarding the processes of training, knowledge transference to teachers seem to have good sustainability possibilities because they apply the acquired knowledge which contributes positively in the quality of the education, however it is identified as a weakness the constant changes of destination of the educational staff which is typical in rural areas, which contributes negatively in the sustainability

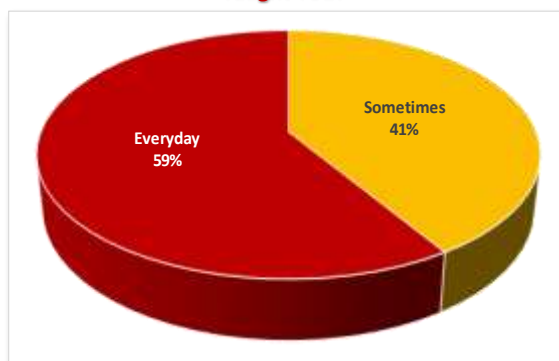
of the training benefits within the municipality, being necessary to replicate constantly these processes with the new teachers staff designated annually.

### b. Health Sector

Sustainability in the **Health Sector** is postulated basically by the presence or not of the established conditions in infrastructure, equipment as well as in the training. In this context the evaluations allow us state that there are acceptable conditions of sustainability at mid and long term in many of the interventions supported by MAN-B

The carried out training related to healthy living, hand washing and oral health have generated changes in families in general, which has good possibilities of being sustained in time since it has become into a way of life, nowadays families have been empowered in the importance of having healthy hygiene habits, the need of improving their habits of oral hygiene and prevent caries existence. Regarding this last subject, apparently with the actions of training carried out (knowledge), we are achieving that the attitudes gradually transform into daily practices that are unlikely to be faded in time, a proof of that is that the results of the survey reveal that 59% of the surveyed boys and girls brush their teeth every day and 41% answers “sometimes” not identifying answers that state that they do not brush their teeth.

**Graph N° 19: Do you Brush your Teeth in the Way they Taught You?**



Source: Survey conducted to a boys and girls.

It is also recognized the importance of a healthy feeding in the educational units that have been appropriate for all the actors: students, teachers, parents, local authorities, etc... therefore they are strategies that seem to be sustainable in time because they have become into a part of the involved actors everyday lives.

On the other hand, sensitization was carried out in the municipal, communal and local authorities about health, prevention and healthy life habits subjects allows to guarantee the sustainability of the strengthening actions for the facilities and equipment, taking into account that these authorities have become aware of the importance of keeping these actions and generate more negotiation and management spaces for the benefit of their municipalities, in that sense authorities have generated new ways of making local alliances with institutions of the same municipalities and also with other institutions with the purpose of keep the achievements but above all to expand the actions that could stay unfinished other that can come up with the time.

Regarding the safe water systems, the community has participated in different tasks of construction providing unskilled work force, which has generated a sense of owning of the project. According to the held consultations, the Safe Water and Sanitation Committees (SWSC) have been organized and trained in the projects of water systems for their care and

“We know how to do the Maintenance of the Systems, we have been trained and we will take care of it; what we do need are some tools and materials”.

**Interview to member of the Safe Water Committee in Anquioma – Municipality of Luribay**



maintenance, working on their statutes regulations and their respective care and maintenance plans, as a product of these work the member of the water committees and beneficiaries themselves feel trained to perform the tasks of operation and maintenance that when correctly executed allow to generate the sustainability of these systems. However most of the Safe Water and Sanitation Committees (SWSC) are recently facing the fee structuration and with that generate economic resources to pay plumbers for the purchase of plumbing materials, etc., that is the reason why technical assistance processes to the SWSCs (training in OPS and MAINT, managements subjects, environmental topics) must be permanently imparted and complemented with human development topics that sensitize the behavior of each beneficiary.

Based on was previously explained, we can state that the actions supported and implemented by MAN-B in the sector of health, could be sustainable in time thanks to the empowerment of authorities and communities in general, which will allow to search for new options in a constant way to improve the quality of health and life of their communities.

### **c. Local Organizational Management Sector**

Regarding the **Local Organizational Management**, the composition of the administrative committees has generated leadership in administrative and financial management in the developed projects in the different areas of intervention, that administrative leadership that the responsible of these committees have assumed in some cases has been applied in other kinds of activities or representative spaces that they have such as the Neighborhood Councils, Agricultural Unions or Educational Councils. The commitment and owning that is seen in these people is constituted in a potentiality that can be well-used by MAN-B, however for that it is necessary the design of a plan or transition strategy that structures a critical route to leave clearly identified the responsible of continuing with all the process worked to the date in the different areas of PIDESVI intervention. This way of acting has been adequately complemented with training processes about public regulations, leadership and rights, which guarantees the consolidations of their new knowledge and abilities.

In the case of women, it has been perceived that counting on the local organizations Bartolina Sisa as a strategic partner, has contributed with the processed of training and strengthening of women. This instance that recognizes the functionality and utility of these kind of strategies applied to women and their interest of replicating these processes with the rest of their affiliates creates the conditions to guarantee not to lose the gained interest and continue with this process.

On the other hand, in the sustainability of the abilities generated in women subject, the strengthening to this sector responds to all the conditions to sustain over time, sustainability is guaranteed because the changes that have been generated in them are unlikely to fade.

Regarding the work developed with the *Children and Teenagers Ombudsman Offices (CTOO)*, the possibilities of sustainability vary in function of the subject. On one hand the results of the processes of ability transference addressed to the technical staff in charge of the assistance of violence against boys and girls though it seemed to have less possibilities of being sustainable, the high rotation of staff has generated the making of a total change of their officers which has demanded the need of repeating the processes of training in a regular way. On the other hand, the possibilities of making an adequate maintenance of the equipment and infrastructure that have been managed for the operation of the CTOO, seems to have better sustainability possibilities, this because it is evident the importance that

the authorities and officers of the municipal governments give to these infrastructures, which guarantees in certain way its adequate operation at least in the mid-term.

#### **d. Production Sector**

The sustainability of the actions and results achieved in the ***Sector or Project of Production and Food Security*** is given by the following factors and elements.

In the ***Social*** affairs, through the combinations of the actions of the Projects LOM and production and food security, the communal organizations and productive organizations have strengthened their organizational leadership and management abilities reaching higher levels of interlocution and lobbying for the attention to their productive demands.

In the group or collective benefit actions (productive infrastructure and transformation centers equipment) the levels of organization and management capacity reached by the irrigations associations, product transformers associations and livestock organizations guarantee the good use and adequate administration of these productive actives and their eventual reparation because of possible damage and/or them reposition once these reach their useful lives. In the particular case of the micro-irrigation systems the irrigation organizations also count on statutes and regulations for their operation.

In the ***Institutional*** affairs, the municipal governments of Luribay and Yaco have adopted a policy of co-funding of projects (not only in the productive sector), sustained on the methodology proposed by the PIDESVI. This allows that the few resources for investments they have can also be used to leverage resources from other external funding sources and also to mobilize resources from the producers being these last ones the holder managers of the projects.

Most part of the productive organizations that transform products are not operating with all the advantages and benefits they should represent for their associates yet. The main benefits that they achieved to this date are referred to their representation as valid interlocutor and the work with economies of scale for productive investments. The actions of associative commercialization are still incipient since they are still lacking of a “Numero de Identificacion Tributaria – NIT” (Tax Identification Number) and registries from the “Servicio Nacional de Sanidad Agropecuaria e Inocuidad Alimentaria – SENASAG” (National Agricultural Health and Food Safety Service – NAHFSS) being the last one an important limiting aspect due to the quality of water they work with.

In the ***economic*** affairs, the producers have appropriated from the productive actions supported by the PIDESVI (they conceive and handle them as theirs), this has allowed to make partial economic investments for the attention of their demands, this will make that in the future they can also reach partial or completely new investments for their own benefit and development, either to strengthen all that has already been worked with the PIDESVI or to meet new demands. In other words, a culture of productive investment that breaks the assistance-based schemes was promoted.

In the same logic from that last point, many producers develop their activities and productive investments through services from financing entities (mainly from the Productive Development Bank PDB). This made that many producers cover their counterpart contributions with these financial services, showing that the supported productive areas in spite of the limitations they have, cover financial obligations with no major difficulties.

Local productions (mainly the one from the municipality of Luribay) started to reach higher levels of identity and visibility in the market (Products from Luribay are starting to be searched in the markets) and have also been found in city fair events as an important market niche. This opens the possibility for the producers to keep making efforts to improve and increase their production.

In the **environmental** affairs, all the actions from the *Sector or Project Production and Food Security* have been executed without generating negative externalities for other communities or producers not involved in the project without generating local environmental passive; however in the case of the micro-irrigation projects these would have more solid sustainability basis if they accomplish with current environmental regulations, that means they should count on their respective environmental profile or in their case with environmental manifestos.

#### **e. Area of Strengthening for Churches**

In the **Area of Strengthening for Churches**, training of pastors and church leaders has allowed pastors to count on tools to continue with the processes of training to other young people and leaders to educate deaconry and service promoters, practice that in some cases is already being developed in an independent way from the PIDESVI execution.

Another element that has the potential of contributing to the sustainability of the process is the creation of the interdenominational organization that has the purpose of strengthen the different churches that work in the sector.

Finally, and regarding to the trained youth church leaders, an important engagement is identified those who have the motivation of becoming leaders and deaconry promoters in the future

### **3.6. Empowerment**

According to the methodological document designed for the evaluation of the empowerment degree reached in the projects financed by Digni<sup>16</sup>, empowerment is defined as “the expansion of people’s ability to take strategic decisions in their lives, there, where that possibility was denied before the changes in the capacity of exercising the election in the order of living life that one values involves three interdependent dimensions:

- Resources – conditions under which decisions are taken (being)
- Action – the process/power in which decisions are taken (make)
- Achievements – the results of the decisions, in other words, the results of the resources and the autonomy of a person (capacity)<sup>17</sup>”

Starting on these variables, the following table has been designed in order to evaluate the empowerment considering the established criteria in the methodology designed by Digni.

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<sup>16</sup> Digni is an organization that counts on financing from the Norwegian Cooperation Agency for the development (NORAD), which seeks to ensure that the financial resources from donations be executed efficiently and that projects have a good performance.

<sup>17</sup> Digni; “Empowerment– tools of evacuation”. Pg. 4.

**Table N° 25: Empowerment Evaluation Table**

Area of the Results	Level and Degree of Empowerment				
	Level 1: Product	Level 2: Product	Level 3: Result	Level 4: Result	Level 5: Impact
	Individual o Community	Individual o Community	Individual o Community	Community and/or Society	Community/ Society / Structural
1. Strengthening of Civil Society					X
2. Health			X		
3. Pacific Coexistence			X		
4. Environmental Management		X			
5. Education					X
6. Economic Empowerment				X	
7. Gender Equality				X	
<b>Total Evaluation of the Project</b>				<b>X</b>	

Source: Own elaboration from Methodology of the Digni.

The justification of the evaluation carried out in each of the subject areas as well as in the interdependent dimensions is the following:

- **Strengthening in the civil society.** The strengthening of the civil society happened fundamentally by the implementation of the Sector of Local Organizational Management (LOM) which seeks to strengthen the communal management from the local organizations in the perspective of promoting justice and equality. In this respect in the valuation of the *resources*, while the PIDESVI has provided the necessary resources, there is also evidence of a contribution of resources from the counterpart of the beneficiaries themselves and from the Municipal Governments in the processes of strengthening of the local organizations; regarding the criteria of *action* there are signs that in the Administrative Committees and Educational Councils it was possible to generate a higher power of individual and collective influence for acting. Finally, in what makes *achievements/results* where it was evident that the Municipal Governments of Luribay and Yaco have assumed a commitment for contributing resources of counterpart and strengthening of the Children and teenager ombudsman Offices as well as for what concerns to educational infrastructure.
- **Health.** The actions were focused fundamentally in transferring knowledge and generating healthy habits in girls, boys and in teenagers from the educational units of intervention. About the *resources*, the health supplies were provided in a shared way between MAN-B and the Municipal governments fundamentally for the equipment of laboratories and health facilities; regarding the criteria of *action*, there are signs of a demand to continue working in subjects related to health; finally in what makes *achievements/results*, evidence is identified picked up from the different actors that it is being possible to generate incipiently yet, positive changes in the knowledge and healthy habits in boys, girls and teenagers.
- **Peaceful coexistence.** The actions were related to the project of Local Organizational Management (LOM) since actions were developed oriented so that the girls and boys grow in a more secure environment. In the valuation of the *resources* the PIDESVI has provided the necessary resources to equip the CTOO, and the municipal governments have provided the resources in infrastructure and human resources ; regarding the criteria of *action*, the power of individual and collective incidence to act regarding the violence against boys and girls topic is still limited, though the developed work in promoting knowledge and practice of the C&T rights in the educational communities has good perspectives of generating impacts in the future; finally in what makes *achievements/results* it is evident that the Municipal Governments have improved their commitment of counterpart contributions, particularly in what makes the operation of the

children and teenager ombudsman offices, but a change is also evident incipient yet at parental level who recognize the importance of this subject.

- **Environmental management.** in environmental management, the document of design from the PIDESVI establishes that this subject must be considered “in all the projects of the plan as transversal and essential topic, looking that the actions of the projects have a minimum negative impact in the environment, in case that happens, mitigation plans are considered searching for amending the damages caused”<sup>18</sup>, that is the reason to look for the incorporation of this subject particularly in the case of the projects related to the productive area, about *resources* no evidence was found from MAN-B support to specific and focused projects; regarding the criteria of *action*, there are signs that interest was generated around the subject, though there is still a little change in the behavior and the signs of action; finally in what makes *achievements/results* it was not possible to identify evidence that support changes in the behavior of the target public regarding the environment.
- **Education.** It was sought to improve the educational quality of the regular education sub-system in the educational districts of the PIDESVI area of action. About the *resources*, it counted on Financial support from MAN-B and additionally with resources from the Municipal Governments as well as from the parents counterpart; regarding the criteria of *action*, there are signs that interest around the importance of the improvement of the education quality in parents and teachers; finally in what makes the *achievements/results*, it is evident that the work developed by the PIDESVI has improved the quality in which education is provided in the educational units of the intervention, which has motivated that the parents continue developing actions oriented to support their children in the educational processes.
- **Economic empowerment.** This subject was approached by the sector Production, about *resources*, these have been provided by MAN-B with counterpart mainly from the community: regarding the criteria of *action*; the beneficiary groups, have taken ownership of the transferred technology; finally in what makes *achievements/results*, it is evident that the work developed by PIDESVI has generated important changes in the producers, granting them the possibility of improving their economic income and improve their production capacities.
- **Gender equality.** In general, the PIDESVI has promoted an equality participation between men and women, however in both the productive sector and the local organizational management sector, the work has been oriented to the strengthening of their resources generation capacity as well as in the practice of their rights. Additionally, women who have participated from the Administrative Committees, have acquired new knowledge that are allowing them to change their role inside of their social organizations becoming more proactive in relation to the topics that affect their environment.

In General, the actions developed by the PIDESVI in the different projects, having generated the commitment for the counterparts provided from both Municipal Governments and the beneficiaries themselves. It is identified that individually and collectively an increase of the power of making decisions on the beneficiaries’ side was achieved, constituting into a good practice having focused the work in the rights guarantors (parents, teachers, responsible of CTOO, etc.) since with these actors the possibilities of sustainability of the developed processes are increased. Finally in the beneficiary groups positive changes are identified per each one of the sectors, at Municipal Governments level it is also possible to identify a positive change in their way of act around the subject of the fight against boys and girls violence as well as in the support to actions related to the improvement in the conditions of education and health.

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<sup>18</sup> Document Inter-Andean Valleys Development Integrated Program, La Paz, 2015; Pg. 22

## 4. Conclusions and Recommendations

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The main conclusions and recommendations identified in the process of evaluation are presented below:

### 4.1. Conclusions

Regarding the **relevance and importance** of the interventions, it is identified that the design of the PIDESVI has been pertinent in relation to the regulations and public policies related with the topics they assist in the national and municipal fields contributing in the implementation of the pillars and national strategies that belong to the planning system of the Plurinational State of Bolivia, at institutional level the PIDESVI it is aligned with the strategic institutional plans of Norwegian Alliance Mission (MAN-B) contributing to the compliance of its institutional mission and vision.

Additionally, it is identified that the PIDESVI, responds to the needs of the population target in all the areas of intervention remaining current from the beginning of its design as well as during the phase of implementation of the process.

Regarding the **efficiency** of the interventions, the percentages of **budget execution** show a good compliance of what was programmed being important the effort that the local counterparts have made (Municipal Governments and beneficiaries) in the assignation of resources have been useful for the successful completion of the programmed activities. The assignation of contributions of counterparts in many cases higher than the one initially planned are an example of the importance that these actors have given to the implementations of the different projects.

A positive aspect has been the applied management model that implies a direct work from the community since a strategy of co-responsibility was adopted for the execution of the projects in the economic management through the composition of the Administrative Committees for each one of the projects which has been constituted into a learning practice on the part of the community for the management of the projects and has guaranteed an effective ownership of them, this mechanism of control and management has been constituted into a guarantee of the **efficient use of the financial resources** being the existence of a more efficient PIDESVI resources execution unlikely to exist.

Regarding **human resources**, the internal institutional changes have affected the structure of the staff that was initially planned generating a reduction of the staff in the area of intervention particularly in the last year, this situation requires a clear limitation in the scope of the closing and transference activities of the program being important to count on a plan that increases the possibilities of sustainability of the results generated in each one of the projects. Regarding the technical team of the PIDESVI that has carried out its functions in the last years, the beneficiaries have a highly positive perception of the work they have developed, recognizing their technical competences, but also highlighting the cordiality and empathy in which they perform their functions that has allowed the generation of affectivity bonds that have facilitated the implementation of many of the activities.

An important element is that the implementation of the PIDESVI lacked of a follow-up, monitoring and evaluation system, aspect that made difficult the process of making strategic decisions, given that situation the decisions for changes in the planning were taken by the operative staff with the guarantee



and participation of the Executive Management of MAN-B in response to the experience and demands of the population at the moment of elaborating the Annual Operation Plans.

In the subject of *efficacy*, the results are varied and depend on each Sector or project of the intervention. Un general it is observed that in different measure each one of the projects contributed to the compliance of the results and planned objectives in the design of the intervention, therefore it is concluded that the work developed by MAN-B through the implementation of the PIDESVI has contributed the people, families and communities of the municipalities of Luribay and Yaco to improve their living conditions , as well as the opportunities in a regional economy, motivating the limelight of men and women integrated to local development sustainable processes. Additionally, the strong focus given to the gender and deaconry conception subject applied in a transversal way in all the PIDESVI activities has generated an added value to the intervention.

At the level of different products and results established for the Sector/projects executed by the PIDESVI, it is concluded in a general way that it has accomplished appropriately with the indicators established in the planning.

In the *education* field, the construction and equipment of classrooms has been very beneficial fundamentally for the students, limiting the overcrowding and motivating student to attend school and improve their grades. In teachers added value has been generated to the teachers practice with the incorporation of innovative methodologies that incentivize the initiative and creativity at the moment of teaching.

In the *health* field, the support provided in equipment to the health facilities has been important for the quality and health assistance conditions improvement, however some weaknesses have been observed in the technical accompaniment for the execution of diverse activities such as the need identification, equipment and supplies purchase, training materials development and others.

The training actions along with the involvement of the different actors and the strengthening of these actions with the provision of supplies for the implementation have guaranteed success in the change of behavior of all the involved actors. An evident change of behavior and the adoption of good healthy practices of hygiene and feeding principally in the boys and girls who are the principal facilitators and replicators inside their houses, has been generated.

In the *Local Organizational Management* field, the work developed with men and women leaders has allowed to strengthen their leadership, motivating their participation in municipal management and projects, the labor carried out with women has had a transcendental effect since having participated in the strengthening processes has meant a positive change not only in their condition but also in their position in their familiar and communal environment, giving them the capacity to practice their rights and that way be able to develop a more active participation.

The strengthening of the boys and girls and teenagers Ombudsman Office influences positively in a better and warmth assistance to boys, girls, and teenagers under violence situation.

Regarding the *Sector/Project of Production and Food Security*, the principal result for the Sector was successfully accomplished (Agricultural productivity in both of Municipalities of intervention was increased) though with the nuances and variants proper from the different productive areas and the different actions developed in the infrastructure, equipment and training components. This means that

a range of increase in the yields of the crops was reached, dependent on the factors that were and were not in control of the actions or projects supported by the PIDESVI (not controlled: soils, climate factors and dedication of the producers and controlled: use of technology, new knowledge and skills, access to irrigation)

Regarding the *Strengthening for Churches* field, the provided assistance is allowing them to get involved in the integral development of the community over a deaconry base.

In the **effects or impacts** generated by the interventions, these are differentiated in function to the type of actor that has been benefitted with the intervention, however the most significant change that has been generated product of the intervention, has been generated by the process of involving of the civil society in all the developed projects, that have generated capacities in identification, management, administration and execution of projects which with no doubt have impacted in the involved people and in the environment of their communities since they can exploit those capacities in other types of project and external initiatives to the process of implementation of the PIDESVI.

The processes of training developed have influenced positively in all the benefitted actors (teachers, member of the Administrative committees, boys and girls, health staff producers, etc.) who have taken ownership of the contents and have started what was effectively transferred. In some cases, this transference of capacities has had a multiplying effect that has been extended to the family (hygiene habits, healthy dietary habits).

In the productive field, the acceleration of the productive dynamic that was being developed very slowly and with results that made difficult making decisions for a change has been contributed, in this framework, the execution of actions and identified productive investments and prioritized by the same beneficiaries were supported which allowed to boost the production and economy in both municipalities of the intervention area through the upgrade of the productivity in the high relevance crops and livestock for the familiar economy creating also elementary conditions for the commercialization of their products in more competitive markets (creation and strengthening of productive organizations for the associative commercialization and better quality products)

In what makes **sustainability**, it is varied and depends on the plurality of involved actors. The processes of knowledge transmission in production, health, education or local organizational management, seem to have better opportunities of sustainability since they have transformed in certain way the habits of people, introducing practices that are being consolidated. Where sustainability is more limited is in infrastructure and equipment since the effective making of care and maintenance actions depends on the will of a plurality of actors particularly related with the Municipal Governments. A weakness of the process and affects the sustainability of the intervention is that the PIDESVI is lacking at the moment of an effective transference strategy of its focus and methodology of work to the different entities related.

## 4.2. Recommendations

A general weakness identified in the different sectors in the training subjects is the mobility of the qualified staff which generates the need of repeating processes, for this reason it is important that by subscribing agreements or commitments the permanence of the trained personnel is guaranteed at least for a certain period of time.

On the area of Infrastructure, although it is identified that the representatives of the community, members of Administration Committees count on a copy of the executed projects (plans and others), it is important to make the respective follow up that guarantees an effective transference of these documents to the new communal authorities once they stop the exercise of their activities.

Additionally, it is recommendable that particularly in the projects related to basic sanitation, granting a copy for easy access (for example attached to a panel) of the sanitary plans with the purpose of making easier the maintenance and operation actions. the development of an evaluation of the infrastructure built in the framework of the PIDESVI is also necessary and after its results design a sustainability strategy of the infrastructure that has any deterioration or are with problems in the operation, oriented to sensitize and commit the current Municipal Authorities.

It is also important to promote and boost actions to achieve that the SWSCs recently formed register before the Audit and Social Control of Safe Water and Basic Sanitation Authority (Spanish – AAPS) which can facilitate the access to technical assistance and institutional strengthening through the SENASBA (National Service for the Sustainability of Basic Sanitation Services – NSSBSS)

It is suggested that the actions of the Sector or Project of Production and Food Security, count on a follow-up and accompaniment ex-post its implementation, on the part of the sector responsible technician inside of the PIDESVI staff, so that it can offer a technical punctual advice to strengthen some aspects not yet consolidated regarding the sustainability of the results and achievements reached (i.e. Effective application of the statutes and regulations in the organizations of irrigators or mechanism for the restitution of productive actives for collective or associative benefit); nut also to help prioritize the new requirements that come up in the framework of the supported productive processes

The commercialization of the agricultural production keeps being a “bottle neck” for most of the local producers, since not all of them have safe markets or the markets they currently have despite of the improvement in the quality of their products do not pay a fair or at least an expectable price for the producers. Likewise the fairs promoted in the city of La Paz did not reach all the producers who participated in the productive actions, given this situation and considering that the producers would hardly propose actions or investments to access markets, it is suggested to work with productive chaining focus and also promoting alliances between producers and their organizations with actors that represent the market.

In the actions and investments for the support to products transformation and within the framework of the logic of support to productive processes, it will be important to consider promoting and boosting new actions to reach the SENASAG register for transformed products, this will contribute to achieve products that can be commercialized in new markets and in competitive markets (i.e. school complementary feeding, supermarkets, etc.)

The necessary efforts must be done so that the Municipal Governments of Yaco and Luribay within the framework of their IDTPs to prioritize actions and assign budgets to execute support projects to the production immersed in the components of Life Systems, Plural Economy and Risk Management and Climate Changes. This within the perspective of keeping the improvement of the local production but principally within the perspective of building resilience in the local populations and their productive systems.

In the municipality of Luribay, access to productive bases and their management are determinant factors for the economic-productive development (every cultivable space is being used to the max and every source of water is being totally exploited). Given this situation it will be important that future interventions of support to agricultural production consider as a transversal action the adequate and sustainable management of the productive basis emphasizing the sustainable use and handling of the soils and the efficient application of the water for irrigation.

For the financing approval to the micro irrigation projects, the PIDESVI and Municipal Government must perform a previous analysis about the cost-benefit of these works considering that in some of the systems the cost per hectare if irrigation result unreasonable and exceed the investment parameters established for Bolivia (i.e. Cotaña micro irrigation system 8.716 USD/ha of irrigation and Tamaza micro irrigation system: 6.048 USD/ha of irrigation)

At operative level of the PIDESVI systems of follow-up and dynamic monitoring are required to allow the visualization not only of the result compliance but also from the development of the processes so that appropriate decisions can be taken in every level to guarantee the correct performance of the actions, this way gaps in the execution of some components or specific actions can be avoided.

Programs such as the PIDESVI should design and implement knowledge management and communication strategies, with coverage to a key actors network for the development that allow to socialize or to spread the experiences developed and the results achieved so that the institutional work can be visualized, to promote institutional synergies, analyze possible replication and scaling mechanisms and reach influence at public policies level at least in a local level.

A plan or transition strategy must be designed that structures a critical route to leave clearly identified the responsible of continuing with all the process worked to the date in the different areas of the PIDESVI intervention.

The strategic alliances with institutions involved in the different subject must be kept and strengthened for the project closure in order to guarantee not only for specific and momentary actions, that could affect the results of impact in the interventions.

The coordination and alliances with local governmental institutions must be strengthened and be kept for any kind of intervention, not only for the legal and institutional backup inside of the national health policies but it is also important to achieve the sustainability of the long and midterm actions too.

Other recommendation that come up from the possibility that the PIDESVI continue its work in two possible scenarios which are the following:

*Scenario 1: the PIDESVI closes all of its activities in 2019*

The actions and investments to be developed in this period should prioritize the strengthening and/or consolidation of processes that were initiated in past years and showed being strategic for the human and economic development in the municipalities of Luribay and Yaco. This means prioritize actions and investments in attention to requirements from the population that allow the consolidation of processes that have been achieving changes, effects and relevant impacts for the population and local institutions.

On the understanding that eventual changes might exist in the municipal authorities and major's office staff after the electoral process established by law in during the next year and that there can also be changes in the authorities of the organizations from the civil society, a strategy for presentation of the model of work and results of the PIDESVI must be done for the municipal candidates and for the new social authorities in order to consolidate the process of transference, additionally it is important to make a process of systematization of the "Confidence in the Community" model of work that was implemented between PIDESVI (MAN-B), the Municipal Governments, the Sub-Centrals, the Local Communities and economic-productive organizations so that the new people that eventually occupy those charges could know and understand the model, to replicate it and in their case institutionalize it. For strengthening this process, it is important to continue with the development of training printed material so that they can generate tools that at long term can stay to support the processes of sustainability and constitute in sources of information and consultation for future entrepreneurship in the different sectors.

Since actions and similar investments in different communities and in both municipalities were executed, it will be important to promote and support visits of experience exchange in which the involved actors in the actions could visit those experiences that reached higher levels of success or could visit other successful experiences outside the PIDESVI so that they acquire knowledge and identify elements that can help to improve their performance and fundamentally their sustainability.

It is suggested to strengthen the relationship of the PIDESVI with the financial services entities that facilitate the access of the producers to financing for the payment of their contribution of counterpart but also for the sustainability and scoping of the actions and investments with no dependency on external financing sources.

*Scenario 2: the PIDESVI executes an additional phase during the 2020-2021 period.*

It is suggested to emphasize the work in the visibility of the PIDESVI through a communication and influence strategy counting also on the support of an expert in communication so that the executed actions and investments and the results or obtained products be known by the civil society and also from authorities of the Municipal, departmental and national governments, aspect that could lead that the work of the PIDESVI go beyond in the formulation of policies at municipal, departmental and national levels.

The possibility of implementing a formal system of monitoring and evaluation of the actions that allows to have updated information of the actions and investments developed and that also permits to measure the compliance of the prioritized indicators within the logic framework of the PIDESVI should be considered contrasting also this information with the base lines of each project so that they can have clarity about the scope of the implementation of that program.

For the consideration and approval of actions and new investments that will be proposed by the communities, productive organizations, authorities, health and education staff that consider high specificity and/or specialty subjects that exceed the capacity of analysis and valuation of the PIDESVI staff, it is suggested to appeal to the valuation and opinion of experts in the approached subjects. This will help to avoid the execution of actions and investments that are not adjusted to elements of reality.

It will be important that the PIDESVI team through all of its projects but principally from the operation of the LOM project, transversal to all the actions and investments, promote in the communities the formation of young leaders (men and women), in health, basic sanitation, education, production and food security, environment and deaconry subjects so that in the last stage of the PIDESVI they serve as promoters of the actions under execution and in an ex-post stage may the people be the ones who lead the public and private investments in support to these sectors of human and economic development.



## 5. Best Practices and Lessons Learned

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In the case of the present evaluation, the *best practices* are related to experiences that because of their good results are recommendable to repeat or emulate in the execution with experiences with similar characteristics; by contrast the *lessons learned* area negative or problematic aspects that are better to avoid in future interventions.

### 5.1. Best Practices

Las identified best practices are the following:

- The work model of the PIDESVI that contemplates an ***active participation of the civil society*** in the management of the projects as well as in their co financing, generate ***ownership*** of the actors with the process that influences positively in its ***sustainability***
- ***Support to ongoing productive processes*** starting in, small actions and productive investment that articulate or complement each other, allow to develop a more specific and efficient support to improve or consolidate progressive actions that can even go further than primary production.
- Promotion and support to the ***development of productive fairs in urban areas*** that allow the visualization of the production from the area of interventions, commercialize it at reasonable prices and establish contact with potential markets.
- Development of ***productive actions and investments of supracommunal benefit*** (Sub-central level) allow a higher population coverage optimizing the use of productive actives and avoiding that these become idle most of the year.
- Close ***coordination and complementation between the LOM projects and the other Sectors/projects***, that has gone from socialization of the PIDESVI in the Sub-centrals and communities, allowed the strengthening of leadership and organizational processes to achieve sustainability of the developed processes and achievements made
- The ***Administrative Committees*** are, in the practice, the best ***school for leaders training***, since people who participates actively in the management of the actions and investments promoted and supported by MAN-B, managed many elements that go from territorial spaces management to the interlocution with local authorities, passing through banking and economic reports to their bases.
- The ***interventions give better results*** when they are accompanied by ***supplies or materials*** that contribute the implantation of what was learned, hygiene practices and oral health have had a positive impact and this in a great part is due to the provision of the ***Hygiene kits*** that allowed the beneficiaries initiate almost immediately with the adoption of healthy practices.
- The ***close coordination with the beneficiary population*** for the identification of needs, alternatives for solutions and execution strategies, has ***resulted favorable*** for the ***compliance not only from the activities but also for the objective achievement***.
- Counting on the experienced ***technical staff*** in different areas has been a great value for the ***Objective achievement***, since within each subject an effective transmission of information has been achieved.
- Counting on ***committed professionals with the deaconry*** has provided the insertion of the ***subject in the sectors/projects***, the deaconry should not be something made through coercion.
- Working with strategically identified actors that are ***guarantors of the rights*** increases the possibilities of sustainability for the processes as long as they generate policies of stability of the staff in the institutions, they work in.

- The **Mainstreaming of Deaconry and values** subjects have allowed the execution of the projects to be developed within the framework of solidarity and transparency in the different communities.

## 5.2. Lessons learned

The identified learned lessons are the following:

- MAN-B work with municipal governments is high commitment task, that also demands a lot of dedication of time and resources since in all the municipal governments the **rotation od authorities and technical and administrative** staff is frequent, situation that forces to repeat many times the conditions and scope of the jointed work with the risk of presenting interruptions in the work agreements that affect the compliance of the commitments with the beneficiary population.
- The actions and interventions of support to productive agricultural sector, must necessarily count on a **base line that allows monitoring the progress to the achievement of the planned objectives and must also have precise indicators that allow evidencing the changes, effects and impacts achieved**. In the absence of a base line and not having established a system of monitoring and evaluation concurrent to the implementation of these actions, the scope and concrete achievements of the support provided by the PIDESVI can present bias from the provided data by the technicians of the projects (recruited technician by the beneficiary population) that not necessarily become generalizable for the group of producers assisted in their requirements.
- The **productive Organizations require of accompaniment processes to their regulations and mechanisms for their productive actives management** (micro irrigations systems, transformations centers, anti-parasite bathrooms). It has been evidenced that the fact of elaborating and approving these regulations and mechanisms in a participative way is not a guarantee of their immediate application and strict compliance.

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## Annexes

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### Annex N° 1. Revised Documentation

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## Annex N° 2. People Who Participated in the Evaluation

N°	Name	Position	Municipality	Community Institution
1	Ángelo Castillo Castro	Resp. Municipal De Salud	Luribay	GAM Luribay
2	Heidy Quisbert Turco	Medico	Luribay	Centro de Salud Luribay
3	Juan Carlos Quispe	Medico Mi Salud	Yaco	Centro de Salud Pampajasi
4	Gerardo Mamani	Medico Tradicional	Yaco	Centro de Salud Pampajasi
5	Franz Humberto Coillo	ALS	Yaco	Centro de Salud Pampajasi
6	Carlos Vidal Cutila Apaza	Odontólogo	Yaco	Centro de Salud Pampajasi
7	Vicente Quispe	Aux. Enfermería	Yaco	Centro de Salud Pampajasi
8	Eric Rodríguez	Resp. Municipal De Salud	Yaco	GAM Yaco
9	Milton Mamani Chuquimia	Cosomusa	Yaco	GAM Yaco
10	Livia Aydee Calcina	Docente	Yaco	U.E. Daniel Gómez García/ Pampajasi
11	Marcos Miguel Quispe	Biotecnologo Laboratorio	Yaco	Centro de Salud Tablachaca
12	Abel Aroja Mamani	Medico Director	Yaco	Centro de Salud Tablachaca
13	Mariela Casas	Medico Telesalud	Yaco	Centro de Salud Yaco
14	Orlando Gómez	Estudiante 5 P	Yaco	U.E. Daniel Gómez García/Pampajasi
15	Ray Nalon	Estudiante 6 P	Yaco	U.E. Daniel Gómez García/Pampajasi
16	William Freddy Coranio	Estudiante 3 P	Yaco	U.E. Daniel Gómez García/Pampajasi
17	Jhonatan Mamani	Estudiante 2 P	Yaco	U.E. Daniel Gómez García/Pampajasi
18	Rolly Saire	Estudiante 1 P	Yaco	U.E. Daniel Gómez García/Pampajasi
19	Diego Chura	Estudiante 3p	Yaco	U.E. Daniel Gómez García/Pampajasi
20	Gabriela Saire	Estudiante 3p	Yaco	U.E. Daniel Gómez García/Pampajasi
21	Noemí Corani	Estudiante 3 P	Yaco	U.E. Daniel Gómez García/Pampajasi
22	Rebeca Chambi	Estudiante 3 P	Yaco	U.E. Daniel Gómez García/Pampajasi
23	Melany Acuello	Estudiante 2 P	Yaco	U.E. Daniel Gómez García/Pampajasi
24	Reyna Cuelo	Estudiante Kínder	Yaco	U.E. Daniel Gómez García/Pampajasi
25	Brigite Mamani	Estudiante Kínder	Yaco	U.E. Daniel Gómez García/Pampajasi
26	Elena Causa	Estudiante 6 P	Yaco	U.E Yaco
27	Rodrigo Quispe	Estudiante 6 P	Yaco	U.E Yaco
28	Anette Cussi	Estudiante 4 P	Yaco	U.E Yaco
29	Adamaris Machaca	Estudiante 3 P	Yaco	U.E Yaco
30	Claudia Achaca	Estudiante 4 P	Yaco	U.E Yaco
31	Álvaro Mancías	Estudiante 5 P	Yaco	U.E Yaco
32	Elías Came	Estudiante 6p	Yaco	U.E. German Busch Tablachaca
33	Julieta Chambi	Estudiante 6 P	Yaco	U.E. German Busch Tablachaca
34	Rosalía Machaca	Estudiante 6 P	Yaco	U.E. German Busch Tablachaca
35	Anette Huayhua	Estudiante 6p	Yaco	U.E. German Busch Tablachaca
36	Alnerto Poco	Estudiante 6 P	Yaco	U.E. German Busch Tablachaca
37	Emiliana Quispe	Pastora principal	Luribay	Anquioma /Iglesia Árbol de la Vida
38	Roberto Pacasa Ruiz	Director	Luribay	Anquioma /U.E. Venezuela
39	Porfirio A. Cachaca G.	Profesor Física - Química	Luribay	Anquioma/ U.E. Venezuela
40	Nemecio Barrón	Pastor Principal	Luribay	Luribay/Iglesia Luz y Verdad
41	Yudi Flores Chipana	Líder E.D.C. /Concejala	Luribay	Azambo/Iglesia Azambo
42	Hilmer S. Uruña	Director Distrital	Luribay	Luribay/Dirección Distrital
43	Emiliana Antonio Tapia	Profesora Multigrado	Luribay	Colliri/U.E. Colliri
44	Nilda Flores Choque	Pdta. Concejo Educativo	Luribay	Colliri/U.E. Colliri
45	Grover Alejo Álvarez	Director	Luribay	Anchallani/U.E. Rep. Venezuela
46	Lourdes L. Calcina Paco	Profesora de Aula	Luribay	Anchallani/U.E. Rep. Venezuela
47	Bernardo Tapia Nina	Ex Subcentral/ Padre de Familia	Luribay	Anchallani/U.E. Rep. Venezuela
48	Bartolomé Zenteno Poma	Responsable Diaconal MAN-B	Luribay/Yaco	Luribay/Oficinas MANB
49	Yonson G. Quispe Apaza	Pastor/Ex Líder Regional EDC.	Luribay	Luribay/Collpani
50	Pablo Calle Chambi	Pastor Principal	Yaco	Pampajasi/Iglesia la Voz Celestial
51	David Mamani	Pdte. CID	Yaco	Pampajasi/Iglesia la Voz Celestial

N°	Name	Position	Municipality	Community Institution
52	Juan Chambi Barreto	CID/	Yaco	Pampajasi/Iglesia la Voz Celestial
53	Juan Huanca Mamani	Prof. Multigrado	Yaco	Pampajasi/ U.E.Daniel Gómez García
54	German Mamani Flores	Pdte. Concejo Educativo	Yaco	Pampajasi/ U.E.Daniel Gómez García
55	Lucio Corani Mamani	Concejo Educativo	Yaco	Pampajasi/ U.E.Daniel Gómez García
56	Idelia Chambi Chino	Vice Pdta. Concejo Educativo	Yaco	Tablachaca/U.E. Germán Busch
57	Marco Aruni Tapia	Profesor tercero de primaria	Yaco	Tablachaca/U.E. Germán Busch
58	Justiniano Rosa	Profesor sexto de primaria	Yaco	Yaco/U.E. Yaco
59	Daria Calizaya Rocha	Prof. Multigrado 2o. Y 3ro.	Yaco	Yaco/U.E. Yaco
60	Juana Chambi Apaza	Prof. 1ro. 2o Comunitaria	Yaco	Iracachi/U.E. Iracachi
61	Wilfredo Borrás López	Vice Pdte. Concejo Educativo	Yaco	Iracachi/U.E. Iracachi
62	Jacinta Mamani Soto	Miembro Bartolina Sisa	Luribay	Alto Carayapu/Bartolina Sisa
63	Lourdes Quispe Santa María	Concejala	Luribay	Luribay/GAML
64	Justino Zubieta	Ex miembro del Comité	Luribay	Luribay
65	Leonarda Cutipa Mamani	Miembro Bartolina Sisa	Luribay	Anquioma Alto/Bartolina Sisa
66	Zenobia Quispe Aruquipa	Miembro Bartolina Sisa	Luribay	Anquioma Bajo/Bartolina Sisa
67	Orlando Ramírez Choque	Ex Vicepresidente Comité	Luribay	Anquioma
68	Marcelo Mamani Montes	Secretario General	Luribay	Anquioma Alto/Bartolina Sisa
69	Silvia Quispe Chocque	Concejala	Luribay	Luribay/GAML
70	Fausto Cori Callisaya	Responsable del Programa	Luribay	MAN-B
71	Juan Paco Huallpa	Responsable Productivo e Infraestructura	Luribay	MAN-B
72	Marleni Surco Espinoza	Responsable de Proyectos MAN-B	Luribay	MAN-B
73	Bartolomé Zenteno	Responsable Diaconal	Luribay	MAN-B
74	Jacinta Álvarez	Miembro Bartolina Sisa	Luribay	Colliri/Bartolina Sisa
75	Mario Canchari	Ex miembro del Comité	Luribay	Colliri
76	Andrés Vásquez Siles	Alcalde Municipal	Luribay	GAML
77	Alberto Marka Martínez	Ex miembro del Comité	Yaco	Tablachaca
78	Hugo Aliaga Chambi	Ex Secretario General CSUTCB	Yaco	Tablachaca
79	Edson Valdez Fernández	Ex miembro del Comité	Yaco	Yaco
80	Cesar Flores Mamani	Alcalde Municipal	Yaco	GAMY
81	Edelta Salinas Rosales	Dirigenta Bartolina Sisa	Yaco	Central Agraria Bartolina Sisa
82	Segundino Vera Cachi	Secretario General	Yaco	Iracachi
83	Sandro Saavedra	Beneficiario	Luribay	Alto Carayapu
84	Roxana Valdez	Beneficiario	Luribay	Alto Carayapu
85	Ildifonso Deheza	Beneficiario	Luribay	Alto Carayapu
86	Francisco Aguilar Oroña	Beneficiario	Luribay	Alto Carayapu - Asociación Kerwa
87	Alberto Valdez Sanizo	Beneficiario	Luribay	Collpani
88	Edgar Valdez Sulcani	Beneficiario	Luribay	Collpani
89	Lidia Amaya Calle	Beneficiario	Luribay	Collpani
90	Timoteo Guzman Massi	Beneficiario	Luribay	Collpani
91	Waldo Calle Sanizo	Beneficiario	Luribay	Collpani
92	Custino Sanizo Vásquez	Beneficiario	Luribay	Collpani
93	Lorenzo Vásquez Lovera	Beneficiario	Luribay	Collpani
94	Dubeisa Cruz Terrazas	Beneficiario	Luribay	Collpani
95	Aurora Vásquez Sarmiento	Beneficiario	Luribay	Collpani
96	Máximo Valdez Sanizo	Beneficiario	Luribay	Collpani
97	Willy Mamani Ochoa	Beneficiario	Luribay	Collpani
98	Genaro Sanizo Gervacio	Beneficiario	Luribay	Collpani
99	Natalio Villca Nina	Beneficiario	Luribay	Colliri
100	Genaro Calle Ch.	Beneficiario	Luribay	Colliri
101	Melvi Choque Calle	Beneficiario	Luribay	Colliri
102	Modesto Canchari Q.	Beneficiario	Luribay	Colliri
103	Gregorio Alejo Núñez	Beneficiario	Luribay	Okullani
104	Inés Canchari Machaca	Beneficiario	Luribay	Colliri - Sub Central Bartolina Sisa



N°	Name	Position	Municipality	CommunityInstitution
105	Natalio Villca Nina	Beneficiario	Luribay	Comité de Agua Segura
106	Genaro Calle Ch.	Beneficiario	Luribay	Presidente Comité Agua Segura
107	Eddy Aguilar C.	Presidente	Luribay	AIPAQ, Alto Carayapu
108	Zenobio Sarmiento C.	Productor de base - socio	Luribay	AIPAQ, Alto Carayapu
109	Narcy Sarmiento N.	Productora de base - socia	Luribay	AIPAQ, Alto Carayapu
110	Iván Deheza M.	Vice-Presidente	Luribay	AIPAQ, Alto Carayapu
111	Fidel Aguilar	Secretario de Hacienda	Luribay	AIPAQ, Alto Carayapu
112	Freddy Sanizo M.	Presidente del Comité de Administración Proyecto Durazno	Luribay	Comunidad Collpani
113	Jonson Quispe A.	Vicepresidente del Comité de Administración Proyecto Durazno	Luribay	Comunidad Collpani
114	Lourdes Vázquez	Secretaria de Hacienda del Comité de Administración Proyecto Durazno	Luribay	Comunidad Collpani
115	Meith Valdéz S.	Secretaria de Actas del Comité de Administración Proyecto Durazno	Luribay	Comunidad Collpani
116	Hugo Sanizo Valdéz	Productor de base	Luribay	Comunidad Collpani
117	Adela Cora	Productora de base	Luribay	Comunidad Collpani
118	Teófilo Massi P.	Productor de base	Luribay	Comunidad Collpani
119	Octavio Aruquipa Q.	Productor de base	Luribay	Comunidad Collpani
120	Germán Sanizo V.	Productor de base	Luribay	Comunidad Collpani
121	Jhose Valdéz M.	Productor de base	Luribay	Comunidad Collpani
122	Juana Sanizo V.	Productora de base	Luribay	Comunidad Collpani
123	Teresa Sanizo Z.	Productora de base	Luribay	Comunidad Collpani
124	María Zeballos	Productora de base	Luribay	Comunidad Collpani
125	M. Hortencia Sanizo	Productora de base	Luribay	Comunidad Collpani
126	Claudina Sanizo	Productora de base	Luribay	Comunidad Collpani
127	Mercedes Quisbert	Productora de base	Luribay	Comunidad Collpani
128	Romualdo Sarmiento	Productor de base	Luribay	Comunidad Collpani
129	Roberto Valdéz S.	Productor de base	Luribay	Comunidad Collpani
130	A. Cruceño Villanueva	Productor de base	Luribay	Comunidad Collpani
131	Joaquín Guzmán	Productor de base	Luribay	Comunidad Collpani
132	Revero Lovera Q.	Productor de base	Luribay	Comunidad Collpani
133	Willy Mamani O.	Productor de base	Luribay	Comunidad Collpani
134	Ronaldo Mamani	Productor de base	Luribay	Comunidad Collpani
135	Fernando Choque Q.	Presidente Comité de Administración Proyecto Baño Antiparasitario	Luribay	Comunidad Colliri
136	Mario Canchari Q.	Secretario General	Luribay	Comunidad Colliri
137	Macario Calle C.	Productor de base	Luribay	Comunidad Colliri
138	Lino Canchari Ch.	Productor de base	Luribay	Comunidad Colliri
139	Martín Calle M.	Productor de base	Luribay	Comunidad Colliri
140	Simón Álvarez	Productor de base	Luribay	Comunidad Colliri
141	Víctor Cachari	Strio de Propaganda	Luribay	Comunidad Colliri
142	Natalio Villca Nina	Productor de base	Luribay	Comunidad Colliri
143	Melvi Choque C.	Productora de base	Luribay	Comunidad Colliri
144	Inés Canchari Machaca	Sub-Central Bartolina Sisa	Luribay	Comunidad Colliri
145	Felipa Machaca	Secretaria General Bastolina Sisa	Luribay	Comunidad Colliri
146	Jacinto Alejo	Secretario de Vialidad	Luribay	Comunidad Colliri
147	Cristina Quino	Productora de base	Luribay	Comunidad Colliri
148	Hilario Calle C.	Productor de base	Luribay	Comunidad Colliri
149	Severo Quispe	Productor de base	Luribay	Comunidad Colliri
150	Hector Villca Q.	Productor de base	Luribay	Comunidad Colliri
151	Honorato Villca Q.	Productor de base	Luribay	Comunidad Colliri

N°	Name	Position	Municipality	CommunityInstitution
152	Luis Villca	Productor de base	Luribay	Comunidad Colliri
153	Modesto Canchari Q.	Productor de base	Luribay	Comunidad Colliri
154	Teodosio Alejo M.	Productor de base	Luribay	Comunidad Colliri
155	Eulogio Quispe Q.	Consejo de Educación	Luribay	Comunidad Colliri
156	Gregorio Alejo Muñoz	Productor de base	Luribay	Comunidad Colliri
157	Eduardo Quispe Calle	Productor de base	Luribay	Comunidad Colliri
158	Nilda Flores Ch.	Productora de base	Luribay	Comunidad Colliri
159	Alejandro Calle S.	Productor de base	Luribay	Comunidad Ucullani
160	Santiago Calle S.	Productor de base	Luribay	Comunidad Ucullani
161	Gerónimo Quispe	Presidente	Luribay	AMPAL, Tumi
162	Gerónimo Quispe	Productor de base	Luribay	Comunidad Tumi
163	Alberto Canaza	Productor de base	Luribay	Comunidad Sanucachi
164	Cecilio Jaúregui Chura	Secretario General	Yaco	Comunidad Pampajasi
165	Cleofor Narvaez A.	Presidente Comité de Administración Proyecto Baño Antiparasitario	Yaco	Comunidad Pampajasi
166	José Carlo Chura	Secretario de Relaciones	Yaco	Comunidad Pampajasi
167	Guillermo Pérez N.	Secretario de Vialidad	Yaco	Comunidad Pampajasi
168	Alberto Canagua Q.	Ex Seccional	Yaco	Comunidad Pampajasi
169	Walter Mita G.	Secretario General	Yaco	Comunidad Huntuta
170	Máximo Achacollo M.	Secretario de Relaciones	Yaco	Comunidad Huntuta
171	Javier Guarachi M.	Secretario de Actas	Yaco	Comunidad Huntuta
172	Víctor Yujra Marca	Vocal	Yaco	Comunidad Huntuta
173	Cergio Mamani Mayta	Productor de base	Yaco	Comunidad Huntuta
174	Máximo Andia A.	Productor de base	Yaco	Comunidad Huntuta
175	Gualberto Sullcani G.	Productor de base	Yaco	Comunidad Huntuta
176	Wilfredo Sullcani L.	Productor de base	Yaco	Comunidad Huntuta
177	Víctor Mamani	Productor de base	Yaco	Comunidad Huntuta
178	Juan Carlos Huanca R.	Productor de base	Yaco	Comunidad Huntuta
179	Irineo Achacollo M.	Productor de base	Yaco	Comunidad Huntuta
180	Extor Sullcani Rojas	Productor de base	Yaco	Comunidad Huntuta
181	Benjamín Mayta R.	Productor de base	Yaco	Comunidad Huntuta
182	Edem Yucra M.	Productor de base	Yaco	Comunidad Huntuta
183	Fermín Mamani G.	Productor de base	Yaco	Comunidad Huntuta
184	Lucio Mayta R.	Productor de base	Yaco	Comunidad Huntuta
185	Amalia Guarachi	Productora de base	Yaco	Comunidad Huntuta
186	Doris Yucra Mita	Productora de base	Yaco	Comunidad Huntuta
187	Daniel Guarachi M.	Productor de base	Yaco	Comunidad Huntuta
188	Teófilo Mayta	Productor de base	Yaco	Comunidad Huntuta
189	Olegario Mita G.	Productor de base	Yaco	Comunidad Huntuta
190	Waldo Lobo Flores	Secretario General	Yaco	Comunidad Chuaña

**Aneex N° 3. Designed Instruments**

(Presented in digital format)

**Annex N° 4. Database of Surveys Conducted**

(Presented in digital format

**Annex N° 5. Photographic Registry**

(Presented in digital format)