

**Evaluation Report**

**Latin America Regional team**

**The Salvation Army**

**Latin America and the Caribbean**

**2014**

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**“While women weep, as they do now, I'll fight; while little children go hungry, as they do now, I'll fight; while men go to prison, in and out, in and out, as they do now, I'll fight; while there is a drunkard left; while there is a poor lost girl upon the streets; while there remains one dark soul without the light of God, I'll fight-I'll fight to the very end!”**

**William Booth**

## Index

|                                       |    |
|---------------------------------------|----|
| 1. Index.....                         | 3  |
| 2. Glossary.....                      | 4  |
| 3. Executive Summary.....             | 5  |
| 4. Introduction.....                  | 10 |
| 5. Brief project description.....     | 16 |
| 6. Project status.....                | 19 |
| 7. Purpose of the Evaluation .....    | 20 |
| 8. Development of the Evaluation..... | 20 |
| 9. General development comments.....  | 21 |
| 10. Outcomes.....                     | 22 |
| 11. Conclusions.....                  | 41 |
| 12. Recommendations.....              | 45 |
| 13. Appendices.....                   | 48 |
| • Terms of reference.....             | 48 |
| • Relevant information.....           | 49 |
| • Travel report.....                  | 57 |
| • Map.....                            | 65 |

## **GLOSSARY:**

|               |  |
|---------------|--|
| <b>SA</b>     | Salvation Army   |
| <b>IM</b>     | Integrated Mission                                     |
| <b>ELAMI</b>  | Latin America Facilitation Team for Integrated Mission |
| <b>TC</b>     | Territorial Commander                                  |
| <b>DC</b>     | Divisional Commander                                   |
| <b>Coord.</b> | Coordinator  |
| <b>TOR</b>    | Terms of Reference                                     |
| <b>LA</b>     | Latin America  |
| <b>RT</b>     | Regional Team  |
| <b>TT</b>     | Territorial Team                                       |
| <b>DT</b>     | Divisional Team  |
| <b>SAE</b>    | South America East                                     |
| <b>SAW</b>    | South America West                                     |
| <b>LAN</b>    | Latin America North                                    |
| <b>BRA</b>    | Brazil   |
| <b>MEX</b>    | Mexico   |
| <b>IHQ</b>    | International Headquarters                             |
| <b>ILAO</b>   | Latin America Institute for Officers                   |

# CHAPTER 1

## A. EXECUTIVE SUMMARY

### 1. Brief description of Project

The Salvation Army Integrated Mission Team in Latin America (ELAMI) seeks to develop the capacity and resources of the Salvation Army, as a branch of a Christian Church, to better reach out to the local community to understand problems that are being experienced and to facilitate responses, as developed by the community, in conjunction with local organisations. The Integrated Mission process focuses on human capacity development which refers to the stimulation of the will, abilities and skills that are needed for a competent response by organisations and communities. TSA firmly believes that the capacity exists within local communities for them to take charge of their own situations. The ELAMI encourages a common way of being and working for all parts of The Salvation Army which includes an on-going process of reflection in order to capitalise on the experiences of each community and share it with others. Transfer is facilitated because members of the community are invited to discussions with other communities and also as community members move to other communities, they take the approach with them. Offering of mutual support, participatory evaluation, assessment and relationship building are all means that are used by the teams to ensure successful and sustainable community interventions.

### 2. Purpose of the evaluation

This evaluation was initiated by ELAMI in order to fulfil the agreed action plan with NORAD, the donor entity for this project. Both organisations want to evaluate the joint project and the fulfilment of the proposed aims for Project 2010-2014.

### 3. Project evaluation

The evaluation of efficiency, efficacy and impact was carried out in three stages.

**1 Stage:** The elaboration of the evaluation, agreements, travel plans and file reading tools.

**2 Stage:** Programme to programme visit to Ecuador; Transference meeting in Costa Rica, LAN territory; Mexico territorial team training of the divisions.

**3 Stage:** Reading of the materials, final report preparation, final presentation of the report to the ELAMI coordinator, sending the report to NORAD, and presentation of the report during the synthesis and planning meeting.

### 4. Conclusions

#### 1. Overview

The ELAMI Members have adopted Integrated Mission as a way of life, crossing and permeating all areas of their lives (personal, family, social, ecclesiastical, etc.)

During the first years of Project 2010 – 2014 it was evident that some difficulties were encountered and not all the aims were achieved during this period. It was only half way through the project that we could observe a change and a new direction that empowered and catapulted the team in such a way to reach the final period with almost all the proposed results.

The major capital that ELAMI has is its human resources: trained, experienced and dedicated people.

The focus of facilitation as an option to relate to our neighbours, especially for the learning and development processes, has already been incorporated in most of the SA.

Most of the recommendation given in 2008 had been taken into account, either to prepare and manage the project; but, there are still issues that have to be adjusted and/or corrected.

For the 2010-2014 ELAMI process, we had a strategic plan which showed a great improvement in quality of preparation thereof. It was noted that the incorporation of indicators were of great help during the evaluation period. In addition, annual operating plans were developed, producing a narrative and graphic presentation; this allowed a greater visibility of the operating plan. This also facilitated the annual evaluations that, in time, helped to make corrections for the next year. During the last two years an evaluation scheme was incorporated for each ELAMI event.

It is remarkable that gender equity is one of the axes that cut across the project, where this topic has been respected in the formation of territorial teams: 50% men, 50% women.

In general terms, Integrated Mission has been introduced in all the LA territories and has been permeated through all levels of the Salvation Army. Members of the organisation, especially within leadership, have understood that IM is not a new programme, but is to retake the mission practiced by the founders, and that the focus of community work based on participation, respect, listening, team work, etc., will contribute to the effectiveness and sustainability of the SA project.

With the formation of territorial and divisional teams, adding to ELAMI a multitude of player agents of IM that; we hope this will increment the impact of seeing mission from this perspective.

The transference meeting has been an excellent strategy because in a strategic and symbolic way it transfers the 'baton' to a new and larger team (territorial, divisional, local). There is still the need to strengthen the formation of divisional teams, but the territorial teams have already established a schedule regarding this process, no doubt that before the end of the year, the majority of them will be functioning.

During the last two years of Project 2010-2014 it implemented an excellent methodology including the transfer concepts (Bible and theology reflection, KEY words, etc.) and in the practice of community work. This methodology should be enriched with more key words, with participatory techniques and with more reflection, without neglecting the recreational and artistic contributions that provide a symbolic value to the strengthening of IM.

There is still the need to strengthened IM youth groups, building alliances with 'CLAVES' – Youth for Christ and Community and Change (previously known as F. Kairos), both organisations working specifically to train teens and youth, with an Integrated Mission perspective.

Although important results have been achieved, described in detail in point K of this report, some are still in the implementation process. The difficulty to fully achieve the objectives is multifactorial and is related to the management, the working team, and the national, institutional and Church context.

## **2. Recommendations**

### **2.1. Recommendations for ELAMI**

- Some of these recommendations have already been given in the previous evaluation, but we emphasis some of the important ones.
- The first and most important recommendation is that ELAMI should keep running.
  - The most important thing is that ELAMI's function has changed from being a promoting team to being a consultation or reference team, developing support, counselling and accompaniment to the territorial teams and these to the divisional teams, etc.
  - To seek the adequate organisational framework for the programme sustainability. In what areas within the Salvation Army could IM be fully developed?
  - Develop a plan of financial sustainability for the territorial and divisional teams.
- Design and implement a communications strategy to allow fluency in the dialogue.
  - It is recommended to keep trying to shorten the distances by using virtual meetings (via Skype or other options such as telephone conference calls), to connect through Facebook to keep the whole Salvation Army informed of the team's activities. Another private Facebook to allow fluency of communication between the different teams and to serve as a debating network between teams. The exchange of information and experiences should be nourished and create a space for dialogue, for building deeper relationships in order to support each other. It could also be a means to upload and share material for the Mission.

- Maybe a person could be designated to coordinate this work.
- Keep having synthesis and planning meetings to allow the elaboration of the yearly strategic plan and the operations plan in a participatory manner.
  - Continue working with the impact indicator so they could be measurable and quantifiable.
  - To work with process indicators that will contribute to the IM evaluation.
- To review the document describing team roles and functions and, adjust them to the new organizational situations if necessary.
- To build up a profile for the ELAMI coordinator depending on the management ability at territorial and Latin America level.
- To organise the ELAMI database because it contains its history, in Spanish as well as in English.
- To continue creating graphic material to be distributed virtually and to be available to all.
- To write more stories, like the one of Captains Sanchez, that could be used during workshops as case studies.
- To continue working on the dissemination of IM, its concepts and community work approaches.
- To continue deepening the IM concepts incorporating words such as: Shalom (peace), justice, be a blessing, sanctification, mercy, love, service, as well as those already being used such as incarnation, grace, creation, etc.
- To continue researching the themes related to participatory techniques and its adequate application. Community work tools that are provided are only the basis upon which community work is built, but there is much more.
- To work deeper with the term FACILITATOR. Reflect about what it means to be a facilitator, what elements help to a good facilitation; what does a facilitator do/ does not do, etc.
- Not to rest until each territory has a divisional IM team.
- To continue working until each territory has an IM Youth Team.
- To continue with programme to programme visits; this is extremely rewarding to all those who participate.



## **2.2. Our Recommendations to NORAD**

Beyond the unexpected, we can affirm that most of the objectives have been fulfilled. Some have been largely achieved and others less so. In general, NORAD can be pleased with the completion of the objectives and the resources have been well used.

So we recommend that:

- They continue supporting Territorial Teams projects needing financing, training, etc.

## CHAPTER 2

### B. INTRODUCTION

#### The Salvation Army

The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. Its message is based on the Bible. Its ministry is motivated by love for God. Its mission is to preach the gospel of Jesus Christ and meet human needs in his name without discrimination.

Founded in England in 1865 by the Methodist Pastor William Booth and his wife Catherine, it arose as a movement of revival that grouped volunteers from different Protestant churches. Its objective was to spread the Christian message not only in words, but also in action to the social sectors most affected by poverty, alcoholism, overcrowding and all the varieties of social issues that the English Industrial Revolution had pushed to different marginal zones of London.

William Booth expressed his feelings with these words: 'While women weep as they do now, I'll fight; while little children go hungry as they do, I'll fight; while men go to prison, in and out, in and out, as they do. I'll fight; while there is a drunkard left, while there is a poor lost girl on the streets, while there remains one dark soul without the light of God, I'll fight I'll fight to the very end!' His desire to care for the poor in any possible way was something that he inherited from his Wesleyan upbringing, whose first priority was to love God and his neighbour, according to the command of Jesus (pg. 115, Life and Ministry of William Booth, Roger J. Green). Begbie, in his biography of General William Booth says of W. Booth that 'He demanded a true abnegation, but advised reasonable care of yourself. He preached the Christian gospel in its more attractive form, but prescribed that it demonstrates extreme tenderness with the broken hearted. He denounced sin with an energy that was almost violent, but sought the sinner with a loving kindness that was entirely beautiful'.

In **1978**, William Booth expressed that the 'Christian Mission is a **Salvation Army**'. The development of military customs influenced the language, habits and discipline of the new movement. The SA was growing and its organisational structure began to take on a series of military-style patterns. When the statutes governing the SA were introduced in 1904, William Booth clarified that although the organisation took a military structure, the intention was not to imitate that force.

Booth didn't intend to found another church: his idea was to go out into the streets, " as an army for the salvation of the most vulnerable groups and send people that would become Christians to the different churches already existing in London, so they could be part of them. But these churches didn't want to receive people from the streets, because most of them were alcoholics, prostitutes or the so called unwanted of society. Booth had no choice but to start a new church so they could all be welcomed.

The SA is known as an international NGO that does social work. It works in 115 countries and provides services in more than 175 languages. After the United Nations the SA is the greatest provider of social assistance in the world. It was the promoter of many innovative projects. For example, it started the first working bureau in England. Booth wrote a book

about his theories of social work from a Christian perspective. Another project was the manufacture of matchsticks to show that it was possible to improve working conditions for employees offering a healthy and caring environment leading to paying more reasonable wages. The other factories were forced to improve their production methods to improve the quality of life of employees.

It is noteworthy that in the SA, from the beginning, women had equal responsibilities with men. Catherine Booth, co-founder of the movement was a gifted preacher and a great leader, but many people were surprised when she preached publicly because she was a woman. This idea of equal responsibility of men and women was new in the religious world.

‘With the heart to God and a hand to man’, being one of the slogans, it clearly expresses the goal of this group of Christians to love God and serve their neighbour.

### **Integrated Mission within the Salvation Army**

**1986** Organization of the Salvation Army Hospitals in India. Thus bringing all together under one leadership. The aim: to find out how to respond to the new HIV/AIDS pandemic and how to structure the work to face this new situation.

**1987** The Salvation Army Chikankata Hospital – Zambia, discussions took place to find out ways of dealing with HIV/AIDS. The experience of implementing this concept within the community showed that communities have the capacity to solve their own problems if they were organised and motivated.

People started to perceive the importance of words such as: Care and Prevention, Communities, Training, Behavioural Change, Hope, Evaluations.

The results were highly satisfactory with regard to HIV/AIDS. It was decided to apply this methodology of participatory work to help solve other needs.

**1990** Start the transference of these concepts to different parts of the Salvation Army world through IHQ trying to promote, develop and promote the active participation of bodies and institutions in the communities to which they belong.

It is in this year that the transfer of the experience gained and developed concepts initiated through CGI.

**1991** Formation of a technical team at IHQ to help other countries to work with this and to implement the same concepts used in Africa and to adapt them to different situations.

**1992-1993** Visits by the technical team to places where they were willing to participate about the topic: India, Nigeria, Zimbabwe, Congo, Filipinas, Haiti, Sri Lanka and Ghana.

1992-1993 Visits by the technical team to places where they were willing to participate about the topic: India, Nigeria, Zimbabwe, Congo, Filipinas, Haiti, Sri Lanka and Ghana.

**1992** Integrated Mission Discussion at ILAO in Argentina. In 1994 the seminar 'Health, Health and Integrity', in Brazil, with the presence of the International Health Team from CGI is done - a landmark in the history of MI for the SA Latin America.

This practical expression of the transforming work has been motivated by the knowledge of experiences of communities, through participation and teamwork, have changed the way we relate in families, neighborhoods and the rest of society.

*'We believe that it is the local communities who can recognize their problems, seek answers and work towards changing some of the difficulties that affect their development, such as poverty, lack of employment, school dropout or naturalization of violence; and many other derivatives or related services, such as nutrition, infant mortality, drugs, HIV / AIDS, lack of education for sexuality, teenage pregnancy, and child abuse, etc. Most of these communities have lost hope and need emotional, moral support and often also the material to succeed.'*

**1994** 'Health, Healing and Wholeness' Seminar in Brazil with the participation of the IHQ Health Services Team.

**1995** Regional AIDS Consultation – Bolivia. Initial major interest by Mexico and Ecuador. Programme to programme visits to other countries. Formation of an Africa Regional Team to work with Salvationists of different territories with HIV/AIDS.

**1997** Formation of the South Pacific and East Asia Regional Team. Beginning of Inter-regional consultations, the first being at IHQ in London. Visit of International Team to Mexico, Panamá and Guatemala.

**1998** South America West Territory holds a Social Services Seminar and decides to get involve with Integrated Mission.

**1999** Invitation to the International Team to visit Argentina, Uruguay and Paraguay. Inter- Regional gathering in Kenya. Integrated Mission gathering in Chile with the intention of forming a Regional Team.

**2000** With great enthusiasm and commitment the Regional Integrated Mission Team is formed in the South America West Territory.

From the International Conference of Leaders in Singapore, the decision was to determine that IM was to be developed within the scope of Social Services and under its coordination. Earlier that year, a Regional Consultation took place with all the territories of Central and South America trying to strengthen and motivate the IM concepts. On this occasion a Programme to Programme visit was planned for this year within Brazil and Mexico.

**2001** A Territorial Team for South America East is formed.

**2002** For the first time in Latin America an Inter - Regional consultation takes place in

Ecuador. A two day IM workshop is conducted in Chile, during ILAO. As part of the work to promote IM, the SAE team visits Costa Rica.

**2004** Important decisions are made after a meeting in Buenos Aires, Argentina, where a list of recommendations is given. The Meeting of Latin America Leaders, held in Mexico, seen the formation of a regional team. An interim coordinator is appointed and territorial leaders appoint representatives of each country in Latin America to be part of the Regional Team.

Several countries had received support from the International Facilitation Team, but the positive response of this region (West and East Territories) allows the process of formation of the Regional Team with the hope of adding other people from other territories in Latin America.

At first the implementation or application of the concepts of IM was not widely accepted by the Regional leadership, although this vision meant only to return to the founding principles of the SA where people involved in Christianity, came out to the community and care for the needy. Another reason, perhaps, was the direct approach to HIV/AIDS and the SA in Latin America was not developing such programme. It should be stressed that this issue has been overcome and leadership has made a strong commitment to IM as will be mentioned on the report.

**2004** The official formation of ELAMI with the presence of Commissioners Francis, International Secretary, takes place in Santiago de Chile; Dr. Ian Campbell and Alison Campbell, International Health and Community Development Consultants. Major Martha Magallanes is named as Regional Coordinator accompanied by representatives from the Brazil, LAN, Mexico, SAE, SAW territories.

The Regional Team is a group of facilitators, who knows the concepts of IM and supports Regional Teams, promoting the exchange of experiences and learning between territories.

IM is a way of life, which develops to inspire corps, social institutions and territories to engage with communities, to encourage them to seek their own answers, but also to nurture the spiritual sensitivity and to make decisions about their own situations.

The SA is looking to be part of the life of the community, and from there, search and stimulate answers to their problems. This includes spiritual growth, because the SA puts the focus on the 'care for the whole person.' The strategy is to 'help people to help themselves', with the assurance that commitment, identification with the neighbour and solidarity are some of the basic attitudes for development.

Given the inability of the international team to be present often enough to accompany this project and in order to expand this intercultural process, it was necessary to form a 'regional facilitation team' (making possible the connection between the territories), not as an end in itself but as a means to encourage a more rapid and effective response within the territories. This has been the experience in other parts of the world and in Latin America over the past decade.

## **First NORAD Project**

### **2004**

- Seminar in Bolivia with the participation of representatives from UN.
- Participation in a training seminar for officers in Brazil.
- Members of the core team participated in the Inter-Regional meeting in Kenya and in a visit to the UN.
- Participation of the members in a visit to the UN Office in Foz de Iguazu, Brasil.
- Inter-Regional consultation in India.
- First Youth Integrated Mission gathering in India.

### **2005**

- Compilation of the 'Mission in Community' booklet in Kenya and the USA.
- ELAMI Regional Meeting in Ecuador.
- Formation of a IM team in Europe.

### **2006**

- Regional ELAMI meeting in Peru.
- Meeting of Youth facilitators in Argentina.
- Inter-Regional meeting in China.

### **2007**

- ELAMI Regional meeting in Argentina.
- Meeting of Youth facilitators in Argentina.
- Integral Mission consultation organised by Micah Latin America Network in Peru.
- Inter-Regional meeting in India.
- Participation of youth from all over Latin America and USA at the Pan-American Games in Rio de Janeiro, together with the African Regional Team coordinator (Ricardo Walters).
- ELAMI participation in the Pan American School for Soldiers in Mexico.

### **2008**

- ELAMI regional meeting in Guatemala.
- NORAD external evaluation.
- International HIV and AIDS conference in Mexico (participation of SAE/MEX/BRA and members of the African Regional facilitation team).

## **Current project activities**

### **2009**

- ELAMI Regional meeting in Paraguay.
- Writing of the book 'Building Deeper Relationships' with ELAMI representatives in a discussion with Major Dean Pallant during the handover meeting.

### **2010**

- ELAMI Regional meeting in Brazil.
- Meeting of Youth facilitators in Peru's Kairos and Peace and Hope.

- Programme to programme visit SAE/Brazil.

## **2011**

- ELAMI Regional meeting in Mexico.
- Participation of youth from several countries at the Pan-American Games in Mexico.
- Strengthening of divisional teams in Brazil as a response to emergencies.
- Sex trafficking II Internal Congress in Argentina (SAE/BRA/SAW).
- Meeting on 'Childhood and Teenagers Inclusion' with Argentinean Kairos (SAE/BRA/SAW).
- Meeting of Youth facilitators with Argentinean Kairos.
- Participation of officers from different territories and members of ELAMI at the events Bienaventurada la Recreación (Campaña Buen trato) (Youth for Christ, Kairos Community and Change and Jack Norman camp) in Paraguay.
- Participation of officers from different territories at a Genre Consultation organised by Micah Network, in Ecuador.
- ELAMI participation at the Pan American School for Soldiers, in Chile.
- ELAMI participation at the Latin American projects' meeting in Panama.

## **2012**

- Handover meeting in Brazil.
- ELAMI regional meeting in Costa Rica.
- ELAMI participation at the Latin American projects' meeting in Peru.
- Participation of BRA/SAE/SAW representatives at the 1<sup>st</sup> Christian meeting about Sex trafficking organised by the Argentinean 'Movement along with the Children and Youth'.
- SAE participation at the Global Consultation on Family Planning organised by SAWSO and IHQ.
- Participation of 37 Brazilian team youth mission members at the London Olympics.

## **2013**

- Handover meeting in Mexico.
- Handover meeting in Paraguay, SAE.
- ELAMI regional meeting in Bolivia.
- Participation of the Brazilian divisional team at the Confederations Cup.
- ELAMI participation at the Latin American projects' meeting in Mexico.

## **2014**

- Handover meeting in Peru, SAW.
- Programme to programme visit of SAE/SAW.
- ELAMI participation of members from all territories at the 'Global Conversation' in Orlando, USA.
- Participation of local teams and teams from other countries at the World Cup in Brazil.
- NORAD external evaluation.
- Handover meeting in Costa Rica, LAN.

The concepts and objectives of community work have not changed during all the working years of the teams. However, the working themes have been widened. In the first instance emphasis was given to health, but now the themes include **Social Justice, environment, community development and education.**

**C. FINANCIAL CONTRIBUTORS:**

The Salvation Army in Norway, BN and local supporters.

**D. PROJECT AREA:**

Latin America.

**E. PROJECT PERIOD:**

January 2010 – December 2014

**F. BRIEF DESCRIPTION OF PROJECT**

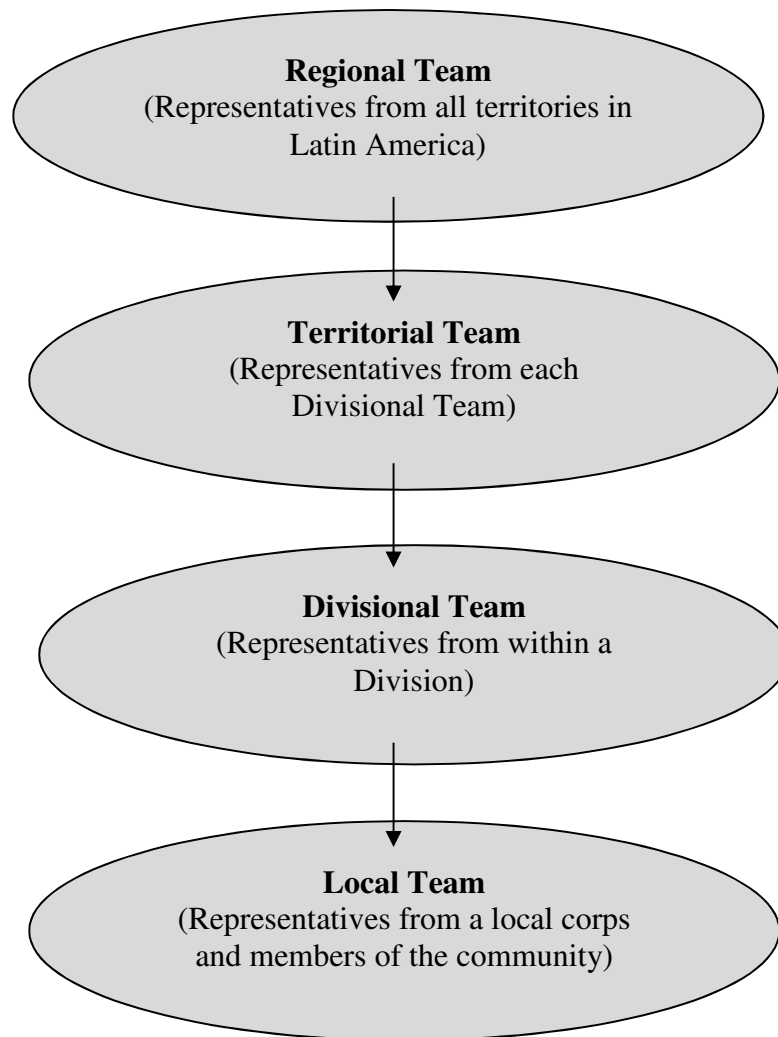
The Salvation Army Integrated Mission Program in Latin America (ELAMI) seeks to develop the capacity and resources for The Salvation Army, as a branch of the Christian Church, to better reach out to the local community to understand problems that are being experienced and to facilitate responses, as developed by the community, in conjunction with local organizations. The Integrated Mission program focuses on human capacity development which refers to the stimulation of the will, abilities and skills that are needed for a competent response by organizations and communities. TSA firmly believes that the capacity within local communities exists for them to take charge of their situations.

The ELAMI encourages a common way of being and working for all parts of The Salvation Army which includes an on-going process of reflection in order to capitalize on the experiences of each community and share it with others. Transfer is facilitated because members of the community are invited to discussions with other communities and also as community members move to other communities, they take the approach with them.

Offering of mutual support, participatory evaluation, assessment and relationship building are all means that are used by the teams to ensure successful and sustainable community interventions.

The programme is structured using teams on different levels:





There is only one Regional team for the Latin America Region and there are currently five territorial teams. The number of divisional and local teams varies within each territory. Members may be Salvationists or friends of the Salvation Army.

### 1. **Regional Team – ELAMI**

The Regional Team is made up of two representatives from each participant territory of the Salvation Army in Latin America, the coordinator and a representative from the Americas Zonal office. These territories are: Brazil Territory, South America East Territory, including Argentina, Uruguay and Paraguay; South America West Territory, including Chile, Peru, Bolivia and Ecuador; Latin America North Territory, including Colombia, Costa Rica, Cuba, Venezuela, Panama, Guatemala, Nicaragua, Dominican Republic, El Salvador and Honduras; Mexico Territory. Presently there are twelve members, eight women and four men, representing all five territories and the Americas office.

### 2. **Territorial Team**

The Territorial Team is made up of representatives from each Division/Region within the territory. The SAW Territorial Team has 17 members; Brazil Territorial Team has 11 members; Mexico Territorial Team has 12 members; SAE Territorial Team has 9 members and LAN Territorial Team has 7 members.

### 3. Divisional Team

This team is made up of representatives from a particular division that it represents. There are multiple such teams within a territory. Below is the list of the existing Divisional Teams:

| <b>TERRITORY</b>          | <b>DIVISION</b>   | <b>MEMBERS</b> |
|---------------------------|-------------------|----------------|
| <b>BRAZIL</b>             | RIO DE JANEIRO    | 7              |
| <b>SOUTH AMERICA WEST</b> | CHILE CENTRAL     | 6              |
|                           | CHILE SOUTH       | 6              |
|                           | CHILE NORTH       | 5              |
|                           | BOLIVIA CENTRAL   | 5              |
|                           | BOLIVIA ALTIPLANO | 7              |
|                           | PERU              | 9              |
|                           | ECUADOR           | 9              |
| <b>MEXICO</b>             | CAPITAL           | 5              |
|                           | NORTHEAST         | 5              |
|                           | RIO BRAVO         | 6              |
|                           | SOUTHEAST         | 5              |

### 4. Local Team

The local team is made up of representatives from a particular 'Church' or corps (Salvation Army terminology) or institution that it represents and members of the local community. According to our records, there are four local teams working in Mexico. Each team may interact with a lower or higher level team to provide support or training.

## G. CURRENT STATUS OF PROJECT:

- In accompanying local responses, local implementation teams are mentored by the facilitation team. The key strategy is SALT visits (Support, Appreciation, Learning and Transfer).
- Teams at all levels, with specific emphasis on youth and women are trained to create awareness and help find alternatives to respond to the focus areas of the ELAMI – Social Justice, environment, community development and health.
- In building territorial, divisional and local teams, members are being drawn from all Latin American countries where The Salvation Army is based. They are field- experienced people, yet developing facilitation skills through participating in the experience of a facilitation team visit.
- Territorial, divisional and local teams are in the process of being either implemented or strengthened by the ELAMI.
- Links with other organisations are fostered through facilitating a shared vision. Partnerships continue to be explored at territorial, divisional and local level.
- Sustainability is being sought also through a closer working relationship between the ELAMI, other IM teams and zonal and territorial projects offices.
- Salvation Army leaders are included in process analysis meetings, in debriefing after visits, and in SALT visits.
- Youth are being trained and they understand IM concepts through their involvement with IM teams at different levels.

#### **H. TARGET GROUP:**

Many people are ready to respond to critical issues around them; the evidence is abundant in the Latin American countries. The ELAMI seeks to support those evidences in local communities, by developing the capacity of youth and adults who are willing to respond through the territorial, divisional and local teams.

## I. PURPOSE OF THE EVALUATION

## J. EVALUATION STEPS

## K. RESULTS

### I. PURPOSE OF THE EVALUATION

This evaluation has been initiated by ELAMI in compliance with the action plan agreed with NORAD as the funding entity for this project. Both organisations want to evaluate jointly the work and the fulfilment of the objectives of the 2010-2014 project.

This evaluation is very important for the present state, the adjustment and follow-up of the project, as well as for the learning and development of new work. At the same time, the Salvation Army is responsible to the people and communities where it serves, and BN and NORAD to ensure the fulfilment of our aims.

This evaluation is to help all the team to continue learning from their experiences so that the ELAMI, as well as the territorial, divisional and/or local teams are strengthened, to contribute in a better development of the Salvation Army mission.

### J. EVALUATION STEPS

**J.1.** The impact, relevance and sustainability evaluation had different stages.

#### **1<sup>st</sup> Step:**

- a. Elaboration of the TOR. (April- May 2014).
- b. Email exchange between the ELAMI Coordinator, Lt. Colonel Sara Chagas, and the evaluation's Coordinator, Social Communicator Garcuela de Celis. TOR agreement.
- c. ELAMI's Coordinator sent to the evaluator the pertinent documentation for the evaluation, via internet.
- d. Trip dates were arranged and also details of the evaluation process. (May 2014).
- e. Information classification, reading and analysis of the documents that appear in the TOR (see appendix)
- f. Meeting in Ecuador and the ELAMI Coordinator hands over new material for the analysis and evaluation.

#### **2<sup>nd</sup> Step:**

- a. **Participation in a programme to programme visit – 2<sup>nd</sup> to 9<sup>th</sup> July 2014, in Ecuador.**
  - Meeting at divisional headquarters showing the Violence Prevention Programme that is being developed in Ecuador.
  - Visit to 'El Rancho' outside Quito, to observe the training for parents and people in general about prevention.
  - Visit to Manta to share with the team working on Violence Prevention against boys, girls and teenagers in that coastal city of Ecuador.

- Accompanying workshops for children and in meetings with the teams.
  - Those participating in this programme to programme visit were from Argentina, Paraguay and Ecuador.
- b. Participation in the handover meeting in Costa Rica, LAN Territory – 3<sup>rd</sup> to 10<sup>th</sup> August 2014**
- The handover meeting of ELAMI to the territorial team consisted in training to reinforce IM concepts and the TOOLS for community work which will help to accompanying development processes in several communities.
- c. Participation in IM training in Mexico FD, Mexico – 16<sup>th</sup> to 23 August 2014**
- Territorial team members trained divisional representatives with the aim that they in time will train the local corps. They worked with IM concepts and community work. Useful tools to develop the work within communities where there is a corps were provided, such as observation, mapping, visits, facilitation, problems tree, brainstorming, ranking and prioritisation, etc.

**3<sup>rd</sup> Step:**

- a. Read the materials received after the visits.
- b. Elaboration of the final report.
- c. Report's presentation to the ELAMI Coordinator.
- d. Presentation of report to ELAMI at the Annual Synthesis Meeting.
- e. Send the report to NORAD.

## **J.2. GENERAL COMMENTS OF THE EVALUATION'S DEVELOPMENT**

There was an excellent disposition to accept the participation in the activities that the teams were developing in the person carrying out the evaluation. A high level of compromise focus on IM was perceived. The participants in the programme to programme visit, the handover meeting in Costa Rica and the training in Mexico, showed an open mind and heart to learn new things, as well as disposition and commitment to put them to practice, at a personal, family and community level. All the concepts and supporting tools were handed over so that they could be used to develop an efficient way of working in the communities where there is a corps.

The agenda was followed as planned. The evaluation was carried out through observation, participation, group meetings, informal interviews, obtaining data through the involvement and comments of the participants, dialogues with the evaluator or between the participants and group dynamics that allowed the visualisation of the process and the achievements gained by the territorial teams, the divisional teams and their own relationships with ELAMI.

It was also possible to obtain direct information about the implementation and assimilation processes of IM, the achievements, difficulties and challenges for the new stage to be undertaken.

It proved difficult to read the archived documentation, due to the fact that most of them were written in English. The evaluator does not possess an adequate command of the language; therefore it is suggested, that for the better diffusion and communication of the ELAMI activities, it would be necessary that those documents were also made available in Spanish. It seems a contradiction that with the ELAMI being a Latin American team, the majority of its documentation is not available in its own language.

Despite the fact that the internet offers a larger long distance communication opportunity, it is not always possible to accomplish all the proposed objectives. It would have been necessary to have had more information about the tasks of the visiting teams and about the programme for the programme to programme visit. This would have helped to avoid uncertainty due to the lack of knowledge and would have allowed readiness for dialogue.

During the programme to programme visit in Ecuador, it was necessary to clarify the objective and intention of the exchange. The visit was an instance of reflection for the local teams about their own practices, as well as an opportunity for mutual learning. Once the communication gap was breached, the dialogue was fluent and enriching. The greater awareness among people enabled the possibility of exploring very sensitive and profound issues.

The evaluator, at all times, felt welcomed by the different groups, was well looked after and cared for in every detail. There was an excellent working environment. As always, it has been a pleasure to work and share with the Salvation Army in Latin America.

## **K - RESULTS**

### **K.1. THE PROJECT FORSEES THE FOLLOWING RESULTS:**

- Enhanced networking: ELAMI to have gained at least three new networking partners and each territory to have gained one networking partner during the periods and can show the benefits of this way of working.
- At least two new territorial and one divisional team (in each territory) will be established.
- A two to four day hand over is conducted by the ELAMI in each territory.
- All territorial teams meet with representatives of divisional teams at least once a year to facilitate transfer of lessons learned, process analysis and planning.
- Youth Capacity Development: at least two new youth teams will be set up in the region.
- Teams on all levels, with special emphasis on young people will be trained on how to create awareness and help find alternatives to respond to sexual and labour trafficking issues, gender issues, etc.
- Teams on all levels with special emphasis on young people, will be trained and equipped to help communities begin to address environmental problems where these are an issue in the communities within an overall perspective of development.
- Teams on all levels, with special emphasis on young people, will be trained in the community counselling approach as a means of addressing health issues such as HIV/Aids, child abuse, early pregnancy, etc.

- Community responses will be implemented to address areas of concern such as Social Justice, gender, the environment and health.
- The Integrated Mission concept will be disseminated throughout Latin America through the interactions of the team with the communities and also the production of teaching, training and information materials related to areas of concern such as Social Justice, gender, development, the environment and health.

Several tools were used to evaluate the project 2010-2014:

- analysis of the purpose and objectives presented by the IM Latin American Team (ELAMI),
- application for support to the new project 2010-2014,
- analysis of received reports,
- observations,
- interviews,
- participation in programme to programme visit to Ecuador,
- participation in the handover meeting in Costa Rica,
- participation in the training of divisional teams in Mexico.

## **K.2 OBJECTIVES OF THE EVALUATION**

### **2.1 The full implications of the programme's objectives and their integration in the institutional life of the Salvation Army.**

#### **2.1.1. To evaluate how the ELAMI has developed during this period (2010 – 2014) based on the original objectives defined at the beginning of this period.**

**2.1.1.1.** ELAMI is framed within the United Nations proposal of 2000, called THE OBJECTIVES OF THE MILLENIUM DEVELOPMENT GOALS (OMD). These proposed the reduction of extreme poverty by 2015. This was the first time that world governments agreed to reduce extreme poverty. To measure the extent of these objectives a number of indicators were designed, such as:

- To reduce absolute poverty and hunger.
- To improve maternal health.
- To reduce child mortality.
- To combat HIV/AIDS, and other diseases.
- To promote gender equality and empower women.
- To ensure access to primary education for all children.
- To guarantee sustainability of the environment.

**2.1.1.2.** It is within this framework that ELAMI and the other facilitation teams in Latin America proposed to achieve the following general objective during the project 2010-2014:

*Contribute to increase the capacity and efficiency of the SA in order to respond to social concerns, interacting and empowering local communities to identify and analyse their*

*problems with the aim of implementing and developing a response that includes the development of their resources and capacities.*

During the five years of the project, the ELAMI has been focussed in stimulating the expansion of quality and quantity of the local and organisational responses within the Latin American countries where the Army is present. After the five years, ELAMI will not comply with its existing roles, and will conclude with NORAD financial dependency. The responsibility of the IM programmes will be displaced to a local, divisional and territorial level. To comply with this, the project will see a *handover* period in each territory, making sure that the concepts, methodology for community work and the responsibilities have been understood and accepted; making sure the formation of divisional teams. A key area where ELAMI has been working during this period of the project is in the mobilisation and capacitating of youth as a way of strengthening the team in each level. It has also given emphasis in areas such as environment, social justice and health.

The project is centred in the development of training and education resources by supporting the development and strengthening of territorial, divisional and local facilitation teams and encouraging the use of participatory methods suitable for the work with people in their daily internal and external interactions.

**2.1.1.3.** The main ELAMI objectives are:

**a. To create two territorial teams and strengthen the two existing ones in Latin America to enable hand-over of all Integrated Mission programmes from the ELAMI to the territorial teams by 2014**

The formation of territorial and divisional teams was not as easy as expected; neither was it easy to gain new members in each territory. But, albeit slowly, this objective has been achieved especially due to the efforts made during the two last years.

Some territories, such as SAW (Chile) and Brazil have been strengthened as teams because they have had to work in the communities with concrete actions in response to emergencies. In SAW as a response to Chile's earthquake, in the second case due to the heavy rains that caused flooding in Brazil. The territorial teams have had to respond immediately to assist the affected communities. Something similar happened with the Mexican territorial team that was strengthened through the work carried out during the Pan American Games in 2011, including preparation, development and evaluation.

Up to 2012 it has not been possible to organise the LAN territorial team. But, by the time that the evaluator participated in the hand over meeting in August 2014, this objective was largely achieved. The territorial team manifested itself as a well consolidated team, with clear concepts of IM, not only committed to the principles of community work, but also taking it as a life style that included a rethinking of actions at personal, family and community levels. It was interesting to see how some members of the territorial team were renewed in their faith and service. Alexander Diaz said; 'I would like all to fall in love with IM, like I did'.



The formation of territorial teams and the hand over meeting of the ELAMI to the territories, and in turn to the divisional and local teams has been an excellent strategy for the dissemination of IM concepts, and of a new focus and working method with the community.

In November of 2010 the SAE territorial team was re-established, but it was only in 2013 the hand over meeting of the territorial team took place. The hand over process and the formation of a territorial IM team took at least two years. In 2012 there took place the first meeting to hand over from ELAMI to the Brazil territorial team in Curitiba. In 2013 the hand over was done in Mexico. In 2014, the hand over meetings from ELAMI to the TT of SAW and LAN were completed.

Although the initial project 2010-2014 gave the idea that the ELAMI will cease to exist as such by the end of 2014 and that the territorial teams will assume all responsibilities for the dissemination of IM within the Salvation Army in Latin America, it was during the first year of the project that there were conversations about the possibility of ELAMI to continue functioning beyond NORAD's funding (see interim report for 2010-2012). The idea was that the ELAMI continued working not as a promoting team, but as a consulting team. With this idea emerged the beginning of a strategy to find funds that will help sustain the ELAMI and of some of the successful activities such as programme to programme visits that have proved to be very helpful for the work within the communities.

**b. To develop and implement a community-based approach for TSA in Latin America that responds to environmental problems, for instance, water issues and recycling.**

The environment issue is one that ELAMI has been working with in depth up until 2010. It was not done intentionally or included as one of the objectives. But, from the beginning of project 2010-2014, interest was shown to learn and work with this issue. In the transition with environmental theme, the first step was to work with awareness and promotion of concrete actions in some places and communities where the SA is committed. During the synthesis meeting in 2010, the working experience using waste material to help the transformation of a community was shared. This experience was highly motivating for the participants of the ELAMI. Sadly the approach and development of this objective have had to be postponed until 2013. However, and despite the team's decision, some timely experiences continued to be carried out such as during the Pan American Games in Guadalajara, where a team of youth motivated other local youth and adults to develop an initiative to clean public areas as a way of citizens' awareness. It also promoted the exchange of experiences of projects to provide water to communities from SAW; the experience of solar cookers for the families that live around the 'Harry Williams' mobile clinic in Bolivia; and the recycling of refuse in Quilmes, Buenos Aires, Argentina.

In 2013 this theme took a complete intentional place within the ELAMI. In order to fulfil the proposed objectives of the project 2010-2014, public area cleaning and recycling were carried out in the territories of Brazil and SAE.

The same year, in Salvador, LAN territory, a group of women, whose children took part in a SA children's programme, made a public request to improve the infrastructure of their

communities that were hit by flooding during the rainy season, affecting neighbouring homes, movement of people and the entry of the children to the centre. The Government listened and attended to this request, providing a solution to the problem.

The environmental theme was better developed in SAW, driven by the need to respond to the destruction caused by the earthquake in vast areas of Chile. This included cleaning of streets in the aftermath of the earthquake and tidal wave in the country; reforestation by planting trees in Bolivia; cleaning of open spaces, parks and creation of gardens and orchards in Peru; the installation of pipes to provide and distribute water in Ecuador. The provision of solar cookers is something that is still being done in the remote rural communities of Bolivia.

**c. To develop and implement strategies for TSA in Latin America to respond to Social Justice Issues such as defending the rights of others (advocacy), Sexual and Labour trafficking, Gender, etc.**

Without doubt, the Salvador case mentioned above is a clear example of advocacy and of claiming justice and rights advocacy. The women in the community of San Martin, in Salvador, make use of their rights for a dignified living and made claim to the local government, peacefully and publicly marching, supported by two organisations that work with children; TSA and the National Children's Trust, with the aim of improving the living conditions of the community and requesting more investment due to the fact that the area suffered flooding during the rainy season. The government responded to the request and the infrastructures were improved. The quality of life for the population of this area, especially of the children that attend the centre was changed.

During the same year, we began to work with the preparations of awareness and prevention campaigns around public open spaces during the Pan American Games in Mexico (such as violence, gender, sexual and labour exploitation).

The fight against all forms of violence (children and teenagers, genre, etc.) the sex trafficking being its highest form of expression, were the themes that guided the Youth Teams working with an IM approach. The participants were trained and learned about these issues. In the SAW territory, the territorial team was trained by the International Justice Commission. Information was produced to be distributed in SA schools and Sunday Schools.

The Brazilian team continues to develop an advocacy strategy against sex trafficking and prevention against child sexual abuse. They carry out strong campaigns in places where large crowded sports events take place and during the carnival.

It is necessary to mention the presence of youth from Latin America that went to the 2012 Olympics in London where they performed a large awareness campaign involving these issues.

During the 2013 carnival in Brazil a group of about 60 people, youth in their majority, were involved in a campaign against Sex Trafficking. This was extended to the cities of

Campos and the Federal Capital of Brasilia. Youth teams were also present during the Confederation Cup in Rio de Janeiro, Belo Horizonte and Brasilia. One hundred youth participated in this event. Banners and leaflets were distributed and thousands of people were made aware about Sex trafficking. On this occasion TSA worked together with UK STOP THE TRAFFIK CHARITY and the Rio de Janeiro local government.

**d. To enhance TSA's response in Latin America to health issues such as Primary Health Care, HIV/AIDS, Abuse of Children and Pregnancy Problems.**

During the flooding in Rio de Janeiro, Brazil, the local teams that worked with emergencies were trained in the detection of child abuse and sexual abuse using CLAVES methodology programme from Uruguay (through songs, music and recreation) and used it with sheltered children.

Officers from SAE received training about drug addiction and child abuse. This was done through the Harry Williams Hospital in Bolivia and the training in Brazil.

In some territories, SAE, SAW. Brazil and LAN, (e.g. in Argentina, Paraguay, Ecuador, Bolivia, El Salvador) prevention and assistance programmes work with issues such as domestic violence and child abuse. Responses were given to communities in Brazil, Argentina, Paraguay, Ecuador, Bolivia, Chile and Mexico.

It is also important to mention the work done in Tres Arroyos, Buenos Aires, Argentina, with regard to awareness about domestic violence and infants' sexual abuse, on this occasion, in agreement with the local government and CLAVES from Uruguay. In September, 'Comunidad y Cambio Asociacion Civil' held a training session for those to participate in the 'A Deal for Good Treatment' awareness and prevention campaign against child and teenagers' abuse and the promotion of good treatment. TSA launched this campaign in November 2013.

CLAVE's methodology continued to be multiplied. An officer of the Brazilian SA was trained with this in order to work with prevention of infant cruelty and sexual abuse.

In the SAW territory, TSA became a representative of CLAVES in Ecuador. This has been important to disseminate the use of the methodology within and outside the SA in the country.

In Bolivia, the awareness, prevention and treatment against domestic violence is done through the area by the Harry Williams Hospital Primary Health Care. Treatment includes the rehabilitation of emotional health, social, spiritual and economic wellbeing.

In SAW (Harry Williams Hospital) as well in SAE (Tekokatu Clinic) there are programmes that address maternal and child health, early motivation and adherence.

**1.1.2. To evaluate the degree of participation and empowerment of the members of the ELAMI Team during the planning, implementation of activities, monitoring and evaluation phases, from the beginning of this project.**

**1.1.2.1.** The ELAMI sustains an annual meeting at the end of the year, generally in November, the so called 'Synthesis and Planning meeting' that last at least three days.

During the synthesis meeting practices undertaken are presented (strengths, weaknesses, opportunities and challenges) and there is time for reflection, evaluation according to the objectives embodied in the project (2010-2014), and the next year planning is prepared.

These meetings give an opportunity and a participatory space for reflection, evaluation and planning.

The participants at the synthesis meeting of the ELAMI Regional Team of twelve members include two representatives of each territory in Latin America, the coordinator and a representative of the zonal office.

The synthesis meeting is a participation and integration tool for the territories to share concepts and learning of good experiences and the obstacles the other territories have encountered during the project's development.

During the synthesis meeting there were inputs for the elaboration of the operative plan for the next year, always within the project's framework design for 2010-2014.

This participative building is evident in the creation of 'Building Deeper Relationships'. First, a basic document was prepared and presented to ELAMI for their consideration and use in Latin America, before final editing.

**1.1.2.2.** From the beginning of the ELAMI participation, dialogue, team work, faith based facilitation (bridge builders) and coordination is greatly valued. This way of building relationships promotes IM as is demonstrated in the team's meetings.

ELAMI proposes deeper human relationships between members of the regional, territorial and divisional teams as well as 'face to face' encounters with the communities. This is the way proposed in the building of human relationships; however the ELAMI team knows that the transformation in relationships involves a change in a SA culture, as well as in society in general. The cultural changes take time, that is why despite having walked a long way, there is still a long way to go in this area. The team is sure that with dialogue, horizontality, participation and equity God's Kingdom is built. The aim is to build deeper relationships that will bring change and transformation to the lives of people and communities.

**1.1.3. To evaluate the degree of influence the project has had on the creation of territorial, divisional and local teams.**

**1.1.3.1.** At the beginning of the project 2010-2014 there were only three territorial teams: SAW, Mexico and Brazil.

In 2010 the SAE resurfaces.

The process of hand over and the formation of territorial IM teams took more than two years.

In 2012 the first hand over meeting from ELAMI to the Brazil territorial team took place in Curitiba.

In 2013 the hand over meeting from ELAMI to the Mexico and SAE territories took place.

In 2014 the SAW and LAN had their hand over meetings.

**1.1.3.2.** All hand over meetings were done when the territorial teams were already formed and trained. During the hand over meeting the territorial team trains the divisional team representatives, in turn they will have the task to train the local corps. The training includes working with IM concepts and delivered a series of tools and techniques for participatory work in the communities where the SA is present.

**1.1.3.3.** We can say that this work of formation and empowerment of the territorial teams was not sufficiently exploited during the first two years. It was only by mid - 2012 that the work has resurfaced with strength. During that period the territorial teams (with the exception of LAN which was not yet formed) were already formed even when each ran at their own pace. At this time we can say that the territorial teams (SAE, SAW, Brazil, Mexico and LAN) are completely motivated and strengthened. In each hand over meeting, those teams have already determined an agenda for divisional training to transfer this style of life to corps where it has not yet arrived and to sustain and strengthen those that are already running up.

**1.1.3.4.** The territorial and divisional team members were trained yearly with specific themes in order to achieve the objectives of the project (see pages 6-8 of this document). Greater emphasis was given to the training and formation of youth teams that will allow them to find alternatives to community problems.

#### **1.1.4. To evaluate to what extent the IM concepts have been extended throughout the SA structure in Latin America.**

The work has been extensive in order to establish the reconsideration of mission within the SA. The IM theme has been assumed at all levels of the SA. It has been included in the territorial, divisional and local agendas. IM is being included in the Training College academic curricula in SAE and LAN territories. This mission approach is being used in all types of meetings in SAW territory, either at territorial and divisional level, including officers and lay people. IM has been included in seminars for local officers and in the training of youth leadership in the Mexico territory.

The IM concept has been dispersed in every place in Latin America. Today we can see that the SA leadership in LA is motivated and committed with IM and recognises that the practice of IM improves the community work of the SA.

### **1.1.5. To evaluate to what extent IM has been incorporated into other areas of the Salvation Army.**

As it has already been mentioned in previous pages, there is a great difference between the two first years of the processes of dissemination and the one being carried out from mid-2012. Since then all opportunities have been used by the ELAMI to participate in events and activities and spread IM approach, whether in a theoretical or practical way. At all levels, the SA teams, specially youth and women, were trained with a community work perspective so that the communities themselves could recognise their own capacities and resources to be able to transform their situations (see previous pages the ELAMI's participation in an event.)

We must acknowledge that it has not been easy to apply IM concepts within the SA, even though IM is part of the doctrinal principles of the organisation. The ELAMI has shown respect for the organizational structure of the SA and at the time that leaders have needed to visualise IM not as a new programme, but as a life' style, as fundamental principles of the SA that have to be retaken.

The regional team has provided practical working tools for the development of IM to corps and Church. It managed to articulate Bible reflection with concrete practice and this has generated processes of change within the organisation and in the life of people, their corps or Church and in the communities where they belong.

We share the testimony of one of the participants to a training session; *'The ELAMI is a forum for exchange of ideas, experiences and best practices in the ministry of serving the community within the LA context, in order to support and increase the efficiency of my ministry and development projects in the community. The influence of personal experiences from others, through the sharing of the ELAMI members, has made a great impact in my life in relation to the role of the Church within the community.'*

The concept of IM was disseminated from the territories to the communities. The work during this period was done together with other areas of the SA, such as the production of written material 'Building Deeper Relationships' using faith-based facilitation. This material used Bible verses from the New International Version and the case studies (co-financed by the SA, NORAD, and TEARFUND). Using, also the 'War Cry' a SA publication, four territories published articles about different IM aspects (SAW, LAN, Brazil and Mexico). Written material was also developed theologically-based for practical help.

IM concepts have been included in some strategic planning of the Brazil, LAN, SAE and Mexico territories.

In SAE and LAN, IM is part of the Training College studies. Step by step the project office for the Americas is becoming more involved with IM. Joint discussions are taking place between representatives of the Projects Programme and the ELAMI team.

Last year, there were joint discussions (between representatives of projects and ELAMI) in order to work in the building up of urban mission and for the elaboration of an impact evaluation in the entire SA.

It is important to emphasise the joint work done by the project office from about a little over a year ago. It has remedied the problem that seemed to exist between the 'projects' and the practice of IM. Today it can be seen how both groups are feeding back and serve each other. This can be considered a great achievement.

It is important to see how it has grown the interest and commitment of SA leadership in IM; maybe because they realise that this approach facilitates the mission of local responses to the needs of communities. The resistance to the integrated mission approach that existed five years ago has disappeared and it's great to see how SAW, SAE, MEX, BRA and LAN leaders are interested in promoting the concepts and practices of IM.

To close this analysis it is worth mentioning that, from the most senior members of leadership, there is a commitment that has been expressed so that IM is practiced in all the work that the SA does anywhere in the world.

### **3.1. Programme's impact on local communities (SA and others) and the society as a whole.**

#### **3.1.1. To evaluate if the benefits of the project have been transferred and experienced beyond the original group of direct Salvation Army beneficiaries – 1.e. to other Salvation Army personnel beyond territorial IM team representatives.**

**3.1.1.1.** Transfer of learning is occurred by multiplying effect. For example, SAW reported that when neighbouring communities saw the progress of a community and how this community had faced their problems, they asked to be trained in this approach. This learning is also being transferred to other organisations. For example, it was revealed in Chile after the earthquake and during reconstruction. In Brazil, during the floods, working with other organisations in emergency aid to affected communities.

The choice of the term facilitation to refer to the type of relationship or bond that is expected to be created between members of the territorial, divisional and corps teams, and with the community or any group of people, speaks about standing on a theoretical framework of equity, justice, mutual respect, teamwork valuation (of a 'we' that goes beyond individual efforts), where each one fulfils different functions, but without hierarchies. It is from **facilitation** that the community educational process is understood.

In this process of reflecting on their practice, to work on considering what has already been learned, the ELAMI placed emphasis on the skills of youth, which has brought benefits to the SA work and projects. The capacity building of youth in community work has helped to improve life in their communities.

Citizenship is built when a person learns that the responsibility for everything that happens in a society is shared among all stakeholders; when concepts and actions that make social justice, advocacy, protection of the environment, building peace (peaceful fight against violence) are incorporated.

Participation, mutual respect, listening, dialogue, the local ownership as an space for building up, teamwork, collective responsibility, are some of the concepts and skills that people involved in the various programmes of IM have developed.

We cannot say that everything is already achieved, but that progress has been made and is on track to achieve.

The ELAMI recognises the need to continue with the biblical-theological reflection and training at all levels of IM and its approach to work in community. This is what has been done in recent years and the results are evident.

Participants say:

- *'I learned what is mission, how to work in the community and as a project';*
- *'this afternoon I understood how to work from IM, which is also Jesus' way of working';*
- *'I learned that we should go out and support our community';*
- *'I learned that there are very extensive forms of conducting activities within the SA, but the main thing is to have a closer relationship with more people, to know their needs and starting from there, to guide them with the wisdom of God, to solve each one of them';*
- *'I learned that as SA must go out to our community, talk with people, build relationships with them';*
- *'I learned that we must go out and not stay inside';*
- *'I learned that the best leadership is service';*
- *'that IM is not hand-outs';*
- *'we are to serve and not to be served';*
- *'we need to communicate with people in the community to know what they want and need';*
- *IM is to live, listen to the community, we do not need money to do that, we only need to imitate Christ'.*

At present there is clear evidence of the fruits of the work 'cascading' by handing over from the ELAMI to the territorial and divisional teams and reaching the local corps. The multiplying effect of the workshops, the impact of positive and enriching exchange of experiences between programmes, has permeated the SA at different levels. This does not mean that this multiplying effect has reached to all. There is still a need to keep working on this vision of the mission.

With the incorporation of the methodology of the training workshop, the teams have been strengthened. This methodology allows participants to exchange ideas, discuss, make use of their prior knowledge, build alongside with other companions a new theoretical framework; in addition to listening to 'others', respect, learning from those who think differently. These tools will be useful to them in their relational life, whether family, church or community. Participants admitted that with this methodology it has been easier to grab the concepts and tools of IM.



The ELAMI has been the mobilizing team of IM. It has become clear to the various levels of the SA that IM is not a new programme but has to do with the sense of mission of the church and to how it implies a lifestyle. The concept of IM and its implications have been inserted, as much as possible, into all events, seminars and/or conferences that have been held for the SA. For example, the Pan American Leadership Conference in Dallas, where three sections of the conference were associated with IM: working together, sharing together and working with communities. These forms of IM inclusion, in meetings or events, have been strengthening the theme within the leadership, the soldiers and laity.

As we stated in the information given in this report, many obstacles were found at the beginning, which at first made the multiplying process slower than thought. The leadership was not always receptive to this new approach to mission and community work. The ELAMI had to deal with spaces in the organisational structure of the SA, with strong traditions, with resistance to change (though actually IM regains the fundamental principles of the SA), with the existing dichotomy between spiritual and social, with Westernisation of the concept of man-woman, being the Biblical concept that the human being is seen as a bio-psycho-socio-cultural and spiritual unity, and also with the issue of power spaces. Today, despite the obstacles posed, we see that the leadership of the SA is increasingly motivated to assume that the mission is complete and that this integrated and participatory approach to community work makes the work of the SA much more efficient. There is a clear commitment from the most senior leadership for all work performed by the SA, anywhere in the world, be under the IM approach.

The elaboration of graphic material such as 'Building Deeper Relationships', or the publication of articles in the War Cry (a magazine disseminating ideas and activities of the SA) has also helped to transfer, at all levels, from the vision of IM and to how this lifestyle influences the way the SA goes out to the community to live within it a process of transformation.

### **3.1.2. To evaluate how the project has supported the most vulnerable and poor members of the society in the focus areas of the ELAMI – Social Justice, the Environment, Community Development and Health.**

The community approach which IM provides has impacted communities where it has been put into practice, transforming lives, helping the community to organise to face their own situations and/or request local authorities to respond to risky situations.

In Tres Arroyos, Buenos Aires, Argentina, the ELAMI has supported the 'awakening' of the SA and of the community to the problem of domestic violence. The SA has taken an active role in the fight against violence in the community and is working with other civil society organisations in order to give a concrete answer to this problem. In brief, it will put into operation a centre for the attention of victims of violence in that city.

The IM proposes a different community work approach. It allows the participation of people in the diagnosis and analysis of their community and the proposition of answers to their own difficulties, also giving the opportunity to take responsibility for the answers they propose to address these situations.

Women participate at all levels of community work as well as in the answers proposed as community. This empowers them, because they do not only discover new concepts, but discover and develop their own capacities; acquire new tools to prevent domestic violence and to strengthen their families. Women dare to use the working tools offered to the community and apply them to improve relations, even with men.

Community responses that arise with this working approach, have allowed indigenous communities located in remote isolated places (e.g. in Bolivia and Ecuador) to improve their quality of life. Learning about their rights opens opportunities for improvement. In Rosario, Argentina during a workshop, they were visited by the Qom community, resulting in a bond that went beyond the meeting and workshop. Today, the local corps is working with the Qom community, local leaders and school, with the aim of improving the quality of life of indigenous children living in the city.

*Teresa says that 'when visiting the community I saw women who are willing to change and happy to participate in activities (programmes) offered by the SA.*

*When asked what they liked to do more, although they like to do crafts, like making bags, weaving and others, a mother said I like the confectioner's because we learn to make cookies and then we can give these to our children.*

*The officer told us that about 60 women participate every Thursday and despite the fact that they do not have adequate space, they have the enthusiasm to learn to do new things to help the family.'*

The Open Doors Programme working with sex workers in Niteroi, Brazil, has also been a response to a community problem, as a result of the work done by ELAMI to empower youth through IM concepts and practices.

The quality of life of indigenous communities was improved by working with the community in vegetable gardens, new ways of cooking using the solar cookers, reforestation, etc.

Although one of the 2010-2014 project goals was to work with the issue of the environment, it has been difficult to place it in local corps as a priority issue. However, as mentioned in other items of this evaluation, this topic is gaining ground and laying foundations on successful experiences in Brazil, Argentina (Quilmes), Peru, Chile, etc.

Facilitation teams at all levels, especially with the young, have helped to raise awareness and placed on the agenda of the SA and the public agenda, issues such as human trafficking, domestic violence, rights of children, girls and adolescents. While these issues are discussed and worked with the civil society, to be able to understand and control what happens, they will be working towards a better governance.

### **2.1.3. To evaluate if the Projects community beneficiaries are capable of sustaining the benefits in the long term.**

It is 10 years that the ELAMI has been working promoting IM within the SA. These years have allowed the team to develop a solid biblical-theological-conceptual framework and gain experience in the practice of community work from the perspective afforded by IM. It has also successfully developed and implemented a reflective and participatory methodology, based on the pedagogy of popular education for knowledge transfer. This human capital with knowledge, experience, capacity for teamwork and work put in RED, are already consolidated enough to sustain the long-term project.

From 2010 ELAMI was conscious that this was the last period of NORAD's funding sustenance, and although at first it was felt that it would disappear as such after 2014, it was soon realised that it was better for the ELAMI to continue to strengthen this process; so they started thinking about achieving economic and cultural sustainability of the project.

The following are some of the ideas about the theme that emerged from the team:

**With regard to the financial sustainability:**

- ✓ Include integrated mission in territorial budgets. This can be as an isolated element, or included in existing departmental budgets (Social, projects, etc.)
- ✓ Provide advice to other organisations in the field of IM and human capacity development.
- ✓ Get new partners and strategic alliances according to topics. Shared burden is lighter.
- ✓ To extend of the possibilities promote the exchange of experiences through the web, creating forums to address topics of common interest.
- ✓ Take advantage of other events already planned and funded to meet members of the regional teams, and feedback IM.
- ✓ Submit project proposals for funding territorial teams.
- ✓ Take advantage of all events or meetings that members of regional and territorial teams may have, to promote the concept of IM and present it connected to other aspects of the work.

**With regard to cultural sustainability:** (the continuation of lessons learned, the 'incarnation' of the concepts):

- ✓ Include IM in **all activities**, departments, seminars, workshops, boards, etc., at a zonal and territorial level.
- ✓ Incorporate IM in the academic curricula of the territorial **Training Colleges**.
- ✓ Continue with the **systematic training** of officers, soldiers, local officers and community leaders.
- ✓ Produce their **own Latin American material** about IM (manuals, compendium of case histories, discussion forums, etc.)
- ✓ Include **IM articles** in the existing publications (SA official papers such as the War Cry).
- ✓ Create a **Website**, Facebook, or any other new technological resource.
- ✓ Continue to **include the leadership** in all levels of discussion and IM experiences.

Working together with the project office demonstrates some walls have been broken down that seemed to hinder the full development of IM within the SA and how this can be an opportunity for knowledge and experience of both groups so that they can enhance and benefit more vulnerable communities in Latin America.

The ELAMI has succeeded in forming IM territorial teams, which are in the process of forming and training divisional teams, which in turn will train their local corps. This means they are organised to move forward.

#### **2.1.4.. To evaluate if the community beneficiaries have been able to better understand the Gospel and IM approach through the projects activities.**

**2.1.4.1** In order to evaluate this item, we will give particular consideration to the testimonies of people that after being trained have become members of a territorial or divisional team.

Needless to say on this subject, also in general, it is noticed a big difference between the projects of ELAMI in the first two years, and the last two. An almost slow, leisurely team walk, reflected in all its activities, also in regard to the promotion and strengthening of the concept of IM within the territories of the SA was perceived. However, when the coordinator of the team changed, the diffusion capacity of IM broke forth and its multiplying potential was revealed.

Below are transcripts of some of the comments from participants at workshops and assessments:

*'IM is more than concepts, it is the experience of every day of every officer in the midst of the communities where we operate, however it is necessary to develop and encourage these skills so we can do the work entrusted to us, more successfully.'*

*'The workshops providing training in the use and development of community work tools, along with IM workshops, are a key part in advancing the work between people, with people, as it is our territorial vision.'*

*'I have managed to consolidate the concepts of IM and develop them vividly: **incarnation, care, hope, accompaniment and change** in my own work with others. It was important to link community tools with development concepts, and to understand and learn more about the ELAMI work.'* (Agripina – Costa Rica).

*'I want to say that this time I take advantage to the fullest. This meeting, with the activities carried out during the facilitation workshop, has allowed me personally a greater understanding and management of IM concepts for my life and ministry, even more because I had the opportunity to participate as a facilitator in a tools workshop. This was a challenge that, thank God, I could accomplish.'*

*'I realised that if I want to have results in my ministry (appointment) I must be a channel through which God can bless others and these in turn will grow into agents of change for blessing others. This will allow the creation of deeper relationships (IM is not a programme*

or activity) that will help us achieve changes to improve all our lives, because being together is better. I think that to get results, what I should implement in my work is: listening, engaging, planning and sharing the vision with others.' (Lourdes).

'I could understand more and more the concepts of IM; I could also make the connection with the projects and see how one is linked with the other. I realized that it has often been the case that projects have not had an emphasis or have not arisen as an IM work, but as a result of others few ideas and therefore these projects often have no projection or future. I could analyse and understand that IM 'is not a programme', and that a programme 'does not always do IM' (Noelia).

'I could learn more clearly the concepts of IM, expand my vision; see IM as a lifestyle and not another programme of our mission. I got to know another way to apply the tools of integral development and also feedback existing knowledge. I understood that the most important part of this mission is good relationships, and above all that all, we do is for the common good; a contribution to the Kingdom of Heaven.' (Alexander).

'IM involves a change of life, system, structure. When we talk about IM we talk about a team with a facilitator, not a boss. It's a different way of managing. Jesus is our model to follow.' (Ruth).

'IM gives us tools to work in the community, but it is much more than that. Our comrades must believe, because they see in me that is a model worth following.' (Gilberto).

'During the meeting in Bolivia I was able to develop and discover new methods, tools that helped me do my job better in the community of Tiquiran, and this was a personal achievement. In that place I could feel and see the great efforts that people make in order to survive. But with the work done by the Hospital community health team people has improved somewhat their quality of life. What caught my attention was that the other territories taught IM concepts early on in their Training Colleges with a specific subject. That is, the future officers leave knowing that IM is not a programme but it is a concept of life. It will be a challenge to the SAW territory to implement IM within the Training College curriculum.' (Raquel).

'IM is to build deep relationships and trust so that a strong relationship can be used by our Heavenly Father to reconcile the relationship between each person and Himself, i.e. be fully restored. It is very important to convey the vision and empower people to achieve steadily the developing of our communities. People with ups and downs in their life (as Peter the Apostle) can be used to deal with challenging situations, but by faith in Jesus Christ and perseverance, our Heavenly Father can use us to transform our environment beautifully.' (Raul).

The understanding of IM approach in community work, training of youth groups in the facilitation has promoted the participation of young people in public advocacy campaigns (sensitisation on human trafficking, and child abuse), at sporting events as the Pan American Games in Mexico, the London Olympic Games, or the World Cup in Brazil. The Open Doors

programme with sex workers in Niteroi, Brazil also has been the result of the work of ELAMI in the disclosure of the IM concepts.

One of the main points in the mission of the LAN territory for the coming years is to recover and strengthen IM in communities where the SA is present. IM has enabled many officers to join the ecclesiastical practice with social work. IM concepts have begun to be used in Training Colleges; in some it is already a subject in their curricula.

#### **4.1. IM Project Sustainability**

##### **4.1.1. To evaluate communication among the different teams.**

The IM regional team (ELAMI), has tried to maintain fluid communication with territorial and divisional teams. The structure of ELAMI is inclusive and is formed by representatives from each territory which should function to support communications.

At present, the appointment of territorial teams and divisional teams also suggests that in the organisational structure that ELAMI assumes, communications will be more fluid. But, as far as we know, whether or not a communication protocol between the teams and ELAMI exists depends exclusively on human relationships and the practice of assertive communication. During the Programme to Programme visit done to Ecuador in July, it was evident that despite compliance with the formalities, an effort should have been made so that the other party 'understood' what was to be expressed. Speak, explain, listen to questions, do whatever is necessary to reach a mutual understanding. Often communications with 'noise' generated discomfort and did not allow progress in the construction of IM. One of the participants to the Programme to Programme visit to Ecuador (Paraguay-Argentina) said they have learned the importance of caring relationships between members of a team and of that team with others.

*'The care of human relations, communication and respect for the work of the people is something that should be always considered as a priority in the execution of any project. Time has to be invested in this regard.'* (Claudia).

Latin America is very large, with long distances, frequent changes of hours between countries and tasks that everyone has to perform but this does not help maintaining good communication. In this evaluation it was found that the formal mechanisms of communication are met, however there are gaps and lack of fluency in it. In the case of the Programme to Programme visit; it would have been necessary for people participating in these visits, to previously have all the basic information about the programme to be visited available. This would have increased mutual understanding of the contribution that each programme could make to this visit.

The annual synthesis and planning meeting remains the event that gathers the ELAMI. While this annual meeting takes place over several days and is consistent, both conceptual and relational, it must contain a year of work. It has been tried to maintain virtual meetings, but

due to technical, prior agreements or technological reasons, they have not yielded the expected results.

It is also important to maintain good communication between the ELAMI and the different teams within other levels of the SA. In this case the publication of articles on concepts or successful experiences of IM activities in the 'War Cry' (dissemination paper of the activities of the Army) was an excellent idea. Also the publication (virtual and/or graphics) of *Building Deeper Relationships*, allowed the IM approach and methodology work to be known throughout the SA. The changes of place and functions of SA officers do not contribute in maintaining these relationships between teams. A good communications strategy can help to make this project sustainable.

#### **4.1.2. To evaluate the relationship network or strategy alliances with other organisations.**

The ELAMI since its inception continues to work with other organisations in society. With some of them ELAMI have made long-standing strategic alliances; other alliances are for specific topics or specific events.

Some NGOs with which it has been working since the beginning are: Tearfund International, UNITAR, UNAIDS, Community and Change (Youth Facilitators Program, Childhood and Inclusion Programme), Kairos Foundation, CLAVES Programme, Youth for Christ from Uruguay, VIVA Network, Latin America Micah Network, Red Isaac.

Other alliances were built along the way, including: Moving Together with Children and Youth, World Vision, Restores (Domestic Violence), No Trafficking Network (Latin American Network against Trafficking of People), CUPEM (professional Young Volunteers who give advice and labour), etc.

In emergency issues, such as the earthquakes in Chile and floods in Brazil, partnerships were formed with organisations already working with emergencies. Many of these associations were made according to the need of each country. Let us mention the alliances that were made in Chile: Red de Television Evangélica (to channel donations), Defensa Civil, The SA in Chile, ONEMI (National Emergency Office), Radioemisoras Armonía, Corporación y Alas de Águila, Cruzada Estudiantil, FECH (the last two for organising emergency crews), Servicio de Vivienda y Urbanismo, Programa del Gobierno Tumbes, Ayuda Pro-educación de Niños, Caritas Chile, UN, SENAME (training for the issue of the New Challenges of Residential Protection for children and adolescents), CONACE (challenges for the prevention and treatment of drugs and alcohol) and Fundación Creando Futuro (training on the new law for older adults). In Peru we worked with the Social Justice Office, 95 percent of the officers of that territory were trained by the agency.

Other partnerships were with UK TRAFFIK STOP OF CHARITY and the Government of Rio de Janeiro in Brazil during the Confederations Cup; and the Patrimonio Nacional de la Infancia in El Salvador.

It should also be mentioned also that there are alliances that are made divisional or local level according to the project as in the case of El Salvador.

#### **4.1.3. To evaluate to what extent we could now move on to supporting IM in this Region through territorial and divisional teams.**

As has been mentioned in point 2.1.3., the ELAMI has acquired sufficient conceptual training and work experience to allow it to develop a methodology based on the pedagogy of popular education; to train on IM either inside or outside of the SA.

Although the first two years of this project did not progress as planned, the team was critical to analyse, reflect and reverse this situation and move forward according to plan.

The ELAMI has taken into account some of the recommendations of the 2008 evaluation for its planning. They could not fulfil all that was proposed in the 2010 to 2014 project, but in these last two years a very important and much greater impact was achieved. However, as will appear in the conclusions and recommendations, there is still a long way to travel. It has made progress in installing the integrated vision of the mission, but, as we know, any transformation process takes at least ten, fifteen or even twenty years to achieve a cultural change. Therefore it is deemed necessary that the ELAMI continues to support the process and consolidate what has been achieved.

People who have remained longer within the Regional Team for Integrated Mission are those that have served as a driving force of IM, those that have developed learning and experience that is pointed out in the previous paragraph. A period of transition and assembly of Regional Team members is convenient, taking into account the recommendations given regarding communication between teams, until it is considered that they are able to function independently, without coordination. Without this stage of transition, there is a risk of losing everything achieved so far.

The ELAMI should be very respectful of the time and skills invested in this process of development of the SA Integral Mission in Latin America. Aware of that investment and with all the experience acquired, it should continue accompanying this process for a while longer.



### **L.1 Overview**

The ELAMI members have taken IM as a way of life that runs through and permeates all areas of their lives (personal, family, social, ecclesiastical, etc.).

The team coordinator is always appointed as following a certain profile: being a committed Christian, and having knowledge and practice of IM, among other things. At the 2009 synthesis meeting it was decided that the next nominated coordinator be a member of the existing team. This seemed to be a good idea. However, during the first two years of management of the project it was evident that some kind of problem in the project management existed because it could not meet all the objectives during this period.

The coordination of ELAMI, in the first two years of the project, presented some difficulties. In the 2010 and 2011 annual report reference is made to the person designated to perform this role as coordinator on a part-time basis and that she was new in this role. Although the person who coordinated the ELAMI was highly committed to IM and had an excellent insertion in the community experience, to which I do personally attest, they could not fulfil the role in the right way. So in the first two years, the ELAMI work did not develop in the way that was expected according to the objectives. But midway through the 2010-2014 project a change and a new power steering that catapulted the team in such a way that what we saw was to help the ELAMI to achieve nearly all the proposed results at the end of the period.

The greatest possession that ELAMI has is human capital; they are people with training, experience and vocation, who serve God and their neighbour.

The focus of facilitation as an option to interaction with the neighbour and especially the processes of learning and development, have been incorporated in most of the SA.

Most of the recommendations made in the 2008 evaluation were taken into account when developing and managing the project. But there are still issues that need to be adjusted and / or corrected.

For the management of the ELAMI 2010-2014 project it contained a strategic plan that evidenced a great improvement in the quality of the preparation thereof. The incorporation of indicators that were of great help in times of evaluation was taken into account. Besides, an annual operational plan was developed, by making a narrative and graphic presentation, which allowed better visualisation of the operating plan. This also facilitated the annual assessments that served to make corrections for the following year. There was also, in these last two years, the incorporation of a scheme evaluation of each ELAMI event.

It is remarkable, that gender equity is one of the axes that cut across the project, this topic has been respected in the conformation of territorial teams: 50 percent male, 50 percent female.

In general terms the IM has been introduced through all of Latin America and has permeated all levels of the SA. Members of this organisation, especially in leadership, have realised that IM is not a new programme but is looking back to the practice of the Founder's mission, and the community work approach based on participation, respect, listening, teamwork, etc. supports the effectiveness and sustainability of SA projects.

The conformation of territorial and divisional teams adds to ELAMI many IM proactive agents and we hope to increase the impact of this way of vision to the mission.

Handover meetings have been an excellent strategy of practice and symbolic ways of transferring 'the baton' to a new and large team (regional, divisional, local). Lacking still is the reinforcing of the formation of divisional teams, but as territorial teams have already established an agenda regarding this process, there is no doubt that before the end of the year most of these will be up and running.

In the last two years of project 2010-2014 management it implemented an excellent methodology for the transfer of concepts (Biblical-theological reflection, CLAVES words, etc.), and community work practice. This methodology should be enriched with more keywords, with new techniques and more reflection, without neglecting the recreational and artistic participative contributions that have symbolic value for strengthening IM.

It remains also to further strengthen IM youth groups by building up alliances with CLAVES from Youth for Christ and Community Change (formerly Kairos Foundation), both foundations work and train adolescents and youth specifically from the perspective of IM.

Whilst there have been very important results, which were detailed in point K of this report, some are still in the process of execution. This difficulty of fully achieving the objectives is multi factorial and is related to the management, the working team, and the ecclesiastical, national and institutional context.

### **1.1. Project 2010 -2014**

- In 4.5 of Project 2010-2014 a series of results expected at the end of the project are stated. At the time of finalizing this report (September 2014) a few results were not achieved.
- As mentioned in one of the above paragraphs, there is a great improvement in the quality of the preparation of the project, but it would be important to continue working on the issue of indicators as these need to be measurable and/or verifiable (quantifiable) in case of wanting to assess the impact; or work in the preparation of process indicators, which according to the evaluator, correspond better with this type of project.

- No reference to contingencies that may arise as a barrier to achieving this goal.
- In some cases there is no correspondence between objectives and activities planned to meet these objectives.
- No evidence (not that it has not been done) that the budget has been discussed in the first instance, in a participatory manner at the synthesis and planning meeting.

## **1.2. Project management**

- During the first two years of this project management difficulties were encountered that prevented progress in meeting the goals. We can say that the time is accelerated from 2012 and the last two years were very active and decisive in placing IM throughout the whole area of the SA.
- Despite being recommended in the previous evaluation, it still has not been able to create an organised file, with all the information that covers the work of ELAMI, in Spanish and English.

## **1.3 Team formed to develop the project**

- Some members of ELAMI change due to changes of appointments within the SA. This hinders the permanence of people on teams and makes transference between members difficult.
- It is unclear whether each new member of the organisation knows of it and the definition of roles and functions.
- The communication strategy of the members of ELAMI and between them and the regional and divisional teams is not clear enough; this hinders the flow of communication between members and teams.
- The ELAMI members come from different areas and each has undergone a different process with respect to IM; not all participants of this team perceive it, its meaning and the implications of IM.
- Until August 2014 difficulties related to geographical distances and difficulties of communication between teams; in finalising the formation of divisional and local teams were observed.

## **1.4 Methodology transfer**

- These last two years have seen advances in the IM methodology transfer of concepts and approaches in community work, but there is a lack of stories of practices, including certain successes and failures, to be analysed in training.

## 1.5 The ecclesial context

- Still seen in some members (especially in the elderly), a struggle between what is considered spiritual and social work.

## 1.6 The Latin American context

- Latin American countries are in economic and social crisis (Brazil, Venezuela, Argentina, etc.).
- Countries that restrict entry to citizens of other countries (Costa Rica, Mexico, etc.).
- Disaster situations: Brazil, Chile, Peru

### **Notwithstanding these difficulties, the main results of the work of ELAMI are:**

- Facilitation teams (ELAMI and territorial) in general, and each member in particular, are trained to accompany and assist communities to address their problems and seek together the answers to them.
- The facilitation approach has been adopted by most of the layers of SA programmes. The term facilitation is related to the use of power, human relationships, learning and development. It is from this place of human relationships that the ELAMI lives IM.
- The practice of facilitation in the ELAMI events allows the inclusion of more experienced facilitators in the different scopes of the SA and it benefits the local community work.
- The ELAMI has continued to contribute to facilitate processes of transformation in the SA, in churches, in families and in their communities.
- The expansion of IM at the various levels of the SA has enabled working with the International Project Office, feeding each other and breaking with the idea that IM is a programme within the SA, but is rather a lifestyle that allows rethinking about fundamental principles of the organisation.
- The leadership commitment to IM is remarkable. This change in the vision of the mission allows supporting answers to the initiatives of local communities (emergency, health, housing, development, urban infrastructure, etc.) in an effective and efficient manner giving sustainability to the projects.
- Through the training in participating and giving; the multiplying effect is a transfer methodology that the ELAMI has implemented, we can say that is forming a large human capital that reaches the neighbour as an equal and from there on walks to

transform the reality (experiences in communities of Bolivia, Peru, Mexico, Brazil, Chile, Argentina, Paraguay, El Salvador, Costa Rica, endorse this).

- The ELAMI has been able to form working teams, motivated and committed, creative, joyful, which do not decay but are renewed and this replenishes their enthusiasm for service and transformation of the reality that surrounds them.
- The work being carried out together with the International Projects Office is not only an achievement, but also a learning process.
- Production of own material to aid understanding of IM such as: Toolbox, Building Deeper Relationships, and several articles.
- It has managed to maintain and expand networking with other organisations, whether local, national and international/global. Also the strategic associations for specific issues such as emergencies, childhood, domestic violence, etc. (see item 4.1.2).
- The work associated with other organisations promotes learning and exchange of experiences. For example this happens with organisations like CLAVES or Youth Facilitators.
- The programme to programme visits allow participants to exchange experiences, learn from other practices, and analyse and/or evaluate themselves. This activity helps the development and empowerment of its participants.
- Since 2010 the ELAMI team began to think about the economic sustainability and cultural sustainability of IM within the SA.

## **M. RECOMENDATIONS**

### **M.1. RECOMENDATIONS FOR THE ELAMI**

**Some of these recommendations were already given in the previous evaluation but the following are reiterated**

- The first fundamental and most important recommendation is that the ELAMI continues running yet.
  - Ideally it should change from being an IM promoter team to becoming a consultant or referential team, providing support, advice and accompaniment of territorial teams, and these to divisional teams, etc.
  - Find the right organisational framework for programmatic sustainability. In what area within the SA can IM be fully developed?
  - Develop an organisational structure to help the development of IM.
  - Develop a plan for economic sustainability for regional and divisional teams.
- Design and implement a communications strategy that allows fluency in the dialogue.

- We recommend further shortening of time and distance with virtual meetings (may be via Skype, or may investigate other options such as group telephone conversations). Also set up a Facebook page to communicate the team's activities to the entire SA. Other private Facebook pages would allow fluid communication between teams. These private Facebook to serve as the mobilising team's network. Must be nurtured with the exchange of information and experiences and create a space for dialogue, construction of deeper relationships, to be sustained over time. There can also be uploaded and shared valuable material for the mission.
- Maybe a person could be appointed to coordinate this work.
- Continue to hold synthesis and planning participatory meetings that allow the development of strategic and annual operating plans.
  - Continue working on impact indicators for these are measurable and quantifiable.
  - Work in process indicators that would contribute to the evaluation of IM.
- Review the document on roles and functions of the team and if necessary adjust it to the new organisational situations.
- Build an ELAMI coordinator's profile, which should be according to the management ability at a territorial and Latin America level.
- Organise the data file to tell the history of the ELAMI, first in Spanish, and also in English.
- Further develop graphic material which is distributed virtually, so that it reaches everyone.
- Write more stories, like Captains Sanchez that can be used as case studies in workshops (Captains Sanchez history was written by Jo Clark as a case study that together with a guide of questions was used to analyse the success or failure of community work).
- Further work on the dissemination of IM, conceptualisations and approach of community work (To what are we referring to when we speak of IM? What does it mean and what implications IM has in my situation? What does it mean for the communities we work with or are part of? What changes of perspectives God is asking me to do? What for?
- Continue to deepen IM concepts and incorporate other words: Shalom (peace), justice, be a blessing, holiness, mercy, love, service, besides those already working with such as incarnation, grace, creation, etc.
- The tools for community work that are provided are only the basis over which the building of community work begins, but there are even more. Continue the investigation of **participatory techniques** and their appropriate application.

- Work more deeply over the term **FACILITATOR**: think about what it means to be a facilitator, which elements help a good facilitation, which does not make a facilitator, etc.
- Not rest until every country has its **divisional IM teams**.
- Continue working towards getting an **IM Youth Team** in each territory.
- Continue with **programme to programme visits**, this is extremely rewarding for the participants. This exchange of experiences is significant in that it allows the growth of teams, saves failures and/or frustrations, learning from other practices, and makes the work more efficient.

## **M.2. RECOMENDATIONS FOR NORAD**

It can be said that almost all the objectives have been achieved despite the unexpected. Some have largely been achieved and others less so. NORAD can be satisfied that the overall objectives have been met and resources are well used.

We therefore recommend that:

- Continues supporting Territorial Teams projects who need some type of help, be it economic, or training, etc.

### **N.1. Terms of Reference for Evaluation of PD 2426 Latin America Regional Facilitation Team**

#### **Background information of the project:**

The Salvation Army Regional Facilitation Team for Integrated Mission in Latin America is a group of people who form a team that visits countries and local community members in Latin American countries in order to stimulate expansion of quality and quantity of local and organisational response to health and critical development issues, including HIV/AIDS.

Integrated Mission refers to a participatory approach by The Salvation Army within local communities and a collaborative commitment between different parts of the organization. The Regional Team is available to all Latin American countries, particularly where The Salvation Army exists, to stimulate:

- Human capacity development for response to critical health & development issues within diverse community settings.
- Participatory programme design.
- Mutual support.
- Participatory evaluation.
- Community counselling.
- Assessment and relationship building.
- Transfer of lessons learned.

Human capacity development refers to the stimulation of the will, abilities and skills that are needed for a competent response by organisations and communities. It is grounded in belief in the capacity that exists within local communities for taking charge of their situations. Organisations need to adapt and learn from their local experience.

#### **Purpose of the Terms of Reference:**

The purpose of these Terms of Reference is to answer the following:

1. Background
2. Reason for the evaluation
3. Objectives of the evaluation
4. Key questions
5. Methodology
6. Key deliverable
7. Use of results



**Abbreviations and Definitions:****IM: Integrated Mission****ELAMI: Latin America Regional Facilitation Team for Integrated Mission.****1. Background:**

This Regional Facilitation Team for Integrated Mission in Latin America was born out of the initiative and deep concern of Latin American and international Salvation Army members who from 1990 onwards have looked for opportunities to develop the capacity (disposition, skills and experience) of Latin American people to face health and other critical issues existing in their diverse community settings such as AIDS, drugs, domestic violence, alcoholism, education, etc.

**Financial contributors:** The Salvation Army in Norway, BN and local supporters.**Project area:** Latin America.**Project period:** January 2010 – December 2014.

**Brief description of project focus:** The Salvation Army Integrated Mission Program in Latin America (ELAMI) seeks to develop the capacity and resources for The Salvation Army, as a branch of the Christian Church, to better reach out to the local community to understand problems that are being experienced and to facilitate responses, as developed by the community, in conjunction with local organizations. The Integrated Mission program focuses on human capacity development which refers to the stimulation of the will, abilities and skills that are needed for a competent response by organizations and communities. TSA firmly believes that the capacity within local communities exists for them to take charge of their situations.

The ELAMI encourages a common way of being and working for all parts of The Salvation Army which includes an on-going process of reflection in order to capitalize on the experiences of each community and share it with others. Transfer is facilitated because members of the community are invited to discussions with other communities and also as community members move to other communities, they take the approach with them. Offering of mutual support, participatory evaluation, assessment and relationship building are all means that are used by the teams to ensure successful and sustainable community interventions.

**Current status of project:**

- In accompanying local responses, local implementing teams are mentored by the facilitation team. The key strategy is SALT visits (Support, Appreciation, Learning and Transfer).
- Teams on all levels, with specific emphasis on youth and women are trained to create awareness and help find alternatives to respond to the focus areas

of the ELAMI - Social Justice, the Environment, Community Development and Health.

- In building territorial, country and the Regional facilitation teams, members are being drawn from all Latin American countries where The Salvation Army is based. They are field- experienced people, yet developing facilitation skills through participating in the experience of a facilitation team visit.
- Territorial, Divisional and Local Teams are in the process of being either implemented or strengthened by the ELAM.
- Links with other organisations are fostered through facilitating a shared vision. Partnerships continue to be explored at territorial, divisional and local level.
- Sustainability is being sought also through a closer working relationship between the ELAMI, other IM teams and zonal and territorial projects offices.
- Salvation Army leaders are included in process analysis meetings, in debriefing after visits, and in SALT visits.
- Youth are being trained and understand IM concepts through their involvement with IM Teams on different levels

**Target group:** Many people are ready to respond to the critical issues around them, evidences are abundant in the Latin American countries. The ELAMI seeks to support those evidences in local communities, by developing the capacity of youth and adults who are willing to respond, through the Territorial, Divisional and Local Teams.

**2. Reason for evaluation:** Evaluation is highly important for the present, adjustment and follow-up of our project, as well as for learning and finding motivation for further work. At the same time, as Salvation Army representatives, we have a responsibility towards BN and NORAD, of ensuring the fulfilment of our aims.

### **3. Objectives of the Evaluation**

The **Specific Objectives** for this evaluation are:

#### **1. The full implications of the programme's objectives and their integration in the institutional life of The Salvation Army.**

- To evaluate the objectives achieved by the IM programme as a whole, comparing them to the original objectives defined at the beginning of the programme, and

for each of the years, according to the original proposal and the narrative reports about the programme.

- To evaluate the degree of participation and empowerment of the members of the ELAMI Team during the planning, implementation of activities, monitoring mid evaluation phases, from the beginning of this project.
- To evaluate the degree of influence the Project has had on the creation of Territorial, Divisional and Local Teams.
- To evaluate to what extent the IM concepts have been extended throughout the SA structure in Latin America.
- To evaluate to what extent IM has been incorporated into other areas of The Salvation Army.

## **2. Programme's impact on the local communities and the society as a whole.**

- To evaluate if the **benefits of the Programme have been transferred and experienced** beyond the original group of direct Salvation Army beneficiaries – i.e. to other SA personnel beyond territorial IM team representatives.
- To evaluate how the Project has supported the most vulnerable and poor members of the society in the focus areas of the ELAMI - Social Justice, the Environment, Community Development and Health.
- To evaluate if the Projects community beneficiaries are capable of sustaining the benefits in the long term.
- To evaluate if the community beneficiaries have been able to better understand the Gospel and IM approach through the Projects activities.

## **3. IM Programme's sustainability**

- To evaluate the communication among the different teams.
- To evaluate the relationship network or strategic alliances with other organisations.
- To evaluate to what extent we could now move on to supporting IM in this Region through Territorial and Divisional Teams.

## **4. Key Questions**

- What has been achieved?  
What evidence is there of Impact, relevance and sustainability achieved through this project?
- Where should the suggested focus be in the coming five years in order to build upon the impact, relevance and sustainability achieved through this project?

- In what way could the project activities continue when external funding ceases?

Throughout this evaluation consideration should be given to the key themes of

- a) Efficiency and operational concerns:
- b) Effectiveness:
- c) Outcome, impact and effects

## 5. Methodology

### *Evaluation Steps:*

- Preparation and agreement of the Terms of Reference for Evaluation.
- Reception, classification and analysis of basic documents
- Interview with the ELAMI Coordinator
- Participatory development of full methodology and approach
- Analysis of documentation referring to ELAMI's development.
- Consultation with ELAMI members
- Organisation of the visit to four countries according to Main Visit Activities described below
- Transcribing the interviews
- Analysis of the collected information
- Writing of the report

### ACTIVITIES SHEDULE

| Activity   | Days       | Notes                             |
|--|------------|-----------------------------------|
| Reading and Analysis of project  | 15-20 days |                                   |
| Conversations with ELAMI coordinator and other key personnel                           | 2          | Ongoing talks held in this regard |
| Field visits (including travel days)   | 24         |                                   |
| Analysis transcribing the interviews, cross-linking of data, analysis of this new data | 15 days    |                                   |
| Report writing   | 10-20 days |                                   |
| TOTAL  | 64 days    |                                   |

## Methodology for data collection:

- Reading of the original project's proposal,
- Reading of information of the ELAMI process and previous evaluation report
- Reading and analysis of annual reports, interim reports
- Reading of territorial reports
- Working meeting with the present Coordinator, Sara Chagas and with the previous coordinator, Deise Eliassen and IHQ Projects Officer Jo Clark
- Reading of reports of the Synthesis Meetings.
- Watching of videos of youth events and capacity training, etc..
- Classification of all the information.
- During the visits we will use direct observations, registration of all that we have observed and experienced in a field notebook. Interviews to the local beneficiaries. Written records consultation. Dialogue with the different Territorial Teams and self-evaluations. Review of photographs, other techniques and methods according to the needs.
- We will consider the Impact, Relevance and Sustainability points, duly requested by the donor.
- During the interviews, dialogue meetings, observations, etc. we will pay special attention to the process experienced by the ELAMI, the Territorial Teams and Local Teams.
- All the activities will be carried out in a participatory and democratic way, with all of those involved.

## 6. Key Deliverables

1. Daily summary updates given during each field visit.
2. A report will be written after each field visit
3. Final written report in Spanish that will be shared with ELAMI.
4. A translated report - in English - to be submitted to the project supporting office
5. The final report in English will be submitted by mid-September 2014.

## 7. Use of Results

- The evaluations will be shared with the members of Local and Territorial Teams.
  - Daily interchange meetings will be held during each visit.
  - A report will be written after the visit, and this document will be shared with Local Teams to consolidate their positive points, clarify any doubts and contribute to the broadening of their vision about the work done. These partial reports will be inputs for the final report.
- First, the evaluators will write a report in Spanish that will be shared with ELAMI. Then, they will translate it into English to be submitted to the project supporting office (NORAD).
- These reports will inform future strategy for ELAMI and Territorial IM teams and will also inform any future project submissions made in support of the realisation of this strategy

**Clients of evaluation:** The Salvation Army Integrated Mission Regional Team.

**Budget**

|   | US\$  | US\$ TOTALS   |
|---|-------|---------------|
| <b>Flights</b>  |       |               |
| Ecuador   | 1.710 |               |
| Costa Rica  | 1.440 |               |
| Mexico  | 1.850 | 5.000         |
| <b>Accomodation</b>   |       |               |
| Ecuador   | 800   |               |
| Costa Rica  | 500   |               |
| Mexico  | 1.200 | 2.500         |
| <b>Meals</b>  |       |               |
| Ecuador   | 400   |               |
| Costa Rica  | 600   |               |
| Mexico  | 600   | 1.600         |
| <b>Translation of Materials</b>   |       | 5.000         |
| <b>Evaluation</b>   |       | 7.000,00      |
| <b>Supplies</b>   |       | 1.400         |
| <b>Miscellaneous Expenses</b><br>(Taxis, Hotel in Cordoba,<br>Meals in Transit, etc.) |       | 2.500         |
| <b><u>OVERALL TOTAL</u></b>   |       | <b>25.000</b> |

**Evaluation team**

| <b>Evaluation Team</b>                           |
|--|
| Team Leader: Com. Social Graciela de Celis       |
| Member!: Mrs. Graciela b. de Celis               |
| Member 2: Lt. Colonel Sara Chagas                |
| Member 3 :Mrs. Claudia Franchetti (Tres Arroyos) |

NOTE: The ELAMI Coordinator will be responsible for the logistics of the visits to Ecuador, Costa Rica, Argentina and Mexico.

**Schedule:**

**Control:**

**N.2. DOCUMENTS AVAILABLE:**

- Formation of the Latin America Integrated Mission Regional Team Act, Buenos

Aires, May 25-27, 2003.

- History of The Salvation Army.
- NORAD's documents about Evaluation Framework for Integrated Mission Programme.
- ELAMI project year 2010 - 2014
- Formation Encounter- Integrated Mission Facilitation Regional Team for Latin America, Chile, April12-15, 2004.
- Annual Mid Year Reports- 2010, 2011,2012, 2013
- Annual Reports- 2010, 2011, 2012, 2013
- Yearly Proposals- 2011, 2012, 2013, 2014
- Recommendations from the 2008 External Evaluation
- Powerpoint IM - Territorial Leaders Conference - 09/2010
- DVD TSA response to Earthquake in Chile- 2010
- Report on TSA work in Morro do Bumba- Rio de Janeiro- Brazil2010
- Report on TSA work Teresopolis - Brazil - 2011
- Claves materials
- Presentation on Christians and the Environment - Report of what the Anglican Church is doing in Olinda- Recife - 2010
- Powerpoint presentation and Magazine on the implementation of the Sao Paulo Divisional IM Youth Team- Sao Paulo- Brazil2010
- Material from the Synthesis Meeting- Recife- Brazil2010
- Information on the Pan-American Soldiers Conference- Santiago- Chile- 2011
- Video of TSA participation in the Pan-American Games in Mexico- 2011
- Material from the Synthesis Meeting and workshop for officers - Acapulco - Mexico 2011
- Powerpoint material of the Anti Human Trafficking Campaign during Carnival - Rio de Janeiro - Brazil 2011
- Powerpoint regarding MCC programme in Niteroi Corps - Rio de Janeiro - Brazil- 2011
- Powerpoint with feedback from CLAVE at Meeting in San Jose- Costa Rica .. 2012
- Video - Brazil Youth Team participation in the Olympics in London - 2012
- Material from Handover Meeting in Brazil- 2012
- Material from Synthesis Meeting in San Jose- Costa Rica- 2012
- Americas Zone questionnaire to LA Leaders about ELAMI
- Report on TSA Youth Group participation in Anti Human Trafficking Campaigns during Carnival and the Confederations Cup - Rio de Janeiro - Brazil (2013)
- Summary of "When Helping Hurts" Seminar at Pan-American Conference of Leaders – 2013
- Report on Emergency Services in Rosario - Argentina- 2013
- Report on the implementation of new programme with help of SAE Territorial Team in Tres Arroyos - Argentina- 2013

- Material from Handover Meeting and Cadets Training in Mexico - 2013
- Material from Handover Meeting in SAW- 2013
- Material from Synthesis Meeting in Bolivia - SAW and workshop for officers - 2013



## **N.3. TRAVEL REPORTS**

### **M.3 INFORMES DE VIAJES**

#### **3.1. INFORME VISITA PROGRAMA A PROGRAMA – ECUADOR, 2 A 9 DE JULIO 2014**

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##### **Participantes:**

SAE: Mayora Gladys Barrios, Teniente Verónica Ramírez, Claudia Franchetti

SAW (Ecuador): Comandante Divisional, Tabea Wipf y Equipo

Coordinadora ELAMI: Tte. Coronela Sara Chagas

Coordinadora Evaluación Externa: Sra. Graciela de Celis

##### **Día 2 de Julio:**

Salí de Villa María, mi ciudad de residencia, a las 7 hs camino al Aeropuerto de Pajas Blancas en la ciudad de Córdoba, distante a 156 Km .Llegué a Quito a las 22 hs, por demoras en el vuelo.

##### **Día 3 de Julio:**

Este día, como estaba estipulado, estuvo dedicado a trabajar con la Tte. Coronela Sara Chagas sobre el Marco Lógico 2010 -2014; pase de nueva documentación necesaria para la evaluación. Aclaración de algunas frases que figuraban en el Proyecto y sobre los términos de la Visita Programa a Programa. Este fue un tiempo importante para aclarar términos en el Proyecto y en el TOR.

##### **Día 4 de Julio:**

Por la mañana seguimos intercambiando ideas sobre la evaluación a realizar y determinando la documentación básica y complementaria para poder realizar la misma.

Por la tarde nos reunimos en la oficina del Comandante Divisional para conocernos y realizar la presentación del Proyecto sobre prevención de la violencia que veníamos a ver. Se habló de los resultados positivos y de los obstáculos con que se estaban encontrando, dentro de la División, en la implementación de dicho proyecto. Estos obstáculos tenían que ver con la resistencia de los oficiales del Ejército de Salvación a responder a las necesidades y demandas del proyecto. La presentación tuvo altibajos. El Comandante Divisional deseaba aclarar muchos temas en relación al proyecto antes de comenzar con la presentación y el diálogo entre los grupos visitantes. Al final Tabea Wipf presentó con un Power Point el proyecto y nos entregó una carpeta y un cuadernillo, con un CD, que explicaban detenidamente lo que se esperaba del Proyecto.

### **Día 5 de julio:** día libre

Hicimos una salida grupal. Esta salida recreativa permitió que los miembros de los distintos proyectos pudieran conocerse más, intercambiar ideas, preocupaciones, estrategias, etc. El estar fuera de un ambiente de formalidad, relajó al grupo y le permitió conectarse con los objetivos y las acciones de los diferentes proyectos.

### **Día 6 de julio:**

Salimos hacia un lugar a las afueras de Quito llamado El Rancho con el Comandante Divisional, la Directora de Ministerios Femeninos y la Coordinadora del Proyecto de Prevención de la Violencia Intrafamiliar, Tabea Wipf.

Participamos de la reunión de culto en el Cuerpo, almorzamos en el lugar. Compartieron con nosotros el trabajo que realizan en El Rancho con los niños y niñas. Por la tarde participamos de un taller que se dicta bimestralmente y que está dirigido a padres y madres de los niños y niñas que participan del programa de apoyo a la niñez.

### **Día 7 de julio:**

Por la mañana muy temprano tomamos un vuelo a Manta. Nos dirigimos al Cuerpo Local donde desayunamos y nos presentamos (el equipo que visitaba con el equipo local de trabajo en el programa de Prevención de la violencia)

Luego fuimos a presenciar una de las actividades del Programa: un taller para niños/as preescolares en Jardín Infantil de organización privada.

Después del taller, volvimos al cuerpo y nos reunimos para intercambiar perspectivas, enfoques y prácticas en el trabajo de prevención de la violencia.

Almorzamos y nos dirigimos a las afueras de Manta a un lugar llamado Palo Santo, donde en una casa de familia se realizó el último de los talleres dirigidos a niños/as sobre Prevención del maltrato. Pudimos observar cómo los niños/as habían incorporado información y saberes que les ayudarían a detectar y prevenir el maltrato.

A las 20 hs tomamos el vuelo de regreso a Quito y a las 22 hs nos dirigimos a el hogar de Tabea Wipf donde realizamos una evaluación verbal de las actividades desarrolladas y de los resultados del intercambio del trabajo realizado en los programas.

### **Día 8 de julio:**

Temprano salimos para Quito Sur donde participamos de uno de los talleres bimestrales dirigidos a adolescentes y padres del Cuerpo de Quito Sur. Luego del Taller, dado por uno de los miembros de la iglesia, interactuamos con los miembros de la misma, y participamos del almuerzo.

A las 15.45 hs partimos rumbo al aeropuerto.

### **Apreciación cualitativa de la visita:**

#### **1. Es necesario destacar la importancia de las Visitas Programa a Programa.**

a. Es una actividad sumamente enriquecedora para los que participan de ella. El intercambio de prácticas, de enfoques en el trabajo, de metodologías, de

investigaciones para llegar a detectar cuáles eran las necesidades sentidas de la comunidad, de los obstáculos encontrados durante la implementación de los proyectos y de cómo pudieron o no superar esos obstáculos, ponen en distintas perspectivas las experiencias de la ejecución de los proyectos y sirven a manera de “termómetro” para nuevos proyectos. Permite a los equipos de trabajo, evaluar su funcionamiento interno y externo e incorporar nuevos parámetros para ese análisis.

Recomendaría seguir con estas Visitas e intercambios de experiencias, sabemos hacer estas visitas implican un costo económico, pero creo que valen la pena a fin de permitir el crecimiento de los equipos de trabajo, ahorrar fracasos y/o frustraciones, hacer más eficiente el trabajo y obtener mejores resultados, teniendo en cuenta que nuestro trabajo no es con utensilios o herramientas, sino con personas que sufren y necesitan ayuda.

b. Sería de mucho valor y ayudaría a la comprensión de los objetivos de las Visitas Programa a Programa, que el Equipo de trabajo, el Cuartel Divisional y los Cuerpos Locales, recibieran con antelación una nota exhaustivamente explicativa del sentido y razones de la Visitas Programa a Programa. Sabemos que estas notas se envían, pero seguramente, el Equipo del ELAMI da por hecho que los demás conocen estos programas. Sin embargo, se evidencian deficiencias en la comprensión de los mismos. Eso evitaría malos entendidos, pérdida de tiempo en explicaciones o malestar en el ánimo del grupo que recibe el intercambio.

c. También sería interesante que cada Equipo, ya sea visitante o visitado, conozca con antelación los Programas que desarrollan en cada lugar. Quizás un resumen del Proyecto implementado o a implementar.

d. Incluir en las visitas una tarde o un día relajado de paseo del grupo, ya que esta actividad, des-contraturada, permite que las personas se relacionen desde un lugar más personal y no tan oficial, abran sus corazones e intercambien preocupaciones o logros de sus proyectos.

## **2. Enfoque de Misión Integrada**

a. Es mucho lo que ha hecho el ELAMI para recuperar el sentido de la misión de los orígenes del Ejército de Salvación, pero es mucho lo que aún queda por hacer.

La influencia de la cultura occidental que escinden o dividen al ser humano en compartimentos estancos (cuerpo- mente – espíritu), en la que estamos inmersos, nos atraviesa y complica nuestra perspectiva o visión del mundo, de la vida, de la misión. Por eso es importante que se siga difundiendo la Misión Integrada y aprovechar esta Visitas Programa a Programa para reforzar conceptos y prácticas de la MI (Ej: ¿A qué nos referimos cuando hablamos de Misión Integrada?, ¿qué significa y qué implica para mi vida el enfoque desde la MI? ¿Qué significa para las comunidades con las que trabajamos o formamos parte? ¿Qué cambios de perspectivas Dios me está pidiendo que haga? ¿Por qué?

## **3. ¿Qué le pareció más relevante en la programación?**

Lo más relevante de este programa fue el intercambio de los Equipos de trabajo. Ellos pudieron darse cuenta que, aunque trabajan la misma temática, unos lo hacían desde la prevención, otros desde la asistencia y el otro desde las dos. Pudieron ver la importancia de realizar una investigación y diagnóstico comunitario y participativo. Que en los proyectos sociales, es importante el resultado, pero lo más importante son los procesos vividos con los partícipes del proyecto, sea los que lo implementan o los beneficiarios.

Fue, para mí, muy enriquecedor participar de este encuentro y de los diálogos de intercambio, así también como ver el compromiso de las personas que participaron en esta visita.

### **3.2. INFORME REUNIÓN DE TRASPASO EN LAN- ESCUELA DE CADETES - SAN JOSE - COSTA RICA - 4 -8 DE AGOSTO 2014**

#### **1. Participantes:**

##### **Del Territorio de LAN:**

Costa Rica:

Mayora Agripina Góchez - CGT  
Capitán Alex Díaz - CGT  
Teniente Yessiret Matos - Nicoya  
Capitán Carlos Sequeira - Limón  
Mayor Manuel Hernández - CGD  
Mayor Pedro López - Cuerpo Central

Guatemala:

Capitán David Campos

Honduras

Teniente Sarai Almendares

El Salvador

Capitana Nataly Correa

Venezuela

Teniente Ignabel Soteldo

##### **Del Equipo ELAMI:**

Brasil

Mayora Mylka Santos  
Capitán Marcelo Simoes

Sudamérica Oeste

Mayora Maria José Serém  
Mayor Juan Carreras

Invitadas Especiales

Sra. Graciela de Celis - Comunidad y Cambio  
Ms. Jo Clark - CGI

Coordinadora ELAMI  
Tte. Coronela Sara Chagas

#### **2. Programación (bosquejo)**

Domingo 3 de Agosto, 2014 - Llegada del Equipo ELAMI  
Lunes 4 de Agosto, 2014- Reunión con miembros de ELAMI, LAN, BRA y SAW  
Entrenamiento de ELAMI para Oficiales de LAN  
Cena de Bienvenida  
Martes 5 al miércoles 6 de agosto  
Entrenamiento de ELAMI para Oficiales de LAN  
Jueves 7 de Agosto - Entrenamiento de ELAMI para Oficiales de LAN  
Visita a Comunidad  
Viernes 8 de agosto- Retroalimentación de ELAMI y Equipo LAN

Clausura actividades  
Sábado, 9 de agosto- Salida del Equipo ELAMI

### 3. Temas a tratar

- Taller de herramientas Comunitarias (reforzamiento).
- Conceptos MI: Cuidado, Comunidad, Cambio y Esperanza.
- Historia de los Capitanes Sánchez con trajo de Preguntas para interrelacionar con las herramientas y los Conceptos de MI.
- Preguntas para Reflexión teológica de MI.
- Árbol de Problemas para elaborar proyectos comunitarios.

### Apreciación cualitativa de la visita:

#### 1. **Apreciación de la Reunión de Traspaso.**

- a. Dos tipos de apreciaciones se pueden hacer en cuanto a esta reunión. Una es el valor simbólico que esta Reunión de Traspaso tuvo para el Equipo Territorial de LAN y otra la oportunidad de que el TT LAN tuviera una experiencia concreta de diseño y aplicación de un taller de capacitación sobre MI (conceptualizaciones y prácticas).

-Valor simbólico de la Reunión de traspaso:

Una reunión permite que el TT se visualice a sí mismo como equipo y que consolide los vínculos que como equipo han comenzado a desarrollar en encuentros anteriores.

- Aplicación del taller sobre Mi;

Este encuentro de seis días ha sido una oportunidad para trabajar en equipo en el diseño y aplicación del Taller sobre MI.

Los miembros del TT , acompañados por la Coordinadora y miembros del ELAMI, en la programación del taller, las evaluaciones diarias, etc. Pudieron reforzar principios bíblicos y conceptos sobre MI, así como presentar las técnicas adecuadas para el trabajo en comunidad.

- b. Cabe destacar la motivación, creatividad y el buen humor del equipo durante los días de trabajo.

#### 2. **Enfoque de Misión Integrada**

a. El TT parecía haber “abierto los ojos”, como expresó uno de ellos: “ *Hace tiempo que escucho sobre MI, pero recién en la Reunión de Traspaso de SAW me parece haber comprendido cabalmente todo lo que significa MI y la importancia del enfoque en trabajo comunitario*”

“*Me enamoré de MI*”. “*Quisiera poder lograr que otros se enamoren de la MI como yo*” expresó Alexander.

Otro de los miembros del Equipo Territorial dijo que hacía como diez años que escuchaba hablar de MI , pero solo tenía ideas. Hace dos años fue a un taller y pudo articular todo lo que había recibido.

#### 3. **¿Qué le pareció más relevante en la programación?**

Lo más relevante de este programa fue la práctica que hizo el TT capacitando a los representantes divisionales. Pudieron contagiarlos de su entusiasmo por la MI.

Fue muy interesante ver la disposición y apertura de corazón para aprender aún de las personas más mayores, y ver cómo en esa instancia de facilitación basada en la fe, las jerarquías se borraban.

### **3.3. INFORME REUNIÓN EQUIPO TERRITORIAL DE MISIÓN INTEGRADA MEXICO – 18- 21 DE AGOSTO 2014**

**Reunión con Comandantes Divisionales y Jefes de Departamento Miembros del Equipo Territorial.** Este grupo fuera entrenado por Ms. Jo Clark en el mes de abril, y ahora estaba preparándose para replicar el conocimiento a los demás miembros del Equipo Territorial de México.

Presentes:

Tte, Coronela Sara Chagas - Coordinadora

Mayor Martín Gutiérrez - Miembro Equipo ELAMI de México y Secretario de Programas

Mayor Lourdes Ramírez - Miembro Equipo ELAMI de México y Secretaria Divisional

Tte. Coronela Ruth Cerezo - Directora Divisional de Ministerios Femeniles - División Sureste

Mayor Gilberto Martínez - Comandante Divisional - División Río Bravo

Sra. Alva Catalán - Secretaria Territorial de Proyectos

1 Día: Reunión con el TT de México

La Coordinadora del ELAMI presentó un desafío a los miembros del Equipo Territorial: *“Ha llegado el momento de preguntarnos, ¿qué puedo aportar yo? Estamos en un proceso donde el Señor decide y estamos para bendecir. En estos días que estaremos juntos, más que una enseñanza es poder poner en práctica y capacitar para hacer relaciones con la comunidad. La iglesia no puede estar separada de la comunidad. Debemos estar insertos en ella y caminar juntos para desarrollar soluciones. No somos como los feudales, encerrados en nuestras fortalezas, sino que debemos estar con la gente.*

*Así como ustedes fueron capacitados, ahora van a ser los facilitadores para los que no estuvieron en abril. Ahora vamos a ver cómo es la mejor forma de transmitir esos conocimientos. Estas personas que en estos días se capacitarán serán las encargadas de transmitir estos conocimientos a otros en sus cuerpos. La idea es fortalecer al equipo para que fortalezcan a otros”.*

Algunas ideas fuerzas que surgen de la primera reunión:

- Sara cuenta que cuando ella preguntaba a su equipo qué pensaban, los del equipo creían que era porque no tenía capacidad de decidir, que no sabía gestionar. No entendieron que era porque intentaba practicar la MI.
- Ruth habla del ejemplo de Jesús en la cruz. Estaba en su momento más profundo en relación con Dios. Pero no dejó de atender la relación con su prójimo.
- Animarnos a ser diferentes.
- Hay gente tradicionalista y que le cuesta todo tipo de cambio o modificación.
- Tener cuidado con lo cultural, es mucho más trabajoso modificar ese nivel. Tenemos una cultura de la dádiva. Cuidado con eso.
- Cuando trabajamos en equipo, si nos equivocamos, todos buscaremos las soluciones.
- Nosotros por lo general pensamos en impactos. Esta bien, pero también debemos pensar en procesos.
- Decimos que somos creados a imagen y semejanza de Dios, pero perdemos de vista que, justamente por eso la gente tiene la capacidad de elegir.

Con estas reflexiones motivadoras terminamos la reunión de encuentro del Núcleo del Equipo y de preparación de la capacitación.

Se sumaron a los miembros mencionados los otros miembros del Equipo Territorial para la Capacitación:

Tenientes Raúl Rodríguez y Carina Ramírez - División Noroeste

Mayora Ruth Cruz - División Capital

Mayora Gloria de la O - División Sureste

Mayores Guadalupe Centeno y Jorge Martínez - División Río Bravo.

### **Objetivos del encuentro:**

Los participantes...

- 1- Entenderán y será capaz de compartir con otros los principales conceptos de MI
- 2- Tendrán la confianza en el uso de un conjunto de herramientas básicas que nos ayuden a trabajar de esta manera
- 3- Entenderán claramente cómo podemos aplicar la MI en forma de trabajo en nuestro actual ministerio

- 4- Tendrán la oportunidad de compartir experiencias y desafío percibidos utilizando este enfoque para el ministerio.
- 5- Se sentirán capaces de animar y apoyar a los demás( oficiales y empleados) en su equipo, utilizando este enfoque en su ministerio.
- 6- Comprenderán que utilizando las herramientas comunitarias nos puedes ayudar si tenemos que preparar un proyecto comunitario.
- 7- Será capaz de ser el facilitador para cualquier parte de este taller.

**Temas a desarrollar durante la capacitación:**

**2 Día:** La misión es integral

**3 Día:** a misión involucra a la gente

**4 Día:** La misión es presencia

**5 Día:** La misión es Creativa

**6 Día:** Regreso

Los conocimientos de estos días van a ser pasados para todos los oficiales a través de entrenamientos divisionales en los meses de septiembre y octubre 2014.

Villa María, Córdoba, Argentina



30 de septiembre de 2014



