



EX POST EVALUATION OF PROJECTS MANAGED BY NGOs IN ARGENTINA

- a. “Support to generation and consolidation of cooperatives of Argentine Puna” (AID 8821);
- b. “Consolidating Family Farming organisations in Argentina: support schemes for their competitive integration in local and national markets” (AID 9142)



FINAL REPORT

MARCH 2013



PROATEC S.R.L.

Headquarters
Via Ombrone n. 3
58100 Grosseto, Italia
proatec@proatec.com

Legal Office
Salita San Nicola da Tolentino n. 1/B
00187 Roma
www.proatec.com

ITALIAN MINISTRY OF FOREIGN AFFAIRS
General Direction for Development Cooperation

a. "Support to generation and consolidation of cooperatives of Argentine Puna" - N. AID 8821

Project location: Argentina

Project language: Italian

Implementing Organisation: GVC ONLUS

Duration: 36 months

Budget: EURO 964,332.00

Donor: Italian Government

DGCS: EURO 482,162.00

GVC ONLUS: EURO 83.885.00

Caritas Jujuy: EURO 339,930.00

Type of service: ex post Evaluation

Start date: 14 January 2013

Date of report submission: 20 March 2013

Responsible of procedure: Cons. Leg. Giovanni Brignone

Evaluator: Ida Pierotti

Coordinator and quality control: Fiorentino Delogu



ITALIAN MINISTRY OF FOREIGN AFFAIRS
General Direction for Development Cooperation

b. “Consolidating Family Farming Organisations in Argentina: support schemes for their competitive integration in local and national markets” – N. AID 9142

Project location:	Argentina
Project language:	Italian and English
Implementing Organisation:	ICEI, Istituto Cooperazione Economica Internazionale
Duration:	36 months
Budget:	EURO 2,720,341.08
Donor:	Italian Government
DGCS:	EURO 1,359,994.78
ICEI:	EURO 408.403.00
Local counterpart:	EURO 951,943.30
Type of service:	ex post Evaluation
Start date:	14 January 2013
Date of report submission:	20 march 2013
Responsible of procedure:	Cons. Leg. Giovanni Brignone
Evaluator:	Ida Pierotti
Coordination and quality control:	Fiorentino Delogu



TABLE OF CONTENTS

PROJECT LOCATION	3
LIST OF ABBREVIATIONS	4
0. EXECUTIVE SUMMARY.....	5
1. FOREWARD	12
2.1 Object and objectives of the Evaluation Process	12
2.2 Structure of the evaluation document	13
2. METHODOLOGY.....	14
3.1 General Methodology.....	14
3.2 Briefing at the DGCS and at the headquarters of NGOs.....	14
3.3 Analysis of the available documentation (<i>Desk Analysis</i>)	15
3.4 Field visits and field interviews	15
3.5 Workshop by DGCS.....	16
3.6 Human resources.....	16
3. CONTEXT AND LOGIC OF INTERVENTION	17
4.1 Sectorial context	17
4.2 Origin of the projects.....	17
4.3 Brief description of the Interventions	18
4.4 Financial data.....	20
4.5 Location of Interventions	20
5. RESULTS OF EVALUATION PROCESS	23
5.1 The Project implemented by ICEI	23
5.1.1 Relevance of the Project.....	23
5.1.2 Efficiency.....	25
5.1.3 Effectiveness.....	30
5.1.4 Impact.....	33
5.1.5 Sustainability	34
5.2 The Project implemented by GVC	36
5.2.1 Relevance of the Project.....	36
5.2.2 Efficiency.....	38
5.2.3 Effectiveness.....	45

5.2.4	Impact.....	49
5.2.5	Sustainability	50
6.	CONCLUSIONS	54
6.1	ICEI.....	54
6.2	GVC.....	55
7.	RECOMMENDATIONS.....	56
7.1	To GCV	56
7.2	To ICEI.....	57
7.3	To the DGCS.....	57
8.	LESSONS LEARNED.....	59
8.1	ICEI.....	59
8.2	GVC.....	59
9.	ANNEXES.....	60
	Annex 9.1 Terms of Reference	61
	Annex 9.2. Logical Frameworks	72
	Annex 9.3. List of methodological documents	81
	Annex 9.4. List of persons interviewed	82
	Annex 9.5. List of documents reviewed	85
	Annex 9.6. Staff and main actors.....	86
	Annex 9.7. Planned and implemented activities.....	88
	Annex 9.8. List of Training Courses (ICEI Project).....	89
	Annex 9.9. Beneficiary Organisations (ICEI)	91
	Annex 9. 10. Result Oriented Monitoring (ROM)	101



PROJECT LOCATION

LIST OF ABBREVIATIONS

AFA	Argentine Family Farming
BCS	Background Conclusion Sheet
CE	Executive Committee
CD	Steering Committee
CADIF	Andean Centre for Development, Research and Training
CEFA	European Centre for Training in Agriculture
CeCoPAF	Cooperative Centre for Family Farming
DGCS	General Direction for Development Cooperation
FAA	Argentine Agrarian Federation
FAG	Agricultural & Livestock Federation
FECOAGRO	Federation of Argentine Cooperatives
FF	Family Farming
FONAF	National Forum of the Family Farming Organizations
GVC	Group of Civil Volunteer
ICEI	Istituto di Cooperazione Economica Internazionale
INTA	National Institute of Agricultural Technology
INTI	National Institute of Industrial Technology
OVI	Objectively Verifiable Indicators
IPSIA	Istituto Pace Sviluppo Innovazione Acli
MAA	Movement of Argentine Agriculture
MAE	Italian Ministry of Foreign Affairs
MAM	Missionary Agrarian Movement
MDG	Millennium Development Goals
MR	Monitoring Report
NGO	Non-Government Organisation
PROATEC	Proatec S.r.l.
ROM	Result Oriented Monitoring
RS	Response Sheet
SAGPyA	Secretary of Agriculture, Livestock, Fish and Food
CABA	Autonomous City of Buenos Aires
NOA	Nord West Region
NEA	Nord East Region
UTL	Local Technical Unit
TdR	Terms of Reference

0. EXECUTIVE SUMMARY

A. Project: “Consolidating Family Farming Organisations in Argentina: support schemes for their competitive integration in local and national markets”

The Project has been funded by the DGCS of the Italian Ministry of Foreign Affairs and has been implemented by the NGO Istituto Cooperazione Economica Internazionale - ICEI.

The Project has foreseen the consolidation of FONAF organisations of the family farming sector. Structural strengthening, improvement of production and marketing promotion in Argentina have been the main objectives of the consolidation.

Support schemes have focused on the 5 regions in which family farming is particularly relevant: Nord-east, Nord-west, Centre, Cuyo and Patagonia.

The direct beneficiaries of the project are spoken for by **30 agricultural producers’ organisations**, implying about **4,000 families** and, assuming 5 members for each family, **20,000 direct beneficiaries**.

The presence of the NGO ICEI in Argentina, and their previous experiences in agricultural technical assistance, have placed knowledge of the country’s socio-economic, political and cultural situation at the Project’s disposal.

Summary of the Evaluation	RELEVANCE	EFFICIENCY	EFFECTIVENESS	IMPACT	SUSTAINABILITY
Strengthening organisations	A	A	A	A	AB
Certification	A	C	CD	CD	D
Infrastructures and equipment	A	A	A	A	AB
Training & Technical Assistance	A	A	AB	A	AB
Marketing	A	A	A	A	AB

LEGEND: A = very good; B = good; C = problems; D = strong problems

The Project is **relevant** since it deals with the important problem of family farming, a key point in economy, as it represents 75% of agricultural production.

Political and economic conjuncture have permitted to develop the Project in a situation which meet the needs of the recipients and therefore count on the support and the participation of public institutions of the agricultural sector.

The Project is **coherent with the development policies** set by the Government of the Republic of Argentina, as regards both the strategic scheme for promoting a model for sustainable agricultural development and the proposed objectives, which abide by the United Nations’

Millennium Development Goals (MDG). Specifically, the National Government is willing to support initiatives aiming to grant sustainability to small farmers, by establishing a Family Farming Secretariat¹ which was been strengthened at the time of the Project's implementation.

The Project has been implemented within the contract's three years deadline.

With regard to the Project's **efficiency**, the ratio between accomplishments and available financial resources is equal because of a coherent financial use of the latter.

By the Project's conclusion, 96% of the financial resources have been used, resulting in a balance due to the non-realisation of some activities related to the certification process.

The **objectives** of the Project and the expected **results** have both been **satisfactory**, taking account of the OVI's definition which has permitted to reveal and quantify the obtained results.

The decision of designating the CADIF as local counterpart comes up with the needs and expectations developed during the **Project Identification**.

The Project began in agreement with the terms of the contract. In fact, the expatriate coordinator who fitted in the Project since the beginning; furthermore he has been replaced, for reasons unrelated to the Project, by a new coordinator who has been present until the end. With the arrival of the new coordinator, the NGO requested a two-months delay² which was accorded by the MAE once the motivations were examined; this has determined the two-months postponed closing of the first annuity.

In order to better support the Project on strengthening organisations of small producers, ICEI formed a consortium with the Italian NGO IPSIA.

For the Project's implementation a supervision team was established: it included a **Steering Committee** - CD -, consisting of the international coordinator, the NGO IPSIA representative and a representative of the local counterpart (CADIF); and an **Executive Committee** - CE -, consisting of the Italian coordinator, the second expatriate and 6 local coordinators.

The Project management staff **has managed adequately coordinating and motivating** the working groups and has maximized their support, closing the Project according to the contractual deadline.

The Project has successfully obtained the planned results also thanks to a **favourable political and economic conjuncture** which has permitted to benefit of the contribution given by the Argentine Government through the *Secretaría de Agricultura* which placed the necessary planned financial means.

The economic and organisational results of the Project are **clearly tangible** and present a fairly sustainable overview at the closing of the Project.

¹ Secretary for Family Farming

² Required by the NGO without additional cost due to delays in the implementation

As regards the Project's **Effectiveness**, it's possible to claim that, in comparison to what was originally planned, the various accomplishments, their results and actual impact have generally fulfilled the Project's expectations. However, **the certification of the products' traceability** could not be fully realized, because of lack of support from the public authorities due to political difficulties. The Project's management team has nonetheless managed to accomplish the most important objectives which are necessary in order to create the basis for a future improvement, strengthening the CeCoPaf.

The data **have therefore sensitively reduced the technical assistance's Effectiveness** because of failure to achieve the key element.

Apart from the tangible and punctual results from which the small farmers have directly benefited, **the political result** achieved thanks to the Project seems **particularly relevant**. The FONAF, National Forum of the Family Farming Organizations, recipients of the Project, despite having been strengthened by the SAGPyA through a 2006 resolution, wasn't actually capable of activating the SAGPyA's own incident space of public policies by itself. Actually, thanks to the supply of necessary means and the technical training acquired within the ambit of the Project, FONAF, once it separated from FAA³, has been given some autonomy as well as the opportunity to effectively act as interlocutor in debating and participating to public policies aiming to safeguard Family Farming. This has allowed the Project's recipients a **tangible visibility** capable of producing immediate impact effects as well as long term benefits.

The greatest **impact** obtained thanks to the Project consists in having realized a strategy aimed to make FONAF publically and politically stand out in the ambit of Family Farming. This outcome has had and will have positive consequences in the agricultural sector, strengthening the cooperatives that will allow to associate small farmer in benefiting a greater incidence in the Government's decisions.

The tangible **visibility** of the Project's achievements is having managed to start a commercialisation process of biological agriculture products directed to the population of Buenos Aires and having guided the recipients through a development process which is bound to improve.

Visibility of activities concerning the intervention financed by the DGDC was **evaluated positively**. Although in the **absence of a real Visibility Plan**, the project has ensured the criteria necessary to bring out the participation of the Italian State, by applying stickers on project transportation means, public presentations in *power point*, posters and publications: brochures, leaflets and books. In addition, the visibility of the contribution of the of MAE was in all public acts made by the projects, including television documentaries.

The **social-economic sustainability** is granted by the many resources the Project has devoted to the training of small farmers, both by improving and diversifying the farming and by forming and strengthening existent organisations. In connection with the latter, it needs to be noticed that

³ Argentine Agrarian Federation, gathering the great land owners, whose interests diverge from those of small farmers.

the Project has given **an important push towards the acquirement of autonomy in the sector**, strengthening FONAF and allowing the small farmers to separate from FAG⁴ to which they were submitted under the policies of the great land owners. Finding their own organisational identity, as well as a resurgent productive Effectiveness due to infrastructures and technical training placed at their disposal by the Project, has allowed them to create a **commercialisation policy, innovative by Argentina's standards**, confirming the principle of a **fair and sustainable development**. An evidence of this improvement is the Bonplan Market in Buenos Aires where, in a structure placed at our disposal by the Major, a shopping point has been created, allowing the sale of FF products and intending to improve organic agriculture and artisanal production⁵. Commercialisation is mediated by Cecopaf⁶, which is in charge for introducing family farming products in the market of Buenos Aires – the biggest in the country. Such a result has been achieved thanks to a series of marketing campaign, involving market research, investigations and advertising. Sustainability of commercialisation of AFA agricultural products is granted by the ideation and the concretion of a cooperative society created by CADIF and willing to lead Tucumán's FONAF agricultural products towards existing markets and a soon to be established big agricultural market in the city of Buenos Aires.

Social and political sustainability is granted by **FONAF's new public role**, assuring safety and representation of the small farmers, both in the proposals and the solutions of the sector's specific problems.

The project, having been given a substantial boost at institutional level because of the creation of the Bonplan market cooperatives and CECEPAF's service co-op, can count on institutional accordance with CABA's Government⁷. Furthermore, the creation of National Federation of Family Farming Organisations offers a favourable perspective for development in this sector.

B. Project: "Support to Generation and consolidation of cooperatives of the Argentine Puna".

The Project has been financed by the **Italian Ministry of Foreign Affairs' DGCS** and implemented by the NGO "Gruppo di Volontariato Civile" a.k.a. GVC.

The original idea was conceived by the then bishop of Jujuy –Mons. Marcelo Palentini-, who managed to involve the Italian GVC, already present on the territory since years.

The Project, presented in 2004, was approved by DGCS in December 2007 with a total budget of € 964,332, with a MAE contribution of € 482,162. Activities began in December 2008, **without having previously revised the work plans and updating it to the actual cost** which was definitely different from the one calculated 4 years before, due to galloping inflation in the country determining a strong rise in prices. By that time, actualisation of the project had become critical and the expected results had become too ambitious.

⁴ Argentine Agricultural & Livestock Federation

⁵ Thanks to the sensitization of the territory to the sale of organic and artisanal products realized by the Project.

⁶ Organisation being part of FONAF

⁷ Ciudad Autónoma de Buenos Aires

General objective:

Contributing to the conservation of genuine sources of work and income, by strengthening Puna's production systems, such as; i) food industry; ii) animal breeding; iii) quality industry of livestock by-products; iv) salt extraction and commercialisation; v) tourism⁸.

Specific objective:

Financially regenerate Puna's territory through the beneficiaries' organisations, by introducing methods bound to improve the living, working and health conditions, as well as the production and the direct commercialisation of the three co-operatives: "Las Salinas", "Inca" and "Horticultura" by integrating their activities with tourism-related ones.

The expected results are 4: i) Salt extraction co-op "Las Salinas" being managed in an efficient and effective way both at productive and organisational level; ii) Horticultural co-op "Horticultura" being granted infrastructures, supported by training services and has agricultural products for subsistence and sale; iii) Animal breeding and artisanal clothing co-op "Inca"⁹ being managed in an efficient and effective way both at productive and organisational level ; iv) The health and social assistance sector being reorganized and supplied with food, medicines and medical products.

The **direct beneficiaries** of the project are represented by **350 families** and, assuming 5 members for each family, **1,750 direct beneficiaries**.

Summary of the Evaluation	RELEVANCE	EFFICIENCY	EFFECTIVENESS	IMPACT	SUSTAINABILITY
Strengthening organisations	A	A	A	A	B
Marketing	A	A	A	A	B
Infrastructures and equipment	A	A	A	A	B
Training & Technical Assistance	A	C	CD	CD	CD
Certifications	A	B	B	B	B

LEGEND: A = very good; B = good; C = problems; D = strong problems

The Project's **relevance**, registered through a 2004 GVC survey in the involved territories, identifies the core of the problem in a deep lack of local development capability.

The Project is **coherent with the provincial and national development policies** aiming to the strengthening of rural organisations' processes in order to react to the institutional and economic crisis.

At the end of the first year of implementation¹⁰ the project has been reformulated taking the new social-economic context into account.

The diocese of Jujuy has been identified as local counterpart, leaving the diocese's Caritas in charge for the operational implementation of the project.

⁸ UNESCO has listed the area as World Heritage Site

⁹ The cooperative has been dissolved during the Project approval, for this reason it was necessary to reformulate the project

¹⁰ Late 2009

Efficiency. The Project's star up is made without the participation of the beneficiaries, i.e. the local associations which had initially given their contribution to the Project's formulation. This has led to quite a few difficulties in the implementation of the various activities.

During the first year, the Project has been managed by an expatriate GVC coordinator. Caritas has taken part in rather **unsystematically** realised activities, due to non-reorganising of the project on the basis of available financial resources. At the end of the first year the coordinator is lifted of his charge because of family matters and is replaced by a new coordinator.

Consequences on the Project's management are delays in the writing and sending of reports.

With the arrival of the new GVC coordinator, assuming responsibility for reorganising the Project by adapting the various activities to the Project's requirements, **efficiency and effectiveness** have improved. The new working method leads to the recruitment of new local collaborators, working in a **more systematic and effective way**, bringing positive results. From this moment on Caritas, whose role in the new organisation has been revised, has rarely taken part in the activities and has practically partly given up its appointed functions. Actually, the technicians that Caritas should have recruited and placed at the Project's disposal as local staff, are considered inadequate, leading to discordances on the new organisation's methods and, eventually, to the defection of the operators.

Logistic difficulties need to be highlighted: the involved territory includes *El Moreno, Carrizal e Colorado, Las Salinas*, which are difficult to reach because of lack of infrastructures and telephone and internet connection.

However, with the Project's reworking, **the community's participation has been strengthened** and the activities have begun to lead to the expected results and the set goals. Training activities have been determining in strengthening the beneficiaries' groups¹¹.

The **Impact** of the activities is fairly noticeable and its projection involves the local authorities as well, especially in the **communitarian tourism, textile industry and salt mining**. Less noticeable and less relevant is the activity in the agricultural sector, having dissolved the agricultural cooperative, even though the Project has readapted it, laying the basis for a horticultural process to the benefit of the community's children food security.

The systematically and continuous presence of the NGO on the territory, pointed out by the consistent participation of the local collaborators, has determined a **very relevant impact** for the community, better shown by the involvement of young people especially in tourism development sector and the indigenous textile crafts commercialisation.

It can be said that the best visibility results have come from El Moreno, thing that cannot be said about the other two territories¹², which, despite having benefited from the training activities,

¹¹ Carrizal, Pozo Colorado

¹² Libro La Puna, written by Elena Bossi

have decided to individually implement their activities. More visibility has been given thanks to the national release of the book “La Puna”.

The salt co-op has been strengthened in terms of controversy resolution and internal and status organisation. It is relevant to point out the co-op’s clear opposition against the foreign powers willing to buy lithium extraction authorisations from the Argentine government in the zones already exploited by the co-op.

The **sustainability** of the Project’s results is determined by the free collaboration granted since the project’s conclusion by the local workers who have undertaken to continue the training and guidance activities until stability of the achieved results is reached. The support of local authorities, especially in El Moreno, is another important accomplishment, as well as the interest shown by the *Secretaría del Turismo Rural de Jujuy*.

The training and guidance activities implemented during the project have strengthened the salt co-op’s **farm division capability** by supplying its members with the knowledge necessary to deal with the Government’s institutions and the foreign enterprises interested in lithium exploitation.

Visibility of activities concerning the intervention financed by the DGDC was **evaluated positively**. Although in the **absence of a real Visibility Plan**, the project has ensured the criteria necessary to bring out the participation of the Italian State, by applying stickers on project transportation means, public presentations in *power point*, posters and publications: brochures, leaflets and books. In addition, the visibility of the contribution of the of MFA was in all public acts made by the projects, including television documentaries.

1. FOREWARD

2.1 Object and objectives of the Evaluation Process

This report has been prepared in accordance with the service contract between the DGCS-MAE and PROATEC S.r.l. concerning the ex-post evaluation of the projects promoted in Argentina by the NGOs ICEI of Milan and GVC of Bologna.

The evaluation's objective is to analyse and validate both projects, the achieved results in accordance with the Financing Agreements and the Logic of Interventions, evaluate the implementation strategy and its indicators, such as **relevance, efficiency, Effectiveness, impact and sustainability**.

Starting from these analysis, the evaluation mission has been identified **remarks and recommendations** on the projects' implementation has been the final evaluation goal. More precisely, this is what the Terms of Reference indicate.

- *Express judgment on the objectives' relevance and their degree of accomplishment;*
- *Express judgment on the projects' Effectiveness, efficiency, impact and sustainability;*
- *Examining the projects in their entirety, in order to identify the positive experiences and the acquired lessons learned, in such a way so as to use them as basis to develop future technical assistance packages;*
- *Analysing implementation strategies and modalities, such as providing recommendations to integrate in the cultural development and training program; as well as giving orientations to integrate in strengthening program for the productive and competitive opportunities of small farmers and in the associational program;*
- *Taking into consideration the impact and sustainability factors that the implementation of this program will have on the educational and cultural conditions of the country;*
- *Estimating the accomplishments and the actuality of the pilot programs at local level, their disputableness, as well as the actual management capacity of local authorities.*

Two projects are taken into consideration in the evaluation, and for this reason the ToR indicate particular analysis for both:

As regard to the project promoted and implemented by ICEI:

- *Effectiveness of the interventions aiming at the strengthening of both productive and competitive opportunities and, consequently, the capability of price negotiation;*
- *Positive Results that associativism has proved within the FONAM;*
- *Analysis of the involved associations' management skills.*

As regard to the project promoted and implemented by GVC:

- *Effectiveness and impact of technical assistance and training provided as well as the means used to achieve these goals;*
- *Management capability of the co-ops “Las Salinas”, “Horticultura”, “Inca”;*
- *Analysis of the involved associations’ management skills.*

2.2 Structure of the evaluation document

The evaluation report has been elaborated in two phases; on the basis of the examination of the available documentation and field survey a **Draft Report** has been prepared, while on the basis of the comments made during the Workshop held in Rome by the DGCS administration and further feed-backs, the *team* has edited the **Final Report** in both English and Italian.

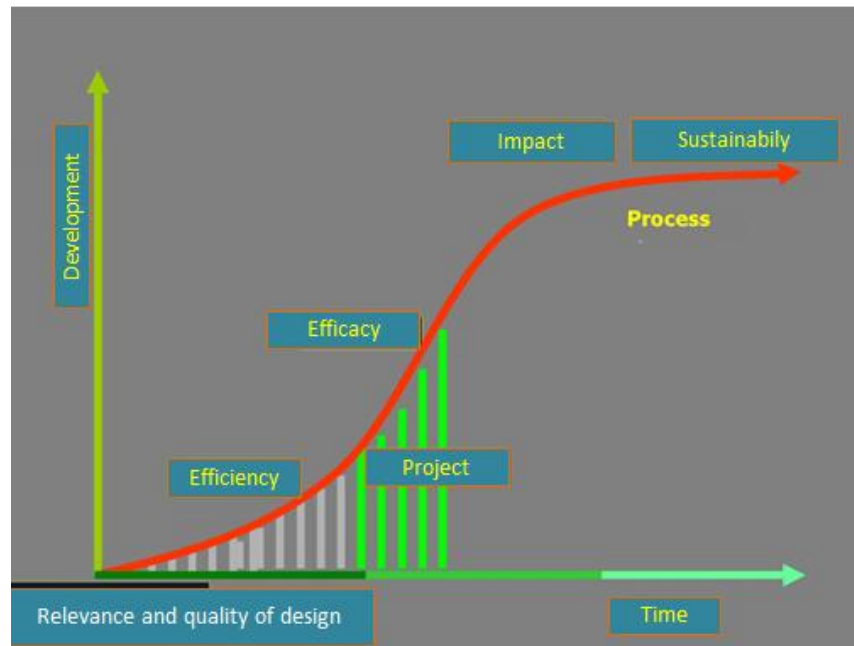
The evaluation report is made up of an introductory chapter, description of the selected methodology and exploited resources, general context of the beneficiary country related with the specific problems object of the interventions of the two projects, revision of the assistance’s results and their elaboration through evaluation process, conclusions, recommendations and acquired knowledge.

This document is completed by a series of annexes, listing the most important aspects of the evaluation process and the list of the interviewed persons.

2. METHODOLOGY

3.1 General Methodology

The evaluation mission has analysed the two projects, by adopting the typically used evaluation criteria, starting with the creation of an **Evaluation Matrix** in order to specifically enquire recipients, institutions, NGOs personnel and other interested actors. Therefore, basic information have been gathered during field visits and interviews with the recipients and the institutions through an evaluation questionnaire made so as to obtain data concerning **Relevance of the formulation; Efficiency in implementation; Effectiveness in the achievement of the objectives; Impact and Sustainability**. The final ex-post evaluation is a more systematically and objective analysis of a implemented project and involves the studying of its formulation and the implementation of the Expected Results.



It guaranties impartiality, credibility, consistence, usefulness and participation of the parties concerned.

The main phases of the evaluation process have involved the following methodology:

- **Briefing** and collection of all available documentation at the office IX of DGCS's and by the NGOs ICEI and GVC;
- Analysis of the available documentation (**Desk Analysis**);
- Field visits and interviews with the representatives of the country's NGOs and the institutions, organizations and recipients in Argentina (**Field Visit**);
- **Feed-Back** and further documentation gathering from the implementing NGOs ;
- **Workshop** by DGCS to present the **Draft Report**;
- Editing of the evaluation **Final Report**.

3.2 Briefing at the DGCS and at the headquarters of NGOs

The service began with a *briefing* at the DGCS's, Office IX "Evaluation section", during which the mission has examined and discussed about the terms of reference, has received some information and directives on the development of the projects as well as the available documentation.

Later, before travelling to Argentina, the consultant held some meetings in Italy at the offices of the NGOs: ICEI e GCV, respectively in Milan and Bologna, in order to collect more documentation and analyse some content and logistic aspects concerning the field visit.

During these meetings it has been decided to give priority to some specific aspects of the project, so as to rationalise the time table and better analyse the most critical features of the interventions.

3.3 Analysis of the available documentation (*Desk Analysis*)

Before start-up of the evaluation, the mission have analysed documentation collected at the offices of DGCS and the two NGOs. They consist of more than 20 documents and include, among others, the following ones:

- Projects Formulation including Logical Framework;
- Ex-ante evaluation from Buenos Aires' UTL;
- Project and budget progress reports (3 annuities);
- Time extension requesting and related approvals;
- Change/integration requests and respective authorisations;
- New financial plan and changes to the GVC project;
- Various correspondence between DGCS and the OGNs;
- Resolution 195;
- Technical-economic evaluation during implementation;
- Book "La Puna" for the GVC project;
- OGNs' internal evaluation;
- Project's audits;
- Reports of the OGNs' team members.

The documentation has been considered comprehensive in connection with the accomplished activities and DGCS's requests; this has allowed some clear *inputs* for the following phase involving field visits and interviews with the projects' interlocutors.

3.4 Field visits and field interviews

The field visits phase has been devoted to verifying the assumptions of the previous phase and the practical crosscheck of the documentation of two evaluated projects

The interviews with the institutions, the representatives of the country's NGOs, the local authorities and the direct beneficiaries have been one of the two most important parts of the field work, the other part being the direct observation of the assistance's tangible Results. We have attempted to sum up the situation by taking the development of both projects into account and analyse the reasons and the results that determined the evolution of the achievements during the two projects' three year timespan.

We decided to plan the visit to Argentina in three phases: one week in Buenos Aires to interview the concerned institutions, one week in Jujuy for the GVC project and one week in Tucumán, Misiones and the “Centre” region for the ICEI project.

Before the field visits to examine the development of planned interventions, an intense interviewing activity began in Buenos Aires, meeting the two projects’ concerned parties: the information collected has added up to those obtained by the local institutions and organisations. During the meeting with the local counterparts a detailed planning of the country’s internal missions has been made. **Annex n°4** shows a list of the interviewed persons, indicating their relative institution/organisation.

In order to make the meetings and the information gathering easier, questions have been carefully planned, organised in a Matrix, and categorised according to the interviewees, for example:

- people who actually benefited from the project;
- people who played a strategic role;
- people who could have affect unexpected results (interviewees with divergent interests, interviewees present at the project, target groups, etc.).

We have taken into account that the Matrix’s questions could somehow vary, according to the interviewee and their relation with the analysed context, although all the questions were referring to themes inherent to the project.

Actually, individual interviews have permitted to gather quantifiable and especially qualitative information on the various facts and confirmed them, as well as focusing different opinion and points of view, analysis and proposals. People have been allowed to speak freely on the project’s various themes.

3.5 Workshop by DGCS

The outcomes of the evaluation process have been shown in a Workshop held by DGCS in the presence of the concerned parties. Some remarks have permitted a feed-back in order to elaborate the final evaluation report.

3.6 Human resources

As planned by Proatec Srl’s methodological proposal, two experts have been involved, one of who has attended field visits and meetings at the Italian NGOs’ offices.

The two experts have contributed to the preparation and organisation of the various phases of the service implementation, the writing of the final evaluation report and the quality control of the service.

3. CONTEXT AND LOGIC OF INTERVENTION

4.1 Sectorial context

Argentine economy is mostly based on agriculture and cattle-farming. More than 50% of the Argentine territory is used for the breeding of sheep and cows, about 10% is cultivated, while woods and forests occupy 11.9% of the territory. Argentina is one of the world's biggest crop producers. Among other relevant cultivations there's corn, oats and barley. Along the Rio Negro, in well irrigated areas, fruit trees, sugar cane and vine cultivations are present.

The current "agricultural business" model is characterised by economic focusing, monoculture expansion, access to larger territory for foreign capital to speculate on. These data threaten to wipe out thousands of small farmers still bound to their land and their own culture, not taking into account that development must not include a mere improvement in economic stability, but also respect towards cultural, familiar, social and ecological models in a context that is either threatened or ignored by the industrial model. Small family farming is actually an important social sector in Argentina, due to its role in food safety, labour recruitment and significance in local social contexts. It:

- consists of 53% of rural work;
- represents 66% of the country's agricultural export;
- occupies 24.5 million hectares;
- 13.5% of Argentine agricultural export is managed by small farmers;
- manages 80% of tobacco, cotton, mate, sugar cane, cassava, sweet potato and potato cultivations.
- owns 77% of the country's goats, 48% of pigs, 20% of sheep and 19% of cows.¹³

4.2 Origin of the projects

After the **severe economic crisis of the new millennium's first three years**, Argentina, an agriculturally experienced country, has gradually begun to recover, reaching a social-economic level comparable to other Latin American countries. **Inequality in income distribution persists** nonetheless, considerably stressing **the pockets of poverty**, especially in the North-west part of the country.

The country is rich in natural resources, especially in the agricultural sector; but some northern provinces **show conditions of poverty** in spite of the presence of large metal and mineral deposits, whose ceased exploitation has determined the fate of the population.

It is within this context that the Italian Minister of Foreign Affairs, through the DGCS, has approved the two evaluated projects promoted by the Italian NGOs ICEI and GVC.

¹³ Family Farming and Rural Development
Maria Teresa Herner, Argentina

The two NGOs boast a solid presence in the country, presence which has allowed them to acquire knowledge of the territory and experience with dealing directly with the population.

4.3 Brief description of the Interventions

a) “Support to generation and consolidation of cooperatives of Argentine Puna”.

The Project “Support to generation and consolidation of cooperatives of Argentine Puna” - N. AID 8821, was funded by the DGCS of the Italian Ministry of Foreign Affairs and implemented by the NGO GVC, with the participation of the local counterpart, the diocese of Jujuy.

The main objective of the project is an intense collaboration between Argentine and Italian Government, in order to contribute to the conservation of genuine sources of work, strengthening the productive systems of Puna, such as food production, animal breeding, quality livestock products, the extraction and marketing of salt, as well as tourism, since the area is declared by the UNESCO World Landscape Heritage.

According to the **original Logic of Intervention** (2004), the specific objective of the project is the **economic reactivation of the Puna area** through the Organisation of workers, introducing tools to improve living conditions, work and health, in addition to the production and marketing of three benefited cooperatives "Las Salinas", "Inca", and "Horticulture", by adding them to activities aimed at promotion of tourism through integrated actions tending to reach:

- Strengthening and equipment of the cooperative "Las Salinas" for salt production, the cooperative "Horticulture" for horticultural production, the cooperative "Inca" for llama breeding and clothing craft;
- Provision of necessary infrastructure to achieve higher quality production, training of the beneficiaries on the subject of safety at work, as well as assistance in finding marketing channels;
- Troubleshooting on safety and hygiene;
- Increase in agri-food production by providing proper technology for solving problems caused by climatic conditions and inadequate irrigation;
- Actions aimed at encouraging the inclusion of young people in working activities in order to reduce migration flows;
- Increased consumption of vegetables, thus improving the diet;
- Activation of training courses for members of cooperatives and communities according to the following scheme: a) module on administration and accounting management control for the extraction of salt and horticultural production, b) module of technical training on horticultural production, c) course on marketing and cooperatives;
- Increase of animal husbandry and tourism, in order to produce better, at lower cost and sell the garments of llama and sheep wool.

The **project was reformulated at the end of 2009**, due to the changed social, political and institutional context of the province and of the country; while maintaining the same general and specific objectives, as well as the Result N° 1 concerning the strengthening of the cooperative Las Salinas, while have made the following changes:

- modification of the products concerning Result N° 2, due to the dissolution of the *Horticultura* co-operative; in this case invested resources have aimed to the **strengthening of productive community and related infrastructures**, i.e. irrigation, greenhouses, etc.;
- modification of the products of Result N°3, due to the dissolution of the *Inca* co-operative; the result has been converted to supporting assistance to **female weaving working groups**;
- introduction of a new result to indicate activities aiming to support a young people devoted to rural and communitarian tourism;

The total number of beneficiaries is of 1,800 people, taking into account the families involved in initiatives that are part of the six areas of intervention: El Moreno, Pozo Colorado, Santuario de los Tres Pozos, Carrizal, Saladillo y Colorado. After approval of the project on 21/12/2007, the first phase started December 15/2008, the second, instead, planned to end on December 14/2009, but following a timing extension, finalised February 14, 2010; finally, the third phase ended February 14, 2012.

b) “Consolidating Family Farming Organisations in Argentina: support schemes for their competitive integration in local and national markets”.

The project “Consolidating Family Farming Organisations in Argentina: support schemes for their competitive integration in local and national markets” – N. AID 9142 has been funded by the DGCS of the Italian Ministry of Foreign Affairs and implemented by the NGOICEI – Istituto Cooperazione Economica Internazionale.

The aim of the project was to **strengthen the productive and competitive possibilities of small producers of family agriculture**, boosting the organisational structure, expanding the associative possibilities and offering an adequate logistic and commercial support to their products.

In particular, the initiative has been developed in 5 regions of the country, where the economic weight and representative of family farming is relevant: Central (Rosario), northeast (Corrientes), Northwest (San Miguel de Tucuman), Cuyo (Mendoza) and Patagonia (Generai Conesa). The program aimed to involve in these areas about 4,000 families of 30 organisations associated to the Argentine Rural Development Department of Agrarian Federation (FAA), represented in the National Family Agriculture Forum (FONAF). The latter supports institutionally and articulated manner the authorities related to small family producers activities in Argentina, and was the the project counterpart.

The project was implemented by the NGO ICEI, referent vis-à-vis of the DGCS in order to ensure a proper management in conformity with project logical framework, in consortium with the NGO IPSIA, which implemented aspects related to the organisation strengthening. The proposal is coherent with the United Nations Declaration on the Millennium Development Goals (OdM), in particular in the fight against extreme poverty and hunger (goal n. 1).

The project was started on the April 2009, following an extension, not onerous, of two months; the first year ended on May 31, 2010. The project finish date was May 31, 2012.

4.4 Financial data

ICEI Project

Financial Contribution of the DGCS	1.359.994,78	49,99%
NGO contribution - Cash	136.263,00	5,01%
NGO contribution- Valued	272.140,00	10,00%
Counterpart contribution	951.943,30	34,99%
Other contributions	0,00	0,00%
Total	2.720.341,08	100,00%

GVC Project:

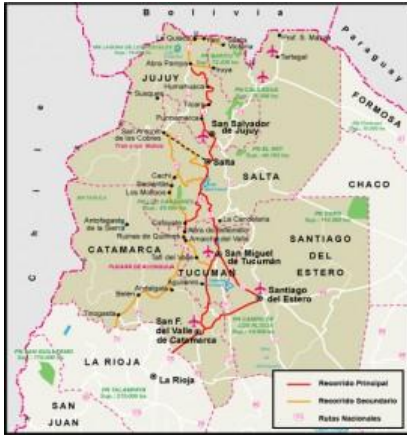
Financial Contribution of the DGCS	482.162,00	50,00%
NGO contribution - Cash	58.355,00	6,1%
NGO contribution- Valued	83.885,00	8,7%
Counterpart contribution	0,00	0,0%
Other contributions	339.930,00	35,3%
Total	964.332,00	100,00%

4.5 Location of Interventions

The project promoted by the NGO "ICEI" has been realised in the 5 reference regions in which family farming is most relevant: NEA, NOA, CENTRO, CUYO and PATAGONIA. More precisely the project has dealt at territorial level with family farmers residing in the North West (San Miguel de Tucumán, Catamarca), Nord East (Corrientes), Centro (Rosario and mostly Buenos Aires), Cuyo (Mendoza), Patagonia (General Conesa, Río Negro).

The project implemented by GVC is located in the NOA Region in the Province of Jujuy, the **poorest of the country**.





The **NOA** region (North West Argentina) includes the Tucumán and the Jujuy provinces among those in which the two ICEI and GVC projects have been realised.

Socio-economic activities are influenced by the environmental context. The Puna inhabitants (GVC project) are actually gathered in small communities practising farming and subsistence breeding of animals like sheep, lamas and alpacas. In this context industrial exploitation of resources like lead, silver, zinc and salt is also present.

The fertile valleys of the eastern mountain range are more densely populated (ICEI project). In these valleys an intensive agriculture is being developed, including sugar cane, tobacco, olives and citrus cultivations. In this zone there are the main industries of the region.

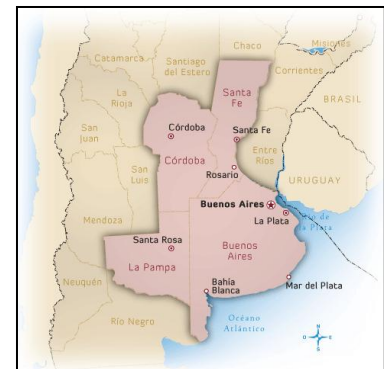
The **NEA** region (North East Argentina) includes the Corrientes and Misiones provinces, among others.

Plains are the area's main geographical feature and many indigenous communities are present.

Economy is based on agriculture specialised in sub-tropical cultivations: cotton, rice and tropical fruit. Corn and soya plantations are also present. Along the river horticulture is prevalent. Numerous industrial sectors are also well developed: paper, sugar, alcohol, tobacco, ironworks and oil.



The **Centro** region is located in the geographical centre of the Argentine Republic. It consists of the provinces of Córdoba, Santa Fe, Entre Ríos, part of San Luís, northern area of Buenos Aires and La Pampa. It's one of the richest areas in the country, and here most of the cereals are produced and industrialised to be exported all over the world as flour and oil. Meat and milk production are also important, as well as agricultural mechanics. This is spreading towards the NOA and NEA regions, leading the country among the most important food producers, thanks to the agricultural and industrial development of the last three decades.



Cuyo is a historical and geographical region of centre-western [Argentina](#), featuring a mountainous territory.

The region is deeply involved in agriculture, particularly in viticulture: it is in fact the main South American viticulture area per cultivated surface and harvest volume. Bottling 16 million hectolitres per year, Cuyo produces 80% of Argentine wine and it classifies as 5th biggest viticulture region in the world. The Mendoza province is in fact the 8th most important wine capital in the world. Olives, potatoes, tomatoes and fruit are also cultivated and an important food industry is also present, specialising in sweets and preserves. Other important industries are the oil and mining ones.



The main economic activities in the Patagonia region are the mining industry, whale hunting, animal farming (mostly sheep), fruit and crop production (close to the mountain range) and extraction of oil. Energy production is another fundamental sector of local economy. Railways have been realised to efficiently transport oil and the other agricultural and industrial products from Patagonia to the other regions. Since the second half of the XX century tourism has represented the most important part in Patagonia's economy.



5. RESULTS OF EVALUATION PROCESS

5.1 The Project implemented by ICEI

5.1.1 Relevance of the Project

Considerations related to the formulation of the logic of intervention of project proposal

With regard to the Project design, during the Planning Phase the CD have defined a **Logical Framework of intervention** where policies, specific objectives and results/products are **clear and coherent** and treat clearly the identified needs; It reflects the congruence of materials, activities and results made available.

Throughout its course, the project has **maintained its original logic**, drawn up on the basis of initial identification of problems which interest the FF. All activities are being **planned and implemented appropriately** in order to respond to the problem of poverty that weighs heavily on family farmers represented by FONAF. Among them: the continuous technical assistance and training for the intensification and diversification of production, organic certification, improvements of post harvesting phase, placement of products in markets; all this has contributed to the increase the economic situation of family farmers.

The project has defined a **clear strategy** in relation to the strengthening of the organisations so as to, by reducing commercial intermediation along the food distribution chain, constituting a proper **network marketing** relating directly the production system with buyers and the final markets. In addition, with the promotion of **organic products**, obtained by means of **sustainable agricultural techniques and practices**, and their introduction in fair trade market, fosters the growth of finance capital as it results in the **add value of the products**.

The **methodology** followed for the identification of beneficiaries was **clear and pertinent** as availed of the collaboration of FONAF.

By analysing the Logical Framework, it was possible to verify the quantitative increment of results which, in conjunction with the empowerment provided by the recipients of the services, **confirms the relevance of the project in relation to the needs identified** at the time of the Project appraisal.

Relevance towards the problems

The project target populations were producers at the level of Family Farming, selected from the FONAF components that initially amounted to 4,000 belong to families of 30 organisations¹⁴.

With the **Project identification**, completed in 2007, ICEI and the counterparts selected priorities in order to address the development to the improvement of socio-economic conditions of small

¹⁴ 43 organisations during the finalphase

farmers, that are **relevant and coherent with the UN Declaration of Millennium Development Goals (MDG)**. The promotion of a model of agricultural development more equitable and sustainable is crucial in the **fight against extreme poverty** taking account of the average income of farmers residing in rural areas of Argentina.

An important **political result** is having given contribution to project support the autonomy of the family farming and Argentine Agrarian Federation (FAA), so that the interest of the national sector policy is the recognition of FONAF as interlocutor of the SAGPyA to formulate and implement the sectorial policies.

The **strengthening of family farmers associations**, represents an important aspect for the development of the local economy. In fact, the sectorial policies of the country are directed to support the income increment of rural areas, agriculture being the driving sector of the national economy.

Relevance towards national and regional policies of the sector

The overall and the specific objectives of the Project are **highly relevant and coherent and fully comply with sectorial policies** at national level as well as at the level of the 5 regions interested by the present intervention. Target groups laid down correspond with those who actually have benefited.

The National Forum of Family Farming – FONAF – was founded as a claim toward the State in order to achieve the recognition of Family Farming as essential to promote an equal development, both at social and economic level, guaranteeing food security, access to land, water and natural resources, ecologically and environmental sustainable. In a context of a **sustainable rural development, agriculture will be the irreplaceable pillar**, but only if family-based, in which human capital and human capabilities, more than financial capital must be at the Centre of Interest.

The National Forum of Family Farming arose in December 2004 from the Family Farming Commission, created as part of the Argentine Agrarian Federation (FAA), and as a result of the proposals emerged from "National and Latin American Congress on the Land Tenure System"¹⁵ which was attended by delegates from over 150 family farmers' organisations and indigenous communities. Since the last decade, the Argentine Government has had a deep interest in the agricultural sector with particular regard to small family farmers represented by FONAF.

This is demonstrated by the official institutionalisation of FONAF in March 2006, by the Secretariat of Agriculture, Livestock, Fisheries and Food, which allows to organise a space of dialogue for debate and coordination of public policies on Family Farming¹⁶, considering that the implementation of effective rural development policies at national and regional levels needs the full participation and consent of those entities representing the reality on the field.

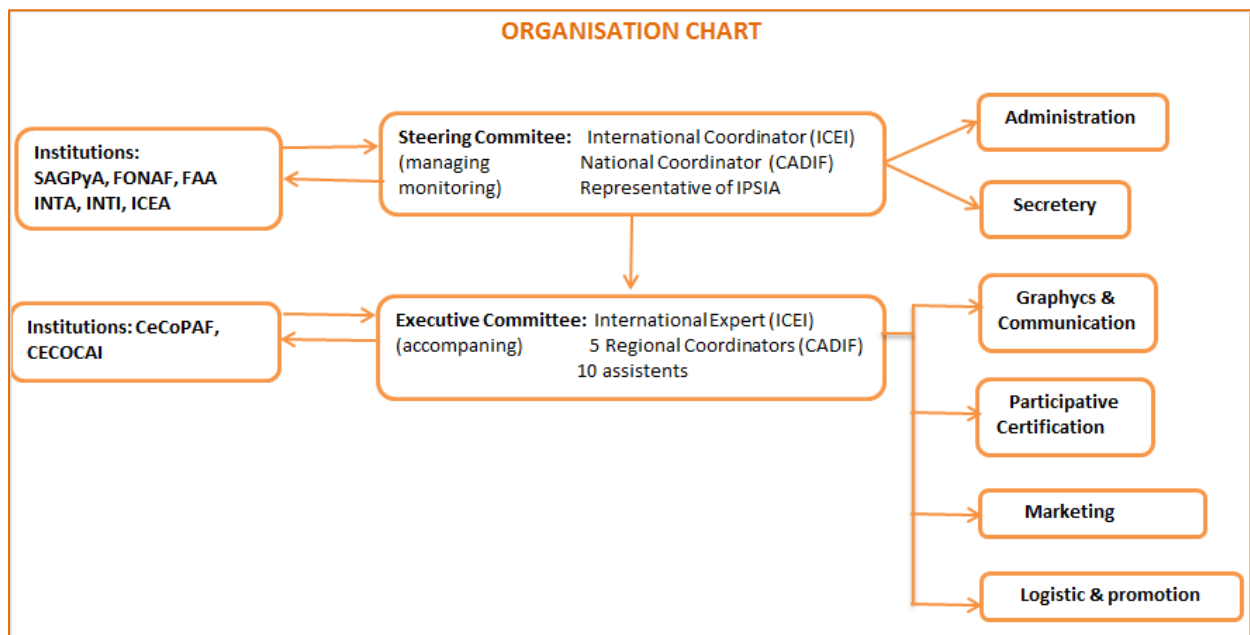
¹⁵ Congreso Nacional y Latinoamericano sobre Uso y Tenencia de la Tierra

¹⁶ Resolución 132/06

5.1.2 Efficiency

Project Organisation

The **project organisation is appropriate**. Within the project, specific expertise were distributed equally, with an integrated planning, under a single accounting system, with results of efficiency and transparency in the management of financial resources.



The project was presented by ICEI in consortium with the NGO IPSIA, signing a protocol of partnership for the realization of the project. ICEI is leader of the Consortium and responsible towards the DGDC of MAE. ICEI has assumed responsibility for the **strengthening of quality, promotion and marketing of products** in the area of Buenos Aires, coordinating regional and headquarters relations with FONAF. IPSIA took responsibility for activities linked to the cooperative sector and the **strengthening of beneficiary organizations**.

As local counterpart, the Project has involved the *Centro Andino de Desarrollo, Investigación y Formación* (CADIF). The institution works in rural areas of Jujuy and Tucumán; is an active member of the FONAF, where it actively participates in the formulation of policies in favour of Family Farming in close dialogue with the Secretariat of Agriculture, Livestock, Fisheries and Food (SAGPyA); for this reason it was identified as a local counterpart to facilitate the articulation with other actors involved directly or indirectly in the project.

The internal organisation of the project appears adequate and functional, despite the fact that interventions have been located on 5 areas distributed throughout the national territory:

- San Miguel de Tucumán (Northwest regional FONAF) CADIF;
- Oberá, Misiones (Northeast Regional FONAF), Cooperativa Rio Paraná Ltda.;
- Buenos Aires (Regional Centre FONAF) *Centro de comercialización-Indígena Campesino* –

- CECOAI;
- San Juan (FONAF regional e di Cuyo) FECOAGRO;
 - *General Conesa* (FONAF, Patagonia), *Cámara Agraria de General Conesa*.

Overall coordination of the project was assumed by ICEI that operated in collaboration with the local coordinator, CADIF. The project has been structured in the following two committees:

- a **Steering Committee (CD)**, composed of the expatriate Coordinator (ICEI), a representative of IPSIA and a representative of the Local Counterpart (CADIF),
- an **Executive Committee (EC)**, composed of second expatriate and 5 regional coordinators.

Regarding procedures for internal monitoring and evaluation, the project has maintained **adequate control** mechanisms both for financially and technical activities as well as personnel management.

Financial management was held through an internal accounting consisting of a national and international administrative staff; the audits have been carried out for control over financial resources. Internal evaluation on activities implementation was carried out by NGOs through its representatives together with project technical team.

Operational management has planned expenditures on infrastructure, equipment and raw materials for production, according with beneficiary organizations, and corresponding to the detailed work plans including transparent implementation procedures.

Regional coordinators have taken the duties of local representatives and coordinating vis-à-vis of beneficiary organisations, giving a good follow-up to the plan of the planned activities. CE functions include also the Advisory on planning and reporting activities.

The project counted with a **permanent staff** – including expatriates and local experts-and with the contribution of **temporary international consultants and local technical assistance** (Annex 6).

Relations among the staff were good. The staff has proven to be **highly motivated and compromised** with the project.

Working plans, including budget and undertaken activities were subjected to the project management, which, after a detailed analysis and subsequent approval, assumed control of Project' progress.

The CD was in charge of administrative and financial management of project funds, following the indications of the Italian NGOs and rules of the DGDC.

The Project CD has implemented the **recommendations made by monitoring missions**, adapting the Organisation chart in order to accompanying activities according to the needs of agricultural producers, creating administrative and logistical facilities for development of activities. The DC has facilitated teamwork evaluation quarterly the executive staff.

Financial implementation

The financial amount approved by the DGDC was Euro 1,359,994.78. The resources were made available to the project **in time and used as planned**, achieving significant results in the execution of planned activities.

The financial implementation of the project has not been fully realized in the first year, and for this reason ICEI solicited an extension of two months that were granted by the DGDC. At the end, the project spent 96% of available resources, resulting a remaining upright of Euro 108,871.31 (4%).

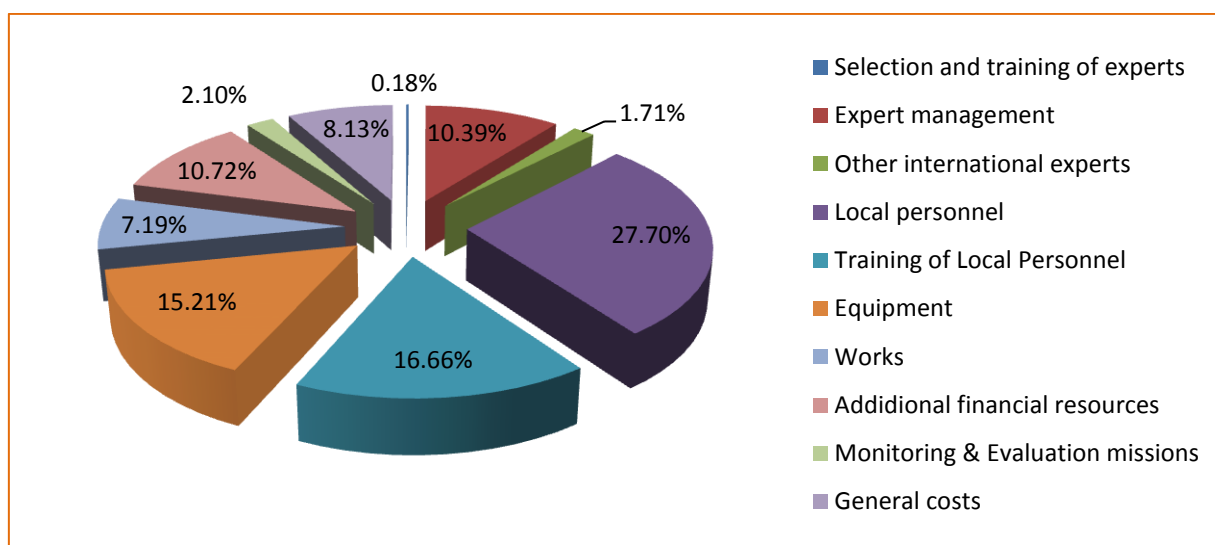
Disbursements

1 st payment supplied by MAE	20.3.2009	634,000.65
1 st instalment	13.5.2011	180,489.60
2 nd instalment	15.12.2010	165,812.62
3 rd instalment	7.12.2012	244,481.84
TOTAL	Disbursed	1,224,784.71
Justified Total		1,251,123.57
Balance to receive		26,338.85

Unspent balances

Active compound 1st year	29,536.83
Active compound 2nd year	837.29
Active compound 3rd year	78,497.19
Total unspent	108,871.31

Itemisation of costs (at end of Project)



The active compound of 108,971 is due, primarily, to the full achievement of Result no. 2 "Improved the quality of Family Farming products until the achievement of participatory quality certification".

The project management has shown full efficiency in dealing with this aspect as considered of great strategic value; Unfortunately, despite having made all envisaged activities in order to achieve the result, until the creation of a **logo of FF**, as well as the celiac, organic and fair trade certification, at the moment of obtaining the ministerial guarantee certification on traceability and official certification of FF products, intervened several factors that have **adversely affected the decision-making process**, including the electoral situation. Everything was largely explained by the NGO in periodic reports to the DGDC.

The table below shows the costs incurred by the project divided by items of expenditure.

Code	Item	Planned costs (€)	Effective costs (€)
1	Selection and training of experts	5,000.00	5,000.00
2	Expert management	282,600.00	281,083.00
3.02	Other international experts	46,500.00	43,765.00
3.03	Local personnel	753,580.00	719,525.00
3.04	Training of Local Personnel	453,213.00	441,208.00
3.06	Equipment	413,873.00	388,612.00
3.07	Works	195,700.00	190,577.00
3.09	Additional financial resources	291,716.80	252,454.00
3.10	Monitoring & Evaluation missions	57,000.00	68,088.00
3.11	General costs	221,158.28	221,158.00
		2,720,341.08	2,611,470.00

It is clear that the financial provisions of the Italian NGO and local institutions and organizations, especially in terms of technical assistance, have contributed to the realization of the project with less financial effort by the DGDC, which explains the active compound.

Analysis of actors and their ability

FONAF **responded in full to the expectations**, in relation to participation of farmers' organizations of FF, in all regions covered by the project. It is noted that during the process, the number of members, as well as their interest, has increased.

Representatives of different organisations, interviewed by the evaluation mission, confirmed their **better understanding of marketing and systems of organic agricultural production**. They also expressed a greater knowledge on their rights and possibilities for participation in FONAF' activities, as well as having claimed to feel well represented by the same. As in other issues, the actions of the project have contributed to an advancement for a broader process.

The **strategy involving Public institutions and Organisations** was crucial to the project, in political terms and technical assistance.

Implementation level

The Project was **implemented meeting the deadlines** with the exception of the first year in which the project requested an extension of two months, which was granted by the DGDC. In some cases the activities have increased in number and have achieved important results, so it is possible to systematise the activities carried out, published in an edition of **lessons learned** (Annex 5).

Although **some adverse factors** have hindered the Project implementation, such as in the case of the non-certification of product quality on behalf of the public institutions, the project has been able to convert adversity by taking **appropriate corrective action**. The alternatives implemented by the project on the above point, helped lay the groundwork for future decisions by the SAGPyA certification processes.

In addition, the activities undertaken have given as result a **specific trade mark for the FF** with the authorisation to affix the label on FF products according to **organic, celiac and fair trade** procedures.

The main activities of the project were: **technical assistance and training**, strengthening of **organizational** and **productive** Family Farming, provision of equipment and infrastructure, accompaniment for products marketing. At the beginning of each year the **Annual Work Plan** (POA-AWP) and the corresponding financial plan have been formulated: these tools have enabled a constant monitoring on the implementation of the envisaged activities. The implementation of activities was on time throughout the project, with the exception of a delay of two months in the first year of implementation. Documents related to descriptive and accounting reports, have complied with the planned deadlines. Annex 7 shows in detail the good relationship between **planned and implemented activities**.

The implemented activities are analysed in detail in chapter "**Effectiveness**", but it is worth to note that they **have gone beyond expectation**. AN obvious sign is the **number of training courses** for reinforcement of the beneficiary organisations implemented by the Project: they reached the number of 43 at the end of the project (30 planned). The training covered the themes of: phytosanitary, quality systems, administrative organisation and management, legal aspects, market research.

Other activities focused on project management, concerning the purchase of equipment, materials and installation of infrastructures. Among the many activities carried out for the marketing of FF products, there is, as mentioned above, the **creation of a trade mark for FF**, managing and enabling 30 product lines, agreements with municipal authorities for the opening of marketing centres in NOA and Central Regions, and finally, the accompaniment for the storage and marketing of the FF products.

With regard to **promotion and visibility**, seminars were organised in Argentina and Italy¹⁷, market researches, buyers awareness on FF, as well as different publications including the manual of procedures for FF quality system.

5.1.3 Effectiveness

Interviews and field investigations show that the 3 expected results were respected in terms of most appropriate execution of activities in relation to the achievement of a **better marketing** of products of FF. The analysis of the process for the achievement of expected results presents positive feedback with regard to the collection of **training and technical assistance processes**; Unfortunately the policy inefficiency has frustrated the expectations created within the beneficiaries regarding the **lack of FF product certification**. Therefore the data show a significant reduction of effectiveness on this aspect due to the failure in reaching a key item that would permit the project in closing to 100% of planned logical framework.

<p>Result 1:</p> <p>The FF organisations and the National Forum of Family Farming have been strengthened.</p> <p>Indicators:</p> <p>a. 100% participation of the organisations receiving the activities of FONAF.</p> <p>b.</p> <p>At least 10 inter-institutional agreements among beneficiary organisations and local and national Institutions.</p> <p>c.</p> <p>At least 10 trade agreements among organisations inscribed</p>	<p>It is noted that the 100% beneficiary organisations covered by the project participated in FONAF activities, strengthening the representativeness at Governmental Institutions of FF. The activities are documented by registers of presence and a projection of interviews conducted during the present evaluation. The National Forum of Family Farming takes inside the 67% of beneficiary organisations; the remaining 33% has participated to the activities. Since the FONAF got the legal status of Federation of FF Organisations, can exert more impact at the institutional level. Some of the organizations not participating in FONAF Federation, at the closing date of the project, remained autonomous where others are considering their membership.</p> <p>As regards the agreements among the beneficiaries of the project and the municipal, provincial and national Authorities, they reach the number of 21, belonging to 16 different organisations. CECOPAF is a cooperative of services established on initiative of the project during the first year of implementation and is an active member of the FONAF. It was in charge of 27 trade agreements benefiting organizations of the project, creating strong relationships. At the time of project finalization, agreements were made with a pro-forma value due to the fact that CECOPAF was legalised at the end of the Project, obtaining the recognition of cooperative services in power to give legal effect to the agreements. The register of commercial suppliers of CECOPAF has expanded to 80 regular suppliers (34% of them are beneficiaries of Project organizations), bringing to 27 the</p>
--	---

¹⁷ Implemented by the National Forum for strengthening of FF marketing

to FONAF.	agreements signed. These results have doubled the indicators listed in the Logical Framework of the project.
<p>Result 2: The quality of FF products has been improved, including quality participative certification.</p> <p>Indicators:</p> <p>a. 50% of interested provinces working at full capacity with the FF certification system; remaining 50% is working with the certification system at experimental level.</p> <p>b. Certification of at least 10 product lines of FF</p> <p>c. Every beneficiary organisation introduce in the market a new product line (30 product lines in total) with added-value (packaging, labelling, certification)</p> <p>d. At least 500 family producers are trained on quality and added-value.</p>	<p>Analysed data concerning Result 2 shows that despite having been put in place all the necessary activities to achieve the improvement of the quality of the FF products, these were not sufficient to obtain the necessary official certification, something that frustrates efforts and makes ineffective the action vis-à-vis of result.</p> <p>In fact, after a fairly promising start-up of activities, the process was heavily affected during the progress due to political difficulties, arisen within the institutional partners of the project that, at the end, could not confirm the decision, as explained in the previous chapter (efficiency).</p> <p>During the design phase and on start-up of the Project, was active the Secretariat of Rural Development and Family Farming, belonging to the Ministry of Agriculture, which was at the time the decision maker instance. On the initiative of the NGO ICEI, was summoned by the Secretariat a worktable involving the main public actors able to facilitate resources and capabilities in relation to the definition of clear warranty items on traceability and certification of FF products. It was a long process in which it was created a section intended to simplify the legislation in terms of quality for small-scale producers and to carry out actions aimed at enabling product lines.</p> <p>The problems related to the governmental institution due to the electoral situation, have frustrated the expectations in terms of certification of products. However, to overcome the impossibility of implementing a certification system of production of Family Farming, the project management has promoted a participatory process concerning survey on data production, in order to lay the achieved groundwork for a future certification of FF by governmental Instances.</p> <p>The above is to demonstrate that the indicators may not be quantifiable, but it may be worth reading the activities carried out vis-à-vis of the Result and of the specific objective, considering that 34 project beneficiary organisations have expanded commercial opportunities thanks to the participatory process on "enabling" product certification. It's important to emphasize that in the course of the third year of project implementation, due to reported difficulties, the funds concerning certification activities have not been spent.</p> <p>Despite the above, it appears that 30 of the 43 beneficiary organisations have reached at least one of the following results regarding the market of new product lines: new labelling, packaging and certification (celiac, organic and/or fair trade). A total of 500 manufacturers of FF to be formed on the basis of the quality and added value of the products, as expected by the Logical Framework indicators, Training covered 144 stakeholders from 30 organisations from Misiones , 93 from Jujuy and 21 from Rio Negro; This figure, in terms of Effectiveness, can be considered slightly lacking.</p>

<p>e.</p> <p>The final value of each product increase in 20%.</p>	<p>At the end of the project, from the data registered, it appears that 19 products of beneficiary organizations (suppliers of CECOPAF) were and are subject to a process of reformulation of prices according to the cost structure as foreseen by the business plan, market prices and added value of the product, which gave an average increase of 20% on prices, which responds to the expectations of the small producers.</p>
<p>Result 3: The marketing, distribution and promotion channels of FF products have been diversified and powered.</p> <p>Indicators:</p> <p>a.</p> <p>Selling at least 100 lines of products in the market of Buenos Aires within 36 months from the beginning of the project.</p> <p>b.</p> <p>Starting from the second year, they are carried out at least 4 annual mailings of products to the logistics centre of Buenos Aires for each recipient organisation</p> <p>c.</p> <p>Made at least 3 advertising campaigns about FF products</p>	<p>About this Result they are data showing an Effectiveness of 75%.</p> <p>At the end of the project they are for sale, products of 59 providers for a total of 73 product lines. It was noted that in qualitative terms, the process to reach the planned result was good as have been put in place activities to a diversified and qualified production together with the packaging of products. For the launch of the products in Buenos Aires Market, it was put in place a strong promotional and information activity, including advertising, that allowed entrance into the national market of FF, labelled "organic, artisan, fair trade, celiac" coming from various regions, capturing its own niche market. Starting from the second year of the project, 19 beneficiary organisations send products to Buenos Aires CECOPAF permanently. According to data recorded in the register of productive billings of CECOPAF, related to 27 organizations, it shows that the overall flow of products sold has been steadily and significantly increased; We note also that has been diversified product diversification of FF, which incorporated new producer organisations and sales through this channel have taken a greater importance for all organizations, with consequent increment of production and higher incomes for producers themselves.</p> <p>Starting from the second year, have been implemented 2 events on sensitisation and advertising on product consumption of FF and a public event in the Bonplan Market of Buenos Aires. In collaboration with the Secretariat of the FF, are approached various television channels and a documentaries producer. They realise a commercial spot and a publication on FF. During the third year of the Project were made 5 events and campaigns/advertisements on responsible consumption of products FF:</p> <ol style="list-style-type: none"> 1. <i>Event on fair trade products</i> (march 2012) 2. <i>Fair on seeds</i> (may 2012) 3. <i>Festival of responsible consumption</i> (May/June 2012) 4. 3 Promotional campaigns 5. Documentary (<i>Canal Encuentro</i>)

The processes of new rural technologies introduced by the project were successfully implemented in favour of the majority of farmers ' organisations, generating an obvious change. The improvement and diversification of the FF products for marketing has encouraged local and regional capacities. Equipment and start-up of Bonplan market, through the marketing activity of

CECOPAF, has boosted the production of FF and created high expectations for the near future due to the fact that the process started will generate an added value to the FF products.

Remains **unfinished the Result of product certification** of FF products, even if the activities carried out by the project for the improvement and diversification of the FF products could facilitate in a short time the decision of public institutions on this important agricultural sector.

5.1.4 Impact

The more relevant impact due to the Project intervention was given by Training on agricultural skills and management of diversification and marketing of FF products, by introducing technologies and equipment for processing of agricultural products and technical assistance, allowing a higher income to beneficiaries of 34 organizations. From interviews carried out to gather the opinions of beneficiaries, our intervention has been met with great satisfaction as well as big interest on marketing activities.

The prospectus regarding the progress of the CECOPAF turnover showed, during the project's course, a continuous increase in sales of FF products, although it is not yet possible to measure the impact on rising incomes/sales of the beneficiary organisations. The data taken into account in order to measure the effect on specific objective are based on suppliers of CECOPAF activity, due to the relevance of marketing of 19 beneficiary organizations and 40 productive systems FF located in 10 Argentine provinces.

Crop diversification of FF as well as **market opportunities**, had a significant impact in terms of new economic revenues recorded at family level, creating, at the same time, a **positive impact on the environment**.

Another impact generated from the project is, due to the increment of responsible consumption, the quality policy and the fair trade, which point out the importance of the Family Farming.

With the adoption of new agricultural management introduced by the Project and the opening of new markets, are **encouraged and strengthened associations and organizational processes**.

The project has launched an unstoppable process in regards to strengthening first-level associations; the most obvious impact aims at the increment of associations ascribed to FONAF; in fact the FONAF has been strengthened and the number FF organisations has increased, allowing a greater representation and incidence in sectorial public policy Forum.

Although the activities, carried out to engage the quality criteria of the products of FF, have generated a great impact on agricultural population and consumers, it has to be registered, as a negative impact on the project, the **failure in obtaining an official certification** of product quality of FF, even though there are important short-term expectations, representing the basis for a process that cannot be stopped.

However, the project has generated a significant impact within the National Government, having strengthened the FONAF, which allows the Forum to impact on SAGPyA public policies. It can be concluded that, in relation to the objectives, the project has initiated a process that is unavoidably long, but is bound to move **towards the right direction**, having achieved important results that highlight the goals related to elements of human development, the economy and the environment.

5.1.5 Sustainability

There was a good introduction of the project in **local dynamics**, with **active participation and interest of the beneficiaries** in the process of strengthening their capacities. One perceives a greater interest in local needs with the enhancement of productive and environmental aspects. The territorial trajectory of most relevant activities was a strong factor in the continuity of the actions undertaken by the project.

Furthermore, important advances were achieved on the use of technologies, that have been implemented and adopted by a large share of small FF producers. The only weak point of the project is represented by the **lack of a gender perspective in the activities**, results and objectives, which would facilitate the necessary social changes to any development process.

To measure the Project sustainability we have taken into consideration a number of themes to find out how they obtained the **results at a reasonable cost**, namely to what extent the means and activities were converted into results and if they have reached the quality necessary in order to ensure the continuity of the actions undertaken.

Themes	Sustainability Analysis
Economic and Financial Viability	<p>Continuity of technical assistance services, increasing productivity and quality, value-added and diversified organic cultivations, baselines for official certification of quality, marketing channels of FF products and advertising implemented during the project, can contribute to the sustainability of the project, especially if the Government solves the problem of the certification of FF product quality.</p> <p>The introduction of organic farming, has led to better quality and better prices which ensure the continuity in the use of these benefits. Sustainability marketing of FF products, is guaranteed beyond the privileged channel of CECOPAF, from identification and incipient concretion of a cooperative sponsored by CADIF, which will act to improve the marketing of agricultural products FONAF's associations of Tucumán, toward existing markets as well as upcoming Market the city.</p>
Level of project empowerment by beneficiaries and post-project situation	<p>Small producers of FF participated, increasingly, to sectorial meetings with CADIF, CECOPAF and FONAF in the design and discussion of marketing plans. They participated actively in the implementation of field work (training, demonstration activities) and therefore it can be expected that, after the project, the same actors can maintain the achieved results. With the strengthening of FF organizations, the project has contributed to the expansion of FONAF; being a member of organizations of FONAF is a guarantee of continuity; It manifests in participation in discussion spaces of Regional Forums.</p>
Level of political support received and degree of interaction between the	<p>The social and political sustainability is ensured by the new public role that has invested the FONAF, which strengthens the safety and representation of small scale farmers in proposals and solutions of</p>

project and the national policy.	<p>specific problems of FF. The FONAF, having taken greater force and incidence, acts as interlocutor of the SAGPyA in formulation of public policies for rural development.</p> <p>In FONAF converge over 900 organizations that associate about 180,000 families of small producers across the country, who come together to draw up and propose jointly alternative proposals for rural development with gender equity and inclusion. It is a formal consultation space, legitimized by the SAGPyA, where organisations interact with public officers of relevant areas.</p>
The extent the project has contributed to institutional and management capacity.	<p>The project created CECOPAF, with headquarters at National and Regional level, in order to support marketing activities of small farmers' products. Marketing services made by CECOPAF are good and, having demonstrated a good management capability of the Organisation, leave a glimpse of a certain stability for the future. Human resources of the associations were adequately trained not only at a technical level, but also in management capabilities, having received support in terms of training on formal aspects of Organisation (Administration, organisational processes, etc.) even if there are different levels of consolidation across organisations.</p>
The extent the project touched social and cultural aspects	<p>Pengue¹⁸ considers that a true sustainable rural development should have an irreplaceable agriculture axis, but only if is based on Family Farming.</p> <p>According to FONAF the Family Farming is a "form of life" and a "cultural issue" that has the "social reproduction of production unit in dignified conditions" as its main objective, where the production unit's management and investment made is developed by individuals small farmers who maintain family ties; most of the work is made by members of the family, ownership of the means of production belong to the family and it is inside of the family that the transmission of values, practices and experience is made.</p> <p>Respect of inter-culture is ensured by the presence of indigenous people belonging to the organisations of small farmers, and the instances of FONAF where, in the Organisation's National Board 2 delegates by province are represented as well 2 delegates regions and 1 representative of indigenous peoples.</p> <p>The project has entered into a socio-cultural context of small family farmers on which weighed the traditional vindictive organisation exerted for years to defend the category. This identification has contributed to strengthening the organisational bases in terms not only economic but also social and cultural. Families have mostly a patriarchal management, where women act like an active recipient organisations.</p>

¹⁸ Pengue W. (2005) La importancia de la agricultura familiar en el desarrollo rural sostenible. La Tierra, Rosario Argentina.

	<p>In fact, a weak point of the project is represented by the lack of a gender perspective in the activities, results and objectives, which would facilitate the necessary social changes to any development process.</p>
<p>To what extent the technology (human and technical) introduced by the project is appropriate</p>	<p>The project adopted, in its strategy, methods and appropriate tools to achieve the agro-ecological management, improving the products' quality for an organic and social certification.</p> <p>In this sense, there have been some innovations compared to traditional management of crops both in their diversification and packaging of products for a better marketing.</p> <p>The used methods meet the requirements of an easy operation and maintenance as they correspond to methodological and technical knowledge gained by the beneficiaries enhancing local capabilities.</p> <p>At the end of the second year of Project implementation, many producers have already begun various harvesting cycles, allowing the launch of marketing channels generated by the project by obtaining a favourable outcome in terms of sustainability.</p> <p>The activities carried out during the project, have led us close to official certification of quality of agricultural products; we are hoping that the process already implemented with public institutions and the political incidence of FONAF on the SAGPyA will give positive results on this topic.</p>

5.2 The Project implemented by GVC

5.2.1 Relevance of the Project

Considerations related to the formulation of the logic of intervention of the project proposal

The project was formulated and presented to the MAE in 2004, approved in 2007 and started on December 2008. The origin of the project dates back to a first survey made by GVC in several parishes of the province of Jujuy, identifying the needs of the 37 communities of Tumbaya Department. A first proposal, which included an intervention on milling and retail sale of salt, was presented to the Caritas of Jujuy. The Bishop of Jujuy, taking advantage of the presence of GVC, involved the NGO in broadening the intervention with the presentation of a project for strengthening cooperative and associative system of the area as well to support the food security sector, involving small producers, in order to generate local development tools. Prior to the project implementation, GVC and Caritas undertook a number of activities concerning childcare and emergency food security.

The Caritas of Jujuy was identified as local counterpart, because of his presence in the region and the credibility enjoyed by beneficiaries and national and provincial authorities.

Regarding the **Project design**, the parts formulated a **consistent and coherent** logic of intervention with the overall and specific objectives, results and activities that respond to identified needs. Unfortunately, having identified the project in 2004, at the time of its implementation¹⁹ the **social and institutional context has changed**. From a social point of view, the territory has undergone significant changes, including the presence of the State, manifested through the application of a welfare policy. This and other difficulties, together with the increase of the cost of investments led GVC to request Variants that has been approved by the DGCS.

It was therefore necessary, especially during the second year of implementation, to retrieve the **consent and credibility of the communities** and of the beneficiaries who had participated in the first Project identification, towards a proposal for surmounting of welfarism, which focused attention on rural animation, mobilisation of community resources, training and organisation. The Project appraisal allowed **technical assistance, training and strengthening of rural organisations**.

The analysis of the Logic of Intervention, but especially of the results of field visits and interviews conducted during the evaluation mission, have highlighted the effectiveness of the services provided, especially in training and organisational themes, **confirming the relevance of the project in relation to the needs at the time of his identification**.

Relevance related to main problems

With the Project identification, GVC and Caritas have selected those priorities necessary **to improve the socio-economic conditions of populations** that draw sustenance from **salt exploitations, sheep livestock and small agriculture**. All this is **relevant and coherent** with the UN Declaration on the Millennium Development Goals (MDG).



The promotion of a model of agricultural development **more equitable and sustainable** is crucial in the **fight against extreme poverty**, given the low incomes of the inhabitants of the area. Choosing to work for **community development**, represented by the support to a salt mining cooperative, groups of women devoted to the manufacture of woollen fabrics handicrafts (llama and vicuna), to the incipient **local tourism** and food security, are **concrete actions** which contribute, even though at low-scale, to the **local development**.

¹⁹ 4 years later

The beneficiaries of the project are represented by a total of **1,800 people of six communities**: El Moreno, Pozo Colorado, Santuario de los Tres Pozos, Carrizal, Saladillo y Colorado); the indirect beneficiaries are the population of Tumbaya Department, namely 4,553 people.

Relevance to national and regional policies

Despite being one of the **less developed areas of the country**, with high density of indigenous population, there are **no national public policies for this sector**; the neoliberal policy of the last 20 years has left little space for the socio-economic promotion of the poorest populations.

For this reason, there is a very **strong presence of the Catholic Church** throughout the region, which is manifested through pastoral activities in the 37 parishes in support of **community development**.

At national level, the Constitution protects the rights of indigenous peoples living in saline for centuries in this region, recognizing their merit of environment protection.

At local level, where **small cooperatives for salt processing** are present, provincial governments, ignoring the Constitution and international treaties on rights of indigenous peoples, have facilitated **exploratory concessions to the multinationals** involved in the exploitation of lithium, "gold of the future", creating a **highly critical situation** within the local population. The claim of indigenous peoples was filed with the Supreme Court of Justice and is the subject of study and debate at the **International Court in The Hague**.

5.2.2 Efficiency

Project efficiency was measured as a whole through several criteria that made it possible to assess the availability of resources, the implementation of the activities, the achievement of results and the partners contribution.

Project Organisation

The project has been implemented through two forms of organisation, a start-up that had a first expatriate Coordinator for the first year of operation, and an another expatriate Coordinator, who was in charge during second and third years until the end of the project.

La controparte è stata la Caritas di Jujuy, insieme alla quale era stato effettuato lo studio di diagnostico della realtà esistente, al fine di rilevare le necessità e priorità in un periodo antecedente all'approvazione del Progetto.

For the coordination of activities concerning agricultural development, a consortium was established between GVC and CEFA, an Italian NGO, signing an agreement showing that GVC is the Responsible vis-à-vis of DGCS of MAE. The counterpart was the Caritas of Jujuy, with which

diagnostic study of the existing reality was carried out, in order to detect the needs and priorities in a period prior to the approval of the project²⁰.

Concerning the distribution of functions related to the project, GVC has assumed the responsibility of strengthening beneficiary organisations, accompaniment of the training activities, improvement of handcrafts, markets research, organisation of local tourism; CEFA took in charge the follow-up of agricultural development activities related to ensure food security; Caritas has accompanied the process of community development.

The project, over the 3 years of implementation, is characterized by **flexibility and responsibility**, where the activities envisaged in the original formulation were adapted to the actual conditions of **needs and degree of participation of the beneficiaries** of the interested area.

It was a **high-efficiency and complex work**, which raised much interest in the team displaced in the field since the first steps and is continued for 3 years in participatory manner with beneficiaries, receiving the support of the GVC and the DGDC, in assessing the changes that should be implemented to maintain coherence and Effectiveness in day by day work.

The main changes, according criteria of efficiency and common sense are needed for the following 3 main reasons:

- **long gestation period** in the process of project submission and approval, which has led to an inevitable change of scenery at the beginning of project;
- The outdated, consequence of the first point, of the **project budget**; Argentina was hit by an even stronger inflation, further weakening the weak purchasing power compared to the initial planning and causing problems especially in the areas of human resources (available salaries insufficient to cover the real needs and costs of contracted staff, forcing to contract part-time personnel or just for specific needs) and purchases, primarily in building works planned.

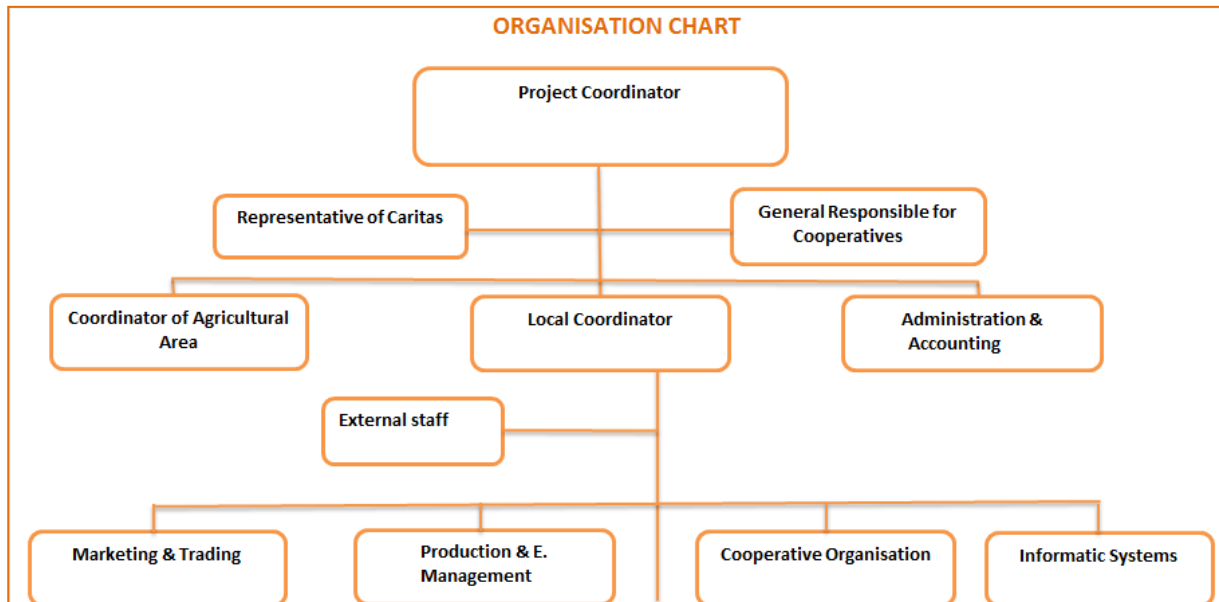
The situation of the **communities** interested by the project is changed: so they had to get reacquainted with the communitarian leaders of potential beneficiaries and re-identify the diagnosis and needs, reformulating the project according to the current situation. Despite these difficulties, modifications made by the project, have been a "**progress adjustment**" rather than real change. Modifications were duly presented and documented to the DGCS, which has approved a **project variant**.

The main changes, motivated by objective conditions explained above, were:

- Modification in beneficiaries organisations;

²⁰ 2002-2003

- Unofficial Constitution of cooperatives dedicated to the **production of textiles and vegetables**, which are divided into 3 solid communitarian groups devoted to textile crafts and 2 **irrigation consortia** devoted to agriculture and tourism development;
- Construction of 2 centres for Community tourism development (instead of 3).



Human resources

During the first year, the Project Coordinator has faced difficulties of a project that did not answer anymore to a new context and needs of new actors, and to pressures of beneficiaries which participated actively in identifying the problems as well as the logic of intervention.

The planned structure for project management is not changed during the first year of implementation, and the Caritas commitment, strongly present, is phagocytizing compared to project management. Between the end of the first year and the beginning of the second, with the transfer of functions to the new Project Coordinator, the Project has been reorganised addressing and solving the problem of installing a more suitable structure which answers properly to problems and activities foreseen by the Project. From this moment the project is organized with its **own structure** based on local operators, only partly supported by the collaboration of Caritas.

The new Project Organisation is **appropriate** to the activities to be carried out, where specific skills are **shared equitably in terms of responsibility**, with a pro-active staff. The motivation of operators as well as their constant presence on the field resulted in the **Project resumption**.

As it concerns to procedures for internal monitoring and evaluation, the project has maintained **adequate control mechanisms** both for financial and technical activities as well as the personnel management.

Within the project equally specific expertise were distributed, with **integrated planning**, under a single accounting system, with results of **efficiency and transparency** in the management of financial resources.

Financial management was held through an internal accounting unit, consisting of a national administrative officer and an international one; the **audits** were carried out for internal control of financial resources. Internal evaluation on the implementation of the activities was carried out by the NGO through a representative.

In operating management the expenses related to infrastructure realisations, equipment and raw materials for production, corresponded to the detailed work plans, including implementing procedures.

Relations between **the staff were good**. The staff has proven to be highly motivated and compromised with the project. The project coordinator was **responsible for administrative and financial management of project funds**, following the indications of the NGO in Italy and the rules of DGDC.

Financial implementation

The financial amount deliberated by the DGDC for this project was **€ 482,162.00** corresponding to 50.0% of the total budget. The resources were made available to the Project as planned, though at times delayed, due to the **delay in the submission of documentation and reporting** for both the first and the second year. Because of this, the project has suffered delays in the utilization of financial resources and, therefore, the Coordinator had to ask the DGDC, an extension, that has been granted for two months.

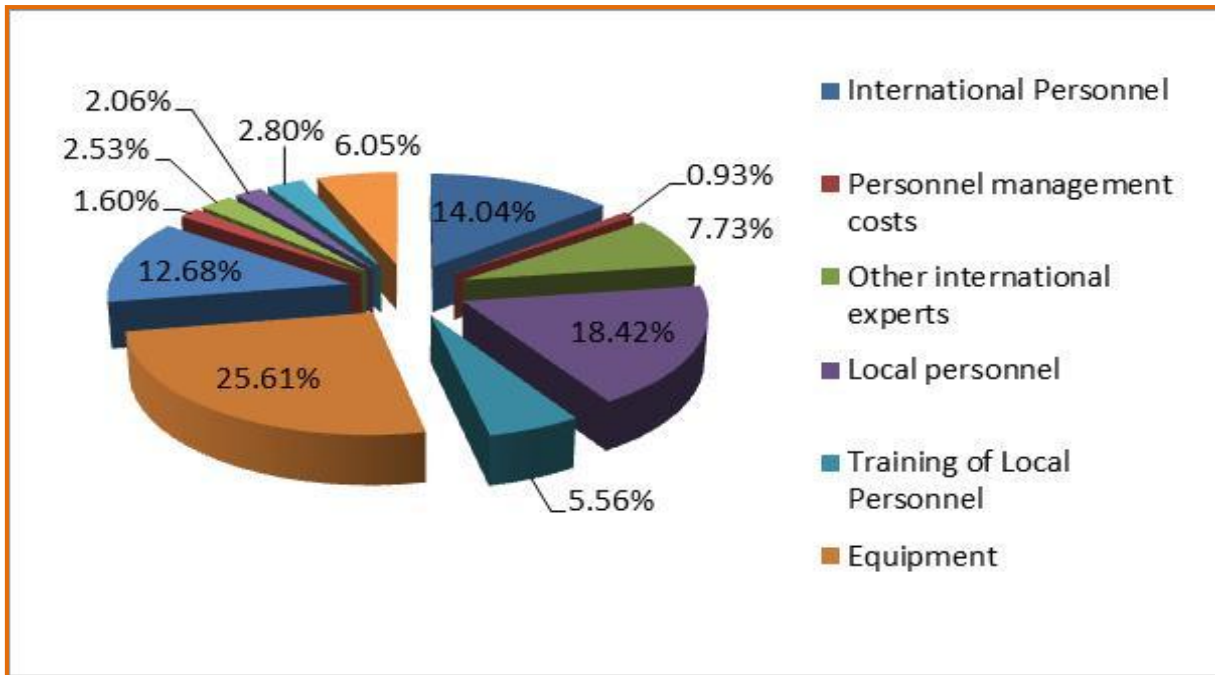
Costs	EURO	%
DGCS	482,162.00	
NGC Cash	58,355.00	
NGO Valued	83,885.00	
Other donors	0.00	
Counteparts	339,930.00	
TOTAL	964,332.00	

Unspent balances

The funds were used almost entirely with a balance of € 20,607 .00²¹, corresponding to 2% of the project value.

²¹ Corresponding to the NGO contribution

Final cost allocations



The table below shows the costs incurred by the project divided by item (planned and actual).

Code	Item	Planned costs (€)	Effective costs (€)	%
2.02	International Personnel	158,378.00	132,516.28	14.04%
2.03	Personnel management costs	8,858.00	8,755.00	0.93%
3.02	Other international experts	66,000.00	72,956.69	7.73%
3.03	Local personnel	173,840.00	173,796.36	18.42%
3.04	Training of Local Personnel	52,200.00	52,471.32	5.56%
3.06	Equipment	241,540.00	241,669.71	25.61%
3.07	Works	119,873.00	119,636.11	12.68%
3.08	Land	15,060.00	15,060.00	1.60%
3.09	Additional financial resources	22,275.00	23,869.49	2.53%
3.10	Monitoring & Evaluation missions	22,800.00	19,485.44	2.06%
3.11	Feasibility Study	26,424.00	26,424.00	2.80%
3.12	General costs	57,084.00	57,084.00	6.05%
		964,332.00	943,724.40	100.00%

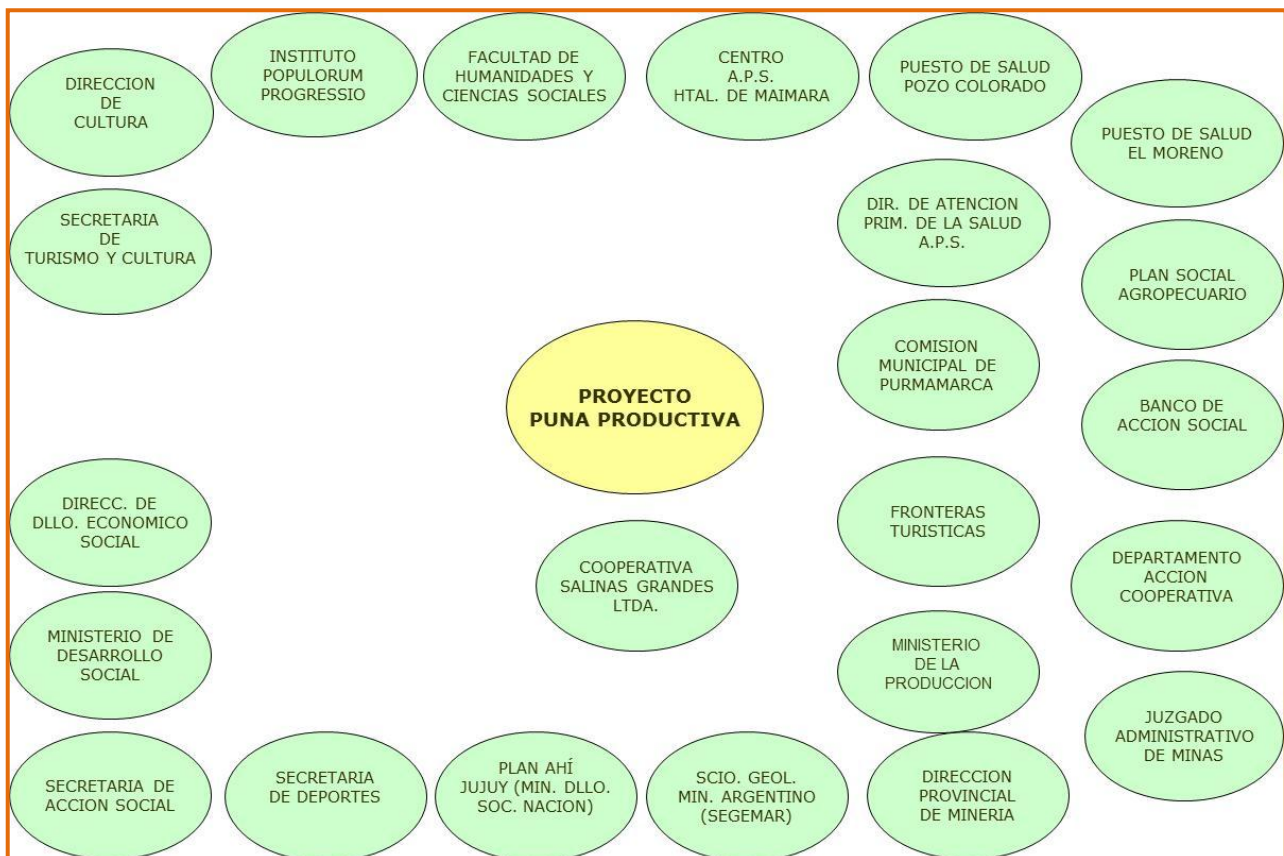
Analyses of Actors and their answer capability

The actors involved in this project were various; at direct involvement level intervened the Caritas of Jujuy, chosen as the local counterpart by the Bishop. The best guarantee of continuity offered by Caritas is its extensive presence on the area and the importance that is socially recognised, thanks to not only institutional prestige, but also to the many activities that the bishopric promotes, reaching even more geographically disadvantaged communities like those of the Argentine Puna.

Ad affiancare il Progetto nelle attività di appoggio allo sviluppo comunitario, sono intervenuti una serie di attori che, anche se a livello di interlocutori puntuali, hanno dato il loro contributo, come risulta dalla seguente struttura partecipativa.

For the implementation of its communitarian activities, Caritas employs a traditional welfare-type methodology, which was implemented during the first phase of the project. With the advent of new project organisation, Caritas decreases its stake, reducing its number of employees, thinking that their operating mode was not being reflected.

To assist the project in community development support, there were a number of local actors who, although at level of specific partners, have contributed, as evidenced by the following participatory structure.



Results

The project has had the **flexibility to adapt** to the circumstances, entering directly into an **hard reality**, geographically and culturally, as are the communities of the *Puna Jujueña*, which have traditionally been **assisted by social plans**, but kept away from inclusion processes in social policies. From interviews, it has been reported by some people who had participated in the 2002/2003 diagnostic, that thought to be defrauded at the beginning of the project, but after the Project implementation, where the constant presence of GVC on the territory stands out, they have recanted and showed a **good level of acceptance of the project**.

Representatives of different organizations interviewed²² by the mission, have confirmed their **better understanding of organizational systems** and the **validity of the incipient production processes**. The members of the cooperative *Las Salinas* expressed greater knowledge of their rights and capability to influence on policies in defence of themselves, as well as having claimed to feel strengthened and more responsible.

The mission interviewed the directors of Secondary School of Jujuy and several professors, which introduced, as teaching material, the book *La Puna*, written and edited as a project's contribution to **recovery the historical and cultural traditions of indigenous peoples**.

The project, through a due flexibility toward the context, has promoted the participation of **community and local stakeholders** in decisions and investments to be realised, thus supporting the strengthening of the autonomy.

Above everything else the introduction of training activities on **gender issues** must be considered as a **result of added value**, normally not addressed when not directly specified by the projects.

At the level of implementation

The project has undergone a change of direction after the first year. Even though the staff have pointed out that a climate of cooperation has been created with both coordinators, the local Director, has indicated that the criteria adopted by the two international directors were different and uneven, more vertical in one case (the first director), more participatory in the second. This explains, in part, the behaviour of Caritas which has decided to contribute in marginal way from second year onwards.

GVC didn't have any other type of support, given the context of the project, and there were no generated moments of information interchange within the same NGO, nor adopted measures to support the project integrating insufficient resources, namely replacing the vacuum created by Caritas in the project.

The participation of the NGO CEFA, was reduced for reasons external to the project, even though relations were generally good and were shared common spaces. Even though the Coordinators

²² Including young group tourism, women weavers and miners salt

were formulated the **Annual Working Plans (POA)** to readjust the project and to carry out a constant monitoring on the implementation of the activities envisaged, the **planning and reporting times were not respected** during the transition from the first to the second year.

The project coordinator has **regularly applied recommendations** received during monitoring missions, has adapted the organisation chart according to the needs in order to maintain constant implementation of activities, creating administrative and logistical facilities. Teamwork was facilitated by a constantly internal evaluation of the executive staff. Therefore, the project balance **is positive** and we believe that the **achievements have been considerable in terms of quality**, in terms of **productive and social infrastructures**, quality and continuity of **educational processes** and produced **documentation**.

Even though adverse factors existed forcing to a restructuring, the project has been able to convert adversity by **taking appropriate corrective action**. The alternatives implemented made it possible to lay the foundations for an **empowerment by beneficiary populations** which will ensure continuity.

With regard to public **awareness and visibility**, both activities were organised in the region of intervention as well as in Italy.

5.2.3 Effectiveness

As explained in other paragraphs, the Project began 4 years after its initial formulation and has therefore been implemented in a completely different context.

A reformulating of the Project has been necessary, through **“variants”** submitted to and approved by the DGCS. These are the effects of the variants:

- modification of the products of result N° 2, due to the dissolution of the *Horticultura* co-operative; in this case invested resources have aimed to the **strengthening of productive community and related infrastructures**, i.e. irrigation, greenhouses, etc.;
- modification of the products of result N°3, due to the dissolution of the *Inca* co-operative; the result has been converted to supporting assistance to **female weaving working groups**;
- introduction of a new result (Result N° 4 b) to indicate activities aiming to support a young people co-op devoted to rural and communitarian tourism;
- variations related to supporting the *Cooperative Las Salinas*, involving intense training assistance in order to overcome the problem of salt mines exploitation on behalf of foreign multinational firms.

The indicators presented in the Logical Framework were decided during the Project's first formulation and for this reason they **could not be verified by the evaluation mission**²³. In order to grant continuity to the activities, the Project's coordination has been approved by DGCS.

We can claim that the expected results have been accomplished by applying a flexible implementation **which has definitely been more adequate to the new needs of the Project's beneficiaries.**

The analysis of the process devoted to accomplish the expected results which were suggested by the Project's reformulation has found **positive results** in the **training process** and the **technical assistance** of small producers' organisations. Also **positive** is the **communitarian development**.

The Project's specific objective **has been achieved** thanks to the management group's constant presence of the territory and the efficient generation and dissemination of appropriate information and data.

The Project **has given a boost to the organisational processes** and has also started the creation of associative and co-operational organisation which have proven to be **sustainable and stable**.

The Cooperative *Las Salinas*, as well as the weavers' and rural communitarian tourism groups have consolidated the various already active processes and have positively and enthusiastically reacted to the Project's growth boost.

The improvement of the irrigative infrastructure and the production system, **leading to positive results in regenerating communitarian cultivations**; this, in junction with Caritas' field work in health and food security sectors, clear improvement in the beneficiaries' living conditions.

<p>Result N° 1:</p> <p>The salt mining co-op being managed in an effective and efficient way, both at production and organisation level</p> <p>Indicators:</p> <p>a. co-op's yearly turnover improved by 50% ;</p> <p>b. co-op's margin of profit improved by 50%;</p> <p>c. number of co-op associates increased by 30%;</p> <p>d Improvement of the co-op's production quality,</p>	<p>Despite the desertion of some members and the delicate institutional situation of the co-op, because of controversy on lithium exploitation authorisations, the co-op's core is solid and the managers' collaboration is positive;</p> <p>The building/revamping of the co-op's offices and their subsequent widening have clearly improved all productive processes</p> <p>There is no data available to evaluate the indicators, we are therefore giving a qualitative estimate:</p> <ul style="list-style-type: none"> - The co-op possess a general planning for working functions and proper administrative system; -The co-op has improved and differentiated its production in the 2010-2011 period; <p>Its members are given protective equipment, with emphasis on hand and eye equipment, and have participated in the Project's prevention of accidents programme;</p>
---	--

²³ Unfortunately the variants did not take into account the reformulation of a Logical Framework

<p>granting a 30% rise in prices;</p> <p>e. The co-op being in business with different buyers, leading to less speculative prices and increasing its profit.</p> <p>f. All the members of the co-op regularly use protective measures at work, causing incidence of eye and skin disease to decrease, both during and after the Project's implementation;</p> <p>g. Monthly meetings to evaluate and improve the activities' implementation. At least 80% of the beneficiaries attends regularly (about 40 participants)</p>	<ul style="list-style-type: none"> - The co-op has a general knowledge on enterprise management; - There are documents confirming the actual participation of the co-op's members to the proposed courses. Their training formats has dealt with basic marketing, management of human resources, administration & accounting, production improvement, institutional strengthening, management, marketing system, etc. <p>The objectively verifiable Indicators of Result N°2 were bound to the presence of the horticultural co-op, and cannot be related to what the Project has actually realised focusing its efforts on the irrigation consortia and family production.</p> <p>The communities have manifested great interest and have been willing to give their contribution to the Project's objectives, partly granting the necessary labour and acting as interlocutors with the local institutions.</p> <p>The training courses have focused on improving agricultural skills; safeguarding traditional cultivations; organic fertilisation; irrigation.</p> <p>The irrigation consortia of El Moreno e di El Colorado have been restored.</p>
<p>Result N. 2:</p> <p>Horticultural co-op "Horticultura" possessing infrastructures, having its members trained and producing food for subsistence and sale, thanks to a more effective and efficient commercialisation of its production.</p> <p>Indicators:</p> <p>a. co-op's yearly turnover improved by 50%;</p> <p>b. profit improvement by 100% in three years;</p> <p>d. Quality improvement of products;</p> <p>e. Co-op being in business with the province's points of sale of biological products;</p>	<p>The consortia are granted a basic infrastructure to cultivate new land.</p> <p>The consortia base their activity on the integrate management of their cultivations and the preservation of Andean Bio-diversity.</p> <p>New marketing opportunities in the <i>Puna</i> and <i>Quebrada</i> areas.</p> <p>Thanks to the opportunity granted by rural communitarian tourism, the sale of indigenous organic products has a little market with good development potential.</p> <p>60 farmers have been trained with the participation of 25 teachers from the rural schools. Courses have involved 100 hours of lessons.</p> <p>Because of the dissolution of the <i>Inca</i> co-op, the indicators have not been utilised to measure the planned results. The Project has identified 4 artisanal textile production groups as its beneficiaries.</p> <p>Artisan textile is closely related to the territory's tourism development, and because of this, the municipality of Purmamarca found the Project interesting, with artisan crafts being one of the key</p>

<p>f. 80% of the beneficiaries attending training courses;</p> <p>g. Adequate equipment for cultivation in greenhouses, realization of 6 greenhouses</p> <p>h. Improvement in the community's daily diet, increasing daily use of self-produced vegetables</p> <p>Result N. 3</p> <p>Animal farming and artisanal clothing co-op "Inca" being managed in an effective and efficient way, both at organisation and production level. Presence of adequate infrastructure, breeding of wool producing animals (lama and vicuña), effective management of wool and artisanal clothing production, clothing sporting traditional Inca drawings as well as new drawings elaborated by anthropologists from Jujuy's University.</p> <p>Indicators:</p> <p>a. co-op's yearly turnover improved by 50%;</p> <p>b. co-op's margin of profit improved by 50%;</p> <p>c. a lama farm managed by female workers consisting of about 15 animals, <u>as stated in the approved variation</u></p> <p>d. wider range of sizes available and use of new graphical drawings, typical of the Inca civilization, in three year time ;</p> <p>e. The co-op being in business with numerous</p>	<p>points of the region's tourism.</p> <p>A collaboration agreement between the Project and the municipality of Purmamarca was signed.</p> <p>The weavers' groups, thanks to the new organisation and production improvement, have found a good market for selling artisan wool products, both at local level (tourist structures implemented by young people trained by the Project) and national level (tourist locations like Quebrada in Humauaca and San Salvador in Jujuy) where products are sold both independently and in communitarian groups. This has led to a profit increase and to an emancipation process of the female workers.</p> <p>15 brood lamas have been bought.</p> <p>-400 hours of training for 65 female weavers of the various communities, training focusing on working, selection, colouring and processing of traditional wool, including traditional Andean techniques.</p> <p>- 4 working groups focusing on the emancipation of Andean women;</p> <p>- the weavers have improved and differentiated their textile production and clothing quality.</p> <p>A "Business Plan" being actualised and updated thanks to the presence of two foreign female trainers.</p> <p>Editing and release of a book containing culture, history, local archaeology (Inca culture) on local and national market. The book "La Puna" has been disseminated in schools at regional level with support of the institutional authorities.</p> <p>Improvement of 6 health centres and canteens.</p> <p>Presence of:</p> <p>- 25 young people trained as tour guides on themes related to rural communitarian tourism;</p> <p>- Formulation of touristic valorisation plans;</p> <p>- Presence of Caritas on the territory, devoted to food security and health programmes;</p> <p>- Building of 3 training and development centres for communitarian</p>
--	--

<p>buyers, both national and international, granting assimilation of 80% of the new production lines;</p> <p>f. Co-op being granted certification of its first matter (lama and vicuña) and its artisanal status;</p> <p>g. Trademark registration certifying the products' origins.</p> <p>Survey on local culture being published in 2000 copies.</p> <p>Result N. 4 Health and assistance centres restored (39 churches and canteens) and being supplied with food and medicines. (<i>Granting the social dignity of the farmers and the assistance of human development charity organisations</i>) Result N°4 b Building of 3 training centres devoted to communitarian tourism. Restoration of a communitarian restaurant in El Moreno and restoration of an ancient chapel in Pozo Colorado. Indicators: a. Improvement of the 6 health centres and the canteens thanks to supplies granted by the Project b. Periodical monitoring of the accomplished activities c. Tourism d. 80% of the members have been trained e. Health conditions improved</p>	<p>tourism;</p> <ul style="list-style-type: none"> - Revamping of a communitarian restaurant in El Moreno and an ancient chapel in Pozo Colorado; - Training Centres have been started and are now operating.
--	---

5.2.4 Impact

Despite initial difficulties, the changes made to the project, have given **substantial positive results**, even though at the moment it is too early to measure the impact in the medium and long term. In the opinion of this evaluation, the project's biggest impact lies in the results of work carried out for the **benefit of the community**, since development has generated a **strong spirit of participation** in

the beneficiary population, historically assisted by social plans, but far from social policies, and to raise the interest of local institutions.

In the opinion of all the interviewed persons, the project has been characterized by a **strong and constant presence on the field** with an apparently better diversification and structuring of operations than those made by the Government. A major impact has been given by the **training on management and conflict mediation** within the cooperative *Las Salinas*, the introduction of **infrastructures** and cycles of **technical assistance** that have allowed the members of the cooperative to gain greater bargaining power and self-management.

Another aspect that has raised much interest within the local population has been the introduction and in-depth examination of themes that are not normally addressed, as **gender vision** and **retrieving historical and cultural traditions**.

An important impact on **visibility** for the project has been determined by the publication of the book "**La Puna**", which, given its quality and dissemination, has had an impact on national institutions and *jujueña* Society.

Activities and infrastructure developed in the tourism sector, especially in El Moreno, have given an **impressive result** for the **involvement of young people**; the project has achieved a **good coordination** among the various actors, representing an innovative element in the community: this impact is the basis of the continuity of the actions undertaken.

The Organisation of **women weavers** and their placement in a commercial context, are the result of a long work of **technical and social training**, and the impact consist in having been able to put together a core of stable weavers in a reality that sees women relegated to work at the individual level without any public visibility.

The whole process of project mobilisation has given the **interest of Purmamarca municipality** as impacting effect, starting a close collaboration in the actions of the project by the beginning of third year.

It can be concluded that, relating to the objective of strengthening community development, the project has **initiated an unstoppable process** because it has managed to make people participate, highlighting the **development of human capital** and **encouraging the economy**.

5.2.5 Sustainability

The project has laid a **solid groundwork** granting the beneficiary population with the **empowerment of results**, whose sustainability is supported by the commitment made by project collaborators who have guaranteed continuity to **training** and **technical assistance** until the necessary stabilisation.

The interest shown by local institutions, such as the municipality of Purmamarca, the Secretary of Rural Tourism of Jujuy, and the strong presence of Caritas, will enable the continuity and the increase in the activities undertaken by the project in the fields of **social development**, **community empowerment** and **productive activities environmentally sustainable**.

An important aspect in terms of **social sustainability** is the implementation of awareness-raising activities and **training with gender vision**.

To measure the sustainability of the project the mission examined a series of issues that have made it possible to appreciate the way the results were obtained at a reasonable cost, namely to what extent the means and assets were converted into results and whether they have reached the quality necessary to ensure the continuity of the actions undertaken.

Themes	Analysis of Sustainability
Economic and Financial Viability	<p>The economic and financial sustainability of associative-productive groups, such as weavers, young people involved in rural tourism and the cooperative Las Salinas, is guaranteed by the commercial networks in which they are inserted, even though it is still in incipient stage.</p> <p>The income produced by the marketing and provision of services by these networks should provide sufficient revenue for the maintenance of families and enable a continuous investment in tools, equipment and legal means or production of documents.</p>
Level of empowerment of beneficiaries and post project situation	<p>The implementation of training activities and the ones related to infrastructures, were carried out with the full participation of beneficiaries and with a continuous coordination with local institutions.</p> <p>The project has produced a community organisation able to track and give maintenance to irrigation schemes through consortia that have gained a real financial capacity, being composed of several community members, owners of cultivated parcels.</p> <p>The maintenance of health facilities are ensured by the Provincial Department of the Ministry of Health. The <i>cooperative Las Salinas</i> has achieved a level of appropriation of the installed structure and rights management.</p> <p>The greenhouses and installed fences are the under responsibility of community schools and other associations members of the project (e.g. Fumina), which guarantees a high degree of financial and institutional sustainability.</p>
Level of political support received and interaction between the project and the	<p>The municipality of Purmamarca is supporting the development of communities that were strengthened by the project, having signed an agreement with which compromises to continue development</p>

institutions	<p>processes.</p> <p>The Secretary of Rural Tourism of Jujuy is supporting the initiatives of the Group of young professionals. During the last phase of the project agreements were signed between the cooperative Las Salinas and territorial section of the Ministry of Mines.</p>
The extent the project has contributed to institutional and management capacity	<p>The project has invested much of its resources in technical and managerial training of human resources of small productive associations of weaving and tourism sectors: these resources were adequately trained not only at a technical level of production or operation of services, but also at the level of administrative and entrepreneurial management, which suggests the possibility of consolidation in a short-term. The cooperative Las Salinas was strengthened in organisational capacity, administrative management, mediation of conflict and representativeness.</p>
The extent the project has touched social and cultural aspects	<p>Among the many activities carried out by the project, a particular highlight is the socio-cultural aspect represented by their implementation with gender vision and the re-evaluation of ancestral values of the communities that inhabit the area of the project, which strengthens the sustainability of the project.</p>
The extent appropriate technology (human and technical) has been introduced and used in the project	<p>The methodology used by the project for training groups of production and services, has focused its attention on the re-evaluation of land resources.</p> <p>For groups of weavers a proper methodology for recovering of cultural identity associated with the Andean World was identified, generating a common space which allowed people a re-encounter with techniques, designs and legends of their community, cultural heritage, to introduce indigenous textile art market, and using it to generate concrete possibilities of income for this rural area.</p> <p>Rural tourism groups were formed with appropriate techniques for the rediscovery of territorial and geological resources, and through the most advanced techniques in traditional catering, interchanges with other similar tourist service experiences, formulation plans, and trade experiences on rural tourism.</p> <p>For the training of members of the cooperative Las Salinas appropriate techniques have been adopted for workers who were mostly illiterate, capturing their interest and needs.</p> <p>The chosen methodology has enabled the creation of</p>

	administrative management, statutes, organisation, conflict resolution, counting with the support of professionals in the area of law, administration, marketing and organisation for the study of the salt market.
--	---

6. CONCLUSIONS

6.1 ICEI

Organizations of small farmers of FF associated to FONAF, represent an important sector of Argentine agriculture, being about 900 representing 180,000 families. The weak point of these organizations consisted of a poor index of quality and quantity of their products and especially in the lack of marketing channels.

The project has supported the **strengthening of organisation** and enhancement of the **marketing system** of FF products of 43 organizations in 5 Argentine Regions, 13 more than initially planned in the Logic of Intervention.

To the extent that, the results addressed to organizations led to an improvement in the quality of products and marketing, the project has also supported the **associative processes** within the FONAF, so that they had a greater impact on the formulation and updating of sectorial public policies.

In a gradual but tangible way, the **FONAF has been strengthened** with regard to representativeness of FF farmers until they see increasingly legitimised his political role in the area of **coordination of public policies** of the agricultural sector.

In this sense, having been addressed by the project almost farmers need foreseen at the time of identification, we can consider that the project carried out by ICEI was **relevant and coherent** with the **actual needs of the sector**.

The expected Results, in terms of production and marketing, **have been reached** and are heading towards their **sustainability**.

Despite these results, however, organizations still need a **continuous and systematic accompaniment** to consolidate the full autonomy of small FF farmers; in this sense, the project has created the necessary conditions for a technical sustainability, through sector institutions (INTA) which will continue to give their support to FF, through the coordination of CECOPAF and CADIF.

The main components of the project have been addressed and well performed by throwing **excellent results** in terms of empowerment, production, marketing processes, encouraging its increase in household income. Among all, stands the Bonplan market in Buenos Aires, where converge agricultural and handicraft products of FF farmers, especially with regard to the products of organic farming and fair trade.

In this sense the **awareness-raising and information activities**, carried out by the project on the basis of a responsible customers, gave good results and are launched through a promising growth. The structure and organisation that the project has left to give continuity to actions taken, shall be deemed to be very appropriate.

The only critical points of project interventions concern the following:

- The **non-achievement of quality certification** of products by governmental instances. The

process to achieve this result was suitable and many resources have been used by the project management, but the internal changes and the bureaucratic procedures of the Ministry of Agriculture, not allowed to do it on time.

- The **absence of a gender vision** that, if applied, could add value to the project and a better **sustainability**. The gender vision, when used in all activities of the project, would give greater results in terms of empowerment, production and business processes, strengthening the incidence in families and communities.

6.2 GVC

The project is characterized for not having been able to meet the **expected results foreseen by the initial identification**. In fact, the beneficiaries identified during the first formulation, as the case of Cooperatives *Inca and Horticola*, were dissolved before the time of realisation.

At the same time we outlines the capabilities of GVC in reorient the Project towards contextual needs of a reality that has changed during the approval process.

Due to the fact that the project was **reformulated in late implementation phase**, the consultant has carried out the evaluation process of the results **on the basis of the Logical Frame reformulated by GVC** and subsequently approved by the DGDC.

Under this **reformulation, the reorganisation of Logic of Intervention** has been **efficient and relevant**, even if it could operate in this sense only starting from the second year of operation. On the basis of the reorganisation, the project has achieved the foreseen results and had left installed the **necessary capacity to ensure the sustainability of communitarian organisations**.

Through activities carried out to strengthen productive self-management groups and services, as well as in community infrastructures and *ad hoc* interventions to support the improvement of social services, it has been possible to reach an **interesting level in community development**.

The cooperative Las Salinas, who at the time of the project's approach was facing critical moments in organisational and marketing terms, **has been strengthened** and started towards a **management autonomy** that will allow a **degree of sustainability**.

For all beneficiaries of the project and for social services, the intervention was secured a commitment by the local interlocutors, which will give continuity to the activities undertaken. In the Project, stand out the application of a **gender vision** and **autochthonous cultural aspects** to be re-evaluated, in which the educational component was crucial and strengthened the impact in communities and within families.

7. RECOMMENDATIONS

7.1 To GCV

1. If that become necessary, **the reformulation of a project**, as well the related request for approval of its variation by the DGCS, must be done **within the first 2 months after the arrival of the Coordinator in the area of intervention**.
2. **Improve the quality of Annual Working Plans (AWP)** reformulating, if necessary, the Logical Framework, asking the subsequent approval to the DGCS in case of change of original Logic of Intervention;
3. **Improve the quality of the annual internal monitoring missions;**
4. **Reporting in due time the costs incurred**, in order to avoid delays in disbursement of funds, and then in the project implementation;
5. Ask the DGCS any **necessary extension** in order to reach the effective sustainability;
6. Even if GVC left installed capacities on the ground, it would be advisable to establish a remote **monitoring**.
7. It is useful **systemising** project documents, selecting the positive and negative key points and highlighting the gender perspective as a lesson learned.
8. Take advantage of the **fair trade market in Italy** to canalise products of Argentine Puna;
9. It is recommended to GVC **to connect the weavers of Puna with CECOPAF** to open a channel of marketing of textiles;
10. Formulate a **gender strategy** by introducing ad hoc mechanisms for project implementation;
11. In strengthening community development, it always necessary to **guarantee the presence of women in governing bodies of the organisations;**
12. Perform Monitoring on **Intellectual Property** produced by the Projects;
13. Disseminate in Italy the book "La Puna";
14. For the future, provide for the formulation of integral projects, where it is guaranteed the presence of young people and women, in order to promote the participation in land management.
15. For future interventions to be carried out in the same country with the same donor, you should look for synergies between NGOs to create a higher incidence and representativeness

7.2 To ICEI

16. **Reporting in due time the costs incurred**, in order to avoid delays in disbursement of funds, and then in the project implementation;
17. Even if GVC left installed capacities on the ground, it would be advisable to establish a remote **monitoring**.
18. Prepare a remote control to give continuity to the process of recognition of the certification of products of FA;
19. It is useful **systemising** project documents, selecting the positive and negative key points and highlighting the gender perspective as a lesson learned.
20. Take advantage of the **fair trade market in Italy** to canalise products of organic Family Agriculture;
21. In strengthening community development, it always necessary to **guarantee the presence of women in governing bodies of the organisations**;
22. Perform Monitoring on **Intellectual Property** produced by the Projects;
23. Disseminate in Italy the publication on **lessons learned**;
24. For the future, provide for the formulation of integral projects, where it is guaranteed the presence of young people and women, in order to promote the participation in land management.
25. For future interventions to be carried out in the same country with the same donor, you should look for synergies between NGOs to create a higher incidence and representativeness

7.3 To the DGCS

- i. Ensure that assessment processes and approval of project proposals are made **in real time** so that the **logic of intervention can respond to contextual needs**. In the event that you must evaluate and approve projects after two years after their submission, it's necessary an updating or rewriting of project proposal.
- ii. Include into contracts with NGOs a clause authorising the financial disbursements only to **approval of Annual Working Plans**;

- iii. Provide external **monitoring missions**, ROM type²⁴, at the end of each year, for the control of implementation strategies and actions developed during the project, in order to provide the necessary managerial and decision-making support and help the different actors involved to constantly supervise the processes and make appropriate modifications and corrective actions.
- iv. It is advisable to diversify the percentages of costs within the project, having found an imbalance between the costs for investment (infrastructure, equipment, etc.) and those intended for personal (31% vs. 69%).
- v. In order to reach a capacity of incidence and a most suitable sustainability of projects, it is advisable to implement the Project along 4 years, avoiding support to actions too punctual.
- vi. Promote coordination between different interventions financed by the DGDC in the same country, strengthening the visibility and impact of our country in international cooperation policies.
- vii. Promote harmonization of interventions of different international and national institutions, converging in the same sector, so as to create synergies favouring greater benefits to local populations;
- viii. It is advisable to include in contracts with NGOs the Visibility Plan.
- ix. Formulate a gender strategy to be applied to development projects, especially those having a socio-economic character.

²⁴ Results-oriented Monitoring

8. LESSONS LEARNED

8.1 ICEI

The project implemented by ICEI has developed and published a paper of **lessons learned**, which analysed the case study CECOPAF, having systematised the activities. This evaluation considers **highly relevant** this study, where they analyse the activities carried out, from Financial Plan deepening primarily the costs of CECOPAF structure, so as to assess its operation.

The information gathered was used, among other things, to compose a document directed to teaching agricultural organisations of FF on the modalities to be followed, from improvement of cropping patterns until methodologies used for the marketing of products in specific channels. In addition, all documents analysed have made it possible to evaluate the investments needed for new marketing experiences and make them able to achieve organisational objectives and to study the sustainability of operations.

However a **very important aspect** of the project, which did not completely reach the specific objective, is due to the process, that requested a set of operations and mediations with the Secretary of Agriculture, performed for the **public certification of FF product quality**.

Unfortunately, the **process analysis has not been contemplated in systematisation to the preparation of lessons learned**. It would have been interesting to know this process in all its components, in order to understand the **possible weaknesses** that have prevented the achievement of this important goal.

8.2 GVC

The most **relevant aspect** of the project managed by GVC consists in having been able to reformulated the Logic of Intervention when the project seemed no longer achievable, given the radical changes that were made from the original formulation up to the beginning of its implementation.

The new direction of the project, at the beginning of the second year of implementation, has been able to recompose the activities, **unhooking them from welfare system** that were traditionally conducted, giving a new impulse to the dynamics in place. This has meant that the beneficiary populations take a new **decisive role in the socio-economic development**.

It would be important to **systematise all implemented activities**, that permitted to achieve significant results. This could be a task to assign to project collaborators, who have taken on the commitment to accompany the beneficiary populations and continuity to operations undertaken.

9. ANNEXES

9.1 Terms of Reference

9.2 Logical Frameworks

9.3 List of methodological Documents

9.4 List of interviewed persons

9.5 Documentation consulted

9.6 Project staff and main actors

9.7 Balance between planned and implemented activities

9.8 Training Courses

9.9 Beneficiary Organisation

9.10 Result Oriented Monitoring (ROM)

Annex 9.1 Terms of Reference



MINISTRY OF FOREIGN AFFAIRS

GENERAL DIRECTION FOR DEVELOPMENT COOPERATION

OFFICE IX

EVALUATION SECTION

TERMS OF REFERENCE

FOR INDEPENDENT EVALUATION

ONG Funds

ARGENTINA

“SUPPORT TO GENERATION AND CONSOLIDATION OF COOPERATIVES OF ARGENTINE PUNA”

N. AID 8821

“CONSOLIDATING FAMILY FARMING ORGANISATIONS IN ARGENTINA: SUPPORT SCHEMES FOR THEIR
COMPETITIVE INTEGRATION IN LOCAL AND NATIONAL MARKETS”

N. AID 9142

MINISTRY OF FOREIGN AFFAIRS

GENERAL DIRECTION FOR DEVELOPMENT COOPERATION

PROJECT TITLE:

“SUPPORT TO GENERATION AND CONSOLIDATION OF COOPERATIVES OF ARGENTINE PUNA” - N.
AID 8821

Project location:	Argentina
Project language:	Italian
Implementing Organisation:	GVC ONLUS
Duration:	36 months
Budget:	EURO 964,332.00
Donor:	Italian Government
DGCS:	EURO 482,162.00
GVC ONLUS:	EURO 83.885.00
Caritas Jujuy:	EURO 339,930.00

MINISTRY OF FOREIGN AFFAIRS

GENERAL DIRECTION FOR DEVELOPMENT COOPERATION

PROJECT TITLE:

“CONSOLIDATING FAMILY FARMING ORGANISATIONS IN ARGENTINA: SUPPORT SCHEMES FOR THEIR COMPETITIVE INTEGRATION IN LOCAL AND NATIONAL MARKETS”- N. AID 9142

Project location:	Argentina
Project language:	Italian and English
Implementing Organisation:	ICEI, Istituto Cooperazione Economica Internazionale
Duration:	36 months
Budget:	EURO 2,720,341.08
Donor:	Italian Government
DGCS:	EURO 1,359,994.78
ICEI:	EURO 408.403.00
Local counterpart:	EURO 951,943.30

1. Objectives of the Projects

c) **“Support to generation and consolidation of cooperatives of Argentine Puna”.**

The Project “Support to generation and consolidation of cooperatives of Argentine Puna” - N. AID 8821, was funded by the DGCS of the Italian Ministry of Foreign Affairs and implemented by the NGO GVC, with the participation of the local counterpart, the diocese of Jujuy.

The main objective of the project is an intense collaboration between Argentine and Italian Government, in order to contribute to the conservation of genuine sources of work, strengthening the productive systems of Puna, such as food production, animal breeding, quality livestock products, the extraction and marketing of salt, as well as tourism, since the area is declared by the UNESCO World Landscape Heritage.

The specific objective of the project is the economic reactivation of the Puna area through the Organisation of workers, introducing tools to improve living conditions, work and health, in addition to the production and marketing of three benefited cooperatives "Las Salinas", "Inca", and "Horticulture", by adding them to activities aimed at promotion of tourism through integrated actions tending to reach:

- Strengthening and equipment of the cooperative "Las Salinas" for salt production, the cooperative "Horticulture" for horticultural production, the cooperative "Inca" for llama breeding and clothing craft;
- Provision of necessary infrastructure to achieve higher quality production, training of the beneficiaries on the subject of safety at work, as well as assistance in finding marketing channels;
- Troubleshooting on safety and hygiene;
- Increase in agri-food production by providing proper technology for solving problems caused by climatic conditions and inadequate irrigation;
- Actions aimed at encouraging the inclusion of young people in working activities in order to reduce migration flows;
- Increased consumption of vegetables, thus improving the diet;
- Activation of training courses for members of cooperatives and communities according to the following scheme: a) module on administration and accounting management control for the extraction of salt and horticultural production, b) module of technical training on horticultural production, c) course on marketing and cooperatives;
- Increase of animal husbandry and tourism, in order to produce better, at lower cost and sell the garments of llama and sheep wool.

The total number of beneficiaries is of 1,800 people, taking into account the families involved in initiatives that are part of the six areas of intervention: El Moreno, Pozo

Colorado, Santuario de los Tres Pozos, Carrizal, Saladillo y Colorado. After approval of the project on 21/12/2007, the first phase started December 15/2008, the second, instead, planned to end on December 14/2009, but following a timing extension, finalised February 14, 2010; finally, the third phase ended February 14, 2012.

d) “Consolidating Family Farming Organisations in Argentina: support schemes for their competitive integration in local and national markets”.

The project “Consolidating Family Farming Organisations in Argentina: support schemes for their competitive integration in local and national markets” – N. AID 9142 has been funded by the DGCS of the Italian Ministry of Foreign Affairs and implemented by the NGO ICEI – Istituto Cooperazione Economica Internazionale.

The aim of the project was to strengthen the productive and competitive possibilities of small producers of family agriculture, boosting the organisational structure, expanding the associative possibilities and offering an adequate logistic and commercial support to their products.

In particular, the initiative has been developed in 5 regions of the country, where the economic weight and representative of family farming is relevant: Central (Rosario), northeast (Corrientes), Northwest (San Miguel de Tucuman), Cuyo (Mendoza) and Patagonia (Generai Conesa). The program aimed to involve in these areas about 4,000 families of 30 organisations associated to the Argentine Rural Development Department of Agrarian Federation (FAA), represented in the National Family Agriculture Forum (FONAF). The latter supports institutionally and articulated manner the authorities related to small family producers activities in Argentina, and was the the project counterpart.

The project was implemented by the NGO ICEI, referent vis-à-vis of the DGCS in order to ensure a proper management in conformity with project logical framework, in consortium with the NGO IPSIA, which implemented aspects related to the organisation strengthening. The proposal is coherent with the United Nations Declaration on the Millennium Development Goals (OdM), in particular in the fight against extreme poverty and hunger (goal n. 1).

The project was started on the April 2009, following an extension, not onerous, of two months; the first year ended on May 31, 2010. The project finish date was May 31, 2012.

2. Usefulness of the Evaluation

The usefulness of the evaluation is as follows:-accountable to various external stakeholders (Parliament and public opinion) on the activities carried out through a cognitive framework of outcomes achieved; -share experiences in order to direct future funding in the sector in Argentina.

3. Purpose of the evaluation

The evaluation will:

- *express judgment on the objectives' relevance and their degree of accomplishment;*
- *express judgment on the projects' Effectiveness, efficiency, impact and sustainability;*
- *examining the projects in their entirety, in order to identify the positive experiences and the acquired lessons learned, in such a way so as to use them as basis to develop future technical assistance packages;*
- *analysing implementation strategies and modalities, such as providing recommendations to integrate in the cultural development and training program; as well as giving orientations to integrate in strengthening program for the productive and competitive opportunities of small farmers and in the associational program;*
- *Taking into consideration the impact and sustainability factors that the implementation of this program will have on the educational and cultural conditions of the country;*
- *Estimating the accomplishments and the actuality of the pilot programs at local level, their disputableness, as well as the actual management capacity of local authorities.*

Finally the evaluation will take into consideration:

As regard to the project promoted and implemented by ICEI:

- *Effectiveness of the interventions aiming at the strengthening of both productive and competitive opportunities and, consequently, the capability of price negotiation;*
- *positive Results that associativism has proved within the FONAM;*
- *analysis of the involved associations' management skills.*

As regard to the project promoted and implemented by GVC:

- *Effectiveness and impact of technical assistance and training provided as well as the means used to achieve these goals;*
- *management capability of the co-ops "Las Salinas", "Horticultura", "Inca";*
- *analysis of the involved associations' management skills.*

4. Analytical Framework suggested

The evaluation team may include other aspects in accordance with the purpose of the evaluation. The key evaluation criteria revolves around the following aspects:

- **Relevance:** the evaluator should verify the degree to which the projects take into account the political and socioeconomic context of the country. The evaluation will review the extent to which project objectives are coherent with the requirements and the needs of the beneficiary. The evaluation considers if the approach is strategic and in which way GVC and ICEI used the resources for the implementation of projects; in assessing the relevance of the initiatives the mission must take into account: i) the extent to which the objectives of the initiative are valid, ii) to what extent the objectives of the initiative are coherent, iii) perception of the utility of the initiative on the part of the recipient.
- **Validity of project design:** the evaluation will review the extent to which the project design is logical and coherent.
- **Efficiency:** analysis of optimising the use of resources to achieve the project results. In assessing the efficiency will be useful to consider the) if results were achieved with the planned costs, ii) if results were achieved in the scheduled time, iii) if the alternative used was the more efficient (lower cost or less time) than the other. The evaluation will indicate how resources and inputs were converted into results.
- **Effectiveness:** the evaluation will measure the degree and extent of achievement of the objectives of the programme. In assessing the Effectiveness of the projects will be helpful to consider i) whether the Overall and Specific Objectives of the projects were identified and quantified, ii) verify whether the design features of the project are coherent with the overall objective and the specific objective, iii) verify to what extent the Overall Objective were achieved, iv) Analyse the main factors that have affected the achievement of the objectives.
- **Impact:** the assessment will measure direct and indirect effects caused by the Projects in the context of reference. In assessing the impact the mission will have to take into account what real changes has been made by the initiative at communities level. The evaluation will assess the strategic orientation of the Projects in relation to their contribution.
- **Sustainability:** The mission will assess the ability of projects in playing benefits over time. In assessing the sustainability of the project will be useful to consider the extent to which project benefits continue even after it has ceased the help of the

DGDC, ii) verify the main factors that have influenced the achievement or non-achievement of sustainability of the projects.

5. Outputs

The outputs of the process will be:

- a final report in English and Italian with results and recommendations to address the above mentioned key evaluation criteria.
- four pages of summary of project evaluation report in English and Italian.

6. Methodology

The ex post assessment activities must ensure that the predictions of impact have actually occurred and identify the causes of deviations. The evaluation will be carried out through analysis of various information sources, surveys of data resulting from monitoring activities of various sectors such as agriculture and artisanal production, marketing and training. Furthermore they shall use interviews with government counterparts, partners of the project, direct beneficiaries or with the population of those areas, with managers and with project staff.

To do this, the evaluator will undertake an *in situ* mission in the Republic of Argentina.

7. General provisions, working plan and timing

1. Desk Analysis	Collection and review of available documentation	10 working days
2. Field Visit	Visits to projects locations, interviews with the involved parts, actors, beneficiaries, collection of supplementary information	15 working days
3. Draft Evaluation Report	Preparation of the Final Draft Report	10 working days
4. Comments and feedback	Examination of the Draft Report by the interested parts, reception of comments, feedbacks. Sending feedbacks to the evaluation team	7 working days
5. Workshop	Workshop at the DGCS on presentation of the Evaluation Report, involving interested parts	4 working days
6. Final Report	Preparation of Final Evaluation Report on the basis of feedbacks and comments received	4 working days

It is expected that the evaluator carry out consultations and meetings with representatives of the following institutions:

As regard to the project promoted and implemented by GVC:

- Ministry of Labour and Production
- Institute F.D. "Populorum Progressio"
- Dirección Provincial del Desarrollo
- University of Jujuy
- Ministry of Social Welfare
- Caritas of Jujuy
- NGO GVC

As regard to the project promoted and implemented by ICEI:

- Organisations of small and medium producers of Family Agriculture associated to the Argentine Agrarian Federation and participants to FONAF
- Andean Centre for Research, Development and Trainig (CADIF), in particular for North-West: CADIF of San Miguel de Tucumán, for North-Est: Cooperative Rio Paraná Ltda based in Oberá and Misiones, for the Centre: Marketing Centre Indigenous- Campesino (CECOPAF) of Buenos Aires, for Cuyo: FECOAGRO of San Juan, for Patagonia: Agricultural Chamber of General Conesa
- National Forum for Family Agriculture (FONAF)
- Secretary of Agriculture, Livestock, Fish and Food (SAGPyA)
- Argentine Agrarian Federation (FAA)
- National Institute of Industrial Technology
- Central Market of Buenos Aires
- Institute for Ethic and Environmental Certification (ICEA)
- University of Milan Faculty of Agricultural Sciences

Evaluator's profile

- Excellent knowledge in the field of evaluation of development cooperation projects
- M.Sc. degree
- Experience in interviews, documented research, editing and writing of reports
- Excellent analytical and synthesis skills
- Excellent writing and communication skills
- Fluent in English language

SUGGESTED FORMAT FOR THE EVALUATION REPORT

Cover	Summarises key project data (title and code project number, donor, starting date and completion, budget, technical area, responsible of the evaluation office of the DGCS, geographic coverage) and key evaluation data (type of evaluation, starting date and completion of field mission, date of presentation of the evaluator (s) name (s)).
1. Executive Summary	Maximum of 3-5 pages. It should focus on key findings and recommendations. In preparing the summary you should keep in mind that this will appear on the evaluation database, accessible on the intranet of the DGCS and the public web site.
2. Brief Description of Project context and Logical Framework	<ul style="list-style-type: none"> - Brief description of objectives and Logical Framework - The project's approved Strategy and duration of implementation, including concerted revision. - State of implementation and delivery of the project.
3. Objective, scope and clients of the evaluation process	<ul style="list-style-type: none"> - Type of Evaluation. - Short description of the purpose and scope of the evaluation. - Customers and analytical focus of the evaluation.
4. Methodology	<ul style="list-style-type: none"> - Brief description of the methodology. - Sources of information, including comments on the divergences and limitations. - Comments on methodological limits and of problems encountered in collecting and analysing data.
5. Review of project Implementation	Brief review of the main stages of the project implementation, highlighting milestones and challenges.
6. Presentation of Results	Based on evaluation key questions (matrix of Evaluation) of analytical work framework, could focus on key issues (given in Annex I).
7. Conclusions	Conclude the evaluation according main results and information.
8. Recommendations	The recommendations should be aimed at improving future projects and general strategies of the DGCS and therefore presented in a concise and actionable way, making concrete suggestions in order to achieve better results (recommendations should be numbered).
9. Lessons Learned	Observations, insights and practices drawn from the evaluation, having a general interest beyond the sphere of the project, contributing to a wider organisational culture.
10. Annexes	They should include the ToRs and list of contact persons as any other relevant information.

Annex 9.2. Logical Frameworks

Annex 9.2.a. LOGIC OF INTERVENTION AND COMPARISON BETWEEN PLANNED AND ACTUALLY IMPLEMENTED RESULTS (Project ICEI)

	LOGICAL FRAMEWORK	OBJECTIVELY VERIFIABLE INDICATORS	PROGRESS AT THE END OF THE PROJECT	SOURCES OF VERIFICATION	EXTERNAL CONDITIONS
OG	Improve the socioeconomic conditions of family farmers in Argentina				
OS	Promote the socioeconomic development of 30 organisations of small producers (approximately 4,000 families) in 5 Regions of Argentina, strengthening their organisational, productive and commercial capabilities	<p>1. 30 organisations have increased products sales respectively in 20, 50 e 70% after the first, second and third year from the beginning of the Project;</p> <p>2. Household Incomes belonging to beneficiary Organisations have increased in 20% within 12 months, 50% within 24 months and 70% within 36 months from the beginning of the project.</p>	<p>1. 43 beneficiary organisations have increased sales, respectively, 10% in the first year, 40% in the second year and 60% in the third year from the beginning of the project; 2. the income of families belonging to the beneficiary organizations increase in 10% within 12 months, 40% within 24 months and 60% within 36 months from the beginning of the project</p>	<p>Yearly production data and sales of farmers</p> <p>Organisations, Socioeconomic data of beneficiaries</p>	<p>1. Institutional stability of Organisations</p> <p>2. The SAGPyA maintains the sectorial public policies</p>
RA1	Capacity building of Organisations associated to the National Forum of Family Farming .	<p>1. 100% of small farmers organisations have participated to activities promoted by FONAF.</p> <p>2. At least 10 commercial agreements of FONAF's organisations;</p>	<p>1- Compared to the initial indicator of 30, 29 organizations belong or are participating in activities coordinated by FONAF;</p> <p>2. Among the 27 beneficiary organisations of FONAF and CECOPAF exist solid commercial relationships, were made trade</p>	<p>National register of Family Farming .</p> <p>Register of FONAF</p> <p>Agreements</p>	<p>1. Institutional stability of Organisations</p> <p>2. Maintenance of institutional agreements with FONAF and SAGPyA</p>

		<p>3. At least 10 inter-institutional agreements among beneficiary's organisations and provincial, municipal and national institutions</p>	<p>agreements that will be formalised and will have legal value as services cooperative (the process started at the end of 2011 and concluded at the end of 2012); 3. 21 agreements signed between 16 beneficiary organisations and municipal, provincial and national Authorities.</p>		
<p>RA2</p>	<p>The products quality of FF has been improved and the quality certification has been obtained</p>	<p>1. 50% of the provinces concerned are working at full speed with the certification system AF, the remaining 50% use it as an experimental system, by the end of the project, 2. Certification of at least 10 product lines AF. 3. Each recipient organisation is introducing a new line of products (30 product lines) value-added (packaging, labels, certification). 4. At least 500 local producers have been trained on quality and value added products. 5. The final value of each product</p>	<p>1. Activities related to this component were strongly limited by difficulties due to institutional partners envisaged by the in decision-making processes. 3. 30 beneficiary organisations of the project have developed/incorporated at least one of the following characteristics when entering in the market for at least one product line: new labelling, packaging and certification (celiac, organic and/or fair trade). 4. 450 households of small family producers have been trained on quality and added value of the products; 5. Products from 27 organisations (suppliers of CECOPAF) were the subject of a</p>	<p>1. Protocol of Certification Register . 2. Number of inscriptions in the Registry of producers enabling. 3. Register of sales of beneficiary organisation</p>	<p>1. Equal promissory conditions and inflation indexes relatively stable 2. Absence of un-favourable climatic conditions</p>

		increases by 20%.	process of price reformulation according to the cost structure of the Business Plan, market prices and the added value of the product that is increased by 20% (average).		
RA3	The commercial, distribution and promotion channels of FF products, have been diversified and enhanced	<p>1. At least 100 products lines are sold in the market of Buenos Aires within 36 months from project beginning;</p> <p>2. Starting from the second year at least 4 annual mailings of goods are sent to logistics centre of Buenos Aires, for each beneficiary organisation</p> <p>3. Made at least 3 advertising campaigns on branded products AF.</p>	<p>1. Currently in Buenos Aires, beneficiary organisations are selling 610 products coming from 80 AF suppliers, totalling 75 trademarks; 2. 27 beneficiary organisations are sending their products to CECOPAF permanently. On average for each organization are guaranteed at least 4 annual submissions; 3. During last year of implementation the project realized in 5 III events, including campaigns/advertisements on responsible consumption of AF products.</p>	1. Register of monthly sales of Logistic Centre	<p>1. Institutional stability of Organisations</p> <p>2. Maintenance of institutional agreements with FONAF and SAGPyA</p> <p>3. Indicators of inflation relatively stable.</p>

Annex 9.2.b. SYNTHESIS OF ORIGINAL LOGICAL FRAMEWORK (Project GVC, 2004)

	LOGICAL FRAMEWORK	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	EXTERNAL CONDITIONS
Specific Objective	Economic reactivation of the Puna area through the organisation of workers, by introducing tools to improve the living conditions, health and employment, as well as the production and direct marketing of the three cooperatives "Las Salinas", "Inca" and "Horticultura" integrating with activities directed towards the enhancement of tourism.	<ul style="list-style-type: none"> • An increase of at least 50% of the family income communities involved; • An increase of at least 50% of the turnover of the cooperatives (associated groups of production.) • Existence of a policy FOR promoting tourism, coordinated between the different institutions of the province (Strategic Plan). • Improving the food security of communities derived from the availability of fresh vegetables and locally produced meat; • A greater availability (30% per year) and variety of locally grown products; • Improved quality of locally produced vegetables organically grown, thanks to the gradual replacement of chemical fertilizer with organic fertilizer; • The marketing of agricultural products at local level, is covering at least 50% of demand. • Increased availability of 50% of the raw material (wool of llama and vicuna) and subsequent development of the production of apparel wool 	<ul style="list-style-type: none"> • Balance sheets of the cooperative. • Periodic Participatory evaluation. • Technical reports of the consultants of the project. • Results of periodic surveys on the status of the beneficiaries. • Agreements signed with City Hall, universities, educational institutes, environmental associations and the Secretariat of Tourism, etc.. • Demographic data, statistical and economic town hall. • Results of periodic surveys on dietary balance of the community. • Register of attendance to courses and assessment of the levels of participation. 	<ul style="list-style-type: none"> • The Provincial mining Management sector provides assistance to cooperatives with training and consulting productive. • The Province supports the production of livestock llama and vicuna and its marketing, with the endorsement of a regional brand. • Passing by the employees of the cooperative attitudes of individualistic nature, and active collaboration in carrying out their work and decision-making. • The cooperative apply knowledge acquired with training courses, both in dietary habits balanced food, and for the cultivation techniques
Results	1. The cooperative of salt extraction is managed effectively and efficiently, both at productive and organisational level	<ul style="list-style-type: none"> • An increase of 50% of the turnover of the cooperative; • A 50% increase in net income of the cooperative; • An increase of 30% of the members of the cooperative; • The cooperative's products improve, so they are able to get a price increase of 30%; • The cooperative has diversified marketing, having different buyers getting less speculative prices and increasing its profits. 	<ul style="list-style-type: none"> • Balance sheets of the cooperative. • Annual Report of the activities of the cooperative. • Periodic Participatory evaluations • Investigation on the status of the beneficiaries and periodic field visits. • Agreements signed with the Directorate of Mines. • Register of attendance to courses. • Monitoring Reports on the ground. 	<ul style="list-style-type: none"> • The <i>Las Salinas</i> beyond their individualistic attitude, collaborating with their work to the development of the cooperative. • The provincial institutions maintain programs direct to the mining sector and support to local tourism

	<ul style="list-style-type: none"> • All members of the cooperative regularly use protective measures to do their work and decreases the incidence of diseases to the eye and the skin, during and after the project; • A monthly meeting to evaluate and improve the work • At least 80% of the beneficiaries participating in the courses regularly (about 33 participants) 		
<p>2. The horticultural production cooperative "Horticultura" is equipped with infrastructures, supported by training and owns agricultural products for self-consumption and sale, for greater efficiency and effectiveness in the marketing of the produce obtained.</p>	<p>A 50% increase in turnover of the cooperative;</p> <ul style="list-style-type: none"> • A 100% increase in profits in three years; • Improving the quality of available products; • The cooperative is in contact with the stores of organic products of the province and sells 30% of the surplus in the new channel; • 80% of beneficiaries attending training courses; • The greenhouse cultivation is adequately equipped in six greenhouses that will be implemented • The population of the community improves the daily diet, increasing the daily consumption of vegetables, using own products 	<ul style="list-style-type: none"> • Balance sheets of the cooperative. • Technical reports of the consultants of the project. • Results of periodic surveys on the condition of life and the power of the beneficiaries. • Agreements signed with the provincial government. • Register of attendance to courses. 	<ul style="list-style-type: none"> • Farmers beyond the individualistic attitude and actively collaborate in the performance of their work.
<p>3. The cooperative breeding and clothing craft "Inca" is conducted in an effective and efficient way from the point of view of organisation and production.</p> <p>It has adequate infrastructure, breeding in captivity the animals wool producers (llamas and vicuna), operates effectively in the production of wool and clothing craft, which will be built with traditional designs of Inca civilization and with new designs, developed by anthropologists, specialists from the University of Jujuy.</p>	<ul style="list-style-type: none"> • A 50% increase in turnover of the cooperative; • A 50% increase in net income of the cooperative; • 1breeding unit of llama (around 15 animals). Approved by Variant • The cooperative's products enhance the diversification of sizes in a 50% within three years and introduce new graphic designs, typical of the Inca civilization; • The cooperative is in contact with several buyers, both local and international, that ensures the absorption of new production lines, in 80%; • The cooperative obtains the certification of raw material (llama and vicuna) and craft work; • Registration of a mark that certifies the originality of the products. • Published the study on local culture in about 2,000 copies 	<ul style="list-style-type: none"> • Balance sheets of the cooperative. • Annual report of activities of the cooperative. • Periodic Evaluation of participation. • Technical reports of the consultants of the project. • Results of periodic surveys on the status of the beneficiaries • Agreements signed with the University, Institute of Populorum Progressio, Secretary of Tourism and other cultural organizations. • Number of contacts with sales points in Europe, starting from 	<ul style="list-style-type: none"> • Institutions, organizations and associations working in the field of tourism and culture cooperate with the project • Appropriate level of motivation of the beneficiaries participating in training activities. • Development of a legal framework for crafts and local tourism, managed at the provincial authority level. • Favourable answer of domestic and international market. • Argentine Caritas, began contacts with the Italian Caritas and other organizations operating in the trade fair in Europe

			<p>the 2nd year.</p> <ul style="list-style-type: none"> • Register of attendance to courses. • Publication of a Book on the Inca culture 	
	<p>4. The areas of health and care have been refurbished (39 parish and related canteens managed by Caritas) will be supplied with food, small medical equipment and medicines.</p> <p>(Stimulated social dignity and identity of indigenous small farmers support as well the support to human development)</p>	<ul style="list-style-type: none"> • Improved, in the six health centres and canteens, due to the small revamping works and small supplies. • Periodic monitoring of the activities • Increase touristic presence in the communities • 80% of the members trained • Improvement of health care at community level 		

Annex 9.2.c. LOGIC OF INTERVENTION AND COMPARISON BETWEEN PLANNED AND ACTUALLY IMPLEMENTED RESULTS (Project GVC)

	LOGICAL FRAMEWORK	OBJECTIVELY VERIFIABLE INDICATORS	PROGRESS AT THE END OF THE PROJECT	SOURCES OF VERIFICATION	EXTERNAL CONDITIONS
Specific Objective	Economic reactivation of the Puna through the organisation of workers, by introducing tools to improve the living conditions, health and employment, as well as the production and direct marketing, integrating with activities directed towards the enhancement of tourism.	<ul style="list-style-type: none"> • An increase of at least 50% of the family income communities involved; • An increase of at least 50% of the turnover of the cooperatives (associated groups of production.) • Existence of a policy FOR promoting tourism, coordinated between the different institutions of the province (Strategic Plan). • Improving the food security of communities derived from the availability of fresh vegetables and locally produced meat; • A greater availability (30% per year) and variety of locally grown products; • Improved quality of locally produced vegetables organically grown, thanks to the gradual replacement of chemical fertilizer with organic fertilizer; • The marketing of agricultural products at local level, is covering at least 50% of demand. • Increased availability of 50% of the raw material (wool of llama and vicuna) and subsequent development of the production of apparel wool 	<ul style="list-style-type: none"> • The specific objective of the project was achieved thanks to the constant presence of the team on the field and to the generation and circulation of information and appropriate data. • The cooperative Las Salinas, as well as the weavers and groups of young people who work on community rural tourism have consolidated processes of previous years and responded with interest and enthusiasm to the inputs of growth arrived from the project. • Irrigation infrastructure has been improved and training on agricultural techniques had been successful in the reactivation of community cropping patterns; • This and the fieldwork associated with Caritas intervention on health and food security sectors has significantly improved the quality of life of populations. • The family income has increased by at least 50% • The Salinas cooperative has increased sales and improved administrative management • There is a policy and a strategy for rural tourism development • Food security conditions of beneficiary populations has improved 	<ul style="list-style-type: none"> • Balance sheets of the cooperative. • Periodic Participatory evaluation. • Technical reports of the consultants of the project. • Results of periodic surveys on the status of the beneficiaries. • Agreements signed with City Hall, universities, educational institutes, environmental associations and the Secretariat of Tourism, etc.. • Demographic data, statistical and economic town hall. • Results of periodic surveys on dietary balance of the community. • Register of attendance to courses and assessment of the levels of participation. 	<ul style="list-style-type: none"> • The Provincial mining Management sector provides assistance to cooperatives with training and consulting productive. • The Province supports the production of livestock llama and vicuna and its marketing, with the endorsement of a regional brand. • Passing by the employees of the cooperative attitudes of individualistic nature, and active collaboration in carrying out their work and decision-making. • The cooperative apply knowledge acquired with training courses, both in dietary habits balanced food, and for the cultivation techniques
R	1. The cooperative of salt	• An increase of 50% of the turnover of the	•The cooperative owns a general	• Balance sheets of the	• The <i>Las Salinas</i> beyond their

	<p>extraction is managed effectively and efficiently, both at productive and organisational level</p>	<p>cooperative;</p> <ul style="list-style-type: none"> • A 50% increase in net income of the cooperative; • An increase of 30% of the members of the cooperative; • The cooperative's products improve, so they are able to get a price increase of 30%; • The cooperative has diversified marketing, having different buyers getting less speculative prices and increasing its profits. • All members of the cooperative regularly use protective measures to do their work and decreases the incidence of diseases to the eye and the skin, during and after the project; • A monthly meeting to evaluate and improve the work • At least 80% of the beneficiaries participating in the courses regularly (about 33 participants) 	<p>know-how about the administration of the organisation</p> <ul style="list-style-type: none"> • The cooperative owns a master plan for the distribution of work functions and the implementation of administrative responsibilities • The cooperative manages institutional relations and formulates projects with a clear identification of the needs • The cooperative has diversified and increased production in the year 2010-2011 	<p>cooperative.</p> <ul style="list-style-type: none"> • Annual Report of the activities of the cooperative. • Periodic Participatory evaluations • Investigation on the status of the beneficiaries and periodic field visits. • Agreements signed with the Directorate of Mines. • Register of attendance to courses. • Monitoring Reports 	<p>individualistic attitude, collaborating with their work to the development of the cooperative.</p> <ul style="list-style-type: none"> • The provincial institutions maintain programs direct to the mining sector and support to local tourism
	<p>2. The Irrigation Consortia are equipped with infrastructures, supported by training and owns agricultural products for self-consumption and sale, with a greater efficiency and effectiveness in the marketing of agricultural products.</p>	<ul style="list-style-type: none"> • A 50% increase in turnover of the cooperative; • A 100% increase in profits in three years; • Improving the quality of available products; • The cooperative is in contact with the stores of organic products of the province and sells 30% of the surplus in the new channel; • 80% of beneficiaries attending training courses; • The greenhouse cultivation is adequately equipped in six greenhouses that will be implemented • The population of the community 	<ul style="list-style-type: none"> • Irrigation consortia of communities El Moreno and El Colorado are reactivated and organised • Irrigation consortia own a basic infrastructure for the cultivation of new lands • Irrigation consortia are based on integrated crop management and conservation of Andean bio-diversity • 4 greenhouses have been realised • Traditional techniques of cultivation have been recovered • Use of natural fertilizers • Trained teachers, students and mothers on irrigation water management and sustainable 	<ul style="list-style-type: none"> • Economic data. • Technical reports of the consultants of the project. • Results of periodic surveys on life condition of beneficiaries. • Agreements signed with the provincial government. • Register of attendance to training courses. 	<ul style="list-style-type: none"> • Farmers beyond the individualistic attitude and actively collaborate in the performance of their work.

		improves the daily diet, increasing the daily consumption of vegetables, using own products	agriculture <ul style="list-style-type: none"> • Reactivated the 30% of vacant and abandoned plots 		
3. Women working groups, devoted to breeding and clothing craft, are managed in an effective and efficient way from the point of view of organisation and production.	<ul style="list-style-type: none"> • A 50% increase in the income of working groups • 1 breeding unit of llama (around 15 animals). • The group's products enhance the diversification of sizes in a 50% within three years and introduce new graphic designs, typical of the Inca civilization; • The groups are in contact with several buyers, both local and international, that ensures the absorption of new production lines, in 80%; • Registration of a mark that certifies the products origin. • Published the study on local culture in about 2,000 copies 	<ul style="list-style-type: none"> • Shearing techniques, carding and wool's natural coloring have been improved • Recovered traditional weaving techniques • Organised 3 weavers groups totalling 65 craftswomen • Transferred know-how on the use of table frame • The weavers have increased and diversified production improving quality of textile artefacts • The weavers have increased by 30% the production sold through local channels 	<ul style="list-style-type: none"> • Economic data. • Periodic Evaluation of participation. • Technical reports of the consultants of the project. • Results of periodic surveys on the status of the beneficiaries • Agreements signed with the University, Institute of <i>Populorum Progressio</i>, Secretary of Tourism and other cultural organizations. • Number of contacts with sales points in Europe, starting from the 2nd year. • Register of courses attendance. • Publication of a Book on the Inca culture 	<ul style="list-style-type: none"> • Appropriate level of motivation of the beneficiaries participating in training activities. • Development of a legal framework for crafts and local tourism, managed at the provincial authority level. • Favourable answer of domestic and international market. 	
4. The areas of health and care have been refurbished (39 parish and related canteens managed by Caritas) will be supplied with food, small medical equipment and medicines. The rural tourism shall be promoted and developed (Stimulated social dignity and identity of indigenous small farmers support as well the support to human development)	<ul style="list-style-type: none"> • Revamped 3 health centres and canteens, due to the small works and equipment. • Periodic monitoring of the activities • Increase touristic presence in the communities • 80% of the members trained • Improvement of health care at community level 	<ul style="list-style-type: none"> • 3 health centres revamped and equipped • there is a health care and nutritional programme • 2 tourist centres built and functioning • 25 young people trained as tour guides • 25 young people trained on issues related to rural community tourism • 1 book published (La Puna) 	Periodic participation assessment. Technical reports of the project consultants. Results of periodic surveys on the status of the beneficiaries	<ul style="list-style-type: none"> • Argentine Caritas, began contacts with the Italian Caritas and other organizations operating in the trade fair in Europe • Institutions, organizations and associations working in the field of tourism and culture cooperate with the project 	

Annex 9.3. List of methodological documents

- OECD DAC Principles for the Evaluation of Development Assistance; OECD DAC, 1991
- OECD DAC Principles for Effective Aid - OECD DAC, 1992
- Evaluation Feedback for Effective Learning and Accountability, OECD DAC Network on Development Evaluation, 2001
- OECD DAC Glossary of Key Terms in Evaluation and Results Based Management- OECD DAC, 2002-2008
- OECD DAC Guidance for Managing Joint Evaluations - OECD DAC Network on Development Evaluation, 2006
- Evaluation Systems and Use, a Working Tool for Peer Reviews and Assessments
- OECD DAC Network on Development Evaluation, 2006
- Quality Standards for Development Evaluation- OECD DAC 18/1/2010.
- Swedish International Development Agency (Sida), Evaluation Policy (1999)
- Norwegian Agency for Development Cooperation (Norad), Evaluation Policy 2006-2010, (2006)
- Irish Aid- Department of Foreign Affairs, Evaluation Policy (December 2007)
- Danish International Development Agency (Danida), Evaluation Policy
- Dutch Ministry of Foreign Affairs: Policy and Operations Evaluation Department (October 2009)
- Evaluation Methods for the European Union's External Assistance, Vol. IV. Evaluation tools, EC 2006
- Aid Delivery Methods, Vol. I. Project Cycle Management Guidelines, EC, 2004
- Result Oriented Monitoring & Evaluation, EC, 2012

Annex 9.4. List of persons interviewed

4.1 Project implemented by ICEI

Name of person interviewed	Institution / Organisation
Valentina Uccelli	ICEI, Milan
Daniela Battafarano	ICEI, Milan
Alfredo Somoza	ICEI, Milan
Marco Morani	ICEI, Argentina
Andrés A. Conea	President, Tucumán Cooperative, Argentina
Humberto Henriquez	Treasurer, Tucumán Cooperative, Argentina
Franco E. Alvarez	Secretary, Tucumán Cooperative, Argentina
Alfredo Roberto Concolos	Member, Tucumán Cooperative, Argentina
López Soledad del Valle	Secretary, Valverde Cooperative, Argentina
Norma Medina	Secretary, Association of Small Farmers of Tucumán - APPMT, Argentina
Daniel Serrazuela	Treasurer, Association APPMT, Argentina
Juan Cruz	ICEI, Argentina
Bonifacio Flores (Chincho)	Missionary Movement of Agriculture – MAM, Argentina
Eugenio Casaleva	MAM/Cecopaf
Pedro Cervinio	FONAF
Felipe I. Romero	President, Cooperative La Tipa Ltda.
Ramon A. Ureña	Member, Cooperative La Tipa Ltda.
Humberto Ureña	Member, Cooperative Pachamama
Silvia Rosa Bravo	Member, Cooperative La Tuna
Julio E. Acosta	CADIF
Santiago Cervinio	CADIF

4.2 Project implemented by GCV

Name of person interviewed	Institution / Organisation
Valentina Ceppetelli	GVC, Bologna
Andrea Zani	GVC, Bologna
Lilli Marinello	GVC, Argentina
Nestor Alberto	Cooperative Las Salinas, representative of 48 members, all present to meeting, Jujuy, Argentina
Paulino Arias	CARITAS, Jujuy, Argentina
Elsa Coletti	CARITAS, Jujuy, Argentina
Maddalena Neri	CEFA, Argentina
Graciela Torres	Docente Università di Jujuy, Argentina
Ma del Carmen Alanis	Professor at Populorum Progressio, Argentina
Lorena R. Gómez	Professor at the University of Jujuy, Argentina
Carolina Rivera	Secretary of Tourism, Jujuy, Argentina
Mons.César D. Fernández	Bishop of Jujuy, Argentina
Irene P, de Pugliese	Vice-rector of Populorum Progressio, Argentina
Carlos Jesús Sánchez	School Director, El Moreno, Argentina
Córdoba Ismael	Fundation Los niños del mañana, Jujuy, Argentina
Sandra Orjina	Project for the Development of Tourism, El Moreno, Argentina
Diego Liguin	Project for the Development of Tourism, El Moreno, Argentina
Flora Calpanchay	Project for the Development of Tourism, El Moreno, Argentina
Armando Oreste	Project for the Development of Tourism, El Moreno, Argentina
Cayetano Santos Vitte	Project for the Development of Tourism, El Moreno, Argentina

Ana Zulena Chuychuy	Project for the Development of Tourism, El Moreno, Argentina
Tamara Chuychuy	Project for the Development of Tourism, El Moreno, Argentina
Nellida Liguin	Project for the Development of Tourism, El Moreno, Argentina
Raúl Vilte	Project for the Development of Tourism, El Moreno, Argentina
Paola Vilte	Project for the Development of Tourism, El Moreno, Argentina
Patricia Flores	Group of weavers, Jujuy, Argentina
Erlina Arjona	Group of weavers, Jujuy, Argentina
Silvia Rosa Bravo	Member, Cooperative Horticultura
Julio E. Acosta	CADIF, Argentina
Santiago Cervinio	CADIF, Argentina

Annex 9.5. List of documents reviewed

- ✓ Technical and Financial Project Proposals;
- ✓ Ex ante technical % financial evaluation, on behalf of the LTU based in Buenos Aires;
- ✓ Logical Frameworks (3 yearly progress);
- ✓ Technical & Financial progress reports (3 years);
- ✓ Interim reports;
- ✓ Demand and approval of project extension period;
- ✓ Demand of modifications/integrations and related approvals;
- ✓ New Financial Plan concerning modifications/integrations (GVC);
- ✓ Relevant correspondence between the NGO and the DGCS;
- ✓ Resolution n. 195;
- ✓ Interim Technical & Economic Evaluation;
- ✓ Book “La Puna” (GVC);
- ✓ Internal monitoring % evaluations (on behalf of NGO);
- ✓ Audits of Project implemented by GVC;
- ✓ Internal reports of the 2 NGOs;
- ✓ Specific Handbook for roles and responsibilities, CECOPAF;
- ✓ Lessons learned (spanish), ICEI;
- ✓ List of Suppliers of Marketing Centre of Buenos Aires, CECOPAF;
- ✓ Manual de procesos y procedimientos del Centro de Comercialización de productos de la agricultura Familiar (spanish);
- ✓ Agreements between the Projects and different institutions.

Annex 9.6. Staff and main actors

ICEI Project

Permanent staff		
Number	Qualification	origin
1	Italian coordinator (head of project)	Italy
1	Co-operator, expert in management, monitoring, administration and accounting	Italy
1	Local coordinator	Argentina
1	Assistant of local coordinator	Argentina
5	Regional coordinators	Argentina
10	Assistants of Regional Coordinators	Argentina
1	Administrator	Argentina
1	Coordinator for participative certification	Argentina
1	Graphic & communication	Argentina
1	Logistic coordinator	Argentina
1	Marketing expert	Argentina
1	Secretary	Argentina

Short time experts:	
- 1	Architect
- 10	AF Promoters AF for marketing study
- 1	Fair Promoter
- 3	Responsible for activities update
- 1	Marketing Expert for Marketing Study
- 10	Experts in bromatology
- 1	Certification advisor

- 1	Communication Expert
-----	----------------------

Main institutions involved in the Project (ICEI)

- FONAF – *Foro Nacional de la Agricultura Familiar*.
- *Secretaría de Agricultura, Ganadería, Pesca y Alimentación (SAGPyA)*.
- *Federación Agraria Argentina (FAA)*,.
- *Instituto Nacional de tecnología agro pecuaria (INTA)*,.
- *Instituto Nacional de Tecnología Industrial (INTI)*,.
- Central Market of Buenos Aires,.
- Istituto di Certificazione Etica e Ambientale (ICEA) of Milan University.
- CECOPAF;
- CECOAI;
- FECOAGRO;
- Cámara Agraria de General Conesa, Patagonia.

GVC Project

N.	Project Staff	Contract duration
1	International Project Coordinator	1 year
1	International Project Coordinator	2 years
1	Local Co-director	10 months
1	Assistant of local co-director	4 months
1	Responsible of marketing and trading	8 months
1	Marketing research	4 months
1	Responsible for production of organisations	8 months
1	Responsible for tourism development	4 months
1	Responsible on conflict solution	26 months
3	Managers of cooperative	3 years
3	Managers for productive cooperatives	3 years
3	Managers of craft cooperative	3 years
1	Secretary/logistic	1 year
1	Driver	1 year
1	Cooperative Expert	1 year
1	Responsible for final valuation	

Annex 9.7. Planned and implemented activities

Annex 7. ACTIVITIES FORESEEN AND CARRIED OUT (Project managed by ICEI)

PLANNED	CARRIED OUT	OBSERVATIONS
1.1 Technical assistance and follow up of organisations members of FONAF		
1.1.1 Annual participative planning of organisations - FONAF	National meeting of FONAF's organisations (6 tables); 7 meetings: to identify yearly participative planning	
1.1.2. Media campaign: publishing and regional implementation of the National Register of AF	visibility strategy: prepared, submitted, published and implemented	
1.2 Training of managers and members of beneficiary organizations in strengthening their capacity for		
1.2.1. 5 courses on legal aspects and cooperative strengthening. Benef. 30 producers, Misiones,	1 course on legal aspects to 30 organisations of FA (carried out by SAGPyA)	training managed by SAGPyA
1.2.2 Training courses on administration and accounting	2 courses carried out	detail in training table
1.2.3. 5 courses on management of organisations	1 strategic plan and 1 business plan	detail in training table
1.3. Organizing meetings to exchange experiences between the beneficiary organizations and FONAF		
1.3.1. 3 meetings on exchange of experiences, FONAF, Buenos Aires	3 meetings; 1 plenary meeting	
1.3.2. 3 National Forum on marketing of FA products	1 course on marketing to 66 organisations and local institutions; 2 workshops on marketing	
1.4 Meetings for coordination of marketing promotion and institutional representation of Family		
1.4.1. Meetings on marketing with representative of FA organisations; 60 meetings coordinated by CECOPAF	more than 80 meetings of FONAF at provincial and national level; between the Project and CECOPAF in order to establish marketing agreements	
1.4.2. Organisation of yearly meetings at national and provincial level	carried out	
1.5.1. Purchase of equipment for strengthening of 10 representative offices	6 centres of FONAF have been equipped	it was decided, with the agreement of FONAF, to equip just 6 centers
2.1 Infrastructure and materials to promote add-value of AF products		
2.1.1. Construction of 3 infrastructures for handling, storing, grading, selection and preparation of FA products	3 centres: Oberà, Buenos Aires, Rosario	
2.1.2. Purchase and processing of raw materials, labeling, packaging and distribution of FA products	Supply of equipments for 6 organisations	
2.2 Training of producers of beneficiary organizations in policy and quality systems of agricultural products		
2.2.1.5 Training courses bromatologic and sanitary regulations	1 Course in bromatology to 30 organisations, Misiones	2.2.1 The activity was not completed for problems related to the difficulty of completing the certification path. It not accompanied by the SAGPyA and due to available time was not possible to present a variant. Further details are provided in the comments of the expected result 2.
2.2.2.5 Trainin courses for quality systems application and control of FA products	6 courses in cooperativisme carried out by INTA	
2.3 Implementation of quality system for participative certification of AF products		
2.3.1. Management and enabling of 30 product lines with related registration in national and provincial Registers	made more than 30 product lines	(see comment 2.2.1)
2.3.2. 3 workshops for defining quality standards of FA products and related participative registration	3 workshop have been carried out with the support of 2 italian stagists	(see comment 2.2.1)
2.3.4. Draw up an Procedures Handbook for quality and processes of FA	carried out	
2.3.4. Training of representatives of beneficiary organisations on application of Procedures Handbook	carried out	
2.3.5. Design and establishment of a Board of Certification which includes representatives of public and private organisations for monitoring and auditing of approved quality procedures	ctivities not realised for political and institutional decisions	(see comment 2.2.1)
2.3.6. Start up of implementation of experimental phase of quality system	unspent remains as surplus	
2.3.7. Evaluation of quality standards by the Board and granting of participative certification to the organisations	unspent remains as surplus	(see comment 2.2.1)

Annex 9.8. List of Training Courses (ICEI Project)

Beneficiary Organisation / Member of FONAF	Location	Participative Planning		
		N. meetings	N. Participants	Based
Family farmers organisations	Buenos Aires	36	7 - 10	Bonpland
Asociación Entrerriana de Mujeres Campesinas	Entre Rios			
Asociación Pequeños Productores Tucumanos	Tucumán	11	15 - 21	Tucumán
ASPRODAM	Mendoza			
CEDEPO	Buenos Aires	36	7 . 10	Bonpland
Cooperativa Agropecuaria La Tipa Ltda.	Tucumán	6	8 - 10	Tucumán
Cooperativa Balchita	Río Negro			
Cooperativa Campo Grande	Río Negro			
Cooperativa de Productores Orgánicos Ltda.	Río Negro			
Cooperativa La Pachamama	Tucumán	3	12	Tucumán
Cooperativa La Tuna	Tucumán	3	15	Tucumán
Cooperativa Mujeres del Litoral	Santa Fe			
Cooperativa Rio Paraná	Misiones	36	7 - 10	Bonpland
FECOAGRO	San Juan	36	7 - 10	Bonpland
FECORSUR	Río Negro	12	15 - 20	Jacobacci
Ferias Francas Oberá	Misiones	22	15 - 18	Oberá
Movimiento Agrario Argentino	Misiones	36	7 - 10	Bonpland
Pequeños Productores Santiago del Estero	Santiago del Estero			
Red de Campo	Buenos Aires	36	7 - 10	Bonpland
UTR	Misiones			

Beneficiary Organisation / Member of FONAF	Location	National Plenary Meetings of FONAF			
		N. Meetings	N. Participants	Date	Based
Agricultores Productores Familiares	Buenos Aires	3	1200	03 - 05/06/11	Misiones
Asociación Entrerriana de Mujeres Campesinas	Entre Rios	1			
Asociación Pequeños Productores Tucumanos	Tucumán	3			
ASPRODAM	Mendoza				
CEDEPO	Buenos Aires	1			
Cooperativa Agropecuaria La Tipa Ltda.	Tucumán				
Cooperativa Balchita	Río Negro				
Cooperativa Campo Grande	Río Negro		800	31/08 and 01/09/11	Chaco
Cooperativa de Productores Orgánicos Ltda.	Río Negro				
Cooperativa La Pachamama	Tucumán	2			
Cooperativa La Tuna	Tucumán	2			
Cooperativa Mujeres del Litoral	Santa Fe				
Cooperativa Rio Paraná	Misiones	3			
FECOAGRO	San Juan	3			
FECORSUR	Río Negro	3	150	14 - 15/03/12	Buenos Aires
Ferias Francas Oberá	Misiones	3			
Movimiento Agrario Argentino	Misiones	3			
Pequeños Productores Santiago del Estero	Santiago del Estero	2			
Red de Campo	Buenos Aires	1			
UTR	Misiones	2			

Annex 9.9. Beneficiary Organisations (ICEI)

N.	Beneficiary Organisations	Region	Direct management of the project	Supplier of CECOPAF	Operating in the BONPLAN Market	Associated to FONAF
1	Agricultores Productores Familiares Florencio Varela	CENTRO		X	X	X
2	Agrupación Productores de la Agricultura de Mendoza	CUYO		X		
3	Asociación de Pequeños Productores de San Martin	NOA		X		
4	Asociación Entrerriana de Mujeres Campesinas	CENTRO		X		X
5	Asociación Pequeños Productores Tucumanos	NOA	X			X
6	ASPRODAM	CUYO		X		X
7	Blason	CENTRO		X		
8	CEDEPO	CENTRO	X		X	X
9	Cooperativa Cosechemos Juntos - Miel Chañar	NOA		X		
10	Co.Pro.Fai	NEA	X			
11	Cooperativa Agropecuaria La Tipa Ltda..	NOA	X			X
12	Cooperativa Apicola La Breapoceña	NOA		X		
13	Cooperativa Balchita	PATAGONIA	X			X
14	Cooperativa Bowen	CUYO	X			X
15	Cooperativa Campo Grande	PATAGONIA		X		
16	Cooperativa Campo Viera Ltda	NEA	X			X
17	Cooperativa de Productores Orgánicos Ltda.	PATAGONIA		X		
18	Cooperativa de Trabajo Alimentaria San Pedro	CENTRO		X		
19	Cooperativa La Riojana	NOA		X		
20	Cooperativa La Pachamama	NOA	X	X		X
21	Cooperativa La Tuna	NOA		X		
22	Cooperativa Malargue	CUYO		X		X
23	Cooperativa Mujeres del Litoral	CENTRO		X		
24	Cooperativa Rio Paraná	NEA	X	X		X

25	Cooperativa Siempre a la Pesca	CENTRO		X		
26	Facultad de Ciencias Agrarias Universidad del Cuyo	CUYO		X		
27	FECOAGRO	CUYO		X		X
28	FECORSUR	PATAGONIA	X			X
29	Ferias Francas Oberá	NEA	X	X		X
30	Fundación Cruzada Patagónica	PATAGONIA		X		
31	Hijos del Sol Comechingon	CENTRO		X		
32	Hamautta	CENTRO	X		X	
33	ICECOR	CENTRO	X		X	
34	La Alameda	CENTRO	X		X	
35	La Asamblearia	CENTRO		X		
36	Movimiento Agrario Argentino	NEA	X	X		X
37	Oasis del Sur – Mendoza	CUYO	X			
38	Pequeños Productores Santiago del Estero	NOA	X			X
39	Red Cañera de Misiones	NEA	X	X		
40	Red de Campo	CENTRO	X		X	X
41	Sentido Común	CENTRO		X		
42	Soncko Argentino	CENTRO	X		X	X
43	UTR	NEA	X			X

Location of small farmers by Region

Nº	Region / Province	Number of Organisations / Suppliers
1	Buenos Aires	18
2	Chubut	1
3	Córdoba	4
4	Corrientes	1
5	Entre Ríos	2
6	Formosa	1
7	La Rioja	4

8	Mendoza	9
9	Misiones	20
10	Neuquén	2
11	Rio Negro	3
12	Salta	1
13	San Juan	2
14	San Luis	1
15	Santa Fe	4
16	Santiago del Estero	4
17	Tucumán	3
TOTAL		80

Productive chains: a world of flavours and fragrances

Nº	Region / Province	Organisation / Supplier	Productive chain
1	Buenos Aires	Ecobolsas	Artigianato
2	Buenos Aires	Roberto Paez (Contacto)	Carne
3	Buenos Aires	Cooperativa Siempre la Pesca	Carne
4	Buenos Aires	Charly Page	Birra
5	Buenos Aires	Hamautta Miguel	Conserve e Sottoli / Sottaceti
6	Buenos Aires	Sentido Común	Conserve e Sottoli / Sottaceti
7	Buenos Aires	MTR	Cosmetica Naturale
8	Buenos Aires	Cooperativa de Trabajo Alimentaria San Pedro	Dolci
9	Buenos Aires	Marisa Palacios	Dolci
10	Buenos Aires	Claudia Villaverde	Prodotti Elaborati
11	Buenos Aires	Torgelon	Insaccati
12	Buenos Aires	Javier Lombardi	Funghi
13	Buenos Aires	La Lucita	Funghi
14	Buenos Aires	Leandro Hernandez	Funghi
15	Buenos Aires	Parque Pereyra	Uova

16	Buenos Aires	Natural Gourmet	Marmellate
17	Buenos Aires	Cecilia Sachse	Panificati
18	Buenos Aires	Luciano Rago	Panificati

Nº	Region / Province	Organisation / Supplier	Productive chain
1	Chubut	Fundación Cruzada Patagónica	Dolci

Nº	Region / Province	Organisation / Supplier	Productive chain
1	Córdoba	Hijos del Sol Comechigon	Conserve e Sottoli / Sottaceti
2	Córdoba	Ale De Dolores	Cosmetica Naturale
3	Córdoba	Romeo Arzimendi	Prodotti Secchi
4	Córdoba	Danilo Fan	Vini

Nº	Region / Province	Organisation / Supplier	Productive chain
1	Corrientes	Nilda Rivero	Succhi

Nº	Region / Province	Organisation / Supplier	Productive chain
1	Entre Rios	La Posada de la Leche	Conserve e Sottoli / Sottaceti
2	Entre Rios	Hector Muller	Formaggi
Nº	Region / Province	Organisation / Supplier	Productive chain
1	Formosa	Asociación Pequeños Productores de S. Martín	Legumi e Cereali

Nº	Region / Province	Organisation / Supplier	Productive chain
1	La Rioja	Diego Galindo	Frutta Secca / Olive e Miele
2	La Rioja	Cooperativa La Riojana	Olio e Oleaginose
3	La Rioja	Jose Alfredo Sarmiento	Frutta Secca
4	La Rioja	Pedro Fernando Cespedes	Conserve e Sottoli / Sottaceti

Nº	Region / Province	Organisation / Supplier	Productive chain
----	-------------------	-------------------------	------------------

1	Mendoza	Facultad de Ciencias Agrarias Universidad del Cuyo	Olio
2	Mendoza	Ricardo Sirotiuk	Olive
3	Mendoza	APPROSUR	Conserve e Sottoli / Sottaceti
4	Mendoza	Luis Angel Duarte	Conserve e Sottoli / Sottaceti
5	Mendoza	Cooperativa Bowen	Conserve e Sottoli / Sottaceti
6	Mendoza	Finca de La Vega	Spezie e Condimenti
7	Mendoza	ASPRODAM	Frutta Secca
8	Mendoza	Laura Marisa Lobos y Familia	Vini
9	Mendoza	Zamora Daniel y Pam	Vini

Nº	Region / Province	Organisation / Supplier	Productive chain
1	Misiones	Cooperativa Río Paraná	Accessori
2	Misiones	Ignacio	Artigianato
3	Misiones	Red Cañera	Zucchero
4	Misiones	Berta El Alcazar	Conserve e Sottoli / Sottaceti
5	Misiones	Carmen Goralevski	Conserve e Sottoli / Sottaceti
6	Misiones	Doña Mari	Conserve e Sottoli / Sottaceti
7	Misiones	Elena Goralevski	Conserve e Sottoli / Sottaceti
8	Misiones	Familia Peñalba	Conserve e Sottoli / Sottaceti
9	Misiones	L Knack	Conserve e Sottoli / Sottaceti
10	Misiones	Loira	Conserve e Sottoli / Sottaceti
11	Misiones	Maria Kunasec	Conserve e Sottoli / Sottaceti
12	Misiones	Rocas de Maipu	Conserve e Sottoli / Sottaceti
13	Misiones	Sara Sanabria	Conserve e Sottoli / Sottaceti
14	Misiones	Vilmar Muller	Conserve e Sottoli / Sottaceti
15	Misiones	Violeta Tartaren	Conserve e Sottoli / Sottaceti
16	Misiones	Palmira de Minoura	Conserve e Sottoli / Sottaceti
17	Misiones	Sol de La Selva	Miele
18	Misiones	Doña Mari	Miele

19	Misiones	Cerro de las Misiones	Vini
20	Misiones	Ferias Francas	Yerba Mate

Nº	Region / Province	Organisation / Supplier	Productive chain
1	Neuquen	Vanesa isaguirre	Dolci
2	Neuquen	Manos Unidas	Frutta Secca

Nº	Region / Province	Organisation / Supplier	Productive chain
1	Rio Negro	Arkana Cremas - Marta Rivas	Cosmetica Naturale
2	Rio Negro	LOS 9 CEREZOS	Marmellate
3	Rio Negro	AIWEN	Dolci

Nº	Region / Province	Organisation / Supplier	Productive chain
1	Salta	Sentaditos	Legumi e Cereali

Nº	Region / Province	Organisation / Supplier	Productive chain
1	San Juan	Fecoagro	Olio / Olive / Dolci / Conserve / Frutta Secca
2	San Juan	Juan Diapolo y Familia	Vini

Nº	Region / Province	Organisation / Supplier	Productive chain
1	San Luis	Anaco SA	Prodotti Secchi

Nº	Region / Province	Organisation / Supplier	Productive chain
1	Santa Fe	Cooperativa Mujeres del Litoral	Conserve e Sottoli / Sottaceti
2	Santa Fe	Rosario Natural	Cosmetica Naturale
3	Santa Fe	Estancia La Tranquilina	Marmellate
4	Santa Fe	Silvia Cristina Marias	Pasta

Nº	Region / Province	Organisation / Supplier	Productive chain
1	Santiago del Estero	Griselda Cristina Soria	Latticini
2	Santiago del Estero	Baguala	Legumi e Cereali
3	Santiago del Estero	Cooperativa Apicola Cosechemos Juntos	Miele
4	Santiago del Estero	Cooperativa Apicola La Breapoceña	Miele

Nº	Region / Province	Organisation / Supplier	Productive chain
1	Tucuman	El Artesano	Dolci
2	Tucuman	Cooperativa La Pachamama - Fernando Nieva	Spezie e Condimenti
3	Tucuman	Julio Acosta	Legumi e Cereali

I Piccoli Produttori Familiari: Protagonisti del Cambiamento

Attualmente i CECOPAF vendono i prodotti di 80 organizzazioni di piccoli produttori:

Nº	Region	Organisation / Supplier	Profile
1	Buenos Aires	Ecobolsas	2
2	Buenos Aires	Roberto Paez (Contacto)	1
3	Buenos Aires	Cooperativa Siempre la Pesca	4
4	Buenos Aires	Charly Page	1
5	Buenos Aires	Hamautta Miguel	1
6	Buenos Aires	Sentido Común	2
7	Buenos Aires	MTR	4
8	Buenos Aires	Cooperativa de Trabajo Alimentaria San Pedro	4
9	Buenos Aires	Marisa Palacios	1
10	Buenos Aires	Claudia Villaverde	1
11	Buenos Aires	Torgelon	4
12	Buenos Aires	Javier Lombardi	1
13	Buenos Aires	La Lucita	1

14	Buenos Aires	Leandro Hernandez	1
15	Buenos Aires	Parque Pereyra	1
16	Buenos Aires	Natural Gourmet	3
17	Buenos Aires	Cecilia Sachse	1
18	Buenos Aires	Luciano Rago	1
19	Chubut	Fundación Cruzada Patagónica	3
20	Córdoba	Hijos del Sol Comechigon	2
21	Córdoba	Ale De Dolores	1
22	Córdoba	Romeo Arzimendi	1
23	Córdoba	Danilo Fan	1
24	Corrientes	Nilda Rivero	1
25	Entre Rios	La Posada de la Leche	1
26	Entre Rios	Hector Muller	1
27	Formosa	Asociación Pequeños Productores de S.Martin	4
28	La Rioja	Diego Galindo	3
29	La Rioja	Cooperativa La Riojana	4
30	La Rioja	Jose Alfredo Sarmiento	1
31	La Rioja	Pedro Fernando Cespedes	1
32	Mendoza	Facultad de Ciencias Agrarias Universidad del Cuyo	3
33	Mendoza	Ricardo Sirotiuk	1
34	Mendoza	APPROSUR	3
35	Mendoza	Luis Angel Duarte	1
36	Mendoza	Cooperativa Bowen	4
37	Mendoza	Finca de La Vega	2
38	Mendoza	ASPRODAM	3
39	Mendoza	Laura Marisa Lobos y Familia	1
40	Mendoza	Zamora Daniel y Pam	1
41	Misiones	Cooperativa Río Paraná	4
42	Misiones	Ignacio	1

43	Misiones	Red Cañera	3
44	Misiones	Berta El Alcazar	1
45	Misiones	Carmen Goralevski	1
46	Misiones	Doña Mari	1
47	Misiones	Elena Goralevski	1
48	Misiones	Familia Peñalba	1
49	Misiones	L Knack	1
50	Misiones	Loira	1
51	Misiones	Maria Kunasec	1
52	Misiones	Rocas de Maipu	1
53	Misiones	Sara Sanabria	1
54	Misiones	Vilmar Muller	1
55	Misiones	Violeta Tartaren	1
56	Misiones	Palmira de Minoura	1
57	Misiones	Sol de La Selva	1
58	Misiones	Doña Mari	1
59	Misiones	Cerro de las Misiones	1
60	Misiones	Ferias Francas	1
61	Neuquen	Vanesa isaguirre	1
62	Neuquen	Manos Unidas	1
63	Rio Negro	Arkana Cremas - Marta Rivas	1
64	Rio Negro	LOS 9 CEREZOS	1
65	Rio Negro	AIWEN	1
66	Salta	Sentaditos	2
67	San Juan	Fecoagro	5
68	San Juan	Juan Diapolo y Familia	1
69	San Luis	Anaco SA	1
70	Santa Fe	Cooperativa Mujeres del Litoral	4
71	Santa Fe	Rosario Natural	3

72	Santa Fe	Estancia La Tranquilina	1
73	Santa Fe	Silvia Cristina Marias	1
74	Santiago del Estero	Griselda Cristina Soria	2
75	Santiago del Estero	Baguala	1
76	Santiago del Estero	Cooperativa Apicola Cosechemos Juntos	4
77	Santiago del Estero	Cooperativa Apícola La Breapoceña	4
78	Tucuman	El Artesano	1
79	Tucuman	Cooperativa La Pachamama - Fernando Nieva	4
80	Tucuman	Julio Acosta	1

Annex 9. 10. Result Oriented Monitoring (ROM)

ROM system was launched in response to the recommendation of the Council of the European Union (EU) of May 1999, which aimed at strengthening monitoring, evaluation and transparency of Community development aid.

I sistemi di monitoraggio orientati a risultati come ROM non solo includono prodotti ma anche effetti diretti (i benefici tratti dai prodotti) e l'impatto (il contributo di un intervento allo sviluppo di un settore o zona geografica).

The ROM is a system of periodic review to determine how is advancing a project on term of resource use, implementation, results and risk/hypothesis management. Monitoring is a continuous and systematic collection of relevant information for analysis (audit and evaluation), for appropriate decision-making and to manage the risks inherent to the intervention.

Monitoring systems Results Oriented, as ROM, not only include products but also direct effects (benefits from products) and impact (the contribution to the development of a sector or geographic area).

Il Monitoraggio ROM:

- Fornisce informazione ai gestori dei progetti;
- Offre una visione globale sulla situazione dell'aiuto allo sviluppo;
- Contribuisce alle sistematizzazione delle buone pratiche.

ROM provides:

- Information for project managers;
- An overview on the situation of development aid;
- Contribute to the systematization of best practices and lessons learned.

Uses of ROM

ROM provides independent advice which is useful on three levels:

- the micro level of the project,
- the macro level of donor development portfolio performance and
- the level of the programming cycle.

1. ROM's main objective is at the micro level, where it informs stakeholders of project performance and helps project managers "to think in result oriented terms". It provides direct feedback on success and problems during implementation and gives recommendations on how to improve operations. It enables project managers to take informed and timely decisions. However, for its day-to-day management needs, project management will need more detailed, up-to-date information than ROM can deliver. Therefore (internal) monitoring and reporting schemes are, or should be, put in place by project managers to ensure that information on project progress is available any time. It should be kept in mind that ROM is not only useful for project management through the final deliverables – Monitoring Reports (MR), Background

Conclusion Sheets (BCS) and Response Sheets (RS). The ROM process itself, including the discussions the ROM experts initiate with and among the stakeholders, can stimulate thinking in results-oriented terms and encourage improvements of project performance.

2. As an added value, ROM provides statistical data on overall donor development portfolio performance in respect of criteria relevance, efficiency, effectiveness, impact and sustainability. Performance can be compared across regions and over time. The statistical information can support key management and strategic decisions.

3. Lessons learned and experiences collected in ROM, and extracted from ROM through qualitative studies, can feed into strategic planning and the ex-ante assessments of projects. ROM therefore contributes directly to the learning cycle.

ROM should take into account the advancement of the project in its life cycle. During the first year of a project, design, efficiency and effectiveness are key as there is sufficient time to implement proposed recommendations and therefore to put a project back on track. Potential impact and sustainability will be more significantly reviewed when close to the end of a project. Still, all BCS sheets have to be filled-in.

In a subsequent ROM several aspects need to be considered:

- Follow-up on recommendations of the previous ROM exercise will be scrutinized
- Capability of the project to adjust to its environment,
- Quality of the revised logical framework including indicators, if deemed necessary in the previous ROM.

If there are changes in the project background and in the intervention logic, they should be reported in the PS and assessed in the MR, accordingly. Differences in grades between current and previous ROM have to be explained in the report particularly if they are significant. If, during a subsequent ROM, the ROM expert does not observe any significant changes on a specific aspect of the project, he can make a reference to the previous report.

In practice:

The ROM experts make periodic visits to projects and programmes on the field, checking documents and reports and, more relevant, interviewing the actors involved, including beneficiaries. With the information gathered, the monitors write concise and objective reports. In order to ensure the quality and comparability of such reports, the methodology used is structured on an internationally standardised assessment criteria: relevance, efficiency, effectiveness, impact and sustainability. In each research report, these criteria receive a rating by the monitor to identify the areas that need to be improved or lessons learned.

The on-going ROM can be defined as a system of prior notification which, if used properly by all stakeholders, can contribute to the improvement of projects in terms of results, impact and be sustainable in the long term.

Practical example of ROM management

Pertinenza (o Rilevanza): bisogna valutare l'adeguamento degli obiettivi del progetto ai problema, necessità e priorità reali dei gruppi meta e beneficiari destinatari ai quali si suppone si dirige il progetto, al contesto fisico e politico nel quale si opera.

1. Quale è il livello attuale di pertinenza del progetto?
2. Nel disegno attuale, che fattibilità e flessibilità ha il progetto? (che riguarda la pianificazione no l'esecuzione).

Relevance: they must evaluate the adaptation of the project objectives to the problem, need and real priority of target groups and recipients r to whom it is supposed to head the project, to physical and political context in which it operates.

1. Which is the current level of relevance of the project? I
2. In the current design, what feasibility and flexibility has the project? (related to the planning)

Efficiency

1. Assess the availability of means/resources;
2. Perform tasks;
3. Achievement of results;
4. Contribution of membership/involvement;

Effectiveness

1. All beneficiaries have access to the results/services of the project?
2. The expected beneficiaries are using and benefiting from the results/services?
3. In the current implementation, what is the probability to reach the objectives as specified and measured in the OVI?
4. To what extent have been taken into account the observations and key recommendations, if there were previous monitors/evaluation visits, to improve the achievement of the objectives?

Impact:

1. what is the probability that verify the hypothesis at the level of objectives, so that the impact of the project does not see threatened by external factors?
2. The extent to which the project controls its impact more broadly positive and/or negative in society and in the field and, if necessary, take appropriate measures to improve the positive impact or decrease the negative impact?
3. To what extent have been taken into account the observations and key recommendations, if there were previous monitors/evaluation visits, to improve the achievement of the objectives?

Sustainability

1. Financial/economic sustainability?
2. What is the level of appropriation of the project beneficiaries and which will probably once finished the external aid?
3. What is the level of political support received and the degree of interaction between the project and the political level?

4. To what extent the project contributes to the institutional and management capacity?
5. To what extent the project focuses on socio-cultural aspects?
6. To what extent the project considers equality between women and men?
7. To what extent is appropriate technology (human and technical) introduced and used in the project?
8. How do you take into consideration environmental aspects?

For each criterion evaluated through a series of questions are indicated main recommended actions and implementing entities (in order of priority); It gives a score (A, B, C, D) where A = Very good; B = Good; C = Problems; D = Serious Deficiency.