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Ex-Post Evaluation Report for KOICA Community Development Project for the Resettled Population in Guatemala

KOICA

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2011.12



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This evaluation study was entrusted to Re-shaping Development Institute (ReDI) by KOICA for the purpose of independent evaluation research. The views expressed in this report do not necessarily reflect KOICA's position.

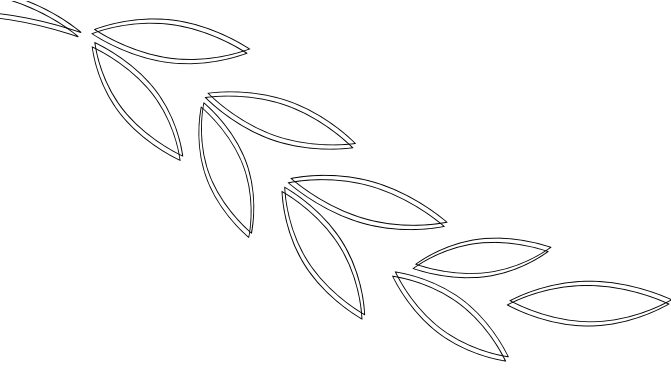
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Abbreviations

CPS	Country Partnership Strategy
CSC	Community Sustainability Committee
DAC	Development Assistance Committee
DIGEEX	General Directorate of Non-formal Education (Ministry of Education)
EC	European Commission
FAO	Food and Agriculture Organization
FGI	Focus Group Interview
FS	Feasibility Study
GDP	Gross Domestic Product
GIA	Gender Impact Assessment
GNI	Gross National Income
HDI	Human Development Index
HPI	Human Poverty Index
IADB	Inter-American Development Bank
IFAD	International Fund for Agricultural Development
KOICA	Korea International Cooperation Agency
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
MPI	Multidimensional Poverty Index
ODA	Official Development Assistance
OECD	Organization for Economic Cooperation and Development
PBA	Programme Based Approach
PCD	Policy Coherence for Development
PDM	Project Design Matrix
PM	Project Manager
PMC	Project Management Consulting
PPP	Public Private Partnership
PSC	Project Steering Committee
SPSS	Statistical Package for the Social Sciences
SWAp	Sector-Wide Approach
UN	United Nations
UNICEF	United Nations Children's Fund
UNDP	United Nations Development Programme
USAID	U.S. Agency for International Development
WB	World Bank



Executive Summary



I

Executive Summary

This evaluation is an overall *Ex-post evaluation* of the Community Development Project for the Resettled population in Guatemala in order to investigate the success of the development project with regards to helping the refugees to resettle, and improved their capacity for sustainable development. The team conducted the evaluation based on the five criteria recommended by OECD / DAC - *Relevance, Efficiency, Effectiveness, Impact and Sustainability*.

The *Community Development Project for the Resettled Populations in Guatemala*, which covered a total 456 families with a population of 2,477 in four villages, intended to help refugees from the Guatemalan civil war that lasted 36 years from 1960, whom fled to mountain areas and Mexico to avoid threats posed upon them due to the destruction of their social and economic ground, then later returned after signing of the Refugee Reconstruction Agreement with the Guatemala government, resettled all across the country.

The first phase of the evaluation was based on the *Theory of Change*, a *Conceptual Framework* which were adopted in order to draw upon conclusions on the key issues such as lack of accessibilities to various social and economic services as well as social discrimination, isolation and exclusion that resettled population of Guatemala was encountering. The second phase was based upon *Results Framework* and *Logical Framework* which were reconstructed in order to develop the criteria for evaluation. For the third phase, domestic interviews for KOICA staff were conducted and relevant key persons concerned with the

project. For the fourth phase, a survey questionnaire for beneficiaries was developed. In the fifth phase in the evaluation, a field survey team for on-site research in Guatemala was organized. The team visited four villages, where the project was performed, carried surveyed every family in the four villages. The team also conducted interviews on key participants, focus group discussions with village residents, in-depth interviews and on-site researches to collect and analyze data. Both quantitative and qualitative were collected and analyzed utilizing a triangulation method, in order to draw results for the overall ex-post evaluation.

The five criteria used in the assessment are as follows.

- (*Relevance*) The project attempted to improve the capacity for development by offering and enhancing the basic living infrastructures for local residents. The project, was designed to meet the needs of partner country, with regards to resolving the problems facing the resettled refugees, these include social isolation and lacking opportunities for economic activities, and therefore highly relevant under the given situation. Since it was an overall local development project characterized as the participative development, the importance of residents participation through active community organization activities were realized in the early stage of project as well as in the projects implementation stage, in most of the villages. However, it is important to note that the participation of women was limited in the planning and implementation stages. However, their level of participation in the project cycle varied from village to another.
- (*Efficiency*) As in the most cases of the existing rural developments projects, this project also shows lack of a detailed implementation strategy to achieve various and extensive objects set up in the project planning phase, which resulted negatively on overall *Efficiency* of the project. In

the early stage of planning, some difficulties were faced regarding the cooperation and the roles of interested parties in the project. Absence of the Guatemalan ministry of agriculture in the project posed a major hindrance to the success of the project, especially in the case of diversification of income sources for the local residents.

- (*Effectiveness and Impact*) The building of social infrastructure such as community centers, education facilities and the offering social services have clearly contributed to the local population improved accessibility of those related services in the four villages. As a direct result of the projects, there has been large increase in the numbers of person received secondary education in the facilities located within villages, whereas there was none prior to year 2008. However, regarding to the projects activities with regards to increase of income source diversification, questionnaire responds and the field survey confirmed that the projects related agriculture business were yet to be implemented adequately. Though there was some progress made in the matter of diversifying of income sources in each of villages, it was identified that the progress was made by local initiatives and not much affected by KOICA project.
- (*Sustainability and Cross-cutting Issues*) In the progress of the project, general risk management and exit strategies were inadequate, including decisions on whether the project should be expanded or follow-up measures were needed. Hence, monitoring structures for medium and long term results was judged to be limited. In the analysis on the village level, the important factors that fostered sustainability include the ownership and comprehensive leadership of community organizations on the activities for income increase, and whether the instructors were dispatched to education and training facilities.

Based on the result of overall *Ex-post Evaluation* shown above, suggestions were made for future Korean development projects and similar refugee resettlement support programs presented below. The following suggestions are aimed to offer practical and effective ways for further improvements, which then can be utilized in conducting projects and policies, project formation and planning, implementation as well as evaluation of projects in the future.

First, a Systematic Project Formation Study and an Integrated Feasibility Studies Framework need to be arranged. Deciding project items by comparing partner country's national development plans and analyzing specified details in an aid strategy framework for each country is also recommended. Development priorities and needs should be investigated and decided by experts in a more objective manner. Also, it is recommended that a detailed pre-survey be undertaken in order to identify and generate data on the population affected by the project, thus creating criteria's on the selection of beneficiaries, collecting Baseline Data and Gender Disaggregated Data should be conducted. Through such a process, flexible exit strategies and measures for post managements would also needs to be created.

Second, monitoring and evaluation process need to be enhanced. It was identified that the project, was lacking in detailed objects and strategies, implementation practices, a Logical Framework to achieve extensive and various goals of the project aim negatively impacted on the overall efficiency and effectiveness of the project. Thus, for the future KOICA projects, it is paramount to establish a logical outcome model and to set up attainable detailed goals based on SMART criteria. Furthermore, conducting an expanded interim, conclusion and post appraisal is urgently needed, as well as a pilot study in order to adoption a field based assessment, methodology of evaluations used by other donor countries and international organization for the application in the existing system. Additionally, research and utilization of evaluation methodologies and

a participative evaluation is needed to enhance field assessment.

Third, “localization” of KOICA projects for consolidating Integrated Program is necessary. To expand such programs, it is essential to increase the budgets of each of the project units, as well as to adopt a multi-year development project in order to improve its overall quality. Given the limited local human resource, field offices and dispatched experts need to actively participate in the working groups of each sector and to establish a human network. Localized PPP or triangular form of cooperation is also needs to be promoted.

As for the case of this project, to implement rural area development programs, it is necessary to consider some ways to allow experts in each field (i.e. agriculture, public health, education) in KOICA's core project to reside longer at the field offices by increasing KOICA offices budget. Most of all, creating an environment which would enable a successful comprehensive rural area development project is vital. A stable climate for projects that can promote a comprehensive as well as an effective process in order to building the needed infrastructure for rural area development, supporting agricultural techniques, enhancing competences through job training is necessary. In order to realize such climate, there needs to be certain degree of changes in the ways that KOICA's projects are currently being carried out.

Expanding multi-year projects, budget structures and establishing a flexible resource allocation system that can be applied in each situation is judged to be indispensable, especially for the local community development, where the approaches for participative development and expansion of a multiyear program is essential. In the case of a comprehensive rural area development program, enhancing the connections between education and job training programs, is a more effective ways of planning and implementing a program can improve

positive effects of the intended project as well as actual income increase and diversification of source of income. Furthermore, by expanding projects that focused on education and job training for develop beneficiaries' competences, securing sustainability and extending effects of project is needed along with changes in policies and contents of KOICA's project.

Fourth, the improvement in the overall competences of the Project Manager (PM) and Project Managing Constructor (PMC) is needed. Recognizing the fact that the competence of PM is not only about fulfilling the minimum responsibilities of PMC, but plays major role on enhancing overall quality of KOICA's development cooperation projects, the improvement of local PMC and PM competences through education training that includes KOICA strategy in each of the regions and sectors with an emphases on social, cultural characteristics is required. In order to achieve this, strengthening intensive training programs before dispatching experts is needed as well as an increase support and monitoring of KOICA field offices.

The gap between the rich and the poor in Guatemala is the 3rd highest in the world. With Regards to the poverty issue of native population living in rural areas, problems which derive from social isolation and exclusion and a lack of available economic opportunity are becoming major social issues. The project is intended to offer basic living infrastructure for the resettled refugees, enhancing their competences for spontaneous development. Its significance is in reducing poverty and contributing to self development in order to meet refugee needs. Based on the lessons drawn from this assessment, in order to enhance the effectiveness of future KOICA projects, it is imperative to adopt the recommendations presented in this evaluation report in every step of development projects, such as indentifying policies related to local community development, planning, performing and evaluating the project.



BACKGORUND



II

BACKGORUND

- The social, economic ground and accessibilities for basic services is indispensable conditions of human living. To support such condition, provision of social infrastructures and services for education, public health with the minimum level of economical ground and productive capacity are needed.
- More than half of Guatemalan population became refugees or rebels because of the destruction of social, economic ground resulted from civil war that lasted 36 years since 1960, continuing their life in Mexico or mountainous region.
- After the signing of permanent peace treaty between Guatemalan government and rebels in 1996, many of the refugees have returned, resettled all over the country under the assurance for their living from the government. However, most of these refugees are making their scant living with small land provided by government, and this has not been changing in last 16 years.
- Conducting comprehensive development of communities, providing social and economic ground, public services such as education, public health for refugees are vital issues for stable resettlement of returned refugees as well as the national stable and development of Guatemala.
- Including many international organizations such as The International Fund for Agricultural Development (IFAD), Inter-American Development Bank (IADB), World Bank, aid organizations in the United States, Spain, the European Union, Japan are mainly supporting education, public health, community development or other social development sectors.
- Guatemala is a major partner country of KOICA in Latin America, and main

focus of aid is on the education and job training area.

- This evaluation was performed to analyze whether the Community Development Project for the Resettled population in Guatemala have contributed to provision of social, economic ground as well as the improved accessibility of such services for refugees to resettle stably.
- For the such purposes, the evaluation have analyzed the effects and impacts of the project by overall post assessment, pointed out some inadequacies discovered during the process of project, tried to suggest ways of improvements for more effective performance in the planning and implementing the future project.



PROJECT OVERVIEW



III

PROJECT OVERVIEW



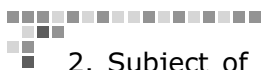
1. Purpose of the Evaluation

- The evaluation is an overall post assessment for the Community Development Project for the Resettled population in Guatemala to assess whether the project has supported the refugees to settle and improved capacity of their spontaneous development. It has conducted its analysis based on the criteria of evaluation suggested by OECD/DAC; Relevance, Efficiency, Effectiveness, Influence and Sustainability
- The evaluation has conducted both quantitative and qualitative analysis in a properly balanced way, applying Participatory Evaluation method to contribute qualitative improvements of post assessment on KOICA's project.
- The focus of the evaluation was on the drawing implications that can be utilized in similar projects in the future, by suggesting improvements on the KOICA's programs policies, project planning, and implementing as well as evaluation process.
- This evaluation has conducted both Performance Evaluation and Process Evaluation for the purpose of improving project. By doing so, it tried to draw conclusion and strategic lessons based on grounds, offering valid policy suggestions.
- The main purpose of the project is to postulate refugee's resettlement again and reducing poverty by improving productivity of agriculture, enhancing living condition as well as developing overall competences of residents. A

Conceptual Framework, which includes technical, structural, social, economic factor, was adopted to assess whether the project have accomplished its purpose.

<Table 1> Type of evaluation and its purpose

Conceptual Framework	
Analyzing background and factors that brought different outcomes from similar inputs	
(Process Evaluation)	(Performance Evaluation)
By evaluating the process of the projects, suggesting lessons and ways to improvements	Analyzing outcome of the project; Enhancing comprehensive competence of community organizations in resettled refugee's village, Increase in enrolment for secondary education



2. Subject of the Evaluation

- The main contents of project which have been assessed in this evaluation, is shown in the Table below.

<Table 2> Basic Information on the Project

Project title	Community Development Project for the Resettled population in Guatemala
Project purpose	Supporting refugees to resettle, enhancing their economical competences by Providing education for self support, skills, job training.
Project area	4 Guatemalan villiges (Nuevo Horizonte, Nuevo Mexico, Santa Euralia, Resurreccion Balam)
Project scale	2.5 million USD
Project duration	From 2007 to 2009 (For three(3) years)
	Dispatching experts and inviting trainees. <ul style="list-style-type: none"> ○ Project Manger/ Rural Development Specialist: eighteen (18) months. ○ Rural Area Development field: 20 person / two(2) weeks Executing pilot project <ul style="list-style-type: none"> ○ Building Community Center (for four(4) villiges)

<Table 2> continued

	<ul style="list-style-type: none"> ○ Improving cooking equipments of kitchens, and renovating restroom (for two(2) villages) ○ Offering job trainings (for four(4) villages) ○ Installing simplified water supply system (for one(1) village) ○ Repairing inner-village road (for two(2) villages) <p>Providing materials</p> <ul style="list-style-type: none"> ○ For repairing inner-village road ○ Building fish farms and providing equipments needed for operation. ○ Establishing center for agricultural product process and providing materials for operating. ○ Equipments and tools for job training <p>Hosting workshops and evaluations</p>
Project contents (Guatemala)	<ul style="list-style-type: none"> ○ Providing equipments and administrative supports, organizing office, offering supportive personnel, offering support when entering/leaving country, ensuring safety, selecting eligible applicants for training.

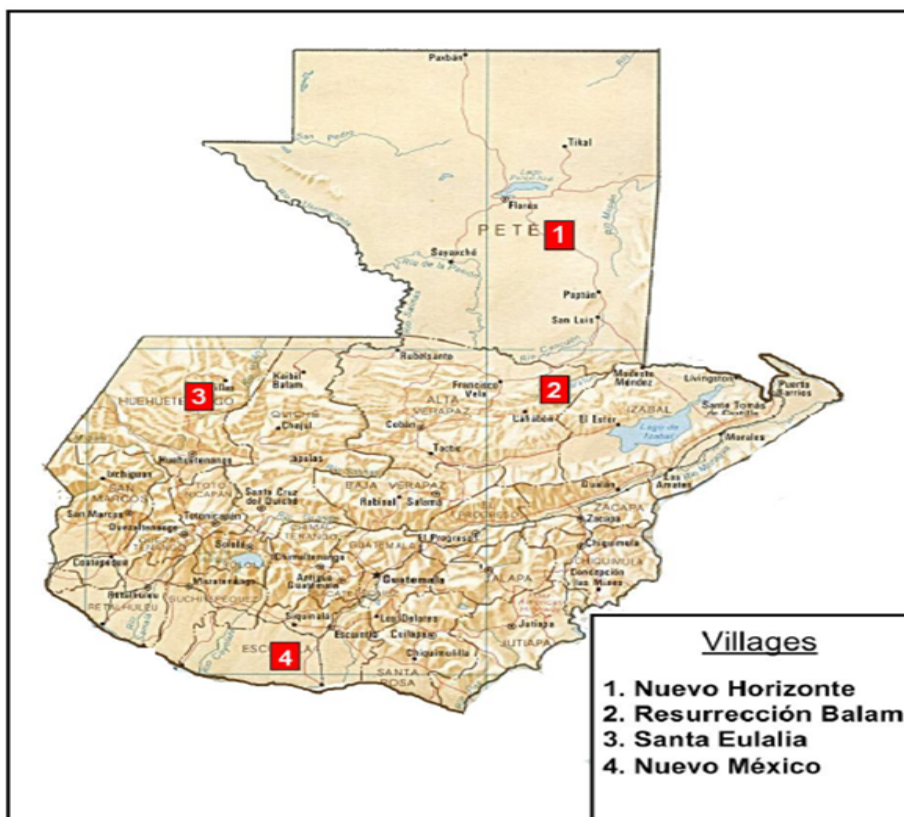
- The evaluation was conducted by visiting the 4 villages covered by the project; Nuevo Horizonte, Nuevo Mexico, Santa Eulalia, Resureccion Balam.

The number of benefited families and population from the project is shown on table 3.

<Table 3> The Number of Benefited Families and Population from the Project

Village Name	No. of Family	No. of population
Nuevo Horizonte	91	387
Nuevo Mexico	90	501
Santa Eulalia	125	725
Resureccion Balam	150	864
Total: 4 Villages	456	2477

<Figure 1> Map of the Project area



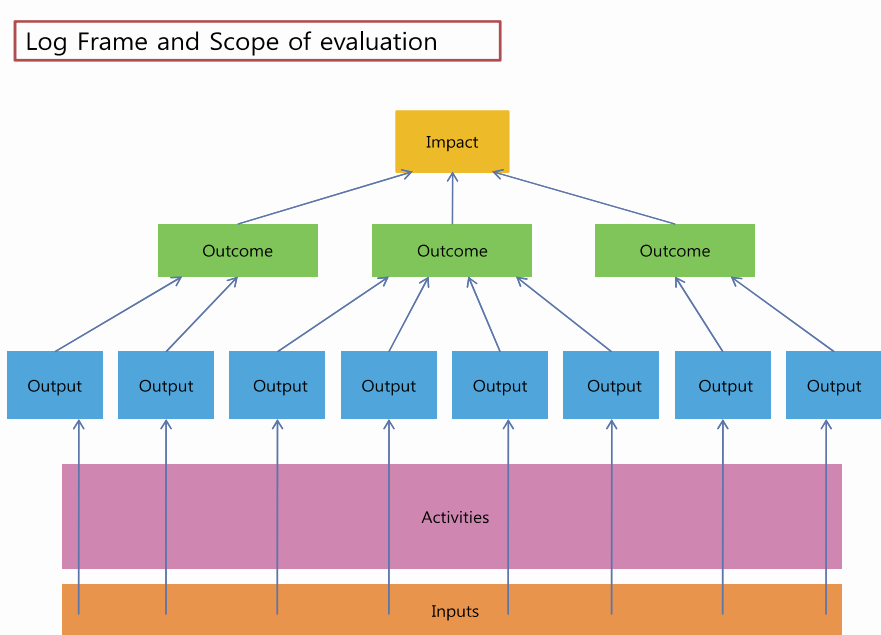
■ 3. Evaluation Methods and Process

3.1. Logical Framework and Conceptual Framework

- By drawing performance chain, Overall Logical Framework and Logical Framework for each village that fits to the rural/local area development project as well as Performance Evaluation that was intended to understand flow of 'Inputs-Outputs-Outcomes-Impacts' of the project has conducted.

- By Process evaluation on Input-Output relation of the projects, more comprehensive and practical policy suggestions were made.

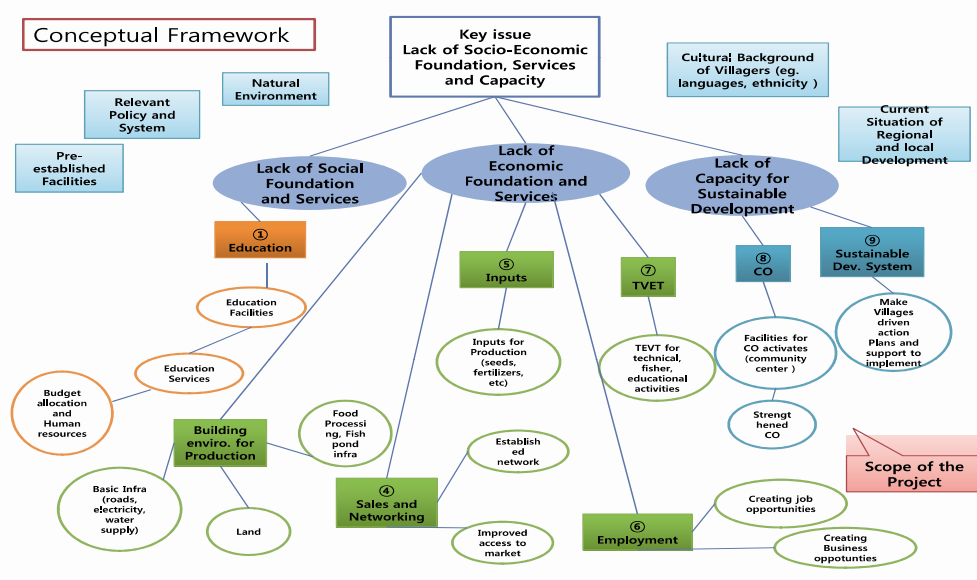
<Figure 2>Scope of Log Frame



- This evaluation have analyzed the key issues of resettled refugees of Guatemala encountered including social discrimination, isolation and exclusion with lack of accessibility for social, economic services through extensive researches on related literatures from both within the country and from abroad.
- In this evaluation, based on the Theory of Change, Conceptual Framework was adopted to investigate the causes and backgrounds that brought differentiated outputs despite of similar inputs.
- As presented in <Figure 3>, to resolve the issues of insufficiency in social infrastructures and services, construction of community centers and education facilities, provision of social services and education programs were made as the elements of the project.

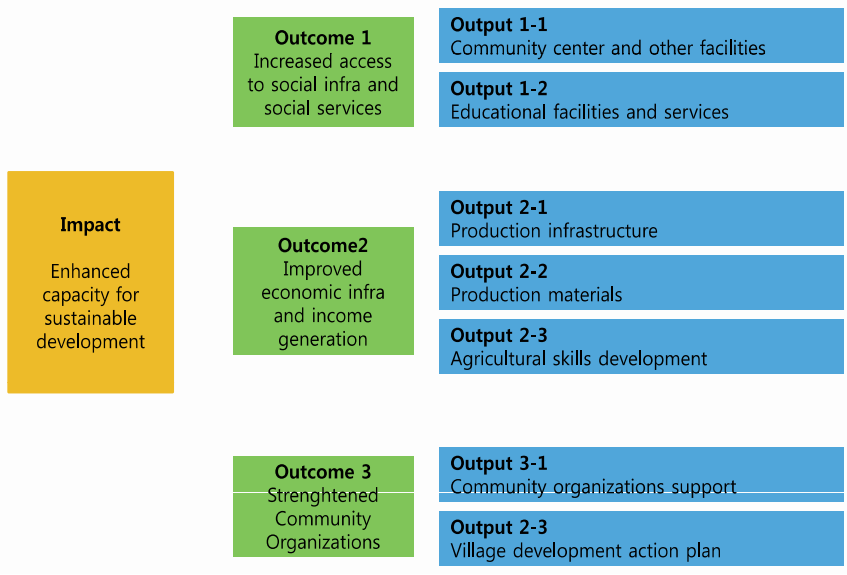
- To solve the problems of lacking economic ground and services, production facilities such as process plant for agricultural products and installations for fishery farms were established, production materials such as seeds, fertilizers and fry were supplied. Education programs for agriculture, fishery as well as other job trainings were offered as a part of the project.
- To increase the capacity for spontaneous development, building the community center in each village offered the venue for technical educations and interactions which empowered community organization. The pilot project for each village, which was intended to postulate the capacity for spontaneous growth, was also been consulted and supported for its initial kick-off.
- Other factors, including establishing overall social infrastructures, distributing human resources and budgets for education services, providing land and other ground for production activities, constructing sales networks with proper marketing support, postulating environments for employment and entrepreneurship are also very importantly related issues, but were excluded from the evaluation since they are not in the scope of the project.
- From the Conceptual Framework presented below, input factors within the project has been arranged according to a logical flow, and reconstructed by the Log Frame.
- This Log Frame has demonstrated the logical relevance of input, output, outcome as well as impacts of the project, providing the basic frame for the Performance Evaluation of this assessment.

<Figure 3> Conceptual Framework for the Project



<Figure 4> Reconstruction of the Log Frame and Evaluation Criteria

Results Framework = Log Frame



3.2. Composition of the Evaluation Team

- The evaluation team which conducted the assessment is composed in triple layers that consist of core researchers, collaborated researchers and research advisories both from within the country and from abroad.
- Core researchers in the evaluation team includes following persons.
 - Professor Lee, Tae Joo, an expert in development evaluation.
 - Dr. Heo, Jang, an expert in international agriculture and rural area development and cooperation.
 - Mr. Hong, Moon Suk, an expert in Participatory development evaluation, Developmental Anthropology, Cooperation in education development.
 - Ms. Kang, Hanee and Mr. Lee, Young kyu, currently researching issues related international development cooperation and poverty.
 - Ms. Nicolle Drumond, a local coordinator who has extensive experiences in the field of development cooperation in Guatemala.
 - And three local survey team members: Eber Lopez(team leader), Pedro Lopez and Carlos Aguilar

3.3. Evaluation Items

- This evaluation is an ex-post assessment that aimed to appraise the durability of the impacts produced by the projects at a certain junctures after its closure. Therefore it has been conducted focusing mainly on the impacts and effects of the project.
- This assessment has properly applied the 5 criterions of evaluation suggested by OECD/DAC (Relevance, Efficiency, Effectiveness, Impact and Sustainability) on the contents of Community Development Project for the Resettled population in Guatemala and education development project.

<Table 4> OECD/DAC Evaluation Criteria and Key Questions

Evaluation Criteria	Key Questions
Relevance	<ul style="list-style-type: none"> ▪ The extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor. ▪ To what extent are the objectives of the programme still valid? ▪ Are the activities and outputs of the programme consistent with the overall goal and the attainment of its objectives? ▪ Are the activities and outputs of the programme consistent with the intended impacts and effects?
Efficiency	<ul style="list-style-type: none"> ▪ Were activities cost-efficient? ▪ Were objectives achieved on time? ▪ Was the programme or project implemented in the most efficient way compared to alternatives?
Effectiveness	<ul style="list-style-type: none"> ▪ To what extent were the objectives achieved / are likely to be achieved? ▪ What were the major factors influencing the achievement or non-achievement of the objectives?
Impact	<ul style="list-style-type: none"> ▪ What has happened as a result of the programme or project? ▪ What real difference has the activity made to the beneficiaries? ▪ How many people have been affected?
Sustainability	<ul style="list-style-type: none"> ▪ To what extent did the benefits of a programme or project continue after donor funding ceased? ▪ What were the major factors which influenced the achievement or non-achievement of sustainability of the programme or project?
Cross-cutting Issues	<ul style="list-style-type: none"> ▪ Were there enough consideration in relation to gender relations and gender equality during the implementation of the project? ▪ How have the project impacted gender relations and gender equality?

<Table 5> Evaluation Items






Evaluation Type	Evaluation Criterion	Evaluation Items
Process Evaluation	Relevance	<ul style="list-style-type: none"> - Was the process of goal establishing, planning and practicing of the project consisted with the priorities and policies of donor country as well as the partner country? - Were the agencies in charge of the project in both donor and partner country selected properly? - Were the targeted areas and beneficiaries selected properly? - Did the project properly incorporated the needs of the beneficiaries? - In the planning the project, were the time, period and size of budget suited to achieving its goals?

<Table 5> continued

Evaluation Type	Evaluation Criterion	Evaluation Items
Process Evaluation	Efficiency	<ul style="list-style-type: none"> - Are the objects of each project closely related to one another? - Are the objects of each project attainable? - What are the structural factors that enhanced the overall efficiency? - What are the structural factors that decreased the overall efficiency?
	Sustainability	<ul style="list-style-type: none"> - Was there the consultations on the proper exit strategy and follow up measures? - Was there the consultation about proper size of the budget and suitable ways of putting human resources for sustaining impacts achieved after the completion of the project? - Was there the proper consideration on factors that can influence on the sustainability?
	Cross-cutting Issues	<ul style="list-style-type: none"> ■ (Gender) Was gender relation and gender equality adequately considered in every cycle of the project? ■ (Socio-cultural Impact) Was the social and cultural factors adequately considered in every cycle of the project?
Performance Evaluation	Output	<ul style="list-style-type: none"> - Are the outputs matches with the plan? - Are the installations continually used? - Are the beneficiaries satisfied with the installations and its services?
	Outcome	<ul style="list-style-type: none"> - (Outcome 1) Has the accessibility for social infrastructures and services improved? - (Outcome 2) Has the economical ground for population strengthened? Has the sources of income diversified? - (Outcome 3) Has the community organization strengthened?
	Impact	<ul style="list-style-type: none"> - Has the opportunity for secondary education expanded? - Has the overall income increased? - Has the community organization strengthened?
	Sustainability	<ul style="list-style-type: none"> - What factor undermined the overall sustainability?
	Cross-cutting Issues	<ul style="list-style-type: none"> ■ (Gender) How did the project influence on the gender relation equality? (Intended or unintended impact) ■ (Socio) How did the project influence on the socio-cultural environments of the beneficiaries?

3.4 Evaluation Methods

<Table 6> Topic Guide & Question Route

Impact: Strengthening Sustainable Development Capacity	
	
Effectiveness	
<ul style="list-style-type: none"> • Improved access to social infrastructure and services improved (in comparison) • Strengthened economic foundation (in comparison) • Increased income and diversified income source (description) • Characteristics of village communities (description) • Three main elements of good community organization (description) 	
	
Relevance	Efficiency
<ul style="list-style-type: none"> • The importance of the program from Korean govt. perspectives (description) • The importance of the program from Guatemalan govt. perspectives (description) • Three main elements of good partnership between donor and recipient countries (description) • Appropriate target project location and beneficiaries and inappropriate target project location and beneficiaries (comparison) • Main reasons on importance of reflecting beneficiaries' point of views in the program implementation (description) • Solutions on unexpected situations occurs b/t stakeholders(description) 	<ul style="list-style-type: none"> • Good social infrastructure and services-time, budget, HRD,etc. (description) • Bad social infrastructure and services-time, budget, HRD,etc. (description, comparison) • Difference b/t general Guatemalan govt. services and KOICA services in social infrastructure and services (Comparison) • Three main importance of good PM during implementation of the program(description)
	
Gender and Socio-cultural Relations	Sustainability
<ul style="list-style-type: none"> • Opinions on consideration on women during the implementation of the program (opinion) • Positive and Negative Impact on gender relations and gender equality (comparison) • Positive and Negative Impact on various socio-cultural backgrounds (e.g. displaced peoples, linguistic backgrounds) 	<ul style="list-style-type: none"> • Three elements to retain the positive outcomes of program • Main external factors that hinder sustainable economic and social development in the target village (description)

- This evaluation has properly utilized both Qualitative Evaluation Methods such as Desk review, Focus Group Interview (FGI) and In-Depth Interview which intended to expand the result from FGI, as well as quantitative methods such as Surveys targeting beneficiaries.
- By utilizing triangulization that can verify the same evaluation criterions with different inquiry objects and methods, it minimized restrictions derived from cost and time, secured reliability and validity of data as well as analysis results.
- FGI methods were used to supplement the results from the survey, the result from in depth interview on local participants and discussions with direct beneficiaries, to provide extensive understandings on core opinions and contextual structures of relevant issues as well as for the comparison between them.
- In the focus group interview, Topic Guide & Question Route, one of the semi-structured methods of interview, was developed and used.
- As a way of presenting the results of Participatory Development Evaluation, Participation Matrix was adopted to attain information on the changing role of the stakeholders which depended on the degree of their participation.

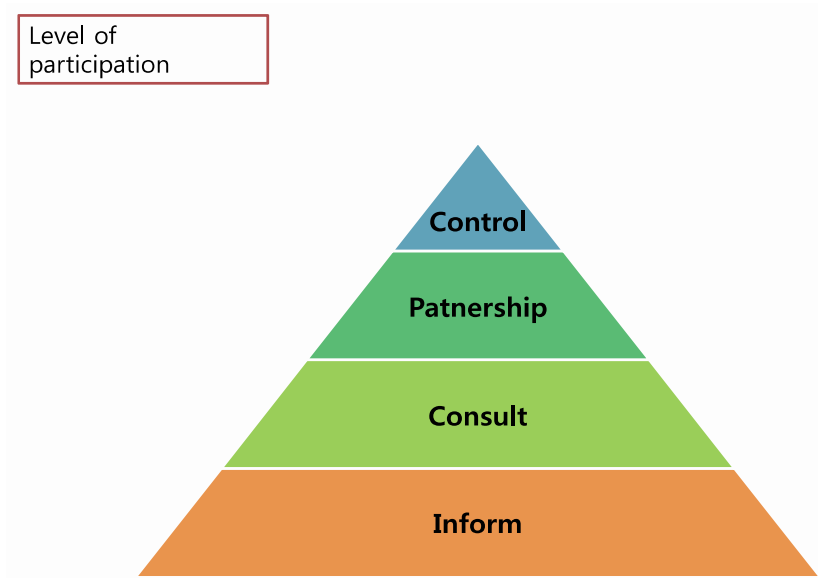
<Table 7> Participation Matrix

Type of participation	Inform	Consult	Partnership	Control
Stage of the project				
Planning				
Implementation				

- As shown on the <Figure 5>, the degree of participation of beneficiaries were classified into four level (Control, Partnership, Consult, Inform), then investigated accordingly.
- Control level means that the subject was able to make direct decision making in the process of the project. Partnership level means that the subject was

able to approve or reject the project process and cooperated as a partner. Consult level means the subject was able to provide advices needed in the process of the project. Inform level means that the subject was received relevant information related the project.

<Figure 5> Level of Participation



3.5. Limitations of the Evaluation

1) Methodological limits and restrictions of evaluation

- No Baseline data was available to use.
- No specified goals of the project was made in the project design stage
- Insufficient record on the changes of the contents of the project.
- Limited time and budgets available for evaluation process
- In the course of the in-depth interview, triple layers of interpretation (English-Spanish-Local native Language) caused time restriction.

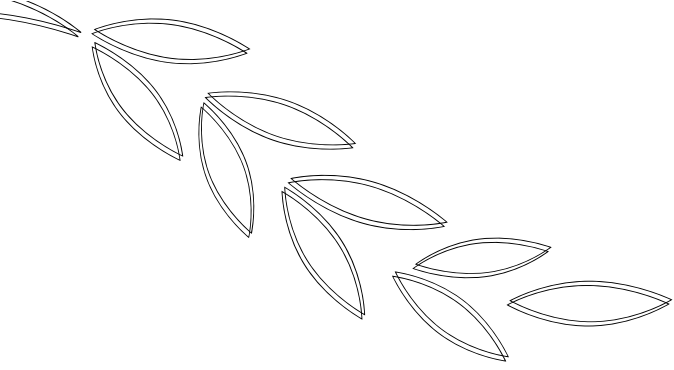
- With the assistance from social survey expert, the qualitative analysis was strengthened; however some factor as in the following may have played as limitation of the evaluation.
 - No separations were made between beneficiaries and non-beneficiaries, resettled refugees and native residents.
 - Since no baseline data was available, survey was conducted solely based on recollections of survey participants.
 - Restrictions derived from the education levels and the degree of understanding on Spanish of correspondents.

3.6. Methodological Modification Made by Evaluation Team

- (Reconstructing detail goals of the project): Since the major goals were mainly based on the efficiency of outcome produced from input in the project planning, the evaluation team has reconstructed the more clarified detail goals based on arranging and analyzing documents from KOICA and PMC.
- (Verifying the changes, input-output factors of the project): Though the evaluation is an ex-post assessment on the project, since the closure evaluation was briefly conducted, surveys on each household and field assessment was carried out to draw the actual input-output factors of the project, as well as overall analysis.
- (Adoption of the Triangulization to enhance reliability): To increase reliability of the project as well as to overcome restrictions on the field research such as time, budget and accessibility to the site, result of the survey, desk research with various data collected during the project, field inquiries was compared and analyzed through triangulization.
- (Overcoming restrictions of time and budget by localizing the evaluation process): By recruiting local survey team and coordinator in Guatemala, complete enumeration survey on each household was able to conduct with

minimized level of costs. If more flexible time schedules for evaluation and more budgets are allowed in the future, more thorough surveys and on-site investigations are expected to be possible.

- (Selecting survey target): The project itself did not separate between beneficiaries and non-beneficiaries, resettled refugees and native residents. In total 456 families with 2477 population in 4 villages benefited from the project, no record was made to track beneficiaries in 2011. Therefore the evaluation team has skipped the sampling process, surveyed the entire household in every villages. The evaluation team has visited each family to conduct face-to-face survey, and in some cases, participants were asked to gather at the community center to participate the survey. Out of total 456 families in 4 villages, 288 households (63.2%) took part in the survey.
- (The degree of understanding of survey participants): In the case of participants who is experiencing difficulties understanding Spanish or with lower level of education, to increase overall comprehension on the survey, interviewers have assisted these participants to understand the purpose of the survey and how to respond to it with detailed oral explanation. Survey questionnaire was developed in both English and Spanish; additional assistant who can communicate in local language was recruited in field survey.
- (Overcoming limitation of survey derived from relying solely on recollections of survey participants): The questionnaire of the survey was developed to figure out whether the source of income was diversified or has the income increased as a result of the each project contents, classifying beneficiaries of each project. However, since the project did not separate between beneficiaries and non-beneficiaries, the degree of participation of local residents was varied in each period, classifying beneficiaries and non-beneficiaries in each project is unreachable. Hence, based on the recollections of beneficiaries, integrated questions such as ‘As a result of KOICA’s project, has your source of income diversified in 2011 compare to 2008?’ and ‘As a result of KOICA’s project, has your income increased in 2011 compared to 2008?’ were used in the survey.



MAIN FINDINGS



IV

MAIN FINDINGS



1. Relevance

The Purpose of Evaluation for Relevance

- As a part of the process evaluation, assessment on the relevance of the project was performed to analyze and evaluate whether the project have properly considered the aid policies of the donor country as well as the development needs of the partner country.

Main Evaluation Item

- Was the process of goal establishing, planning and practicing of the project consisted with the priorities and policies of donor country as well as the partner country?
- Was the agencies in charge of the project in both donor and partner country selected properly?
- Were the targeted areas and beneficiaries selected properly?
- Did the project properly projected the needs of the beneficiaries?
- In the planning the project, were the time, period and size of budget suited to achieving its goals?

Evaluation Result(Summary)

- The project is consisted with the priorities of the donor country as well as with the issues of the Guatemalan development, thus evaluated to be appropriate.
- However, some issues related to the selection of the implementation agency as well as target areas and in the closing phase of the project were existed

1.1. Relevance evaluation on the project request and initiation

1) Was the project corresponded with the priorities of the partner country?

- The project, which was aimed to postulate the capacity of spontaneous

development of partner country by offering basic living infrastructures and various opportunities for growth to resettled refugees whom returned after cessation of civil war prolonged 36 years, is corresponded with the needs of partner country.

- Furthermore, the project is consisted with the priorities presented in the 'Poverty Reduction Strategy Paper (PRSP)' of November 2001, the 'National Development Plan' of August 2004, Program of Education, Productivity and Competitiveness for the Development of the Eradicated Population of 2004-2007 by Guatemalan Government.

2) Was the project corresponded with the priorities of the donor country?

- Korean Government has established Country Assistance Strategy (CAS) for Guatemala in 2008-2010. The object of the strategy is to support the main priorities of Guatemalan government's comprehensive national development plan, 'Vamos Guatemala'; Support on social development and human resource development to reduce poverty.

3) Relevance to MDGs

- The purpose of the project is to enhance the socio-economic infrastructure and capacity of spontaneous development for resettled refugees, which is consisted with MGDs number 1 priority (resolving absolute poverty, starvation) and number 3 (Gender equality, improvements of women's capacity).

4) Relevance in selecting implementation agency in partner country

- As the implementation agency in the partner country, the General Directorate of Non-formal Education (DIGEEX) under the Ministry of Education in

Guatemala was selected to carry on the project. As the DIGEEX was in charge of the issues related to education of resettled refugees, it was a proper choice. However, since the focus of the project was moved to regional development from strengthening education, it became less relevant to the original responsibility of the DIGEEX.

5) Relevance in selecting PMC and PM of donor country.

- As the main implementation agency of the donor country, Korea Rural Community Corporation (KRC) was selected to conduct the project. This agency is specialized in rural area development; however, it is less directly linked to another major element of the project, education.

1.2. Relevance evaluation on project planning and implementation process

1) The degree of the opinions of beneficiaries reflected in the process of project planning and implementation process

Summary

- In Nuevo Horizonte, the degree of application of opinions provided by the representatives of the community organization was differed in each step of the project. (Planning/Implementation)
- On the other hand, the degree of application of opinions provided by rest of the population was not very high.
- In Nuevo Mexico, the representatives of community organizations recognized that the degree of application of their opinions were relatively high in the project planning.
- However, among the rest of the population, women were less participative throughout the entire project process, because of the fact that their opinions were less reflected in the project.







- To investigate the degree of the application of opinion provided by representatives of community organization, ordinary local population and women in the

project process, each groups were divided into 2-3 subgroup to conduct Focus Group Interview. Detailed result of FGI in each village is presented in the table below.

Nuevo Horizonte FGI: Group 1

Date: August 9, 2011 4PM-6PM
 Venue: Auditorium of the Community Center
 Participants: 9 representatives of community organization

<Table 8> Nuevo Horizonte FGI: Group 1¹⁾

Level of Participation	Inform	Consult	Partnership	Control
Stage of the project				
Planning				
Implementation				

Nuevo Horizonte FGI: Group 2

Date: August 9, 2011 4PM-6PM
 Venue: Auditorium of the Community Center
 Participants: 7 ordinary members of community organization

1) In the Participation Matrix shown above, each figure represents 1 FGI member. By tracking the way how the same figure changed its position during the transition between project planning to project implementation, the level of participation of local population in each phase of the project can be tracked down. This matrix was drawn up after the FGI, by measuring the changes in the level of participation of the interviewees on site.

<Table 9> Nuevo Horizonte FGI: Group 2

Level of Participation Stage of the project	Inform	Consult	Partnership	Control
Planning	○ ◎ ◐ △ ▽ ▲	■		
Implementation	○ ◎ ◐ △ ▽ ▲		■	

Nuevo Horizonte FGI: Group 3

Date: August 10, 2011 10:30AM-12PM

Venue: Conference room on 2nd floor of the Community Tourist Information center

Participants: 10 person (consisting 8 local residences with 2 representatives)

<Table 10> Nuevo Horizonte FGI: Group 3

Level of Participation Stage of the project	Inform	Consult	Partnership	Control
Planning	○ ◎ ◐ △ ▽ ▲ ● ⊕		◆ ◇	
Implementation	○ ◎ ◐ △ ▽ ▲ ●	⊕ ◆	◇	

Nuevo Mexico FGI: Group 1


Date: August 11, 2011 2PM-3:30PM
 Venue: Grassplot in front of the KOICA Community center
 Participants: 15 community organization representatives
 Participants of Participation Matrix: 8 persons

<Table 11> Nuevo Mexico FGI: Group 1

Level of Participation	Inform	Consult	Partnership	Control
Stage of the project				
Planning			○ ● △ ▽ ◆ ◇ ●	◎
Implementation	◎ ◆ ●		○ ● △ ▽ ◆	

2) Environments and Systems of Project implementation

- In the initial pre-investigation, the focus of the project was providing basic infrastructures for villages; enhancing living condition of the local residence; strengthening community organization and offering job training course in each village. After conducting consultation on the project implementation, projects for rural area development and income increase were added, moving the focus of the project from initial intention of organizing population with offering job training to increasing income and comprehensive development for rural area.
- As a result of such changes, many of the projects that goes beyond the scope of the DIGEEX were included, such as cultivation and process of agricultural products, operation and management of fishery farms.



2. Efficiency

Purpose of Evaluating Efficiency

By considering the environments of project implementation, analysis and evaluation were performed to verify whether the various inputs were efficiently utilized for optimized outputs.

Main Evaluation Item

- Are the objects of each project closely related to one another?
- Are the objects of each project attainable?
- What is the structural factors that enhanced the overall efficiency?
- What is the structural factors that decreased the overall efficiency?

Summary

- Each was of the projects were properly related. However, these goals were very extensive in their scope, making the evaluation hard to assess its success and failure.
- As various objects were pursued simultaneously, it lacks the detailed strategies and action plans to secure overall efficiency.
- Individual efficiencies of each Stakeholder were optimum, but problems in adjusting roles and cooperation were existed, causing overall efficiency to decline..

2.1. causing lower efficiency of the project

- each project goal seems to be designed to correlated to one another under a single object of supporting refugees, however that object is very extensive in its scope, posing difficulties on monitoring and evaluating its degree of achievement. Also, in each period of the project, each project described different goals on their regular reports, hence making clear understanding on project's goals and implementation strategy was quite difficult.

2.2. Environments of Project Implementation

1) Analysis on stakeholders

<Table 12> Stakeholder Analysis Matrix

Classification	Insiders	Outsiders
Domestic actors	KOICA headquarter PMC(Korea Rural Community Corporation)	
Moderator	KOICA local office in Guatemala PM	
Local Actors	Guatemalan Ministry of Education DIGEEX Five contractor for building community centers Representatives of community organization of each villages (COCODE or CSC) Local residents (Refugees, direct beneficiaries) Locally recruited personnel by PM (Local language experts, architect, agriculture experts)	Guatemalan Ministry of Agriculture Local government or township office Existing community organization in each village Non-refugee local residents in each village Other donor countries in rural development sector and other aid organization

2) Structural factor that decreased the efficiency

- As many parts of the projects were not under the jurisdiction of the DIGEEX, the efforts to increase efficiency as well as project's effect, such as requesting cooperation to the Ministry of Agriculture, scouting local agriculture experts and consultation with relevant government agencies on regional development were needed. The Ministry of Agriculture did not responded to any of the requests related to the evaluation, including interviews, made by the evaluation team, KOICA local office and local coordinator during the field research of the evaluation.
- Many stakeholders including Ministry of Agriculture, local government, existing representatives of village organization which needed to act as an insider

were actually worked as an outsider, causing critical absence of the support for the project implementation. For example, if the Ministry of Agriculture took part of the project, it would have been great help for the increasing project's overall efficiency by supporting agricultural techniques and related experts.



■ 3. Effectiveness

The Purpose of the Effectiveness Evaluation

As a part of the Process Evaluation, based on the Log Frame, evaluation and verification on whether the project achieved its intended objects, outputs and outcomes.

Main Evaluation Item

Output evaluation

- Are the outputs matches with the plan?²⁾

- Are the installations continually used?
- Are the beneficiaries satisfied with the installations and its services?

Outcome evaluation

- (Outcome 1) Has the accessibility for social infrastructures and services improved?
- (Outcome 2) Has the economical ground for population strengthened?
Has the sources of income diversified?
- (Outcome 3) Has the community organization strengthened?

2) Due to the shortage of budgets and detailed data, analysis on cost appropriateness of inputs provided by Korea, such as experts, trainees and various building materials, was unable to be conducted. In the similar project of the future, cost-benefit analysis and cost-effectiveness analysis are needed to be conducted in more thorough manner at the closing evaluation.

Result Summary

- Improvement on accessibility to social infrastructures and services: Construction of community center in each village was resulted in improved the accessibility for local population to social infrastructures and services, though the degree of utilizing such facilities was varied.
- Improvement on accessibility to education facilities and services: Construction of school classrooms and computer classrooms have brought various positive effect in each village, showing satisfactory return on investment. One of the effects is improved accessibility to education facilities and services for local population.
- Expanding economical ground and Diversifying source of income for local population: One of the main objectives of the project is to increase income for local population by supporting agricultural activities. However, dispatching agriculture experts to these villages was not carried out properly, resulting in agriculture project of KOICA to be delayed, and the fishery farms, which was the key business for income increase turned out to be a failure. Hence even if there were some changes in the composition of income of local population, it is judged to be less relevant to the project of KOICA.
- Strengthening community organization: Through the project, as an alternative or an a supplement for existing community organization COCODE, Committee for Continual development(CSC) was established in each village, playing an important role during the project implementation. The various social and cultural backgrounds of each village were turned out to be direct or indirect variable that affected the community organization's effectiveness.

3.1. Improvements on the accessibilities for social infrastructures and services

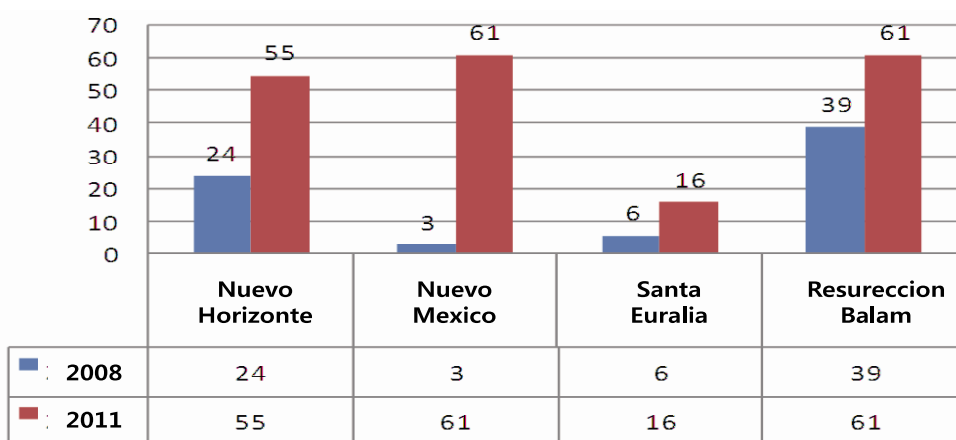
Summary

- The degree of utilization of community center was varied in each town, but installations and services provided by KOICA were directly contributed in offering social services to the beneficiaries.
- In each village, accessibilities to community infrastructures and services was improved.

<Table 13> Summary: Improvements on the Accessibilities for
Social Infrastructures and Services

Outcome 1: Improvements on the accessibilities for social infrastructures and services				
Names of village	Common Outcomes	Current(2011) accessibility to community center compare to 2008		Note
		Within 10 min.	Over 90 min.	
Nuevo Horizonte		24 person (42.1%) → 55 person (96.5%)	23 person (40.4%) → 0 person (0%)	<ul style="list-style-type: none"> • Potential safety hazard due to the changes in roof design during the construction • Currently being used only for education purpose. • New community auditorium has been built recently
Nuevo Mexico	Improved accessibility for social infrastructure and sevices	3 person (4.5%) → 61 person (92.4%)	50 person (75.8%) → 0 person (0%)	<ul style="list-style-type: none"> • Facilities Satisfaction: satisfactory • Facilities utilization satisfaction: good • computer classrooms and utilization: very satisfactory • currently being used for education activities and venue of community gathering
Santa Euralia		6 person (7.5%) → 16 person (20.0%)	47 person (58.8%) → 15 person (18.5%)	<ul style="list-style-type: none"> • Facilities Satisfaction: satisfactory • Facilities utilization satisfaction: good • currently being used for education activities • limited accessibility offered only to members of community organization
Resurreccion Balam		39 person (45.9%) → 61 person (71.8%)	28 person (32.9%) → 1 person (1.2%)	<ul style="list-style-type: none"> • Facilities Satisfaction: satisfactory • Facilities utilization satisfaction: good • Being used as a central venue for various type of community event such as gathering and cultural event

<Figure 6> Number of Population Living Within 10 minutes Distance from Social Infrastructures³⁾



3.2. Improvements on the accessibilities for education facilities and services

Summary

- In the project, the focus of the education project was on the construction of classrooms for middle school and computer classrooms to provide various kinds of education services as well as additional facilities such as restrooms .
- Obvious improvement of accessibility to education: Classrooms and computer classrooms have had various positive effects on return of investments, the most significant effect was enhanced accessibility to such facilities and services for local residents.
- Various additional effects: In Nuevo Horizonte, Nuevo Mexico, Resureccion Balam, most of the middle school students had to commute to schools outside of the villages prior to year 2008. The evaluation had found that as a result of construction of middle school classrooms and computer classrooms, financial burdens derived from commuting schools were lessened, school enrollment of female students were rose and ratios of entering high schools were increased in each village.⁴⁾

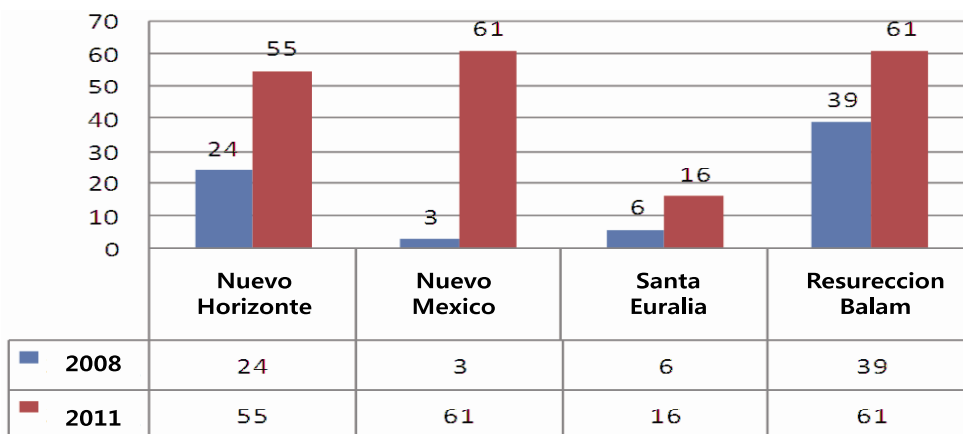
3) In the Figure, each section stands for each village: 1) *Nuevo Horizonte*, 2) *Nuevo Mexico*, 3) *Santa Euralia*, 4) *Resureccion Balam*. Blue is for Number of Population Living Within 10 minutes Distance from Social Infrastructures in 2008 and red is for figures for 2011.

4) Additional effects of building education facilities will be addressed in impact evaluation.

<Table 14> Summary: Improvements on the Accessibilities for
Education Facilities and Services

Outcome 1: Improvements on the Accessibilities for Education Facilities and Services				
Name of village	Common effects	Current(2011) accessibility to education facilities compare to 2008		Note
		Within 10 min	Over 90 min.	
Nuevo Horizonte		24 person (42.1%) → 55 person (96.5%)	23 person (40.4%) → 0명 (0%)	<ul style="list-style-type: none"> • Facilities Satisfaction: satisfactory • Computer classroom utilization satisfaction: very good/ good
Nuevo Mexico	Improved accessibility for education facilities, High level of satisfaction on computer education	3 person (4.5%) → 61 person (92.4%)	50 person (75.8%) → 0 person (0%)	<ul style="list-style-type: none"> • Education facilities (Such as classrooms): Offered to middle school student • Facilities for woodwork and sewing: Selectively offered only to members of the community organization • The project achieved its goal in this village • Education service satisfaction: Unsatisfactory/ good
Santa Euralia		6 person (7.5%) → 16 person (20.0%)	47 person (58.8%) → 15 person (18.5%)	<ul style="list-style-type: none"> • Limited expansion of accessibility to education • Limited expansion of opportunity for education • Selective accessibility of members of organization improved • High level of satisfaction on education service
Resurreccion Balam		39 person (45.9%) → 61 person (71.8%)	28 person (32.9%) → 1 person (1.2%)	<ul style="list-style-type: none"> • Education facilities (Computer classroom and woodwork workshop) are offering intensive opportunity of participation to middle school student • Expanding opportunity for job training

<Figure 7> Number of Population Living within 10 minutes Distance from Education Facilities⁵⁾⁶⁾



“Thanks to the classrooms provided by the project, my children now can receive secondary education in the village instead of commuting to middle school located 5 miles away from home. The overall cost for children education now decreased 15%, and as we can use the computer classroom for free, my children enjoy the opportunities to learn something new. This is a great opportunity for the village. Now many students go to high school too.”

(Local resident, Nuevo Horizonte)



<Photo> Villages' computer classroom in Nuevo Horizonte

5) In the Figure, each section stands for each village: 1) *Nuevo Horizonte*, 2) *Nuevo Mexico*, 3) *Santa Euralia*, 4) *Resureccion Balam*. Blue is for Number of Population Living Within 10 minutes Distance from education Facilities and Services in 2008 and red is for figures for 2011.

6) It was reported in the all of the four villages that the KOICA's efforts of building education facilities, such as classrooms and computer classrooms, were directly contributed to improvements on accessibilities for education services.

“As the middle school has been established in my village, many of the girls now go to middle school. In the past when they had to go to schools in other village, we were worried about our girls, but now we are relieved. Girl students are now learning English, Mayan, and Mathematics as well as theater play, dance, cooking in the school.”
(Middle school teacher, who was born in the village of Nuevo Horizonte)



<Photo> Middle school classroom of Nuevo Horizonte

“In the computer classroom of our town, there are 11 computer, and not only students can use it, everyone in the town can use it too. We are carrying out computer classes 8 hours a day, 5 days in a week for total 83 students. Because there is so many people wanted to participate the class and there is not enough computer for everyone, we are doing a lot of classes. In beginning of a new semester, we ask supplies such as printer cartridge to Ministry of Education and receive it. For more effective computer class, internet access and a projector will be helpful.”

(A computer class teacher dispatched from Ministry of Education, Resurreccion Balam)



<Photo> Computer class teacher and evaluation team with a teacher and a representative of community organization

3.3. Strengthening Economic Foundation and Diversifying Source of Income

Summary

- One of the major aspects of the project was to support the agricultural activities. However, the on-site investigation have found that dispatching experts from San Carlos University in Guatemala City to each village was not properly carried out, resulting delays in KOICA's agriculture project. The fishery farm project, which was the main activity for diversifying source of income in Nuevo Mexico and Resurreccion Balam, was not progressed much, therefore even if there was some changes existed in the composition of income in each village, it is irrelevant to KOICA's project.

“Me and other 2 community representatives who went to training course to Korea have proposed the fishery farm project and recommended the location. My opinion was that if we build a fishery farm, it will be a very good business and also be very helpful for our village. PM and village residents worked together, shoveling dirt and stacking rocks, to build the fishery farm, but no one knew about the fishery farm and PM office had no experts to offer us help, there was a lot of difficulties. Because the fishery farm was too big for the number of fishes inside, they did not grew enough or breed. And there was no concrete wall at the fishery farm, so managing those fishes were difficult. Educations and trainings for operating fishery farm were inadequate. We now hired an expert to see what the problem of the fishery farm is and we also asked education and training for operating fishery farm to Ministry of Agriculture.”

(Community organization representative who participated the training program in Korea, Male, Nuevo Mexico)



<Photo> Local residents building fishery farm
(Quarterly report of PMC, September 2009)

<Table 15> Strengthening Economical Foundation and Diversifying Source of Income

Outcome 2: Strengthening Economical Foundation and Diversifying Source of Income				
Names of village	Common Outcomes	Trend of change in 2011 compare to 2008		Note
		Diversification of income source	Changes in level of income	
Nuevo Horizonte		insignificant increase of employee in every item	Not changed: 36 person (63.2%) Little increased: 9 person (15.8%)	<ul style="list-style-type: none"> • Difference in opinion on the roof design of the museum (2nd floor of community center) • Due to the problems in construction, followed by excessive remodeling, the facility has been used only for 3 months • Therefore, it has not had any positive impacts on diversification of income sources and income generation.
Nuevo Mexico	No direct relation between the project and diversification of income source in each village	insignificant increase of employee in every item except the fishery farm business	Not changed: 30 person (45.5%)	<ul style="list-style-type: none"> • Fishery farm: one of the most important income increase program which has been supported by KOICA • Insufficient specialty of agricultural university student, PM and local experts on the project as well as lack of understanding and capacity of town residents • Problem erupted from the stage of designing the fishery farm • Insignificant economical effect • Not contributing to the diversification of income source since it is not being used currently
Santa Euralia		insignificant increase of employee in every item	Not changed: 34 person (42.5%) Little increased: 26 person (32.5%)	<ul style="list-style-type: none"> • Job training (sewing, woodwork, processing and marketing of agricultural products) brought slight increase of income and employment rate • Current effects are insignificant but if the follow up measures such as dispatching experts to the village take place, it will considerably contribute to income and employment rate increases within 1-2 years.

<Table 15> continued

Outcome 2: Strengthening Economical Foundation and Diversifying Source of Income				
Names of village	Common Outcomes	Trend of change in 2011 compare to 2008		Note
		Diversification of income source	Changes in level of income	
Resurreccion Balam	No direct relation between the project and diversification of income source in each village	Only agriculture and dairy business saw the increase of employee	Not changed: 61 person (71.8%) slightly decreased: 16 person (18.8%)	<ul style="list-style-type: none"> • Agricultural product process: (processing and packaging achiote and chilli) establishments are abandoned, ceased to operate after the project and initial job training • Fishery farm: Inadequate capacity and understanding of PM, local expert, student from national agriculture college as well as local residents caused problems from the initial design stage of the fishery farm. • Initial harvest did not brought much economical effect • Investing common purse from the community organization caused negative effect

“The problems of the fishery farm started in the initial design of it. Its design was come from the local architect of PM office. The fishery farm was too big for fishes to grow. And another problem was that it takes about 6 months until the fishes are able to be sold, so as there was no revenues made, keeping the cost of feed and management was difficult. PM suggested us to hire someone to take care of the fishery farm and we did, it costs another 9000 Q for 6 months. Since the business is not going well, we are having trouble to pay such money.”

(Representative of community organization, Male, Resurreccion Balam)



<Photo> One of the representative of community organization explains about the fishery farm to the evaluation team

3.4. Strengthening Community Organizations

Summary	
o	Through the project, as an alternative or an supplement for existing community organization COCODE, Committee for Continual development (CSC) was established in each villages, played an important role during the project implementation. The various social and cultural backgrounds of each village were turned out to be direct or indirect variable that affected the community organization's effectiveness

<Table16> Factors Affected Strengthening Community Organization

Village	Internal& External Factors	Outcome
Nuevo Horizonte	Social-cultural characteristics	<ul style="list-style-type: none"> - Participative development program model-> strengthening ownership - The project contributed to motivation for development through its education and training courses. - Solidarity in existing community organization was persisted.
	Factors affected project planning and implementation	
Nuevo Mexico	Social-cultural characteristics	<ul style="list-style-type: none"> - Through the project, which incorporates the characteristics of participative development, village population came to recognize the importance of decision making process in community organization.

<Table16> continued

Village	Internal& External Factors		Outcome
Nuevo Mexico	Factors affected project planning and implementation	<ul style="list-style-type: none"> - In the early phase of the project, only opinions of village leaders were reflected, preventing ordinary population or non-beneficiaries opinions to be applied in the project. - Fishery farm project, which was initiated by considering opinions of those village leaders, have become an obstacle that reduced overall efficiency, since its performance was unsatisfactory. - On the other hand, in the early phase of the project implementation, there was less conflicts of opinions between ordinary population, PM, local experts. 	<ul style="list-style-type: none"> - In the course of resolving the problem of fishery farm project, the community organization, which was heavily influenced by small numbers of leaders, became much more democratized at the completion of the project, resulting in strengthening the community organization itself.
Santa Euralia	Social-cultural characteristics	<ul style="list-style-type: none"> - Relatively homogeneous racial composition (Q'anjo' bal: 91.3%) - Communication in Spanish was possible. More multi-lingual environments (Using Spanish/Q'anjo' bal simultaneously) - various refugee experiences - At the time of project selection, village leaders possessed strong leadership over community organization 	<ul style="list-style-type: none"> - Through the project, which incorporates the characteristics of participative development, village population came to recognize the importance of decision making process in community organization. - Facilities and services were provided only to limited members of the organization. - Non-members were unable to receive benefits of the project. Thus, community organization was strengthened in a limited scope.
	Factors affected project planning and implementation	<ul style="list-style-type: none"> - CSC, which was established by KOICA's project, has limited its membership qualification, charged fee for membership, opened to relatively small numbers. Beneficiaries who are not the members of the organization have been excluded. - In the early phase of the project implementation, only opinions of small numbers of leaders were applied. Opinions from ordinary population and non-beneficiaries were not properly reflected. - In the community organization, activities of women's organization were relatively active. 	

<Table16> continued

Village	Internal& External Factors		Outcome
Resurreccion Balam	Social-cultural characteristics	<ul style="list-style-type: none"> - Relatively homogeneous racial composition (Mam: 96.5%) - Communication in Spanish was possible. More multi-lingual environments (Using Spanish/Mam simultaneously) Some residences were only spoke Mam. - Various 'refugee identity' derived from varied refugee experiences (Refugees rom Mexico or other urban areas, rebel forces of mountainous areas etc.) existed. - At the time of project selection, small numbers of village leaders had strong leadership over the community organization exercised influence. 	<ul style="list-style-type: none"> - Through the project, which incorporates the characteristics of participative development, village population came to recognize the importance of decision making process in community organization. - Limited capacity of community organization and individuals dealing the differences between various stakeholders in the village affected the project in a negative way. - Various education and training program of KOICA contributed motivation for development. - As a result of failure in the fishery farm project, problems in operating common purse of community organization deteriorated fellowship within the organization, undermining confidence of village development
	Factors affected project planning and implementation	<ul style="list-style-type: none"> - In the early phase of the project implementation, only opinions of small numbers of leaders were applied. Opinions from ordinary population and non-beneficiaries were not properly reflected. - In the process of the project, recurrent conflicts and concords between community organization and teachers' group existed. - Opinions of women's organization was not reflected in the project, and projects that intended to benefit the women in the village were inadequate. - In the relationship between community organization and teachers' group, conflicts and concords of both group were acted as an critical factor that divided beneficiaries and non-beneficiaries 	



4. Impact

The Purpose of Impact Evaluation

As a part of the Performance Evaluation, based on the Log Frame that addresses outcome of the project, it aimed to investigate whether the social and economical surroundings of local residence enhanced in the project.

Main Evaluation Items

- Has the opportunity for secondary education expanded?
- Has the overall income increased?
- Has the community organization strengthened?

Summary

- Prior to year 2008, no one was receiving secondary education in the village because there was no establishments for such education. As middle schools have been built, many students are now receiving education in the village.
- Construction of production facilities and provision of materials were turned out to have less impacts on the income increase in each village.
- In Nuevo Horizonte and Santa Euralia, the community organizations have actively participated in the planning and implementing the project in last 3 years. As a result, such organizations were maintained or even strengthened.
- In the case of Nuevo Mexico and Resureccion Balam, where the projects for income increase such as the fishery farm have failed, Nuevo Mexico witnessed the increased capacity for spontaneous development and regularized gatherings of community organization where as Resureccion Balam suffered escalated conflicts between residents, undermining the power of the community organization.

4.1. Expansion of opportunity for secondary education

- The project is an exemplary case of rural area development program which is intended to empowering community organizations, strengthening economic ground, enhancing social infrastructures and services including education for resettled refugees. Among the many components of the project, construction of education facilities and additional installation has clearly enhanced accessibilities for education services.

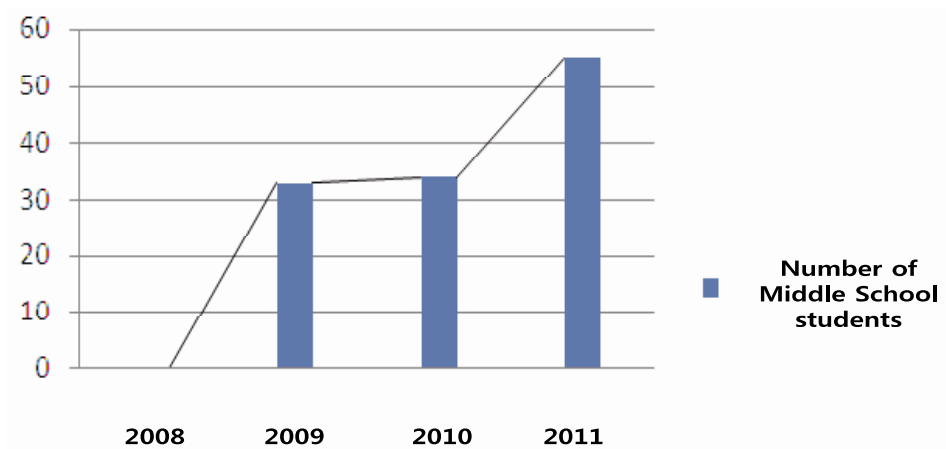
<Table17> Summary

Number of Student Enrolled in Middle School and Computer Class

Imapct: Number of student enrolled in middle school and computer class									
Name of villages	Common Effects	Number of student enrolled in middle school				Number of student registered in computer class			
		2008	2009	2010	2011	2008	2009	2010	2011
Nuevo Horizonte	Increased accessibility for education, High level of satisfaction in computer education	0	33	34	55	0	44	21	55
Nuevo Mexico		0	N/A	N/A	N/A	0	20	N/A	48
Snata Euralia		0	55	39	35	0	0	9	15
Resureccion Balam		0	N/A	N/A	N/A	0	0	15	78
			Before facilities built	After completion of the project			Before facilities built	After completion of the project	

Source: DIGEEX, Ministry of Education of Guatemala, 2011.
(Educativo Services for the Development Program for Eradicated People 2007-2009)

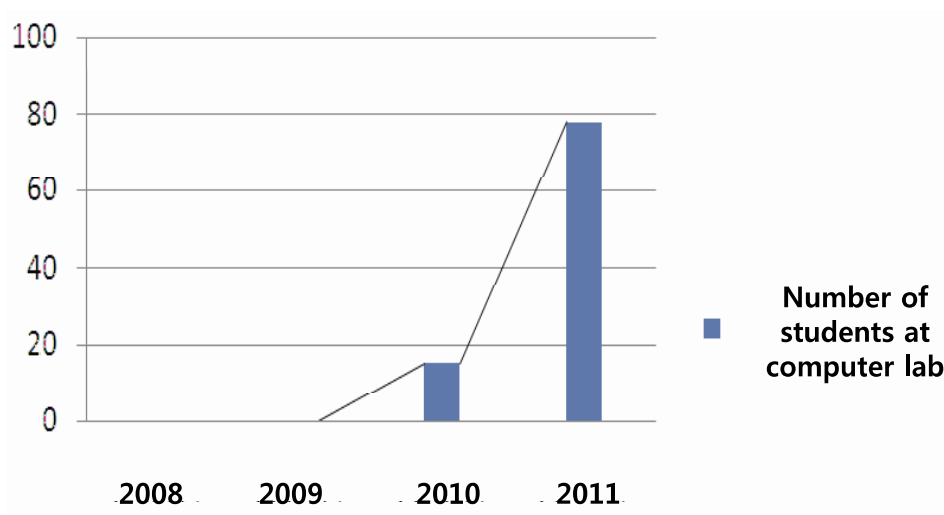
<Figure 8> Changes in Number of Students Enrolled in Secondary School in Nuevo Horizonte⁷⁾



Source: DIGEEX, Ministry of Education of Guatemala, 2011.
(Educativo Services for the Development Program for Eradicated People 2007-2009)

7) In the figure, the blue bar graph show the number of students enrolled in secondary school in Nuevo Horizonte

<Figure 9>Changes in Number of Students Registered for Computer Classin Resureccion Balam⁸⁾



Source: DIGEEX, Ministry of Education of Guatemala, 2011.
(Educative Services for the Development Program for Eradicated People 2007-2009)

4.2. Changes of the level of income in each village compare to 2008

- In all 4 villages, household income did not increase significantly. This is more likely because of the social and economical situations that resettled refugees, Mayan natives and local residents of Guatemala are facing than the project itself. Important related factors with this issue are: low HDI index point that related to the low level of income and education, rich and poor gaps, latifundism which only 5% percent of the entire population owns 90% of the lands, social exclusion and discrimination toward Mayan natives, resettled refugees. These factors are preventing the potential increase of income.

8) In the figure, the blue bar graph show the number of students enrolled in computer class in Resurreccion Balam

4.3. Varied level of capacity of community organization in each village

- (Intended positive influence): As the original intention of the project, community organizations in Nuevo Horizonte and Santa Euralia have actively participated the planning and implementing process of the project for 3 years. By doing so, their functions as a strong community organization were maintained or even strengthened.
- (Unintended positive influence): In the case of Santa Euralia, opportunity for participating the community organization was limited, therefore the number of beneficiaries was limited. It was not the original intention of the project, however, such restricted membership brought the sense of motivation for development, enhancing overall cohesiveness in the organization. This also worked as the factors that postulating the functions of the organization as well as strengthening it.
- (Unintended negative influences): In Nuevo Mexico and Resureccion Balam, same project that aimed to increase of income, such as fishery farm business, brought different results. In Nuevo Mexico, to resolve the problem of the project, gatherings of community organization were increased and became more active. However, in Resureccion Balam, As a result of the failure of the project, community organization became indebted, causing conflicts between residents and weakened the leadership of the organization.



■ 5. Sustainability

The Purpose of Sustainability Evaluation

The sustainability evaluation have assessed whether the outcomes of the project such as social and economic installations be utilized and maintained by community organization, so that the impacts will be sustained.

Main Evaluation Item

- Was there consultation on the proper exit strategy and follow-up measures?
- Was there consultation about proper size of the budget and suitable ways of putting human resources for sustained impacts after the completion of the project?
- What factor undermined the overall sustainability?

Summary

- The project did not prepared an exit strategy at its closing phase including decisions on project expansion or follow-up measures. Furthermore, long term monitoring channels with PMC after project closure were also absent. Considering such factors, insuring the sustainability of the project was limited.
- The project was consisted with policy priorities of the partner country, governmental bodies such as SEGEPLAN and Ministry of Agriculture did not actively participated in the project. Also, due to the lack of budget and frequent changes of the personnel, even with the will of DIGEEX of Ministry of Education, the sustainability at the central government level is analyzed to be low.
- The critical variable that increased sustainability at the village level was the comprehensive leadership and ownership of the community organization. Also, having teachers dispatched from Ministry of Education to the education facilities played an important role.

5.1. Preparing Exit Strategy and Follow-up Measures

1) The importance of risk management and its absence in the project.

- In the case of facilities for social and economic activities, analysis on whether the facilities are being utilized and managed as it has been intended at the planning phase of the project, after its completion. This is an important step to predict expected and unexpected risks to come up with suitable countermeasures.
- Especially in Nuevo Horizonte, defects of the roof on community center were not properly reported, made it impossible for any economical activities. Therefore, having standard procedures on dealing with the problematic situations, and measures for risk management are necessary.
- It is due to the fact that surroundings of KOICA's projects in 2007-2009 were

not focused on the risk factors during the construction and countermeasures on such situation.

2) Need to decide whether the project should be expanded or should there be any follow-up measures at the closing phase of the project

- Since the project have selected only 4 villages among 60 towns across, Guatemala which originally been proposed by Guatemalan government in consideration of efficiency and size of the project that can realistically be achievable, the Guatemalan government is expecting to this project be expanded in other villages as well.
- (Need for considering follow-up measures): As the project being completed, decisions on its expansion or any possible follow up measures has been transferred to Ministry of Guatemala, there have not been any consultation regarding such decision between Guatemalan government and KOICA.

5.2. Detailed consultation on project's sustainability with partner country is needed

1) Priorities of the Partner country

- As already been addressed in the relevance evaluation, policy priorities of partner country to support the resettled refugees was clear enough, however inadequate budgets spared for education sector in the government and administrative support with distribution of budget was not fair, making overall operation to be inefficient.

2) Willingness of implementation agency of partner country

- To resolve the problem of inequality in Guatemala, it is imperative to expand development on the basic social services such as education and social infrastructures for poor population in order to narrow down the gap between social classes. However due to the insufficient budget and willingness of the government, there haven't been much supports from the governmental level.
- Basic social services such as offering opportunities for employment, job training, education and maintain local road for resettled refugees and poor population to have stable income are much needed but the SEGEPLAN which is directing overall aid to Guatemala is lacked the will to act, and Ministry of Agriculture which is in charge of the overall agricultural activities also displayed little willingness to participate in the project.
- Despite many obstacles such as insufficient budget and personnel, the General Directorate of Non-formal Education (DIGEEX) under the Ministry of Education, which is the current local implementation agency, is expanding the project that was originally intended as a pilot program, keeping closely monitoring on the villages that received the aid. This is a very encouraging phenomenon. The agency paid visit to these villages once or twice a year until 2009, in 2011, the deputy director of DIGEEX and the coordinator of education program of local education body are visiting these town twice a year, monitoring the progress made by the project and gathering opinions of local residents.

5.3. Factors for sustainability in the project planning and implementation

1) (Education) the teachers from DIGEEX dispatched to education facilities

- After establishing education facilities, how many teachers dispatched and what kind of education activities do they performed in there acted as a critical variables to the sustainability of education project. (See appendix 7, Monitoring report provided by DIGEEX for more information.)

2) Possibilities of economical independency and strong community organization

- In Nuevo Horizonte, various production activities for income increase and diversifying sources of income for each household became more vigorous at the closing stage of the project. As of August 2011, when the field investigation was being carried on, the level of the increase in income was still insignificant, but as long as there is no radical change in the surrounding environments, it is possible that the village can achieve visible outcomes within next 2-3 years.

3) Ownership and participation of local residents

- Except Resurreccion Balam, rest of three villages showed active participation in the planning phase of the project rather than the implementation phase, in very different forms.
- On field investigation for the project, strong ownerships and willingness for development possessed by local residents were clearly visible. Villages that showed more sense of ownership over the project also displayed more firm willingness to utilize and manage the facilities provided by the project.

- In Santa Euralia, the monitoring by the DIGEEX and evaluation process of KOICA, members of the community organization suggested further ways to utilize facilities provided by KOICA more sustainably, and practiced the results drawn from discussion. Such processes provided more opportunities that encouraging further participation and ownership among the community organization.

5.4. Factors reduced Sustainability

- 1) Frequent changes in personnel charging the project in the Guatemalan government: Even if there is willingness existed in the implementation agency, it is reported that director and the person in charge of the project have been replaced over 15 times, changing overall situation within the bureau. As long as there is no counterpart for Korea who possesses professionalism and fluent skills in communication for planning, implementing and monitoring over the project, this type of problem is likely to be persisted as a major factor that undermines sustainability of the project.
- 2) Insufficient analysis performed on marketability and marketing: Analysis on marketability of agricultural products and marketing, as well as plans for maintaining production facilities were insufficient, causing problems which led to decrease in sustainability.
- 3) Lack of model for maintaining and operating the facilities: As shown on <Table 18>, it is investigated that even if the materials for production were offered, without proper facilities for diversifying source of income and measures to maintain it, sustainability of the project cannot be assured.



6. Cross-cutting Issues

Purpose of Cross-Cutting Issues Evaluation

This evaluation has addressed issues of cross-cutting in two aspects as following.

- Evaluation on gender mainstreaming: In every cycle of the project including planning, implementing and evaluating stage, this evaluation assessed whether the participation of women was insured and whether there was proper consideration in gender relations
- Consideration on social and cultural factors: In every cycle of the project including planning, implementing and evaluating stage, this evaluation assessed whether there was consideration on the specific social and cultural backgrounds of beneficiaries in the project.

Main Evaluation Item

- (Factors of the gender recognition): Was gender relation and gender equality adequately considered in every cycle of the project?
- (Gender Impact): Has the project influenced on the gender relation and gender equality?
- (Social and cultural factors): Was the social and cultural factors adequately considered in every cycle of the project?
- (Social and cultural influence): Has the project influenced the environments of the beneficiaries?

Summary

- In Guatemala, enrollment rate of girl students is lower than the boy students. In the provision of the education facilities, there was positive effect of increasing girl student's enrollment to secondary school.
- In the early stage of the project planning, the focus of the project was on the fact that main beneficiaries will be poor population and resettled refugees, however, formation of more specified and separated object for the poor and women within the project were not realized.
- Cultural factors such as homogeneous racial composition, inclusive leadership of community organization, vision sharing for development between ordinary population and community organization brought the positive influence over social and cultural factors, whereas divided racial composition, differentiated background and history of refugees as well as exclusive leadership worked as a negative social and cultural factors over the project.

6.1. Gender issues in Guatemala

- In the development process, male and female have different opportunities as well as different limitations. Women of resettled refugees and native population are being excluded from various economical, social and cultural opportunities.

6.2. Gender Relations and Gender Mainstreaming

- The project was initiated prior to the adoption of the gender mainstreaming, more thorough investigation on the issue was limited. The gender issues comprehended from each stage is presented as follows.

1) Planning Stage

- It is necessary to consider that at the time of initiation of the project, gender mainstreaming was less reflected in the surrounding environments of the project.
- As the analysis and inquiry on the impacts of project on the gender is missing, baseline data about gender of beneficiaries are unavailable.
- In the planning stage of the project, no sub-project for women beneficiaries was provided.

2) Implementing stage

- Except small number of women who were included in each community organization, vast majority of women were excluded from decision making process. Female representatives of these organizations also experienced limitation on expressing their opinion more actively to influence the implementing process of the project.

3) completion stage

- Since there was no proper interim and completion evaluation, channels to reflect opinions from female beneficiaries were not secured.

4) Gendered participation and Gendered Impact

- If the project to be expanded or similar projects to be planned and implemented in other regions or countries, it is recommended to measure the impacts of the traditional gender relation among poor population. To be able to perform impact assessment of the project, baseline data should be collected in initial and every stage of the project. After the completion of the project, based on the baseline data, comparison and analysis can be performed on which factors contributed most to the strengthening capacity of women. But in this evaluation, such scope of assessment is beyond of its original scope, therefore has certain limits.

6.3. Influence of the project over socio-cultural background of beneficiaries

1) Consideration in socio-cultural factors in every stage of the project

- In the initial planning, the project was targeted to poor farmers and resettled refugees as main beneficiaries.
- In the implementation process, PM and local staffs tried to facilitate various level of participation in the perspective of rural participative development. However, because of difficulties came from varied composition of race and language, the project experienced many obstacles during its implementation.
- Such problems derived from the lack of strategies to formulate specified objects for supporting poor population, resettled refugees and women as well as trying to achieve extensive objects of 'enhance accessibility for social infrastructure and services', 'Improve economic ground and accessibility for economic infrastructure' and 'strengthening community organization' at the same time, rather than from attitudes or capacity of PM and local staffs.

2) Socio-cultural factors influenced the project and socio-cultural factors of the project that influenced beneficiaries

- Through the on-site investigation, it is found that socio-cultural factors such as homogeneous racial composition, inclusive leadership of community organization, vision sharing for development between ordinary population and community organization brought the positive influence over the project. (Refer to ‘Effectiveness- Factors that strengthened community organization)
- Divided racial composition, differentiated background and history of refugees as well as exclusive leadership found to be negative socio-cultural factors by the investigation (Refer to Effectiveness- Factors that weakened community organization)

<Table18> Are the production facilities related to diversification of income sources being used continuously?

	Nuevo Horizonte	Nuevo Mexico	Santa Euralia	Resureccion Balam
Output 2-1 Building Infrastructure for income source diversification	X (Tourism)	X (Fishery) △ (Woodwork, Sewing)	○ (Food Processing Center), Woodwork, Sewing)	X (Fishery, Food Processing Center), Woodwork, Sewing)
Output 2-2 Offering materials for production	△ (Materials for building museum)	△ (Production materials, feed, fry and etc.)	△ (Food Processing Center) Packaging Material)	X (Seeds, Feed, Fry and Packaging material)
Output 2-3 Offering Job/skill training for Agriculture, Fishery and etc.	○	X	○	X

Note) ○ = over 70% satisfactory, △ = Over 40% satisfactory, less than 70%, X = less than 40% satisfactory



CONCLUSION



1. Lessons Learnt (Villages Level)

1.1. Nuevo Horizonte

	Nuevo Horizonte
Positive Outcome	<ul style="list-style-type: none"> ▪ (Definite improvement in the accessibility to infrastructure and service) The construction of the community center improved local accessibility to communal infrastructures such as auditorium, rest area and so on. ▪ (Improved accessibility to educational facilities and services) Three middle school classrooms and auditorium were constructed as the outputs of the project. As of 2009, 55 middle school students were receiving education in the village, making access to educational facilities and services much easier. As a school was established within the village, offered girls in the village improved access to secondary education .Furthermore, computer facilities were opened to the public on weekends, providing people with more chances for lifelong education. ▪ (Strengthened community organization) This project is a good example of a successful development program with the residents' being active participants from planning stage to the implementation.
Challenges	<ul style="list-style-type: none"> ▪ (Low level of satisfaction and utilization about infrastructure and services) An auditorium in community center was being used for education purposes only. ▪ (Need to strengthen economic base and source of revenue) A small museum, located in the second floor of the community center, has not been used since water proofing issues occurred three months after the centers opening. The water leakage problems occurred as a result of in renovations and remodeling in the second floor. The investigation stated that the original goal was- to diversify earners and increase incomes through revitalization of rural tourism - unsuccessful.
Lessons Learnt	<ul style="list-style-type: none"> ▪ (Overall Summary) Project Nuevo Horizonte's purpose was to evaluate and help to improve accessibility to infrastructure and educational facilities among the evaluation factors. The project is also considered as a good example to

	Nuevo Horizonte
Lessons Learnt	<p>demonstrate that the community's cohesiveness and will to participate in the development of critical factors during the process of project planning and implementation. Therefore, it showed great promise as a development program of KOICA in which inhabitants actively participate in selection of business contents and performance. However, it also draws an important lesson that not all development programs can gain a successful outcome unless there were follow-up measures such as maintenance of infrastructure. Even though inhabitants actively participated in the planning stage it does not necessarily insure positive outcomes.</p> <ul style="list-style-type: none"> ▪ (Proper choice of goal and region) Nuevo Horizonte town did not have access to proper educational facilities despite its the high local demand for junior high education in 2007, when the project was searching for its beneficiaries. KOICA's infrastructure project contributed to the improvement of educational facilities access and further to expand educational opportunities. ▪ (Increase in educational opportunities for girls) It should be noted that educational opportunities for girls have to be expanded, which was not expected during goals setting phase of the project. Parents in the village hesitated sending their daughters to middle school in other regions, as the village was unpoliced and had poor transportation access. In that sense, a middle school founded within the village by KOICA had a positive influence on the community. ▪ (The need to maintain the positive effect of education) In order to insure lasting positive effect of the improved access to education services, it is deemed necessary to provide comprehensive educational programs and teachers continuously to help maintain the effect, beyond the establishment of public institution infrastructures . ▪ (Strong sense of ownership of the community organization) One of the critical successful factors of the social education project in Nuevo Horizonte was the strong will of the whole community organization toward development. It is deemed that the village has the ability for self sustainable growth through its utilization the limited resources and personnel available. ▪ (Need to make full use of community museum via maintenance and remodeling) Even though the community organization is able to implement self maintenance and management. The community museum has not be fully utilized due to a leakage in the roof. After the community did some renovations on the second floor which houses the community museum led to leaking in the roof. The community center was built by KOICA as center cannot be used by the of inhabitants' for industrial and commercial activities any more.- how ever community center auditorium and the class rooms are still being utilized by the community community's various education social purposes. It is necessary to take follow-up measures based on the consultation between the local community organization, the construction firm, and the partner institution of the recipient country (Guatemalan non-formal education bureau), otherwise it would be almost impossible to clarify where the responsibility of follow-up service lies.

1.2. Nuevo Mexico

	Nuevo Mexico
Positive Outcome	<ul style="list-style-type: none"> ▪ (Definite improvement of accessibility to infrastructure and service) The construction of community center helped improve the accessibility to infrastructure such as auditorium, rest area and so on. As well as a planned housing improvement projects for the poor. ▪ (Improved accessibility to educational facilities and services) The accessibility to educational facilities and services has increased as a school was established in the village, which expanded the opportunities of secondary education. Furthermore, computer facilities were open to the public on weekends, providing people with prospect of a lifelong education. ▪ (Strengthened community organization) There was an alleged problem with the structure of decision making at the beginning of the project, with only the opinion of the some of the leaders being reflected in the project. However, since settlement of problems and the completion of the fishery project the community organization has been operated in a more democratized way. Also, the project required the participation of the community members. The community organization fully realized the importance of the democratic decision making process within the group.
Challenges	<ul style="list-style-type: none"> ▪ (Infrastructure for improvement) Though the construction of community center helped improving the accessibility to infrastructure such as auditorium, rest area and so on, some inconveniences were reported in the design and arrangement some of rooms and there utilization. ▪ (Need to diversify the economic base and the source of incomes) The village attempted to diversify its source of revenue through several business ventures such as a fishery project. However few residents reported earnings from the fish farm. It seems that the project did not have positive effect in the diversification of the community's earnings
Lessons Learnt	<ul style="list-style-type: none"> ▪ (Overall Summary) Nuevo Mexico project had the most positive effect on the improvement of accessibility to the infrastructure and educational institutions among all the factors being evaluated. However, the attempts to diversify economic base and source of incomes showed little success. Also, practical plans were inadequate in case of technical training as it ended up achieving nothing more practical than teaching simple skills. The program should have included detailed stages to convert the training into skills that reflected to an actual increase in incomes. Therefore, the lesson is the efforts to diversify the source of income should be directly correlated to actual rise in incomes, only if future technical programs by agriculture experts are planned and implemented in a more systematical way with several standards - project stages, required skills, techniques and so on. ▪ (Proper choice of the subjects and beneficiaries) Though the project was less effective in Nuevo Mexico village compared to others, the village deserved to be a beneficiary of the project, as it was located in poor surroundings with a poor social and economic infrastructure and most of the inhabitants were refugees who need to be trained in their overall capabilities.

	Nuevo Mexico
Lessons Learnt	<ul style="list-style-type: none"> ▪ (Expansion of educational and job-training opportunities) The project has its meaning in that it helped improving access to education services though the increase of education infrastructure in the region in which educational services were lacking despite high demand for education. What should be noted as an obvious, continuous and positive achievement is that educational opportunities for have been expanded, which was not considered in the planning process of the project. Not only boys but also a lot of girls benefited from educational facilities found by KOICA and several education programs such as computer education and intermittent job-training were also made available. ▪ (Need to provide decent programs to continue the positive effect of education) In order to insure the lasting positive effect due to the improved access to education service, it is deemed necessary to provide a comprehensive educational programs and teachers continuously who can help maintain the effect instead of end up in the establishment of public institution. Also, improved accessibility would be longer lasting if KOICA takes follow-up measures such as dispatching additional teachers to Guatemala to provide non-formal education and native women with more programs such as literacy education and job training. ▪ (Need to set specific goals and practical phases in skill training to diversify income sources) Several vocational training programs provided by the project only focused on teaching simple skills with no practical and specific plans and goals with regards to the need of actual incomes generation. Insufficient preparation and planning of obtainable goals and detail procedures the generation of new earners could have been achieved. ▪ (Insufficient job training programs and sources of income) The village has attempted to diversify its sources of revenue by revitalizing sewing and carpentry industry as well as the building fishery farms. However, fishery farming business did not generate incomes due to adverse circumstances (such as distance between the town and cities and so on). The town could not be engaged in the project due to the lack of experience and expertise. Moreover, the fishery experts, who should have played a central role, were not of service for the town there for fish farms failed. It suggests that the project did not improve the diversification of the community's earnings. ▪ (Need to share the lessons learned via evaluations and provide opportunities to take follow-up measures) The inhabitants of the village expressed their gratitude to the evaluation group that their participation in evaluation process served as a momentum for them as it offered them for the first time opportunity to openly discuss how to utilize facilities built by KOICA and to make new plans for follow-up actions. Women beneficiaries, however, were reported to be out of favor in the process of the development program. So the evaluation team impressed on each woman the importance of participating in development activities through individual interviews. As a result, the community organization realized that KOICA's evaluation of itself can be an opportunity to share and voice their opinions on the project as well as a lesson learned. At the time of writing this evolution village was seeking help from the Guatemalan Ministry of Agriculture.

1.3. Santa Euralia

	Santa Euralia
Positive Outcome	<ul style="list-style-type: none"> ▪ (Definite improvement of accessibility to infrastructure and service) Santa Euralia the smallest of the four villages. It was Vista Hermosa where the community center was built, which meant inhabitants who used the center for various purposes compared to other villages. The construction of community center helped improving the accessibility to infrastructure such as auditorium, rest area and so on. ▪ (Improved accessibility to educational facilities and services) Three middle school classrooms, a computer room, carpentry and sewing room were built under the development project these facilities have been utilized efficiently by the local community. Before then, school parents leased for a fee the second floor of a house which functioned as lecture room. Through the project, the accessibility to secondary education has highly improved. ▪ (Definite improvement of accessibility to infrastructure and service) Santa Euralia was smallest of the four villages. It was Vista Hermosa where the community center was built, which meant inhabitants who used the center were various compared to other villages. The construction of community center helped improve the accessibility to infrastructure such as auditorium, rest area and so on. ▪ (Improved accessibility to educational facilities and services) Three middle school classrooms, a computer room, carpentry and sewing room were built under the development project these facilities have been utilized efficiently by the local community. Before then, school parents leased for a fee the second floor of a house which functioned as lecture room. Through the project, the accessibility to secondary education has highly improved.
Challenges	<ul style="list-style-type: none"> ▪ (Definite improvement of accessibility to infrastructure and service) Job-training facilities built in the town need to be open for a lifelong education everyone. However, students are the only ones allowed to use the facilities. ▪ (Need to strengthen economic base and sources of income) To strengthen its economic base, the village tried to utilize carpentry, sewing rooms and founded a processing plant for agricultural products but it had little positive influence on actual village income earnings .
Lesson Learnt	<ul style="list-style-type: none"> ▪ (Overall Summary) Santa Euralia project had the most a positive effect on the improvement of accessibility to the infrastructure and educational institutions projects among all the factors being evaluated. It, however, has been a great limitation to the positive outcomes that being that the result only benefits members of community organization. Compared to other villages, only a limited number of inhabitants in Santa Euralia used, maintained and repaired the facilities in cooperation. The community organization constantly makes and implements its decision for incomes despite the small scale, through various activities to strengthen its economic base and diversify its incomes sources. This shows that a having many of beneficiaries does not always assure successes of the project and its sustainability in the long term. The village was evaluated to

	Santa Euralia
Lesson Learnt	<p>have more potential to create noticeable positive outcomes from the development plan in the future through the expansion of appropriate follow-up educational and training opportunities.</p> <ul style="list-style-type: none"> ▪ (Increased opportunities of computer and job-training, as well as of secondary education for girls) The project has a significance in improving accessibility to educational infrastructure and expanding the educational opportunities within the town of which demand for education was high. The most obvious, constant and positive outcome of the project is that various educational activities are being carried out by the village itself without additional educational programs from outside, centering on the community organization for education. Also, considering that several programs - job training and computer education programs - benefit a lot of girls as well as on the overall community, it is suggested that the town's implementation of active educational activities and job training programs also have a positive influence. ▪ (Necessity of utilizing educational facilities for a lifelong education) For a better educational development beyond improvement of accessibility to education, it is necessary to spread out the advantages of job training programs that can contribute to keep the positive effect continuing not only to inhabitants but also to students. Moreover, additional efforts should be made to insure a lasting the positive effect of the facility foundation and to expand the opportunities for lifelong education. For example, it will be effective to open facilities for computer education on weekends to all inhabitants as well as students. ▪ (Need to establish detailed, specific goals and phases of job training for diversifying source of income) Several vocational training programs provided by the village were nothing more than learning simple skills. There were not practical and specific and lacked any planning or goals which were directly connected with actual income earning capacity. The programs should have involved detail phases and stages in order to insure that the skills are converted in to actual increase in income. The preparation and planning of obtainable goals and detail procedures were insufficient to achieve the goal of creating new earners. This was especially noticeable in the low level of educational skill training offered, which lacked practical plans for educational stages, ways of supplying teachers, training methods and period. However, after the end of the project, the village is thought to have a potential to create earnings sporadically in the field of sewing and carpentry work. ▪ (A strong sense of ownership of the community organization and high utilization of facilities) The community organization of the village has shown a strong sense of ownership from the beginning and has utilized various facilities relatively well. Though the village itself maintains and manages the facilities well through a strong community organization, however if the village widens the range of membership of the community organization it will be able to benefit more people as well as to utilize the facilities in a more effective way. ▪ (Providing opportunities to evaluate the project in the town level) The community organization of the village gave the evaluation procedures of KOICA project a positive assessment. The village, in fact, took the evaluation as an opportunity

	Santa Euralia
Lesson Learnt	to discuss and plan in public how best to utilize the facilities founded by KOICA. Particularly, women beneficiaries, with the exception of the education committee of the community organization and the teachers' union, are reported to have had participated in a limited way during the development process. So the evaluation urged local inhabitants to be engaged in the programs, impressing on each woman the importance of joining in development activities during individual interviews that were held.

1.4. Resureccion Balam

	Resureccion Balam
Positive Outcome	<ul style="list-style-type: none"> ▪ (Definite improvement of accessibility to infrastructure and service) In Resureccion Balam village case the construction of community center helped improve accessibility to infrastructure such as auditorium, rest area and so on. ▪ (Improved accessibility to educational facilities and services) As a computer room was built by the project, junior high students are being educated in town. The accessibility to educational facilities and services has definitely improved.
Challenges	<ul style="list-style-type: none"> ▪ (Definite improvement of accessibility to infrastructure and service) The construction of community center helped improve the accessibility to infrastructure such as auditorium, rest area and so on. The community center is rather small for all inhabitants to gather so it is used only for small scale events. ▪ (Need to increase utilization of facilities to the extent of a lifelong education community center) It was pointed out that the educational institutions are only available to students and not to all residents. Also, the utilization of educational and job-training facilities is restricted. The village should take full advantages of the facilities and institutions in order to achieve the lifelong education goal. ▪ (Need to diversify the economical base and the source of incomes) To strengthen its economic base, the village tried to utilize carpentry and sewing rooms and founded a processing plant for agricultural products but it had little influence on actual increase of village income nor did it achieve diversification of income sources. ▪ (Conflicts within the community organization) CSC, the new community organization infrastructure constructed by KOICA project, created conflicts between the community after failing to manage joint fund that had been raised for the fishery business.
Lessons Learnt	<ul style="list-style-type: none"> ▪ (Overall Summary) Resureccion Balam project showed positive lessons especially in the improvement of accessibility to the infrastructure and educational institutions among all the factors being evaluated. However, the utilization of such facilities was not active and the attempt to diversify economic base as well as source of incomes achieved little. The major lessons drawn from the outcome are

	Resurreccion Balam
Lessons Learnt	<p>as follows: First, the degree of maintenance and utilization of facilities is reduced whenever cooperation between inhabitants which is composed of various races and refugee groups weakens. Second, it is difficult to create extra earning with basic and inadequate skills gained from the job training program. Therefore, in conclusion long-term and professional vocational training should be provided in order to raise the incomes and diversify the source of incomes.</p> <ul style="list-style-type: none"> ▪ (Need to set specific goals and practical phases in skill training in order to diversify source of incomes) Several vocational training programs provided by the village ended up in just teaching simple and inadequate skills. There were not practical and specific plans and goals that could be directly linked to actual income improvement. The programs should have involved a detailed phases and stages in order to be able to convert them into an actual income earning capacity. It was due to insufficient preparation and planning for obtainable goals and the lack of detailed procedures which were needed to achieve the goal of creating new earners. This issue was especially noticeable in the level of educational skill training which low due to the lack of practical planning for educational stages, ways of supplying teachers, training methods and period. However, after the end of the project, the village is thought to have the potential to create earnings sporadically in the field of sewing and carpentry work. ▪ (Limit of activities in order to diversify earnings without support) It is learned that the attempts to diversify the source of income through utilization of carpentry, sewing rooms, fisheries and processing plants cannot succeed without support from the consolidated community organization or supplement of teachers. The inhabitants are not skilled enough to make full use of such facilities and CSC, the new community organization made by KOICA project, failed to manage the joint fund that had been raised for the fishery business of the village. It is concluded that if the outcome of the project is successful, unexpected effects would appear, such as conflicts within the community. ▪ (Need to share the effects via evaluations and provide opportunities to develop follow-up measures) The lesson from the village case is that it is important to offer the community the opportunity to discuss and plan in public how best to utilize the facilities built by KOICA in the future. Particularly with regards to women as beneficiaries which were reported to be excluded from the development process. The evaluation was utilized to impress on village woman the importance of joining in development activities during individual interviews that were held.



2. Lessons Learnt based on the Project Cycle

2.1. Planning

- A comprehensive and objective research study should be carried out by a pre-survey group made up of various experts from each development sector the group should include survey analysts and regional experts. It is necessary to pursue effectiveness from the process of identifying and forming business opportunities, not only covering standard data range from Baseline data to Gender-disaggregated data but also conducting exact area studies both at a local and national level.
- It is important to establish a logical framework in planning level by setting measurable criteria as well as attainable goals.

1) At early stage of identifying project opportunities

- Need of conducting a pre-survey that is professional and comprehensive
- Need of setting an objective rating system to select business opportunities and beneficiaries

2) At the stage of investigation

- Need for a Baseline Data investigation
- Need for analyses regarding the demand for women's roll in the development process and collection of Gender Disaggregated Data

3) At the stage of business formation

- Setting both attainable goals and detailed measurable goals

2.2. Conduct and Management

- Operating policies for each stage cannot be made unless clear objectives and detailed goals in each stage are set
- Since the completion of the facility construction, follow-up activities and projects for capacity development and community organization have been inactive, resulting in the project ending up infrastructure focused, not an effective approach to creating quality program.
- The project, as an Integrated Community Development Program for rural area, required a partnership with Ministry of Agriculture which is expected to contribute to effective implementation of activities to raise income or fishery business.
- It was observed there was lack of professionalism in the process of business implementation and the feasibility of major business such as fishery farms which were was inadequate, even though a lot of decision made by PM came into practice overcoming various limitations and difficulties.

- Need establishing feasible and detail Action plans
- Need overcoming the limitation of business focusing on facility foundation and infrastructure without adequate support programs
- Need to reinforce Risk Assessment in advance
- Need to enhance local monitoring
- Need to strengthen the partnership with Ministry of Agriculture in order to set up an Integrated Community Development Program for rural areas

2.3. Completion

- It is necessary to reinforce monitoring while conducting business and to expand evaluation both in the middle and final point.

- Need to reinforce monitoring and expand middle and final evaluation of the project

2.4. Cross-cutting Issues

- Future KOICA projects should reflect gender-sensitive approach elements in every stage of the project from planning to evaluation.
- It is necessary to join in the associated working group and to support gender-sensitive policies of other nations for a balanced and harmonized in order to achieve a similar vision of the project.

- Need for gender mainstreaming
- Need for improvements in the rights of girls and women
- Need for strengthening gender related capabilities by the recipient country

<Table 19> Schematization of Lessons by Business Stages

Need preparing strategies for gender mainstreaming / Need promotion of understanding Locality		
Planning	Conducting	Managing
<ul style="list-style-type: none"> - The importance of selecting realistic project criteria - Need pre-survey and feasibility study which are objective and systematic - Setting both attainable goals and measurable detail ones - Reinforcing the orientation process for both PMC and PM 	<ul style="list-style-type: none"> - Need of collecting Baseline Data - Need of a detailed Action Plans for each stage from the beginning - Need of establishing measures in order to reinforce localization - Need of reinforcement strategies to strengthen the effectiveness of development programs that requires participation 	<ul style="list-style-type: none"> - Intensifying a comprehensive partnership between KOICA headquarter, local branches, recipient institutions, PMC headquarter, PM and recruiting staff of PM - Supporting business management and strengthening monitoring - Conducting evaluation in the middle and final point of the project - Need of an Exit Strategy introduction
<Relevance>	<Efficiency>	<Sustainability>
<Effectiveness>		
<Impact>		



POLICY RECOMMENDATIONS

POLICY RECOMMENDATIONS

<Table 20> Policy Recommendations (Summary)

Major Issues from ProjectOutcome		Mid/long term Improvements	Policy Recommendations	
1	The importance of Policy Coherence for Development, PCD	To draw future challenges and objectives through comparative analysis of development policies and CPS	1) Systematic Project Formulation Study & Integrated F/S framework	
2	Need for an objective analysis on development priorities and needs	To conduct 'Prioritizing Needs' and 'Leveling of Needs' through stakeholder analysis		
3	Need for objective selection criteria for project site and beneficiary	To establish comprehensive objective selection criteria and apply it to each country and project		
4	Need for collection and investigation of Baseline data	⇒ To collect and investigate Baseline Data at a local and national level		⇒
5	Need to identify development priorities of women and to collect Gender-Disaggregated Data	To collect and investigate Baseline Data at a local and national level(Gender-Disaggregated)		
6	The importance of reinforcing flexible Exit Strategy	To prepare Exit Strategies in advance and apply it flexibly to each project		
7	Need to provide follow-up management	To establish systematic follow-up measures based on analysis on the level of intervention		
8	Need to establish Logical Framework	To establish Logical Framework by setting criteria and project objectives	2) Reinforcement of M&E system	
9	The importance of reinforcing M&E	⇒ To conduct mid-term and completion evaluations and strengthen field assessment		⇒

Major Issues from Project Outcome			Mid/long term Improvements		Policy Recommendations
10	Limited period and financial sources of KOICA programs		To expand multiyear project and budget projections		3) Introduction of Integrated Community Development Program and reinforcement of localization
11	Limited native personnel and networks		To promote localized public-private partnerships as well as participate in sector working groups		
12	Problems of administration system (frequent replacement of personnel and bureaucracy)	⇒	To expand multiyear projects	⇒	
13	Need to promote professionalism and sense of responsibility among local staff		To expand budget of KOICA's local branches and personnel (to recruit program specialists and sector experts at local branches)		
14	Need to reinforce Gender Mainstreaming		Participation in sector working groups and to support gender policies of the country		
15	Need to promote understanding of International Development Cooperation as well as local circumstances in partner countries among Korean experts	⇒	To dispatch sector specialists as PM and to provide comprehensive education and training for better understanding about the country and local context.	⇒	4) Capacity Development for PMC/PM



■ 1. Systematic Project Formulation Study & Integrated F/S Framework

- 1) The importance of Policy Coherence for Development (PCD): Integrated F/S Framework should be established in line with Country Partnership Strategies.
- 2) Need for an objective analysis on development priorities and needs: The priorities and needs should be determined after objective investigation and assessment is carried out by experts. To conduct objective and systematic study, it is useful to implement the Prioritizing of Needs and the Leveling of Needs and so on.

- 3) Need for objective selection criteria for project site and beneficiaries: An integrated, objective selection criteria is necessary to increase effectiveness of future KOICA project.
- 4) Need for collection and investigation of Baseline data: It is necessary in the planning process to collect and investigate Baseline Data at local and national level.
- 5) Need to identify development priorities of women and to collect Gender-Disaggregated Data: It is necessary to collect and investigate Baseline Data to understand the current situation and needs of the poor and women, all of whom are the main beneficiaries of KOICA projects.
- 6) The importance of reinforcing flexible Exit Strategy: The theory recommends that exit strategies should be made at a planning level but the strategies can be revised and even re-established flexibly depending on the actual situation and evaluation results.
- 7) Need to provide follow-up management: An analysis on sustainability of facilities and management is needed. And then it is necessary to establish and conduct systematical follow-up actions based on analysis on the level of intervention.



■ 2. Reinforcement of M&E System

- 1) Need to establish Logical Framework: At a stage of project planning, attainable goals, for different stages and different periods of project duration, should be established which focus on its outcome and impact. After it has been completed a logical framework should be established in order to help set measurable sub-goals based on SMART standards.
- 2) The importance of reinforcing M&E: It is necessary to conduct mid-term and completion evaluations and to strengthen field assessment. Above all, it is

important to intensify the role of mid-term evaluations, as they can provide the opportunities not only to check the degree of achievement but also to revise the project objectives and goals if necessary.



3. Introduction of Integrated Community Development Program and Reinforcement of Localization

- 1) Limited period and financial sources of KOICA programs: If the integrated community development program is carried out through several years – between three to five years, several positive effects will be created: First, the program will be more rapidly expanded nationwide. Second, the programs' quality will also be improved.
- 2) Limited native personnel and network: Local branches and dispatched experts are required to actively participate in sector working groups (agriculture, local development, gender, education, refugees and so on). The advantages of participation are as follows: First, the staffs are not only able to collect related information, but also figure out major issues of the recipient country. Moreover, it is possible to eliminate potential risk factors in advance. Lastly, through participation, experts can select business more economically without the overlapping of project items.
 - In order to reinforce localization policy, it is suggested to separate KOICA projects into two sections: infrastructure-oriented and program-oriented.
 - As for the infrastructure business, KOICA has to recruit its partners within the local area – from construction firms to CM (Construction Manager).
 - When it comes to program-oriented business, KOICA has to cooperate – as Canada, America and EU do in Guatemala – with national and international NGOs which have much experience in conducting similar kind of programs. Also, it has to be fully engaged in the localized public-private partnership.

- 3) Need to promote professionalism and sense of responsibility among local staff: As mentioned above, while trying to localize its projects through bilateral or multilateral partnership, KOICA should also consider increasing the budget for the branches and stationing full time experts from different sectors in local branches. In case of PMC, it would be great to recruit internationally capable people with all-round expertise and on-site experience for strengthening professionalism, instead of filling the positions only Korean personnel.
- 4) Problems with administration system (frequent replacement of personnel and bureaucracy): Most of problems arose from the Guatemalan regime change, strict bureaucracy, and frequent replacement of the person in charge of DIGEEX under the Ministry of Education. Several projects keep being postponed, which was as a hindrance to the progression of the project.
- 5) Need to reinforce Gender Mainstreaming: KOICA should gradually reflect gender-sensitive elements in every stage of project from planning through investigation and conducting process to evaluation. It is also necessary to reinforce outreach activities to support gender-sensitive policies of other nations by joining in with associated working groups.
- 6) Participatory Programs: KOICA projects have been well implemented through efforts of various people concerned – local employees of KOICA in both the local branches and the headquarters, PM and the public educational personnel of DIGEEX under the Ministry of Edu. The projects were evaluated as a good example to provide inhabitants with opportunities to participate in every aspect of the project process, maintaining amicable relation between various people and parties concerned.
- 7) Fostering a favorable environment for an Integrated Community Development Program in the rural area: Fostering foreseeable business environment is needed to manage several elements at once - building up infrastructure, providing agricultural technique and job training through capacity development

programs. In order to achieve this, there must be a change in the way KOICA conducts its projects.



■ 4. Capacity Development for PMC/PM

- It should be required for dispatched PMC and PM to complete the orientation process as well as overall education and training about development cooperation, all of which are crucial to conduct development cooperation programs for KOICA. Through the programs, PMC and PM are required to understand KOICA strategies by regions and sections in detail as well as regional, cultural and social traits of their workplace. It also helps to increase their specialization skills and quality of work.
- People in charge of KOICA project should also finish the training courses before going into the field. This is because the importance of dispatched experts from KOICA ODA increases, as more and more education programs are being changed to tailored training based on local needs.

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