

KOLPING PERU

“LA I Projects Evaluation: Peru”

2012-2014 and 2015- 2017 Projects



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Kolping International

Executive Summary

On behalf of the Social and Development Aid of the Kolping Society e.V. (SEK) an independent consultant team has evaluated the project: Promotion of inclusion, poverty reduction, capacity building and marginalized population empowerment, which the Foundation has been implementing between 2012-2014 and 2015-2017 in Peru.

1. About the organization

The evaluation of the project: *Promotion of inclusion, poverty reduction, capacity building and marginalized population empowerment*, has been carried out at the request of Social and Development Aid of The Kolping Society (SEK e.V.), based in Cologne, Germany. The project has been developing in Colombia and Peru, but the evaluation refers exclusively to the activities implemented in Peru in the periods 2015-2017 and 2012-2014. Both projects have been funded by BMZ and other sources.

SEK e.V. supports the development projects implementation, with funds from the Federal Ministry for Economic Cooperation and Development of Germany (BMZ); some complementary actions with other donations and Kolping Peru, generate income using its own National Organizations.

Kolping Peru has organized its intervention through a double formal structure: the Kolping Foundation and the Kolping Society. The Kolping Foundation is the owner of the assets and funds available. Its board has the responsibility to approve the activities, the funds execution, as well as the annual accounting management. The Kolping Foundation works with a directory to which it report back, get advisory, but it is not an instance that is involved in the executive matters. The Association has Regional Councils, which aim to ensure the Association decentralized operation, giving to Kolping families, as a member of the Association, a room to participate and incorporate the regional reality and requirements in the projects. The annual assembly of the Association gathers in a meeting the representatives of Kolping Families across the country, allows the discussion of the plans and initiatives and its participatory approval, as well as the election of the National Board of Directors. The Executive Director participates in both instances and works as a bridge between the Assembly, the Directory and the Regional Councils, on the one hand, and with the Administration Board of the Foundation, on the other.

2. Activities developed and target population

One of Kolping's main strategies has been the creation and strengthening of sustainable social structures known as the "Kolping Families" (self-support group). These are the target group but also the main actors of the development action, and have been a part of the building process of Kolping intervention in Peru.

The organization began its activities in Arequipa, at Alto Selva Alegre district, providing subsidized health services for the low-income population. Later, the health service was moved to Yanahuara district, where the Kolping Polyclinic was installed

The work was expanded to the departments of Cajamarca, Piura, La Libertad, Amazonas and Iquitos, as well as Lima, incorporating new Kolping families to the Assembly. In the new regions, the effort was concentrated in urban and rural areas, targeting families in poverty, with low provision of goods and limited access to public services.

3. Projects summary

During 2012-2014 period, the emphasis was on developing young people working skills by facilitating professional technical training, promoting participation in the civil society, and strengthening the Kolping Families as a self-support network. In the second period (2015-2017), the emphasis shifted to the economic development promotion. In both periods, the interventions were planned as part of a comprehensive strategy aiming at contributing to the integral development within the Kolping Families, continuing to a long-term relationship between the Foundation and them.

The General Objective of the Logical Framework of the Second Project proposes: "Contribute to the strengthening of an inclusive society, who protect the environment and progressing economically". As a general orientation, the project seeks to promote an economy model that works for the people. In this context, the intervention had proposed:

- That the people could strengthen their capacities to participate locally in public decision-making
- Training in values as a central component.

- Training for employment and income generation, around environmentally friendly initiatives
- Financial culture development, based on self-saving and microcredit initiatives
- Self-motivated participation, solidarity, transparency and promotion of leadership for change. The action is based on the Kolping Families voluntary participation, with an autonomous organizing, with emphasis on transparency, fluid information and democratic participation; with autonomy in the initiatives and processes the groups wish to implement.

Another central concern is the sustainability, for both the Kolping Foundation itself (which has developed several initiatives in this regard), as well as for the initiatives implemented with the families, which emphasizes their autonomous functioning.

4. Evaluation objective and methodological approach

The general objective proposed for the evaluation was to *identify, explain and evaluate the theory of change implemented by the Kolping Peru, analyze its organizational model and synergies between its different levels; and the contribution to both dimensions of the impacts and effects of the projects covered by this evaluation, as well as their contribution to the institutional wider objectives and the sustainability, not only of the projects, but also of the Kolping Families and their members.* To this end, the scope of the evaluation included assessing the relevance of projects in relation to the families objectives and needs, as well as with the Peruvian public policies and the international development framework; The identification of progress and limitations in relation to the effects, impacts and results obtained by the projects; the identification of advances and limitations in the integration of transversal approaches: gender equity, environmental sustainability, participation, interculturality; the evaluation of the synergies among the project components and between the projects; the assessment of the achievements and contributions of the advocacy processes in the public policies; and assessment of progress on the sustainability of the intervention.

The Evaluation has emphasized a qualitative methodology approach, aiming at rebuilding the implemented processes, and to recover the perspective of the families about the changes achieved. The documents and reports review was combined with intense fieldwork, in which observation techniques, individual and collective interviews, participatory workshops and focus groups, were applied.

5. Context

Peru is a country characterized by an enormous geographic and cultural diversity. However, this enormous wealth - current and potential - has been distorted by the internal and external overpower that has generated an unequal distribution and access to income, productive assets, and to the participation in the exercise of power. These inequalities have been affecting the most vulnerable populations: indigenous peoples - Andean and Amazonian -, women in general, people living with some type of disability, children, adolescents and the elderly. One of the main strategies of resistance against this adverse context has been the maintenance and strengthening of diverse forms of associativity, in particular by the peasant and indigenous community. The Catholic Church has played, in different moments and contexts, a positive role in promoting this association linking the values of solidarity, work and respect for creation.

Poverty reduction processes have had two main sources: Social Programs targeting some particularly vulnerable population sectors and the expansion of precarious work (around 60% of employment in Peru today is precarious). Support for small and medium enterprise has been limited.

In the two project regions (Loreto and Cajamarca) the governors have been removed for corruption allegations. There are well-founded conjectures of illegal power in the regional government of Amazonas. Piura is one of the regions with higher than average institutional levels. In the poor districts of Lima, and particularly in Villa El Salvador, the criminal violence rates and others, particularly domestic violence, have increased significantly. Under the conditions described above (weak public institutions, privatizations, illegitimate power, non-legal economic resources inflow), it is not fortuitous that corruption has grown in various means.

To the vulnerability resulting from the characteristics of the current economic model and the widespread institutional crisis, it adds the vulnerability from climate change.

Thus, it is necessary to consider the various risk variables in the project: precariousness and social vulnerability, environmental precariousness, socio-environmental conflict, etc. And assess not only the economic, social and political aspects that influence, but also its ethical and cultural components. It should be clear that the project will continue to develop in an adverse context to the "solidarity economy", since the priorities of economic policy are different.

Secondly, it must be borne in mind that the course of project initiatives may be affected by the social unrest incidents. These effects of the context must be taken into account when defining activities, products and results.

Third, must be considered the effects of climate change on a population that has grown and spread in disorder and with a Government without authority and that does not guarantee rights. But it can also offer some opportunities, for example in the production field with species capable of adapting to the new conditions, or employment possibilities in reconstruction programs, etc.

Fourth, some of the features of the context described may imply the emergence of some threats, in particular those resulting from the expansion of some illegal and / or criminal organizations in some areas of the country, including large cities.

Finally, the dimension of the citizen participation empowerment for Kolping families and their members takes particular importance in the previously analyzed context. Whether or not the conditions for a crisis of the political regime are accelerated, or simply the continuation of a systematic and sustained deterioration of the institutionality, the need to strengthen the citizens' rights exercise is a prime importance. For this reason, the linkages that Kolping Families and their members have established in each scenario with other actors must increase and strengthened.

6. Main findings

The project has had tangible significant results and impacts on the lives of the people involved in the projects, due first, to its relevance. That is to say that the project has responded to the needs and potentialities of those who have participated in it, which was achieved through a participatory design process.

Effectiveness and efficiency rest on the basis of a personal commitment of those involved (Association and Families) based on sharing values of solidarity and responsibility. The project has dedicated activities and resources to strengthening both, which has led to better compliance of various kinds of activities, including those related with economic development. The economic promotion and administrative-financial training activities have had positive results even in the adverse context in which the economic initiatives of the Kolping Families have operated.

In this regard, it is necessary to move from specific technical and management capacity development actions to articulated and med-term capacity building processes, linked to a more thorough context of local economies reading, in order to promote better linkages with strategic public and private organizations and ensure the viability of the ventures.

In the case of self-help funds and small-scale loans, those are useful for solving problems related with income flow, temporary deficits, and occasionally with small-scale working capital, but the expectation of progressing to the banking level has not grown significantly, mostly because it does not work with the local conditions. It would be appropriate to deepen the progress made on their own financial mechanisms and small-scale.

One area to improve is the relationship of Kolping Peru (Association and Foundation) with the institutional environment (other organizations). Progress has been made in establishing specific cooperation, but more permanent, bigger and structured articulation is needed, in particular with thematic and geographical networks and civil society consortia. The image of Kolping Peru and its partners is a value that must be used for articulation with public and private programs that can contribute to the project activities development (training, financing, investments in communities, etc.)

Most members of the Kolping Families are women, and in particular in the Amazon, there is participation of groups with diverse ethnic affiliations. These two aspects constitute a work potential that has not been sufficiently explored, in terms of empowerment, identity strengthening, knowledge and practice of their rights, and articulation of demands and proposals specific to their needs.

The presence and operation of the Kolping Family Network are a contribution to the development of civil society. The Kolping Family can become a valid interlocutor, in a context of "deficit" of representation and disarticulation of local grassroots organizations.

The activities of economic capacity building have channeled an improvement in the individual capacities and therefore an extension of the repertoire of personal resources of the participants to implement economic endeavors. It is necessary to move from specific training actions to articulated and med-term processes of capacity building, articulated to a more thorough reading of the contexts of local economies.

In general, Kolping's work in the regions has had an impact on the lives of the Kolping Families, their members and their families. The values on which they base their actions, the integration and community support they generate, the results of the economic activities they promote and the significant potential as organized groups reflect that the work of Kolping Peru touches on transcendent elements of people and their families (Kolping have identified transcendent action areas).

7. Recomendations

In order to strengthen the impacts and ensure the sustainability not only of the evaluated project but also of all the interventions that the Foundation and the Association develop with the Kolping Families, the evaluation team recommends:

- To implement a knowledge management program that, based on the rich experience accumulated and recording the activities implemented, will strengthen future interventions and contribution to its own work as well as to the Peruvian civil society as a whole.
- Strengthen the regional implementation of interventions, hiring a facilitator by region to accompany the development of activities, leaders and local organizations. Her or his work must fulfill the independence capabilities to be developed by each Kolping Family.
- Explore alliances beyond international cooperation, appealing to private or public mechanisms, to establish a fund that guarantees the sustainability of the economic activities initiated. Develop a financial system according to the characteristics of the Kolping Families. Systematize and strengthen capacity building and accompaniment activities.
- Map up public policies in the country at various levels (national / regional / local) and in various areas (urban / rural / youth) that promote employment and / or economic productive activities. Identify the routes of access to such initiatives and support Kolping Families to establish linkages with them.
- Give particular attention to work with young people, based on experiences already developed in some regions and expand and replicate them.
- Empower Kolping Families as valid interlocutors of decision-makers, even more in the current context (of mistrust and corruption) in which organizations such as Kolping (for their image of values) may have a greater facility to establish alliances or make incidence. To do this, a specific strategy must be developed and promote and encourage the Kolping Families to participate in public spaces and build up synergies with other actors.
- Strengthen and, if possible, institutionalize (in alliance with allied educational organizations) the training processes. Articulate training in values and spirituality with training in human development and social oriented businesses.
- Strengthen the capacities of the Kolping Association and Foundation teams for the design and accompaniment of productive projects that are cost-efficient and to be aligned to the values that are sought to be promoted with the Kolping Families.