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EVALUATION REPORT



TRANSTEC
PROJECT
MANAGEMENT

**UDF- RCL-08-270 Empowerment of shanty towns' settlers through democratic spaces
Un Techo Para mi País (UTPMP)**

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Disclaimer

The evaluators are solely responsible for the content of this publication, which in no case reflects the opinion of UNDEF, Transtec, or the other institutions and/or individuals mentioned in this report.

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I. EXECUTIVE SUMMARY

(i) *Project Data*

This report presents the results of the evaluation conducted in Argentina of the regional project «*Empowerment of Shanty Towns' Settlers through Democratic Spaces*». This project was executed by the NGO *Un Techo Para mi País* (UTPMP) in four Latin American countries—Peru, Argentina, Colombia, and El Salvador—from October 1, 2009 to September 30, 2011 under a UNDEF grant of US\$375,000. The total budget for this project is US\$689,000.

The objective of the UTPMP project is to improve the living conditions of vulnerable populations in marginalized areas and set self-promotion processes in motion. The goal is to improve the settlers' ability to take charge of their own affairs and know and demand their rights. It specifically prioritizes three lines of action: (i) the creation of permanent community centers capable of promoting community development through specific microprojects and diverse initiatives; (ii) the mobilization and training of teams of volunteers; and (iii) strengthening of the community centers' capacity to organize and dialogue with local decision-making bodies. The project seeks four complementary results: (i) a community participation process created by training teams of young volunteer leaders; (ii) greater interaction between settlers and outside networks to find collective solutions to their problems; (iii) real involvement by shantytown settlers in the activities; (iv) the opening of a constructive dialogue between these populations and policymakers to make their demands heard.

(ii) *Evaluation Findings*

The project's strategy is highly **relevant**. Its objectives are fully consistent with the UTPMP mission, which is to ensure that «*every individual has the right to live under a decent roof*». The project offers a highly relevant response to the needs and problems of vulnerable populations. Although these groups were by and large both socially and economically disadvantaged, the project gave them the opportunity to change their living conditions for the better, encouraging them to get involved in organizing their own communities. The choice of focusing the intervention on volunteerism is extremely relevant. The beneficiaries greatly appreciate the project's assistance on the ground. The volunteers' continuous presence heightened the populations' motivation and engagement. Overall, the project's relevance no longer needs to be demonstrated; however, certain aspects could be strengthened. The project has not put enough emphasis on the fundamental rights approach or made sufficient efforts to institutionalize opportunities for local engagement. The NGO is considering integrating these elements into its future interventions.

The project has highly satisfactory **efficiency** levels. UTPMP is heavily involved in the implementation of the project's activities and the management of its human and material resources, demonstrating great effectiveness. Its administrative and financial management is both well-executed and transparent. The budget for each activity is coherent and duly respected. UTPMP's policy is to require project beneficiaries to make a symbolic contribution toward the costs (10%). A salient feature of this project is its vigorous mobilization of qualified volunteers with a range of professional skills. Very engaged in the project, they ensure quality volunteer monitoring and supervision. Overall, the cost-benefit ratio is positive.

The project's **efficacy** in Argentina is highly satisfactory. Its objectives and intended outputs results have generally been attained, thanks to their linkage and complementarity. Several factors contributing to the project's efficacy can be pointed out: (i) each country's preparation

of a plan of action suited to local realities; (ii) the formation of teams of volunteers and good training for them; (iii) the vigorous mobilization and participation of settlers in the activities; (iv) the financing of projects proposed by the target populations to improve their living conditions; (v) the quality of the local support provided by the teams of volunteers. All the same, one component of the project was not as well executed: the strengthening of the beneficiaries' capacity to be heard by local government bodies. They did not have the opportunity to develop an ongoing dialogue with policymakers and really exercise their citizenship at that level. The evaluators were unable to obtain information on the other participating countries that was more detailed than that contained in the final report.

As to **impact**, from the statements gathered, it is clear that the project made a significant contribution on several levels. It had a substantial impact in terms of *strengthening the beneficiaries' capacities*, enabling excluded populations to become more self-assured and acquire skills in organizing, participation, problem solving, the search for solutions, etc. Settlers came to understand the role they should play in community development and the importance of getting involved. The project likewise had a major impact in terms of *improving living conditions in the shantytowns*. The initiatives in this regard included housing construction, road improvements, electrification, refuse collection, tutoring, targeted professional training, etc. Many issues remain to be addressed, however, such as property rights and access to drinking water and sanitation. Finally, the impact of the project has also been felt *within UTPMP*, whose members have improved how they work with communities and made an in-depth study of the needs of the settlers, volunteers, and community centers. After the regional meeting held in Peru at the end of the project in October 2011, the beneficiaries from the four participating countries had an opportunity to share information about their practices and experiences with their counterparts from other countries and draw lessons for the future.

The **sustainability** factors are very positive overall. UTPMP enjoys regional recognition and has very strong roots in society. This NGO has excellent expertise when it comes to working in marginalized areas and mobilizing volunteers. Settlers have been actively involved in project activities. Their organization and engagement are essential components of sustainability. In terms of finances, the UTPMP has adopted a strategy to ensure the sustainability of its interventions. Its funding and communication policies are very well conceived and diversified. This NGO wishes to remain autonomous and not have to depend on international funding. It collaborates with the private sector and local companies.

This project constitutes real **value added**. Through a regional project, it has operated in Argentina, a country that has been the recipient of less and less international cooperation despite its substantial social inequalities. UNDEF's support for this regional project has enabled it to strengthen numerous disadvantaged communities. The purpose of this project is fully consistent with UNDEF's mission as a key actor in the construction and consolidation of democratic participation and the exercise of citizenship by the most vulnerable populations.

(iii) Conclusions

The conclusions that follow are based on the results observed in Argentina.

- The project provides essential value added through its intervention with vulnerable and excluded populations, which have been integrated into their communities' development process and have actively participated in initiatives to improve their own living conditions. These citizens have sustainably organized themselves and participated. Community centers play a key role, for they are venues for sharing experiences and democratic participation. A societal dialogue has begun among the settlers, who are learning to demand that their needs be met. Nevertheless, it is important that the community centers

gain official representation so that they can be full-fledged partners in decision-making bodies. Moreover, greater emphasis should be placed on the concept of fundamental rights.

- The project shows the advantages of volunteerism when the volunteers are qualified and well-trained. Some young volunteers were trained in leadership and have shown an admirable concern about community development. This high-quality engagement is extremely beneficial to the project and its sustainability.

- The project's success is due in part to the recognition of UTPMP and the excellence of its expertise in the intervention area. Its good planning and organization of the activities, the serious training it provided to the teams of volunteers, and its assistance on the ground were real project assets.

- The priority in the project's strategic approach is on promoting the organizing of shantytown settlers, which is very positive in itself. At the same time, however, UTPMP could have attempted to link its work with that of the other civil society stakeholders that have similar initiatives in place. That synergy could have led to greater structural changes, unimaginable in the framework of a single project. The impact on these populations would have been far greater.

(iv) Recommendations

Two lines of recommendations are proposed, aimed at making the «*rights and democratic participation*» dimensions more explicit in UTMPT community activities:

- Educate the teams of volunteers about the fundamental rights of populations. While its work has been outstanding, it would be constructive to raise awareness among beneficiaries and better inform them about their right to basic services. With greater ability to defend and demand their rights, settlers in marginalized areas would boost their potential to become active and responsible citizens. They would be better able to organize and work together effectively to implement sustainable solutions to their problems. These populations need greater opportunities for dialogue with local decision makers and for participation in negotiating venues.

- Prioritize and strengthen the NGO's synergies and connections with other parties working on the issues addressed. It would be advantageous for UTPMP to adopt a partnership approach so that activities would have a greater impact. An NGO working in isolation cannot bring about structural change; hence, the importance of collaboration. Partnerships can be established with different types of stakeholders: (i) other civil society organizations and networks engaged in the fight against poverty and inequality. Such linkage and collaboration with strategic allies could promote collective action that is more targeted to structural change. UTPMP could also develop closer ties with (ii) public and political authorities. Consensus-seeking between civil society stakeholders and political decision makers could be strengthened. The goal would be to influence decision- and policy-making that affect marginalized populations. Here, UTPMP could profit from its national and regional recognition to bring the various social and political stakeholders together. Furthermore, given the current decentralization, the municipalities responsible for local development should be closer to the citizenry. A presence in the forums for ongoing dialogue between community representatives and local policymakers would also be necessary. Finally, UTPMP could strengthen its contacts with (ii) other cooperation agencies. It would be advantageous for the NGO to consider the potential for further collaboration with other development actors. Synergy with programs supported by other technical and financial partners could heighten the projects' impact and increase citizen representation and involvement in local development activities and the fight against poverty.

II. INTRODUCTION AND DEVELOPMENT CONTEXT

(i) The project and evaluation objectives

This project presents the results of the evaluation of the regional project *Empowerment of shanty towns' settlers through democratic spaces*, executed by the NGO *Un Techo Para mi País* (UTPMP)¹ during the period 1 October 2009 to 30 September 2011². UNDEF provided a grant in the amount of US\$375,000, and the total project budget is US\$689,000. The NGO has co-financing of US\$314,000.

The objective of the *Empowerment of shanty towns' settlers through democratic spaces* project is to create venues for communities in the shanty towns of four Latin American countries (Argentina, Peru, El Salvador, and Colombia) to make their voices heard and engage in democratic participation. Despite the progress made in public policy, Latin America's countries still have major challenges to face. It is critical that they eliminate the tremendous inequality and exclusion that characterize their societies. Building social solidarity is therefore one of the region's key policy objectives. The UTPMP project works with populations living in highly vulnerable situations in marginalized areas lacking basic services. The project is designed to foster self-promotion and enable these populations to take charge of their lives and get directly involved in improving their living conditions. The project strategy centers around three priority lines of action: (i) support for the creation of permanent, dynamic local community centers through *mesas de trabajo* (representative groups that motivate residents and run the center) capable of undertaking community development initiatives and microprojects; (ii) the mobilization of volunteer forces and stakeholders; and (iii) the strengthening of community centers' capacity to organize and engage in dialogue with local institutions.

The evaluation mission is part of the post-project evaluations funded by the United Nations Democracy Fund (UNDEF). Its purpose is to conduct an in-depth analysis of UNDEF-funded projects to gain a better understanding of what constitutes a successful project, which in turn helps UNDEF devise future project strategies. Evaluations also assist stakeholders in determining whether projects have been implemented in accordance with the project document and whether the expected project outcomes have been achieved.

(ii) Evaluation methodology

The evaluation was conducted by one international expert and one junior expert, hired under the UNDEF contract with Transtec. The evaluation methodology is presented in the contract's Operational Manual and includes specific elements from the Launch Note. Pursuant to the terms of the contract, the project documents were transmitted to the evaluators in March 2012 (see Annex 2). After reading and analyzing the documents, the evaluation team prepared the Launch Note (UDF-RCL-08-270) describing the methodological approach, along with the analytical techniques and instruments to be employed during the evaluation mission. The mission was carried out in Argentina, one of the four countries participating in the project, from 2 to 6 April 2012 – more specifically, in Buenos Aires. Two factors influenced the choice of Argentina for the mission: (i) even though the country has the best indicators of the four countries (in terms of human development, poverty, inequality, and urbanization), Argentina is where tens of thousands of families are living in slums; untouched by the country's economic boom, they do not benefit from any social policy that respects their fundamental rights or addresses their basic needs; (ii) the limited availability of other teams and beneficiary groups due to the Directors Summit which

¹ «Un techo para mi país » means « A roof for my country» in English.

² The project document was signed on 4 September 2009.

took place in Colombia on April 9th. The project coordinators in the other countries were not available at the time of the mission. This was the case in Peru, where the international expert unsuccessfully tried to contact the local teams during a two-week visit in March. The evaluators interviewed participants and members of the project coordination teams. They also visited 2 of the 25 community centers that received assistance from the project in Argentina (in Los Pinos and San Blas) and spoke with beneficiary, resident, and volunteer groups from these communities, namely:

- The members of the project's national coordinating team: the directors of different departments (Social Empowerment, Volunteer Training, Communication, Administration, and Finance);
- The Director of International Cooperation (UTPMP, Washington);
- The people in charge of training volunteers in Buenos Aires;
- People in charge of organizing and monitoring community activities;
- Young community volunteers and leaders who had participated in project activities;
- People who had attended the October 2011 Summit in Lima;
- The head of social affairs, Institutional and Community Relations Unit, Banco Hipotecario;
- The coordinator of the UNDP Governance Unit (civil society-government relations)
- The person in charge of the economic sector for the European Union Delegation (telephone interview).

Two field visits were made to the municipalities of Escobar and San Miguel, where the project had been carried out.



(iii) Development context

The first regional human development report for Latin America and the Caribbean, issued by UNDP in 2010, states that if inequalities were considered in the calculation of the HDI, the region's otherwise satisfactory development levels would drop by 6% to 19%. This poverty is what gave birth to today's shanty towns. Originally conceived as temporary settlements to accommodate the rural exodus, they would turn into «cities within cities». With 75% of its population residing in urban areas, Latin America is the most urbanized developing region. Nevertheless, the flow of people from rural areas to the cities is unceasing, and the shanty towns keep growing. Urbanists refer to the «loi du double» to describe the excessive flow of migrants to shanty towns. The growth of these slums is generally a result of the inability of city authorities and urbanism to bring housing construction into line with population growth. In 2007, Peru's National Statistics and Information Institute (INEI) put the housing deficit at 1.2 million dwellings.³ This situation underscores the lack of inclusive, equitable policies that give citizens an opportunity to exercise their fundamental rights.

³ <http://www.inei.gob.pe/biblioineipub/bancopub/Est/Lib0868/libro.pdf>



These circumstances drive populations to become squatters, occupying vacant land unsuitable for urbanization, such as marshes, river banks, steep slopes prone to landslides, and railroad rights of way, and to build flimsy dwellings made of scrap materials (cardboard boxes, sheet metal, tires, and boards). These settlements take several years to take root, with municipal delivery of basic services such as water and electricity lagging behind. While waiting to obtain these services legally, shanty towns find alternative means of securing them in the informal sector. Though more expensive, the informal sector reflects one of the characteristics of shanty towns: their tightly knit social fabric. In an environment where daily life in many respects is a struggle, solidarity and a robust social network are beginning to emerge.

One of the obstacles to these informal activities is the fact that many shanty towns have no legal standing: officially, they are not on the charts and their residents do not exist. They are illegal. This shadow existence makes it very hard to obtain recent accurate data on these slums and their residents. Absent this information, the table below and the presentation on the four countries targeted by the intervention show the different parameters leading to the development of shanty towns – that is, the gap between wealth and extreme poverty. The presentation likewise shines a spotlight on its consequences for life in these slums, among them violence and insecurity.

	Population in millions - 2011	Human Development Index – world rank - 2011	Human Development index - 2011	Gini Index – 2011 (inequality adjusted HDI)	% living on less than US\$1.25 PPP per day - 2011	population in slums - % of urban population in- 2005
El Salvador	6.2	105	0.674	0.495	5.1	28.9
Colombia	46.9	87	0.710	0.479	16	17.9
Argentina	40.7	45	0.797	0.641	0.9	26.2
Peru	29.4	80	0.725	0.557	5.9	36.1

Table 1: Wealth indicators
Sources: <http://www.unhabitat.org/stats/Default.aspx>
<http://www.unhabitat.org/stats/Default.aspx>

El Salvador enjoyed an economic boom in the 1990s. Liberal reforms and privatization of the financial sector propelled national growth to a record 6% and markedly improved social services. However, the country’s dependence on imports, mainly from the United States, its vulnerability to natural disasters, and its high crime rate made the first decade of the 21st century one of recession and growing inequality. The most vulnerable groups, who were most often slum dwellers, were the first ones affected by the recession. Urban violence, a tremendous concern in the country, hit these populations equally hard. The country’s extremely dense population, the densest in Central America, exposes these groups to violence and leads them to perpetrate it. A UNODC⁴ study reported 66 homicides in El Salvador per year per 100,000 population in 2010, the second highest rate in the world after Honduras. The average in 2011 was 71 per 100,000, while in Colombia it was 33, and in Peru and Argentina, 5.5.

Colombia has endured over 50 years of domestic armed conflict, with forced internal displacement one of its serious consequences. The country ranks second in the world after

⁴ *Global Study on Homicide: Trends, Contexts and Data 2011*, United Nations Office on Drugs and Crime

Sudan in the number of displaced persons in its own territory. According to the Colombian government, 3.7 million people were displaced between 1997 and 2011, a figure reprised by the High Commissioner for Refugees (UNHCR) in its 2011 statistics.⁵ Naturally, most of the displaced population is concentrated in the shanty towns of Bogotá. Again, the wealth gap, overcrowding, and lack of policing in these areas breeds crime, especially, narco trafficking. Shanty towns permit a certain anonymity and are an ideal setting for many criminal activities. Also significant is the fact that, in terms of inequalities, Colombia ranks third in the distribution of wealth after Brazil and Guatemala. Ten percent of the country's wealthiest families receive 45% of its revenues, while 20% of its poorest families receive only 2.7%. On average, a rich man's income is 58 times higher than a poor man's.

Argentina was engulfed in a deep and unprecedented economic crisis in 2001 that led to a deterioration in social conditions and plunged more than half of its population into poverty. The country ceased to honor its debt, its education and health systems collapsed, and unemployment soared. Nonetheless, in the wake of this crisis rapid economic growth ensued. Today, Argentina is considered a high-income country, with an 8% growth rate in 2011 (higher than that of Brazil) and a GDP of US\$368.7 billion and income per capita of US\$8.62 in 2010⁶. These figures, however, mask the wide disparities in the distribution of wealth and almost make it possible to forget the *villas miserias* (slums) on the outskirts of Buenos Aires, where 26.2% of the population lives, according 2005 estimates by UN Habitat (see table above).

Peru has also experienced a phenomenal economic boom in the past five years, with average growth of 6.3% since 2002, low inflation, and low foreign debt. This economic boom has substantially reduced overall poverty levels, but not inequalities. Between 2004 and 2010 the number of people living below the poverty line (defined by the government and based on the cost of living) has fallen by 7 million. Nevertheless, in 2010 the national poverty rate was still 30.8%. One of the challenges facing the new President will be to offer greater access to currently deficient basic services such as water, electricity, education, and health services. Despite efforts to date by the Peruvian authorities and a clear increase in social expenditure (which doubled between 2005 and 2008), malnutrition and maternal and child mortality rates remain higher than the regional averages, a phenomenon that is especially visible in shanty towns. In 2008, 70% of the population of Peru had access to safe drinking water and 80% to electricity, while in Ventanilla, Lima's main slum, 90% of the children were suffering from parasitic diseases.

⁵ <http://www.unhcr.fr/cgi-bin/texis/vtx/page?page=4aae621e24>

⁶ World bank data

III. PROJECT STRATEGY

(i) Project approach and strategy

The project strategy is fully in line with the NGO's mission. *Un Techo para mi País* (UTPMP) is a Latin American NGO founded in Chile in 1997 in follow-up to the *Un Techo para Chile* [A Roof for Chile] project. This organization, based on volunteerism, recruits young volunteer leaders who are largely students from the universities (according to the information obtained, the oldest is 30). These individuals work to encourage communities living in marginalized areas to take action. The goal is to promote the social inclusion of these residents. UTPMP is currently working in 19 Latin American countries.⁷ Its activities in each country are designed to meet national needs, but its coordinating office is in Chile.

The project is operating in four countries: Argentina, Colombia, Peru, and El Salvador. Its strategic approach is geared to strengthening the social participation and organizational skills of the residents of marginalized neighborhoods in major cities. The goal is to raise their awareness and assist them in taking charge and getting involved in their communities. The ultimate goal is for them to find ways to collectively fight exclusion and improve their living conditions.

The project seeks four complementary outcomes. Outcome 1 is better community organization among shanty town residents. It involves training young community leaders capable of promoting and assisting democratic community participation processes. Outcome 2 is greater capacity for interaction among residents and linkage with outside networks that can help them solve their problems. Outcome 3 is greater involvement by residents in their neighborhoods to gradually increase their community participation. Outcome 4 is the ability of shanty town residents to dialogue with society and national policymakers and constructively express their demands.

In order to achieve these outcomes, UTPMP has adopted a methodological approach that is both inclusive and participatory. All activities are designed to awaken the desire of slum dwellers to become active participants. Through weekly meetings, the NGO provides assistance and fosters representative organizing among shanty town residents. The creation of community centers run by representatives of the community (*mesas de trabajo*) is aimed at fostering joint efforts to improve living conditions in these areas. .

The interventions are part of a gradual process. First, residents are assisted with the construction of basic housing.⁸ Afterward, volunteers visit the families to gain their trust and encourage them to create community centers through the *mesas de trabajo*. These centers are key to strengthening civic action. The community center becomes a focal point for residents. Parents and children take part in informational, educational, and recreational activities. Once the community center has been established, community projects can be proposed. A committee of university volunteers evaluates project portfolios, basing their judgments on well-defined objective criteria. UTPMP provides most of the funding for the projects that are approved but requires beneficiaries to contribute the equivalent of 10% of the total budget. The mission had an opportunity to visit several projects in Argentina that had received project support. The community initiatives included projects to build streets and sidewalks, to connect the neighborhood to the electrical grid, to organize trash collection, etc. The target population consists of shanty town residents (parents and children). In most

⁷ The 19 countries are: Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Mexico, Haiti, Honduras, Nicaragua, Panama, Paraguay, Peru, Uruguay, and Venezuela.

⁸ Wooden dwellings 18 m² with no facilities.

cases, these slums have no access to basic services. They lack a safe water supply, toilets, sanitation, and electricity. Schools are often very distant. In one of the neighborhoods visited, children have to walk 3 km to reach the school. At the time of the visit, the community center was working on a project to build a small bridge that would considerably shorten the time it took the children to get to school. Health centers are equally far away and hard to reach. Moreover, some families lack stable work.

(ii) Logical framework

The table below presents the logical framework of the project intervention based on four outcomes. The activities carried out have clearly contributed to the achievement of the objective and intended outcomes, as the table illustrates:

Project activities	Intended outcomes	Medium-term impacts	Long-term development objective
<ul style="list-style-type: none"> Establishment of community centers (CC) in the 4 countries (14 in Colombia, 15 in Argentina, 14 in El Salvador, and 24 in Peru); Diagnostic assessment of leadership capacity and preparation of training courses; Holding of 12 leadership training courses for 257 volunteer community leaders; Recruitment of volunteers. 	<p>O 1 –Volunteer leaders capable of promoting and assisting with the organization of democratic community participation in marginalized neighborhoods are identified and trained to form and motivate work teams.</p>	<ul style="list-style-type: none"> Some 257 volunteers have received training in leadership and strengthening basic competencies for managing formal work environments in a community (60 in Argentina, 47 in Colombia, 100 in El Salvador, and 50 in Peru); 934 residents have gotten involved in organizing community activities and projects. 	<ul style="list-style-type: none"> Strengthening of volunteerism through assistance with the formation of teams trained and engaged in grassroots community activities.
<ul style="list-style-type: none"> Weekly meetings between teams of volunteers and the members of each CC; Preparation of community diagnostic assessments. Preparation of plans of action for each CC; 	<p>O 2 – Permanent university volunteers working in the CC to improve residents' ability to interact with each other and find links with outside networks and institutions.</p>	<ul style="list-style-type: none"> 228 volunteers ensure coordination of activities in the CC (for at least one year) The preparation of 114 participatory diagnostic assessments makes it possible to identify needs and problems in the CC. 	<ul style="list-style-type: none"> Greater awareness among shanty town residents about the importance of participating in the management of their communities.
<ul style="list-style-type: none"> Issue of two calls for proposals. Preparation and presentation of proposal portfolios; Establishment of a selection process; Allocation of funds for implementation; Monitoring and evaluation of projects implemented. 	<p>O 3 –«Competitive Community Funds» are granted to residents, proposing opportunities for community participation to them and helping them identify and solve their problems.</p>	<ul style="list-style-type: none"> 66 assistance grants are allocated for joint community projects proposed by the residents 45 projects are mounted: 5 in Argentina, 11 in Colombia, 20 in El Salvador, and 9 in Peru. 	<ul style="list-style-type: none"> Greater confidence among residents about organizing, planning, and pooling efforts to improve their living conditions.
<ul style="list-style-type: none"> Preparations for the regional meeting Selection and training of participants in the 4 countries; Preparation of the final report (position paper) of the regional meeting. 	<p>O 4 –Representatives of the CC from the 4 countries participating in the project have the opportunity to interact and share their vision through a regional meeting held at the end of the second year.</p>	<ul style="list-style-type: none"> 94 community representatives participate in the regional meeting to share their practices (62 project participants and 32 representatives from Costa Rica, Mexico, Haiti, Uruguay, Chile, Bolivia, and Guatemala). 	<ul style="list-style-type: none"> Forging of close ties between community centers, businesses, and local institutions.

IV. EVALUATION FINDINGS

(i) Relevance

The evaluation mission observed many factors reflecting the relevance of the project. The project objectives are consistent with the strategic options of *Un Techo para mi País*, whose slogan is «Everyone has the right to live under a decent roof».

The strategy employed is part of the three phases prioritized by the NGO in all its interventions: (i) the construction of dwellings; (ii) social empowerment; and (iii) support for sustainable community organization processes.

Furthermore, the project's decision to focus the intervention strategy on volunteerism is equally relevant. The use of volunteers guarantees a permanent local presence in disadvantaged areas. This was greatly appreciated by the beneficiaries, who were tired of listening to speeches that had little credibility and who had no belief whatsoever that their situation would change. When they realized how dedicated and tenacious the young volunteers were, they grew self-confident and motivated.



The volunteers' youth and the neutrality and energy that they represented helped build trust between them and the slum dwellers.

The project provided a relevant response to the problems and needs of the beneficiary populations. These groups live in grinding poverty. Highly vulnerable, they systematically find themselves at a social and economic disadvantage. The project's relevance in terms of the expectations of the target groups was largely confirmed through the mission's visits and interviews. The beneficiaries they spoke with had a high opinion of the project. Its activities, they claimed, taught them to value themselves as people and improved their ability to analyze their situation and community organization. Moreover, their opportunities to participate in community life also increased. Better communication was also established among residents, participation in community activities increased, and microfinance projects were clearly improved.

Nevertheless, the mission believes that the project could have been more relevant in certain areas. The evaluators confirmed that it contributed to participatory processes that directly engaged the beneficiaries in managing their neighborhoods and promoted self-organization. However, poverty was not the only problem addressed by the project. Human rights were as well, as they directly affect citizens. Thus, the project could have further developed this approach in assisting the target groups. Activities could have been geared to raising awareness and defending and demanding respect for residents' fundamental rights. This would have made their community involvement more democratic. The fact that populations lacking basic services are involved makes this even more important. Moreover, the project did not contemplate setting up mechanisms to facilitate greater participation and greater

influence in local political spaces and a structured dialogue with municipal authorities. Although contacts were made and consultations were held with municipal authorities and community leaders, this dialogue was never formalized.

UTPMP is currently considering how this vision could be integrated into its activities. It is also looking for ways to become part of a more global and coherent dynamic to address development and democratic participation challenges. It is likewise planning to seek collaboration and strategic partners to complete its activities with an intervention that has a greater influence on the authorities. Coordination among civil society stakeholders working in the same field could encourage the joint development of structural solutions that are more relevant to the problems encountered.

(ii) Effectiveness

The mission’s observations lead to the conclusion that the project has been effective in Argentina, as all programmed activities were carried out and the intended outcomes



Volunteers from a construction project, Peru

achieved. The evaluators were unable to obtain information on the other countries that was more detailed than that contained in the final report. It is therefore very hard to assess the intervention’s achievements and effectiveness in these countries. The national UTPMP websites provide data on the NGO’s activity as a whole but make no explicit reference to the project’s contribution. This confirms that the intervention is fully integrated into the broader activities of UTPMP (the financial contribution likewise completes the total budget).

The intervention rationale shows clear complementarity among the four outcomes, which led to highly satisfactory achievement of the objectives. The evaluators noted several factors that contributed to the project’s effectiveness:

- At project start-up, UTPMP established a *baseline for each participating country*. This differential analysis made it possible to adapt the plans of action to the situation in the intervention areas. It also facilitated the assessment and close monitoring of the progress made in the countries during project execution.
- *The creation and training of the teams of volunteers (O1)* were likewise key indicators of effectiveness. Volunteerism is the cornerstone of UTLPMP activities. The project made it possible for 12 training courses to be offered. These courses taught volunteers how to foster community efforts and prepare participatory diagnostic assessments. The 257 community leaders that were trained have been responsible for ensuring weekly coordination of the community centers. They also visited slum neighborhoods to select beneficiary families. The selection was based on questionnaires and analyses of the social and economic situation of these populations (income, family structure, health situation, access to social networks, housing situation, etc.).

Good knowledge of the beneficiaries' situation from the outset made it possible to anticipate their ability to participate in a positive manner and thus optimize effectiveness.

- All these initiatives succeeded in *mobilizing and organizing the residents*. The project awakened their desire to better understand their community's situation and find alternative solutions to pressing issues. Getting families involved was key to fostering ownership of the project. From the first phase in which *emergency housing was constructed*, families contributed 10% of the cost, both financially and through "sweat equity". Each family signed a sales agreement to purchase a plot of land. Once the dwelling was built, the *social empowerment phase* began. This phase gave participants the opportunity to set up community centers, where volunteers and beneficiaries meet periodically to organize and find solutions to problems and needs. Several activities were undertaken in this regard: support for children's education and recreation, targeted vocational training, microcredit (offer of training and working capital loan).



Mesa de trabajo facilitated by volunteers and neighborhood residents, Colombia

- Under initiatives to promote the self-organization of residents, the project set up the Competitive Community Funds (FONTECHO). This initiative financed projects proposed by the beneficiaries to improve conditions in their households and neighborhoods. The beneficiaries had an opportunity to receive training in how to put together a project portfolio as well as self-management, self-financing, and the use of social networks. They voiced their satisfaction with the concrete results of these initiatives. Despite the hardships of their environment, they considered their lives to have changed all the same. They had clearly evolved during the implementation of very targeted initiatives that, overall, led to improvements in their quality of life. Establishing community centers in these disadvantaged areas has given residents a common perspective marked by sharing and communication between adults and children, men and women. Thus, neighbors are highly motivated to help each other and participate in the sustainable development of their communities.



Inauguration of a new dwelling in the presence of volunteers and people who helped build it, Peru

- Finally, it is important to underscore the relevance of the assistance provided by the volunteers in the field, which significantly boosted the effectiveness of the various initiatives.

The October 2011 Regional Colloquium in Peru was an occasion to share project experiences on a wider scale. Delegations from the four countries where the project operated had an opportunity to



3 al 6 octubre 2011
Lima, Perú

participate. Representatives from other Latin American countries involved with UTPMP were also present. From the testimonials gathered, it was clear that this meeting had a significant impact. The beneficiaries had never imagined that they could travel and attend an event like this. What especially impressed them was their contact with other families struggling with the same issues as they were. This allowed them to share information on strategies to escape vulnerable situations, opening them up to other points of view and teaching them the importance of working together. This heightened their motivation to take charge of building their future.



As stated earlier, the mission found that one component of the project was not as well implemented: capacity building and providing greater opportunities for beneficiaries to participate and be represented in local government bodies. Residents' presence in the channels for communication and dialogue with municipal governments would enable them to advance the exercise of citizenship and democratic participation. A partnership could be forged with stakeholders working at the local level (and eventually in other neighborhoods) so that public policy would also include measures to address local needs.

(iii) Efficiency

Concerning overall project management, the evaluators wish to stress UTPMP's heavy and constructive involvement in the activities and the management of human and material resources. UTPMP is made up of departments devoted to specific domains (social leadership, social empowerment, training of volunteers, communication, etc.). This structure facilitates the standardization of criteria and quality in management. Its executives, administrators, managers, and trainers have the competencies and expertise required for effective performance. Moreover, the majority of this NGO's managers were once volunteers themselves.

One particular component of the project is its extensive mobilization of volunteers, who assist with the activities and coordinate the community centers in the project neighborhoods. These active, highly engaged citizens have received solid training in the areas addressed by the intervention. The beneficiaries appreciate how well the activities are managed and the ongoing assistance on the ground guaranteed by the teams of volunteers. The volunteers' professional skills and engagement are especially valued.

From an administrative and financial standpoint, prudent and transparent management were observed. Furthermore, the budget allocated for each activity was both clear and respected.

UTPMP has co-financing to complete the funding provided by the UNDEF grant. The project is a specific and well-targeted intervention. The evaluators would like to point out that the NGO has a fairly substantial budget. In fact, UTPMP's annual budget for 2012 is estimated at US\$44 million. The funds allocated to fixed salaries for its human resources are rather limited. In fact, most of the activities are carried out by the teams of volunteers. In the field, the NGO requires beneficiaries to make a minimum contribution



Community center in Los Pinos, Argentina

toward certain expenses. For example, the estimated contribution to the construction of dwellings or to obtain microcredits is 10%. The contribution is symbolic. The object is mainly to show beneficiaries what transparent and responsible management looks like and ensure that they appreciate the assistance they are receiving. Moreover, the volunteers cover certain expenses themselves (i.e., transportation and meals). This practice is viewed as encouraging co-responsibility. The narrative reports provide specifics on the interventions. UTPMP has a series of promotional materials to lend visibility to its activities and inform the public.

All this leads the evaluators to conclude that the cost-benefit ratio is positive. The project has had an observable impact at different levels.

(iv) Impact

The evaluation mission noted the important contributions of the project in several domains:

First, regarding *its impact in terms of strengthening the beneficiaries' capacities*, the interviews and visits to the communities enabled the evaluators to obtain several opinions.

The beneficiaries genuinely considered the project an opportunity to improve their ability to organize and participate. They were especially appreciative because there are very few initiatives of this type in these shanty towns. The residents' high opinion of the activities carried out in their neighborhoods (parties, fairs, microprojects, etc.) was clear to the evaluation team (see section II Effectiveness). The direct beneficiaries noted that the project had restored their self-confidence and given them greater self-esteem. They had gained skill in analyzing their problems and needs. They had learned to how to hold meetings and begin a joint search for ways to improve their daily life. These groups of residents truly realized the importance of getting involved in community initiatives. They were clearly more motivated and interested in helping improve living conditions in their communities. Several residents became leaders and are participating in community decision-making. They have gotten

organized to represent community interests and have learned to be more effective communicators with a multitude of stakeholders (i.e., the electric companies). For example, the community center chairs regularly appear on local radio and TV programs to publicize community initiatives.

The project has also *significantly improved living conditions in the shanty towns*. First, the dwellings constructed have improved the basic housing conditions of families. This housing protects them from rain and humidity, which are responsible for respiratory problems and illnesses, chiefly among children. Several families live in the wooden buildings while constructing a sturdier house. Organizing residents through community centers has enabled them to launch a large number of very specific initiatives that all the residents work on. For example, certain neighborhoods decided to repair their dirt streets. They obtained 10 truckloads of material for paving the streets and building sidewalks. They negotiated the installation of electrical connections with the companies. Some 50% of the residents currently have an electricity meter. Residents also demanded trash collection; the municipalities have pledged that a truck will come regularly to pick up the garbage. Other initiatives include building a shorter road to the school for the children and planting a tree for each resident to beautify the landscape in these areas and preserve the environment.

Many community activities were also carried out: the formation of children’s recreation groups, tutoring sessions, targeted vocational training courses (cooking, hair styling, first aid, macramé, etc.).

These efforts notwithstanding, problems remain that are hard to solve with civic action alone. For example, securing access to clean water in these areas takes three years! Water treatment is too expensive. Temporary measures, such as bringing in water trucks, are



Toy library in Los Pinos, Argentina

adopted. These are matters beyond the residents’ control. Significant and sustainable change requires funding and a different strategy. Residents’ organizations must have greater potential and legitimacy in spaces for representation and negotiation with public authorities.

Finally, regarding the *internal impact of the project*, the members of the Buenos Aires team underscored that the project enabled them to improve their internal and community work methods. It emphasized that internally, its interaction with an international organization had created a rigorous dynamic, especially in terms of the recording and classification of expenses, linked to the high standards associated with UN organizations and the management of funds.

Moreover, the project spurred them to study the different types of relationships that must be forged between volunteers and community centers. This led them to encourage residents to shake off their apathy and lack of self-confidence. The regional Latin American meeting in Peru, held in October 2011, served as an occasion for stakeholders from the different countries to share their experiences and draw lessons from their counterparts. Certain residents actively participated in the meeting. They realized that, unfortunately, they were not only people living in such conditions and noted that, sad though it may be, this had encouraged them to persist in their efforts to foster greater change.

(v) Sustainability

Overall, the evaluators have a very positive view of the project's sustainability. The beneficiary organization is deeply rooted in the social fabric. It is well-known and highly respected for its long history in both the country and the region. Moreover, it has a wealth of expertise in mobilizing volunteers, especially in slum areas on the urban fringe (*villas miserias*) marked by extreme poverty and exclusion. Their visits to communities have revealed that residents are directly involved in activities to improve their neighborhoods; they are well-organized and have developed plans with assistance from the teams of volunteers. Through meetings with volunteers, the evaluators determined that the project's achievements will be sustainable.

Latin America is the most urbanized developing region

As for financial sustainability, UTPMP takes great care to guarantee that its activities will endure. It has a well-thought out and diversified institutional funding and communication policy. This strategy is designed not only to ensure the NGO's autonomy but to guarantee that it will never have to depend on international funding. Every year it organizes events to raise awareness and publicize its activities among the wider public. (campaigns, gala dinners, a « Roof Night », etc.). This has enabled it to attract a substantial number of faithful donors who contribute to the financing of its institutional administrative expenses. UTPMP also makes it a point to collaborate with the private sector and local business. One of its main donors is Argentina's Banco Hipotecario,⁹ which is directly involved in the UTPMP funding strategy. The Bank's social affairs officer noted the NGO's reputation for obtaining satisfactory results and providing quality services. She also indicated the Bank's willingness to continue funding future initiatives. This testimonial proves the importance of the trust factor in an environment considered written off by the authorities. UTPMP appears to have built trust, promoting the sustainability of its future activities and, more generally, its structure.



La pobreza NO es el problema tu indiferencia, sí.

Sumáte a la colecta de Un Techo para mi País Argentina. El 8 y 9 de mayo estaremos en 12 puntos de la ciudad de Córdoba, recaudando los fondos para la construcción de 40 viviendas de emergencia. Te necesitamos.

Un Techo para mi País Argentina es una organización sin fines de lucro que trabaja junto a familias que viven en situación de pobreza, a través de un modelo de intervención social propio, no asistencialista, que consta de tres etapas: Construcción de viviendas de emergencia, implementación de programas integrales de Habilitación Social (Arte y Recreación, Capacitación en oficios, Educación, Jurídica, Microcréditos y Salud) y Comunidad Sustentable.


www.untechoparamipais.org.ar

Drive for the construction of 40 dwellings in Cordoba, Argentina

(vi) UNDEF added value

UNDEF support for this regional project made an intervention like this possible in Argentina. Argentina is a country with positive economic growth indicators. However, its socioeconomic context is marked by enormous inequalities affecting a substantial number of residents living in excluded, marginalized areas just miles from the capital. It bears mentioning that Argentina is becoming less and less a priority for international donors. Thus, its receipt of assistance with international funds is quite significant. This funding has enabled UTPMP to intensify its institutional engagement with the beneficiary populations and boost its financial capacity to maintain its interventions. Furthermore, it has markedly improved its fundraising practices over the past two years, which bodes well for the future.

⁹ <http://www.hipotecario.com.ar/>

V. CONCLUSIONS

The evaluators' conclusions are based on the results observed during their visit to Argentina. The regional dimension was approached only indirectly through exchanges with the Director of International Cooperation and the information from the narrative report. Thus, the conclusions are only partially valid.

(i) The project makes a basic contribution through its interventions among marginalized, excluded populations. It raises their awareness about the importance of engagement and participation in community life. It also gives them an opportunity to take part in building an environment more conducive to their social and economic development. One of the project's strong points is its successful creation of a community organizing dynamic focused on the basic every-day problems of these populations. Many shanty town families in the four countries have realized the possibilities for change and improvement of their living conditions. Residents have discovered the potential of grassroots community efforts and become active, organized citizens in their neighborhoods.

(ii) Nevertheless, from the standpoint of civic and democratic participation, significant challenges still remain. The community centers are well-organized and actively engaged in their communities. However, their value added could be capitalized on and institutionalized to greater advantage. These centers must gain greater recognition as the residents' formal representatives. That way, they could more effectively demand and ensure respect for the rights of these populations and be acknowledged as negotiators. Their contacts with certain stakeholders in the private sector, such as the businesses that provide them with goods and services (paving materials, access to electricity meters, water distribution, etc.) could be formalized and made more systematic. Furthermore, the creation of spaces for democratic participation must be more formalized to increase these groups' potential for dialogue. Pursuing this goal should result in formal recognition of these new community actors in official forums for dialogue and decision-making. This is a critical point that requires further attention to make this approach to civic and democratic participation a sustainable fixture. The elements that still need work include the integration of knowledge about and respect for fundamental rights and the official representation of marginalized populations in a societal dialogue.

(iii) The project constitutes clear and well-structured good practice, with the added value of volunteerism when it is professional, well-managed, and organized. Its management by young people (a large proportion of the volunteers) has undeniable advantages in the area of leadership training. These young people are convinced of the importance of devoting several years of their lives to this type of initiative, even when they know that their involvement will require them to give up better-paid or more prestigious work opportunities. UTPMP therefore has a wealth of well-qualified and motivated social capital. The sustainable engagement of young people multiplies the project's ability to organize community interventions with a multidisciplinary approach, since these volunteers are university students from different disciplines: architecture, economics, sociology, communications, etc. Several volunteers are now on UTPMP's permanent staff, which is a very attractive capitalization and sustainability component.

(iv) UTPMP's excellent expertise and reputation in the intervention's domain is a real asset and an important element of the project's success. The teams of volunteers in charge of coordinating the activities have a coherent and well-designed plan for each phase of the intervention. They have given priority to assisting and following families and communities in the neighborhoods. The community centers have played a key role and become important focal points for local residents, encouraging their participation, solidarity, and engagement in issues that directly concern them.

(v) The project chose a collective strategic approach centered on the promotion of community organizing. However, there is not enough stress on making linkage with other civil society actors working to fight poverty and promote respect for human rights a basic strategic criterion. On the contrary, the evaluators observed that there had been few formal exchanges with stakeholders working on similar initiatives outside UTPMP. Civil society in Latin America has a long history and considerable expertise in building solidarity and promoting civic involvement in decision-making. These spaces have been institutionalized, even if certain areas need strengthening. The project could also have given priority to forging interinstitutional partnerships and synergies to provide greater potential for solving structural problems. Of course, major changes of this sort are largely beyond the intervention of a single project. Efforts to give excluded populations access to basic services would have been more effective had they been part of current activities supported by civil society and its technical and financial partners

VI. RECOMMENDATIONS

The evaluation mission proposes recommendations on two fronts, aimed primarily at emphasizing certain aspects that would make *the human rights and democratic participation dimension* more visible in UTPMP community activities. This approach could optimize the opportunities for shanty town residents to participate in municipal management. This could create the potential for a more direct impact on public policies and the improvement of living conditions.

(i) Integrate the concept of fundamental rights in training for volunteers. To optimize the remarkable work of this NGO in marginalized communities, the training provided to the teams of volunteers needs to instill a vision focusing on human rights and democratic participation. That way, the teams in turn could inform beneficiaries about their fundamental rights and access to basic services. The organization's community work would thus become a real tool for strengthening their capacity to exercise citizenship. Moreover, the opportunities to participate in local decision-making bodies and forums for dialogue could be multiplied. Solutions to problems could also be found through joint efforts. The fact that neighbors organized to solve community problems, repair streets, contact electric companies to connect them to the grid, etc. is very positive in itself. However, these people lack a recognized institutional forum for participation. It would therefore be a good thing for the teams of volunteers to embrace a vision that focuses on people's rights and not just their responsibilities. Locally, this change would first mean informing residents about their fundamental rights, which include access to basic services (water, sanitation, etc.). At the same time, a legal mechanism would have to be set up to handle cases involving the violation of fundamental rights (domestic violence, for example). Finally, people who are launching a microenterprise must be informed about workers' rights.

(ii) Strengthen linkages and synergies to focus the UTPMP strategy more on partnerships. This recommendation is based on the notion that the efforts of a single NGO cannot bring about structural change; instead, concerted action with a global vision of change is needed. It is therefore important to establish synergies and collaboration with different types of stakeholders.

a. **With other civil society stakeholders** who have similar objectives. It is important for residents to receive assistance and guidance in organizing their communities toward a more global and strategic vision to foster structural change. This would also involve offering them structured opportunities for participation. Such opportunities would help them understand their needs and circumstances and centralize that information. Spokespersons could take community demands to the local development authorities who make the decisions. This goes beyond UTPMP's intervention in the field. It implies completing its current efforts by connecting with other organizations fighting poverty and inequality. One such organization is *Red Encuentro*, a network of associations that creates opportunities for representation of its members in negotiations with the Ministry of Social Development's Department of Social Policy. This network has negotiated agreements with state agencies (such as the Department of Housing). It can therefore represent its member organizations in negotiations with regional and legislative bodies. *Red Encuentro* also evaluates the projects presented and has a management role. The housing program run by Caritas-Argentina operates in an intervention area similar to that of UTPMP. Organizations of

this type could become strategic partners in joint efforts more focused on structural change.

b. With policymakers. This would involve joining a movement toward concerted effort between civil society partners and political authorities. Such an approach would not only foster relevant responses to community problems but would influence the choice of social policies to improve the living conditions of marginalized populations.

UTPMP could capitalize on its national and regional reputation to attract social and political stakeholders interested in helping devise relevant policy measures. For example, contact could be made with policymakers such as the *Subsecretaría de Desarrollo Urbano y Vivienda de la Secretaría de Obras Públicas del Ministerio de Planificación Federal, Inversión Pública y Servicios de la Nación*¹⁰.

It would also be necessary to create venues for ongoing dialogue with the municipalities. In fact, under decentralization, the municipalities are the government agencies closest to the public and are directly responsible for local development matters.

c. With other cooperation agencies. In addition, it would be important for UTPMP to evaluate potential synergies with other development stakeholders. This would improve its collaboration with technical and financial partners working to increase participation in democratic life. It could also be a means of increasing citizen representation in local development activities and the fight against poverty. It would be a good idea, for example, to reconnect with the UNDP Initiative on Legal Empowerment of the Poor, which promotes egalitarian development. This initiative works to improve the access of marginalized populations in vulnerable areas to justice, basic services, and proof of residence (a natural gas bill, educational documents, a deed to the property, etc.).

VII. LIMITATIONS, CONSTRAINTS, AND CAVEATS

Since this is a regional project executed in four countries, the evaluation team would have liked to gather more information on interventions in the other three countries (Argentina was the only country visited). Due to a regional UTPMP meeting, it was impossible to meet with the coordinators from the other countries (Colombia, Peru, and El Salvador). It was equally impossible to communicate with the project coordinator, who was based in Chile. This would have provided more representative information on project achievements.

Another problem was the absence of some stakeholders during the time of the evaluation. Since the mission took place during Easter week, certain individuals were unavailable, notably some local authorities and civil society actors. However, the UTPMP team was there and did everything necessary to ensure that the mission went smoothly.

¹⁰ Office of the Under-Secretary for Urban Development and Housing, Department of Public Works of the Ministry of Federal Planning, Public Investment and Services of the Nation.

ANNEX 1: EVALUATION QUESTIONS

DAC criterion	Evaluation Question	Related subquestions
Relevance	<ul style="list-style-type: none"> To what extent was the project, as designed and implemented, suited to context and needs at the beneficiary, local, and national levels? 	<ul style="list-style-type: none"> Were the objectives of the project in line with the needs and priorities for democratic development, given the context? Should another project strategy have been preferred rather than the one implemented to better reflect those needs, priorities, and context? Why? Were risks appropriately identified by the projects? How appropriate are/were the strategies developed to deal with identified risks? Was the project overly risk-averse?
Effectiveness	<ul style="list-style-type: none"> To what extent was the project, as implemented, able to achieve objectives and goals? 	<ul style="list-style-type: none"> To what extent have the project's objectives been reached? To what extent was the project implemented as envisaged by the project document? If not, why not? Were the project activities adequate to make progress towards the project objectives? What has the project achieved? Where it failed to meet the outputs identified in the project document, why was this?
Efficiency	<ul style="list-style-type: none"> To what extent was there a reasonable relationship between resources expended and project impacts? 	<ul style="list-style-type: none"> Was there a reasonable relationship between project inputs and project outputs? Did institutional arrangements promote cost-effectiveness and accountability? Was the budget designed, and then implemented, in a way that enabled the project to meet its objectives?
Impact	<ul style="list-style-type: none"> To what extent has the project put in place processes and procedures supporting the role of civil society in contributing to democratization, or to direct promotion of democracy? 	<ul style="list-style-type: none"> To what extent has/have the realization of the project objective(s) and project outcomes had an impact on the specific problem the project aimed to address? Have the targeted beneficiaries experienced tangible impacts? Which were positive; which were negative? To what extent has the project caused changes and effects, positive and negative, foreseen and unforeseen, on democratization? Is the project likely to have a catalytic effect? How? Why? Examples?
Sustainability	<ul style="list-style-type: none"> To what extent has the project, as designed and implemented, created what is likely to be a continuing impetus towards democratic development? 	<ul style="list-style-type: none"> To what extent has the project established processes and systems that are likely to support continued impact? Are the involved parties willing and able to continue the project activities on their own (where applicable)?
UNDEF value added	<ul style="list-style-type: none"> To what extent was UNDEF able to take advantage of its unique position and comparative advantage to achieve results that could not have been achieved had support come from other donors? 	<ul style="list-style-type: none"> What was UNDEF able to accomplish, through the project, that could not as well have been achieved by alternative projects, other donors, or other stakeholders (Government, NGOs, etc.)? Did project design and implementing modalities exploit UNDEF's comparative advantage in the form of an explicit mandate to focus on democratization issues?

ANNEX 2: DOCUMENTS REVIEWED

- *Project Management Documents:*
 - Project Document
 - Mid-term Report
 - Final Report
 - UNDEF explanatory note.

- *Other documents consulted:*
 - *Panorama Social de América Latina*, CEPAL, 2011
 - *Mapa de pobreza. Indicadores para el manejo social del riesgo a nivel municipal*. FISDL and FLACSO, El Salvador
 - <http://www.contrapunto.com.sv/cat-pobreza/el-salvador-en-posicion-90-del-indice-de-desarrollo-humano-del-pnud>
 - *La Unión Europea y América Latina: Una asociación de actores globales, Communication de la Commission au Parlement Européen et au Conseil*, COM(2009) 495/3
 - *Latin America: Regional Programming Document*, (2007-2013), European Commission
 - *Construyendo confianza, Hacia un nuevo vínculo entre estado y sociedad civil, Volumes I and II*, UNDP, Argentina, CIPPEB and Presidency of the Nation, 2009
 - *Relevamiento de villas y asentamientos en el gran Buenos Aires, Un Techo para mi País*, Argentina, 2011
 - *Relevamiento de asentamientos informales de la Provincia de Córdoba, Un Techo para mi País*, Argentina, 2011
 - *Informe de acciones sociales 2010*, Banco Hipotecario, Argentina

ANNEX 3: PERSONS INTERVIEWED

2 April 2012	
Team arrives in Argentina and prepares for the mission.	
3 April 2012	
Meeting with UTPMP- Argentina team	
- Agustin Algorta	National Social Director
- Maria Emilia Chavez	National Director for Social Empowerment
- Andrea Veach	Director of International Cooperation (headquartered in Washington)
- Bernardo Brugnoli	General Manager
- German Valenti	National Business Director
- Marcos Cavanagh	Administration and Finance Director
- Sabrina Prieto	National Communications Director
- Federico Knuppelholz	Head of volunteer training in Buenos Aires
- Maria Luro	Director of Fundraising
- Yanina Médica	Deputy Director of Education and Social Empowerment
- Mercedes Gregorini	Director of Social Empowerment for Buenos Aires
4 April 2012	
Paula Solsona	Director of Social Affairs, Institutional and Community Relations Unit, Banco Hipotecario
Maria Emilia Chavez	National Director for Social Empowerment
Maria Luro	Director of Fundraising
Nora Luzi	Coordinator of the UNDP Governance Unit (civil society-local government relations)
Sylvain Manissier	Head of the economic sector of the European Union Delegation (telephone contact)
5 April 2012	
Travel to the municipality of Escobar	
Meeting with a focus group made up of residents and volunteers from the Los Pinos community	
- Rodrigo Bastardan	Community Center Coordinator
- Pablo Passo	Microcredit Coordinator
- Liz Fioriti	In charge of job training in the Escobar area
- Mariela Paniaqua	Head of the toy library
- 2 residents of the Commune	Chair and Vice Chair of the community centers
Travel to the municipality of San Miguel	
Meeting with a focus group made up of residents and volunteers from the San Blas community	
- Virginia Bosch	In charge of the community centers for the San Miguel area
- Patricia Juan Ramon	Coordinator of the community centers for the San Blas area
- 3 Commune residents	Community center participants
6 April 2012	
Debriefing with the UTPMP – Argentina team	
- Agustin Algorta	National Social Director
- Maria Emilia Chavez	National Director for Social Empowerment
- Andrea Veach	Director of International Cooperation
- Sabrina Prieto	National Communications Director

- Marcos Cavanagh	Administration and Finance Director
10 April 2012	
- Mirel Ruiz	Regional Project Coordinator since the beginning of 2011

ANNEX 4: ACRONYMS

CC	Community center
ECLAC	Economic Commission for Latin America and the Caribbean
HDI	Human Development Index
IAF	Inter-American Foundation
IDB	Inter-American Development Bank
NGO	Nongovernmental Organization
UNDEF/FNUD	United Nations Fund for Democracy /Fonds des Nations Unies pour la Démocratie
UNDP	United Nations Development Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNODC	United Nations Office on Drugs and Crime
UTPMP	Un Techo para mi País