

CAUSA - PERU, INC.

CHILLON DEVELOPMENT PROJECT

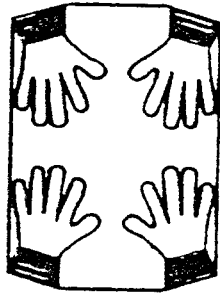
LIMA, PERU

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COMMUNITY ECONOMIC DEVELOPMENT PROJECT

Submitted by:

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CAUSA-PERU

is a non-profit organization

*established to provide financial and human resources
and technical assistance to developing communities in Peru.*

A. Problem Statement

This project will be implemented in the Municipal Human Settlement of Chillón which is part of the area known as the "Cono Norte" or "North Cone" of Lima, Peru. It is an area that has undergone tremendous growth and covers the Chillón River basin and the zone from Chillón to Rimac along two highways: Panamericana Norte and Avenida Tupac Amaru which connect the capital with the northern and central regions of the country.

Chillón is a settlement that consists of 750 lots or houses. It has a population of 4,700 or 760 families. Approximately 53% of the people are minors. The settlement has been in existence since 1984 when 4 groups of displaced and homeless families were given permission by the authorities to invade a piece of land that had formerly been used for agricultural purposes. While the majority of houses are constructed of adobe (80%) some homeowners have been able to build with concrete and brick.

None of the houses have running water or sewer. Water is supplied by 6 communal faucets and approximately 40 artesian wells. The water from the faucets is shut off every day in the early evening for conservation purposes. When this happens the people use the water from the wells. Since there is no sewer people use an out house which straddles a fast moving stream or dispose of their waste in the streets.

The settlement of Chillón is governed by a "Directiva": a group of 3 Directors and 23 standing committees which coordinate the activities of the community. There are a number of organizations which mirror the ones that typically exist in American communities, such as; youth clubs, mothers' clubs, parent/teacher associations, church clubs, and market clubs which are oriented towards small businesses

In January of 1991 news reports from Peru announced that there had been an outbreak of the Cholera disease and that a contributing factor to the spread of the disease was the lack of sanitary systems in developing communities. In response to the news stories, a small group of local people, including some Peruvian born citizens, from Hartford, Connecticut formed an exploratory committee to research the possibility of organizing a relief effort.

The committee named itself CAUSA-PERU, which means Collaborative Action USA-PERU. Its first task was to determine what the true facts of the Cholera epidemic were and to do that it had to identify a credible person or agency in Peru with whom it could communicate. Several committee members had heard Mr. James Joseph, an employee of Alternativa, which is a non-government community development agency headquartered in Lima, Peru, speak during a fund-raising tour a few weeks prior to the news of the Cholera outbreak. It was decided that the committee would contact Mr. Joseph to get the true facts about the Cholera outbreak. It was also decided that the committee would ask Mr. Joseph to assist in targeting a developing community that could benefit from a project that would involve the design and installation of sanitary systems.

Jim Joseph, through Alternativa, helped our committee target the community of Chillón. One of our criteria in selecting a community was that the project should be small enough to manage yet big enough to make a difference. The situation in Chillón fit the bill very nicely. It was a developing community that Alternativa has been working with for several years.

One of Alternativa's Sanitary Engineers had been working with community leaders in designing a septic system for the local school which had a student population of 650. They had the concept for a sanitary system design but lacked the resources and technology to construct more than the one system that served the school. Thus, when our committee expressed an interest in exploring the possibility of participating in such a project, both Alternativa and the community leaders welcomed the offer.

It was decided that the best way to collect the information we needed to begin design work for a sanitary system was to make a field trip to the community of Chillón. Three of us flew south to Lima, Peru, and spent the week of October 7-13, 1991, in Chillón. We met with the Sanitary Engineer and the community leaders to begin the process of assessing the site conditions and collecting the needed information.

One of our objectives was to assess the availability of water because without it construction of a septic system would be very difficult if not impossible. We were able to identify every possible source of water, but it was not just the amount of water that was important. Equally important was the quality of water. What we found was very disturbing though not surprising. Water analyses conducted at six wells showed the water to be contaminated with fecal material and a high concentration of sulfates. It was not potable. It became increasingly clear to us that the need to have potable water for drinking, cooking, and washing was as important as the need for adequate sanitary systems.

As we walked through the community we made an effort to observe as much of the normal daily activity as was possible. We observed the following activities:

1. Small groups of men hunched over smelters as they heated metals to the point where it became liquid. These metals were rinsed in the river water which was upstream from the community.
2. An outhouse straddling a stream which flowed into the river. Human waste was flushed directly into the river.
3. Evidence of human and animal fecal material throughout the streets of the community.
4. Garbage being dumped and burned on the riverbank next to the natural springs.
5. Women and children washing laundry in water from the springs and the drainage system.

6. The existence of approximately 40 hand dug wells which were not properly constructed nor protected. Most of them were not capped and had makeshift covers. They were prone to contamination from human and animal waste.

7. Vegetable gardens which were being irrigated with contaminated water from the hand dug wells.

Based on these observations it was easy to see how the Cholera disease got started and why it became an epidemic. Unless potable water is made available on a permanent basis and unless sanitary systems are installed, Cholera will continue to resurrect itself.

It was also clear that there needs to be a continuous education program so that people can learn about the proper disposal of garbage, and the hazardous effects of rinsing metals in the river water.

. Project Goals

1. Provide a potable water supply to the community of Chillón.
2. Provide additional community water and sanitary systems.
3. Provide design philosophy and construction details which might be used in other settlements.

Minimum Objectives

1. Design Plans/Details/Specifications.
2. Operation and Maintenance Instructions.
3. Design finance mechanism.

Maximum Objectives:

1. Construction of two drilled wells, standpipes, and water main system for streets.
2. Construction of a series of septic tanks and leaching fields that will service entire community.
3. Provide training and employment opportunities for Chillón residents through water and sanitary system projects.
4. Create a small scale development model that could be utilized for other relief efforts

C. Method:

Activities: April - October 1991

- Formed exploratory committee to research and determine extent and severity of Cholera epidemic.
- Identified and established collaborative relationship with community development agency in Lima, Peru.
- Continued to search for viable project: small enough to be manageable yet large enough to make a difference.

- Identified target community and began to collect information about community and its problems with lack of potable water, suitable water distribution system, and sanitary systems.
- Made a field visit to Chillón to assess site conditions.
- Collected following data necessary to begin design work:
 1. Existing wells - performance data, water quality, locations.
 2. Locations of potential sources of water (aquifers, springs).
 3. Locations of contamination sources (human waste, garbage dumps, industries).
 4. Topographic mapping of entire settlement showing grade of land.
 5. Potential septic system locations.
 6. Existing storm drainage piping.
 7. Soil data including gradation, permeability, and water table.
 8. Materials/specifications of readily available materials, plumbing fixtures, well pumps, water disinfectant chemicals.
 9. Construction equipment and techniques used or contemplated.
 10. Photographs and video footage of settlement.

Activities: November - December 1991

- Begin and complete preliminary design of water distribution system.
- Prepare video footage and slides for use as fund-raising tool.
- Form subcommittee to plan and organize fund-raising effort.
- Research and identify other supporting organizations.
- Determine who will serve as conduit for capital raised for project.

Activities: January - February 1992

- Preliminary design review by Sanitary Engineer and Directiva.
- Identify leaders of local Peruvian clubs and associations.
- Schedule meeting with local Peruvian leaders.
- Send preliminary drawings to begin estimate of project.

Activities: March - April 1992

- Begin revision of drawings in response to design review.
- Obtain more video footage of Chillón, Peru.
- Schedule date to shoot additional video footage at Pratt & Whitney.

Activities: May 1992

- Complete video production.
- Continue incorporation process as a legal entity; CAUSA-PERU.
- Begin scheduling presentations to Peruvian clubs and associations.

Activities: June 1992

- Continue with final drawings of water distribution system.
- Nominate & elect Board of Directors and officers for CAUSA-PERU.
- Meet with Professor Mario Rivera from U. of Hartford.

Activities: July - August 1992

- Planning and scheduling of fund-raising activities.
- Complete final drawings and send to Peru for review.

Activities: September 1992

incorporateity as a Nonprofit Community Based Organization
-Prepared for reception to begin organizational drive.

Activities: October 1992

- James Joseph of Alternativa visits.
- Reception at Veteran's Memorial Clubhouse attended by 150 people.
- Volunteers sign up to serve.
- Met with Mark Waterhouse to discuss Economic Development in Peru.
- Met with Dwight Meriam to discuss training for planners from Peru.

Activities: November 1992

- Appeared at WBIS radio in Bristol to publicize CAUSA - Peru, Inc.
- Identified similar water project recently completed in Lima.

Activities: December 1992

Scheduled Board meetings for first quarter in 1993.
- Developed list of fund-raising activities.

D. Results

Since the initiation of this project we have accomplished the following:

1. Completed preliminary drawings and specifications.
2. Produced a video for educational and fund-raising purposes.
3. Created CAUSA-Peru, Inc. a PVO to carry out project.
4. Developed a Board of Directors training plan.
5. Developed a fund-raising plan and activities schedule.
6. Held a reception to kick off organizational drive.
7. Recruited volunteers and designed skills & interest inventory.
8. Initiated networking with other development agencies.

Preliminary Drawings and Specifications

Meehan Associates, in collaboration with the sanitary engineers of Alternativa, has completed the preliminary drawings and material specifications and have forwarded them to Chillon for review and comments. They have not been able to complete the plans as quickly as we had anticipated because the economic recession has forced them to lay off personnel and give pro bono work less priority. We recently identified a Canadian engineering firm that has designed a water project similar in scope to the one Meehan Associates is designing. It is our hope that they will share information with us, thus speeding up the timetable.

Video

CAUSA-Peru, Inc., with the assistance of three volunteers who work in the Communications Division of Pratt & Whitney Aircraft Company, and the assistance of Alternativa's communications personnel, has been able to produce an 11 minute video of the Chillon Project. It depicts the cholera epidemic, the lack of potable water and sanitary systems, and the spirit and dignity of the Peruvian people. This video will be used for educational and fund-raising purposes.

CAUSA-Peru, Incorporated

In order to carry out the Chillon Project and future ones, it was decided that a nonprofit, private, volunteer organization needed to be created. Articles of Incorporation, Bylaws, and a Board of Directors were created and in September of 1992 CAUSA-Peru was registered as a nonprofit. Tax exempt status has also been pursued.

Board of Directors Training Plan

In order to become a more effective Board and ultimately a stronger organization, training modules for Board members and the recruitment of ad hoc members has been scheduled.

Fund-raising Plan

A plan has been developed to raise funds for operations and capital projects. Some of the strategies include: selective direct mail campaign; proposals to major foundations like the Kellogg Foundation, Ford Foundation, and McArthur Foundation; special events like an Andean music concert, an auction of Peruvian art, and a soccer tournament; and a telethon on community television and Spanish television. CAUSA-Peru is enlisting the sponsorship of other organizations for these activities. Alternativa, for its part, is applying for funds to pay for the labor portion of this project.

Reception

A reception attended by approximately 150 persons was held at the Veterans Memorial Clubhouse on October 8, 1992. The purpose of this event was to announce the creation of CAUSA-Peru, to describe our first project, Chillon, and to enlist the support of those in attendance either in monetary form or as volunteers.

Recruitment of Volunteers

Thirty persons signed up as volunteers while at the reception. To facilitate the use of these volunteers CAUSA-Peru has designed an interest and skills inventory which will enable us to match persons to the needs of the organization.

Networking with Other Development Agencies

A number of agencies including: Alternativa, Catholic Relief Services, and Plowshares Institute are collaborating with CAUSA-Peru on this project. Holy Apostles, a missionary community based in Canada may also become part of this network. They have recently completed a water project very similar in scope and design to the one that CAUSA-Peru is involved with. Their participation shows the broad based support and resources involved in this project.

Analysis/Conclusions

This project is on its way to fruition although the timetable for its completion had to be extended. This was not unexpected because of the many variables and factors involved in community development work. It is a process of continual reassessment as the project moves from its conceptual phase to the research phase and from there to the design phase and financing phase before construction and completion. Along the way there can be many obstacles to negotiate, barriers to remove, and setbacks to overcome.

This project began as a small scale relief effort initiated by a group of volunteers to help prevent the spread of cholera in Peru. It started, conceptually, as a plan to recruit a team of American volunteers to spend three months constructing septic systems in a developing community. As it moved through the research phase, which included a site visit to the community of Chillón, the needs were more clearly defined, as was the political situation, process and the parties who would implement it. Potable water and continuous access to it was determined to be the greater need. Participation in the planning and construction of the project by the local people was a value and necessity agreed to by Alternativa and CAUSA-Peru.

The design phase reflected an effort to use local technology and materials to avoid having to import materials or equipment both for initial construction or eventual replacement. The financing phase, which we are entering now, will identify the sources of funding and their priorities, and will determine what the final scope of the project will be.

During the past few months CAUSA-Peru and Alternativa have been discussing a collaborative effort in community economic development, which would broaden CAUSA-Peru's involvement. Exploratory talks have been held with professionals in economic development and urban planning with the aim of creating working committees consisting of Peruvians and Americans. The CED effort would be focused on the Cono Norte (Northern Cone) of Lima, a geographic area divided into nine districts and home to approximately 2 million people.

Both CAUSA-Peru and Alternativa have benefited from their partnership in undertaking the project in Chillón. First, Alternativa, as an organization, has been a role model to CAUSA-Peru, the new kid on the block in international development. Second, witnessing first hand, the organizing capacity of the Peruvian people in face of poverty and violence, is inspiring and empowering. Third, Alternativa has benefited from the networking and resource linkages undertaken by CAUSA-Peru on its behalf.

Recommendations

If a person or organization wanted to undertake an international development project similar in nature and scope, I would make the following recommendations:

Plan & build organizational capacity to meet anticipated demand - It is important that you identify the skills and expertise your Board members and staff/volunteers will need to see a project come to fruition. Try to anticipate needed expertise so that you can recruit someone, train them if necessary, and be ready to use that person at the appropriate time. It's very frustrating if the project is ready for the next phase and the resources aren't in place yet.

Seek partnership with local community based organization, private sector, donor agencies, and government - Although having more entities involved requires more coordination, and flexibility in time tables for project completion, the additional resources and broad based support gives the project more credibility and chance for success. The outcomes of development gains, collaboration, and empowerment reflects a true CED approach. It should be noted that an accurate assessment of the political and social environment is important before deciding on the broad based approach.

Research and identify donor agencies active in that geographical area and what their priorities are.

This should be done as part of the feasibility study. Even in the collaboration of two community based organizations, unless they are self supporting and financially capable of funding the project, they will still be depended on established donor agencies. Knowing what kind of projects are given priority and how large an award is typically given will help define the project and its scope.