



*Office of Strategic Information,
Research and Planning*

Host Country Impact Study Guatemala



**Final Report prepared by the Office of Strategic Information,
Research and Planning**

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The success of this study is ultimately due to the work of the local research team headed by Senior Researcher Dr. Otto Samayoa Urrea. His team skillfully encouraged the partners² of Peace Corps Volunteers to share their experiences and perspectives.

¹ Although these studies were a team effort involving numerous members of the OSIRP staff, we would like to recognize Susan Jenkins for her role as the study lead and the significant work on this report provided by OSIRP's Chief of Research, Evaluation, and Measurement, Janet Kerley. Laurel Howard copy-edited the report and OSIRP Director Cathryn L. Thorup reviewed and made substantive edits to the report.

² Partners include any individuals who may have lived or worked with a Peace Corps Volunteer.

ACRONYMS AND DEFINITIONS

Acronyms

HCN	Host Country National
NGO	Non-Governmental Organization
OMB	Office of Management and Budget
OSIRP	Office of Strategic Information, Research and Planning
PC/G	Peace Corps/Guatemala
PCV	Peace Corps Volunteer

Definitions

Beneficiaries	Individuals who receive assistance and help from the project; the people that the project is primarily designed to advantage
Counterparts/Project partners	Individuals who work with Peace Corps Volunteers. Volunteers may work with multiple partners and counterparts during their service. Project partners also benefit from the projects, but when they are paired with Volunteers in a professional relationship or based on their position in an organization or community (e.g., a community leader) they are considered counterparts or project partners
Host family members	Members of families with whom a Volunteer lived during all or part of his/her training and/or service
Project stakeholders ³	Host country agency sponsors and partners. These include host-country ministries and local non-government agencies that are sponsoring and collaborating on a Peace Corps project. There may be a single agency or several agencies involved in a project in some role.

³ This definition, while narrower than the one commonly used in the development field, is the definition provided in the Peace Corps *Programming and Training Booklet I*.

EXECUTIVE SUMMARY

Introduction

In 2008, the Peace Corps launched a series of studies to determine the impact of its Volunteers on two of the agency's three goals: building local capacity and promoting a better understanding of Americans among host country nationals (HCNs). The Peace Corps conducts an annual survey that captures the perspective of currently serving Volunteers.⁴ While providing critical insight into the Volunteer experience, the survey can only address one side of the Peace Corps' story. The Host Country Impact Studies are unique for their focus on learning about Peace Corps' impact directly from host country nationals who lived and worked with Volunteers. This report is based on the findings from the study conducted in Guatemala during May of 2010. The research focused on the Sustainable Agriculture Project. The post received an oral debrief and a written report from the local researcher at the time the field work was completed.

Purpose of the Host Country Impact Studies

Guatemala's Host Country Impact Study was initiated to assess the degree to which the Peace Corps is able to contribute to the country's need to develop increased capacity in the field of sustainable agriculture, as well as to promote a better understanding of Americans among host country nationals. The study provides Peace Corps with a better understanding of the Sustainable Agriculture Project and identifies areas for improvement. The impact study documents the HCN perspective on these impacts. In addition, the evaluation provides insight into what host country nationals learned about Americans and how their opinions of Americans changed after working with a Volunteer.

The major research questions addressed in the study are:

- Did skills transfer and capacity building occur?
- What skills were transferred to organizations/communities and individuals as a result of Volunteers' work?
- Were the skills and capacities sustained past the end of the project?
- How satisfied were HCNs with the project work?
- What did HCNs learn about Americans?
- Did HCNs report that their opinions of Americans had changed after interacting with the Peace Corps and Peace Corps Volunteers?

⁴Peace Corps surveyed Volunteers periodically from 1973 to 2002, when a biennial survey was instituted. The survey became an annual survey in 2009 to meet agency reporting requirements.

Evaluation Methodology

This report is based on the data provided by counterparts, beneficiaries, host family members, and stakeholders of the Sustainable Agriculture Project, including:

- 37 Counterparts/project partners
- 53 Beneficiaries
- 16 Host family members
- 5 Community stakeholders

Overall, the survey reached 111 respondents in 21 communities.

Interviews were conducted from May 2 to May 20, 2010. The evaluation studies were designed by Peace Corps' Office of Strategic Information, Research and Planning (OSIRP). This evaluation was conducted in country by Dr. Otto Samayoa Urrea, Director of Ecodesarollo, and his team of five interviewers. (A full description of the methodology is found in Appendix 1. Please contact OSIRP for a copy of the interview questionnaire.)

Project Design and Purpose

The Peace Corps program began in Guatemala in 1963 and, since that time, nearly 4000 Volunteers have served in that country. At the time of the study, an average of 150 Volunteers are assigned to more than 100 national agencies working to improve the lives of people in rural areas of Guatemala. Volunteers work in projects in five sectors: health, environment, municipal development, agriculture and small-scale business.⁵

This study focuses on Peace Corps/Guatemala's Sustainable Agriculture Project, an extension of the initial partnership between the Peace Corps and Guatemala's Ministry of Agriculture. The purpose of the current project is to improve the quality of life in rural Guatemalan communities by promoting sustainable agricultural practices.

The key objectives are to improve food security and increase income generation by:

1. Improving food security for participating farming families by teaching sustainable agricultural practices. These practices include school and family organic gardens, education projects about nutritional components of agricultural products and their importance in families' diets, demonstrations of food preparation using nutritional agricultural products, and promotion of safe poultry handling through healthy production.
2. Increasing participants' income. The individuals participating are subsistence farmers and their families and small- and medium-sized organized producer groups. The

⁵ Peace Corp Program Guatemala, June 2007

EXECUTIVE SUMMARY

activities promote efficient marketing, direct sales, good production and manufacturing practices, and alternatives for adding value to farm products.

Evaluation Findings

The evaluation findings indicate the Sustainable Agriculture Project was successfully implemented by Peace Corps/Guatemala (PC/G).

Two major agricultural outcomes were reached (Goal One). First, household food security was enhanced through the introduction of home gardens, which, in turn, led to an increased consumption of a greater diversity of products. Second, Volunteers taught sustainable agricultural practices to small-scale farmers and cooperative members, thus building individuals' capacity to sustain the work.

As a result of working and living with the Peace Corps Volunteers, the respondents changed the way people they perceived people from the United States, resulting in a more positive opinion of Americans (Goal Two). Respondents based their perception of people from the United States on the good nature and values exhibited by Volunteers.

While the report provides a detailed analysis of the results for each study question, additional key findings are noted below:

Goal One Findings

Volunteers' Activities Fulfilled Project Objectives

- Project goals sought to achieve the participation of farming families and organized groups, not of the entire community
- About half of the work done by Volunteers in the communities involved training men and women in family gardening and the production and use of compost
- Training community agricultural organizations and cooperatives in organizational development and marketing was the third most frequently mentioned Volunteer activity
- Volunteers spent less time working in an additional sixteen areas, including backyard poultry production, processing of agricultural products, nutrition and food preparation, and school gardens (Table 2)

Agricultural Outcomes were Reached

- 90% of counterparts and beneficiaries increased their use of sustainable agriculture practices, the consumption of vegetables grown in their home gardens, and the range of produce grown in their home gardens
- 88% of counterparts and beneficiaries increased their consumption of vegetables and other agricultural products
- Families exchanged surpluses for other goods

Agricultural Practices Improved

- 99% of counterparts and beneficiaries reported the project strengthened local agricultural capacity
- 83% of counterparts and beneficiaries improved their own use of sustainable agricultural practices

Individual Capacity Increased

- 65% of counterparts said they used the skills gained through the project at least weekly in their work

Respondents' Quality of Life Improved

- Nearly two-thirds (62%) reported their household income increased “somewhat,” but household income increased indirectly because respondents consider they have increased their income when they stop spending money on food as a result of increased availability of homegrown products

Capacity Building was Sustained After the Volunteers' Departure

- 100% of counterparts and beneficiaries reported the agricultural changes were maintained after the departure of the Volunteer

Satisfaction with Peace Corps Work

- 74% of respondents were very satisfied with the Volunteer's work
- 98% were at least somewhat satisfied with the Peace Corps' work
- Beneficiaries and counterparts reported the improved status of families and groups involved in the project

Factors Contributing to the Project Success

- The most frequently mentioned factor contributing to the success of the project was one-on-one interaction with the Volunteer

Goal Two Findings

HCNs Had Little Prior Understanding of Americans

- 24% of counterparts and slightly over half of the host family members (9 of 16) had a moderate or thorough understanding of Americans before interacting with Volunteers

HCNs Developed More Positive Opinions of Americans

- 89% of counterparts and beneficiaries and 88% (14 of 16) host family members reported a moderate or thorough understanding of Americans after interacting with Volunteers
- 82% of counterparts and beneficiaries and nearly all of the host family members (15 of 16) reported more positive opinions of Americans after interacting with Volunteers

Collaborative Work Contributed to Increased Understanding

- Counterparts indicated that developing work jointly with Volunteers contributed to improving their understanding of people from the United States. As one counterpart said, Volunteers are “positive people who love their work and are willing to share knowledge.”

CHAPTER 1: INTRODUCTION

Background

The Peace Corps traces its roots and mission to 1960, when then-Senator John F. Kennedy challenged students at the University of Michigan to serve their country in the cause of peace by living and working in developing countries. From that inspiration grew an agency of the federal government devoted to world peace and friendship.

By the end of 1961, Peace Corps Volunteers were serving in seven countries. Since then, more than 200,000 men and women have served in 139 countries. Peace Corps activities cover issues ranging from AIDS education to information technology and environmental preservation. Peace Corps Volunteers continue to work alongside countless individuals who want to build a better life for themselves, their children, and their communities.

In carrying out the agency's three core goals, Peace Corps Volunteers make a difference by building local capacity and promoting a better understanding of Americans among host country nationals. A major contribution of Peace Corps Volunteers, who live in the communities where they work, stems from their ability to deliver technical interventions directly to beneficiaries living in rural or urban areas that lack sufficient local capacity. Volunteers operate from a development principle that promotes sustainable projects and strategies.

The interdependence of Goal One and Goal Two is central to the Peace Corps experience, as HCNs develop relationships with Volunteers who communicate in the local language, share everyday experiences, and work collaboratively.

The Peace Corps conducts an annual survey that captures the perspective of currently serving Volunteers.⁶ While providing critical insight into the Volunteer experience, the survey can only address one side of the Peace Corps' story. Launched in 2008, the Host Country Impact Studies assess the impact of its Volunteers. The Host Country Impact Studies are unique for their focus on learning about Peace Corps' impact directly from host country nationals who lived and worked with Volunteers.

Peace Corps' Core Goals

Goal One - To help the people of interested countries in meeting their need for trained men and women.

Goal Two - To help promote a better understanding of Americans on the part of the peoples served.

Goal Three - To help promote a better understanding of other people on the part of Americans.

⁶Peace Corps surveyed Volunteers periodically from 1973 to 2002, when a biennial survey was instituted. The survey became an annual survey in 2009 to meet agency reporting requirements.

History of the Peace Corps/Guatemala Sustainable Agriculture Project

The Peace Corps program in Guatemala began in 1963 and is among the oldest Peace Corps programs. Close to 4,000 Volunteers have served since the program started and today, an average of 150 Volunteers are assigned to more than 100 national agencies where Volunteers are actively working to improve the lives of people in rural areas of Guatemala.

Volunteers work in projects in five sectors important to the national economy: health, environment, municipal development, agriculture and small-scale business⁷. This study focuses on the agricultural sector, specifically the Sustainable Agriculture Project.

The Peace Corps/Guatemala Sustainable Agriculture Project is an extension of the initial partnership between the Peace Corps and Guatemala's Ministry of Agriculture started in the 1960's.

The purpose of the current project is to improve the quality of life of rural Guatemalan communities through the use of sustainable agricultural practices by rural farmers.

The key objectives are to improve food security and increase income generation by:

1. Improving food security for participating farming families by teaching sustainable agricultural practices. These practices include: school and family organic gardens, education projects on the nutritional components of agricultural products and their importance in families' diets, demonstrations of food preparation using nutritional agricultural products, and promotion of safe poultry handling through healthy production
2. Increasing participants' income. The people participating are subsistence farmers and their families and small and medium-sized organized producer groups. The activities promote efficient marketing, direct sales, good production and manufacturing practices, and alternatives for adding value to farm products.

Purpose of the Host Country Impact Studies

This report presents the findings from the impact evaluation conducted in Guatemala during May 2010. The project studied was the Sustainable Agriculture Project.

The study documents host country nationals' perspectives on the impact of Peace Corps Volunteers on skills transfer to and capacity building of host country counterparts and community members, and on changes in host country nationals' understanding of Americans.

The major research questions addressed in the study are:

- Did skills transfer and capacity building occur?

⁷ Peace Corp Program Guatemala, June 2007

CHAPTER 1: INTRODUCTION

- What skills were transferred to organizations/communities and individuals as a result of Volunteers' work?
- Were the skills and capacities sustained past the end of the project?
- How satisfied were HCNs with the project work?
- What did HCNs learn about Americans?
- Did HCNs report that their opinions of Americans had changed after interacting with the Peace Corps and Peace Corps Volunteers?

The information gathered through this research will help Peace Corps to answer questions about the degree to which the agency is able—across posts, sectors, and sites—to meet the needs of host countries for trained men and women and to promote a better understanding of Americans among HCNs. This information complements the information provided by Peace Corps Volunteers in their Project Status Reports and the Annual Volunteer Survey.

Evaluation Methodology

In 2008, the Peace Corps' Office of Strategic Information, Research and Planning (OSIRP) initiated a series of evaluation studies in response to a mandate from the Office of Management and Budget (OMB) that the agency evaluate the impact of its Volunteers in achieving Goal Two.

Three countries were selected to pilot a methodology that would examine the impact of the technical work of Volunteers, and their corollary work of promoting a better understanding of Americans among the people with whom the Volunteers lived and worked. In collaboration with the Peace Corps' country director at each post, OSIRP piloted a methodology to collect information *directly from host country nationals* about skills transfer and capacity building, as well as changes in their understanding of Americans.

The research was designed by OSIRP social scientists and implemented in country by senior researcher Dr. Otto Samayoa Urrea, Director of Ecodesarrollo and a team of interviewers, under the supervision of the Peace Corps' country staff. The OSIRP team provided technical direction. A web-based database was used to manage the questionnaire data and subsequent analysis.

In Guatemala, the team conducted interviews in 21 communities where Volunteers worked. Forty-eight Volunteer placements between 2008 and 2010 were identified for possible participation in the study. A representative, rather than a random, sample was drawn from the list of Volunteer assignments since 2008. Dr Samayoa and his team conducted semi-structured interviews with Guatemalans who had lived and/or worked with Peace Corps Volunteers. (The interview schedule is available upon request from OSIRP and Appendix 1 contains a full description of the research methodology.)

The survey reached 111 respondents in 21 communities. Sites were selected to be as representative of Guatemala as possible, including geographic diversity.

Interviews were conducted from May 2 through May 20, 2010 with four groups of Guatemalans (Table 1):

CHAPTER 1: INTRODUCTION

- **Project partners/counterparts (37)** are individuals who work with PCVs in a professional relationship based on their position in a given organization or community. Volunteers may work with multiple partners and counterparts during service. In Guatemala, the partners were members of a cooperative or farmers' association (30%), members of the cooperative staff (26%) and farm workers or owners of small and medium farms (16%). In most cases, the partners were technicians with expertise and experience in sustainable agricultural practices.
- **Project beneficiaries (53)** are individuals who have received assistance and help from the project. The beneficiaries in the project were members of a women's group (39%); farm workers (22%); members of cooperative or farmer associations (17%); and farmers with small and medium-size farms (12.5%). The interest and enthusiasm for the survey were characteristic of the women's groups.
- **Host family members (16)** hosted or served as landlords to Volunteers during all or part of their service. Host mothers represented 56 percent of the host family members interviewed; 44 percent were host fathers.
- **Project stakeholders (5)** are individuals who play a major role in project implementation or its results. Four directors of NGOs and one national government official were interviewed for this study.

Interviewers recorded the respondents' comments, coded the answers, and entered the data into a web-based database maintained by OSIRP. The data were analyzed by OSIRP researchers and the local senior researcher.

Table 1: Number and Type of Host Country Nationals Interviewed: Guatemala

Interview Type	Number of People	Number of Sites
Project counterparts	37	21
Project beneficiaries	53	21
Host family members	16	14
Project stakeholders	5	-
Total	111	-

How Will the Information be Used?

The information gathered will inform Peace Corps staff at post and headquarters about host country nationals' perceptions of the community projects and the Volunteers. In conjunction with Volunteer feedback from the Annual Volunteer Survey, this information will allow the Peace Corps to better understand its impact and address areas for improvement. For example, the information may be useful for Volunteer training and outreach to host families and project partners.

CHAPTER 1: INTRODUCTION

This information is also needed to provide performance information to the U. S. Office of Management and Budget (OMB) and the U.S. Congress. As part of the Peace Corps' Improvement Plan, drafted in response to its 2005 Program Assessment Rating Tool review, the Peace Corps proposed creating "baselines to measure results including survey data in countries with a Peace Corps presence to measure the promotion of a better understanding of Americans on the part of the peoples served."⁸

Feedback from the original pilots was used to revise the methodology rolled out to nine posts in Fiscal Year 2009, eight posts in FY 2010, and four in FY 2011, for a total of 24 posts across Peace Corps' three geographic regions: Africa; Inter-America and the Pacific; and Europe, Mediterranean and Asia. Together, these studies contribute to Peace Corps' ability to document the degree to which the agency is able to both meet the needs of host countries for trained men and women and to promote a better understanding of Americans among the peoples served.

⁸Downloaded from: <http://www.whitehouse.gov/omb/expectmore/summary/10004615.2005.html> 9-10-08. OMB. *Program Assessment: Peace Corps. International Volunteerism. 2005.* Improvement Plan.

CHAPTER 2: PROJECT DESIGN AND PURPOSE

Sector Overview⁹

This study evaluated the Peace Corps Sustainable Agriculture Project, which is an extension of the initial partnership between Peace Corps and Guatemala's Ministry of Agriculture started in the 1960's. The purpose of the current project is to improve the quality of life of rural Guatemalan rural communities.

The key objectives are to improve food security and increase income generation through:

1. Improving food security for participating farming families by teaching sustainable agricultural practices. These practices include school and family organic gardening, education projects about nutritional components of agricultural products and their importance in families' diets, demonstrations of food preparation using nutritional agricultural products, and promotion of safe poultry handling through healthy production practices.
2. Increasing participants' income. The people participating are subsistence farmers and their families and small and medium-sized organized producer groups. The activities promote efficient marketing, direct sales, good production and manufacturing practices, and alternatives for adding value to farm products.

Peace Corps Volunteers, in coordination with host country agency counterparts, were to provide technical assistance to subsistence and infra-subsistence farming families to promote family food security.

Project Goals:

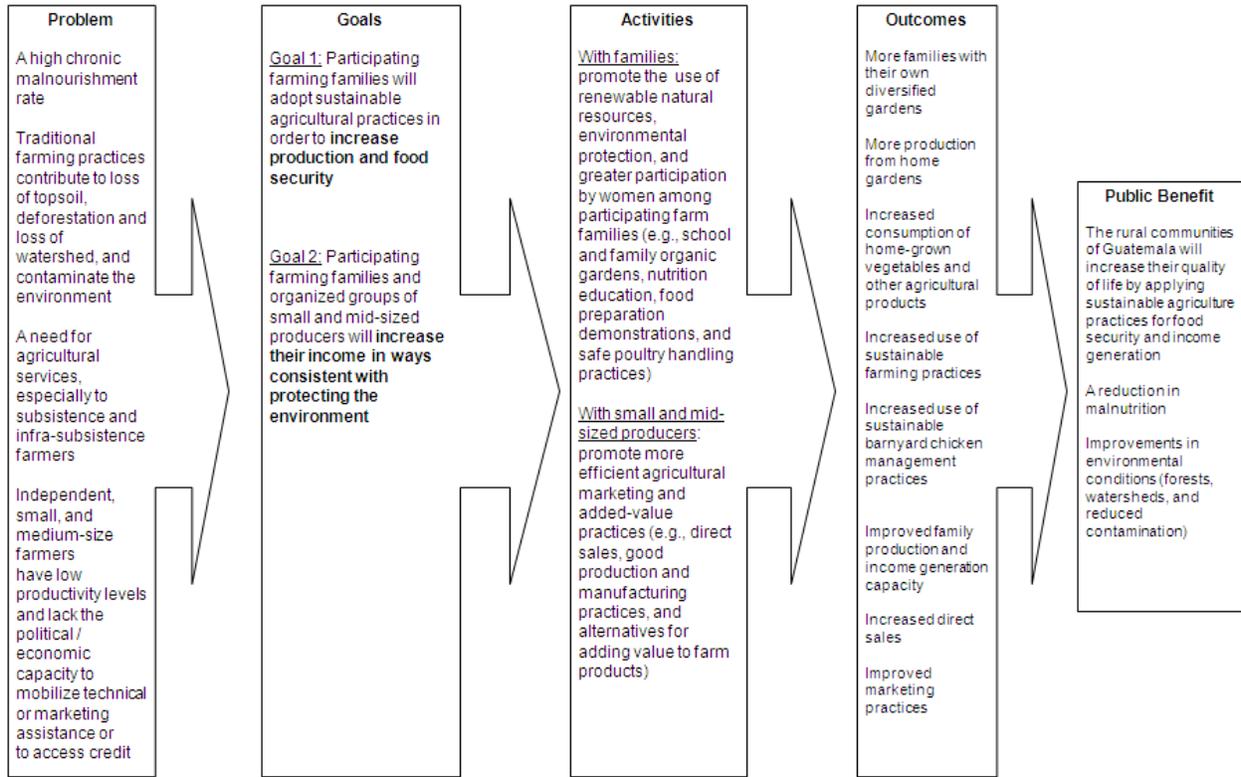
1. Participating farming families will adopt sustainable agricultural practices in order to increase production and food security through the rational use of renewable natural resources, environmental protection, and greater participation by women
2. Participating farming families and organized groups of small and mid-sized producers will adopt more efficient agricultural marketing and added-value practices in order to increase their income in ways consistent with protecting the environment

A model of the theory of change for Guatemala's Sustainable Agriculture Project is shown in Figure 1.

⁹ The Sector Overview is based on the Peace Corps/Guatemala *Project Plan Sustainable Agriculture*. May 2006

CHAPTER 2: PROJECT DESIGN AND PURPOSE

Figure 1: Overview of the Theory of Change for the Sustainable Agriculture Project: Guatemala



This figure was compiled from information in the Peace Corps/Guatemala *Project Plan Sustainable Agriculture May, 2006*.

Project Implementation

In all Peace Corps projects, Volunteers, in collaboration with their host country partners, engage in a variety of activities to achieve joint goals. One of the first questions asked of the survey respondents was to describe the work activities of the Volunteers in their community or with the participant groups.¹⁰ The categories of Volunteer activities are found in Table 2.

Approximately 40 percent of the Volunteers’ activities were related to providing training to counterparts and beneficiaries in family gardens and activities associated with the production and use of compost. These two activities differed depending upon the availability of land and water for irrigation. The principal activity often undertaken to teach farmers how to produce organic compost was technical assistance on preparing worm composting.

Marketing training was the third most mentioned activity, cited by 32 percent of the counterparts and 23 percent of the beneficiaries (Table 2). The types of activities reported by the two groups differed after the top three, and were mentioned by fewer individuals. The counterparts were more likely to refer to organizational development assistance (development of strategic and business plans, coordination of committees and groups, training, networking); the beneficiaries

¹⁰ The information was collected through an open-ended question. The senior researcher grouped the responses into the categories displayed in Table 2.

CHAPTER 2: PROJECT DESIGN AND PURPOSE

referred to agricultural practices (small animal husbandry, home food preparation, new crop production) (Table 2).

Table 2: Work Activities of the Volunteers in the Community

Counterpart Descriptions of Volunteers' Community Activities		Beneficiary Descriptions of Volunteers' Community Activities	
Order of frequency reported by respondents	Percent of Respondents %	Order of frequency reported by respondents	Percent of Respondents %
Training in planting home vegetable gardens	41	Training in planting home vegetable gardens	43
Training in preparation and use of compost	41	Training in preparation and use of compost	34
Training in organizational development and marketing	32	Training in organizational development and marketing	23
Guidance and coordination of committees and groups	11	Management of goats, pigs and poultry	13
Nutrition education and food preparation	8	Processing of agricultural products	17
Construction of goat and poultry modules	5	Flower greenhouses	4
Vaccinating chickens and pigs	5	Breeding rabbits	4
Strategic Plan advice	5	Stove improvement	4
Training in planting school gardens	5	Training in planting school gardens	4
Training in processing agricultural products	5	Strategic Plan advice	2
Water tank design and installation	3	Training in preparing jams and jellies	2
Coordination of visits and agricultural training	3	Planting of grasses	2
Design of micro-irrigation facilities	3	Providing vegetables seeds	2
Soil conservation practices	3	Improving bean and corn crops	2
Teaching methodologies for developing a business plan	3	Barnyard chicken management	2
Develop website	3	Potato project administration	2
Providing contacts with other organizations	3		
Help in the administration of the cooperative	3		
Developing women's groups to access credit	3		

*Respondents were asked to describe all Volunteer activities, so the numbers do not sum to 100.

Respondents' Expectation of Their Role at Project Onset

A high percentage (73%) of the *counterparts* reported they had a very clear or a somewhat clear idea of what to expect of their role as project counterparts. Far fewer beneficiaries (42%) had clear expectations about the project at the outset. Out of the five stakeholders consulted, two had a somewhat clear idea of what to expect and three had no clear expectations for their work with Peace Corps.

Counterparts who had a clear understanding of their upcoming project work indicated several factors contributed to their preparation, the most important being previous training received from

CHAPTER 2: PROJECT DESIGN AND PURPOSE

Peace Corps staff in Guatemala. The fact that Peace Corps' Sustainable Agriculture model was similar to that of the host country sponsoring institution was also helpful. Apparently, the counterparts reporting unclear expectations had not had the opportunity to attend a Peace Corps course. In addition, the people within this group began working with the agricultural service after the project plan was already well advanced.

While the majority of the *beneficiaries* were unsure what to expect at the outset, when Volunteers began explaining what a sustainable agriculture project was about, they quickly understood what to expect.

The stakeholders explained that their expectations were mainly focused on the administrative and financial aspects of their projects and their impact on institutional politics, rather on the specific activities in which the communities and Volunteers would engage.

CHAPTER 3: GOAL ONE FINDINGS

Performance under the Peace Corps' first goal was examined by measuring:

1. The extent to which HCNs observed community changes and personal changes and reported gaining new technical skills and the capacity for maintaining the changes once the community project ended.
2. HCNs' satisfaction with the work of the sustainable-agriculture project and, in particular, satisfaction with the extent to which their needs had been met.

The community-level changes observed by the project partners are presented first, followed by the individual changes reported by respondents.

Did Peace Corps Projects Help Project Partners Meet Skill and Capacity Building Needs?

Counterparts, beneficiaries, and stakeholders were asked about project outcomes in two ways:

1. First, for each of a list of predefined project outcomes derived from the project plan, respondents were asked if they saw a change, whether the community's needs were met, and—where applicable—whether the change was maintained after the Volunteer departed.
2. Second, respondents were also asked to generate a list of changes in their community during the period of the PCV's assignment. For each change listed, the respondent was then asked about the size of the change, the extent to which the PCV was responsible for the change, and—where applicable—whether the change was still evident after the departure of the Volunteer.

Degree to Which the Project Plan Outcomes Were Met: Community Level

Through the process of developing the project theory of change (Figure 1) a list of project outcomes was created. Respondents were asked about the extent to which they saw changes in their communities related to each outcome.

The study measured changes in the following community-level outcomes:

1. The range and amount of produce grown in home gardens (diversification)
2. The consumption of vegetables and other agricultural products among household members
3. The use of sustainable agriculture practices
4. Income among local agricultural families

CHAPTER 3: GOAL ONE FINDINGS

5. The production and marketing of goods manufactured from local/family farm production (e.g., crafts, jellies, cloth)

Three of the outcomes of the project designed to improve food security were met:

- Eighty-eight percent of counterparts and beneficiaries reported the range and amount of produce grown in home gardens (diversification of crops) increased
- Household members were consuming more vegetables
- The use of sustainable agricultural practices increased (Figure 2)

The community members greatly valued the diversification in the vegetables introduced into the community. Some of the new crops introduced, as reported by the senior researcher, were eggplants (*Solanum melongena* L.); sweet potatoes (*Ipomoea batatas*); tomatoes (*Lycopersicon esculentum*); Fava beans (*Vicia faba*), and others.¹¹ Families reported they exchanged surplus produce with their relatives and neighbors within the same community; for instance, vegetables for fruits, vegetables for wood, vegetables for work, etc. In some sites, women's groups exchanged fruit and vegetable surpluses with other communities.

Eighty-three percent of the respondents reported that the use of sustainable agricultural practices increased. These findings appear to be the result of the training in sustainable agricultural practices, which was a main component of the Volunteers' work.

The senior researcher wrote:

Among the agricultural sustainable practices transferred by the project—which, according to respondents, has generated great impact—was the production and use of compost from the red worm (*Eisenia foetida*) harvest. Participants find that the use of this type of compost increases production substantially and improves the quality of soils. Respondents acknowledged other practices because of their significant effect on soil conservation and crop rotation. With relation to poultry management, respondents frequently mentioned vaccination and the construction of simple structures to improve egg and meat production management.¹²

Nearly two-thirds (62%) reported household income was “at least somewhat better” (Figure 2). Two percent of the beneficiaries and ten percent of the counterparts thought their income was “much better.”

The interpretation of the results provided by Dr. Samayoa is highly instructive.

In order to better understand the finding within the context of rural Guatemala, it is necessary to consider the following factors:

- a) Participants have small plots of land
- b) Project activities are basically in the hands of women, who orient production mainly to family consumption

¹¹ Urrea, Otto Samayoa. *Guatemala Host Country Impact Study Report*. August 2010. Ecodesarrollo. p. 18.

¹² *Ibid.* p. 20.

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- c) In most cases, scarce water for irrigation precludes farming activities during the summer months
- d) Families exchange surpluses, if any, for other goods. The foregoing situation leaves quite a small margin for increasing community and household income.

Nevertheless, the “somewhat better” response is highly important, relatively speaking, as respondents associate increased income with what they stop spending on food as a result of increased availability of homegrown products. They also relate the increase in income with activities for the commercialization and transformation of agricultural products, for instance, roasted and ground coffee, jellies, and prepared foods. In some isolated sites Volunteers have promoted, with relative success at the beginning, the collection of fresh vegetables among families in the community in order to offer them at local markets.¹³

Finally, far fewer individuals (35%) reported they improved their ability to produce and market their own produce, in spite of the fact that the production and marketing of manufactured products is an activity of great interest to respondents (as expressed by 20 percent of the respondents individuals at different project sites).

Again, Dr. Samayoa writes:

This activity [was] not developed in all sites, only where conditions are appropriate, for instance, where raw material is available and a local organization is interested in developing the activity. Counterparts can make a better assessment of its effect on the community because it is a collective activity. Beneficiaries think the Volunteer has an important role in these activities with respect to the transfer of appropriate technology and knowledge on the commercialization of products.

The case most frequently observed was that involving Volunteers’ support to cooperatives of small producers in processing and commercialization of coffee, as Volunteers’ facilitated the transformation of coffee grains [by adding value] –roasted ground and packaged coffee ready for the market.

Other important cases detected during field investigation pertain to the production of ecological jellies [made from] blackberry (*Rubus fruticosus*) and elder tree (*Sambucus nigra L.*), and shampoo from Aloe vera (*Aloe barbadensis*).

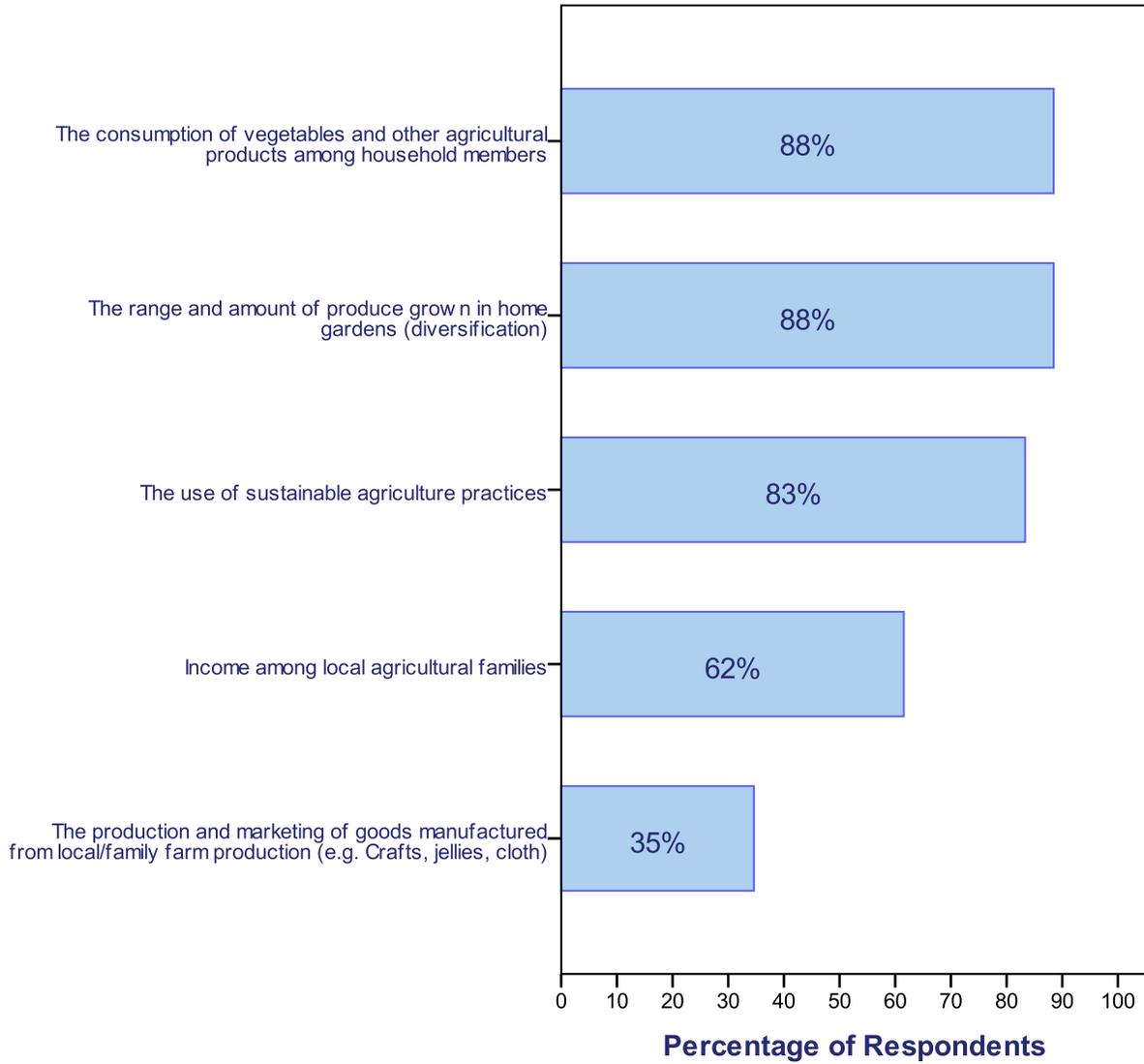
Although the foregoing are successful examples, it will be necessary to continue to provide assistance, especially with regard to quality control and presentation of the product for marketing purposes.¹⁴

¹³ Urrea, Otto Samayoa. *Guatemala Host Country Impact Study Report*. August 2010. Ecodesarollo. p. 20-21.

¹⁴ Urrea, Otto Samayoa. *Guatemala Host Country Impact Study Report*. August 2010. Ecodesarollo. p. 22.

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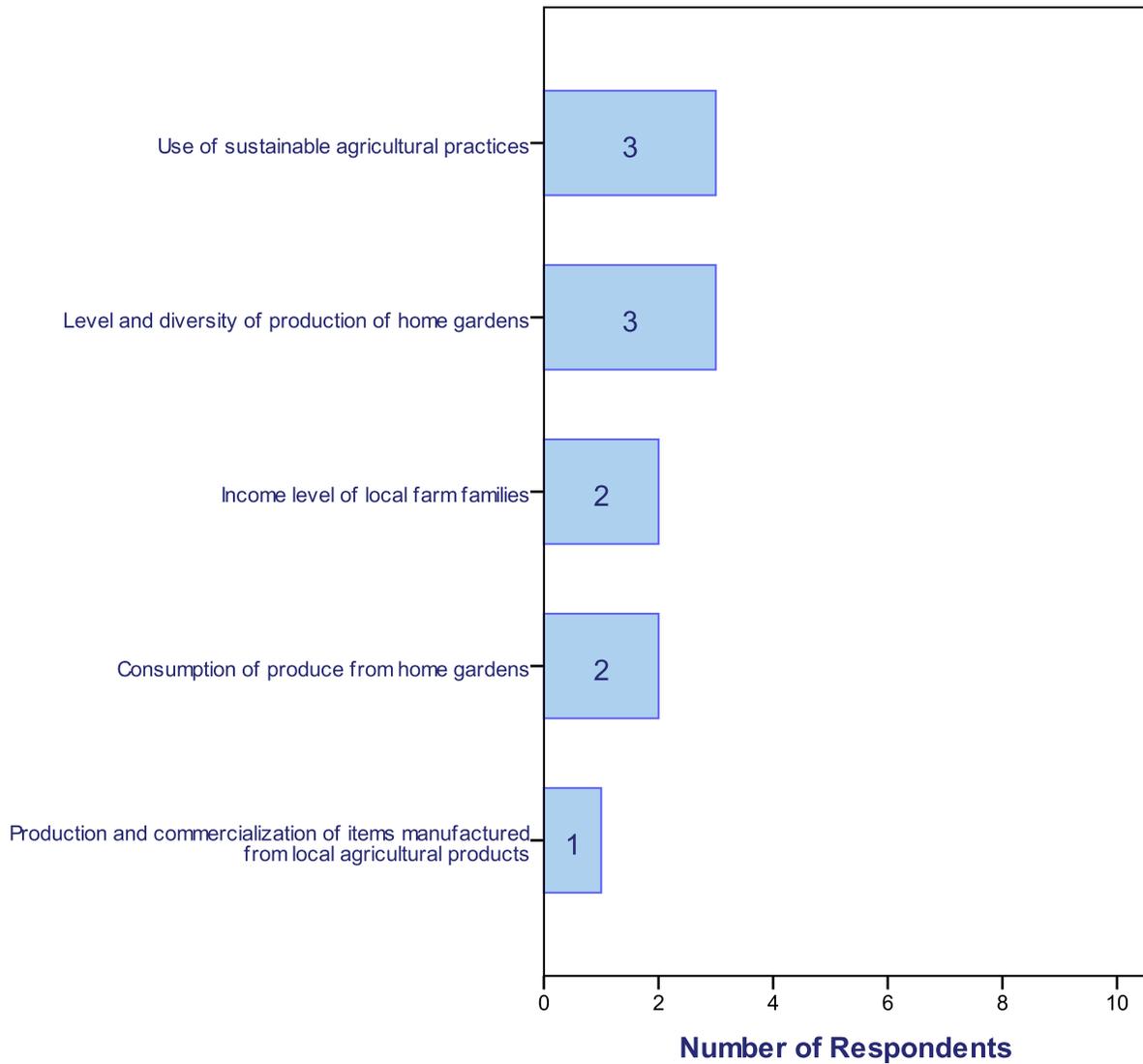
Figure 2: Percentage of Counterparts and Beneficiaries That Rated the Change as at Least Somewhat Better: Community Level*



*The number of responses for these questions ranged from 82 to 88.

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Figure 3: Number of Stakeholders That Rated the Change as at Least Somewhat Better: Community Level (n=5)



The most frequently mentioned improvements by stakeholders, three of seven, were the use of sustainable agricultural practices and the level and diversity of home garden production (Figure 3).

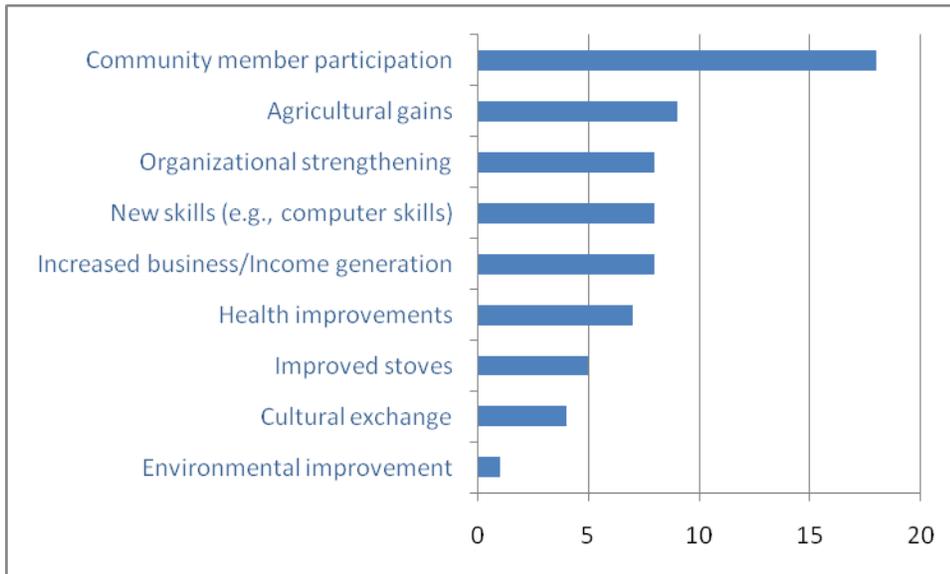
Community-Level Outcomes

Counterparts and beneficiaries were asked if there were additional project accomplishments that resulted from the work of the PCV not already mentioned in earlier interview questions (unanticipated consequences of the project).

Sixty-eight additional changes were attributed to the Peace Corps project (Figure 4) and were grouped into the following nine categories, listed below from highest to lowest:

1. Community member participation
2. Agricultural gains
3. Organizational strengthening
4. New skills (e.g., computer skills)
5. Increased business/income generation
6. Health improvements
7. Improved stoves
8. Cultural exchange
9. Environmental improvement

Figure 4: Changes in the Communities Since the Start of the Peace Corps Project: Guatemala (n=68)*



*Number of times mentioned

One of the most important findings regarding change at the community level was described by the senior researcher, who noted that the perception of positive change was high at “the level of participating producer groups.” He also noted, “The perception of change is low at the community level because the project coverage is relatively small with relation to the needs for change in the communities.”¹⁵

¹⁵ The communities served by Volunteers have a population of 300-500 families. A single Volunteer serves approximately 20-30 families.

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Some of the specific ways the community improved or changed are listed below.

Beneficiaries described:

- Environmental sanitation activities, such as cleaning up the community and recycling
- Construction of improved stoves and their positive effect on saving fuel wood
- Strengthening and/or initiation of new producer groups, especially women's groups
- Support to women's groups to address child malnutrition and low weight
- Strengthened administration of Host Country institutions, especially in the elaboration of plans and budgets
- Increased computer and Internet use, especially among young people in the community

Counterparts mentioned the same activities as the beneficiaries and added the following:

- Obtaining financial resources to support projects implemented by Host Country institutions
- Marketing and selling products in the United States and providing assistance to buyers' fairs
- Teaching English to a group of motivated young people
- Maintaining a horticultural seed bank in the community
- Implementing drip irrigation with positive results
- Getting in touch with other institutions for development
- Providing support to the creation of alternative markets (exchange of goods among communities)

Findings on Individual Changes

In order to provide the context for the individual-level changes reported, this section starts with an overview of the counterparts' prior professional experience related to sustainable agriculture. It continues with the respondents' feedback about areas in which they have changed information about how those changes occurred, and the extent to which they have been able to maintain those changes after the departure of the Volunteer.

Prior Sustainable Agriculture Experience

The counterparts were highly experienced farmers: 67 percent had been engaged in agricultural activities for more than five years, 47 percent reported having worked in the field of agriculture for 10 years or more, and only 13 percent reported having less than two years' experience (Figure 5). In this way, the counterparts' local experience and Volunteers' technical knowledge and enthusiasm were combined with positive results.¹⁶

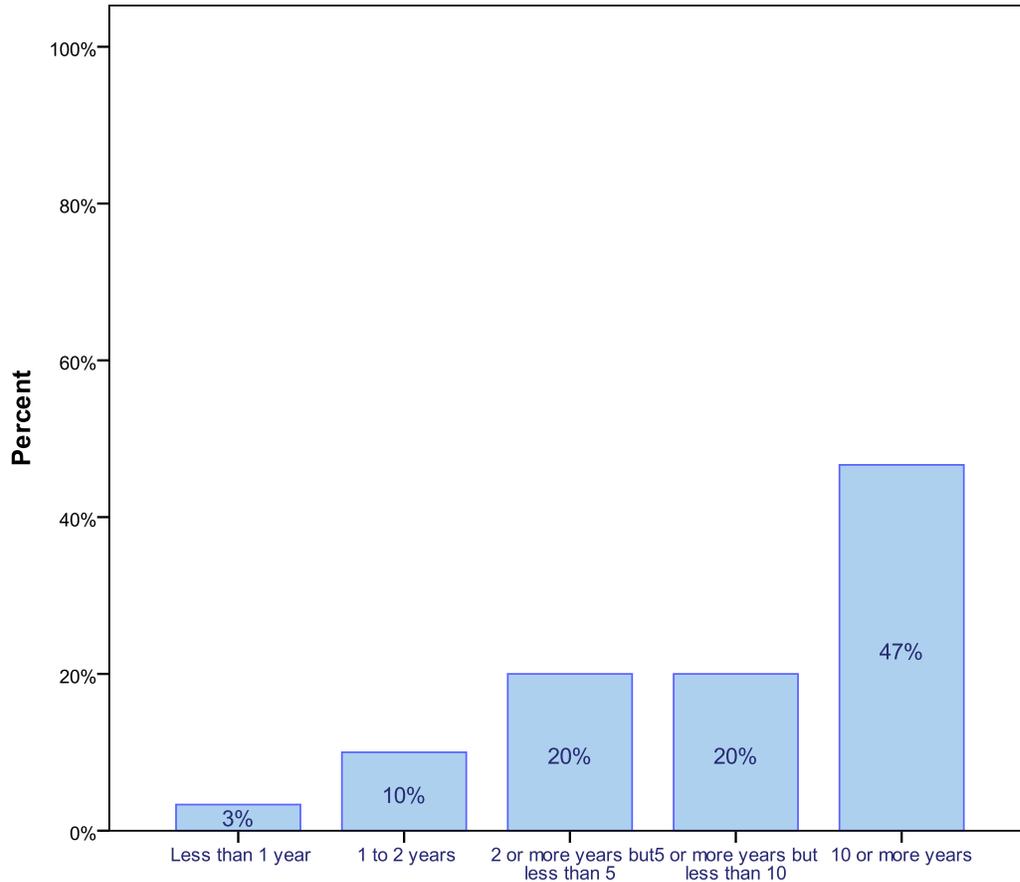
With relation to respondents' experience with the project, results indicated that counterparts had worked with an average of three Peace Corps Volunteers during an average period of 34 months,

¹⁶ The data on the beneficiaries' years of experience was not collected in this study.

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with a highest frequency of 12 months. Beneficiaries had worked with an average of two Volunteers during an average period of 19 months, with a highest frequency of 12 months.

Figure 5: Number of Years Counterparts Have Worked in the Field: Guatemala (n=30)



Degree to Which the Project Plan Outcomes Were Met: Individual Level

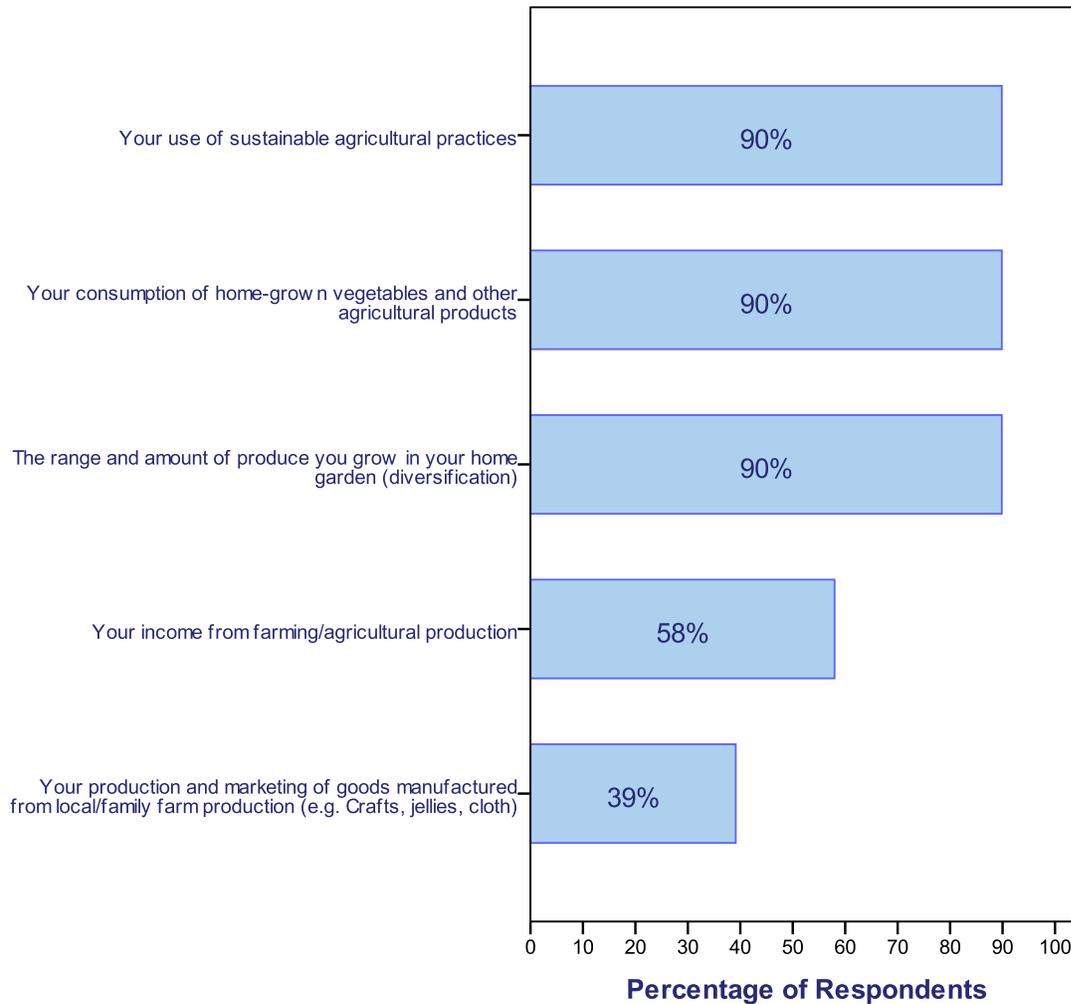
Through the process of developing the project theory of change (Figure 1) a list of individual-level project outcomes was created. Respondents were asked about the extent to which they saw changes in themselves related to each outcome. The study measured the changes in the following individual-level outcomes. They are listed, from highest to lowest, below.

1. The range and amount of produce grown in a family's home gardens (diversification)
2. Consumption of home-grown vegetables and other agricultural products
3. Use of agricultural practices
4. Income from farming/agricultural production
5. Production and marketing of goods manufactured from local/family farm production (e.g., crafts, jellies, cloth)

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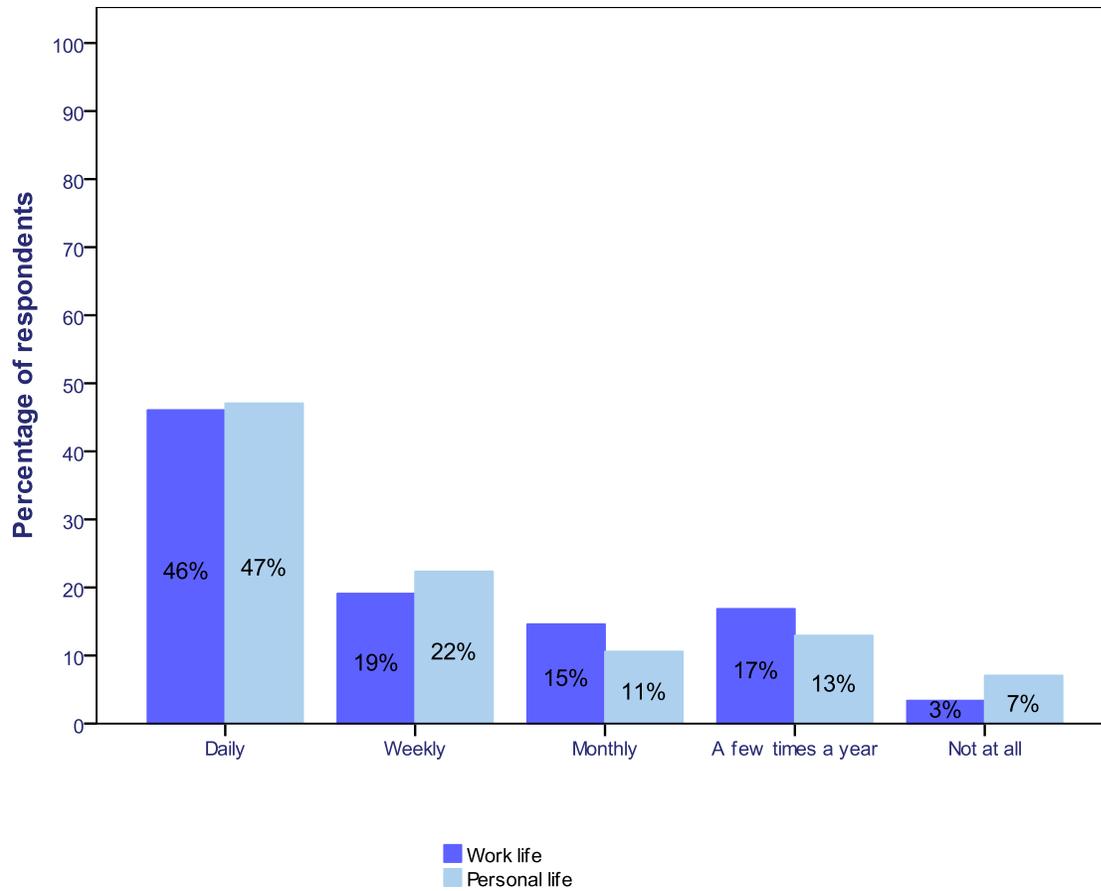
Ninety percent of the respondents rated three of the project outcomes as improved: use of sustainable agriculture practices, consumption of homegrown produce, and the range of produce grown in their home gardens (Figure 6).

Figure 6: Percentage of Counterparts and Beneficiaries that Rated the Change as At Least Somewhat Better: Individual Level (n=90)



The frequency with which respondents reported using the skills learned through the project in both their work and personal lives suggests that the skills transmitted were practical, useful, and much needed (Figure 7).

Figure 7: Frequency with Which Counterparts and Beneficiaries Reported Using Skills Learned Through Peace Corps Project: Guatemala*



*The n for work life was 89; the n for personal life was 85.

Ways Respondents Use Project Skills in Their Work Life

Counterparts

[I] *almost always* [use the skills for] *planning relevant activities each month.*

Beneficiaries

[I use the skills I gained] *once a month because that is when I plant my home garden.*

As a widow, [I use the skills] very little because of a lack of resources.

Daily, since knowledge is not erased.

Ways Respondents Use Project Skills in Their Personal Lives

Counterparts

I changed my diet. I eat less meat and less salt.

[I use the information daily] because I share the knowledge and/or experiences with other people who are interested.

Beneficiaries

Daily, since apart from the practical knowledge, we have learned good manners from the Volunteer.

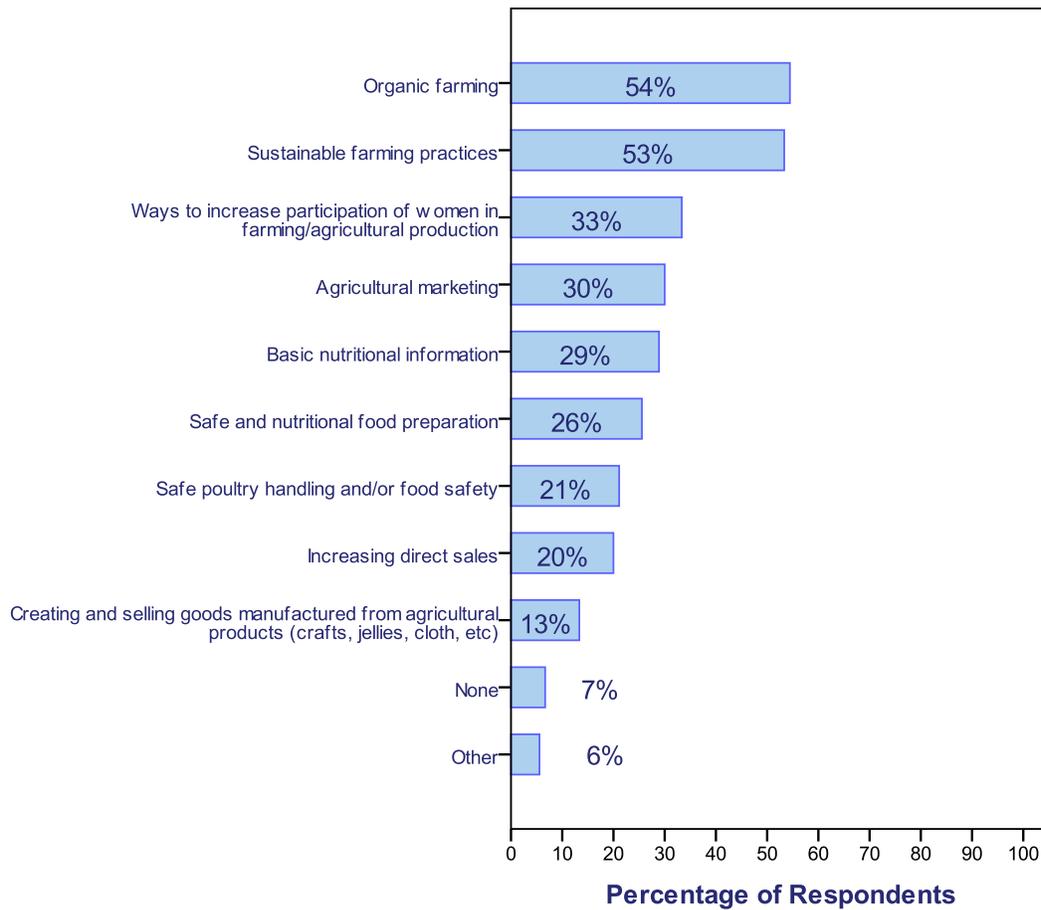
Infrequently, because I'm a housewife and I dedicate most of my time to my kids.

How Did Skills Transfer Occur?

Fifty-four percent of respondents indicated that they had received training on organic farming techniques and fifty-three percent reported receiving training on sustainable farming practices (Figure 8). The category of “other” training includes topics such as the production of shampoo or the commercialization of production.

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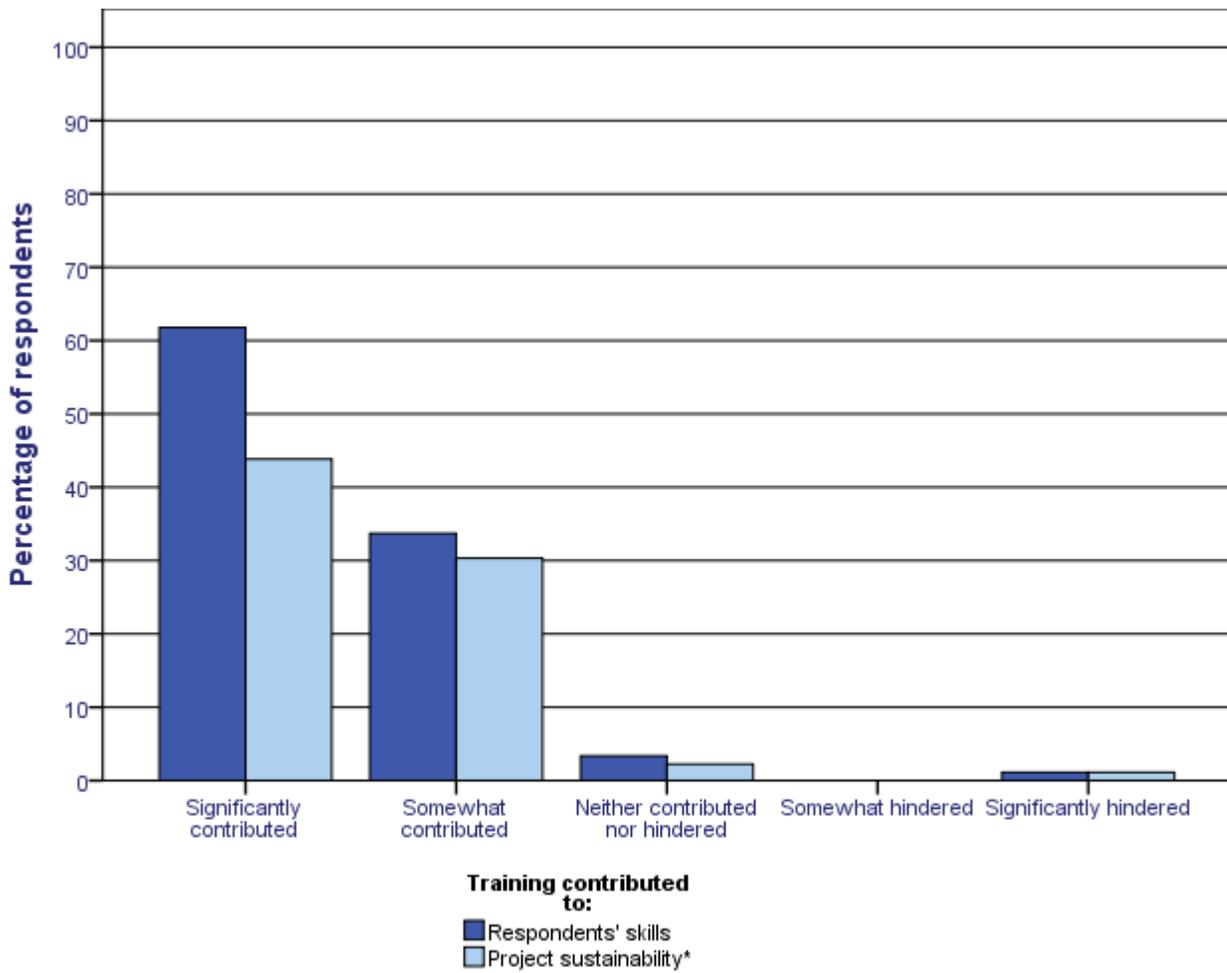
Figure 8: Technical Training Received: Guatemala (n=90)



When asked about the value of their training, respondents were largely positive with 62 percent of respondents saying that the training significantly contributed to project success and 44 percent saying that it significantly contributed to project sustainability (Figure 9). Four of five stakeholders said that Peace Corps project-related training significantly contributed to increasing the skill-level within local communities (Figure 10).

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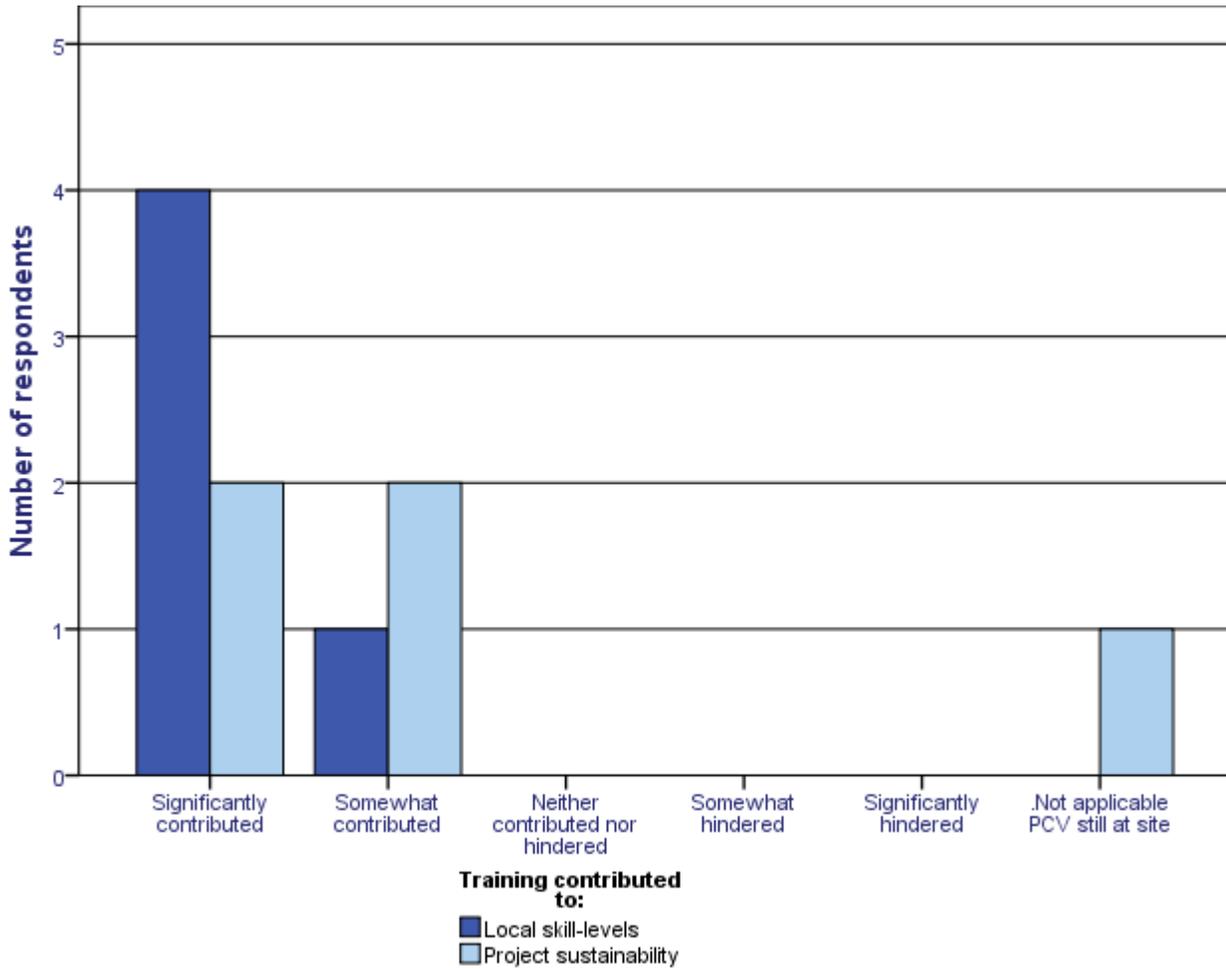
Figure 9: Usefulness of Training for Project Technical Skills and Project Sustainability: Guatemala (n=89)*



*Responses about sustainability from respondents that still had a PCV at their sites were excluded.

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Figure 10: Usefulness of Training for Project Technical Skills and Project Sustainability Stakeholders' View: Guatemala (n=5)



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When asked specifically how they were using the skills they had learned, beneficiaries identified the following practical applications of their training:

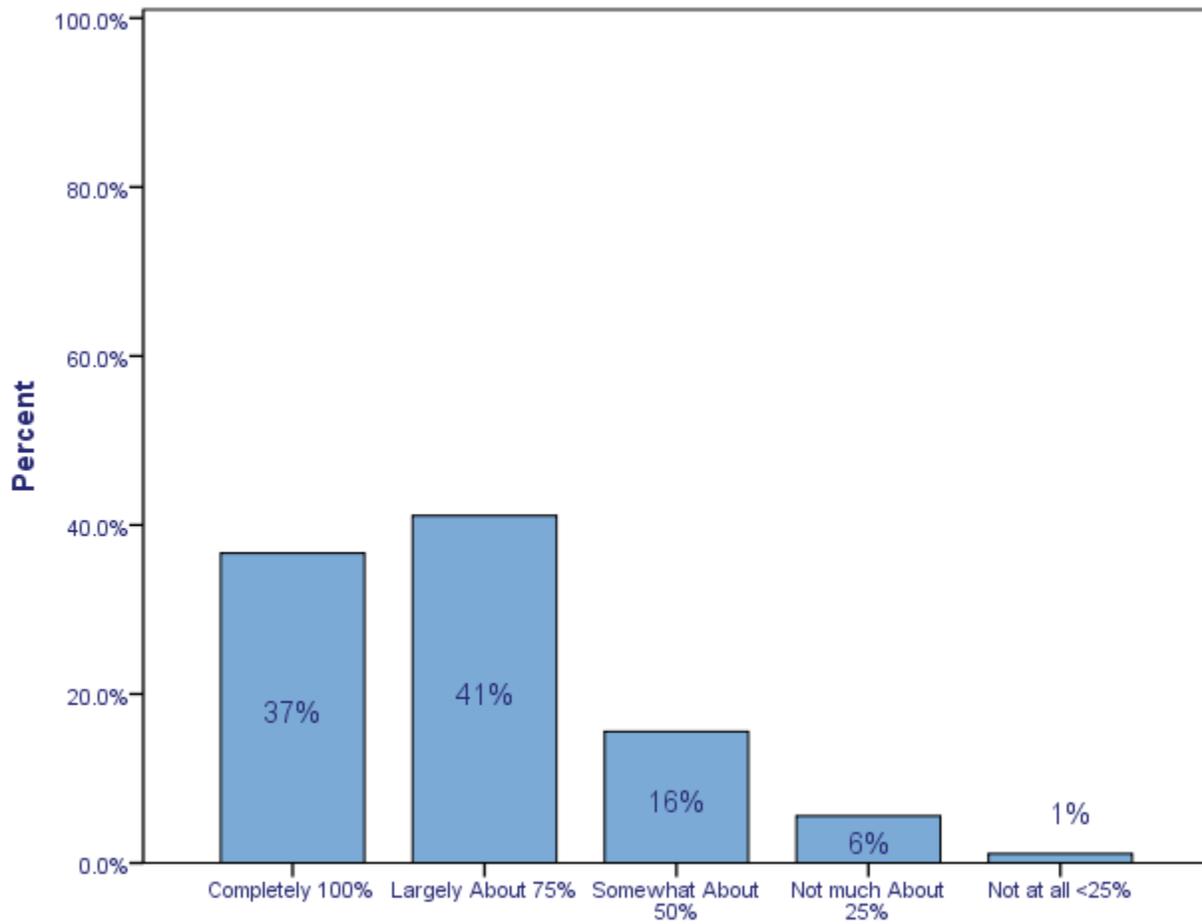
- better planning and budgeting of agricultural activities
- changes in the ways they harvest crops
- organic compost production and application
- timely vaccination and better care of backyard poultry
- harvest of new vegetables
- construction of structures to improve backyard poultry handling and production

Counterparts also described the following applications as practical outcomes of the training: improved management of activities between the institution and volunteers, improved functioning and coordination of host country institutions, better coordination with women's groups, better planning of activities and productive projects with the community, better use of local resources in preparing organic compost, and improved quality and productivity.

Skills Transfer Leads to Sustainable Community Changes

Ninety-four percent of the counterparts and beneficiaries reported that the changes were sustained. Thirty-seven percent said they were completely sustained, meaning the individuals continued to see evidence of the change after the Volunteer left. Forty-one percent they were largely sustained and 16 percent said they were somewhat sustained after the Volunteer left (Figure 11).

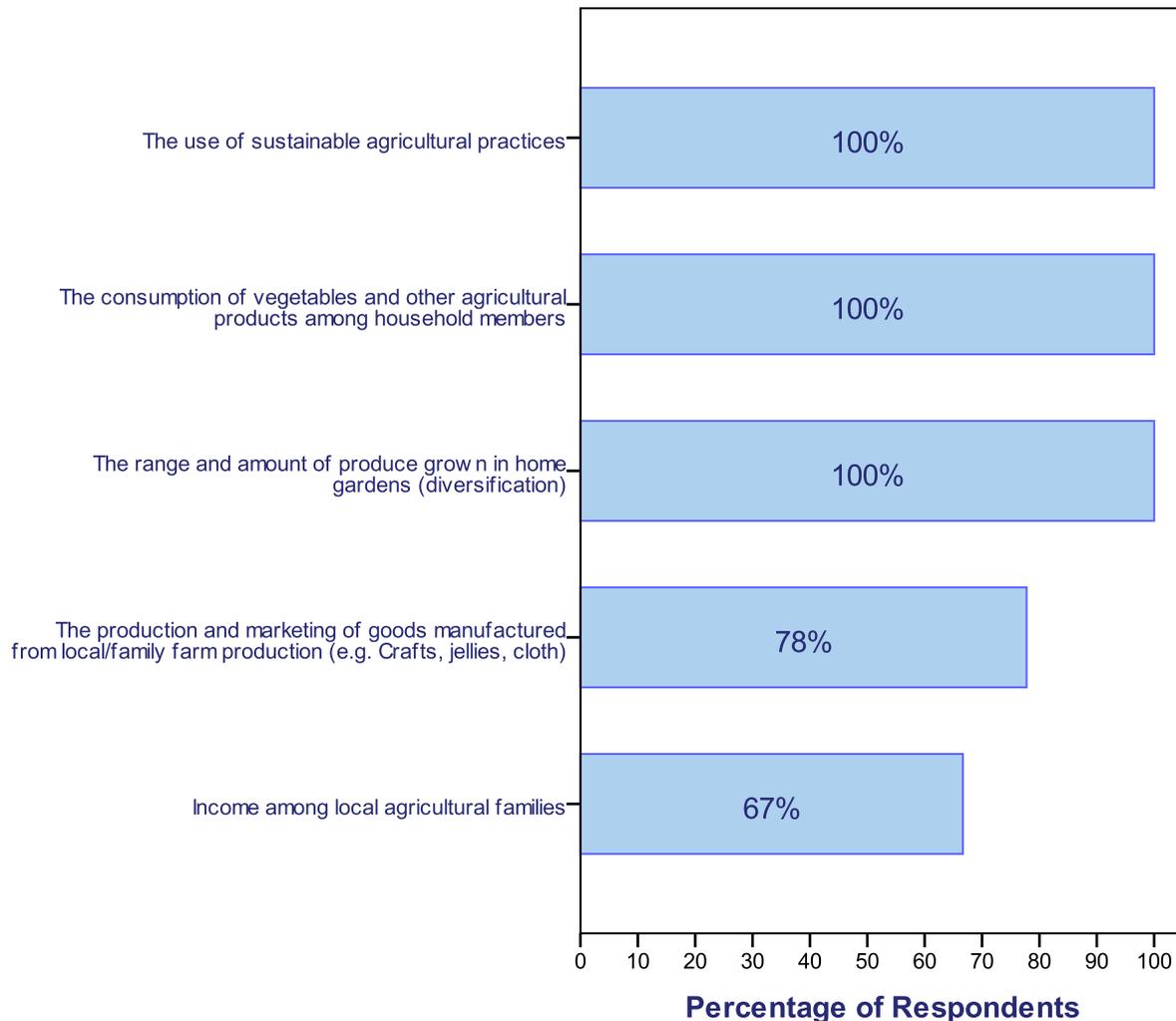
Figure 11: Extent to Which Projects Were Sustained After Volunteer Departure: Guatemala (n=90)



When asked about specific project-related changes, 100 percent of counterparts and beneficiaries reported that the use of sustainable agriculture practices, the consumption of vegetables from home gardens, and the diversification of the produce grown in home gardens were maintained to at least some extent (Figure 12).

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Figure 12: Degree to which Counterparts and Beneficiaries Reported that Changes were At Least Somewhat Maintained (n=16-27)



While satisfaction was very high, the senior researcher nevertheless analyzed respondent suggestions for improving project sustainability and developed the following recommendations:¹⁷

- Volunteers should better motivate the participants to continue the work.
- Projects should include methods for monitoring and follow-up.
- There should be more consistent and lasting training of counterparts.
- The Volunteer should help to legalize and/or institutionalize producer committees at the municipality-level.
- Volunteer should encourage well-organized groups, such as women's groups, that can continue to function without the Volunteer.
- Volunteer should identify and improve management of funds among groups of producers, for example with a bank or microfinance institution.

¹⁷ Urrea, Otto Samayoa. *Guatemala Host Country Impact Study Report*. August 2010. Ecodesarollo. p. 42.

Overall HCN Satisfaction

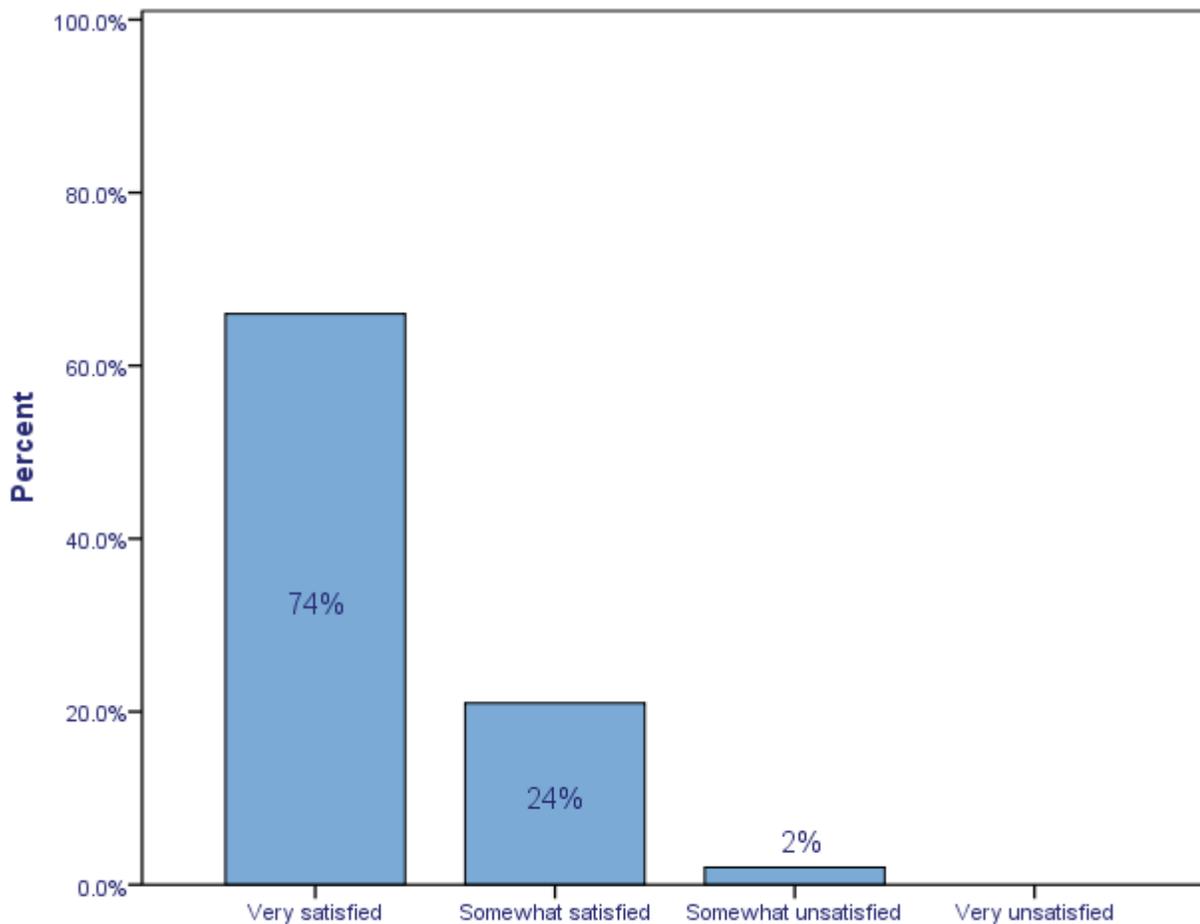
Two measures of overall satisfaction with the Peace Corps’ project were included in the interviews. These were satisfaction with:

- 1) the reported changes resulting from the project
- 2) the degree to which the project met their needs.

Overall HCN Satisfaction with Reported Changes

Host country nationals—both counterparts and beneficiaries—reported a high level of satisfaction with the changes in the community resulting from work with Peace Corps Volunteers. Ninety-eight percent of counterparts and beneficiaries were either very satisfied (74%) or somewhat satisfied (24%) (Figure 13). Six of the seven stakeholders interviewed reported being “very satisfied,” while one reported being “somewhat satisfied.”

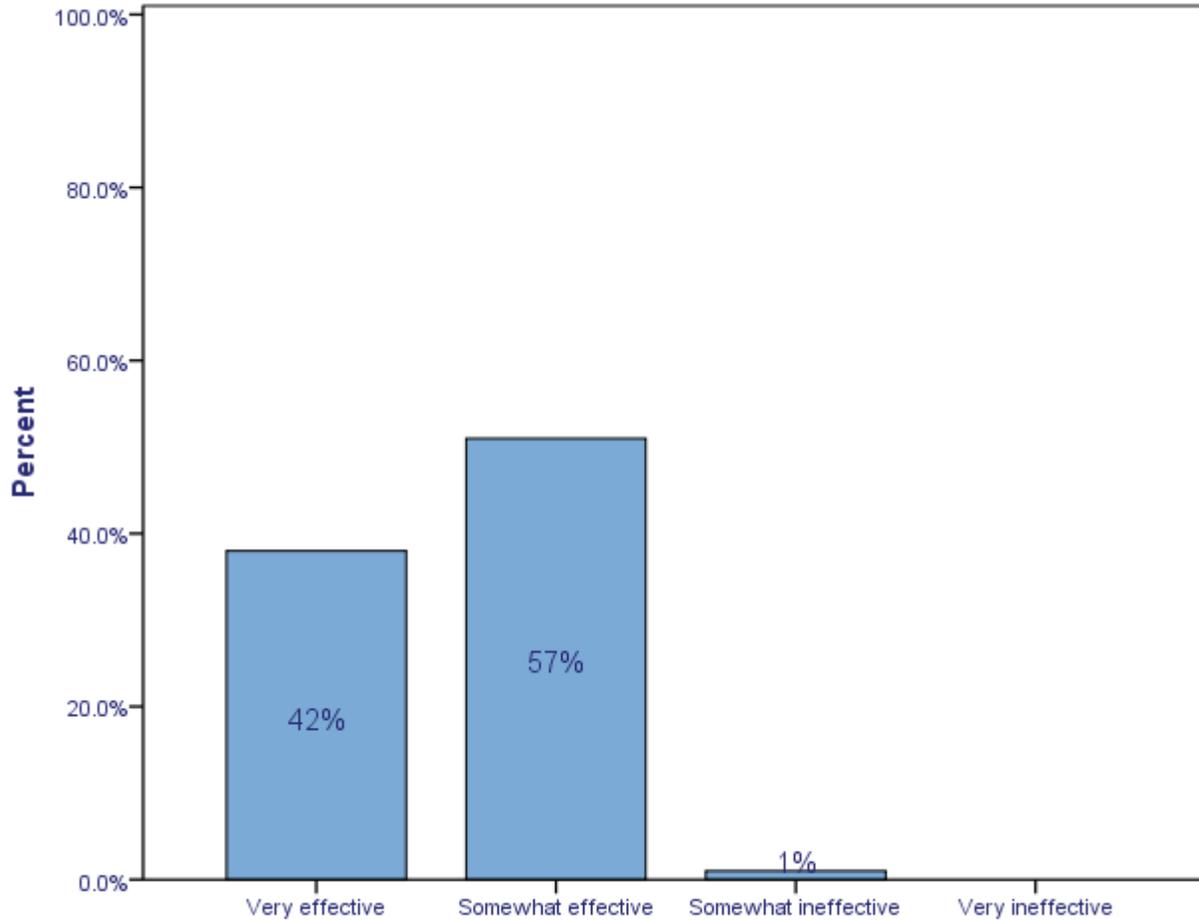
Figure 13: Counterpart and Beneficiary Satisfaction with Project Outcomes: Guatemala (n=89)



Did HCNs Think Their Needs Were Met?

The respondents were also asked about the overall *effectiveness* of the project. Forty-two percent of the counterparts and beneficiaries reported the project was very effective in building local capacity; ninety-nine percent of respondents indicated the project was at least somewhat effective in building local capacity (Figure 14).

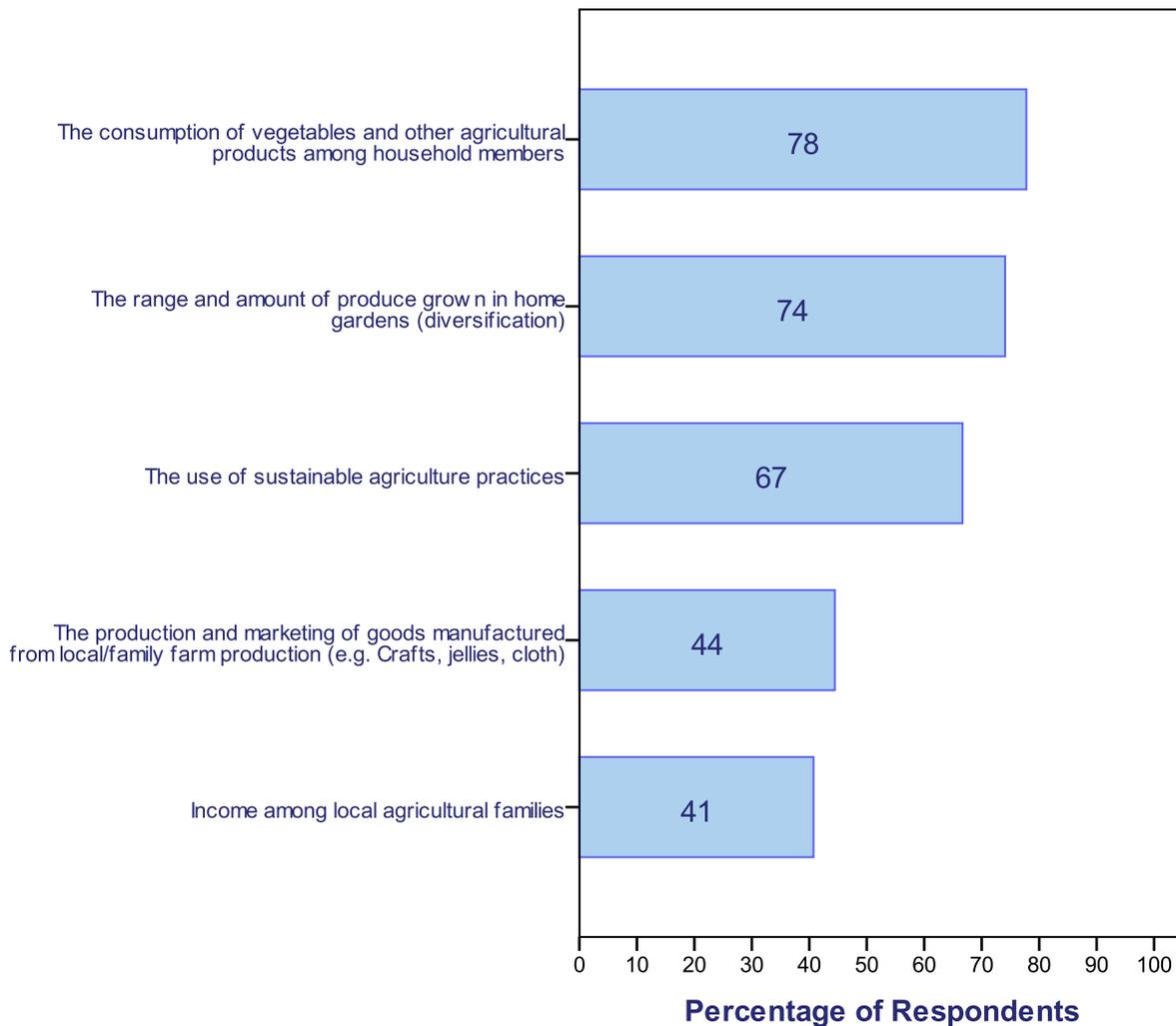
Figure 14: Counterpart and Beneficiary Rating of Local Capacity Building: Guatemala (n=90)



The principal improvement, reported by 78 percent of counterparts and beneficiaries, was that individuals and families grew more produce in their home gardens. Fewer individuals reported that the project had improved local production and marketing of agricultural products (44%) or increased local income among agricultural families (41%) (Figure 15).

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Figure 15: Degree to Which Community Needs Were Met (n=41-75)



Both beneficiaries and partners agreed on the extent to which the project met the needs of the community or group. Both groups said the nutrition of the households improved as a result of more produce grown in home gardens and hence available for their consumption. A related positive outcome was the increased use of sustainable agricultural practices (67%). Forty-four percent of respondents reported they were selling their goods from family farm production and forty-one percent reported an increase in their income.

Some confusion arose in the interpretation of the information provided in response to this question. The respondents found the question ambiguous as they were asked to consider changes to either the community or group. The perception of the interview teams is that most respondents referred to the needs of the group, such as cooperatives or women's groups, not to those of the community as a whole. Only stakeholders referred specifically to the communities.

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According to Dr. Samayoa, beneficiaries identified the major contributions to meeting the needs of the group as:

- increased consumption of homegrown vegetables among group members' households
- Increased production of produce from home gardens
- use of sustainable practices, including for poultry raising.

Counterparts' answers coincided with those of beneficiaries regarding the main contributions to meeting the needs of the groups. The counterparts, however, placed considerable weight on the fact that a group of families increased their income through the production and the commercialization of goods manufactured from local/family farms. According to Dr. Samayoa, the counterparts worked within frameworks where the positive outcome is measured in terms of an increase in monetary (cash) income because of the production and commercialization of manufactured articles, not an increase in produce from subsistence farming.

The stakeholders' opinions on the project's effective contribution to meeting the needs of the community were less specific. The stakeholders said that increased consumption of vegetables by family members from their home gardens was the only large-scale contribution made by the project.

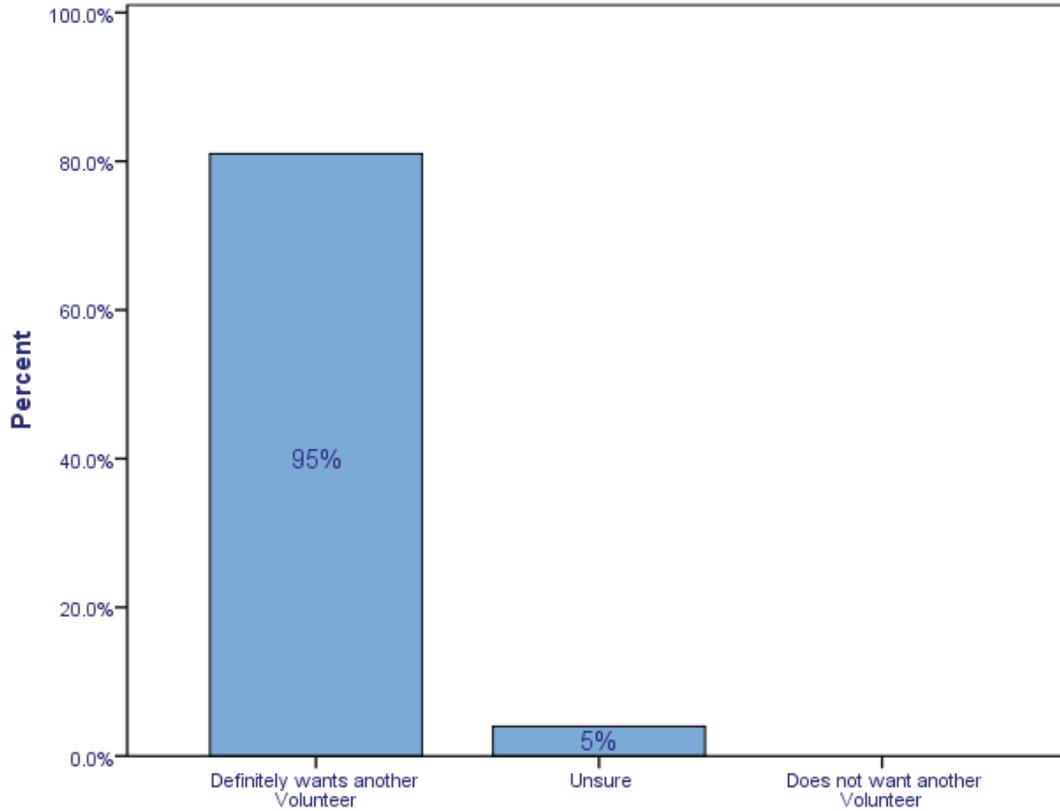
The five stakeholders focused principally on the financial and administrative elements and less on the programmatic elements.¹⁸ Their familiarity with the project varied widely. Three indicated they were very familiar with the project, one was somewhat familiar, and one stakeholder was not very familiar with the project. Further, they said they did not receive frequent feedback from the project implementers. Two reported receiving feedback on a monthly basis, three received feedback less than monthly, and one stakeholder never received feedback from the NGOs or Peace Corps. Because of their distance from the projects, the stakeholders were less likely to be cognizant of the effects on the families.

¹⁸ Stakeholders were directors of NGOs (4) and a national government official. See page 13 for a full description of project stakeholders.

Would HCNs Want to Work with the Peace Corps Again?

Another measure of overall satisfaction is whether counterparts and beneficiaries would want to work with another Volunteer. Ninety-five percent of counterparts and beneficiaries reported that they would welcome working with another Volunteer (Figure 16).

Figure 16: Would Respondents Want to Work with Another Volunteer? (n=85)



HCNs' Responses About Why They Would Welcome Another Volunteer:

Counterparts

Yes, because in some way they have contributed in giving technical advice.

Yes. Participating families and people are updated about new technologies.

There are other things to achieve, what we learned is very little, it is very necessary to go further with more outreach.

We believe that cultural exchange is very useful.

Yes. We need to continue supporting development and there are many more communities we need to reach.

Yes. They bring new technology to the families and the people who are participating and they are very respected.

Beneficiaries

Very important, because we have learned so many things; it's best if the next PCV brings a different specialty so we can learn new skills.

It would be interesting, since they always bring something new to every family and community, they are all welcome.

They [Volunteers] bring new ideas.

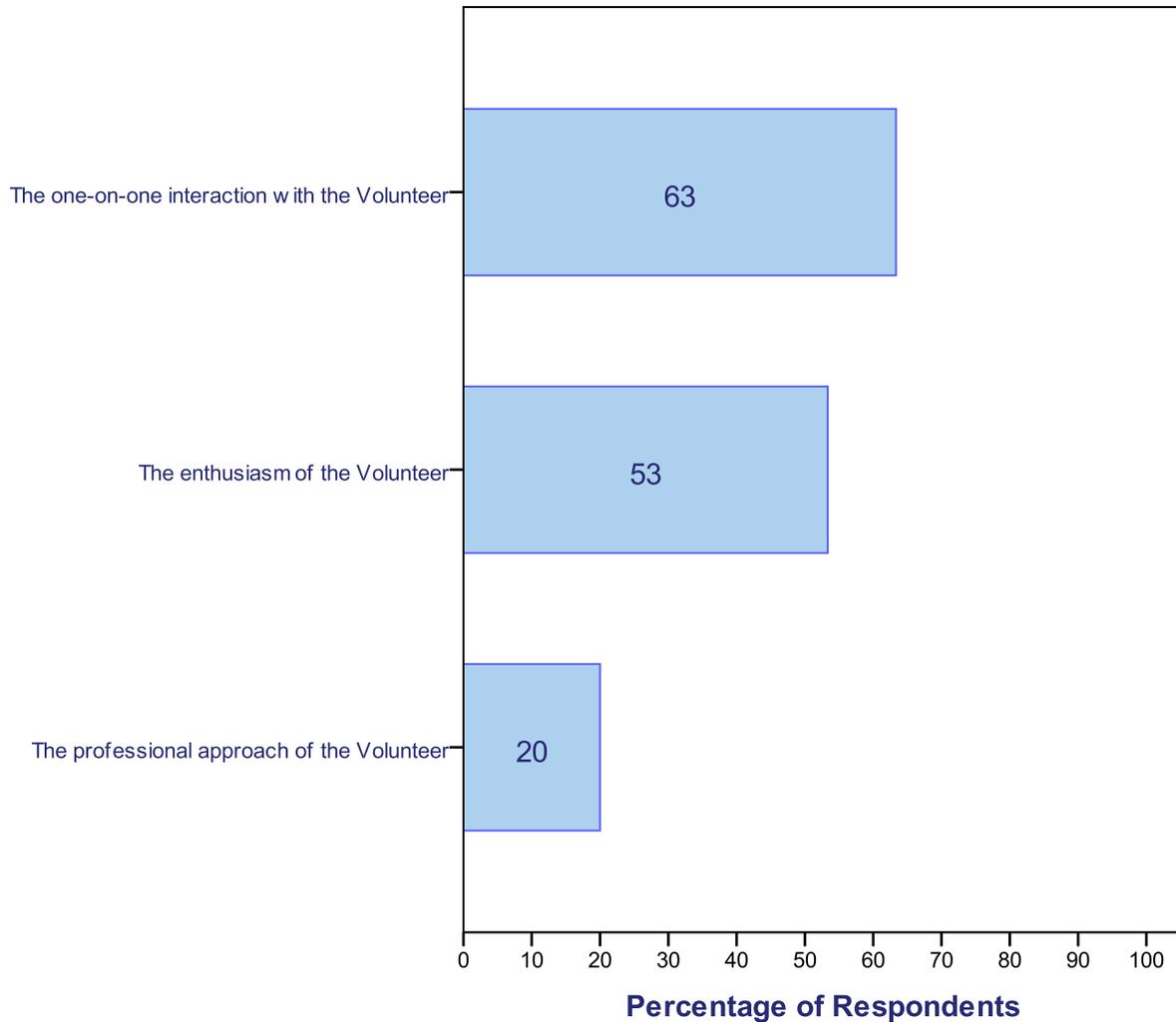
They are always willing to work.

Yes, because it would help us develop our projects and improve our way of life.

Support and Barriers to Project Performance

Sixty-three percent of the beneficiaries and counterparts observed that the main factor contributing to the success of the project was their one-on-one interaction with the Volunteer (Figure 17). Respondents also identified Volunteers as enthusiastic (53%) and professional (20%).

Figure 17: Factors Credited with Project Success: Guatemala (n=90)



The Guatemalan researchers observed that beneficiaries reported, “personal changes were supported, first and foremost, by one-on-one work with the Volunteer, adding that it allowed them to work in harmony. The Volunteer’s enthusiasm was mentioned as the second reason and his/her professional approach as the third. Beneficiaries mentioned other qualities but underscored Volunteer’s responsibility and punctuality.”

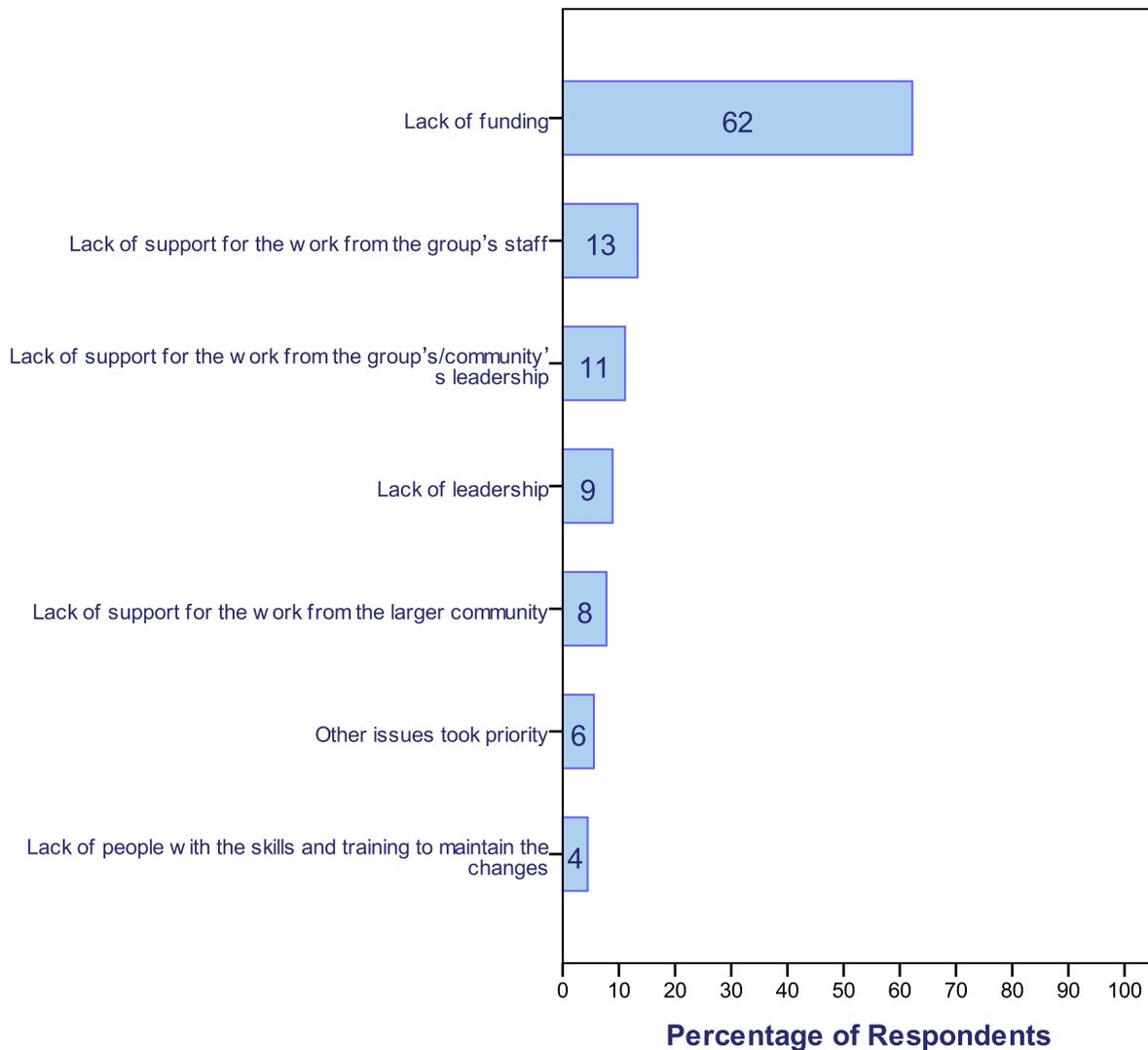
The report goes on to state “counterparts mentioned that Volunteer’s enthusiasm was the principal reason for their personal change. Both groups established Volunteer’s professional approach as the second option. Counterparts mentioned other reasons, among them, Volunteer’s

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good communication skills, punctuality and responsibility in following plans and elaborating study results.”¹⁹

The principal barrier to project success, cited by 62 percent of respondents, was a lack of funding—for example, to purchase the raw materials needed—or the lack of financial incentives for the cooperative members to continue a project (Figure 18). The global findings section of the senior researcher’s report sheds light on this finding by stating that the “introduction of appropriate technology and technological changes is often ineffective in the absence of an effective credit system.”²⁰

Figure 18: Barriers to Project Success Cited by Counterparts and Beneficiaries: Guatemala (n= 90)*



*The numbers do not sum to 100, as respondents could choose all that applied.

¹⁹ Urrea, Otto Samayoa. *Guatemala Host Country Impact Study Report*. August 2010. Ecodesarrollo. p. 28-29.

²⁰ Urrea, Otto Samayoa. *Guatemala Host Country Impact Study Report*. August 2010. Ecodesarrollo. p. 56.

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According to beneficiaries and counterparts, the main obstacles that contributed to undermining the work that Volunteers carried out fall into the following three categories:

Host Country Organizations

- The groups' lack of organization and/or coordination
- Weak and/or insufficient collaboration from the host country institution's staff
- People lacking incentives and enthusiasm to cooperate
- Lack of financial resources
- Lack of financial credit for womens' groups

Natural Resources

- Difficult to obtain quality raw materials
- Shortage of water for irrigation, especially during summer months
- The "gopher" and other pests²¹

Peace Corps Volunteers' Preparation and Site Placement

- Difficult for Volunteers to understand and be understood in Spanish
- Difficult for Volunteers to speak native languages (other than Spanish). In some sites, participants—especially women—only speak their native language.
- In some cases, Volunteers' technical and academic skills failed to meet project requirements.
- Lack of adequate transportation means for the Volunteer. Most communities are remote and difficult to access.
- Overextension of Volunteers. In some cases, Volunteers serve too many communities and this affects their efficiency and productivity.

The survey also included a question about the role of the gender of the Volunteer on the Volunteer's work, specifically: Does gender contribute to or hinder a Volunteer's work?

Most respondents, 84 percent of counterparts and 83 percent of the beneficiaries, thought that a Volunteer's gender neither helped nor hindered a Volunteer's work in any way. The question elicited the following types of comments:

- *Never mind, we pay no attention to that.*
- *They work just the same, it doesn't matter*
- *Respect always, whether male or female.*
- *No matter, we all have the same rights.*
- *It makes no difference, getting support is what matters.*
- *[The Volunteer] can be male or female, as long as he/she knows what to do in the community.*
- *It makes no difference to us because all people have the same rights.*

The responses reflect the evolution of rural Guatemalans' perception of gender relations, and, perhaps, the influence of any ideas about gender equality that may have been introduced by the Volunteers.

²¹ Gopher is a common name for any of several small burrowing rodents endemic in some regions of Guatemala.

HCNs' Comments about Barriers to Project Success:

Lack of resources, ease of getting [raw materials for] coloring shampoo, so our preparation does not succeed 100%.

Lack of capacity to manage the group financial support.

We need money to buy seed and fencing for our land.

The economic factors and [needing to] care for children.

[We] lack water for irrigation and land for cultivation.

Lessons Learned: Goal One Performance

The project achieved three of its goals. The impact was weaker, however, at the community level. Dr. Samayoa noted factors contributing to the lack of community impact: “The size of the communities and the number of communities served by each Volunteer. [At the same time] additional long distances between communities and lack of suitable transportation reduce the project’s area of action, as well as Volunteers’ work.”

“As indicated in the Logical Framework, the project was designed to work at [the] group level, not at [the] community level, as confirmed by the fact that consulted beneficiaries in a producers’ group indicated that the situation was much better.”²²

Project participants received Peace Corps training in 13 different work areas and this was acknowledged as contributing significantly to improving technical capacities. Training provided for women in food preparation using homegrown vegetables was particularly valued. The key factor in the success of the training was the participation of women’s groups and the presence of strong leaders with credibility in the community, according to the senior researcher.

Counterparts valued training in the design of productive projects, including agricultural marketing strategies, and planning and budgeting. They also valued learning additional skills in motivating and leading community groups. Additionally, the support from host country institutions employing the counterparts was cited as an essential element for providing successful training.

Non-formal education and teaching techniques were very effective in the training of beneficiaries. A combination of non-formal with more formal techniques seemed to be more effective in terms of counterparts’ training. Some counterparts prefer to train locally rather than

²² Peace Corps/Guatemala, *Sustainable Agriculture Project Plan*, Project Goals, p. 16.

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at the more centralized Peace Corps training site (the “Santa Lucia” site), although they did not explain why.

Several themes meriting additional investigation emerged from the research:

Usefulness of transferred skills. Twenty percent of respondents reported using the skills gained through their work with the Peace Corps a few times a year or not at all (Figure 7). Post should consider looking into the reasons for this underutilization of the training. Since it is an agricultural project, seasonal factors could be one explanation. Further, the senior researcher noted additional external factors in rural Guatemalan communities, such as isolation due to poor roads, could diminish the sustainability of Volunteers’ work.

Meeting agricultural marketing goals. While respondents were positive regarding the project’s effect on its food security goal, they were less positive with regard to the agricultural marketing goal. About one third (35%) said their project improved the production of agricultural goods for commercial sale and many reported the Peace Corps project met local needs related to the production of agricultural goods (44%) or raised the incomes of local farm families (41%) (Figure 15).

Post should consider reviewing the approaches, barriers, and supports to success in the agricultural marketing sector in Guatemala to determine what, if anything can or should be done to increase the degree to which local needs are met under this goal.

CHAPTER 4: GOAL TWO FINDINGS

This section addresses how and to what extent Volunteers promoted a better understanding of Americans among the HCNs with whom they worked and lived.²³ The section begins with a description of what Guatemalans thought about Americans prior to interacting with a Volunteer and how they acquired that information. The section continues with a description of how much and in what ways Guatemalans interacted with Volunteers and concludes with their opinions of Americans after interacting with Volunteers.²⁴

How Did Guatemalans Learn About Americans Prior to Interacting with a Volunteer?

Guatemalan counterparts, beneficiaries, and host family members learned about Americans primarily through personal interaction with them or with people who knew Americans. Among counterparts and beneficiaries, 33 percent reported learning about Americans primarily through personal interaction with Americans or with people who knew Americans. The same percentage of counterparts and beneficiaries (33%) reported learning about Americans from conversations with friends or relatives. Various respondents also mentioned media as their source of information about Americans, namely newspapers (18%), television (18%) and the internet (3%) (Figure 19).

“This result is explained by the number of local immigrants who have lived and worked in the United States. Television, newspapers and magazines are limited to certain areas and their availability depends heavily on household income and therefore are not within the reach of most beneficiaries,” explained the senior researcher.

Among host family members, 6 of 16 respondents reported that conversations with friends and family were a source of information about Americans (Figure 20). Among all groups, the internet was the least frequently mentioned source of information about Americans.

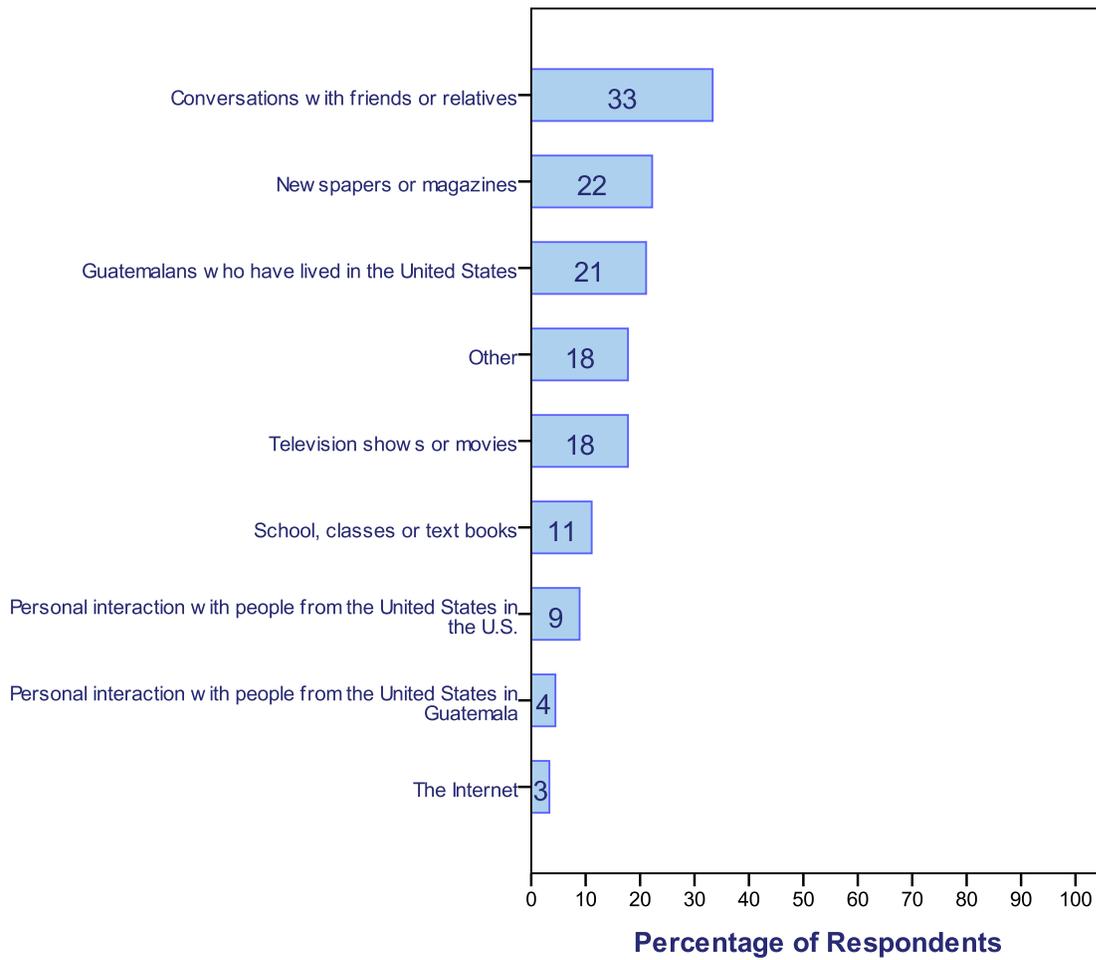
About one third (31%) of the Guatemalan counterparts and beneficiaries reported having no prior knowledge of Americans before interacting with a Volunteer (not shown in the chart).

²³ Understanding is defined as “achieving a grasp of the nature, significance, or explanation of something.”

²⁴ Opinion is defined for this study as “a view, judgment, or appraisal formed in the mind about a particular matter, in this case, people from the United States.”

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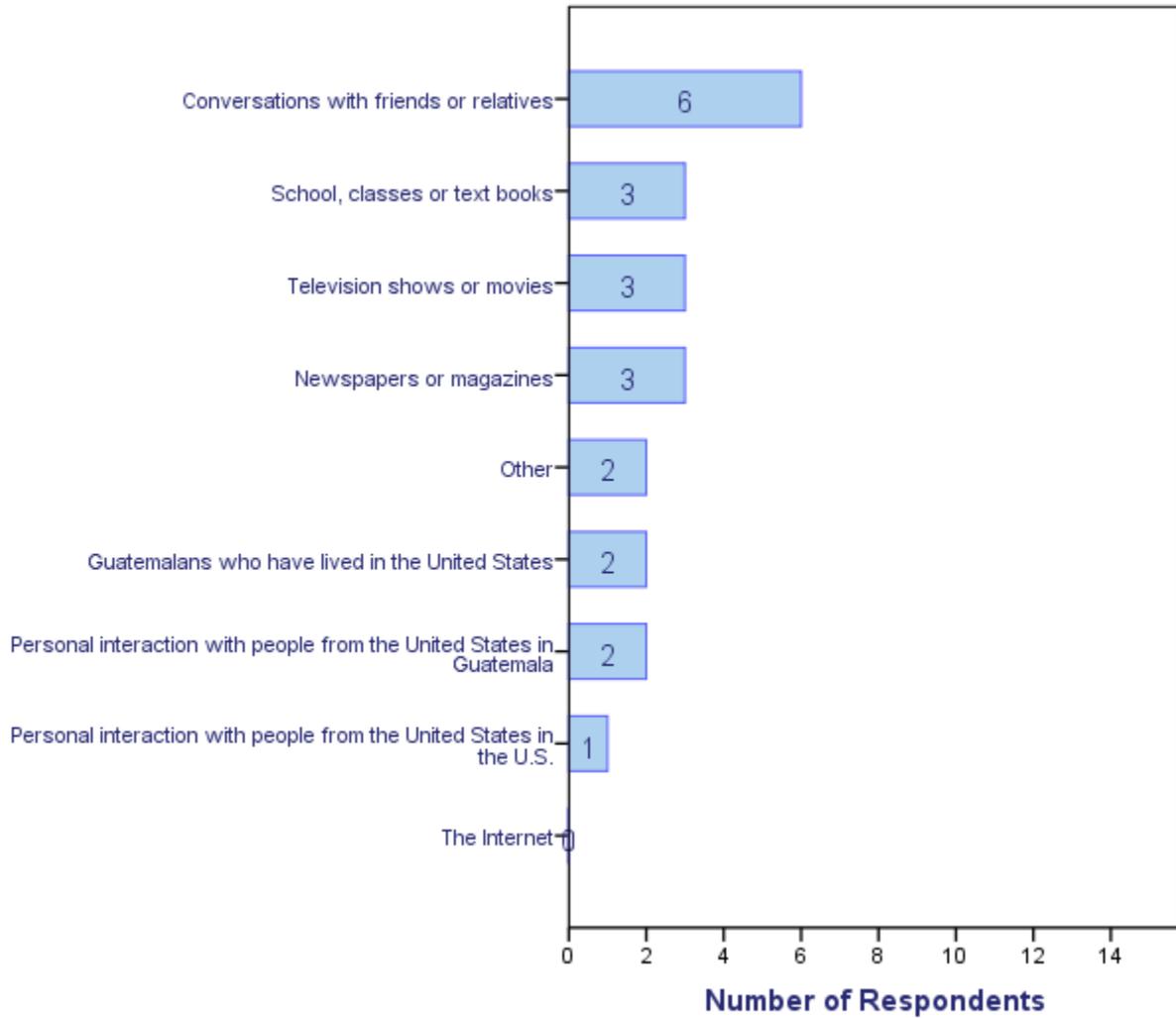
Figure 19: Counterpart and Beneficiary Sources of Information About Americans Prior to Interacting with a Volunteer: Guatemala (n=90)*



*Respondents could choose as many as applied, so the percentages do not sum to 100.

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Figure 20: Host Family Member Sources of Information About Americans Prior to Interacting with a Volunteer: Guatemala (n=16)*

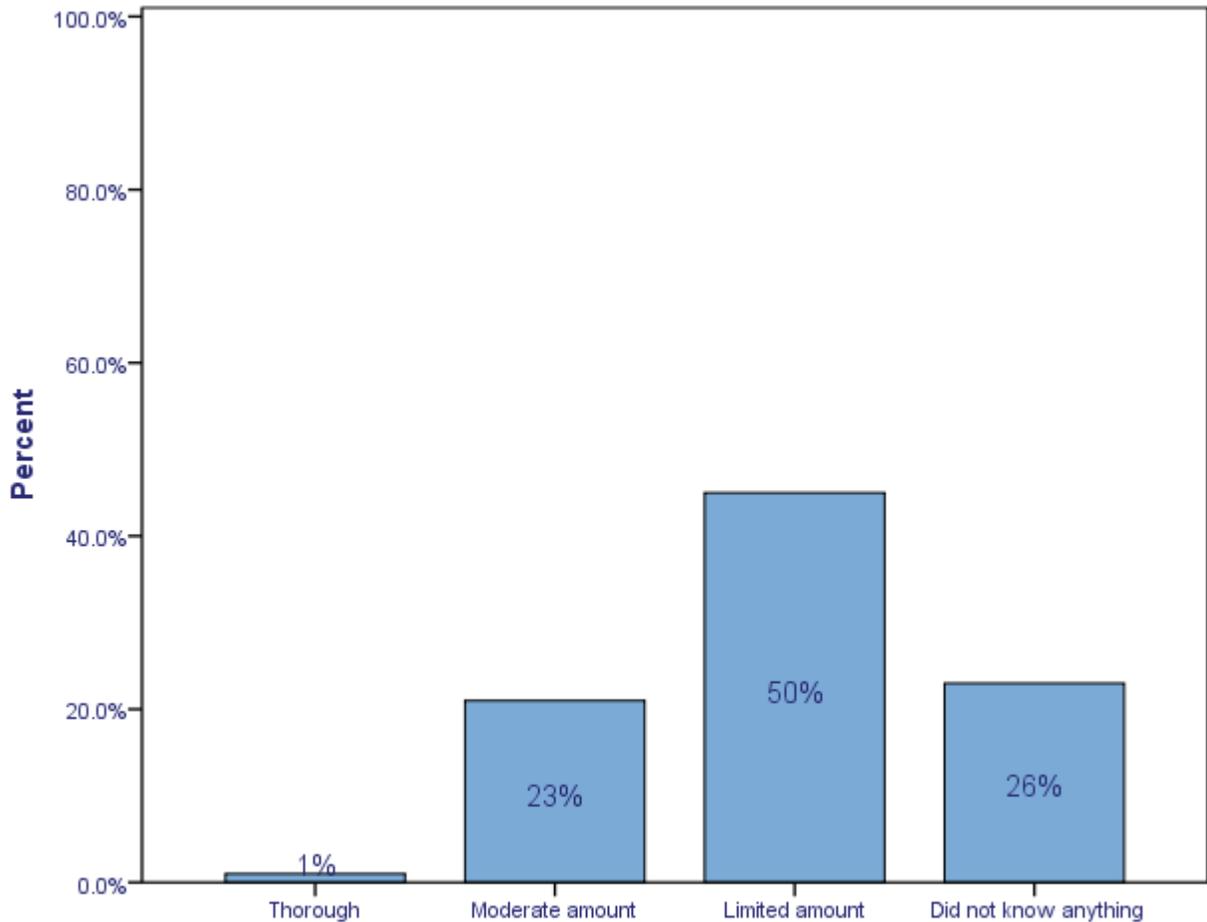


*Respondents could choose as many as applied, so the percentages do not sum to 100.

What Were Respondents' Opinions About Americans Prior to Interacting with a Volunteer?

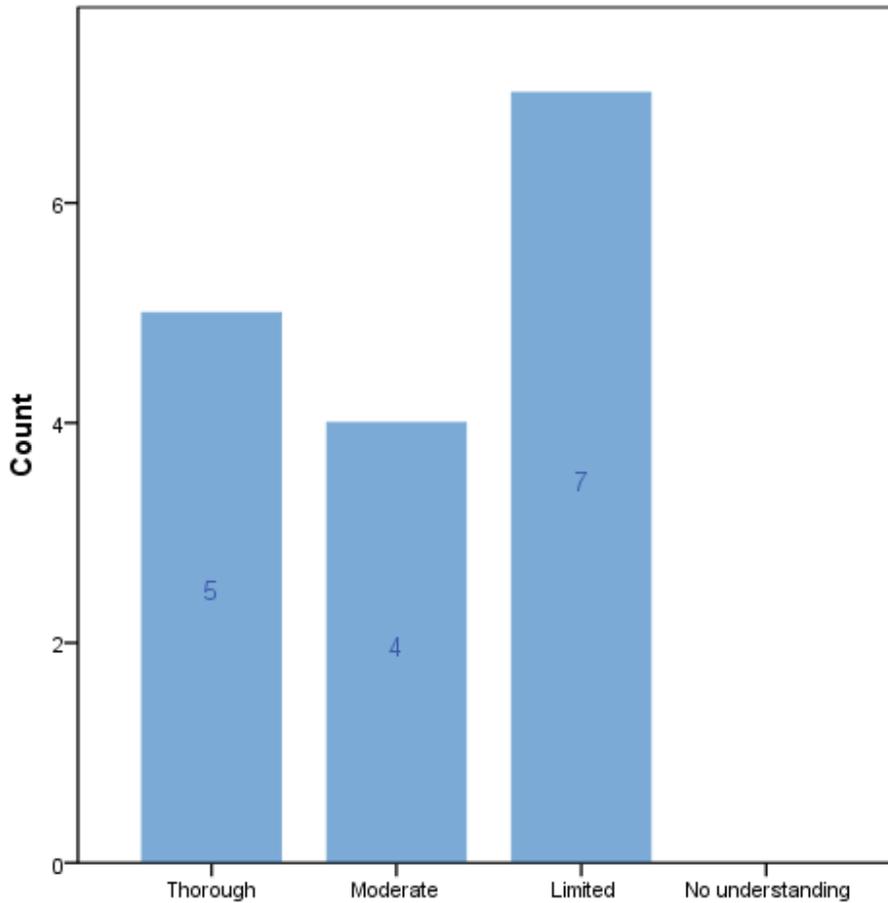
Before interacting with Volunteers, 75 percent of the counterparts and beneficiaries knew relatively little about Americans. Fifty percent had a limited *understanding* and a quarter (26%) had no *understanding of Americans* (Figure 21).

Figure 21: Counterpart and Beneficiary Level of Understanding of Americans Before Interaction: Guatemala (n=90)



Host family members reported a slightly higher level of understanding of Americans. Nine of sixteen host family members said they had at least a moderate understanding of people from the United States (Figure 22).

Figure 22: Host Family Member Level of Understanding of Americans Before Interaction: Guatemala (n=16)

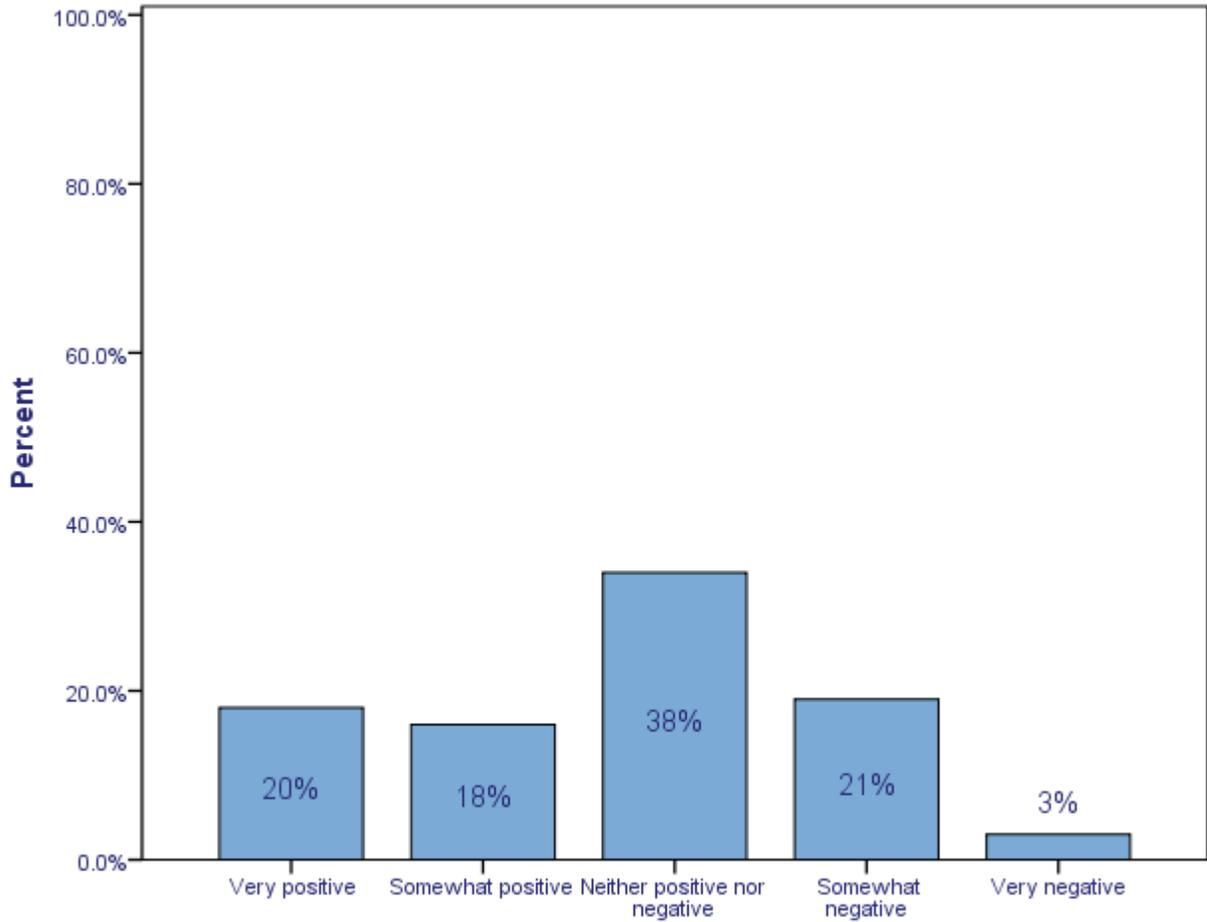


In spite of the relatively low understanding of Americans reported by both counterparts and beneficiaries, thirty-eight percent of this group reported having a somewhat or very positive view of Americans before interacting with Volunteers. This group spoke about positive individual characteristics, such as “people with a great deal of potential, disciplined and successful, who had a lot of experience and advanced technology to share.” Many of the counterparts mentioned positive characteristics about the country, such as “the country is powerful, economically and academically, has many resources and is very developed with abundant human resources.”

One-quarter of respondents, on the other hand, held either a somewhat negative opinion of Americans (21%) or a very negative view of Americans (3%) (Figure 23). This group knew Americans as tourists, who did not speak Spanish, and who must be rich to travel so far.

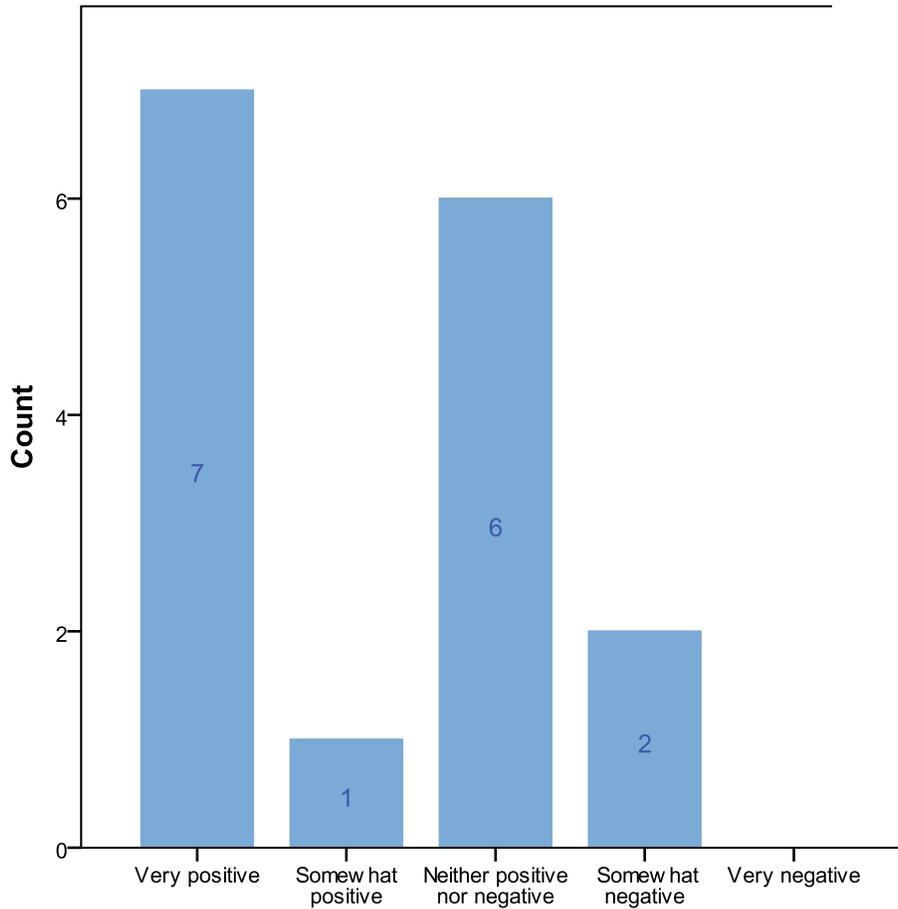
A substantial number, thirty-eight percent, of counterparts and beneficiaries were neutral or indifferent to Americans – specifically, they held neither a positive nor negative opinion of Americans prior to interacting with a Volunteer (Figure 23). In fact, the researchers reported, “some knew Volunteers were coming to help them, but they didn’t know they were going to be Americans.”

Figure 23: Counterpart and Beneficiary Opinions of Americans Before Interaction (n=90)



Host family members overall reported a more positive view of Americans than did counterparts and beneficiaries. Half (8) had a very positive or somewhat positive prior opinion of Americans. Only two family members had a somewhat negative view and none had a very negative view (Figure 24). One respondent who had lived in the United States mentioned that his experience left him thinking that Americans were racist because they discriminated against Latinos.

Figure 24: Host Family Member Opinions of Americans Before Interaction (n=16)



HCNs’ Opinions of Americans Prior to Interacting with Volunteers:

[I] had no idea what people from the United States were like. I just didn’t think about them.

I thought I’d never meet someone from the United States.

I never imagined that an American would be in our community helping us.

I thought they were good people, hard workers, positive, honest and responsible.

I thought everyone in the United States had a lot of money.

[I thought] they were people who are very different from us, who speak another language.

[I thought] they were tourists.

To What Extent Did Respondents Have Experience with the Peace Corps and Volunteers?

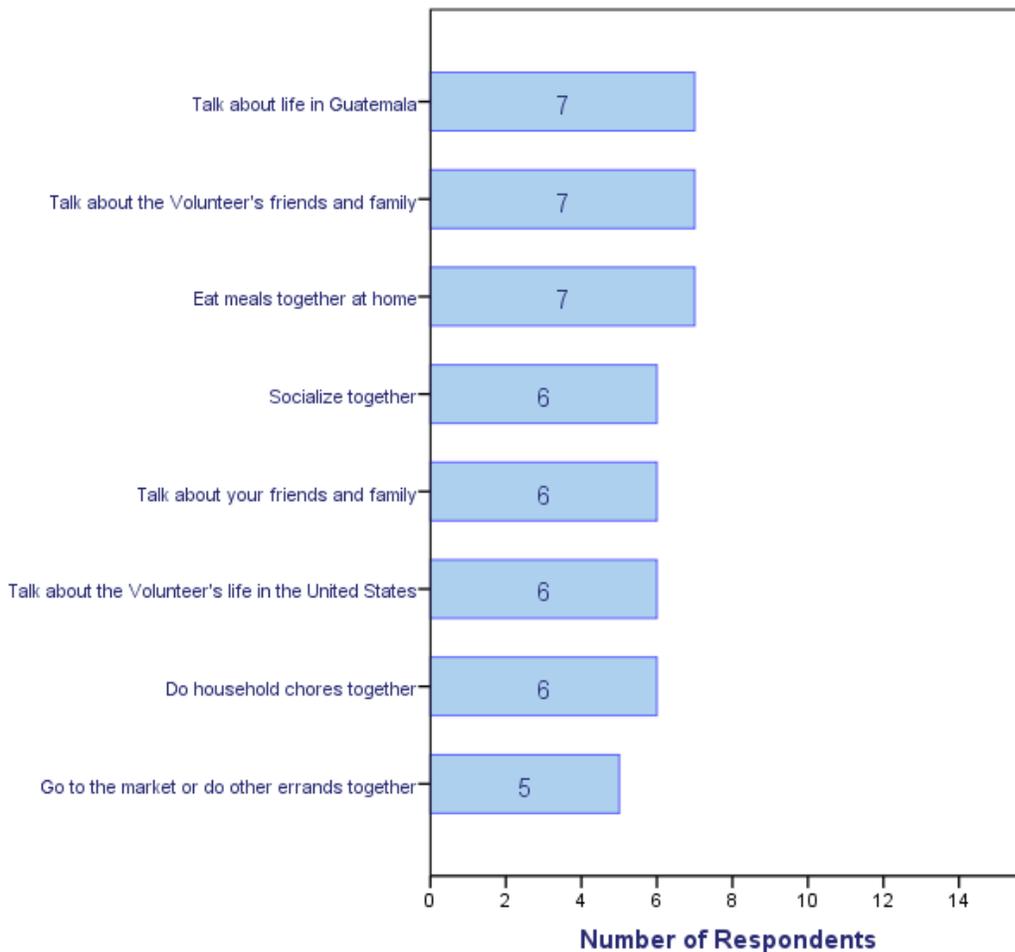
Beneficiaries, on average, knew two Volunteers over a period of almost two years. Counterparts reported knowing an average of three Volunteers over a period closer to three years. Host family members reported hosting an average of two Volunteers and hosting the most recent of those Volunteers for approximately two years.

How Much and What Kinds of Contact did HCNs Have with Volunteers?

Goal Two of the Peace Corps is based on the belief that through frequent and varied interaction with Volunteers, HCNs will better understand Americans. This section describes the nature and the number of interactions that HCNs had with Volunteers.

Host family members reported a range of joint activities with Volunteers. The most frequently mentioned joint activities were talking about life in Guatemala, talking about the Volunteer's friends and family, and eating meals together (Figure 25).

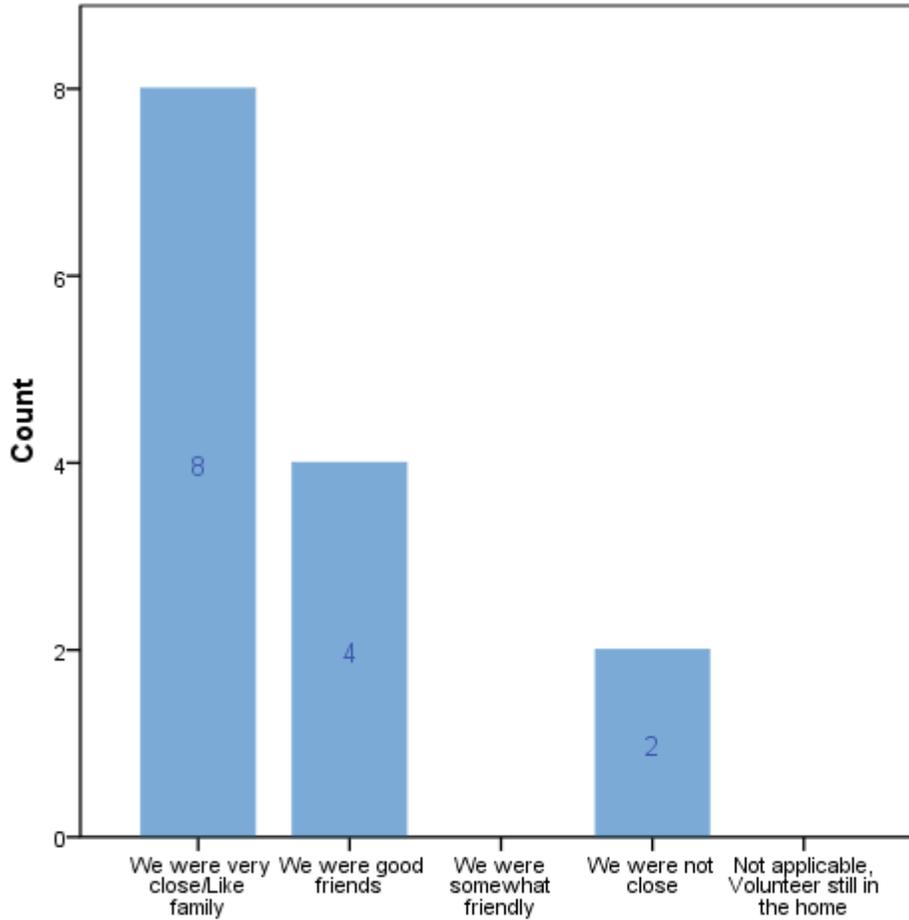
Figure 25: Activities that Host Family Members Shared with Volunteers: Guatemala (n=16)



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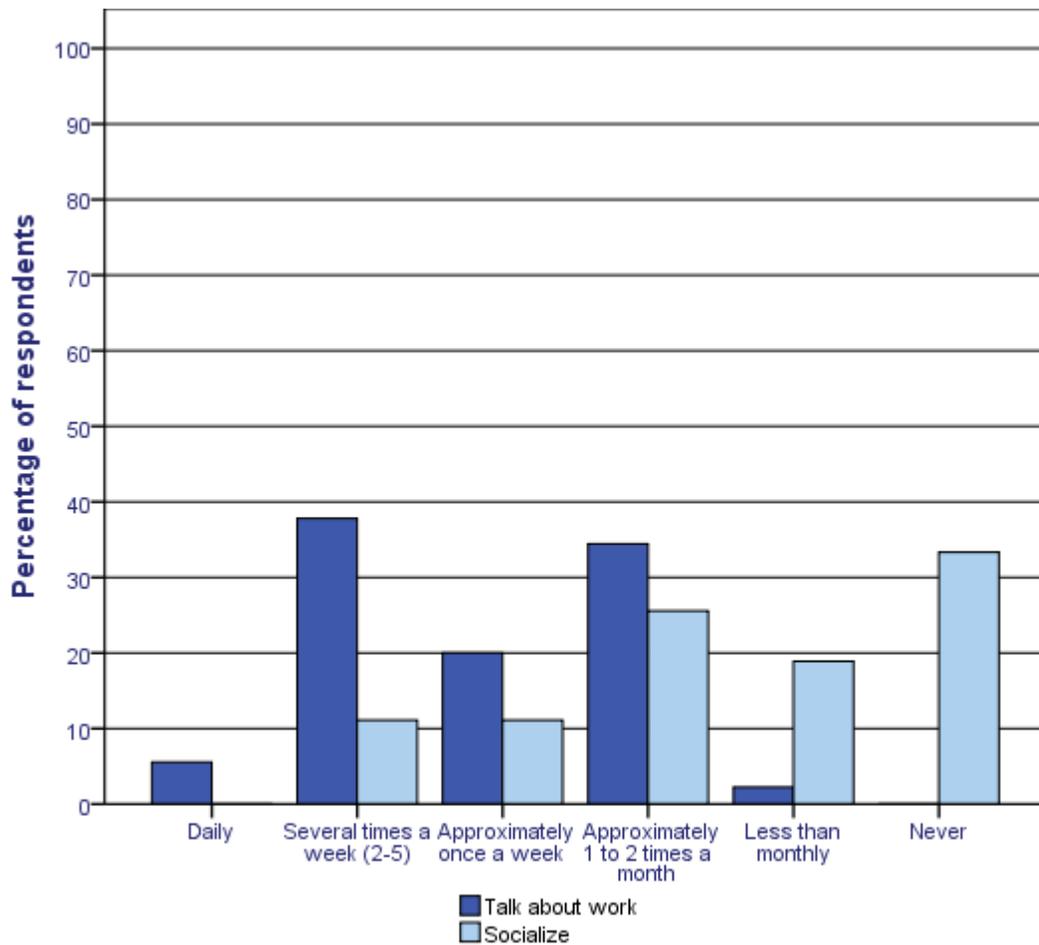
Host family respondents rated their relationships with the Volunteers they hosted positively, with 8 of 14 reporting that they were very close and thought of the Volunteer as part of their family (Figure 26).

Figure 26: Host Families Rating of Their Relationship with the Volunteer: Guatemala (n=14)



Host country counterparts and beneficiaries interacted frequently with the Volunteers when related to the work they were engaged in. Most beneficiaries and counterparts (68%) saw the Volunteer weekly in a work setting. No respondents, however, reported daily social contact with the Volunteer; the majority reported less than weekly contact and 33 percent reported no social contact with Volunteers (Figure 27).

Figure 27: Frequency of Volunteer Interaction with Counterparts and Beneficiaries: Guatemala (n=90)



Changes in HCN’s Understanding of Americans After Interacting with a Volunteer

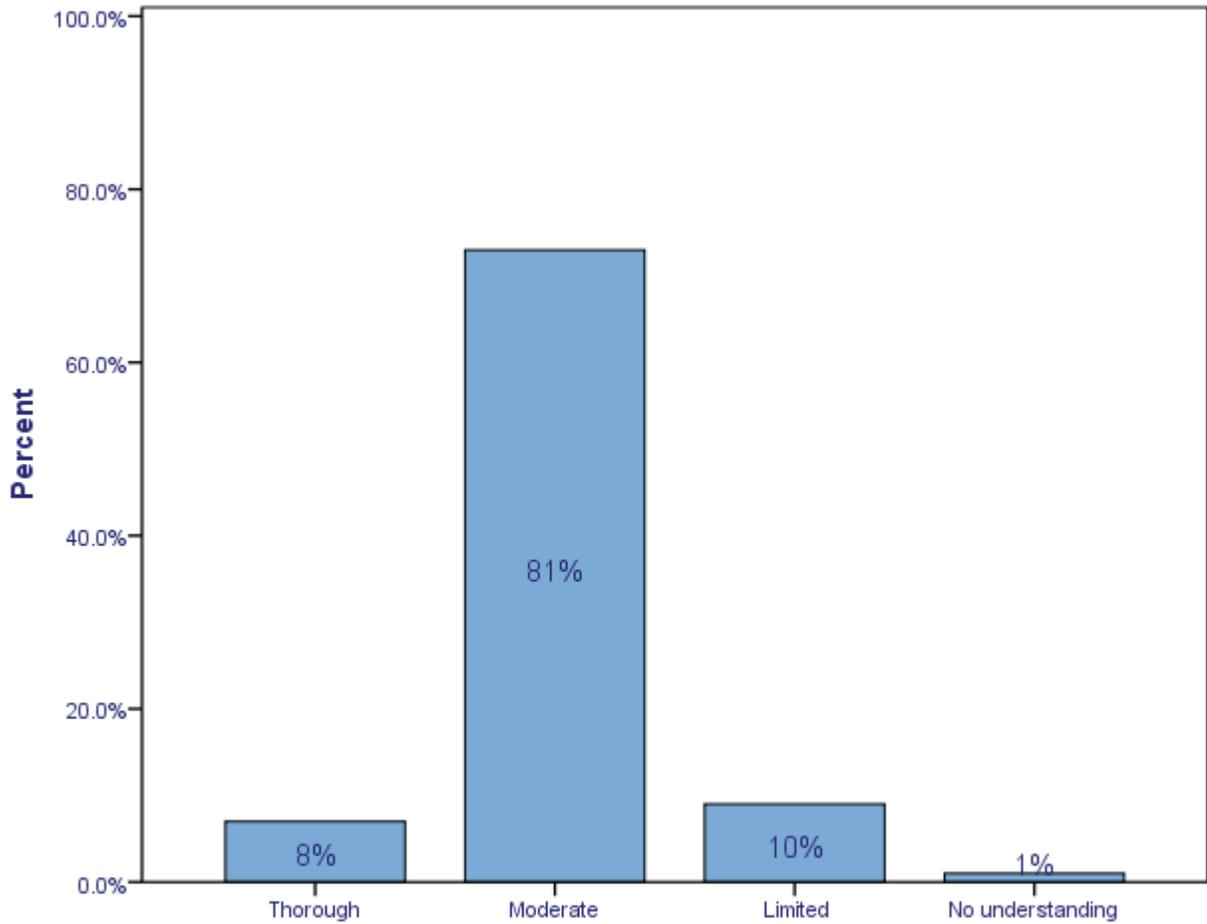
This section provides information about changes in HCNs’ understanding of Americans after interacting with a Volunteer, as well as a discussion about some topics they learned about Americans from interacting with Volunteers.

Did Respondents Develop a Better Understanding of Americans from Their Interaction with Volunteers?

After interacting with Volunteers, 89 percent of counterparts and beneficiaries reported a thorough (8%) or moderate understanding (89%) of Americans (Figure 28). Fourteen of sixteen host family members (87%) also reported a thorough (25%) or moderate (63%) understanding of Americans after interacting with Volunteers (Figure 29). The families were more likely to report having gained a more thorough understanding.

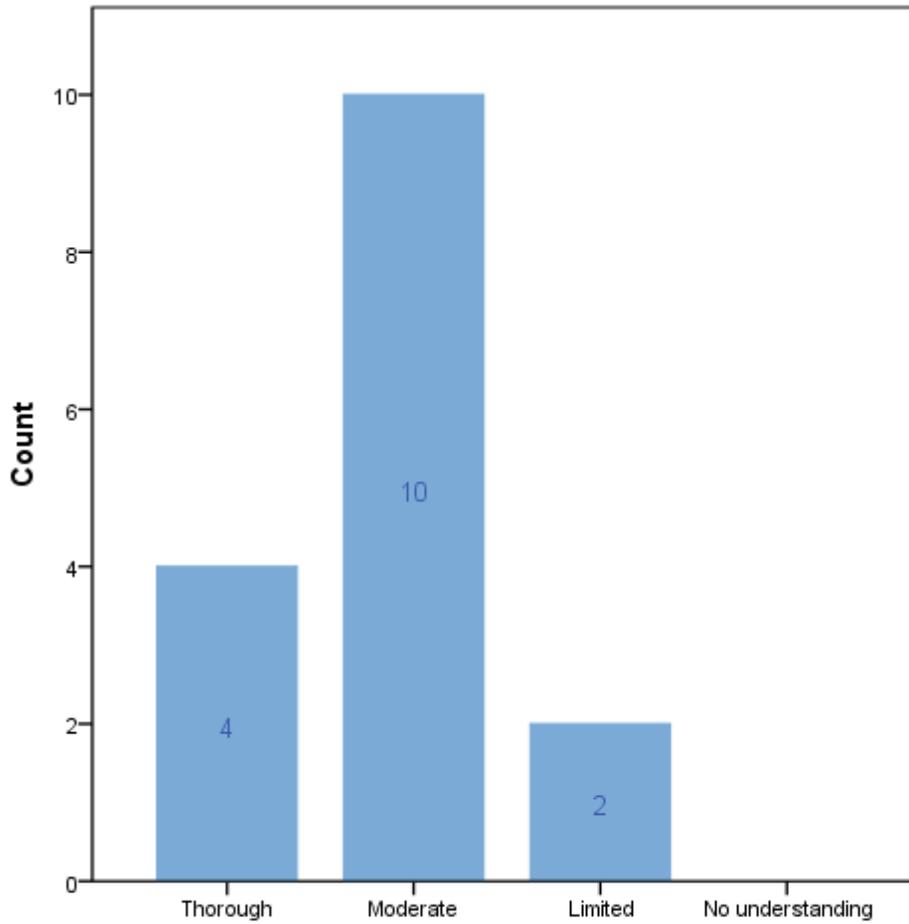
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Figure 28: Counterparts and Beneficiaries Level of Understanding of Americans After Interacting with Volunteers: Guatemala (n=90)



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Figure 29: Host Family Member Level of Understanding of Americans After Interacting with Volunteers (n=16)



Respondents' Opinions of Americans After Interacting with a Volunteer

After interacting with Peace Corps Volunteers, 82 percent of counterparts and beneficiaries, all 16 host family members and all 5 of the stakeholders, who reported a prior opinion about Americans, rated their opinions as more positive after interacting with PCVs. Eleven percent of the counterparts and beneficiaries said their opinion of Americans remained the same as before working/living with the Volunteer (Figure 30). On the other hand, all of the host families changed their opinion of Americans, to the positive, after interacting with a Volunteer (Figure 31).

Figure 30: Counterpart and Beneficiaries' Opinions of Americans After Contact with Volunteers: Guatemala (n=90)

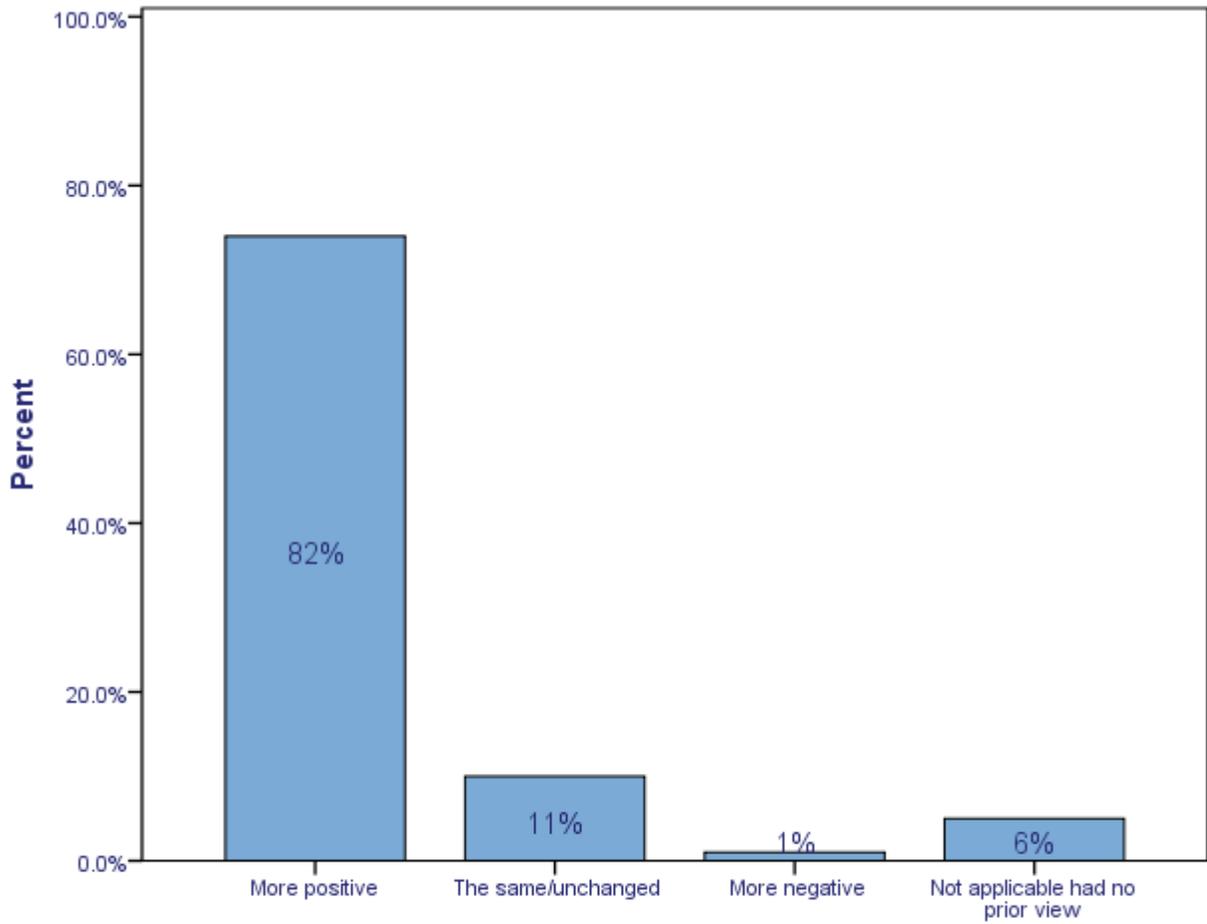
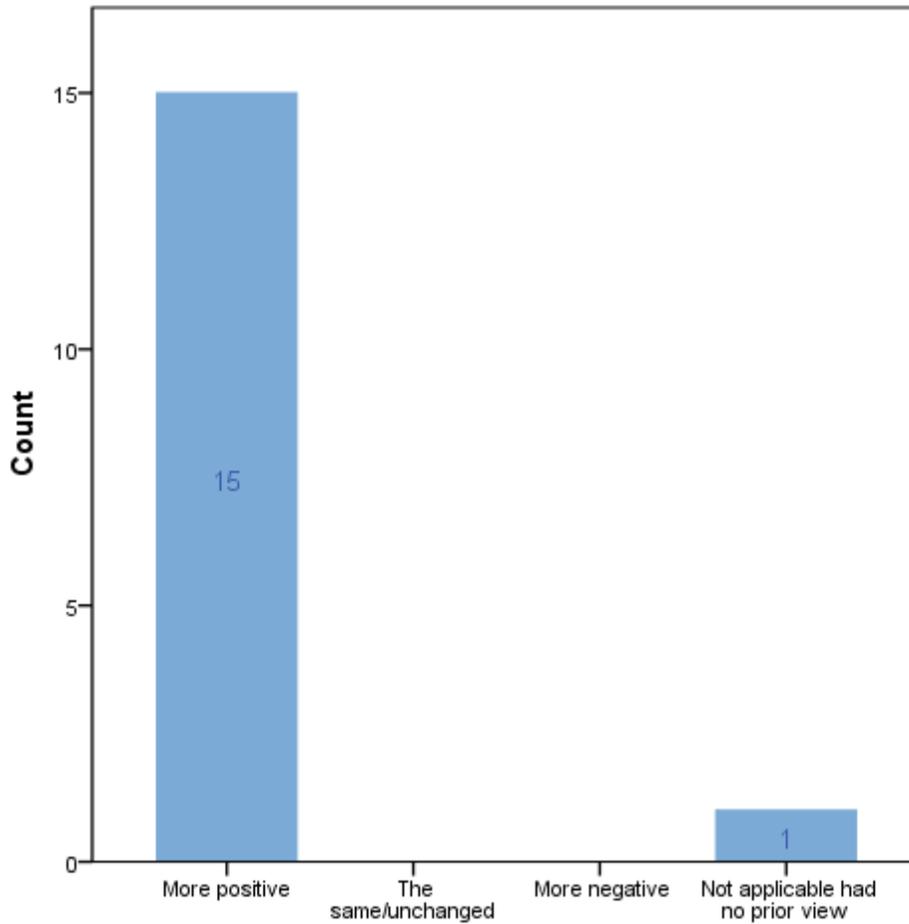


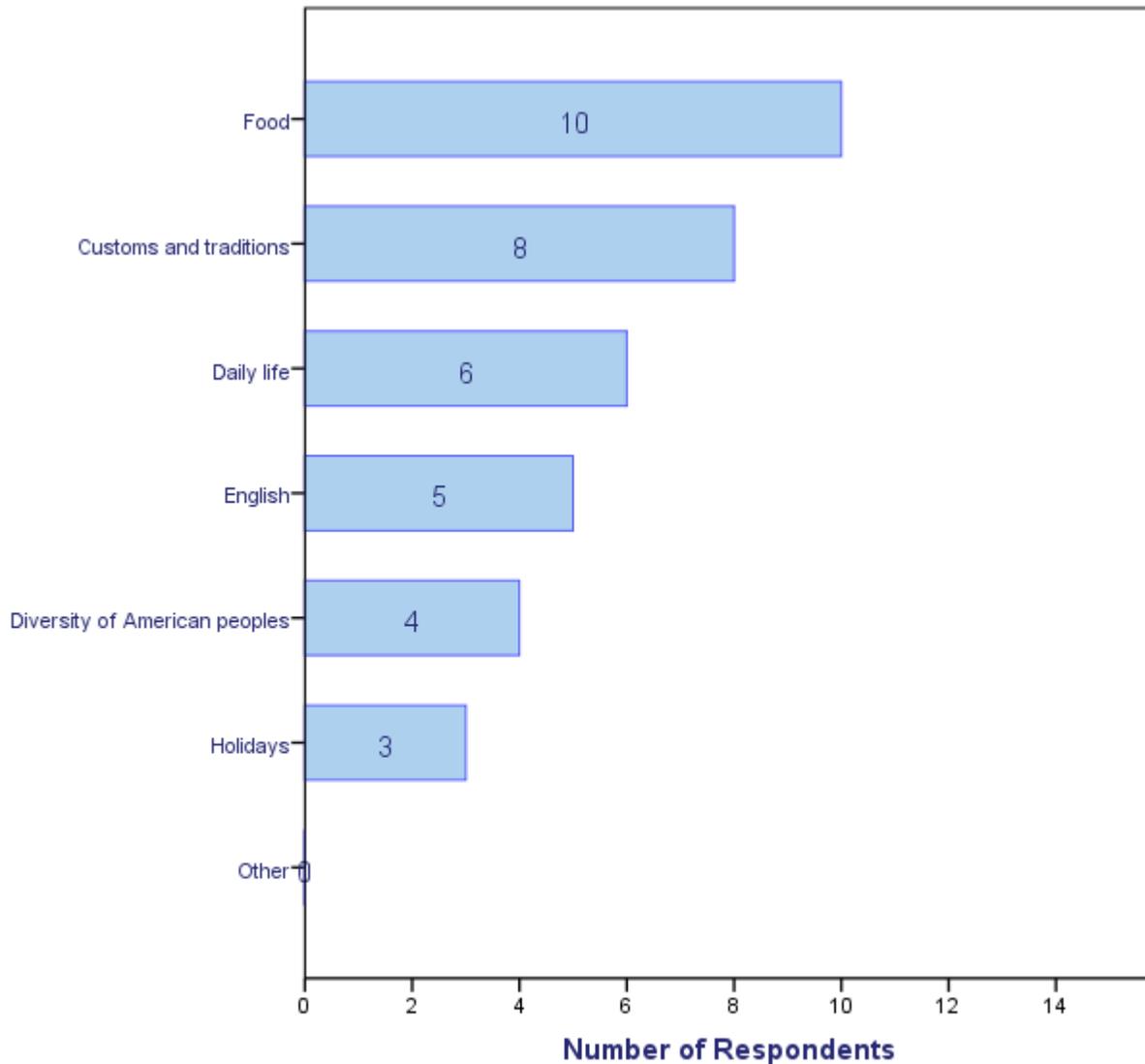
Figure 31: Host Family Members' Opinions of Americans After Contact with Volunteers: Guatemala (n=16)



Findings on What Guatemalans Learned About Americans from Volunteers

Host family members were asked to comment on what they learned about Americans by responding to a list of customary daily living activities that Volunteers and families would share. The responses to this question suggested that the major areas of knowledge transfer were 1) food (which foods people eat and how they cook them), and 2) customs and traditions. Ten of sixteen respondents reported learning about American food and eight of the sixteen respondents reported learning about American customs and traditions (Figure 32).

Figure 32: What Host Country Family Members Report Learning from Volunteers: Guatemala (n=16)



In fact, what the Guatemalans learned about Americans went well beyond the aspects of daily living listed in one interview question. These responses, when combined with a number of questions, reveal a much deeper understanding of Americans.

As the senior researcher explained, “Counterparts’ responses were highly diversified indicating interest in a broad range of issues about people from the United States, including issues around racial, ethnic and religious diversity. Host families indicated that as a result of their interaction with Volunteers, their spoken English had improved as well as their knowledge of life in the United States.”

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Dr. Samayoa continued,

A large number of respondents found U.S. customs an attractive learning area while topics such as punctuality and responsibility were repeatedly mentioned, as well as knowledge on how to prepare life plans and define objectives and targets. Also important to them were activities organized by the Volunteers oriented to prevent environmental pollution and to use local resources.

Change in the way people from the United States are perceived, as a result of working with the Peace Corps, is significantly positive in all categories - the number of cases showing a more negative perception is not significant. Respondents based their perception of people from the United States on the good nature and values exhibited by Volunteers, described by some interviewees in the following terms:

- Equality: *The Volunteer thinks that all people are equal; there is no room for racism or discrimination.*
- Responsibility: *S/he is accepting and not selfish.*
- Sociability: *S/he likes to share with members of the community.*
- Transparency: *S/he freely says what s/he thinks; the meaning of [his/her] actions is clear.*
- Punctuality: *S/he is always on time, as agreed.*
- Good nature: *Children are happy when they see him (Volunteer) coming.*
- Friendliness: *S/he is inclined to help and support [and] enjoys participating.*²⁵

When asked about their opinions after interacting with Volunteers, most respondents' answers suggested that they had both increased their knowledge and improved their opinion of Americans. This theme emerged in responses from counterparts, beneficiaries, and host family members.

²⁵ Urrea, Otto Samayoa. *Guatemala Host Country Impact Study Report*. August 2010. Ecodesarrollo p. 43.

HCNs' Opinions about Americans after Interacting with Volunteers

Counterparts

They are kind, understanding, practice equality, very different from the people in this country.

[I learned] that not all of them are racist and discriminatory.

They are active people, good, friendly, hardworking, responsible, and helpful.

Beneficiaries

Now we are not afraid, we share with them.

We think all of them have the same attitude and are people with a lot of capacity,[who are] responsible and respectful of the cultures of other countries.

Host family members

By sharing with him, the family has discovered something about the way Americans live.

They are very positive, very punctual, and responsible in their work.

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As a final question, the respondents were asked to comment on their fondest memories of the Volunteer. Their descriptions of those memories are shared below (adapted from the senior researcher’s report).

Best memories	Worst memories
<p>Beneficiaries</p> <ul style="list-style-type: none"> • Installation of an improved stove in our kitchen • The experience and knowledge they bring us. • Friendly, patient and able to teach • I learned about soil conservation and poultry management. • His efforts to learn <i>sacapulteco</i> (the local indigenous language). • Volunteer called home and advised them not to waste food. • Volunteer said “let’s do it, I’m here to help.” • He liked to play with the children. • Volunteer helped me to get a pig out of a deep well. • Volunteer worked side by side with us. • He liked to taste our food. • He didn’t know the fruit of red hot chili peppers but ate it. 	<p>Beneficiaries</p> <ul style="list-style-type: none"> • Lack of a common language • We missed him when he went away. • Volunteer did not come back. • We are not in constant communication with them. • He left suddenly without warning. • He was sick and wanted no one near him.
<p>Counterpart</p> <ul style="list-style-type: none"> • The work performed in the cooperative • Experienced in good computer skills • Together, we coordinated an exhibition about our organization. • Friendly, enthusiastic, active and punctual • Children are happy when they see him coming. 	<p>Counterpart</p> <ul style="list-style-type: none"> • Sometimes angry and impatient • He never communicated with us after he left in order to find out what had happened to the project. • At the beginning, he didn’t understand Spanish. • Saying goodbye was the worst experience because we had become used to him.
<p>Host Family</p> <ul style="list-style-type: none"> • When she stayed at home there was always a conversation going. • She played with our children. • Unconditional support to the family for any need we had. • He was always polite and respectful. • He left us many lessons. • He always calls me on the phone; we are his family in Guatemala. 	<p>Host Family</p> <ul style="list-style-type: none"> • Volunteer wants to participate in family planning.

Lessons Learned: Goal Two Performance

The main source of information available to respondents about people from the United States, before they met a Volunteer, was conversations with friends and family who had visited or lived in the United States, followed by conversations with friends or relatives currently living in the United States.

Volunteer's activities in the sites contributed largely to increasing host country individuals' understanding of people from the United States. The level of understanding among host country individuals prior to their interaction with Volunteers was low but evolved during project implementation, said the senior researcher.

Beneficiaries said they could list at least fifteen reasons why their way of thinking changed because of working and living with a Volunteer. These factors included Volunteers' friendliness, responsibility and outstanding punctuality.

Counterparts indicated that developing joint work with Volunteers had contributed to improving their understanding of people from the United States. One phrase captured this thought: "[Volunteers are] positive people who love their work and are willing to share knowledge."

Host families feel that, as a result of living with a Peace Corps Volunteer, they have a better understanding of people from the United States. A small percentage of the host families continued to report a "limited understanding of Americans." The causes for this behavior can be attributed to the Volunteers' isolation and lack of communication with host family members, according to the senior researcher's analysis.

One area for future investigation is listed below and may help to inform the training of both host families and Volunteers.

Level of social contact with PCVs. Social contact is as important to achieving Goal Two, as is working together. Still, more than one-third of the respondents indicated they had no social contact with Volunteers. If possible, PCVs and HCNs should be encouraged to find a greater number and array of opportunities for social interaction.

CONCLUSIONS

Peace Corps meets its goals of building local capacity (Goal One) and promoting a better understanding of Americans among host country nationals (Goal Two) primarily through the service of its Volunteers. A key characteristic of this service is that Peace Corps Volunteers live in the communities where they work and deliver technical interventions directly to beneficiaries living in rural and urban areas that lack sufficient local professionals. The Host Country Impact Studies are one way the Peace Corps measures the impact of its Volunteers. In particular, these studies document the HCN perspective on the work of Peace Corps Volunteers.

The findings from this study of the Sustainable Agricultural Project in Guatemala indicate that two major agricultural outcomes were reached. First, household food security was enhanced through the introduction of home gardens, which, in turn, led to an increased consumption of a greater diversity of products. Second, Volunteers taught sustainable agricultural practices to small-scale farmers and cooperative members, thus building individuals' capacity to sustain the work.

The effectiveness of Peace Corps' work in helping people improve food security and income stability ranged between very effective and somewhat effective. The project has been very effective in meeting consumers' needs and improving the food supply for participating families and organized groups through the adoption of agricultural practices transferred by the project.²⁶

Capacity building, especially related to changes in agricultural practices and the use of home gardens, was sustained. Counterparts continue to use the skills they gained through the project in their work. Respondents indicated a high level of satisfaction with the Peace Corps' work.

Beneficiaries' satisfaction with the work was very high, as expressed by one individual who gave his personal example: *"My crop is better and I do not use chemicals; I learned more efficient ways of harvesting and composting; Volunteers gave us good ideas and advice."*

The project successfully advanced Peace Corps' Goal Two. All three respondent groups evolved during the project to having a more thorough understanding of Americans and a changed opinion, sometimes more realistic. Their changed perception of people from the United States was attributed to the Volunteers' good nature and values, described by respondents as equality, responsibility, sociability, good behavior and friendliness.

The Peace Corps will continue its efforts to assess its impact and to use the findings to improve its operations and programming.

²⁶ Conclusions offered by Dr. Otto Samayoa in his August 2011 report *Guatemala Host Country Impact Study Report* were incorporated into this section.

APPENDIX 1: METHODOLOGY

How Were the Community Sites and Interview Respondents Selected?

In Guatemala, the team conducted interviews at 21 sustainable agriculture placements. At each post a representative, rather than a random, sample was selected from the list of Volunteer assignments since 2008. Sites that were extremely remote or deemed dangerous were excluded. Study sites were randomly selected from the remaining list. Individual respondents were then selected in one of three ways:

1. In many sites, only one counterpart had worked with a Volunteer. In those cases, once the site was selected, so was the counterpart.
2. With regard to the selection of beneficiaries and host family members – in cases where more than one possible counterpart was available – post staff and/or the Volunteer proposed individuals known to have had significant involvement in the project or with the Volunteer. Within a host family, the person with the most experience with the Volunteer was asked for an interview.
3. In cases where there were still multiple possible respondents, the research team randomly selected the respondents.

How Were the Data Collected?

The research questions and interview protocols were designed by OSIRP staff and refined through consultations with the country director, post staff and regional staff at Peace Corps headquarters.

A team of local interviewers, trained and supervised by a host country senior researcher, contracted in country, conducted all the interviews. Interviewers used written protocols specific to each category of respondent. The interviewers conducted face-to-face structured interviews with the following groups of Guatemalan nationals:

- **Project partners/counterparts (37):** Farm workers, members of agricultural co-ops, agricultural producers, staff of NGOs
- **Project beneficiaries (53):** Farm workers, members of agricultural co-ops, agricultural producers, members of women's groups
- **Host family members (16):** Families that hosted or served as landlords of Volunteers during all or part of their service
- **Project stakeholders (5):** Directors of NGOs, municipal government staff

APPENDIX 1: METHODOLOGY

The research teams also reviewed existing performance data routinely reported by posts in the Project Status Reports, as well as the results of the Peace Corps' Annual Volunteer Surveys. However, the results presented in this report are almost exclusively based on the interview data collected through this study.

One hundred and eleven individuals were interviewed in Guatemala for this study.

What Data Were Collected?

Interviewers used written protocols specific to each category of respondent. The counterparts and beneficiaries were asked questions related to both Goal One and Goal Two. Host family members were asked only questions related to Goal Two. The categories covered for each of the three groups are shown below.

Summary of Interview Questions by Respondent Type

Respondent Type	Question Categories	Approximate Length of interview
Counterpart (Stakeholders were asked a subset of the Goal One questions)	<p>Goal One</p> <ol style="list-style-type: none"> 1. Clarification of the project purpose 2. Respondent's work history in the field and with the Peace Corps 3. Frequency of contact with the Volunteer 4. Project orientation 5. Project outcomes and satisfaction with the project 6. Community and individual-level changes 7. Maintenance of project outcomes <p>Goal Two</p> <ol style="list-style-type: none"> 1. Source of information and opinion of Americans prior to the Peace Corps work 2. Type of information learned about Americans from interaction with the Volunteer 3. Opinion of Americans after interaction with the Volunteer 4. Particular behaviors/attitudes that Volunteers exhibited that helped improve respondent's understanding of Americans 	45 minutes
Beneficiary	<p>Goal One</p> <ol style="list-style-type: none"> 1. Clarification of the project purpose 2. Frequency of contact with the Volunteer 3. Project outcomes and satisfaction with the project 4. Community and individual-level changes 5. Maintenance of project outcomes <p>Goal Two</p>	30 minutes

APPENDIX 1: METHODOLOGY

Respondent Type	Question Categories	Approximate Length of interview
	<ol style="list-style-type: none"> 1. Source of information and opinion of Americans prior to the Peace Corps work 2. Type of information learned about Americans from interaction with the Volunteer 3. Opinion of Americans after interaction with the Volunteer 4. Particular behaviors/attitudes that Volunteers exhibited that helped improve respondent's understanding of Americans 	
Host Family Member	<p>Goal Two</p> <ol style="list-style-type: none"> 1. Source of information and opinion of Americans prior to the Peace Corps work 2. Type of information learned about Americans from interaction with the Volunteer 3. Opinion of Americans after interaction with the Volunteer 4. Particular behaviors/attitudes that Volunteers exhibited that helped improve respondent's understanding of Americans 5. Behavioral changes based on knowing the Volunteer 	30 minutes

APPENDIX 2: METHODOLOGY SUMMARY FROM THE HOST COUNTRY RESEARCH TEAM²⁷

Site selection and sample

The methodological approach for the survey was primarily provided by Peace Corps and was adapted and refined, to be appropriate for the Guatemala setting. This stage was performed during primary activities of the contract.

Upon study initiation, headquarters staff created a data file containing all PVC assignments for sites since 2004. On this basis, PCHQ selected a random sample of approximately 20 percent of the sites, which provided a number of 21 study sites.

Selection and Training of Interviewers

This step included the selection of a pool of interviewers to conduct interviews at Peace Corps project sites. The selection of interviewers was as follow: a) in each site three candidates were proposed by the PC partner institution; b) candidates were interviewed in person; and c) finally, five social community leaders, [were] selected according to high [levels of] education and experience working in institutional rural development programs. Selected interviewers were fluent in Spanish and local languages as needed.

The most helpful[part of the training]: the selection of local interviewers because they know the culture and the language of the site. The least helpful [aspect was that] more time and resources are needed in this selection process.

Two days of orientation training for interviewers were conducted by [the] Senior Researcher in conjunction with PCG and OSIRP staff. The purpose of the training was to familiarize the research team with the study goals and materials. During the first day, the team members were introduced and met the Peace Corp Staff. The research team learned the mission of the PC and its unique features (Goals 1 and 2). They also learned the PC approach to rural development and the purpose of the host country impact studies. On the second day the team worked with specific data collection tools and participated in hands on training with the instruments and the data entry system.

The most helpful [part of the training]: members of the Peace Corps staff, OSIRP and Research Staff together, reviewed the counterpart, host family and stakeholders interview questions; as a result, changes were made to the questionnaires, in order to correct errors of translation and the adaptation of certain questions to the Guatemalan culture.

The least helpful [part of the training]: relatively more time was dedicated to the mission and approach to [PC's approach to] development and the purpose of the host country

²⁷ This section is taken from the research report developed by the in-country research team. As a result the formatting and style vary from those used in the body of the report.

APPENDIX 2: METHODOLOGY FROM THE HOST COUNTRY RESEARCH TEAM

impact study. As a result of the above, [less] time was spent on revising the questionnaires. [The training topics] need to become equal over time.

The support of the institution Cooperativa Flor del Café significantly contributed to the development of the pilot interview activity.

Respondent groups

Respondent groups are [made up of] by a range of individuals who have either worked or lived with a Volunteer. This section provides a brief overview of each respondent group interviewed. These persons are also named Host Country Individuals in the study, and are classified in four categories according to the role of each one in the project: 1) Stakeholders; 2) Project partners or counterparts; 3) Project beneficiaries, also called Project Participants, and; 4) Host family members:²⁸

Stakeholders: People who have a major involvement in the designed implementation or in the results of the project.

Project partners or counterparts: Individuals who work with [a] PCV in a professional relationship based on their position in an organization or community. Volunteers may work with multiple partners and counterparts during services.

Project Beneficiaries or Participants: Individuals who received assistance and help from the project.

Host family members: Families with whom a Volunteer lived during all the part of his/her training and/or service. A host family also includes those who hosted a Volunteer during the Pre-Service training.

Data Collection

Regional interviews

Face-to-face interviews with individuals who had worked or lived with a PCV were conducted among the 21 previously selected sites. Three to six people were interviewed by site, with an average of 5.3 interviewees for a total of 111 people. These sites are geographically spread throughout Guatemala. The selection of respondents in different locations was organized according to the list provided by PCG. In order to cover all the sites, a detailed logistics plan for the fieldwork was elaborated, including lodging, transportation, and travelling to various sites.

The most helpful [aspect was that] persons interviewed were friendly and willing to provide the required information. The summary of interview questions by respondent type follows:

²⁸ Peace Corps – Office of Strategic Information, Research and Planning. Host Country Impact Study: Guatemala, Research Training.

*APPENDIX 2: METHODOLOGY FROM THE HOST
COUNTRY RESEARCH TEAM*

Type of respondent	Number of interviewers	Average length of interviews (Minutes)
Stakeholders	5	30
Counterparts	37	60
Beneficiaries	53	60-90
Host family members	16	30
Total	111	

Data entry and Analysis

Responses to the interview questions were recorded in Peace Corp’s web-based data base, DatStat. The Guatemala Impact study data entry system was accessed through the link provided from OSIRP. According with the approach received at this stage of training, each interviewer conducted the data entry process in the web-based system; however quality control showed us the need for immediate changes, due to the following problems: a) Lack of access, in some sites, of local shutter internet service; b) Internet in a public service was insecure (virus); c) Operational transcript was too slow and frequently unreliable.

With this in mind, we decided to centralize the capture of information in the central office of Ecodesarrollo, with private access to internet services. This improved operating time and fidelity of transcription. In total it took 82 hours of effective professional operators to complete the Spanish data entry.

Later entered data was converted to SPSS by OSIRP and sent to CDPF for further analysis. Data analyses were conducted according to the responding group categories’ findings and grouping them for each evaluation question. The analysis was focused on combining similar findings and presenting those in accordance to the evaluation questions.

Evaluation Limitations

- A significant delay was registered in the sending of the modified protocols, which also caused delay in the implementation of other activities including the fieldwork and the analysis of information.
- The least helpful: Measurement of broad concepts with no standard definition was very difficult. To the extent possible we used standard PC definitions. The questionnaires contain too many questions and respondents showed signs of fatigue and tried to shorten the time of interview. Many questions seemed to be repeated, so that we often had to ask in [a] different way.
- The volume of the questionnaires caused physical and mental fatigue both to the interviewer and to the interviewed. Frequently the interviewed ones were requested to shorten the interview or to postpone it.

*APPENDIX 2: METHODOLOGY FROM THE HOST
COUNTRY RESEARCH TEAM*

- The selected sites were very dispersed and were difficult to reach, which delayed the fieldwork and increased substantially the financial cost of the study.
- About 40% of the interviewed beneficiaries were illiterate and 30% could not speak Spanish. Therefore, the transmission of concepts was difficult.
- The interview process showed that the respondents had difficulty in answering similar repetitive questions.