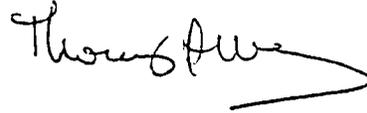


ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR, FVA

FROM: FVA/PVC, Thomas A. McKay



SUMMARY

The U.S. Foundation for International Scouting (USFIS) has proposed a cost sharing grant totalling \$975,000 over three years to support the community development program of the World Organization of the Scout Movement (WOSM). More than half the total program cost would be privately funded, with \$420,000 from USFIS and \$931,000 from WOSM over the same period.

A Matching Grant proposal submitted by USFIS for FY 1982 was turned down because it did not meet track record and evaluation criteria. After meeting with representatives of USFIS, the Administrator agreed to consider an alternative funding arrangement, to be worked out by FVA and USFIS. This proposal (TAB A) is the result.

Major points made in rejecting the Matching Grant proposal were: the World Organization is too decentralized to permit reasonable certainty that our funds will produce projects of demonstrable value to low-income people in LDCs; and there is an inconsistency about the Scouts' projects which raises questions about their track record as a development agency.

An evaluation completed in February 1982 noted the inconsistency of results, as related to the lasting benefits of Scout projects to the community as a whole. In terms of training, orientation and opportunity for productive activity among the youths, the evaluators found the Scouts "vastly successful."

Addressing the earlier weaknesses, this new proposal reduces the number of target countries and intensifies management of the program in the field, with assignment of four regional Project Directors. Grant funding for in-country programs would be added, and no AID funds would be attributed to Geneva operations.

We recommend approval of the grant at the level requested.

BACKGROUND

The 22nd World Scout Conference in Helsinki, in 1969, introduced the concept of community development (CD) as an integral part of the Scout program. "Scouting and Development" was the theme of the 23rd World Scout Conference in Tokyo, two years later. In

the years since, active participation of Scouts in the process of development of their countries has become the Scout movement's major program emphasis in the third world.

FVA/PVC has provided institutional grant support to USFIS for the World Organization of the Scout Movement's CD program since 1977. This program is directed by the World Scout Bureau from Geneva, through regional and national levels of the movement. The current grant has been extended through December 1982.

During 1977-79, a \$900,000 Development Program Grant increased WOSM capability to carry out its CD program by providing trained professional leadership to develop plans and techniques, and by helping volunteer leaders in LDCs gain expertise needed for village-level CD action. That grant was expected to enable the Scouts to qualify for a Matching Grant. However, at the end of the grant, the Scouts' track record was judged not sufficiently well established to meet the MG criteria.

As an alternative, PVC processed an Institutional Development Grant (IDG). The Regional Bureaus expressed a number of reservations and, in particular, objected to the long term continuation of institutional support. The grant was approved for two years, with the expectation that the Scouts would be able to demonstrate a track record to meet MG criteria within that time. At the end of 1981, USFIS again applied for a Matching Grant. The review committee turned down the proposal, finding that it did not meet MG criteria. After an evaluation by independent consultants, completed in February 1982, PVC reviewed, but did not reverse this decision. While some of the Scouts' projects were considered to be quite good, they were not shown to result consistently in lasting benefits to the community. We also had reservations about the ability of the World Scout Bureau to adequately manage the program from its Geneva headquarters. (TAB B is a copy of the evaluation conclusions and recommendations.)

The nature of the Scouts' program was an important factor behind our decision. Their track record was judged on the development benefits of their projects, but the projects are basically vehicles for orientation and training of youth. The development benefit of the latter aspect is not readily evaluable. While recognizing the value of the program, we felt constrained to limit consideration of further funding to a Matching Grant, and the key criteria of track record and evaluability could not be met.

In April 1982, representatives of USFIS met with the Administrator to discuss the decision. As a result of that

meeting, the Administrator agreed to consider an alternative funding arrangement, to be worked out by AA/FVA and FVA/PVC. This decision was based largely on two factors: (1) the Scout representatives' very strong assertion that their CD program is truly developmental and merits consideration for continued A.I.D. support; and (2) the value and the development potential of this program as highlighted in the evaluation report.

The IDG was extended through December 1982 with additional funding, for a total \$1,128,000 over 33 months, while an acceptable cost-sharing grant program was worked out. The current proposal is the result of extensive discussion between PVC and USFIS/WOSM, including review and revision of a draft proposal submitted earlier in this extension period.

### ISSUES AND DISCUSSION

As noted earlier, some of our basic concerns have to do with the nature of the Scouts' program and are not susceptible to resolution in a new proposal. The Scouting movement is essentially an educational movement, of which their CD program is an integral part. The track record issue was in terms of the Scouts' projects and their long term benefit to the community. In training and orientation of youths and providing opportunities for productive activities among unemployed youths, the evaluators found that "the Scouts have been vastly successful."

A number of issues have been addressed in this new proposal. Some of the changes can be expected to result in better project quality.

Management in the Field: A major change in the Scouts' CD program would be assignment of four additional project directors (for a total of five) to be stationed full time in the regions. At the same time, the program would be concentrated in twelve target countries, permitting the Project Directors to provide intensive assistance to the national and local organizations.

Central Program Management: Senior CD program staff positions in Geneva were reduced from four to two in the past year. Concern was expressed in our review over the ability of the Geneva staff to develop effective systems for review, evaluation and reporting on field project activities. In response, USFIS advised us that they are fully comfortable with the new staff arrangements. They noted that the two full time CD professionals in Geneva will be backstopped and their strengths complemented by other professional staff in the World Scout Bureau. Nevertheless, PVC proposes to provide in the grant for a collaborative process

review/evaluation of the systems, to be conducted by a consultant toward the end of the first year.

Projects: Another major change in the program is the addition of a substantial component of direct in-country project support. The Program Director in Geneva is responsible for establishing project criteria and approval of project grants. The proposal lists general project criteria and describes in detail five typical Scout projects.

The national Scout associations in the target countries have already defined their development strategies and plans. These were not submitted with the proposal, but have been promised in response to PVC request. (The Bangladesh Scouts' five-year CD plan was readily supplied by Geneva to meet an earlier request from the A.I.D. Mission.)

Target Countries and Mission Views: The program would be concentrated in twelve target countries; eleven are initially identified: Cameroon, Togo, Kenya, Rwanda, Egypt, Sudan, Bangladesh, Indonesia, Sri Lanka, Peru and Jamaica. Copies of the proposal and PVC review records were sent to the USAIDs in these countries for comment.

All of the Missions have responded. One was "not interested," two had no comments, one had not received the documents, one was awaiting additional information, one offered a short but strong endorsement, and five commented at length. While the latter did not all state clear support of the grant, they did indicate serious and positive interest by their suggestions for specific changes or areas for program concentration. (TAB C is copies of the Mission responses.)

Since country-specific program descriptions were not included in the proposal, the grant would provide for discussions with the USAIDs prior to beginning grant supported in-country activity.

Subsequent to submitting the proposal, USFIS relayed a WOSM request that they be allowed to continue support for programs in Chile and Brazil. In support of this request, USFIS noted that these ongoing programs could serve as models for the region, and would have a negative impact if allowed to wither. The review committee agreed that these countries should not be excluded from regional activities funded under the grant, but that without more persuasive justification, A.I.D. funds should not be used for support of in-country activities in these non-A.I.D. countries.

Development Education: The proposal describes development education as one of the areas of program emphasis, bringing Scout

associations from the developed countries into the worldwide CD program. The budget included \$12,000 in A.I.D. funding toward a total \$64,000 for this line item. Although we view the development education value quite positively, we did not consider it appropriate to include such funding in this grant.

Allocation of Grant Resources: Responding to A.I.D. concern over continued institutional support, and particularly, support for the Geneva headquarters, the new proposal applies no A.I.D. funds to Geneva costs. The bulk of the A.I.D. funds would be used for in-country programs (47%) and costs of the new regional Project Directors (27%).

Of the total cost-shared program budget, approximately one-third would be attributed to Geneva and two-thirds to the field. This is a major shift from the predominance of Geneva costs under the previous grant programs. The new program would devote 30% of the total budget to direct support of in-country activities; such support was almost nonexistent under the earlier program.

Relationship of the Grant Program to Other WOSM CD Activity: The review committee sought clarification as to what part of the total Scout CD program the grant program represents and to what extent the proposed budget would support other, non-target activities. In response, USFIS supplied information on other sponsors of CD projects over the past few years. Analysis of this information indicates that such activity would equal or exceed grant activity. CIDA alone has provided over \$250,000 per year, on a matching basis.

The Geneva and regional staffs described in the grant proposal are also responsible for these other CD activities. However, the budget amounts were calculated by pro-rating costs according to estimates of the time they would spend on the A.I.D. grant program, which would be somewhat more than on the other CD activities.

The adequacy of management concentration on the target countries would be monitored closely. However, the addition of four regional positions dedicated to the grant program should provide ample management support.

Funding Level: The proposal requests A.I.D. funding of \$325,000 per year for the three years of the grant. The budget was examined and the review committee concluded that the costs were reasonable and that USFIS/WOSM contributions probably could not be increased significantly. The level requested is about 20% less than the average annual amount under the previous grant.

Minor adjustments to be made in the budget result in no change in the life-of-project total. Costs of a consultant to review the WOSM project management system would increase the first year requirement by \$15,000. This would be offset by elimination of funding for development education, which was budgeted in years two and three.

EXPECTED RESULTS AND EVALUATION: Evaluating the development benefits of training and orientation of youth will continue to be difficult. Nevertheless, we can expect the grant to produce demonstrable development benefits through Scout education programs relevant to the needs of their countries and villages. The primary long term benefit would be the contribution, as adult community members and leaders, of significant numbers of youths trained and inspired by their participation in Scout CD projects.

In the education process, the grant program would produce some 60 Scout CD projects in twelve target countries of more consistent quality and benefit to the communities involved. Intensive field management and provision for funding in-country activities with attendant systems for review of plans against criteria, reporting and evaluation of projects, would offer some assurance of this improvement in project quality.

A further result that can be expected from the grant is a stronger Scout development institution. The program would help build self-reliant national and international Scout development infrastructure and mobilize private sector support, including financing, personnel and gifts-in-kind. This progress toward independence from U.S. Government support for this program is already reflected in the substantially increased USFIS and WOSM share of the budget and the reduction of AID support from previous years. (It should be noted that USFIS considers expanding a secure private funding base, along with monitoring and accountability responsibilities to AID, as their primary contributions to the CD program.)

Evaluation of the grant program would take place in several forms and phases. The proposal describes the Scouts' program for regular evaluation of their projects, with some outside participation. Our proposal to add a process review of the WOSM systems for managing field project activities, to be done by a consultant at the end of the first year, has been mentioned earlier in this paper. Finally, we would plan an impact evaluation, to take place during the final year of the grant. Planning for this evaluation would be undertaken at the start of the grant to permit appropriate baseline data collection. The evaluation would be conducted jointly by AID or AID contracted

consultants, USFIS and WOSM. While it would include assessment of changes in project quality, an important focus would be the long term benefits from training and orientation of youth in the CD program. For this purpose, some of the earliest CD programs would be included in the review in an effort to obtain information on adult activities of former program participants.

RECOMMENDATION:

That you approve the proposed grant with the minor adjustments in annual funding levels indicated above, for a total life-of-project amount of \$975,000 and FY 1983 funding of \$340,000 for the first year.

Approved: [Signature]

Disapproved: \_\_\_\_\_

Date: 12/21/82

Attachments:

- TAB A - USFIS proposal of September 1982.
- TAB B - Conclusions and recommendations from February 1982 Evaluation Report.
- TAB C - Summary of Missions' comments on USFIS Grant Proposal.

Clearances:

LAC/DP, P. Maguire [Signature] date 12/15/82  
 ASIA/DP, B. George (draft) date 12/10/82  
 NE/TECH, J. Miller [Signature] date 12/10/82  
 AFR/PMR, H. Smith [Signature] date 12/16/82  
 FVA/PPE, L. Stamberg [Signature] date 12/23/82  
 FVA/PVC, A. Heyman [Signature] date 12/21/82  
 FVA/PVC, S. Bergen [Signature] date 12-21-82

FVA/PVC: B PBISEK:X58420:12/8/82 D YF II

PROJECT DATA SHEET

1. TRANSACTION CODE

A = Add  
 C = Change  
 D = Delete

Amendment Number

DOCUMENT CODE  
3

2. COUNTRY/ENTITY  
Centrally funded

3. PROJECT NUMBER  
938-0205

4. BUREAU/OFFICE  
FVA/PVC

5. PROJECT TITLE (maximum 10 characters)  
 USFIS Program Grant

6. PROJECT ASSISTANCE COMPLETION DATE (PACD)

MM DD YY  
11 23 18 15

7. ESTIMATED DATE OF OBLIGATION  
(Under 'B.' below, enter 1, 2, 3, or 4)

A. Initial FY 1813 B. Quarter 2 C. Final FY 1815

8. COSTS (\$000 OR EQUIVALENT \$1 = )

A. FUNDING SOURCE	FIRST FY 83			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total	340		340	975		975
(Grant)	( 340 )	( )	( 340 )	( 975 )	( )	( 975 )
(Loan)	( )	( )	( )	( )	( )	( )
Other U.S. 1.						
2.						
Host Country						
Other Donor(s)	393		393	1,351		1,351
<b>TOTALS</b>	<b>733</b>		<b>733</b>	<b>2,326</b>		<b>2,326</b>

9. SCHEDULE OF AID FUNDING (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan		
(1) FN	610	610				975		975	
(2)									
(3)									
<b>TOTALS</b>									

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)

920

11. SECONDARY PURPOSE CODE

12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)

A. Code PVON  
B. Amount 975

13. PROJECT PURPOSE (maximum 180 characters)

To continue support, through the U.S. Foundation for International Scouting and the World Organization of the Scout Movement, for local Scout Associations' community development programs giving development training and orientation to LDC youths through their participation in projects of lasting benefit to their communities.

14. SCHEDULED EVALUATIONS

Interim MM YY MM YY Final MM YY  
11 08 13 11 08 15

15. SOURCE/ORIGIN OF GOODS AND SERVICES

000  941  Local  Other (Specify)

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a page PP Amendment)

17. APPROVED BY

Signature

Title

Date Signed MM DD YY

18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION

MM DD YY



World Organization  
of the Scout  
Movement  
1211 Geneva 4  
Switzerland

TAB A

World Scout Bureau  
Bureau Mondial du  
Scoutisme

Correspondence Box 78 1211 Geneva 4 Switzerland

5 rue du Pré-Jérôme  
Genève  
Suisse

Tel: 022-094036  
Cable: worldscout  
Telex: 428139 wsc ch

# SCOUTING

## The Possibilities Unlimited

A SPECIFIC COST SHARING GRANT PROPOSAL

TO

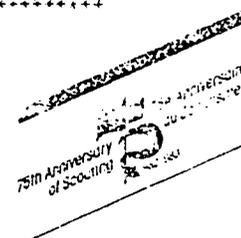
THE U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

FROM

THE UNITED STATES FOUNDATION FOR INTERNATIONAL SCOUTING  
1325 WALNUT HILL LANE  
IRVING, TEXAS 75063-1396

THE WORLD ORGANIZATION OF THE SCOUT MOVEMENT  
P.O. BOX 78  
1211-GENEVA 4  
SWITZERLAND

SEPTEMBER 1982



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### APPENDICES

- A - Action No 4
- B - World Scouting Fact Sheet
- C - Strategy for Field Service
- D - The Promotion of Rural Scouting
- E - Endorsement World Scout Committee
- F - Resolutions - 29th World Scout Conference
- G - Report, Study Circle, 29th World Scout Conference
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- I - Biennial Report 1979 - 1984

I.

I - SUMMARY

The United States Foundation for International Scouting (USFIS) respectfully submits, on behalf of the World Organization of the Scout Movement (WOSM), this Cost Sharing Grant Proposal to the United States Agency for International Development (US/AID), for support of a 3-year programme in support of its community development activities in the less-developed countries.

\* \* \*

The goal of this programme is the improvement of the quality of life in communities through active participation of Scouts in local development projects and programmes. The grant will enable us to emphasize the fields of food production, environment and energy, and development education. Within these areas, national Scout associations will be helped to intensify and expand development activities and to build appropriate supporting infrastructure to ensure maximum self-reliance. The major focus will be at national and subnational level.

As an educational movement, this programme will help train responsible citizens who must be aware of their rights and obligations towards their communities and who are responsible for their own development.

The most significant impact will be on the Scout associations of the least developed countries and of the most seriously affected.

Initially, this programme will be implemented in 12 target countries in Africa, the Arab region, Asia and Latin America.

\* \* \*

The World Organization of the Scout Movement is a non-political, non-governmental international organization. It represents Scout associations in more than 117 countries. These associations have a total membership of 16 million young people and leaders, and each has a well defined infrastructure and delivery system.

The national Scout associations with very limited budgets are preparing hundreds of thousands of young people, many of them school-leavers, for more productive lives and giving them an orientation to development that should pay off in the years ahead.

\* \* \*

The cost for three years is US\$ 2,326,000. US\$ 420,000 will be provided by USFIS and US\$ 931,000 by WOSM. US\$ 975,000 (\$ 325,000 per year) is requested from US/AID.

A detailed proposal is attached.

## II - BACKGROUND

### I. Community Development in the Scout Movement

Scouting is a voluntary, non-formal educational movement. As defined by its Constitution, its purpose is "to contribute to the development of young people in achieving their full physical, intellectual, social and spiritual potentials as individuals, as responsible citizens and as members of their local, national and international communities". True education involves a constant relationship between the person and the society in which he lives. Scouting therefore could not ignore the fact that more than 75% of its Member Associations are in countries in which economic development is the top national priority.

Consequently, the World Organization of the Scout Movement (WOSM) and its executive arm, the World Scout Bureau (WSB), have gradually reoriented their emphasis from a leisure-time type of organization to one that is concerned with nation-building. This is fully in line with the aims and objectives of Scouting and reflects an awareness of the true needs of the societies in which Scouting operates.

For more than one decade, community development has been one of the major emphasis in Scouting.

Between 1971 and 1976, seventeen community development workshops were organized by the World Scout Bureau in Africa, Latin America, Asia-Pacific and Arab regions. Several hundred leaders were trained and enthused. A good beginning, but small on a world scale.

Since 1st October 1976, WOSM/WSB have established global community development programmes with the partnership support of the United States Agency for International Development (US/AID) through the United States Foundation for International Scouting (USFIS).

A three-and-a-half-year <sup>Development</sup> Operational Programme Grant (1976-1980) and the current two-and-a-half-year Institutional Development Grant (1980-1982) partially support the WSB's development efforts to serve human needs through Scouting.

This valuable support has:

- multiplied the number of countries reached and the C.D. projects designed to meet human, basic needs through Scouting;
- provided relevant training tools and publications adaptable to the basic needs and any culture;
- inspired numerous financial and bilateral country support ("twinning") for and within developing countries' Scout associations.

In January 1982, two private consultants, Robert Smail and Maurice Kilbridge, on behalf of USAID, visited the WSB Headquarters in Geneva and seven of the 20 "target countries" to evaluate the effectiveness of the US/AID grant assistance.

This report entitled "Evaluation Report - USAID grants to U.S. Foundation for International Scouting" (February 1982) states that:

"... energizing the national Scout associations and in stimulating their leadership to think more comprehensively about C.D. programmes. The organizations have been strengthened and the leaders trained in the management of C.D. activities."

"... The Scout associations are the largest youth organizations in many countries. Governments recognize their potential as instrument of development and as citizenship training institutions. They are considered as a resource of great value."

"... By funding the Scout Community Development activities, AID have more or less accidentally hit upon an extremely effective and frugal means of development training."

"... In the opinion of the consultants, it is in this long-run educational effect, more than in C.D. projects themselves that the national benefits lie."

## 2. Community Development within the General Structure of the WOSM

Within the Scout Organization, community development is an integral part of the general structure, in order to benefit fully from the support provided by it. This includes the administrative support, public relations and communications, etc.

At the volunteer, policy-making level, the C.D. activities are led by a Development Committee. Like the Programme and Training Committees, the Development Committee is part of, and reports to, the Educational Methods Group. This Group reports to the World Committee.

At the professional, executive level, the pattern is identical. The Geneva based C.D. service, like the general youth programme and adult leader training services, is fully integrated within the Educational Methods Division of the World Scout Bureau. This Division reports to the Secretary-General.

At the level of each region, the project officers are responsible to their respective regional executives. Through them, they report to the C.D. staff in Geneva, who are thus able to make a general monitoring of all C.D. projects, on the basis of the responsibility line outlined above.

At present, three of our five regions (Africa, Asia-Pacific, Inter-American) have a full-time project officer and the appointment of a project officer in the Arab region is contemplated. In the European region, the programme executive is entrusted with the responsibility for development education, in order to sensitize young people in the wealthy industrialized countries to the problems of the third world.

The job descriptions for the Geneva-based C.D. staff and the regional project officers are enclosed as Appendix H. These descriptions show the position concept, functions, and responsibility line for the implementation of C.D. activities.

The regional staff is closely associated to C.D. oriented activities. It must be born in mind that in four regions out of five, the membership of the WOSM is predominantly from developing countries where C.D. activities are a major programme emphasis.

The work of project officers at regional level is therefore coordinated with that of their colleagues by the regional executive. They receive direct assistance from other regional specialists in charge of professional and volunteer training, programme design, administration and publications.

Support is available also from all services in the Geneva office. Geneva-based executives (other than C.D.) spend some 40% of their time in support of activities carried out by C.D. executives, and the proportion is higher at regional level.

Community development is part of the WOSM programme and all activities are fully integrated and coordinated into the planning process of the Organization. The Secretary-General in his capacity as Chief Executive of the Organization, plays a major part in the definition of the field operations.

Needs are identified primarily at local and national level. This is accomplished through: direct requests received from national associations, policy guidelines established by volunteer bodies, field service reports received from World Bureau staff including regional offices, feedback from workshops and field action, priorities set by the international community (for example, Water Decade, etc.).

These needs are studied during an annual Staff Management Conference for each region involving, in addition to the regional staff, the Secretary-General (or his representative from Geneva). With this information in hand, the regional executive and his staff will develop their plan.

Regional plans are then reviewed in Geneva during an annual World Staff Management Conference where final decisions on priorities and allocation of resources are made.

Throughout the implementation phase, regional executives report monthly to the Secretary-General and keep in continuous contact with specific department heads in Geneva.

### III - PROGRAMME DESCRIPTION

#### Goal

The goal of this programme is the improvement of the quality of life in communities through active participation of Scouts in local development projects and programmes. Projects will be based on the fact that development should be integrated and human-centered, and should aim at self-reliance. Inherent in this goal is the educational role World Scouting today plays to provide a relevant, flexible programme for youth regardless of the challenges of their environment.

The programme will emphasize the fields of food production, health, literacy, environment and energy, and development education. Within these areas, national Scout associations will be encouraged to intensify and expand development activities and to build appropriate supporting infrastructure to ensure maximum self-reliance and economic well-being. The major focus will be at national and subnational level.

#### Objectives

To reach this goal, the following specific objectives will be accomplished:

- a) initiate development projects at community and district level;
- b) build up national development programmes from the experience of pilot projects, generated during the past years;
- c) provide high-quality training appropriate to all categories of needs and personnel;
- d) build stronger cooperative relationships with relevant governmental and other organizations;
- e) involve local resources for project support and infrastructure-building;
- f) establish better systems for communication and for the exchange of information and experiences;
- g) elaborate national Scout plans and develop more effective policies and structures to achieve the objectives and become self-reliant;
- h) use development education as tools for awareness, understanding, skills, competences, attitudes and values needed to enhance an individual's effective participation in the local community as well as in national and international society;
- i) encourage associations to make joint activities on twinning basis, to develop better understanding, solidarity and brotherhood.

#### Methods

these objectives will be accomplished through the following methods:

- 1) providing more regular and intensive field service and other assistance to national Scout associations within a framework of partnership;
- 2) management and infrastructure skills transfer more intensively than now possible;
- 3) providing grants to support local CD projects on formal application by a national Scout association, and according to the WSB selection criteria.
- 4) organizing, when appropriate, international workshops or seminars on particular topics, and supporting relevant inputs into conferences and jamborees;

- 5) strengthening inter and intra-country communications system to encourage greater exchange of ideas and experiences both within and outside the Scout Movement;
- 6) promoting development education and community development programmes in industrialized countries that lead to programmes of international cooperation (twinning) between Scout associations among countries of different levels of economic development.

COUNTRIES' SCOUT ASSOCIATIONS - WHERE WE WILL WORK

This proposal relates to specific, in-depth, tailor-made field service to twelve(12) target countries' Scout associations from among those listed on the following pages.

As one country becomes self-sufficient (or requires less intensive assistance), we will, during the three-year period, phase out such country (retaining evaluation and report functions) and phase in another country. At any one time we will have a minimum of twelve countries targeted for in-depth service.

To conserve travel expense and time, evaluating and reporting for a phased out country will be accomplished en-route to or from a current nearby target country.

Validity

The countries listed are valid as of September 1982, as seen by the World Scout Bureau Community Development team. We believe it will remain valid through the first year; January 1983 through december 1983 of this proposal.

Criteria

Countries in each region are "targeted" for priority of field service on the basis of:

- . potential for results,
- . past response to World Scout Bureau inputs,
- . effect the country has on other countries in the Region,
- . needs and listing on the MSA & LDC U.N. lists\*
- . political considerations,
- . their motivation to undertake such cooperative action.

Project countries

Other countries will be assisted, albeit less intensively, on their requests for project development and evaluation assistance. These projects will be reported separately as heretofore.

Distribution by regions

Past efforts for a fair distribution of target countries among the Scout regions will be maintained.

The minimum breakdown for 1983 is:

<u>REGION</u>	<u>SCOUT ASSOCIATION(S) IN:</u>	
	<u>Priority</u>	<u>Reserve</u>
Africa .....	3	3
Arab .....	3	2
Asia-Pacific .....	3	3
Inter-American .....	3	2
TOTAL	12	10 countries

\* United Nations Lists: MSA=Most Seriously Affected Countries/LDC=Least Developed Countries

The general approach adopted by the World Scout Bureau in serving national associations identifies the following levels:

1. Identifications of needs

This is accomplished through: direct requests received from national associations; policy guidelines established by volunteer bodies; field service reports received from World Bureau staff including regional offices; feedback from workshops and field action; priorities set by international community (for example, Water Decade, etc.).

2. National workshops

These usually follow an international workshop and are held in a country which has participated therein. They are tailor-made to fit the needs of that country and normally provide participants with the necessary skills to carry out field action.

3. Field action

This is the ultimate phase of the process and culminates in the satisfaction of the needs identified. It may take several forms, such as: revised youth programme, adult training activities and C.D. projects. This phase also includes the provision of appropriate tools to support these activities.

4. Evaluation

This is regularly conducted for each and every step in the process. A general evaluation is made in conjunction with the above-mentioned staff training.

The "target country" levels checked indicate where the programme stands at this time and are subject to tailor-made, intensive and continual assistance.

AFRICA REGION

	Identification of needs	National Workshops	Field Action	Evaluation
<u>Priority</u>				
1. Cameroon	X	X		
2. Togo	X	X	X	
3. Kenya	X	X	X	X
4. Rwanda	X	X	X	X
<u>Reserve</u>				
1. Upper Volta	X	X	X	X
2. Zimbabwe	X			
3. Sierra Leone	X		X	
4. Benin	X	X	X	

3.

ARAB REGION

Priority

1. Egypt
2. Sudan

Reserve

1. Morocco
2. Tunisia

Identification of needs	National Workshops	Field Action	Evaluation
X	X	X	X
X	X	X	X
X			
X	X		

ASIA-PACIFIC

Priority

1. Bangladesh
2. Indonesia
3. Sri Lanka

Reserve

1. India
2. Pakistan
3. Thailand
4. Philippines

Identification of needs	National Workshops	Field Action	Evaluation
X	X		
X	X	X	X
X	X	X	
X	X	X	
X	X	X	
X	X	X	
X	X	X	

INTER-AMERICANPriority

1. Peru
2. Jamaica

Reserve

1. Nicaragua
2. Brazil
3. Chile

	Identification of needs	National Workshops	Field Action	Evaluation
	X	X	X	X
	X	X	X	
	X	X	X	
	X	X	X	
	X	X	X	

TYPICAL PROJECTSCriteria for selection

When considering projects submitted by local Scout associations for support, the following will be used as criteria:

- needs of the local population
- educational value for the Scout involved
- participation of the local population including its capability for self-sustained effort
- potential impact, including the multiplier effect.

Typical Projects

While selection will not necessarily be confined to projects of the following types it is considered that they are typical and are given here as examples based on our previous experiences.

Example No. 1 - Literacy1. Project description

With appropriate training, organization and support, Scouts can help implement literacy programmes. They can lead discussion groups to help people understand more clearly particular problems they face. They can introduce new ideas for growing more food, improving their own health, etc. The ability to do these things starts from literacy.

Scouts can teach people reading, writing and calculating. These skills are essential for effective action in community development programmes.

## 2. Goal

To involve Scouts in experimental literacy programmes linked with relevant C.D. programmes.

## 3. Anticipated results

- Trained Scouts who can: understand the problem of literacy, organize a literacy programme, make a survey, prepare didactic materials, run a literacy course for villagers.
- Simple libraries for new literates are established.
- A regular bulletin for neo-literates.

## 4. Resources involved

- a) Human : Rover Scouts in colleges and universities (it is a challenging task for them); Scout leaders and participants of the literacy workshops (most of them are teachers); local experts; community.
- b) Material : Teaching aids, books, equipment, audio-visuals, etc.
- c) Financial : (Sources of funding): local literacy institutions, UNESCO and other development agencies, Scout associations.

## 5. Infrastructure building and training

- Set up a Scout literacy committee
- Establish literacy training centres, perhaps in existing centres, where courses can be run to train Scout leaders, materials can be prepared, etc.
- Work closely with existing literacy institutions.

## 6. Implementation

- To run an "Operational Seminar" for about 30 Scout leaders (working in pairs).
- To establish functional literacy activities in the communities (teach reading, writing and calculating through development issues).
- To set up simple libraries for newly literates in these communities.
- To produce a regular bulletin for neo-literates.
- To develop didactic materials.

## 7. Monitoring and evaluation

- Monitoring schedule to be produced.
- A person from the Scout association and another from a literacy institution are identified to be responsible for monitoring. The WSB staff will collect all the information needed to determine whether the project is progressing.
- Evaluation to be conducted by members of the Scout association, WSB staff and local experts.

## 8. Remark

This type of project is being implemented in Indonesia, India, Kenya and Nicaragua.

Example No. 2 - Job training1. Project description

Over 30 percent of the children in many countries never go to school. Of those who go to school, over half drop out before they reach secondary school, and usually fall into unemployment.

Vocational training for 2 or 3 years is one of the ways to help young people acquire the necessary skills and know-how and prepare them for adult life.

2. Goal

To set up a Scout training centre to offer to young people training opportunities in agriculture and handicrafts and assist them to implement community development projects in their rural environment.

3. Anticipated results

- Trained Scouts in: agriculture, animal husbandry, handicrafts, etc.
- Self-employment programmes for young people who leave schools.
- Income for Scouts and their families.
- Educational values, i.e. team work, leadership, etc.

4. Resources involved

- a) Human : The Scouts, some qualified workers, Scout families, local experts.
- b) Material : Land (which is usually a donation), building materials, tools and equipment, teaching aids.
- c) Financial (or sources of funding):  
Twinning; Development Agencies (CIDA, Misereor, US Embassy, self-help, etc.).

5. Infrastructure building and training

- Set up a Vocational Training Centre.
- Practical work in agriculture and animal husbandry and training courses in handicrafts (woodwork, metal work, etc.). The young people are also given lessons on subjects such as bee-keeping, masonry, etc., and lessons on health, hygiene, first aid, community development concept/approach.

6. Implementation

- Recruit some professional Scout leaders to run the centre.
- Set up a working committee.
- Construction of the centre (including workshops).
- Recruitment of the school-leavers.
- Training courses and operations.
- Establish local markets for the Scout products
- Assist the trainees to reintegrate their rural communities where they should initiate C.D. projects.
- Maintenance of the centre.

7. Monitoring and evaluation

- Monitoring at every major step of training following the work plan.
- A person in the Scout association is assigned for monitoring.
- The evaluation report of the Scout association includes: A narrative summary of activities, problems, successes which occurred during the annual programme (based on monitoring data and mid-project evaluation data and records).

8. Remark

This type of project is being carried out in Rwanda, Upper Volta, Peru, Chile, Egypt.

### Example No. 3 - Water supply and sanitation

#### 1. Project description

Half of the world's people do not have reasonable access to safe and adequate water. Even more do not have proper sanitation. Lack of water and poor sanitation cause immense hardship, suffering and wasted resources.

At the local level, Scouts can:

- Organize discussion/learning groups in the community to study the problems of water and sanitation. Develop presentations to explain the problems to other people; these could include films, plays, etc.
- With the help of skilled people and together with community officials, analyze the local problems of water and sanitation; identify possible sources of clean water.
- Start a small project to achieve the target of the "Water Decade".

#### 2. Goal

To help a community understand the importance of using clean water, and work together with the people to improve the water supply.

#### 3. Anticipated results

- People drink clean water (boil or filter any water before drinking it).
- Scouts help others be healthy.
- Reduced level of sickness.
- Women do not have to go so far to fetch water.
- Trained Scouts can make water filters, tin sinks, bamboo fittings.
- Irrigation systems for agriculture.
- Increase of income for Scouts and families
- Educational values.

#### 4. Resources involved

- a) Human : All labor on a volunteer basis.
- b) Material : Tools, pipes, taps, cement for the reservoir (for source improvement and piping);  
For the water filter: clean bricks, earthenware pots, pebbles and small stones, fine sand and charcoal;  
Other resources may be required.
- c) Financial (or sources of funding):  
Local government, U.S. institutions, i.e. WHO, UNICEF, UNDP and World Banque. Development agencies, engineering companies, etc.

#### 5. Infrastructure building and training

- Installation of a clean water supply with pipes, reservoirs, taps.
- A properly protected well.
- Improvement of existing well (by fitting in a lever, or a windmill, or a pump).
- Source improvement.
- Irrigation system.
- Local Health officer and local engineer run a course for the Scouts before they start the project.

### 6. Implementation

- Select a coordinator.
- Set up a working committee with the villagers.
- Visit a "model" water supply project.
- Organize a training course for Scouts to understand first all about the problems of bad water and what can be done about it.
- Find the place where villagers go to fetch water.
- Discuss the problem with the villagers.
- Take action together to supply water.
- Tell people how to make water filters and ask them to boil or filter the water before they drink it, if the water is from a pond, a river or a well.
- Organize extra activities (irrigation, etc.).
- Maintenance, etc.

### 7. Monitoring and evaluation

- The work plan includes all major activities in a time sequence.
- The Health Officer is responsible for monitoring in collaboration with the Scout Association.
- Evaluation shows the health improvement in the area.

### 8. Remark

This type of project is being implemented by Scouts in Nepal, Sri Lanka, Indonesia, Kenya, Upper Volta, Sudan, Trinidad, Peru, Guatemala.

## Example No. 4 - Energy and appropriate technology

### 1. Project description

The Sanel is a very large area with few trees and sparse vegetation. It gets very little rain, about 300-500 mm per year. Most people in this area depend in some way on cattle-raising. Grazing grounds are few and waterholes insufficient. Overgrazing of the land has led to an alarming deterioration of the vegetation.

There is a great need of wood for cooking and timber for building. It is therefore of utmost importance to make villagers aware of the very serious problem of desertification and to encourage them to change their practices by combining more efficient utilization of renewable energies with activities to improve and conserve the environment.

### 2. Goal

To understand the causes and consequences of desertification; produce appropriate technologies that can make better use of available energy sources (for example: sun, wood, waste, wind).

### 3. Anticipated results

- Scouts to pass on the understanding and skills gained to the villagers in their own communities and together initiate useful action programmes.
- Dissemination of improved stoves, bio-gas production for cooking and lighting, solar food dryers and preservation, solar water heaters.
- Better utilization of existing fuels and growth of new trees.
- Self-employment for youth skilled in improved technologies.
- Increase of income for Scouts and villagers.
- Better standard of living.

4. Resources involved

- a) Human : Scouts, villagers and local experts.
- b) Material : Local materials (this aspect is very important, all materials used are found locally).
- c) Financial (or sources of funding):  
Twinning between Scout associations, local governments, development agencies, international organizations.

5. Infrastructure building and training

- Set up a Scout experimental centre.
- Construction of improved technologies.
- Implementing reforestation.
- Training courses for Scout leaders and Scouts/villagers.

6. Implementation

- Select a coordinator.
- Set up a working committee.
- Visit an "experimental" centre on appropriate technologies.
- Promote community participation.
- Organize a training course for Scout leaders to learn new techniques.
- Under the direction of skilled persons, Scout leaders and Scouts experience, step by step, the construction of a bio-gas plant, solar water heaters, improved cooking stoves, solar food dryers and grain grinders. Also they learn techniques for improving the vegetation growth.
- Scouts pass on the skills gained to the villagers.
- Dissemination of the new technologies.

7. Monitoring and evaluation

- With a work schedule, a couple of specialized persons are responsible for monitoring.
- Evaluation in the Scout experimental centre and in the villages.

8. Remark

This type of project is being implemented by Scouts in Upper Volta, Sudan, Senegal and Egypt.

Example No. 5 - Food production1. Project description

13 million children under the age of five die unnecessarily each year from causes related to malnutrition. 25 percent of the annual harvest in Africa is lost to rodents or is spoiled. 420 million people are starving although enough food is produced worldwide to feed everyone adequately. The cries for food are the cries of people, of families, in developing countries.

Scouts, as citizens in the world community, need to learn about the realities that lie behind the generalities by taking action.

Scout gardens and farms, fish-farming and poultry, bee-keeping, animal husbandry are helping with food production.

## 2. Goal

To understand the problem of malnutrition and start farms and gardens in order that families and villagers might have better food supplies.

## 3. Anticipated results

- Scouts and their families grow enough and the right kind of food to eat at home.
- More and better food to sell in the markets.
- Grain stores are built and properly protected against rats and other animals.
- Better diet and malnutrition is reduced.
- Increase their income.
- Share the techniques of food production with other communities.
- Increased awareness and sense of self-reliance.

## 4. Resources involved

- a) Human : Scouts, local people and agricultural officer.
- b) Material : All materials (tools and equipment) related to agriculture.
- c) Financial (or sources of funding):  
Twinning between Scout associations, local communities and government agencies and international organizations.

## 5. Infrastructure building and training

- Construction of farms to produce food and provide income.
- Seminar/workshop on food production to motivate Scout leaders.
- Training courses for Scouts conducted by a Health officer or an Agricultural officer.

## 6. Implementation

- Select a coordinator and a site.
- Set up a working committee with an Agricultural officer.
- Organize seminars and training courses.
- Build the farm.
- Run the operational activities.
- Maintenance.
- Harvesting/ cropping.
- Storage with improved techniques.
- Marketing.

## 7. Monitoring and evaluation

- The Scouts can ask an Agricultural officer for monitoring the project at every major step of the project.
- The evaluation includes a careful assessment of:
  - . The statement of problems experienced
  - . Objectives in relation to
  - . Activities undertaken in the project.

## 8. Remark

This type of project is being implemented by Scouts in Sudan, Upper Volta, Togo, Rwanda, Bangladesh, Indonesia, Nepal, Sri Lanka, India, Kenya, Peru, Chile, Egypt and Jamaica.

## IMPLEMENTATION

### A. GENERAL COORDINATION

Worldwide, coordinated services, centrally provided from the World Scout Bureau, Geneva, with USFIS' assistance, will continue to support needs generated in the field. They include, but will not be limited to:

#### 1. Development Education

A publication "Action" has proved a useful tool for associations in developed countries where Scouts should be involved in development education. (See Appendix A.)

Experiences to-date in Europe are, in 1983, planned to be extended to other parts of the world interested in development education such as U.S.A., Japan, Australia, etc., starting, in July 1983, at the 29th World Scout Conference in Detroit, Michigan.

#### 2. Resources and needs matching

Project support proposals from targeted countries' Scout Associations, when cleared by the Regions, will be coordinated centrally. This after indigenous and regional level sources are first explored. Human, material and financial resources available through international bodies (governmental and NGO's) have been, and will continue to be, matched to the needs. Geneva is the ideal centre for such rapport building and liaison.

Proposals will be grouped from various countries under such "global development programmes" as health, agriculture, literacy, vocational/employment, environment and energy, etc.

#### 3. Twinning

This successful effort established internally for several years in the WOSM will be continued. This proposal will enable its expansion. As above, measurable goals will be included in the annual "log frame", only as relates to target countries.

Twinning is the "brotherhood in action" programme within the World Scout Movement wherein one Scouting body (usually a national Scout association) is "twinning" with another Scouting body. Technical skills, cultural exchanges and capital support are shared. In the past this has occurred primarily between developed and developing countries' Scout associations.

A dawning prospect is twinning between developing countries' Scout associations. Here the skills/resources of one support/complement those of the other.

The average value of twinning for the past four years has been US\$ 186,475.- per year, but since the amount fluctuates greatly from year to year, we feel it more conservative to use much lower amounts for the purpose of this proposal - US\$ 55,000, US\$ 75,000 and US\$ 110,000 for 1983, 1984 and 1985 respectively. The human brotherhood values of twinning are, of course, immeasurable.

The Cost-Sharing Grant Programme will be organized in terms of programming methods as follows:

## B. CENTRAL SERVICES

At the volunteer, policy-making level, our C.D. activities are led by a Development Committee. Like the Programme and Training Committees, the Development Committee is part of, and reports to, the Educational Methods Group. The latter reports to the World Committee.

The Project Director, a professional Scouter who reports to the Director of Educational Methods, will manage this worldwide programme. He develops and directs educational/training activities, and communicates to field. He develops criteria for project funding and against criteria, approves individual project grants on basis of project plans. He defines reporting system, analyses quarterly reports and develops firm understanding of typical problems of implementation, and firm measurement of progress of projects. He synthesizes reports into overall summary of status of implementation in relation to programme goals. He directs provision of technical assistance to projects particularly in response to problem cases. He revises and adjusts activities on basis of experience. He and the Programme will be monitored by the Secretary-General, World Scout Bureau, at the professional staff level.

### Support services provided by other WSB personnel

The entire C.D. programme will benefit from the normal, Geneva-based, administration and support services, i.e.

- . P.R. and Communication
- . Programme
- . Volunteer training
- . Administration and accounting
- . Secretary-General's office.

In addition, existing regional field staff will give direct support as part of their normal operation.

In general, it is estimated that the Geneva-based services devote 20% of their time to C.D. Regional staff direct support represents 45% of their time.

This supplemental support is shown in the staffing chart included as part of the budget.

## C. FIELD LEVEL

Four experienced, professional Scouters, under the direction of the regional executives and the Project Director, will each effect full-time, direct, in-depth personal service to four or five target countries. These four men are multi-lingual and each is from a different developing country.

Each regional staff, as part of the World Scout Bureau, will support the Cost-Sharing Grant Programme in target countries. Such country service will equate 40% to 100% of one full-time regional staff man in each region. However, that equation may be met through the combined Community Development service of two or more regional staff men.

In addition, the Project Director will have the additional responsibilities to serve four or five target countries, as does the Assistant-Director and as now practised.

As indicated under Evaluation (Section V), regional Community Development Committees, volunteers or task forces will monitor and provide in-region support to this Cost-Sharing Programme.

D. WORK PLAN

Major tasks and targets are included in the Project Design Summary (Logical Framework) enclosed. The Chairman, World Scout Development Committee, and when practical the whole Committee, concurs. If a physical meeting is impossible, the committee members concur or make changes by mail. The 10 members are located on several continents. Staff meetings individually with members supplement this procedure when field service travel makes it practical.

Every year, the World Scout Bureau Staff Management Conference, including one or more executives from each region, plans implementation.

V - EVALUATION

Evaluation will be based on the following:

1. Baseline information (before and after action comparison on all)

- . Conditions before project or country programme commences, from social survey.
- . Number of Scouts and units.
- . Scout programme and advancement data.
- . Number of active volunteers.
- . Training of volunteer leader data.
- . Indigenous resources: human, material, financial.

2. Indicators

- . After action comparison of changes in baseline information.
- . Number of projects and quality of projects as measured by numbers of persons involved, changes in living conditions (e.g. new well, increased food production, number of youth basically job skilled trained, improvement in and use of indigenous resources, etc.) as pertinent. All measurable indicators as possible.
- . Number of volunteers additionally trained and active.
- . Scouts advancement = increase in numbers.
- . New or adapted requirements in Scout advancement scheme.
- . Expansion of Scout membership due to relevant programme instigated.

3. Methods

- . On-site evaluation by regional staff person assigned and/or C.D. team staffer, as reflected in field service reports to Project Director.
- . Periodic reports from indigenous volunteer project leaders.
- . Regional volunteer and member of World Scout Development Committee personal visitation, measurement of local Scout association leaders' reports. Experience shows this valuable indicator as similar culture volunteers will be best objective evaluators and be quite acceptable to indigenous Scouters. Many cultures have wafer-thin sensitivity to "inspections", criticism, "loss-of-face", etc.
- . Regional and World Community Development Committee members through formal and informal evaluation meetings.
- . An effects evaluation will consider what behavioural changes have been engendered by the project, what institutionalization of the effects have resulted, etc.

4. Analysis

- . Continual with Community Development team when two or more are together in weekly team meetings.
- . Technical by World Scout Development Committee members expert in "global development programmes" (food, health, forestry, etc.).
- . Outside consultants resident in target country or en-route through same (L.S., etc.).
- . Local AID Mission experts will be invited to assist and local ministries of government. Other foreign countries' AID Mission experts (for example: Canadian fisheries expert working in Latin America already contacted).

5. Summary

Based on the foregoing, each project will individually be assessed, first by the Project Director, then by the regional staff, the Secretary-General and Geneva staff, and the volunteer Community Development Committee, and finally by the United States Foundation for International Scouting.

LOGICAL FRAMEWORK - PROJECT DESIGN SUMMARY  
 COST SHARING GRANT AID/W THROUGH USFIS  
 1st January 1983 - 31st December 1985

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS
<p><u>A<sub>1</sub> Progress on Sector Goals: The broader objectives to which this project contributes</u></p> <p>To enhance attainment of basic human needs through Scouts' world-wide participation as citizens in the development of their communities; and, in industrialized countries, to accelerate awareness, responsibility and CD action by youth, to relate Scouting's educational objectives to relevant local needs as an agent for development.</p>	<p><u>A<sub>2</sub> Measures of Goal Achievement</u></p> <p>(a) Human basic needs are being satisfied in those communities where Scouts, with the local people, are undertaking action in CD programs. Number of people served.</p> <p>(b) Bilateral/multilateral cooperation (including "twinning" programs) between Scout Associations of the North and those of the South increase significantly in number and quality.</p>
<p><u>B<sub>1</sub> Project Purpose</u></p> <p>Purpose Statement: Within World Scouting's Field Oriented Community Development program and strategy:</p> <p>(a) help specific local country Scout Associations to develop (or enhance current) relevant, integrated, CD programs with appropriate infrastructure and to ensure their long-term self-reliance;</p> <p>(b) help initiate and sustain CD projects in the field;</p> <p>(c) technological/job skills transfer to youth (YRT) to be a major force to stem migration from rural areas to cities.</p>	<p><u>B<sub>2</sub> Conditions that will indicate Purpose has been achieved</u></p> <p>(a) 12 target country Scout Associations have relevant, integrated CD program at any one time.</p> <p>(b) Pre-conditions for future self-reliance are established in target projects.</p> <p>(c) Local Scout leaders are able to initiate CD projects; an average of at least 3 projects per target and project country will be documented by 31 December 1983 and 2 more projects per target/project country by 31 December 1984 (total 5) and 1 additional by 31 December 1985.</p> <p>(d) Project experience derived from WSB's project evaluation system is being adapted to current and future projects in the same target countries and in other countries ("lessons learned").</p>

LOGICAL FRAMEWORK - PROJECT DESIGN SUMMARY  
 COST SHARING GRANT AID/W THROUGH USFIS  
 1st January 1983 - 31st December 1985

MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><u>A<sub>3</sub></u></p> <p>(a) Field surveys and visit by the CD and regional staffs of the World Scout Bureau.</p> <p>(b) Field visits by AID.</p> <p>(c) Reports from the National Associations' target countries.</p> <p>(d) World Scout Bureau records and reports.</p> <p>(e) Local Government official reports.</p>	<p><u>A<sub>4</sub> Assumptions for achieving Goal sector:</u></p> <p>(a) Government policy in the target country will continue to be favorable to the Scout Movement, and that government officials will work on behalf of "Scouting for Development".</p> <p>(b) That political and social stability in the target countries will continue.</p> <p>(c) New World Scouting leadership continues to support CD thrust.</p>
<p><u>B<sub>3</sub></u></p> <p>(a) Field visits by the WSB CD staff, to review the programs and other documents prepared by the Host Scout Association.</p> <p>(b) Evaluation survey of structures, infrastructures and projects.</p> <p>(c) Progress reports to include measurable indices.</p>	<p><u>B<sub>4</sub> Assumptions for achieving the Purpose</u></p> <p>(a) The receptive climate created in the first 5 years continues.</p> <p>(b) That training workshops, field services and personal coaching can continue to prepare indigenous scout leaders to effectively implement and operate CD programs at local/grass-roots level.</p> <p>(c) That target countries communities will be helped by other donors, particularly indigenous.</p> <p>(d) Maintain the existing good communications between National Scout Associations and WSB.</p> <p>(e) Maintain the WSB experienced CD team and regional staffs.</p>

LOGICAL FRAMEWORK - PROJECT DESIGN SUMMARY  
 COST SHARING GRANT AID/W THROUGH USFIS  
 1st January 1983 - 31st December 1985

<p><u>C<sub>1</sub> Outputs</u>                  Institutional development (a - d)                  The CD staff will work via ICS field services with National Scout Associations in selected target countries, to implement the supportive Country Plan (as outlined in the Cost Sharing Proposal).                  (1) program development, incl. assistance with planning activities;                  (2) provide for stronger volunteer and professional leadership, including training;                  (3) strengthen communications systems between national and local levels, between local levels, between the Association &amp; Government &amp; other organizations, and between Nat. Ass. on a regional basis; assist with related educational and publicity materials.                  (b) "Global Development Programs"                  5 will be initiated during the 3 years. Purpose: to tie technical assistance to resources to needs. Subjects: agriculture, health/sanitation, literacy, environment/energy, development education.                  (c) CD Support Tools                  Existing 7 cassettes under previous grant now in 4 languages (English, French, Arabic, Spanish) to be project sold (Swahili, Bahasa, Portuguese, etc.) Urgently needed expansion of audio-visual items.                  (d) CD staff with WSB Committee, regional national and other structures, will promote in-depth volunteer involvement in CD, incl. intl. volunteer expertise where possible.</p> <p><u>CD Project activity (a - g)</u>                  (a) Development of CD program and project resources. CD staff helps identify resources (people, materials, funds) within countries, and across countries ("winning program" or bilateral aid).                  (f) CD projects &amp; activities - average of 3 projects within 12 target/project countries ('82-'83), avg. of 5 ('83-'84), avg. of 6 ('84-'85) then currently underway.                  (g) evaluation of CD projects, reprogramming, and use of project experiences in other CD activities.</p>	<p><u>C<sub>2</sub> Magnitude of Outputs (or Output Indicators)</u>                  Institutional development (a - d)                  (a) 12 (est.) target countries which implement improved "Country Plans".                  First Year: 20 (min.)                  Second Year: 5 additional (minimum)                  Third Year: 2 additional (minimum).                  Number of leaders receiving training and participating in workshops.                  Stronger communications (evidence of activities involving "the various" levels and organizations, and related published materials).                  Expansion of Scouting membership in target/project countries.                  (b) Two up and running ('82-'83)                  Two additional ('83-'84)                  One additional ('84-'85)                  (c) Two additional languages by end of Cost Sharing Grant term, for 50 % of CD cassettes or its equivalent in more languages.                  (d) Number of volunteers active in each target country plus newly involved human resources.</p> <p><u>CD Project activity (a - g)</u>                  (e) Increase in number and quality of resources mobilized, within and across countries.                  (f) Number of projects being implemented, as verified by individual project evaluation reports (60 in '82/'83, 100 in '83/'84, 120 in '84/'85) then currently underway.                  (g) Number of projects being evaluated and reprogrammed. Evidence of transfer (or expansion) of project expertise within or across countries.</p>
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LOGICAL FRAMEWORK - PROJECT DESIGN SUMMARY  
 COST SHARING GRANT AID/W THROUGH USFIS  
 1st January 1983 - 31st December 1985

MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><u>C<sub>3</sub> (a - d)</u>                      - WSB progress reports and documents.                      - Field visits and project evaluation survey by WSB staff, AID Missions' personnel.                      - Review of evaluation reports.</p>	<p><u>C<sub>4</sub> Assumption for achieving Outputs (a - g):</u>                      - That influential citizens indigenous to the communities where Scouting programs are organized will volunteer their services to Scouting and the CD movement (or activities).                      - Adequate outside assistance is found in the form of indigenous.                      - Political stability within countries and Scout Associations.</p>

LOGICAL FRAMEWORK - PROJECT DESIGN SUMMARY  
 COST SHARING GRANT AID/W THROUGH USFIS  
 1st January 1983 - 31st December 1985

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS						
<p><i>D<sub>1</sub> Impact</i></p> <p>(a) US AID Cost Sharing Grant (through US Foundation for International Scouting - USFIS)</p> <p>(b) World Organization of the Scout Movement (WOSM) and World Scout Bureau (WSB) support:</p> <ol style="list-style-type: none"> <li>1) World Scout Development Committee (volunteers).</li> <li>2) WSB CD Staff Team.</li> <li>3) WSB Regional Staffs.</li> <li>4) WSB Geneva Administrative &amp; Technical Staff.</li> </ol> <p>Expertise of the CD staff, developed under earlier AID grants; also CD training materials already developed.</p> <p>(c) Host country Scout Associations, governments and other local institutional support. Hundreds of indigenous volunteer Scouters (adults) and Scouts and Rovers.</p> <p>(d) Other organizations outside of Scouting, e.g. governments, non-governmental organizations, international agencies, etc.</p> <p>(e) Financial contributions by individuals, world-wide.</p>	<p><i>D<sub>2</sub> Budget schedule (2000)</i></p> <p>(a) US AID Cost Sharing Grant through USFIS</p> <table border="1" data-bbox="1073 425 1362 469"> <thead> <tr> <th>FY 83/84</th> <th>FY 84/85</th> <th>FY 85/86</th> </tr> </thead> <tbody> <tr> <td>325</td> <td>325</td> <td>325</td> </tr> </tbody> </table> <p>(b) WOSM/WSB:</p> <ol style="list-style-type: none"> <li>1) 12 members from various countries and continents, as may periodically be expanded.</li> <li>2) 5 full-time professionals.</li> <li>3) equivalent of minimum 4 full-time staff.</li> <li>4) 12 professionals on-call, as required.</li> </ol> <p>(c) Support is significant part of the total grant. Substantial volunteer manpower and man-hours impossible to fully document. Quantity of volunteers adult and youth related to each project/program will be in reports/evaluation.</p> <p>(d) same as (c)</p> <p>(e) same as (c)</p>	FY 83/84	FY 84/85	FY 85/86	325	325	325
FY 83/84	FY 84/85	FY 85/86					
325	325	325					

LOGICAL FRAMEWORK - PROJECT DESIGN SUMMARY  
 COST SHARING GRANT AID/W THROUGH USFIS  
 1st January 1983 - 31st December 1985

MEANS OF VERIFICATIONS	IMPORTANT ASSUMPTIONS
<p><i>D<sub>3</sub></i></p> <p>(a) Cost Sharing Grant signed (contract)</p> <p>(b) USFIS monitoring - Semi-annual reports</p> <p>(c) Fiscal and program reports, audits.</p> <p>(d) same as (c)</p> <p>(e) same as (c)</p>	<p><i>D<sub>4</sub> Assumptions for providing inputs</i></p> <p>(a) Contract approval</p> <p>(b) 1) recruitment of members-at-large to expand committee's technical capabilities.                  2) early approval of contract and other conditions conducive to keeping the team together.</p> <p>(c) Monitoring Ag and budgeting procedure approved.</p> <p>(d) same as (c)</p> <p>(e) same as (c)</p>

VI - BUDGET

In order to carry out the programme as detailed in the foregoing, the WOSM will appropriate the sum of US\$ 931,000 over the three-year period; USFIS will allocate US\$ 420,000, and a grant of US\$ 975,000 is now respectfully requested from the United States Agency for International Development.

Details of planned expenditure are shown attached.

	1983				1984				1985				TOTAL			
	WSB	USFIS	AID	TOTAL	WSB	USFIS	AID	TOTAL	WSB	USFIS	AID	TOTAL	WSB	USFIS	AID	TOTAL
<b>SOURCE OF FUNDS</b>																
A. Salaries	155	85	56	296	167	91	60	318	179	98	65	342	501	274	181	956
B. Benefits	31	17	11.2	59.2	33	18	12	63	36	20	13	69	100	55	36.2	191.2
C. Program and Project Design	186	102	67.2	355.2	200	169	72	381	215	118	78	411	601	329	217.2	1,147.2
D. In-Country Programs (Training and Project Implementation)		23	32	55	10	16	32	58	15	7	35	57	25	46	99	170
(i) Training			40	40			29	29			15	15			84	84
(ii) Monitoring and Evaluation			41.8	41.8			45	45			50	50			136.8	136.8
(iii) Direct Support	50		70	120	75		90	165	110		73	183	235		233	468
				201.8				239				248	235		453.8	688.8
E. Communications and Support Tools	8		20	28	5		12	17	4		10	14	17		42	59
F. Supplies and Services	7		7	14	7.5		7.5	15	8		8	16	22.5		22.5	45
G. Spare and Equipment	5		5	10	5		5	10	6		6	12	16		16	32
H. Other																
Recruiting and Placement			20	20			5	5			20	20			45	45
Audit	2		2	4	2.5		2.5	5	3		3	6	7.5		7.5	15
Development Education		10		10	3	15	5	23	4	20	7	31	7	45	12	64
Monitoring (USFIS)			20	20			20	20			20	20			60	60
\$	258	135	325	718	308	140	325	773	365	145	325	835	931	420	975	2,326
<b>ANALYSIS - GENEVA VS. FIELD</b>																
Geneva	132	102		234	141	109		250	152	118		270	425	329		754
Field	126	33	6.5	165.5	167	31	32.5	230.5	213	27	32.5	272.5	506	91	97.5	1,572
\$	258	135	325	718	308	140	325	773	365	145	325	835	931	420	975	2,326

USFIS/AID PROGRAM IN SUPPORT OF WORLD SCOUT BUREAU OPERATIONS  
BUDGET 1983-1985 (1,000 S.F.)

Note: Calculations in Swiss Francs converted at SF 2.00 = US\$ 1.00

NOTES TO THE BUDGETSOURCE OF FUNDS

- WSB - The contribution of the World Scout Bureau of US\$ 931,000 for the three-year period represents support given by the Bureau, in cash or in services, of US\$ 696,000, together with aid given directly by Scout associations (twinning programmes) of US\$ 235,000, most of which is in cash.
- USFIS - US\$ 420,000 has already been committed by the United States Foundation for International Scouting. Of this, a minimum of US\$ 375,000 will be in cash.
- AID - A total of US\$ 975,000 over the three-year period is requested from the United States Agency for International Development in the form of a Cost-Sharing Grant.

BUDGETTED EXPENDITURESA-B Salaries and Benefits

This covers the staff needed to implement the project as shown below:

<u>Staffing</u>	WSB	USFIS	AID	TOTAL
<u>Full time personnel:</u>				
Director and Assistant Project Directors	1	2	4	5
	1	2	4	7
<u>Part-time supporting staff</u>				
Secretary-General	1			1
Geneva executives	3			3
Regional executives	9			9
	14	2	4	20
<u>Plus administrative and Secretarial support</u>				
Part-time	4			4
	18	2	4	24
<u>Actual costs (three years)</u>	US\$ 601	329	217.2	1,147.2
	=====			

C. Programme and project design

This is the estimated cost of identifying needs and of developing specific field related projects and programmes to meet these needs.

D. In-country programmes

- (i) Training - The cost of training indigenous volunteers to develop and manage local community projects. The largest expenditure will be in the first year.

- (ii) Monitoring and evaluation - The travel and accommodation expenses incurred by the community development staff in monitoring progress and evaluating results of existing C.D. projects and evaluating requests for future direct support.
- (iii) Direct support - This shows the estimated value of grants to be given directly to Scout organizations in support of their C.D. activities and projects. Under the heading of W.S.B. is shown the estimated support given directly by Scout associations under the "twinning" programme (the average over the five year period 1976-1981 was US\$ 136,475 per year).
- E. Communications and support tools  
The cost of producing "back-up" material for use in the field, including the periodical information leaflet "Action".
- F. Supplies and services  
Miscellaneous items of office stationery, telephone, telex and postage.
- G. Space and equipment  
This covers rental of office space, together with minor items of office equipment (major items are already available).
- H. Other
- Recruitment and placement - The costs of finding, hiring and relocating the additional project directors with, in the final year, the costs of repatriation.
- Audit - The annual audit by qualified outside accountants.
- Development education - There is a great need to make Scout leaders in the developed countries aware of the needs of those in the less developed countries. This item provides for this by means of articles in the Scout press, etc.
- Monitoring (USFIS) - The United States Foundation will provide staff and facilities to ensure proper operation and accountability.