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SAVE THE CHILDREN

THREE-YEAR MATCHING GRANT (1983-1986)

FIRST ANNUAL REPORT

TO THE

OFFICE OF PRIVATE AND VOLUNTARY COOPERATION

OF THE

AGENCY FOR INTERNATIONAL DEVELOPMENT

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MATCHING GRANT II - FIRST ANNUAL REPORT

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I. Introduction

A. Save the Children's Rapid Program Growth

The year 1983 marked the beginning of Save the Children's second half-century of operation. This anniversary has arrived during a period of remarkable growth for the agency. In one decade we have expanded our work in the international arena from 18 to 37 countries and we continue to grow. We are planning that within one year we shall be providing assistance in at least four more countries. Much of this expanded activity has been greatly facilitated by Operational Program Grants from the Agency for International Development (AID). In several instances, Save the Children has been invited by AID to launch a pioneer development effort in a rural community receiving development assistance for the first time.

Participation in the United States foreign assistance program has provided both an opportunity and a challenge. The opportunity has allowed us to demonstrate the effectiveness of our Community Based Integrated Rural Development (CBIRD) model in a variety of new situations. The challenge arises from our responsibility to sustain the effort once initiated by SCF's partnership with AID.

AID, through bilateral programs, provides host governments and their line ministries with the assistance needed to improve the delivery of services to the local populations. Save the Children complements this effort by working with local communities toward capacity building: people working together within their own communities improving the quality of the conditions in which they live by optimizing the use of all available resources. In this way local communities are better prepared to integrate themselves into their governments' service delivery systems.

Working with local communities is a long term commitment. Expectations are aroused and the guarantee of ongoing support is essential to maintain the momentum toward independence and self-sufficiency.

As Save the Children enters into new programs the demands on its own resources geometrically increase. With the growth of programs there are new requirements for technical assistance to address new problems. Innovative projects and ways to support these projects are constantly being developed. This results in increased demands upon the administration and oversight of program implementation. Project monitoring and evaluation, state-of-the-art project design and implementation, organizational management and fiscal responsibility, staff development, the marshalling of funds and resource generation all make increasing demands upon the organization as its program responsibilities grow.

For a number of years the momentum of our expansion has been carried forward by a certain moral imperative. If the manner of assistance offered by Save the Children could be effective there would be no question as to our readiness to be there. However, within the past year the need to bolster the technical assistance support of our programs in the field has become apparent. It was the awareness of this need that led to the agreement between AID and Save the Children to provide support, through the Matching Grant mechanism, for the strengthening of its institutional capacities.

Matching Grant II has been in effect for only nine months yet considerable progress has already been made on a number of fronts. Several new structures have been put in place, new model projects have been launched, new procedures instituted, new resources tapped and new approaches to technical assistance explored. This report is intended to give an overview of progress made under the first nine months of Matching Grant II.

B. Increase of Technical Input into Programs

As the development needs of local communities evolved, so too have the kinds of assistance requirements changed in size, scope and substance. Over the past three to four years there has come to be an increasing need for technical input from headquarters to the field. SCF/Westport has been called upon more and more to assist in project design and evaluation. It has offered a variety of project level interventions in the sectors of economic development, health and nutrition, natural resource development, agriculture, education, housing and construction. It has offered training and assistance in program management and administration. And it has taken on a greater role in resource development and allocation.

Review of individual programs has shown that as they mature they tend to follow an evolutionary process. They begin with simple construction efforts such as a road or a center. They eventually enter into more sophisticated projects such as health and nutrition or economic development. Their activities become more integrated with those of local institutions and the need for local training and technical assistance expands.

C. Re-examination of Goals

Save the Children originally offered a child benefit program. Cash raised from sponsors went directly to the children and their parents. Eight years ago the CBIRD model was introduced resulting in sponsorship funds going to support projects within the child's community. Children continued to benefit but chiefly as members of the larger community. The program goals were community oriented: to provide communities with

the capacity to work toward addressing local needs as defined by them. Process became as important as project implementation.

During the period of refocusing our efforts upon the entire community, the child continued to be the central concern for Save the Children. However in the daily implementation of our programs, as we tried to broaden the development base of the community, the impact upon the child appeared to be several steps removed. According to the Save the Children CBIRD methodology this broad base approach is important for creating the proper medium for the healthy growth and well-being of the next generation. A healthy community is essential for the healthy growth of children.

Now that we have laid the foundations for the integrated development of the community we are making use of the MG II support in order to return our attention to the child. Save the Children has taken on a full-time medical team which is putting in place a community-wide inoculation program, a maternal/child health care program, an oral rehydration program, and a family planning strategy. Save the Children is also developing a set of child growth indicators which will allow us to measure direct impact of our programs upon the development of children. This effort is still at the pilot stage and requires marshalling of considerable resources to bring about the expected impact.

II. Institutional Development

With the assistance of the Matching Grant II, Save the Children has been able to address a variety of management, administrative and program operational issues. In a number of cases, using funds from the Grant, we have begun to take steps to upgrade the organization both in Headquarters and in the field.

A. Operations Support Unit

Save the Children is establishing within the Office of the Executive Vice President an Operations Support Unit. This unit is responsible for maintaining continuous review and audit of all management and program budget functions within the organization including:

- 1) determining efficiency of management procedures
- 2) determining efficiency of staff use
- 3) conducting cost analyses
- 4) determining priorities
- 5) examining general financial systems and procedures
- 6) overseeing funds using in accordance with plan and donor intent
- 7) Overseeing contract compliance.

B. Program Development and Support Division (PD&S)

The PD&S Division established under the Vice President, Program is responsible for assuring the smooth implementation of all programs. Within PD&S the Technical Resource Unit mobilizes all training and technical assistance, the Strategic Planning and Program Operations Unit coordinates all planning and budgetary functions and the Sponsorship Management and Youth Programming Unit is responsible for gathering data on the children in the context of their communities in order to enable an impact evaluation.

The PD&S Division has set in place a quarterly budget review process which assures a systematic distribution of private funds. It coordinates a Matching Grant review committee which reviews and recommends for approval the use of all Matching Grant project and training monies. Finally, PD&S has initiated an ongoing program planning process.

1. Technical Resource Unit (TRU)

A Technical Resources Unit has been established that absorbs the former Training Division. This unit is the coordinating body for training, technical support and has a major role in the planning and evaluation processes. As outlined in the Proposal for the Matching Grant (III. C. 4.a) sectoral development requires strong coordination with a training strategy for optimum effect in implementation and replication. Moreover, materials development has been outlined as outputs for both, and can be combined into a single integrated strategy.

The TRU serves as on-call resource to support field efforts, in that: a) it maintains a high quality of training expertise to assist field offices design and implement training activities for staff and communities, b) maintains sectoral expertise in health/nutrition/family planning, small-scale enterprise development and credit, and, small-scale organic gardening, c) has established and made available sectoral expertise in appropriate technologies, housing/construction and forestry, to name but a few. Negotiations are underway to establish inter-institutional linkages to gain better access technical expertise.

Accomplishments can be categorized into: orientation, training support, sectoral development, evaluation and materials development. Since the awarding of MG II, three orientations (three weeks) of 16-20 participants each were conducted to introduce new staff to organizational philosophy, methodology and systems. This has been supplemented by several individual orientations for field-bound staff hired outside of the orientation cycle. In Latin America, where a full-time Regional Training Coordinator (RTC) is in place, the orientation has become an ongoing process.

Plans for Year 2 include: a) documentation of the Latin America experience in orientation and training for inter-regional sharing, b) development of a multi-media orientation package and distribution to each field office, and, c) completion of a training coordinator's manual and development of a training package to better manage the orientation and training process at the field office level.

Training support has been given to various field offices. This has been accomplished by on-site visits and training plan review at the home office. The Latin America RTC has visited all country programs in the region and the Director of Training and Technical Assistance has conducted activities in Nepal and The Gambia.

Plans for Year 2 also include: a) a regional training workshop for Africa field offices to be held in Zimbabwe, b) on-site development of a training strategy for Somalia, c) continued development of training strategies and sharing of same at the field office level, d) continued refinement of the Latin America training experience with replication to another region.

Sectoral Development has taken the form of building the technical assistance capacity to respond to field needs. Accomplishments include: a) small-scale enterprise and credit coordinator, on-site assessment of Sri Lanka housing credit program, examination of current administration of program and recommendation for better management, b) visit of Health/Nutrition/ Family Planning coordinators to Bangladesh, Nepal, Thailand and Indonesia to assess current Primary Health Care programs, make recommendations, and begin preparation of H/N/FP strategy and guidelines to be presented at a regional workshop and to be used in the development of an agency-wide strategy (see Proposal III. C. 1.e.), c) on-site consultancy of small-scale organic gardener in Egypt to determine feasibility of expansion in this area, to demonstrate techniques to staff, government officials and communities, d) housing and construction are also areas in which the Unit has worked, in the attempt to delineate agency-wide technical guidelines for such projects, to ensure quality construction, cultural and environmental appropriateness, safety and use of local materials and appropriate technologies wherever possible, e) Save the Children is about to sign a memorandum of agreement with the United States Department of Agriculture to place a full-time agriculture extension agent in the field for a one year pilot effort.

Accomplishments in systemization in evaluation, to date, have followed two necessary preliminary lines. First, a "content analysis" of seventeen Save the Children evaluations (project started under MG 1, completed under MG 2) was undertaken to flush out commonalities and set a general framework for questions that need to be answered on an agency-wide basis. Second, an evaluation task force formulated an operating framework for an ongoing evaluation committee (see Proposal III. C. 2.d.). Several impact and process monitoring systems in place in the field are being examined to fund an appropriate model to incorporate with an evaluation strategy.

Materials development is not an end in itself. Rather, it is a mechanism to document and disseminate information in the afore-mentioned areas. Accomplishments are but preliminary in that information collection and exchange are an ongoing process. An audio-slide show has been developed in several languages to assist field staff to present Save the Children philosophy and BIRD methodology to target communities. Work has begun on an orientation package and training coordinator's manual (see above).

The collection, documentation and exchange of field experiences has been a high priority. A bank of field experiences (document, audio-slide show and videotape) has been started. This bank can be used for new staff orientation, training and sharing throughout the agency. An agency-wide newsletter has been produced to: 1) allow exchange of information and experiences between staff at all levels, 2) disseminate useful ideas and information on available resources, and, 3) allow staff the opportunity to share experiences that may not deem full-scale documentation.

2. Strategic Planning and Program Operations Unit (SPPO)

SPPO was formed in March, 1983 and is now staffed with a full-time Director (formerly the Director of Planning and Evaluation), a Program Data Analyst and an Administrative Secretary, both shared with the Sponsorship Management Group. The division is charged with the development and implementation of systems and procedures to improve Program Department management decision making capabilities especially as they relate to resource allocation and fiscal monitoring/control. Much has already been accomplished:

- The development and implementation of a sponsorship income monitoring system. For the first time the agency can monitor sponsorship income designated for individual field offices and adjust budgets accordingly on a quarterly basis. The system makes labor-saving use of

the recently acquired IBM System 38 for data generation and analysis by means of a financial spreadsheet software program.

- A three year program, budget and administrative planning process is being implemented in close collaboration with other departmental units. See Section II C below for details. SPPO is primarily responsible for the budgetary aspects of the three year plan.
- The development and follow-up of a concept paper to set forth policy and procedures on the acquisition and use of microcomputers in field offices around the world. It is no longer a question whether computerization is going to occur - it is now a question of to what extent we will manage the process. The concept paper (attached as an appendix to this report) is now before the Internal Task Force of the agency and SPPO will be the coordinating group in the Program Department for all follow up activities.

While we have achieved the above, much remains to be done to ensure that sponsorship monitoring, three year plans and agency micro computerization become routine and standard operating processes.

In addition, SPPO works closely with the Finance Department to design, test and implement improved systems for monitoring field expenditures. To date available tools for fiscal monitoring are rudimentary, especially for an agency which needs to track and control expenditures from a variety of funding sources. Better use of our computer capabilities, more timely submission of financial reports and improved budget vs. actual formats are needed. As a first step the agency is redesigning its chart of accounts and, once completed, will form the basis for more effective and timely information for budget monitoring. It is expected that this task will be the major focus of SPPO during the second year of the Matching Grant.

3. Sponsorship Management and Youth Programming Unit

Save the Children derives approximately 1/3 of its income (\$12 million out of \$37 million) from sponsorship - a people-to-people mechanism for funding community development activities. The number of enrolled sponsors is growing rapidly from 35,469 as of the beginning of FY'82 to approximately 72,000 at January 31, 1984, a 40% rate of annual increase during the last 2 1/2 years. Moreover we expect further substantial growth from this important funding source over the next several years.

This growth is creating special challenges for the agency. Among them:

- As the agency places greater emphasis on sponsorship we have a greater need to plan and implement programs which are more child-focused.
- The agency needs to study and analyze its experience with sponsor longevity and attempt to determine the factors causing sponsor termination.
- In a period of rapid sponsorship growth it is difficult to ensure an adequate supply of child case histories especially from field offices needing budgetary increases.
- There are special needs to coordinate information on sponsored children and program developments emanating from the field into timely and effective reports to be sent to sponsors.

The Sponsorship Management and Youth Programming Unit was created to address these needs. It is staffed by a full time Director, a Data Analyst and Administrative Secretary shared with the Strategic Planning Group all of which are funded from non-Matching Grant sources. The chief responsibilities of the division are to improve the capabilities of the Program Department to plan and manage increasingly complex traditional sponsorship mechanisms as well as alternative mechanisms and to serve as the principal liaison with the Development Department on matters of mutual concern.

The Sponsorship Management and Youth Programming Unit has begun work on a number of fronts:

- A draft strategy statement on child/youth programming has been prepared with the collaboration of the Technical Resources unit and a prototype is being tested in The Gambia (see the appendices for further details - "Child/ Youth Programming - Strategy Statement").
- More than 20,000 child case histories were gathered in a 6 month period - a level substantially higher than the agency has been able to produce in the past. In addition a direct and formal correlation has been established between the submission of case histories and budget levels for all field offices.

- A proposal to create a Data Resource Bank for sponsorship programming was accepted by the agency in September (the proposal is contained in the appendices), and work has begun to implement this management tool which should alleviate many of the agency's sponsorship planning bottlenecks.
- The Data Analyst is about to embark on a major study on sponsor termination, the results of which should assist us to increase sponsor longevity and income.

This is a new unit and is just beginning its work. By this time next year we will be reporting more fully on the results of the initiatives begun this year.

C. Three Year Planning and Budget Exercise

1. Overview of Plan

While the process of multi-year planning is by no means new to Save the Children, Matching Grant II has enabled the Agency to use its past experience in planning to refine its capabilities to design and implement multi-year program plans. The three-year planning initiative begun by the Program Department during Year I of the MG II fits into a broader, agency-wide multi-year plan which focuses on the cohesive integration of Save the Children's four departments: Finance, Development, Management, and Program. The Program Department plan is considered the pivotal element of the agency plan, thus forming the framework within which other departmental planning will interface. The emphasis of the plan will be to provide a "living" document perceived by field offices and headquarters as an integral part of an ongoing planning process.

2. Historical Perspective of Agency Long-Term Planning

Save the Children's experience in multi-year planning should be briefly reviewed to reflect certain lessons learned and how they have subsequent bearing on the outcome of the current exercise. Save the Children has become increasingly familiar with multi-year planning through its relationship with USAID. Since the advent of Operation Program Grants (OPG) and the Development Program Grants (DPG), and use of multi-year plans in program management. In 1980 the Program Department formulated the three-year plan which just ended. What has been learned from these experiences?

- Funding proposals such as OPGs and DPGs are not sufficient as operation plans, nor do they give composite views of the agency; thereby suggesting their limited utility as overall program management tools. Not only do

they lack certain specificity, but they are not easily revised without entangling amendments.

- The 1980 three-year plan demonstrated furthermore that even as Save the Children addressed planning with this composite view, the utility of the document was not guaranteed. The plan provides program benchmarks for the period, but, all in all, it has been basically a shelved reference document.
- New requirements for improved planning have come about as a result of rapid program expansion and the more complex management decision-making inherent in the agency's growth. Save the Children has increasingly experienced the need to link decision-making with a reliable information and data base which promotes expedient problem solving and the avoidance of crisis management situations.

3. Contents of Plan

Several underlying themes should be mentioned before presenting the contents of the plan. As discussed in the overview, the major intent of the current planning exercise is to create a "living" planning document which lends itself to systematic revision and has continuing utility at the field office and headquarter levels. Another accepted premise is that there must be a consensus throughout the agency that the document is an integral part of a planning process merging bottom-up, needs-based planning with the agency vision. Perhaps the latter is the greatest challenge at this point. The plan represents only a first effort. In the future a concerted effort will be made to refine the process so that community and field office participation will be enhanced in multi-year planning.

The contents of the plan are presented in outline below. Further explanations on the format may be found in the appendices "Regional and Field Office Three-Year Planning Formats".

- Program Department overview
- Data Presentation and Analysis (Regional and Field Office Plans)
 - o Regional program plans - goals and objectives
 - o Sectors and areas of emphasis in program planning
 - o Staffing requirements
 - o Sponsorship projection and planning
 - o Funding requirements
 - o Technical assistance and training needs
 - o Evaluation plans
 - o Program expansion/phase-down

- Implications for future program direction
- Strategy for Improving Data Base and Re-planning

4. Practical Utilization of Plan in Decision Making - Two Illustrations

a) Evaluation Plan

The evaluation section of the three-year plan has already provided useful information which will enable the Program Department to better coordinate the use of Matching Grant funds, to identify more systematically consultants with appropriate sectoral expertise, and to coordinate evaluations with other major program events. Eventually the system will determine the projected and actual costs of evaluation as a percentage of the Matching Grant and total program budget. Finally, key management decisions regarding appropriate staffing patterns, the processing of evaluation studies, and future funding requests will be made on the basis of the multi-year planning process.

In the practice of community-based integrated rural development, as selected communities in a project area progress toward self-reliance, program expansion may take place in new communities of the same area or in an entirely different area. A process of phasing down SCF's involvement in old communities becomes a concomitant phase in program direction. The three-year plan should provide information to field office and headquarters staff defining program direction in each impact area. Information will include specific activities associated with expansion or phasing down such as feasibility and baseline studies to be implemented, their projected costs, and the role of staff members and outside technical expertise. This information will also be used to determine program budget allocations and requests, appropriate staffing patterns to meet the technical needs; and to coordinate projected studies with other events in the agency.

b) Three-Year Plan - Budget

The three-year budget plans generate information essential for effective fiscal management. The following questions provide a framework for management decisions based on the analysis of the budget projections:

- what level of financial resources will be needed to carry out field office and agency three-year plans?
- can adequate funding be provided to all planned as well as existing programs?

- How can resources be equitably allocated among competing activities?
- What mix of resources (government/private) can be obtained for specific programs and for program-wide use over the next three years?

The regions have provided the Program Development and Support Division with budget projections which include field office requests for sponsorship and other private income, expected income from public and private grants, and plans for local fundraising. Utilizing the IBM System 38 computer, the budget plans are being analyzed and refined within the context of field office and agency program plans. This information is then shared with the Development Department, as it affects future private income levels, and the Finance Department which maintains an overview of all agency funding sources and requirements. Each department will analyze the three-year budget plans in terms of how the Program Department defines its funding needs and with reference to the questions mentioned above.

III. Pilot Project, Training and Evaluation Exercises

An important element of the Matching Grant is the support of pilot activities at the community level. Already this year over twenty field activities have been recommended for approval by the Matching Grant Committee. These activities are summarized below.

A. Latin America

1. Honduras Project

Matching Grant funds in the amount of \$15,000 were awarded to the women's credit association and cooperative "CRINEL" which is an important component of the Honduras Program entitled "Women's Integration to Socio-Economic Development". This program is oriented towards the training of women's groups leading to the development of self-reliant projects that will generate permanent employment and income to ensure economic stability and help solve basic family and community needs. To date, various projects have been initiated and include such activities as clothing, confection and tailoring, bakery and bottling projects.

Although the cooperative has achieved some measurable success and has produced on a limited scale small quantities of disposable income for the women participants, a major new thrust towards training is planned in the future. The Honduras Field Office Director believes that more training in administration, marketing and management of funds will

contribute to greater and more long-lasting success of CRINEL. In pursuit of this objective, workshops will be held as well as the initiation of a market study and needs assessment.

2. El Salvador Projects

A total of \$13,260.00 of Matching Grant funds were awarded to the El Salvador Program for the following projects: Child Inoculation and DeParasitization, Latrines, Environmental Sanitation Campaigns, Training in Agro-Technology, Grain Silos and Animal Vaccination. Initial steps have been taken to implement these projects in the field. These include group organization, site selection, agricultural workshops and various other activities. Further project progress has been slowed due to a very extensive impact area evaluation.

3. Dominica Projects

a) Waitukubuli Karifuna Development
Centre Building Project No. 841004

Several key components of the Waitukubuli Karifuna Development Center have been completed and others are under way. A traditional building called a Mwena, in the shape of an "A" frame, has been fully completed and was inaugurated on November 27th with three hundred people attending. This building will serve as administrative center, library and tool storage for the members of the Carib Reserve. An innovative appropriate technology kitchen has also been completed. Each wall is made with a different combination of local materials. The roof is a new combination of bamboo and cement and the stove is a wood-saving Lorena stove. A demonstration latrine was also being completed which utilizes a new design so that it is completely odor-free. A demonstration garden and water catchment tank are also under way. The plans for the innovative large community center, the traditional "Carbet", have been approved and the foundation has been prepared. The Carbet will be completed by late summer or early fall. The Development Center has stimulated a tremendous amount of interest in Dominica because the people will have, for the first time, a community center with traditional buildings. An average of ten people a day have contributed voluntary labor since the inception of the project last summer for an estimated value of \$5,485.

b) Rabbit Project No. 841005

A demonstration plot of rabbit forage measuring 29' x 24' has been planned with lucaena, syrathro and desmodium gronia grass. An innovative rabbit hutch with a roof of bamboo and cement has also been completed and the first rabbits have been put in place. Five seminars have been given on the care and

breeding of rabbits attended by one hundred and forty-nine local residents.

c) Marigot Water Project No. 842006

The pipes for this project have been put in place and it is anticipated that the project will be completed by late February or early March.

d) Demonstration Roof Water Catchment

The initial project has been completed and the roof water catchment has been replicated five times.

Another six projects were approved in January 1984 and will be initiated shortly. These include: Development Center Extension, \$7,422.20; Gaulet River Water, \$2,125.27; Carib Socio-Cultural Development, \$465.00; Marigot Socio-Cultural Development, \$624.00; Weirs School Agriculture, \$1,113.20; Carib Water, \$813.92.

4. MG Training Events

Of the twenty-three MG-funded training activities from six countries, fourteen are either completed or in process and nine are being organized now. We can group the activities in process or already completed in three broad categories:

a) The first category refers to Institutional Training and it includes six activities that range from Planning and Evaluation to Administrative Systems, Teaching Techniques, Credit Management and Cooperativism. This training is enhancing staff capability to plan and implement better quality programs and, at the same time, upgrading the quality of programmatic reporting and administration as our staff learns more about administrative concepts and systems and develops skills for seeking better coordination between the Field Office and Impact Area offices. At the community level, our promoters are now able to provide better support in the organization of production and consumer cooperatives, supporting these activities with better orientation on credit types and channels; particularly in the fields of agriculture and livestock production. Meanwhile, our staff continues to upgrade their knowledge and skills in group dynamics and in the use of training materials to enhance better communication with and training of community members.

b) A second category refers to Sectoral Training, including activities related to agricultural techniques, health and nutrition, pottery-making and photography. This training enhances our ability to promote community members' practice of improved cultivation techniques, with emphasis

on irrigation, use of cactus, silo construction, and improved animal care. Also, our staff is now able to provide better quality training on health/nutrition techniques to mothers' clubs. Our staff is utilizing its new photography skills to documenting community work and giving better support to local people to learn pottery-making and to launch a new production project at the community level.

c) Finally, a third category refers to Institutional Orientation including Save the Children orientation and CBIRD methodology. This training is allowing better institutional identification and motivation as well as fostering improvements at the local level in community organization and support. Further, it is increasing staff capability in organizational skills with children.

In addition, a training workshop for National Training Coordinators was held in October 1983 to help institutionalize the training capability in each Field Office. This was held for seven days at a cost of \$15,000.

Finally, the accountant from the Dominican Republic field office was brought to Headquarters for intensive training in the financial accounting system of Save the Children and in the individual financial systems of each Latin American field office. Upon completion of the 3-4 month training session, which began in January 1984, the accountant will be available for travel to Latin American field offices to assist their accountants as needed. This program was funded by MG II for a total of \$10,000.

All together, the new training received is upgrading our internal capability to implement better quality programs.

B. Africa

1. The Gambia

a) Eighteen Community Development Agents (CDAs) were assigned to Save the Children by the Community Development Department (CDD) of the Government of The Gambia for on-the-job training. These CDAs are assigned to the Save the Children Impact Area by the CDD and Save the Children staff will provide overall management and direction of their work. As part of the training, Save the Children has provided workshops and seminars to further upgrade the skills of the CDAs. Also, Save the Children provided an outside consultant who provided training to the instructors at the Community Development Institute in The Gambia in techniques for training CDAs to train village development committees. Matching Grant funds covered the cost of travel and educational materials, and the cost of the consultant.

b) The accountant in the Save the Children Field Office in Upper Volta was brought to The Gambia to provide training for The Gambia Field Office Accountant. Training was provided in Save the Children procedures and management techniques. This was the first step in developing the Upper Volta Accountant as a regional trainer of accountants in various field offices. Matching Grant funds covered travel and per diem of the accountant.

c) An experienced Home Office official was sent to The Gambia as a Program Advisor to provide technical assistance in agency procedures and management to the Director of the SCF/Field Office. Matching Grant funds covered travel, per diem and salary of the Advisor for a period of three months.

2. Cameroon

The Director of the Cameroon Field Office was brought to the Home Office as part of a planning/training exercise. The Director was provided training in Save the Children management and operational procedures. Also, he assisted in the design and writing of a long-term strategy for the Cameroon program. The costs of travel and per diem were charged to Matching Grant.

3. Somalia

George McRobie, Chairman of Intermediate Technology Development Group (ITDG) of London, England provided consultant services to the Somalia Field Office. Mr. McRobie reviewed and assessed on-going Save the Children projects and made recommendations on the introduction of more appropriate intermediate technologies and on steps to ensure that Save the Children projects were developing viable, long-term, self-sufficient projects. Costs of the consultant, travel and per diem were charged to Matching Grant.

C. Middle East/North Africa

The Middle East/North Africa Region conducted a workshop in Tanta and Cairo, Egypt for Directors and senior-level staff of all the field offices within the region. This workshop focused on development issues in the Middle East with special emphasis on Egypt. Staff were able to exchange project and training information, attend site visits to development projects and interface with representatives of other PVOs working in Egypt. Officials from AID/Washington and AID/Egypt attended sessions of this workshop.

1. Lebanon

The Lebanon Field Office has received Matching Grant funds to initiate a training program in rural primary health care for

training of public health students at the American University of Beirut. This program was designed at the request of the Ministry of Health and represents an innovation in rural health outreach in Lebanon.

2. Egypt

Save the Children's horticulture consultant was sent to the Egypt Field Office to set up small home, school and community gardens using the French-intensive method of gardening. These demonstration gardens were so well received by government officials and villagers it was decided to develop this into a project involving a full-time coordinator. Toward this end, an intern was sent to the field to work with villagers on small-scale gardening and appropriate technology.

3. Tunisia

A joint SCF/AID/GOT evaluation was carried out in May 1983. The main recommendation consisted of strong support for a continued Save the Children ten-year development plan. The Tunisia Field Office Director, visited the Mexico and Dominican Republic field offices to research indigenous Save the Children operations and their local support, legal status and relevancy to the Tunisia Field Office. The outgrowth of these visits initiated a dialogue between Save the Children, the government and the local AID Mission for a new three-year proposal to AID concentrating on strengthening and expanding this field office in its work with local community groups.

Matching Grant funds are being utilized to develop a bee-keeping project in the communities of Mansoureh, Magrouna and Ouled Ahmed Ben Ali. This project will bring much-needed cash income to these communities. Toward this end, a consultant was sent to the Tunisia Field Office to implement this project and train community members.

A potable water project has been initiated in the community of Ouled Boughdir. A major problem in this community is the lack of water; the nearest water supply is located outside the community. This project will pipe in water from the nearest well providing the community with a steady supply of clean water.

This water project initiates a new impact area in Kasserine, in cooperation with Central Tunisian Development Authority. Potable water projects done through community participation and labor represent an innovative approach to addressing this felt need in Central Tunisia.

A public health consultant has been funded for the field office. This six-month consultancy will provide the field

office with supervision of present health projects and planning for new directions in this sector. A Tunisian counterpart will work alongside this consultant.

D. Asia/Pacific Region

As the number of field offices in the region moved up dramatically between 1979 and 1982, the programs reflected a heavy emphasis on planning. In 1983, the emphasis was shifted to monitoring of programs and projects as well as management systems. A monitoring/evaluation workshop was conducted in Thailand in December 1983 to review and plan improvements in the monitoring system.

A regional resource sharing process has been underway in the region which enables an exchange of expertise, experience, advice among field offices to strengthen their financial management and reporting, sponsorship management, program plans and sectoral projects. The Matching Grant offers a unique opportunity for networking for non-formal education. This concept was extended further to government officials in the Himalayan Kingdoms of Bhutan and Nepal when a seminar was organized by Save the Children in Nepal in September 1983. The Directors' Conference in August provided an excellent opportunity for planning the network for non-formal education. This is expected to continue in 1984.

Several programs in the region are moving more deliberately toward economic development, income generating activities as they enter the second phases of program development. Bangladesh and Sri Lanka -- the two field offices selected for project funds under the Matching Grant -- reflected this trend.

The Bangladesh Field Office, for example, has devised a family classification system to identify landless laborers, women and poorer families in the villages. A \$17,000 project has been funded under the Matching Grant to provide small loans for income generating activities to 570 families. This innovative experiment is to be linked with the Government's plans for the Grameen (village) Bank project.

In this sector, the Sri Lanka Field Office has launched a \$4,500 project for 3,594 beneficiaries in Kirillapone for skills training, income generating activities and credit. A member of the Technical Resource staff at the headquarters was invited to Sri Lanka to assess credit schemes introduced by the field office in housing, women's projects and agriculture. He recommends the formalization of relations with the Urban Development Authority and the Peoples' Bank for management of loans and a closer monitoring of loans.

Primary health care has been a main focus of many programs in the region. The team now intends to work toward self-sustaining systems of primary health care and to extract meaningful lessons from the field experiments. This is reflected in the health and nutrition project in Sri Lanka funded under the MG for \$24,600. Two health/nutrition/family planning consultants are currently on their way to Asia to review health care programs and to plan training workshops in 1984.

The region currently has programs reflecting a spectrum of program development. It deals with a new program in the Maldives, still at the planning stage; 10 programs in the middle stages ranging from two to eight years; and two indigenous agencies adjusting themselves to the new challenges of institutional development. The year 1984 is expected to move toward consolidation and maturation.

IV. Plans for Second Year of Funding

Plans for Year II of the grant will be discussed in terms of the format used in the Matching Grant Proposal and the information base being generated from the multi-year and FY85 annual planning process. This section will briefly summarize the focus and principal activities anticipated during Year II which contribute to the achievement of the goals and strategies of MG II.

A. Sectoral Development

The major focus during FY85 for achieving the strategies regarding sectoral development will be the following:

- Technical assistance and training will be mobilized for supporting key sectors indicated in MG II and in newly submitted three-year plans -- agriculture, small scale enterprise, and health/nutrition.
- Sector strategies will be developed by field offices, reviewed and synthesized by regional and program support staff to prepare agency-wide sector strategies and guidelines.
- Inter and intra regional collaboration will be fostered in mobilizing resources and sharing information through regional workshops regarding program planning and evaluation, sector development and training.

B. Program Monitoring and Evaluation

The major focus in program monitoring and evaluation will be to conduct external evaluations not only in field offices

where there are grant requirements but where field offices anticipate future program expansion or phase down.

The current evaluation trend at the field office level shows field offices are also moving toward establishing field-based participatory monitoring and evaluation systems that increasingly involve local communities, field staff and local collaborators in evaluation. The long-term trend seems to be ultimately away from evaluation as an external process to one that is on-going and internalized within field office and community program management.

Approximately twenty evaluations will be undertaken during FY'85 according to three-year planning projections.

C. Program Planning

The exercises begun during Year I of the Matching Grant to improve agency-wide planning will continue in Year II. The multi-year planning initiative of FY'84 is viewed as an ongoing process which will improve the agency information systems and management decision-making. At the field office level feasibility and baseline studies will be undertaken in many programs to ensure an adequate data base upon which planning as well as monitoring and evaluation systems can be built. A new annual planning format for FY'85 has already been initiated. Program management such as project expansion or phase down will be made on the basis of information indicating that communities and field offices are indeed prepared for such actions.

D. Training

The training program for Year II has already been referred to in the above section and will not be repeated.

E. Institutionalization

At the community and field office level Save the Children will continue to focus on institutionalizing successful activities which enhance community capabilities for self-reliance.

Specific activities are listed below:

- Training workshops and on-the-job training will be undertaken to increase community capabilities;
- Communities having moved toward self-reliant development will enter a phasing down period;

- Feasibility studies will be undertaken in field offices to determine appropriate strategies and activities for income generation designed to vitalize the local economy;
- Appropriate monitoring and evaluation systems as well as specific guidelines will be developed by field offices to harmonize plans for phasing down Save the Children involvement in communities that are near to attaining self-reliance;
- The field offices with headquarters support will document institutionalization experiences in order to share lessons learned throughout the agency. As a parallel activity at least one regional workshop will take place to focus particularly on this issue;
- Selected host country staff and key government collaborators will be trained in the Save the Children headquarters during three to six month periods to facilitate host country involvement in the management and support of Save the Children programs.

F. Information Systems

During Year II Save the Children's Technical Resource Unit will continue to develop its capabilities as a clearing house for technical information. The use of the new IBM System 38 computer will expand the unit's capabilities of processing, analyzing and disseminating appropriate information regarding sectors, consultants, agency lessons learned, etc.

Specific activities will include the following:

- The computer will be used to expand and continually update the data base provided by the field office reporting system, monitoring and evaluation reports, program plans and semi-annual reports. The revisions implied in the three-year planning process will be internalized into normal data processing.
- The Program Department technical newsletter, video tape library, and slide show collection will be refined and expanded to increase dissemination of technical information and training materials to the field.

V. Financial Report

The accompanying financial status reports are only preliminary. This report of Matching Grant activities was written before the end of the Matching Grant year. In no case are February 1984 obligations or expenditures included and some field office reports for earlier months have not been received at headquarters.

The first report presents financial information in a form substantially similar to the budget presented by Save the Children prior to the grant award. It covers only expenditures of Matching Grant funds: expenditures of private monies are included in the second report entitled "Expenditures by Matching Grant Countries". This second report provides on a country-by-country basis the financial information requested in the AID-suggested format "Country Information for AID-Supported PVO Projects".

The Financial Status Report (Standard Form 269) as of February 29, 1984 will be sent to USIDCA/AID as soon as all financial information has been recorded on the books of Save the Children.

Matching Grant

Budget vs. Obligated Funds vs. Expenditures for First Year: 4/1/83 -- 1/31/84
(Does not include October, November, or December expenditures for some field offices.)

	<u>MC Budget</u>	<u>Obligations-- Approved Activities</u>	<u>Expenditures</u>
<u>Regional Support</u>			
Vice President		5,000.00	1,936.17
Asia/Pacific		86,400.00	59,941.30
Mid East/No. Africa		103,400.00	77,539.45
Latin America		79,400.00	51,859.80
Africa		108,400.00	92,695.92
Sub-total	\$ 382,600.00	\$ 382,600.00	\$ 283,972.64
<u>Projects--By Country</u>			
Dominica		22,932.00	
El Salvador		13,260.00	5,868.61
Honduras		15,000.00	
Sri Lanka		62,300.00	2,125.96
Bangladesh		23,100.00	
Tunisia		41,200.00	165.40
Egypt		7,850.00	110.00
Lebanon		50,000.00	30,492.95
Sub-total	\$ 326,200.00	\$ 235,642.00	\$ 38,762.92
<u>Consultants/Sectoral Staff</u>			
Headquarters-based		41,895.00	19,858.33
Asia/Pacific		15,474.00	4,208.50
Mid East/No. Africa		15,200.00	
Latin America		16,700.00	5,814.52
Africa		5,228.00	8,205.98
Sub-total	\$ 200,000.00	\$ 94,497.00	\$ 38,087.33
<u>Training</u>			
Headquarters-based		182,800.00	108,954.37
Asia/Pacific		39,400.00	30,542.53
Mid East/No. Africa		10,820.00	5,245.02
Latin America		70,950.00	60,837.93
Africa		3,332.00	9,955.98
Sub-total	\$ 293,000.00	\$ 307,302.00	\$ 215,535.83
<u>Planning</u>	80,000.00	80,816.00	65,681.50
<u>Program Management Support</u>	17,600.00	25,543.00	13,705.57
<u>Shared Program Admin.</u>	<u>200,000.00</u>	<u>161,600.00</u>	<u>23,392.27</u>
Grand Totals	\$ 1,500,000.00	\$ 1,288,000.00	\$ 679,138.06

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Expenditures By Matching Grant Countries
 April 1, 1983--December 31, 1983
 Including Obligations for Use of Matching Grant Incurred Through February 10, 1984

	Matching Grant *** Obligations	Matching Grant Expenditures	SCF Funds	Other AID Grants	Other Non AID Grants	Total Expenditures
* Sri Lanka	\$ 63,340 64,744.00	\$ 2,125.96	\$ 90,635.02	\$ 10,546.49	\$ 39,600.86	\$ 142,908.33
Nepal	4,000.00	2,516.81	101,242.04	74,949.16		178,708.01
* Bangladesh	23,100.00 ✓		167,602.99		8,236.52	175,839.51
Indonesia			157,525.42	34,721.89		192,247.31
Tuvalu			25,855.77	149,180.64	2,241.00	177,277.41
* Kiribati			15,533.94	72,390.29		87,924.23
* Philippines		735.00	37,209.04	43,611.62		81,555.66
Thailand	41,200 58,716.00		36,531.85	26,033.58		62,565.43
* Tunisia	58,716.00		18,128.96	144,778.45		162,907.41
* Egypt	7850 -8,160.00	191.60	21,386.77	96,024.02	7,547.28	125,149.67
Lebanon	50,000.00 ✓	30,492.95	493,905.22	2,581,216.79	57,596.45	3,163,211.41
Jordan						
Sudan						
* Gambia	5,228.00	8,097.34	27,872.79	46,730.67		82,700.80
Malawi			41,810.71	48,700.52		90,511.23
** Upper Volta		19.00	212,011.89			212,030.89
* Cameroon			70,329.30		54,813.56	125,142.86
** Somalia		6,222.15	79,605.48	330,543.85		416,371.48
Zimbabwe			540,670.98			540,670.98
Zambia		84.00	25,526.43			25,610.43
* Nicaragua	15,800.00 31,770.00		56,021.35	53,120.48		109,141.83
Honduras	31,770.00		235,303.11		7,708.04	243,011.15
* El Salvador	13,260.00 ✓		50,019.08	68,650.27	44,312.38	162,981.73
Costa Rica						
Dominican Republic		2,867.33	209,881.99			212,749.32
Dominica	22,932.25 ✓	5,868.61	39,344.25			45,212.86
Jamaica						
Ecuador			69,276.87	69,432.87	8,797.94	147,507.68
Peru						
TOTALS	\$ 281,940.25	\$ 59,220.75	\$2,823,231.25	\$3,850,631.59	\$ 230,854.03	\$ 6,963,937.62

Notes:

- * Does not include November field office expenses
- ** Does not include October or November field office expenses
- *** An additional \$98,942 of obligations were made on a region-wide basis, most of which will be expended in the field. Several field offices are reporting expenditures against these obligations which, because they are regional in nature, are not included in the above chart.

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