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See Appendices  
for Evaluations

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THE SALVATION ARMY WORLD SERVICE OFFICE  
SEMI-ANNUAL REPORT  
of the  
DEVELOPMENT PROGRAM GRANT  
for the  
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

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## I. SUMMARY

The Salvation Army World Service Office (SAWSO) began operation under a Development Program Grant (DPG) from The Agency for International Development on September 30, 1977. This semi-annual report covers a six-month period of grant operation from January 1, through June 30, 1980.

SAWSO's three offices (Washington, New York and London) have coordinated management and program functions to promote accountability and effective program.

SAWSO used regularly-scheduled staff meetings, program and fiscal reviews and an annual audit to allocate program responsibilities, monitor progress and modify management procedures. The revised *Guidelines for Management*, SAWSO's comprehensive management and procedures handbook, will reflect this experience and modification.

Resource libraries in both Washington and London disseminated development resource materials in response to field requests for information on development issues, training, program design, funding and management. Each office collects and assimilates information of Salvation Army field projects into the existing data base.

SAWSO continues to increase its cooperation with other private voluntary organizations (PVOs) and with government representatives. In addition to establishing contact with the PVO community in the United States, SAWSO concentrated upon relating to other PVOs and to government entities in the countries in which seminars were held and in which technical assistance was provided during this past six months. SAWSO was directly responsible for the forming of new and on-going relationships between indigenous Salvation Army leaders and local PVO and/or government representatives.

During this reporting period SAWSO conducted five training seminars:

- Officials from the YMCA and the local India Government joined with SAWSO personnel to provide training in Muttom, India, on January 5-11, 1980. The seventeen delegates were Salvation Army indigenous leaders from the Southeast region of India.
- Seventeen project and executive level Salvation Army leaders, representing Papua New Guinea and Fiji, attended the seminars in Port Moresby, Papua New Guinea on February 18-25, 1980.
- Participants of the training seminar conducted March 3-10, 1980 in Manila, the Philippines, were twenty project level leaders.
- Salvation Army indigenous leaders from Brazil, Argentina, Uruguay and Chile attended the seminar in Montevideo, Uruguay, on April 12-18, 1980.

- The last seminar was held in San Jose, Costa Rica, April 26-May 2, 1980, with twenty project and executive level Salvation Army indigenous leaders representing Mexico, Costa Rica, Nicaragua, Guatemala, Venezuela and Panama.

With the completion of these five seminars SAWSO has conducted a total of 19 training seminars, exceeding the DPG requirement of 16 seminars.

SAWSO training seminars provided leadership training in project design and implementation to all three levels within The Salvation Army structure -- the Command Level, the Executive Level and the Project Level. In addition to training leaders on all levels, SAWSO included staff of Salvation Army Schools for Officers' Training as seminar participants and further extended development training in sessions of The Salvation Army International College for Officers. All of these measures have insured the institutionalization and growth of planning and development within The Salvation Army.

One Curriculum tool which SAWSO used in its training seminars was *Planning for Development*, its revised handbook and manual translated into English, French, Spanish, Portuguese and Swahili. All seminar participants, past and present, are being asked to evaluate the effectiveness and practicality of the material.

Other seminar curriculum tools are SAWSO's film production, *Reach Out to a World in Need*, and slide presentations. Both of these are also being used as educational instruments to inform Salvation Army constituency and other audiences of The Salvation Army's renewed commitment to development.

SAWSO provided technical assistance to projects in Kenya, Pakistan, India, Guatemala, Costa Rica, Indonesia, Papua New Guinea, The Philippines, Chile, Uganda, Bangladesh, Sri Lanka, Africa, Zaire, Ghana, Nicaragua, Zimbabwe, Fiji and Nigeria. These projects in various stages of design and development include work in the areas of rural agriculture, nutrition, rural health care, community development and non-formal education. Further technical assistance will be provided for follow-up on these projects.

In the process of providing technical assistance, SAWSO was asked to coordinate U.S. Salvation Army aid to areas in less developed countries where victims of flood and civil strife needed emergency assistance. It is expected that development projects will be the outcome of this work. The Salvation Army's experience is that expansion of development programs often occur through and out of, its provision of "rescue and relief" in meeting arising needs following periods of disaster.

Increased focus on project evaluation has resulted in design of a system of program and fiscal assessment for every project which SAWSO administers. Report forms for use by the project staff are provided as a requirement with every subcontract agreement between SAWSO and a Salvation Army project.

Independent evaluators, as well as SAWSO, have conducted evaluations of Salvation Army projects in Guatemala and in Bangladesh. SAWSO plans evaluation of seven projects in Africa and India in order to meet DPG requirements.

Evaluation of the effectiveness of the SAWSO DPG will be conducted by an independent evaluator under contract to USAID. The final evaluation report will be submitted to USAID in mid-September, 1980.

SAWSO has requested from USAID a time extension of the DPG through January 31, 1980, to enable it to complete the required evaluations and the technical assistance necessary for completion of projects approaching funding.

Endorsed by Salvation Army international officials and by SAWSO's Board of Trustees, a SAWSO matching grant proposal was submitted to USAID in February, 1980. SAWSO is awaiting USAID's decision of approval for funding.

## II. MAJOR PROBLEMS/NEEDS

### A. Logistics of Operations in Three Cities on Two Continents

The SAWSO program is designed and administered out of three separate offices: Washington, D.C.; New York, N.Y.; and London, England.

Such geographical separation and diversification of responsibility within a chain-of-command system obviously result in the inherent problems of time lapse and delayed decisions. However, SAWSO is minimizing these problems by utilizing its telex communications system now in operation at all three locations and by establishing management procedures within the existing framework of Salvation Army policy.

The net effect of such a multipartite operation is positive, because it places the awareness of SAWSO functions at the nerve center of The Salvation Army in the USA and in the world. A system of checks and balances results from the allocation of responsibility, thus encouraging more effective program and greater accountability.

### B. Limitations in Data Collection and Reporting Procedures

Availability of information about Salvation Army projects in the field continues to improve.

SAWSO personnel are assimilating information into the existing data base as they gain knowledge of Salvation Army field projects through on-site examination or interview of regional Salvation Army staff during seminar and technical assistance assignments.

### III. PROGRESS DURING REPORTING PERIOD

#### A. Reporting Period

The Salvation Army Development Program Grant (DPG) became operational September 30, 1977. This sixth semi-annual report covers a six (6) month period of grant operation dating from January 1, 1980 through June 30, 1980.

#### B. Structure

The SAWSO program is designed and administered out of three separate offices:

- Washington, D.C., U.S.A.: SAWSO Director and principal staff
- New York, N.Y., U.S.A.: Accounting and fiscal control at Salvation Army National Headquarters
- London, England: Training and projects coordination at Salvation Army International Headquarters

The Office of Planning and Development, established June 1, 1978 at The Salvation Army International Headquarters in London, coordinates development training projects and programs wherever they may occur throughout The Salvation Army world. The office is responsible for facilitating the delivery of SAWSO services to less developed countries.

This office generates and coordinates the funding of Salvation Army projects through a multiplicity of donor agencies and sources throughout the world. Grant proposals are submitted to, and funds received from, donor governments, private agencies and individuals in many countries.

This major structural change in the century-old Salvation Army has provided a focal point for and reemphasis upon The Salvation Army's worldwide development work.

C. Administration and Management

1. Operations

a. SAWSO Staff Meetings

Regularly-scheduled meetings of staff members at SAWSO/Washington serve to coordinate information, stimulate active participation in decision making, provide a forum for task assignments and encourage formative evaluation of achievement of objectives.

b. Program Review

SAWSO Vice President, Director and members of the Executive Committee of SAWSO's Board of Trustees met in New York on January 10-11, and on January 31, 1980 for study and evaluation of the SAWSO program.

A comprehensive program review and future needs assessment was held in New York on May 28-29, 1980. In attendance were the following SAWSO officials:

- The Salvation Army International Secretary for Planning and Development (London)
- SAWSO President (New York)
- SAWSO Vice-President (New York)
- SAWSO Treasurer (New York)
- SAWSO Director (Washington)
- SAWSO Assistant Director (Washington)

c. Fiscal Review

Fiscal reviews were incorporated in the evaluation process during the program reviews in New York on January 10-11 and on January 31, 1980.

Peat, Marwick, Mitchell & Co., an independent public accounting firm, submitted its audit report to SAWSO's Board of Trustees on February 1, 1980. This audit presents SAWSO's financial position through September 30, 1979, end of the second year of grant operation.

d. Management Policies and Procedures Handbook

Original recommendations of guidelines were submitted to National Headquarters in New York and to International Headquarters in London for consideration in April, 1978. Subsequent revisions and additions have been circulated in a series of papers for preparation of a comprehensive document, *Guidelines for Management*, soon to be completed.

## 2. Staffing

The SAWSO professional and administrative personnel working in the Washington, New York and London offices remains the same as profiled in previous reports to AID, with the following exceptions.

SAWSO personnel in London:

Captain Paul du Plessis, Medical Specialist,  
Office of Planning and Development

(Full support paid by The Salvation Army as part of match to SAWSO)  
Captain (Dr.) Paul A. du Plessis, MB.ChB (University of Capetown), member of the Royal College of Physicians (London), and holder of the Diploma in Tropical Medicine and Hygiene (England), became medical specialist for the Office of Planning and Development in August, 1980. Prior to this appointment he had spent his career, since he was commissioned a Salvation Officer in 1968, engaged in medical work in Africa. For ten years of that time Captain du Plessis was Chief Medical Officer, Chikankata Hospital, Zambia, where he was involved in program and administration restructure, strengthening of Salvation Army relations with the Zambian government and initiation of a comprehensive community health program. As participant in district, provincial and national civic and health-related activities, he was a member of such organizations as the Mazubuka District Development Committee, the Health Committee for Zambia's Third National Development Plan, the Churches Medical Association of Zambia and the Medical Committee for the National Council for Scientific Research.

Major Ruth Chinchen, Administrative Aide, Office of Planning  
and Development

Commissioned as a Salvation Army officer in 1952, Major Chinchen has held positions as corps community center administrator and as teacher and administrator at the secondary school level in England and in Africa. She was President of a National Teacher's Association in Africa and served on various committees for secondary-school curriculum.

## 3. Staff Development

During this reporting period SAWSO staff members have attended the following job-related seminars and workshops:

- Relief Efforts for Dominican Republic, Dominica and Granada  
Organization of American States (OAS)  
January 25, 1980
- Annual Meeting of Board of Directors  
American Council of Voluntary Agencies for Foreign Service (ACVAFS)  
January 30, 1980
- PVO Development Information Specialists, TAICH  
February 5, 1980

- PVO Early Childhood Development Workshop  
High/Scope Educational Research Foundation  
February 12-15, 1980
- MAP International  
February 18, 1980
- Briefing on Pakistan and Somalia Refugee Affairs  
United Nations High Commissioner for Refugees  
March 10, 1980
- Integrating Oral Rehydration into Community Action Programs  
The Center for Population Activities (CEFPA)  
March 19-21, 1980
- PVO/AID Relationship (Grant Application, Negotiation and Approval)  
Advisory Committee on Voluntary Foreign Aid  
March 24-25, 1980
- Environmental Factors in Small Scale Development Projects  
CODEL Committee on Environment and Development  
April 3, 1980
- Coordination of Private Relief Supplies  
Office of Foreign Disaster Assistance  
April 15, 1980
- International Conference  
National Council for International Health  
June 10-13, 1980
- PVO/AID Relationship (Audit, Evaluation, Reporting, Cash  
Management)  
Advisory Committee on Voluntary Foreign Aid  
June 24-25, 1980
- TAICH Advisory Committee Meeting  
American Council of Voluntary Agencies for Foreign Service (ACVAFS)  
June 27, 1980
- Briefing on Kampuchea Refugee Assistance  
UNICEF  
June 27, 1980

4. Coordination with Other PVOs and with Government Agencies

One of SAWSO's responsibilities in its provision of training and technical assistance is promotion of cooperation among The Salvation Army, other PVOs and government entities in developing countries.

In each of the countries hosting a SAWSO training seminar SAWSO personnel have met with AID Mission staff, including the Mission Director when possible, and have also made contact with the United States Ambassador to that country whenever possible. Representatives from other PVOs, host government agencies and the AID Mission are invited to participate in the seminar program in order to encourage collaboration.

SAWSO technical assistance services have also included contact with indigenous PVOs and with government ministries.

Following is a listing of some of the agencies with whom contact was made during this reporting period in India, Bangladesh, Sri Lanka, Costa Rica, Nicaragua, Papua New Guinea, the Philippines, Guatemala, Uruguay and Argentina.

- CARE
- World Vision
- Church World Service (CWS)
- Coastal Andhra Development Committee
- Save the Children
- OXFAM
- TEAR
- Action in Distress
- Catholic Relief Service
- EZE
- ICA
- The Peace Corps
- INADES
- Technoserve, Inc.
- Sudan Interior Mission
- Help the Aged
- Christopher Blinden Mission
- The Leprosy Mission
- SIDA
- ICCO
- Kindernothilfe

Coordination between SAWSO and other PVOs (and government agencies) in the United States continued during this reporting period:

- Aid to Artisans: Information exchange
- American Friends Service Committee: Information exchange
- American Graduate School of International Management: Information exchange
- Appropriate Technology International: Information exchange
- AERDO (Association of Evangelical Relief & Development): Information exchange
- Association of PVO Financial Managers: Consultation, information exchange
- Boy Scouts International: Consultation, information exchange
- Cambodia Crisis Center: Coordination effort, information exchange
- CARE: Consultation, information exchange

- Catholic Relief: Information exchange, coordination effort
- Christian Service Corps: Information exchange: consultation
- Church World Service (CWS): Information exchange, coordination effort
- CLUSA (Cooperative League for the USA): Information exchange
- CODEL (Coordination in Development): Consultation, information exchange, seminars
- Columbia Bible College Special Projects Committee: Coordination effort
- Committee for Employment in Haiti: Information exchange, consultation
- Delmar Foundation: Information exchange
- Education Development Center: Information exchange
- Experience, Inc.: Coordination effort, consultation, information exchange
- Family Planning International Assistance: coordination effort, consultation, information exchange
- Goodwill Industries (International Council): Consultation, information exchange
- Hesperian Foundation: Information exchange, coordination effort
- High/Scope Educational Research Foundation: Information exchange, consultation, seminars
- Inter-American Foundation: Consultation, information exchange
- International Small Enterprise Development Center: Information exchange
- International Voluntary Services, Inc.: Consultation, information exchange
- International Women's Tribune Center, Inc.: Information exchange
- Lutheran Resources Commission: Information exchange
- MAP International: Consultation, information exchange
- National Academy of Sciences: Consultation, information exchange
- National Alliance for Optional Parenthood (NAOP): Information exchange
- National Council for International Health: Information exchange, consultation
- National Council of Negro Women (International Division): Information exchange
- National 4-H Foundation of America: Information exchange
- New TransCentury Foundation: Consultation, information exchange
- Non-Formal Education Information Center: Information exchange
- Office of U.S. Foreign Disaster Assistance: Consultation, information exchange, seminar
- Office of the United Nations High Commissioner for Refugees (UNHCR): Consultation, information exchange, briefings
- Organization of American States (OAS): Consultation, information exchange, briefings
- Outreach International: Informational exchange
- Overseas Development Council: Information exchange
- Overseas Education Fund, League of Women Voters: Information exchange

- PACT (Private Agencies Collaborating Together Inc.): Consultation, information exchange
  - Pan American Development Foundation: Consultation, information exchange, coordination effort
  - Pan American Health Organization: Coordination effort, consultation, information exchange
  - Portage Project: Information exchange
  - Project Concern International: Information exchange
  - Public Welfare Foundation: Information exchange
  - PVO Development Information Specialists: Information exchange, consultation, seminars
  - Red Cross: Consultation, information exchange
  - Save the Children Foundation: Consultation, information exchange
  - Social Impact Analysis: Information exchange, consultation
  - TAICH: Consultation, information exchange, seminars
  - United Nations Association of the United States of America: Information exchange
  - U.S. Committee for Refugees: Information exchange
  - Peace Corps: Information exchange
  - World Council of Churches: Information exchange, consultation coordination effort
  - World Education: Information exchange
  - World Information Services: Information exchange
  - World Neighbors: Information exchange
  - World Relief: Information exchange
  - World Vision: Consultation, information exchange
  - YMCA: Information exchange
- 
- Ambassador for Kenya: Consultation, information exchange
  - Ambassador for Nigeria: Consultation, information exchange
  - Ambassador for Honduras: Consultation, information exchange coordination effort
  - Ambassador for Jamaica: Consultation, information exchange, coordination effort
  - Prime Minister of Zimbabwe-Rhodesia: Informal contact
  - Vice-President of Costa Rica and Ambassador for Costa Rica: Consultation, information exchange, coordination effort
  - Ambassador Dessima Williams (Grenada): Consultation, information exchange
  - Ambassador Frank Loy (Office of Refugee Affairs): Consultation, information exchange

D. Grant Objectives A, B, and C

*Objective A: To train indigenous leaders in project planning, design, funding, implementation and evaluation skills.*

*Objective B: To train project staff in project planning, design, funding, implementation and evaluation skills.*

*Objective C: To train trainers on each continent within existing Salvation Army training colleges (Schools for Officers' Training).*

SAWSO's new textbook, available in English, Spanish, French, Portuguese and Swahili, has now been tested in ten seminars and will be revised upon the recommendations of seminar staff and participants.

The program for each seminar differs somewhat, because each is organized for locality, its needs and its resources. (See Attachment 1: "Seminar Program") Participants are introduced to the philosophy and history of Salvation Army development programs, and then they work through an intensive process of problem identification, setting of objectives and indicators for problem reduction, consideration of alternate solutions, design for project implementation, budget preparation and evaluation design.

Focus of SAWSO training is now project level staff who have direct responsibility for planning and implementing specific programs.

During this reporting period SAWSO has conducted the following training seminars:

1. Asia Training Seminar

Muttom, India

January 5-11, 1980

Seventeen participants from South-Eastern India

(See Attachment 2: Asia Seminar Participants-India)

Delegates were project and executive level Salvation Army indigenous leaders from the Southeast region of India. Officials from the YMCA and the local government joined with SAWSO personnel to provide training.

2. Far East Training Seminar

Port Moresby, Papua New Guinea

February 18-25, 1980

Seventeen participants representing Papua New Guinea and Fiji

(See Attachment 3: Far East Seminar Participants-Papua New Guinea)

Salvation Army indigenous leaders on the project and executive levels participated in this seminar. They represented corps community centers, health and social service units, divisional headquarters and the training school for officers.

3. Far East Training Seminar

Manila, the Philippines

March 3-10, 1980

Twenty participants representing the Philippines

(See Attachment 4: Far East Seminar Participants-Philippines)

Participants were project level indigenous leaders of Salvation Army projects which include programs in rural health care, nutrition, vocational training and small agricultural development.

4. Latin America Training Seminar

Montevideo, Uruguay

April 12-18, 1980

Nineteen participants representing Brazil, Argentina, Uruguay, and Chile

(See Attachment 5: Latin American Seminar Participants-Uruguay)

Project level leaders, as well as divisional headquarters' officers and education administrators, of The Salvation Army represented Brazil, Argentina, Uruguay and Chile at this training seminar.

5. Latin American Training Seminar

San Jose, Costa Rica

April 26-May 2, 1980

Twenty participants representing Mexico, Costa Rica, Nicaragua, Guatemala, Venezuela and Panama

(See Attachment 6: Latin American Seminar Participants-Costa Rica)

Delegates were project and executive level Salvation Army indigenous leaders. They represented the training school for officers, divisional headquarters, corps, community centers and health units.

In addition to the SAWSO training seminars, a SAWSO mini-seminar is conducted by the Office of Planning and Development during each session of The Salvation Army International College for Officers (ICO) in London, England. There are three sessions yearly, each including 4 one-hour periods of training in planning and development. Participants for each session are twenty-five Salvation Army officers from throughout the world attending an educational extension course. This extends SAWSO training to seventy-five officers from all parts of the world each year.

E. Grant Objective D (1)

*Objective D (1): Provide technical assistance to projects in developing countries; assist projects in securing funding from governmental and private sources.*

In addition to scheduling travel specifically for the purpose of providing technical assistance, SAWSO continued to combine technical assistance with its seminar work as a cost-effective approach to project implementation. Technical assistance is taking the form of:

- liaison between local Salvation Army leadership (usually indigenous) and the USAID Mission
- contact with other PVOs and with government agencies
- research and assessment of local project and program work
- help in preparation of project design, presentation, development and evaluation

As a result of SAWSO's training and technical assistance a total of 86 project proposals have been presented to SAWSO/Washington for review of programs and consideration for funding. These projects have been submitted by Salvation Army field personnel in Zaire, India, Indonesia, Portugal, Costa Rica, Chile, Bangladesh, Papua New Guinea, Mexico, Nicaragua, Nigeria, The Philippines, Pakistan, Haiti, Jamaica, St. Lucia, Uganda, Zimbabwe, Uruguay, Ghana, Sri Lanka, Fiji, Guatemala, Kenya, Tanzania, Lesotho, Swaziland, and Zambia.

SAWSO is at present reviewing the program and funding possibilities of 59 of these projects of which the following are in the more advanced stages of planning and discussion. Projects approved and funded are indicated by an asterisk (\*).

1. Kenya

Child and Maternal Health/Nutrition Project

The proposed project incorporates two levels of training: (1) education in pre-and post-natal care, nutrition education and hygiene; (2) training of community health workers. This project, submitted to USAID Mission, Kenya, in early 1979, has been rejected by the mission, but present negotiations may generate further consideration by the mission.

Rural Technology Outreach Project

This project would extend the benefits of four Salvation Army rural development demonstration projects to a minimum of 2,500 additional people in the Eastern, Western and Rift Valley Provinces of Kenya. Consolidation of the existing agricultural operations of water harvesting for tree and crop irrigation, farm tool manufacture and repair, bee-keeping and fish farming would increase food production,

small farmer income, employment and small business.

Proposal requesting funding of \$50,000 was submitted to USAID/Kenya in April, 1980.

2. Pakistan

Utilization of PL 480 and Section 204 Resources in Salvation Army Maternal and Child Health Clinics and Mobile Health Services Under the sponsorship of U.S. Church World Service (Pakistan), The Salvation Army and other private voluntary groups would receive food and financial assistance for health, nutrition and child feeding programs. Discussions are still under way to determine the project possibilities.

Primary Health Care-Rural Pakistan

Two mobile medical units will deliver primary health care to 2,500 people in twelve locations in rural Pakistan. Proposal is being drafted for submission to funding agency.

3. India

Integrated Rural Development

Literacy training, functional education for adults and youth, financial and technical assistance to small-scale farmers and fisherman, and small-scale and cottage industries will be integrated with existing health, education and social services in the Divi Taluk area of Andhra Pradesh.

Proposal has been submitted to USAID/India for consideration of this three-year project. Total project budget is \$945,893; grant request \$610,060.

4. Guatemala:

Comprehensive Community Health Project

This two year project proposes to relocate 3,000 Guatemalans who have been displaced since the earthquake of 1976 and who are presently living in deplorable conditions as urban squatters, too poor to relocate. The government has agreed to make available to four hundred families (averaging more than seven members each) urbanized house plots at low cost and repayable by low payment over long-term loan. The Salvation Army will provide each of the four hundred families with construction materials for a basic single-family dwelling in return for self-help labor by family members to construct the house. The Salvation Army will provide this new community with child day care and preventive health services including under-fives clinics and non-formal classes in pre and post natal care, family planning, sanitation, nutrition, food preparation and basic food production.

This project has been submitted to USAID Mission  
for the following funding consideration:

OPG Request:	\$	405,944
Salvation Army Match:		72,082
Other:		<u>1,176,910</u>
Total:	\$	1,654,936

5. Costa Rica

Alcoholic Rehabilitation Program

Proposal for an alcoholic rehabilitation program in San Jose, Costa Rica was submitted to AID/Costa Rica. At the suggestion of AID/Costa Rica, the project has been submitted in Washington as a regional project, since it has regional impact. Proposal is still under consideration by the Latin America Regional Desk, Washington.

6. Indonesia

\*Primary Health Care and Nutrition

Donggala, Sulawesi

Rural Education

Non-Formal Education

"Barefoot Doctors" Programs

Existing health care services will be expanded to include training of village aides, organization of a system of village workers and upgrading of clinics and medical centers. Components of the program will include instruction and training in food production, sanitation and nutrition as measures toward preventive health care. This project has been funded under AID/Indonesia Co-financing.

Total project (over a five-year period): \$634,000

Grant Request (over a five-year period): \$288,000

7. Papua New Guinea

Rural Health Care/Non-Formal Adult Education

Concept papers are being prepared for three projects to include nutrition and adult non-formal education. Formal proposals will soon be submitted to USAID.

8. Philippines

Primary Health Care

Rural Agricultural Development

Two project proposals - primary health care and rural agricultural development - are being drafted to submit for funding.

9. Bangladesh

\*Rural Health Extension and Training

Plans include upgrading and expanding of (2) village outreach and prevention training in health, nutrition, sanitation, etc.; (2) selection, training and placing of non-professional village health workers; (3) existing cottage industries and literacy work; and (4) family planning and education programs. Proposal has been approved by USAID/Bangladesh and will be signed formally in early September 1980.

Project Total (3 years)	\$808,361
USAID Grant (3 years)	490,776

10. Sri Lanka

Development Assistance to Women

A preliminary concept paper outlining a proposal for a working girls' training center is being developed.

11. Zaire

\*Young Farmers Program for Bas Zaire and Bateke Plateau

This activity, initiating a Young Farmers Program in 50 Salvation Army primary and secondary schools, encourages young people in the rural area of Bas Zaire and Bateke Plateau to become involved in productive agriculture as an alternative to wage employment.

Through practical demonstration and a loan system of seed and hand tools to club members, 2,500 young people will be involved in home gardening projects within two-year's time.

The proposal was approved for funding by the Africa Bureau under the Improved Rural Technology (IRT) Project. A two-year grant agreement for project funds totaling \$50,000 was drawn up by the AID Mission with The Salvation Army in Zaire and the project is in operation.

\*Nkalama Primary Health Care Center

The AID Mission's Self-Help Program supplied funds to purchase materials necessary for building a primary health care center and the village provided the labor to build the center. The Salvation Army is operating the center, supplying a resident auxiliary nurse and servicing the center on a monthly basis with a fully-qualified medical team.

The USAID Self-Help Committee granted \$8,000 to The Salvation Army, Zaire, for implementation of the Nkalama Primary Health Care project.

Center for Community Health and Integrated Rural Development  
It is the purpose of this three-year program to expand primary health care services in the Kasangulu Zone by establishing nine primary health care centers, creating a central maternity unit and training 120 village health workers.

A proposal for an Operational Program Grant request totalling \$790,758 was submitted to the AID Mission in September, 1979. The Zaire Mission has approved the proposal and is hopeful of committing funds to the project by December 1980.

## 12. Ghana

### Young Farmers Training Program

The Salvation Army proposes to initiate a Young Farmers Training Program in its 60 schools, involving 2,400 young people in profitable home garden projects within a period of three years. It is anticipated that through the Young Farmers Program these young people will be encouraged to see the profitability of farming as an alternative to wage employment in the city.

When the concept of the Young Farmers Training Program was submitted to the AID Mission Director in December, 1979, he suggested submitting the program for funding consideration as a Sub-Project Activity under the Farmer Association and Agribusiness Development (FAAD) Project. A proposal requesting funds totaling \$157,292 has been submitted to the Ghana Mission and is still under consideration.

## 13. Nicaragua

### Rivas Vocational Training Project

Repatriation and relocation of refugees includes housing, feeding, formal and non-formal education and health care. Vocational training is to be the primary focus.

### Youth Training and Children's Center

This project is an outgrowth of refugee work and a continuation in the repatriation and reconstruction program. Existing Salvation Army facilities and services will be expanded to provide a children's center, a youth training center for teaching income-producing skills and clinics for maternal and child health care servicing approximately 30,000 people.

#### Cardenas Primary Health Care Center

At the request of the government of Nicaragua, The Salvation Army will institute emergency health care programs, provide primary health care to approximately 400 people per month and train village para-medics.

These three projects were submitted as concept papers August, 1979. A misunderstanding resulted when a local USAID employee told the Salvation Army officer in charge that the projects were approved. The reality was that they had not been reviewed. This caused great inconvenience to the local officer and resulted in unnecessary time and money expenditures. It is now necessary for The Salvation Army Nicaragua to resubmit a proposal for a "start-up" grant of \$5,000 for each project.

#### 14. Zimbabwe

##### Rural Refugee Community Development

The objective of this project is twofold. Provision of emergency relief to refugees is the initial six-month stage, followed by a comprehensive program for rural reconstruction and development work. Young farmers will be trained in improved techniques of food production; people will be taught improved methods of constructing traditional housing; primary health care will be expanded through rural clinics and village workers; formal and non-formal education will be provided and handicapped youths and adults will be rehabilitated and trained for employment.

SAWSO submitted a formal proposal to AID/Washington, Africa Bureau and is awaiting decision pending FY 1981 AID funding allocations.

##### Health Care Project

SAWSO was asked by Senator Mark Hatfield to assist Dr. Douglas Thompson, of Zimbabwe University, to seek support for an expansion of health care programs in Zimbabwe. With the help of SAWSO, Dr. Thompson made an extensive survey of private donor sources in the U.S., using the reference library of SAWSO along with other resources. SAWSO helped Dr. Thompson to arrange appointments with various officials in the U.S. government, including officials in AID, National Institutes of Health (NIH) and in the office of the Surgeon General.

15. Chile

## El Alba Vocational Training Program

A section of The Salvation Army Boy's Home will be equipped and maintained as a printing shop, providing residents with training in income-producing skills in preparation for departure from the Home. In addition a proposed transition residence will supply a stable environment as the boys enter into employment and adult responsibility. Following preliminary discussions with the AID Mission staff in Chile, a project proposal is being drafted.

## Puento Alto Children's Center

A children's day care center, including education and nutrition components, has been financed by Salvation Army funding.

## Lo Valledor Community Development

The Salvation Army Boys' Home and community outreach program will be improved and expanded to provide vocational training, education, etc. A preliminary concept paper will be drawn up following assessment of community needs and resources.

16. Uganda

## Refugee Rehabilitation and Development Programs

In response to the government of Uganda's request for assistance to refugees, The Salvation Army submitted a preliminary proposal for a two-year project to USAID/Uganda in Devenber, 1979. Emergency relief and medical assistance will be followed with plans to rebuild schools, provide agricultural training and help the government establish two model institutions for vocational training and employment of the physically handicapped.

17. Nigeria

## Oji River Rehabilitation Center

This project would expand the services of The Salvation Army rehabilitation center, housing sixty disabled children, to include not only additional therapy facilities, but also a basic workshop for manufacture of walking aids and shoes. Such a workshop would provide vocational training for handicapped young people and would generate funds from sale of the products to help maintain the program.

Project is being considered by Columbia Bible College Student Foreign Missions Fellowship for funding during the 1980-81 school year.

18. Fiji

\*USAID/Fiji awarded an Accelerated Impact Grant in the amount of \$1,000 to The Salvation Army Fiji which has been used to open a housing center in Suva.

## F. Grant Objective D (2)

*Objective D (2): Provide technical assistance in developing countries; join in the conduct of program evaluations and audits.*

## 1. Salvation Army Programs

Evaluation is built into all Salvation Army programs and projects in the form of such processes as periodic personnel performance reviews, semi-annual program reviews, semi-annual fiscal audits and regular executive conferences at the local, regional and international levels.

## 2. SAWSO Operations

SAWSO's management policy and procedures incorporate evaluation as an integral part of operations. As noted in this report, some of the evaluative processes in which SAWSO has engaged are as follows:

- Regular staff meetings
- Program and Fiscal Review, New York (January 10-11, 1980)
- Program and Fiscal Review, New York (January 31, 1980)
- Audit by Independent Auditor, New York (February 1, 1980)
- Program Review, New York (May 28-29, 1980)
- Evaluation of each seminar by participants and staff
- Evaluation of curriculum materials by all seminar participants and staff
- Outline of the process of evaluation in *Guidelines for Management*

## 3. SAWSO Projects

SAWSO includes an evaluation component in every project design for which it provides technical assistance.

In addition, SAWSO has developed a system of program and fiscal evaluation for every project which it administers. Terms of any subgrant agreement between SAWSO and a Salvation Army project include the requirement for quarterly reporting to SAWSO of the project's program and financial status. Report forms, with accompanying instructions, are provided at the time of contract signing, for use by project staff. (Attachment 7: Subcontract/Allocation Agreement)

Use of the reporting forms is just beginning. The evaluation section, pp. E-001-E-002 has been successfully implemented in SAWSO's review of projects in Guatemala (Attachments 8: Evaluation of Tecpan, Guatemala Housing Project) and in Bangladesh (Attachment 9: Evaluation of Jessore, Bangladesh Health Care Project). Additional project evaluations will be accomplished in India and Africa.

4. Independent Project Evaluation

a. Tecpan, Guatemala Housing Project

JoAnn Glittenberg, Ph.D., University of Colorado, conducted an evaluation of Salvation Army reconstruction and development work in Guatemala following the earthquake in 1976.

Dr. Glittenberg spent three years in Guatemala where she was co-principal investigator of a study, sponsored by the National Sciences Foundation, of the social change following the earthquake. Part of the research involved examination of the aid and reconstruction efforts of an number of international private and public agencies, among which was The Salvation Army. Because of the breadth of the study, however, the evaluation of each agency's participation was very limited.

During a final trip to Guatemala for data collection in January 1980, Dr. Glittenberg spent additional time at SAWSO's request to focus upon evaluation of The Salvation Army's contribution to reconstruction and development in Tecpan. Copy of Dr. Glittenberg's evaluation dated March, 1980, as well as SAWSO's own evaluation, is attached. (Attachment 8).

b. Jessore, Bangladesh Medical Care Project

Under contract to USAID, Nicholas Cohen, M.D., MRCP, MFCM, and Patricia Traveline, RNPM, MPH, conducted an evaluation of The Salvation Army Health Care Project in Jessore, Bangladesh.

Copy of the Cohen-Traveline evaluation dated April, 1980 is on file at USAID. Copy of SAWSO's evaluation of this project is attached. (Attachment 9).

G. Grant Objective E

*Objective E: Institutionalize methods successfully used to achieve grant objectives.*

*Establish procedures and capabilities (including personnel and facilities) for providing training, technical assistance and emergency response to requests for such assistance.*

*Collect, process and disseminate information and materials which improve Salvation Army capabilities in training, project design and funding.*

1. SAWSO Publications and Productions for Institutionalization

a. Manual and Handbook

SAWSO's revision of its curriculum material, *Planning for Development*, is a combination of the handbook and manual approach and has been translated into English, French, Spanish, Portuguese and Swahili.

Tested at ten SAWSO training seminars, this textbook has proved to be an effective curriculum tool well received by seminar staff and participants. SAWSO is requesting participants of all seminars to evaluate the usefulness of the material and will make further revisions for printing.

SAWSO anticipates that *Planning for Development* will be a practical guide that can be useful beyond the seminar setting to Salvation Army administrators and project managers.

b. Sixteen-Millimeter Film

The motion picture, *Reach Out to a World in Need*, a 37-minute chronicle of the First International Symposium on Third World Planning and Development, has been released by SAWSO. The film highlights General Arnold Brown's endorsement of The Salvation Army's new direction in development planning.

*Reach Out to A World in Need* was used as a part of the curriculum for SAWSO training seminars. In addition, twenty copies of the film are being circulated throughout the world, informing over one-quarter of a million officers and volunteers of The Salvation Army's involvement in development and soliciting their support.

c. Audio-Visual Production

Slide-sound presentations were prepared by SAWSO for use at training seminars and for general use to create an awareness of the renewed commitment to development within The Salvation Army.

d. Salvation Army Publications

On a regular basis SAWSO submits material regarding development programs in less developed countries for circulation in various publications.

- The War Cry*
- All the World*
- International Newsreel*
- Periodic bulletins

e. Public Information Brochure

*Focus on World Need*, compiled at the Office of Planning and Development in London, is a draft publication of Salvation Army development projects throughout the world. Preceded by a brief summary of Salvation Army philosophy and history in development work, several categories of service are outlined with an accompanying listing of existing and planned projects.

2. IDRIS (International Development Resource Information Service)

The International Development Resource Information Service (IDRIS) is designed to be a principal service of SAWSO to The Salvation Army at large.

SAWSO/London's development resource library is utilizing materials available from the Missionary Projects Office and Medical Section and is adding materials from other areas.

SAWSO/Washington now houses a basic library of information in training, program design, funding, management, development issues and participating voluntary private organizations.

SAWSO disseminates development resource materials in response to field requests on a regular basis.

3. Personnel Capabilities

Training of all Salvation Army personnel is a process in institutionalization.

Seminar participants on all levels of Salvation Army leadership are trained in skills and techniques not only to apply in project planning, but also to transfer to other areas of their administrative and managerial responsibilities.

Especially important is the training of instructors in Salvation Army Schools for Officers' Training. This is being accomplished by including staff from the schools as participants in the SAWSO training seminars and by scheduling separate seminars for students and staff members of schools.

H. Integration of Development Projects with Arising Needs

SAWSO continues to recognize the fact that development projects often evolve from implementation of a reconstruction program following an emergency.

This occurred in the wake of the Guatemala earthquake in 1976 and the Andhra-Pradesh, India, cyclone in 1977. The Salvation Army coordinated administration and technology in design and implementation of housing reconstruction plans which were responsible for, not only replacement of destroyed buildings, but also significantly improved housing construction through a community development project.

Because regional Salvation Army personnel providing emergency assistance have become aware of SAWSO as a component of The Salvation Army with ready access to officials of the United States Government and to private international agencies, they have requested that SAWSO act as coordinator for United States Salvation Army aid.

This is evidenced in the situations arising out of emergency aid provided to victims of flooding in Jamaica, to victims of civil strife in both Nicaragua and Zimbabwe, and to Afghan refugees in Pakistan. SAWSO/Washington is assisting in negotiations with the following:

- Government of Nicaragua (Minister of Foreign Affairs Miguel D'Escoto)
- Government of Costa Rica (Vice President Rodrigo Alaman and Ambassador Jose Rafael Echeverria)
- Government of Honduras (Ambassador Antonio Bermudez-Milla)
- Defense Civil Preparedness Agency (U.S. Government)
- Organization of American States (OAS)
- Pan American Health Organization (PAHO)
- Pan American Development (PADF)
- Office of the United Nations High Commissioner for Refugees (UNHCR)
- Organization of American States Committee on Disasters (FONDEM)
- Ambassador for the Government of Jamaica
- Office of Refugee Affairs, Department of State (Ambassador Frank Loy)

In 1978 and 1979 The Salvation Army operated three camps for refugees from the civil strife in Nicaragua. It is expected that development projects will be the outcome of this work. Currently The Salvation Army is involved in reconstruction and the possible resulting development work in such areas as the Dominican Republic, Zimbabwe, Uganda, Portugal, Nicaragua, Jamaica, Pakistan and Cambodia.

Needs arising from emergencies can lead to development programs. People whose felt needs are being met become more amenable to, and supportive of, guidance toward development plans. Thus, groups and government entities specializing in development work should not rule out their involvement in emergency assistance. SAWSO is striving to effect this transition in thinking and planning as emergency situations occur.

#### I. SAWSO as a Conduit

Confidence in SAWSO is increasing, as evidenced in the growing number of instances it is approached as a channel, or conduit, between The Salvation Army and government entities in the United States and in developing countries, other PVOs, foundations and donor agencies and individuals.

Reference has already been made throughout this report to SAWSO's contacts with other agencies and governments, with the resulting exchange of information and services. In addition, however, SAWSO has developed a capacity for taking on the role of an instrument through which contributions can be channeled from donor(s) to assistance programs in developing countries.

Following are examples of SAWSO's technical assistance activity in this role:

1. Cambodia Crisis Center

SAWSO's contact with government officials regarding fund-raising efforts for relief to Cambodian refugees began in October, 1979, when the matter was discussed at a conference of the Office of Foreign Disaster Assistance which coincided with a White House meeting regarding Cambodia. Subsequent discussions with officials at the State Department in the Refugee and Migration Bureau indicated that the opportunity for Salvation Army participation was open, provided there was a program.

In mid-December SAWSO registered The Salvation Army news reports and releases of Major Eva den Hartog, as well as reports of Salvation Army activities, in general, in the Far East, with the Cambodia Crisis Center in Washington. Later in December the Refugee and Migration Bureau of The State Department obtained permission through SAWSO that the name of The Salvation Army be included in the listing of agencies to receive funds from the nationwide fund appeal.

As SAWSO receives checks allocated from the Cambodia Crisis Center, these checks are forwarded to the SAWSO office in New York where an account is maintained. (Contributions through August total \$9,729.78.)

2. Individual Donors

Individual donors have begun to remit contributions to the SAWSO office with the specification that the money be used for work in developing countries.

For example, \$1,600 was donated to SAWSO by one individual for use in Salvation Army family planning programs in the third world.

SAWSO has received contributions from individuals who are aware of The Salvation Army's work with refugees, as in Cambodia.

In addition, SAWSO arranged for a shipment of 5 tons of rice to be sent to Jamaica in reply to a request from The Salvation Army Jamaica for assistance. This rice shipment, funded from the United States Salvation Army, was needed to supplement depleted food supplies in ongoing Salvation Army projects.

## J. Matching Grant

The Salvation Army in the United States is currently transmitting over four million dollars each year to support overseas work, a substantial portion of which is made up of development programs. A USAID matching grant would match dollar-for-dollar the money spent by The Salvation Army in development work (a maximum of one million dollars per year for a 3-year period).

SAWSO presented a broad outline of the matching grant concept at a program review meeting with SAWSO Vice President in July, 1979. A revised and expanded report was prepared for consideration by the SAWSO Board of Trustees at their meeting in October, 1979.

SAWSO submitted its proposal for a matching grant to AID/ Washington in February, 1980. Upon recommendations from AID, several revised proposals were subsequently submitted. At present AID is considering the SAWSO matching grant proposal which was revised and submitted in July, 1980.

## K. Lessons Learned

1. A continuing program of management training must be established for Salvation Army personnel in developing countries.

The Salvation Army relies heavily upon indigenous leadership in developing countries. This is advantageous in that the leaders are closely attuned to the needs and problems of the "poorest of the poor," having themselves experienced the deprivations resulting from being a part of that poorest majority.

The major disadvantage lies in the leaders' lack of exposure to the sophisticated long-range-solution approach to problems and their lack of training in the techniques of planning and management. However, Salvation Army personnel who have participated in SAWSO training programs are now exhibiting a "development approach" in administration of more effective projects and in management of their everyday responsibilities.

2. The Salvation Army has discovered that some of the most successful development programs have evolved from its provision of "rescue and relief" in meeting arising needs following periods of disaster. Short-range and long-range assistance are most effective when they are interrelated.
3. One of the best methods to use in training is one in which indigenous participants of SAWSO's seminars become part of the staff for subsequent training in planning and development. This strengthens the participant/trainer's ability and helps to extend the training more quickly and efficiently.
4. The procedure of evaluation, long established in The Salvation Army, is improving with concentrated emphasis and initiation of a standardized evaluation form for project assessment.

IV. FINANCIAL STATUS (June 30, 1980)

Grant from U.S.A.I.D. - 10/1/77 - 9/30/80 \$ 934,844

<u>EXPENSES</u>	Expenses 10/1/77 - 12/31/79	Expenses 1/1/80 - 6/30/80	
Salaries	\$ 149,397	\$ 51,870	
Benefits	45,456	4,906	
Consultants	73,562	18,654	
Travel & Per Diems	92,474	64,684	
Training Sessions	57,865	6,961	
Office Expenses	107,391	36,665	
Publications	<u>68,865</u>	<u>1,964</u>	
Total Direct Costs	\$ 595,010	\$ 185,704	
Indirect	<u>-0-</u>	<u>-0-</u>	
TOTAL EXPENSES	\$ 595,010	\$ 185,704	<u>(\$ 780,714)</u>

Excess of Grant over Expenses \$ 154,130

Changes in Fund Balance - \$ 22,509 732 (\$ 23,241)  
 Equipment Acquisition

Fund Balance as of 6/30/80 \$ 130,889

NOTE: USAID Fund only

V. FUTURE PLANS

A. Grant Objectives A, B and C

Objective A: To train indigenous leaders in project planning, design, funding, implementation and evaluation skills.

Objective B: To train project staff in project planning, design, funding, implementation and evaluation skills.

Objective C: To train trainers on each continent within existing Salvation Army training colleges (Schools for Officers' Training).

With the completion of the five seminars conducted during this reporting period, SAWSO has held a total of 19 training seminars. This exceeds the SAWSO DPG requirement that 16 seminars be conducted.

The Salvation Army will continue to include planning and development training as a segment in the educational extension course offered at The International College for Officers in London.

B. Grant Objective D (1)

Objective D (1): To provide technical assistance to development projects in developing countries; assist projects in securing funding from governmental and private sources.

SAWSO will follow up on projects presently in various stages of development and will provide technical assistance to the field as authorized by the Office of Planning and Development, London, per request of Territorial Commander via The International Secretary for the developing country concerned.

Technical assistance will be provided to projects in India, Bangladesh, Guatemala, Zaire, Kenya and Zimbabwe.

C. Grant Objective D (2)

Objective D (2): To provide technical assistance to development projects in developing countries; join in the conduct of program evaluations and audits.

SAWSO will continue to utilize Salvation Army practices of evaluation and to incorporate assessment as an integral part of its management and operations.

SAWSO staff will include evaluation, as they provide follow-up technical assistance to projects in various stages of development. SAWSO's evaluation form will be used in assessment of existing and future projects for which SAWSO is responsible.

Of the "interventions" of evaluations and audits required, SAWSO has evaluated the program of 2 projects and has scheduled evaluations for 7 projects in Africa and India.

SAWSO is giving consideration to holding a workshop on evaluation in late 1980 for SAWSO staff representatives and the regional international secretaries for The Salvation Army. The workshop would be designed to inform and train personnel responsible for project evaluation of the increasing scope and complexity which donor agencies are requiring in evaluation methods and system.

Evaluation of the effectiveness of the SAWSO DPG will be conducted by an independent evaluator under contract to USAID. The final evaluation report will be submitted to USAID in mid-September, 1980.

D. Grant Objective E

*Objective E: Institutionalize methods successfully used to achieve Objectives A, B, C, D, above.*

1. Publications

*Planning and Development* is currently being evaluated and will have been tested in English, French, Spanish, Portuguese and Swahili before it is revised for printing. Consideration is being given to publication of an information brochure, *Focus On World Need*, now in draft form. This will be a brief outline of Salvation Army projects, prefaced by a summary of Salvation Army history and philosophy in its development work.

In addition, SAWSO will continue to provide material for circulation in Salvation Army publications.

2. Film

*Reach Out to a World in Need* will continue to be circulated to Salvation Army audiences informing them of The Salvation Army's involvement in development.

3. Audio-Visual Production

SAWSO has revised its slide-sound productions to include current Salvation Army development activities and projects. These will serve to inform Salvation Army constituency of The Salvation Army's activities in development work and to solicit support for future work.

4. Library and Resource Information Service

SAWSO, Washington, will continue to collect a basic library of information in the areas in training, program design, management and funding.

SAWSO, London, will continue to expand its International Development Resource Information Service (IDRIS), collecting and cataloguing development materials and disseminating development information to the field.

5. Management Policy and Procedures Handbook

*Guidelines for Management* has been circulated among Salvation Army international leaders, who are evaluating this document.

E. Extension of SAWSO Development Program Grant

SAWSO has requested that USAID grant a time extension, with no additional allotment of funds, for the SAWSO DPG.

This extension through January 31, 1981, will enable SAWSO to complete the requirements of the DPG. Because of delay in the start up of grant operations and staffing, accomplishment of grant objectives has, in like manner, been delayed. Additional time will permit completion of the required evaluations/audits and also the technical assistance necessary for completion of projects approaching funding.

F. Matching Grant

Endorsed by Salvation Army international officials and by SAWSO's Board of Trustees, the matching grant proposal was submitted to AID in February, 1980. SAWSO is awaiting AID's decision of approval for funding.

S E M I N A R P R O G R A M

AID: Agency for International Development Mission  
Representative/Discussion

PROJECT PLANNING

DISCUSSION SESSIONS:

(Each meeting for 35 minutes)

"What is a Development Project?"

"What is Being Achieved in Development Projects--  
A Global Study"

"The Preparation of Projects--Local and Zonal  
Priorities"

"Water Supplies and Sanitation"

"Better Farming"

"Use of Local Seed"

"Compost Making"

"Beekeeping"

"Initiating a 4H Program"

"Appropriate Technology"

WORKSHOP SESSIONS:

"How to Plan a Development Project"

(step-by-step approach in six 3-hour sessions)

Step 1: Defining the Problem

Step 2: Setting the Objective

Step 3: Choosing Among Alternate Strategies

Step 4: Preparing for Implementation

Step 5: Designing the Evaluation

Step 6: Using Evaluative Information

"Project Report" by the Trainees

DEVELOPMENT

INFORMATION SESSIONS:

(Each meeting for 35 minutes)

"How Planning and Development Office Works"

"Salvation Army's Relationship with Governmental  
& Non-Governmental Organizations"

"Community Development"

"Medical Programs for Developing Countries"

"Agricultural Programs for Developing Countries"

AUDIO-VISUAL  
PRESENTATIONS:

"Terremoto" (Guatemala Earthquake-Reconstruction)

"Reach Out to a World in Need" (First International  
Symposium on Third World Planning and Development--  
SAWSO release)

Slides of various projects

S E M I N A R   P A R T I C I P A N T S

EVENT:                   Asia Training Seminar  
                              Muttom, Tamil Nadu  
                              India  
  
                              January 5-11, 1980

STAFF:                   SAWSO (London)  
                              Commissioner (Dr.) Harry W. Williams  
                              Major Paul Latham

                              SAWSO (Washington)  
                              Thomas McClure

                              COORDINATOR  
                              Colonel N. J. Samuel, Territorial Commander  
                              South Eastern India Territory

                              AGENCY AND COMMUNITY REPRESENTATIVES  
                              District Development Officer, Nagercoil  
                              Reverend Santhiadhas, C.M.S.  
                              Captain N.J. Karunakara Rao, Administrator, C.B.H.  
                              Captain (Dr.) Herbert C. Rader  
                              YMCA Senior Secretary, Marthandam  
                              Mr. Samson, M.A.  
                              Panchayat Union Commissioner, Valliyoor

PARTICIPANTS:           Delegates were indigenous leaders on the project level from  
                              South-Eastern India.

                              Lt.-Colonel G. Christudhas, Publications Officer  
                              Captain P. Jayaretna Singh, Project Officer  
                              Captain C. S. Samuel, Training Officer  
                              Captain K. Surya Rao, Medical Administrator, Nagercoil Hospital  
                              Captain A. William, Project Officer  
                              Captain S. Edwards, Project Officer  
                              Captain P. D. Chacko, Project Officer  
                              Captain P. T. Abraham, Project Officer  
                              Captain S. Sathianesan, Project Officer  
                              Captain A. Nallanayagam, Project Officer  
                              Captain G. Sudarsanam, Project Officer  
                              Lieutenant G. V. Ratnam, Project Officer  
                              Lieutenant S. J. Bhushanam, Project Officer  
                              Captain E. P. Christudas, Project Officer  
                              Captain Devadas, Project Officer  
                              Captain D. Abel Raj, Project Officer  
                              Captain V. Muthuraj, Project Officer

S E M I N A R   P A R T I C I P A N T S

EVENT:                   Far East Training Seminar  
                          Port Moresby  
                          Papua New Guinea  
  
                          February 18-25, 1980

STAFF:                   SAWSO (London)  
                          Major William Marklew  
                          Major Paul Latham

                          SAWSO (Washington)  
  
                          John W. Wiggins

                          COORDINATOR  
                          Major Donald Skinner, Provincial Commander  
                          Papua New Guinea

PARTICIPANTS:           Delegates were indigenous leaders on the project level from  
                          Papua New Guinea and Fiji.

Captain Barlos Limau, Project Officer, Papua, New Guinea  
Captain Ori Melare, Project Officer, Papua, New Guinea  
Captain Tau Pala, Project Officer, Papua, New Guinea  
Captain Mea Ali, Project Officer, Papua, New Guinea  
Captain Ally Ally, Project Officer, Papua, New Guinea  
Captain Boiva Nehaya, Project Officer, Papua, New Guinea  
Captain Kae Tauaru, Project Officer, Papua, New Guinea  
Captain Igoto Dogai, Project Officer, Papua, New Guinea  
Lieutenant Mapio Akoyali, Project Officer, Papua, New Guinea  
Lieutenant Gahare Negone, Project Officer, Papua, New Guinea  
Major Donald Skinner, Commander, Papua, New Guinea  
Mrs. Major Jean Skinner, Women's Officer, Papua, New Guinea  
Captain Pamela Webster, Finance Officer, Papua, New Guinea  
Captain Ron Quilty, Training Officer, Papua, New Guinea  
Captain John Rees, Training Officer, Papua, New Guinea  
Captain David Major, Training Officer, Fiji  
Cadet Kida Tikoivanualevu, Project Officer, Fiji

S E M I N A R   P A R T I C I P A N T S

EVENT:                   Far East Training Seminar  
                              Manila  
                              The Philippines  
  
                              March 3-10, 1980

STAFF:                   SAWSO (London)  
                              Major William Marklew  
                              Major Paul Latham  
  
                              SAWSO (Washington)  
                              Lieut.-Colonel Ernest A. Miller  
                              John W. Wiggins

COORDINATOR  
Colonel Ingrid Lindberg, Commanding Officer  
Philippines

PARTICIPANTS:         Delegates were indigenous leaders on the project  
                              level from the Philippines.

Major Fred Blundell, Community Work Officer, Headquarters  
Captain Leopoldo Acub, Corps Community Center Officer  
Captain Rudolfo Acub, Corps Community Center Officer  
Captain Alfredo Agpaoa, Corps Community Center Officer  
Captain Teresita Anddalahao, Health/Farming Project Officer  
Lieutenant Romeo Alip, Corps Community Center Officer  
Captain Wesley Curameng, Corps Community Center Officer  
Captain Lilia Apene, Corps Community Center Officer  
Lieutenant Epafrodito Nanlabi, Corps Community Center Officer  
Captain Daniel Osoric, Corps Community Center Officer  
Captain Roberto Rubin, Corps Community Center Officer  
Lieutenant Godofredo Salegumba, Corps Community Center Officer  
Lieutenant Benny Nacional, Farming/Community Center Project  
Captain Alex Urbien, Corps Community Center Officer  
Cadet Eleanor Urbien, Project Officer  
Cadet Aloysius Arayart, Project Officer  
Carolina Codoy, Community Center Project Coordinator  
Fransisco Wali, Community Health Worker  
Tita Soriano, Project Officer  
Anacleto Mendigoria, Project Officer

S E M I N A R   P A R T I C I P A N T S

EVENT: Latin American Training Seminar  
Montevideo, Uruguay

April 12-18, 1980

STAFF: SAWSO (London)  
Major William Marklew

SAWSO (Washington)  
Lieut.-Colonel Ernest A. Miller  
John W. Wiggins

COORDINATOR  
Colonel Jacobo Nlesch, Territorial Commander  
South America East  
Lieutenant Colonel David H. Gruer, Chief Secretary  
South America East

PARTICIPANTS: Delegates were indigenous leaders on the project level from Chile, Brazil, Uruguay and Argentina.

Major Donald Hennessey, Project Officer, Brazil  
Captain Giani Azavedo, Project Officer, Brazil  
Captain Thomas de Sá, Project Officer, Brazil  
Captain José Roberto de Camargo, Project Officer, Brazil  
Lieut. Eldsmond Domingos Candido, Education Office, Brazil  
Captain Juan C. Costen, Project Officer, Argentina  
Brigadier Carlos A. Bembhy, Finance Officer, South America East  
Lieut. Ricardo H. Bouziques, Project Officer, Uruguay  
Lieut. Daniel Nuesch, Project Officer, Argentina  
Lieut. Jose M. Silvestri, Education Officer, Argentina  
Captain Larry Repass, Public Affairs Officer, Uruguay  
Captain Bartolo Aquirre, Project Officer, Uruguay  
Captain Hugo D. Pintos, Project Officer, Uruguay  
Mrs. Captain Synneva Vestheim, Development Officer  
Mrs. Captain Maritza Suarez, Project Officer, Chile  
Captain Fernando Martinez, Project Officer, Chile  
Lieut. Eduardo Almendra, Project Officer, Chile  
Lieut. Herman Espinoza, Project Officer, Chile  
Lieut. Luis Castillo, Project Officer, Chile

S E M I N A R   P A R T I C I P A N T S

EVENT: Latin America Training Seminar  
San Jose, Costa Rica

April 26-May 2, 1980

STAFF: SAWSO (London)  
Major William Marklew

SAWSO (Washington)  
John W. Wiggins  
Sheila Anderson

COORDINATOR  
Colonel Ruben Nüesch, Territorial Commander  
South American West

PARTICIPANTS: Delegates were indigenous leaders on the project level from Mexico, Costa Rica, Venezuela, Panama Guatemala and Nicaragua.

Major Pablo Reyes, Project Officer, Mexico  
Captain Santos Balleza, Project Officer, Mexico  
Captain Federico Craig, Project Officer, Costa Rica  
Captain Fabian Flores, Project Officer, Mexico  
Captain Arturo Hurtado, Project Officer, Mexico  
Captain José Luis Lopez, Officer Commanding, Nicaragua  
Captain Eligio Martinez, Project Officer, Mexico  
Captain Ponciano Martinez, Project Officer, Mexico  
Captain Stanley Melton, Officer Commanding, Guatemala  
Captain Abed-Nego Pérez, Project Officer, Mexico  
Captain Raymundo Pérez, Project Officer, Mexico  
Captain Howard Smith, Officer Commanding, Venezuela  
Captain Vicentino Vázquez, Project Officer, Mexico  
Captain Francisco Zúniga, Project Officer, Mexico  
Lieutenant Manuel Padilla, Project Officer, Mexico  
Lieutenant Raymundo Reyes, Project Officer, Mexico  
Lieutenant Andres Saldana, Project Officer, Mexico  
Lieutenant Bruce Smith, Corps/Community Center Officer, Panama  
Colonel Jacques Egger, Office Commanding, Mexico  
Major Bernard Smith, Officer Commanding, Costa Rica

## SUBCONTRACT/ALLOCATION AGREEMENT

between

THE SALVATION ARMY WORLD SERVICE OFFICE (SAWSO)

and

\_\_\_\_\_

PD Number \_\_\_\_\_

SAWSO Number \_\_\_\_\_

I. ALL PROVISIONS OF USAID STANDARD PROVISIONS (ATTACHED) WILL BE OBSERVED.

### II. RESPONSIBILITY

A. SAWSO is responsible for:

1. Reporting to USAID.
2. Coordination of all USAID special requests and project evaluation.
3. Provision of technical assistance as requested and provided for in the project design.
4. Timely disbursements of grant funds according to the approved budget.

B. \_\_\_\_\_ is responsible for:

1. All project program operations.
2. Financial reports quarterly to SAWSO following SAWSO procedures and forms (attached).
3. Progress reports quarterly and evaluation when required (minimum of once a year) to SAWSO according to format (attached).
4. Observance of starting and ending dates of project (Section IV).

### III. DISBURSEMENTS

- A. SAWSO will provide a revolving fund agreed upon by SAWSO and \_\_\_\_\_ upon approval of grant and receipt of donor funds.
- B. SAWSO will reimburse actual expenses upon receipt of completed quarterly financial report.

### IV. EFFECTIVE DATES OF CONTRACT

Start \_\_\_\_\_ End \_\_\_\_\_

### V. SIGNATURES

For SAWSO

For \_\_\_\_\_

\_\_\_\_\_  
Name

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

### VI. LIST OF ATTACHMENTS

PROJECT REPORTS: GRANTEE GUIDELINES

GENERAL REQUIREMENTS FOR SUBMITTING SAWSO PROJECT REPORTS:

1. Project Reports must be submitted quarterly from the contract starting date.
2. A complete Project Report includes the following:
  - A Financial Report which has two parts
    - A Detailed Financial Report
    - A Summary Financial Report
  - A Progress Report
  - A Project Reports' Cover Sheet

There are special forms for each report mentioned. You may add extra pages for any other matters you feel necessary at any time.
3. Prepare three (3) copies of the Cover Page, the Progress Report and the Financial Report for each period. You will have received sufficient copies of these formats in order to prepare your Project Reports for each report period during your project year.
4. Mailing Instructions
  - Project Reports must be mailed to SAWSO no later than fourteen (14) days after the close of a report period.
  - Mail one copy of your Project Reports to SAWSO/Washington. Mail another copy of the Reports to your Territorial Commander.
  - Keep a third copy of the Reports for your records.

*EVALUATION*

*The Evaluation form must be submitted with this Project Report when required (minimum of once a year).*

PROJECT REPORTS' COVER PAGE: GRANTEE GUIDELINES

HOW TO COMPLETE THE PROJECT REPORTS' COVER PAGE:

1. Items 1-4 are prepared for you.
2. After you have prepared both the Financial and Progress Reports, complete items 5-8.
3. To complete item #8, check the items that you are submitting. In this space we have listed the Financial and Progress Reports due and any other special documentation of your activities SAWSO or your Territorial Commander have asked you to submit during the project year. Check only those items that are due to accompany the Progress and Financial Reports for the reporting period.
4. Attach the Project Reports' Cover Page to your Financial and Progress Reports.



# WORLD SERVICE OFFICE

## PROJECT REPORTS' COVER PAGE COVER PAGE FOR FINANCIAL AND PROGRESS REPORTS

SAWSO: R-003

1025 Vermont Avenue, NW  
Washington, DC 20005, USA  
Phone (202)833-5646  
TELEX Salvation Wsh 89-460

1. SAWSO PROJECT NUMBER: PD No. \_\_\_\_\_ SAWSO No. \_\_\_\_\_

2. PROJECT TITLE: \_\_\_\_\_

3. GRANTEE AGENCY: \_\_\_\_\_

4. FUNDING PERIOD:  
Start \_\_\_\_\_  
End \_\_\_\_\_

5. PERIOD COVERED BY THESE REPORTS:  
From \_\_\_\_\_  
Through \_\_\_\_\_

THIS IS NUMBER \_\_\_\_ OF \_\_\_\_ PROJECT REPORTS TO BE SUBMITTED.

6. DATE REPORTS SUBMITTED TO SAWSO: \_\_\_\_\_

7. REPORTS SUBMITTED BY:  
(Name) \_\_\_\_\_  
(Title) \_\_\_\_\_  
(Signature) \_\_\_\_\_

8. CHECK ITEMS ATTACHED:

<input type="checkbox"/>	PROGRESS REPORT	<input type="checkbox"/>	OTHER:
<input type="checkbox"/>	DETAILED FINANCIAL REPORT	<input type="checkbox"/>	
<input type="checkbox"/>	SUMMARY FINANCIAL REPORT	<input type="checkbox"/>	
<input type="checkbox"/>	EVALUATION	<input type="checkbox"/>	

PROGRESS REPORTS: GRANTEE GUIDELINES

GENERAL REQUIREMENTS FOR SUBMITTING SAWSO PROGRESS REPORTS:

1. A Progress Report must be submitted quarterly.
2. The Progress Report must be mailed no later than fourteen (14) days after the close of the period you are reporting. Each Progress Report must be accompanied by a Financial Report. Attach both reports to a completed Project Reports' Cover Page.
3. To prepare the Progress Report, look over the report format to see what questions are asked. Answer the questions by using data collected from your project's record keeping system and by analyzing your experience in carrying out project activities during this report period.
4. Three (3) copies of the Report must be completed. One copy is sent to SAWSO/Washington. Another is sent to your Territorial Commander's office. The third is for you to keep for your records.

TO PREPARE REPORTS, YOU WILL RECEIVE THE FOLLOWING MATERIALS:

1. Your project document with your objectives and activities.
2. Sufficient copies of the Report format so that you can prepare three (3) copies of each Report.

PROGRESS REPORTS YOU SUBMIT ARE USED BY SAWSO IN THE FOLLOWING MANNER:

1. The Territorial Commander's office uses the Report to monitor how well the project performed during the report period; compares your performance to date against your workplan for the remainder of the year; analyzes if objectives for the year will be accomplished on schedule and with funds and commodities provided.
2. The Report allows SAWSO to monitor administration of your project and determine if there are any noticeable places where SAWSO can be of assistance. For example, technical assistance can be provided in preparing reports; meeting special data requirements; achieving program objectives.

PROGRESS REPORT

page 1

PROJECT NUMBER: PD NO. \_\_\_\_\_ SAWSO NO. \_\_\_\_\_  
FUNDING PERIOD: Start \_\_\_\_\_ End \_\_\_\_\_

1. OBJECTIVES *Listed below, and in the following pages, are your project's objectives. Use the workplan in your approved project document and any previous reports submitted to answer the questions following the objective. If additional space is needed to complete your answers, use the space provided under #8 for this purpose.*

OBJECTIVE #1.

WHAT ACTIVITIES WERE ACCOMPLISHED DURING THESE FOUR MONTHS?

WHAT ACTIVITIES WERE NOT ACCOMPLISHED DURING THESE FOUR MONTHS? WHY?

WHEN DO YOU INTEND TO CARRY OUT THE ACTIVITIES YOU WERE NOT ABLE TO ACCOMPLISH?

IF YOUR OBJECTIVE CONTAINS A NUMBER(S), REPORT PROGRESS TOWARD ACHIEVING THAT NUMBER(S).

ADDITIONAL INFORMATION:

PROGRESS REPORT

page \_\_\_\_\_ of \_\_\_\_\_

PROJECT NUMBER: PD NO. \_\_\_\_\_ SAWSO NO. \_\_\_\_\_  
FUNDING PERIOD: Start \_\_\_\_\_ End \_\_\_\_\_

2. PROBLEMS ENCOUNTERED:

*Have you found any special difficulties that affected staff's ability to carry out the activities designed to achieve the project's objectives. If yes, indicate ways you might try to resolve the problem.*

PROGRESS REPORT

page \_\_\_\_\_ of \_\_\_\_\_

PROJECT NUMBER: PD NO. \_\_\_\_\_ SAWSO NO. \_\_\_\_\_  
FUNDING PERIOD: Start \_\_\_\_\_ End \_\_\_\_\_

3. STAFFING:

*Has all staff listed in your project document been hired?*

*If NO, EXPLAIN:*

YES  NO

*Is staff performing according to their job descriptions?*

*If NO, EXPLAIN:*

YES  NO

*Have there been any major staff changes during this reporting period?*

*If YES, EXPLAIN:*

YES  NO

**INDICATE ANY CONFERENCES, EDUCATION OR TRAINING PROGRAMS PROJECT STAFF ATTENDED DURING THIS REPORTING PERIOD, OR WILL BE ATTENDING DURING THE NEXT REPORTING PERIOD.**

**PROGRESS REPORT**

page \_\_\_\_\_ of \_\_\_\_\_

PROJECT NUMBER: PD NO. \_\_\_\_\_ SAWSO NO. \_\_\_\_\_  
 FUNDING PERIOD: Start \_\_\_\_\_ End \_\_\_\_\_

4. TECHNICAL ASSISTANCE:

*Do you have any special needs (e.g. help in setting up a record keeping system, developing educational materials or staff training) that could benefit from a technical assistance visit by a SAWSO staff member or consultant?*

YES  NO

*If YES, briefly explain the problem or the type of technical assistance you need and, if you know, indicate who you would like to provide that assistance. Your Territorial Commander will then be in touch with you.*

5. VISITORS:

*Have any important visitors been to the project this report period?*

YES  NO

*If YES, please fill in the chart below.*

NAME AND TITLE	DATES	ORGANIZATION	PURPOSE OF VISIT

6. DATA COLLECTION:

*Have you had any difficulties in preparing this report?*

YES  NO

*Have you had any difficulties collecting data to complete the special documentation listed under item #8 on the Project Reports' Cover Page?*

YES  NO

*Have you had any difficulties in preparing your Financial Report?*

YES  NO

*If YES, please explain the problems you had. If NO, indicate that your reporting system is satisfactory. (Attach additional sheet if needed).*



PROGRESS REPORT

page \_\_\_\_\_ of \_\_\_\_\_

PROJECT NUMBER: PD NO. \_\_\_\_\_ SAWSO NO. \_\_\_\_\_  
FUNDING PERIOD: Start \_\_\_\_\_ End \_\_\_\_\_

8. OTHER:

*If there is other project-related information you feel SAWSO should know about, please write it out below.*

## FINANCIAL REPORTS: GRANTEE GUIDELINES

### GENERAL REQUIREMENTS FOR SUBMITTING SAWSO FINANCIAL REPORTS:

1. There are two (2) types of Financial Reports that must be submitted: (1) a Detailed Financial Report and (2) a Summary Financial Report.
2. Both Financial Reports must be submitted quarterly. However, Financial Reports may be submitted more frequently if you incur unusually large expenditures during any one period. This will insure that you have sufficient funds to continue project operations.
3. The Financial Reports must be mailed to SAWSO no later than fourteen (14) days after the close of the period you are reporting. The Financial Reports must be accompanied by a Progress Report. Attach both reports to a completed Project Report cover page.
4. When signed, Financial Reports become legal documents. Please verify Financial Reports before they are submitted.
5. Three (3) copies of Financial Reports must be completed. One copy is sent to SAWSO/Washington, another is sent to your Territorial Commander's office, and one is for you to keep for your records.
6. Include copies of vouchers for all money spent.

### SOME USES OF THE FINANCIAL REPORTS:

1. Reports confirm that you have received all the funds SAWSO has disbursed to the project during the reporting period.
2. Reports justify disbursing additional funds on your approved budget; funds cannot be disbursed if reports have not been received.
3. Reports show if your project is overspent or underspent, and this information will help determine if technical assistance may be needed by your project.
4. Financial Reports serve as your management tool. They help you manage your financial resources.

### WHEN YOU START FINANCIAL REPORTS, THE FOLLOWING MATERIALS ARE NECESSARY:

1. Financial Reports from your previous reporting period.
2. Your up-to-date financial records.
3. Your original Project Document and any subsequently approved Project Modifications that cover the approved funding period. (These documents show your approved budget items and amounts.)
4. Copies of bank draft statements or bank cable statements that SAWSO sent you each time funds were disbursed to your project.
5. Copies of vouchers for money spent.

**FINANCIAL REPORTS: SPECIFIC INSTRUCTIONS**

DETAILED FINANCIAL REPORT

*Please complete this report using the currency of your country.*

1. Enter time period (dates) this report covers and indicate if this is the first, second or third report of the three (3) reports you submit during the 12-month period.
2. Enter the rate of exchange applicable on date this report is completed.
3. In column A, "CATEGORY," enter all category headings and items as they appear in your approved project budget.

In column B, "APPROVED BUDGET," enter amounts from your approved project budget for all items found in column A.

In column C, "THIS PERIOD EXPENDITURES," enter the amount spent during the period covered by this report for each item described in column A. Use your financial records to determine these expenditures.

In column D, "TO DATE EXPENDITURES," enter all cumulative expenditures to date. This is a simple addition of column C of this report plus column D from your last Detailed Financial Report. (If this is first report period, amounts in column C and D will be the same.)

In column E, "BUDGET BALANCE," enter how much is left in your budget for each item described in column A. Subtract column D from B to arrive at these amounts.

SUMMARY FINANCIAL REPORT

*Please complete this report using the currency of your country.*

- 1., 2. These are the same as for the Detailed Financial Report.
3. In column A, "CATEGORY," budget categories are already indicated.  
In columns B, C, D and E, enter subtotals for each category and totals for each column. Follow the same instructions as for Detailed Financial Report.
4. Enter balance on hand (if any) left over from previous Summary Financial Report.
5. Enter amount of money you received from SAWSO since your previous Summary Financial Report.
6. Total and enter balance on hand during this report period by adding lines 4 and 5.
7. Enter the total expenditures for the period covered by this report. (This is the total listed at the end of column C.) Attach copies of vouchers for all money spent; retain originals.
8. Compute and enter your balance on hand at the end of the period covered by this Summary Financial Report by subtracting line 7 from line 6.
9. Have an authorized official sign the Summary Financial Report.
10. Type in name of the authorized official.
11. Enter the title of the authorized official.
12. Enter the date that this report was completed.



DETAILED FINANCIAL REPORT

page \_\_\_\_\_ of \_\_\_\_\_

PROJECT NUMBER: PD NO. \_\_\_\_\_ SAWSO No. \_\_\_\_\_  
FUNDING PERIOD: Start \_\_\_\_\_ End \_\_\_\_\_

3.

A. CATEGORY	B. APPROVED ANNUAL BUDGET	C. THIS PERIOD EXPENDITURES	D. TO DATE EXPENDITURES	E. BUDGET BALANCE

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SUMMARY FINANCIAL REPORT

PROJECT NUMBER: PD No. \_\_\_\_\_ SAWSO No. \_\_\_\_\_  
FUNDING PERIOD: Start \_\_\_\_\_ End \_\_\_\_\_

1. PERIOD COVERED BY THIS REPORT:  
From \_\_\_\_\_ Through \_\_\_\_\_  
This is number \_\_\_ of \_\_\_ Financial Reports to be submitted.

2. EXCHANGE RATE: \_\_\_\_\_ DATE: \_\_\_\_\_

A. CATEGORY	B. APPROVED ANNUAL BUDGET	C. THIS PERIOD EXPENDITURES	D. TO DATE EXPENDITURES	E. BUDGET BALANCE
SALARIES				
FRINGE BENEFITS				
CONSULTANTS				
TRAVEL				
EQUIPMENT/SUPPLIES				
OTHER DIRECT COSTS				
TOTALS				

4. ENTER: BALANCE on hand from previous report. \_\_\_\_\_

5. ADD: SAWSO FUNDS received since previous report. \_\_\_\_\_

6. EQUALS: BALANCE on hand during report period (add lines 4 and 5). \_\_\_\_\_

7. SUBTRACT: EXPENDITURES during this period (column C). \_\_\_\_\_

8. EQUALS: BALANCE on hand at end of this report period (subtract line 7 from line 6); \_\_\_\_\_  
ATTACH: COPIES of vouchers for all money spent. (Retain originals)

*The undersigned hereby certifies: (1) that payment of the sum claimed under the cited Grant is proper and due and that appropriate refund to The Salvation Army World Service Office (SAWSO) will be made promptly upon request by SAWSO in the event of disallowance of costs not reimbursable under the terms of the Grant; and (2) that information hereon is correct and such detailed supporting information as SAWSO may require will be furnished promptly to SAWSO on request.*

SIGNATURE: \_\_\_\_\_ (9) NAME: \_\_\_\_\_ (10)  
TITLE: \_\_\_\_\_ (11)  
DATE: \_\_\_\_\_ (12)

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GFM: V-E-01  
SAWSO: E-001

---

Instructions for Completing PROJECT EVALUATION FORM (SAWSO #E-002)  
(For projects funded by SAWSO only)

EVALUATION PROCESS:

Timing of regular evaluations should be linked to key decisional requirements of the project, i.e., a new phase, a turning point, etc. Otherwise, projects must be evaluated at the time stated in the project plan and not less than once a year.

PURPOSE OF EVALUATION:

Evaluation is a management tool. The purpose of evaluation is to determine how effective a program is, whether and to what extent it is accomplishing the objectives which have been set, and whether the activities of the program are solving the problems or meeting the needs which have been identified.

The Project Evaluation Form is prepared after each review to record information which is useful both to the implementors (including the Host Territory) and to concerned donors. It serves four purposes:

- (1) Record of decisions reached by responsible officials, so that those who participated in the evaluation process are clear about the conclusions, and so that headquarters is aware of the next steps.
- (2) Notice that a scheduled evaluation has been completed, with a brief record of the method and participation for future reference.
- (3) Summary of progress and current status for use in answering queries.
- (4) Suggestions about lessons learned for use in planning and reviewing other projects of a similar nature. This form and other project documentation are retained at SAWSO, and are available to project planners.

CONTENT OF EVALUATION:

The attached SAWSO Form E-002 asks a series of questions for the project staff to answer.

Each question can be answered in 100 words or less. Please try to be brief and concise. However, if the situation is such that the project needs more explanation, simply attach extra pages to the report.

SUBMITTAL PROCEDURE:

The project director will submit the evaluation report on time to THQ. The territorial commander will send the original to SAWSO with a copy to the international secretary at IHQ. SAWSO will report to its donor source.

PROJECT EVALUATION FORM

Date of Evaluation Review

1. PROJECT TITLE		3. PROJECT NUMBER	4. TERRITORY
2. PROJECT DIRECTOR		5. EVALUATION NUMBER Circle: 1, 2, 3, 4, 5, 6, -  <input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	
6. PROJECT DATES Begin _____, 19____ End _____, 19____		7. ESTIMATED PROJECT FUNDING A. Total \$ _____ B. SAWSO \$ _____	8. PERIOD COVERED BY EVALUATION From _____, 19____ To _____, 19____

A. List any major changes in project plans, budget, revisions of problem statement, objectives, etc.	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED

10. TERRITORIAL COMMANDER'S OFFICE USE	11. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT A. <input type="checkbox"/> Continue Project Without Change B. <input type="checkbox"/> Change Project Design and/or Change Implementation Plan C. <input type="checkbox"/> Discontinue Project
	12. SAWSO OFFICE USE
	13. SIGNATURES: A. _____ Date _____ Project Director B. _____ Date _____ Territorial Commander C. _____ Date _____ Evaluator

GFM: V-6-01  
SAWSO: E-002

14. According to our project plan, did we accomplish what we set out to do?
15. If the answer is "yes," cite observable evidence. If "no," give reasons.
16. To what extent has the long-range social problem which our project was addressing been affected?
17. Is the social problem identified in the project plan the basic one? If not, should other problem(s) be considered as alternate or additional concerns?
18. What unexpected results (good or bad) have occurred?
19. Was the planned strategy used to solve the problem the best means for approaching the solution?
20. Did we use the means and methods we said we would use to solve the problem?
21. What have been the benefits of our project to (a) women, (b) youth, (c) handicapped, (d) aged, (e) others?
22. Did we spend the amount of money that we said we would?
23. Is the project proceeding along the specified time?

GFM: V-E-01  
SAWSO: E-002

24. Does this project affect the natural physical environment? If so, what effect does it have?
25. Does the project affect the cultural environment? If so, in what way?
26. Are there any external factors having an unexpected influence on the project (inflation, new priorities, etc.)?
27. Are there any problems with cash flow, technical services, etc.?
28. Can we draw any lessons from the project experience that would be important in assisting other projects?
29. Is there any way that SAWSO can provide additional assistance?

U.S. Grantees and U.S. Subgrantees:  
OTHER THAN EDUCATIONAL INSTITUTIONS  
INDEX OF  
STANDARD PROVISIONS

Attachment 7

1. Allowable Costs and Payment (Other Than Educational Institutions)
2. Accounting, Records, and Audit
3. Refunds
4. Equal Opportunity in Employment
5. Negotiated Overhead Rates - Other Than Educational Institutions
6. Limitation of Funds
- \*7A. Payment - Federal Reserve Letter of Credit (FRLC) Advance
- \*7E. Payment - Periodic Advance
- \*7C. Payment - Reimbursement
8. Travel and Transportation
9. Ocean Shipment of Goods
10. Procurement of Goods and Services Under \$250,000
11. Government Furnished Excess Personal Property
- \*2A. Title to and Use of Property (Grantee Title)
- \*2E. Title to and Care of Property (U.S. Government Title)
- \*2C. Title to and Care of Property (Cooperating Country Title)
13. Conversion of United States Dollars to Local Currency
14. Termination
15. Voluntary Participation
16. Prohibition on Abortion-Related Activities
17. Voluntary Participation Requirements for Sterilization Programs
18. Publications
19. Patents
20. Regulations Governing Employees Outside the United States
21. Subordinate Agreements
22. U.S. Officials Not to Benefit
23. Covenant Against Contingent Fees
24. Nonliability
25. Amendment
26. The Grant
27. Notices

Select only 1 payment provision from Group 7.  
Select only 1 property provision from Group 12, if title to all property is to vest in one entity; however, if title is to be split by categories among two or more entities, select the appropriate provisions from Group 12 and identify the categories and entities in Attachment 1 of the Grant.

## 1. ALLOWABLE COSTS AND PAYMENT (OTHER THAN EDUCATIONAL INSTITUTIONS)

(This provision is applicable to other than educational institutions.)

The Grantee shall be reimbursed for costs incurred in carrying out the purposes of this Grant which are determined by the Grant Officer to be allowable in accordance with the terms of this Grant and Subpart 15.2 (Contracts with Commercial Organizations) of the Federal Procurement Regulations (41 CFR 1-15.2) in effect on the date of this Grant. Payment of allowable costs shall be in accordance with the payment provision of this Grant.

## 2. ACCOUNTING, RECORDS, AND AUDIT

The Grantee shall maintain books, records, documents, and other evidence in accordance with the Grantee's usual accounting procedures to sufficiently substantiate charges to the Grant. The Grantee shall preserve and make available such records for examination and audit by AID and the Comptroller General of the United States, or their authorized representatives (a) until the expiration of three years from the date of termination of the program and (b) for such longer period, if any, as is required to complete an audit and to resolve all questions concerning expenditures unless written approval has been obtained from the AID Grant Officer to dispose of the records. AID follows generally accepted auditing practices in determining that there is proper accounting and use of Grant funds. The Grantee agrees to include the requirements of this clause in any subordinate agreement hereunder.

## 3. REFUNDS

- (a) If use of the Grant funds results in accrual of interest to the Grantee or to any other person to whom Grantee makes such funds available in carrying out the purposes of this Grant, the Grantee shall refund to AID an amount equivalent to the amount of interest accrued.
- (b) Funds obligated hereunder but not disbursed to the Grantee at the time the Grant expires or is terminated, shall revert to AID, except for funds encumbered by the Grantee by a legally binding transaction applicable to this Grant. Any funds disbursed to but not expended by the Grantee at the time of expiration or termination of the Grant shall be refunded to AID.
- (c) If, at any time during the life of the Grant, it is determined by AID that funds provided under the Grant have been expended for purposes not in accordance with the terms of the Grant, the Grantee shall refund such amounts to AID.

## 4. EQUAL OPPORTUNITY IN EMPLOYMENT

(This provision is applicable to all grantees and subgrantees who either perform work in the United States or who recruit personnel in the United States to do work abroad.)

- (a) With regard to the employment of persons in the U.S. under this Grant, the Grantee agrees to take all reasonable steps to ensure equality of opportunity in its employment practices without regard to race, color or

national origin of such persons and, in accordance with Title VI of the Civil Rights Act of 1964, when work funded by this Grant is performed in the U.S., no person shall, on the grounds of race, color or national origin, be excluded from participation, be denied benefits, or be subjected to discrimination. In addition, the Grantee agrees to comply, in accordance with its written assurance of compliance, with the provisions of Part 209 of Chapter 11, Title 22 of the Code of Federal Regulations, entitled "Non-Discrimination in Federally Assisted Programs of the Agency for International Development - Effectuation of Title VI of the Civil Rights Act of 1964."

- (b) In addition, the Grantee agrees to take all reasonable steps to ensure equality of opportunity in its employment practices without regard to sex, religion, age and handicap, in accordance with P.L. 92-261, P.L. 93-259, P.L. 93-112 and P.L. 93-508. When work funded by AID under this Grant is performed in either the U.S. or overseas no person shall, on the grounds of sex, religion, age or handicap, be excluded from participation, be denied benefits, or be subjected to discrimination.

## 5. NEGOTIATED OVERHEAD RATES - OTHER THAN EDUCATIONAL INSTITUTIONS

(This provision is applicable to other than educational institutions.)

- (a) Pursuant to this provision, an overhead rate shall be established for each of the Grantee's accounting periods during the term of this Grant. Pending establishment of a final rate, the parties have agreed that provisional payments on account of allowable indirect costs shall be at the rate(s), on the base(s), and for the period shown in Attachment 1 to this Grant.
- (b) The Grantee, as soon as possible but not later than 90 days after the close of each of its accounting periods during the term of this Grant, shall submit to the Grant Officer with copies to the Overhead and Special Cost Branch, Special Operations Division, Office of Contract Management, AID, Washington, D.C. and to the Office of the Auditor General, AID, Washington, D.C., proposed final rate(s) for the period, together with supporting cost data. Negotiation of final overhead rates by the Grantee and the Grant Officer shall be undertaken as promptly as practicable after receipt of the Grantee's proposal.
- (c) Allowability of costs and acceptability of cost allocation methods shall be determined in accordance with Subpart 1-15.2 (Contracts with Commercial Organizations) of the Federal Procurement Regulations as in effect on the date of this Grant.
- (d) The results of each negotiation shall be set forth in a written overhead rate agreement executed by both parties. Such agreement shall specify (1) the agreed final rate(s), (2) the base(s) to which the rate(s) applies, and (3) the period(s) for which the rate(s) applies. The overhead rate agreement shall not change any monetary ceiling, Grant obligation, or specific cost allowance or disallowance provided for in this Grant.
- (e) Pending establishment of the final overhead rate(s) for any,

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U.S. Grantees and U.S. Subgrantees  
(BOTH EDUCATIONAL INSTITUTIONS AND OTHER THAN EDUCATIONAL INSTITUTIONS)

## 2B. ALTERATIONS IN STANDARD PROVISIONS

The Standard Provision of the September 1977 Edition have been changed as follows:

## A. Standard Provision 7A. PAYMENT - FEDERAL RESERVE LETTER OF CREDIT (FRLC) ADVANCE

(1) Delete the applicability statement and substitute the following therefor:

(This provision is applicable when the sum of all advances under the Grantee's contracts and grants with AID exceeds \$120,000 per annum and AID has, or expects to have, a continuing relationship with the Grantee for at least a year.)

(2) Delete the term "TUS" in paras. (a), (d)(4)(A), (d)(4)(C), and (d)(5) and substitute the term "TFS" therefor.

(3) Delete the term "SER/EM" wherever it appears in para. (c) and substitute the term "the AID Controller" therefor; also delete the term "Office of Financial Management" in para. (d)(7) and substitute the term "the AID Controller" therefor.

(4) Delete the figures "\$10,000" and "\$1,000,000" in para. (a) and substitute the figures "\$5,000" and "\$5,000,000", respectively, therefor.

(5) Delete the words "less than" in para. (d)(7) and substitute the words "more than" therefor.

B. Standard Provision 7B. PAYMENT-PERIODIC ADVANCE  
Delete the applicability statement and substitute the following therefor:

(This provision is applicable when (1) the sum of all advances under the Grantee's contracts and grants with AID does not exceed \$120,000 per annum, or (2) when the sum of all such advances does exceed \$120,000 per annum, but there is not a continuing relationship with the Grantee of at least one year.)

C. Standard Provision 10. PROCUREMENT OF GOODS AND SERVICES UNDER \$250,000  
Delete the entire provision and substitute the following therefor: —10. PROCUREMENT OF GOODS AND SERVICES UNDER \$250,000  
(This provision is applicable when the total procurement element (i.e., the sum of all purchase orders and contracts for goods and services) of this Grant does not exceed \$250,000.)

## (a) Ineligible Goods and Services

Under no circumstances shall the Grantee procure any of the following under this Grant:

- (1) military equipment,
- (2) surveillance equipment,
- (3) commodities and services for support of police or other law enforcement activities,
- (4) abortion equipment and services,
- (5) luxury goods and gambling equipment, or
- (6) weather modification equipment.

(For a more detailed discussion of the subject, see AID Handbook 1, Supplement E, paragraph 4D.)

If AID determines that the Grantee has procured any of the ineligible goods and services specified above under this Grant, and has received reimbursement for such purpose, the Grantee agrees to refund to AID the entire amount of the purchase.

## (b) Restricted Goods

The Grantee shall not procure any of the following goods or services from a non-U.S. source (i.e., other than AID Geographic Code 000) without the prior written authorization of the Grant Officer:

- (1) agricultural commodities,
- (2) motor vehicles,
- (3) pharmaceuticals,
- (4) pesticides,
- (5) plasticizers,
- (6) used equipment, or
- (7) U.S. Government-owned excess property.

(For a detailed discussion of the subject, see AID Handbook 1, Supplement B, paragraph 4C.)

If AID determines that the Grantee has procured any of the restricted goods specified above under this Grant, without the prior written authorization of the Grant Officer, and has received reimbursement for such purpose, the Grantee agrees to refund to AID the entire amount of the purchase.

## (c) Geographic Source and Order of Preference

Except as may be specifically approved or directed in advance by the Grant Officer under paragraph 10(b) above, all other goods (e.g., equipment, materials, and supplies) and services, the costs of which are to be reimbursable under this Grant and which will be financed with United States dollars, shall be purchased in and shipped from only "Special Free World" countries (i.e., AID Geographic Code 935) in accordance with the following order of preference:

- (1) the United States (AID Geographic Code 000)
- (2) "Selected Free World" countries (AID Geographic Code 941).
- (3) the cooperating country,
- (4) "Special Free World" countries (AID Geographic Code 935).

## (d) Application of Order of Preference

When the Grantee procures goods and services from other than U.S. sources, under the order of preference in 10(c) above, it shall document its files to justify each such instance. The documentation shall set forth the circumstances surrounding the procurement and shall be based on one or more of the following reasons, which will be set forth in the Grantee's documentation:

- (1) the procurement was of an emergency nature, which would not allow for the delay attendant to soliciting U.S. sources,
- (2) the price differential for procurement from U.S. sources exceeded by 50% or more the delivered price from the non-U.S. source,
- (3) impelling local political considerations precluded consideration of U.S. sources,
- (4) the goods or services were not available from U.S. sources, or
- (5) procurement of locally available goods or services, as opposed to procurement of U.S. goods and services, would best promote the objectives of the Foreign Assistance Program under the Grant.

period, the Grantee shall be reimbursed either at the negotiated provisional rate(s) as provided above or at a billing rate(s) acceptable to the Grant Officer, subject to appropriate adjustment when the final rate(s) for that period is established. To prevent substantial over or under payment, the provisional or billing rate(s) may, at the request of either party, be revised by mutual agreement, either retroactively or prospectively. Any such revision of the negotiated provisional rate(s) provided in this provision shall be set forth in a modification to this Grant.

#### 6. LIMITATION OF FUNDS

(This provision is applicable to all incrementally or partially funded grants; it becomes inapplicable when the grant is fully funded.)

(a) It is estimated that the cost to the Government for the performance of this Grant will not exceed the estimated cost set forth in Attachment 1 (hereinafter referred to as "the Schedule") to this Grant, and the Grantee agrees to perform the work specified in the Schedule and all obligations under this Grant within such estimated cost.

(b) The amount presently available for payment and obligated under the Grant, the items covered thereby, and the period of performance which it is estimated the obligated amount will cover, are specified in the Schedule. It is contemplated that from time to time additional funds will be obligated under this Grant up to the full estimated cost set forth in the Schedule. The Grantee agrees to perform or have performed work on this Grant up to the point at which the total amount paid and payable by the Government pursuant to the terms of this Grant approximates but does not exceed the total amount actually obligated under the Grant.

(c) If at any time the Grantee has reason to believe that the costs which it expects to incur in the performance of this Grant in the next succeeding 30 days, when added to all costs previously incurred, will exceed 75 percent of the total amount then obligated under the Grant, the Grantee shall notify the Grant Officer in writing to that effect. The notice shall state the estimated amount of additional funds required to continue performance for the period set forth in the Schedule. Thirty days prior to the end of the period specified in the Schedule, the Grantee will advise the Grant Officer in writing as to the estimated amount of additional funds, if any, that will be required for the timely performance of the work under the Grant or for such further period as may be specified in the Schedule or otherwise agreed to by the parties. If, after such notification, additional funds are not obligated by the end of the period set forth in the Schedule or an agreed date substituted therefor, the Grant Officer will, upon written request by the Grantee, terminate this Grant pursuant to the "Termination" provision of this Grant on such a date. If the Grantee, in the exercise of its reasonable judgment, estimates that the funds available will allow it to continue to discharge its obligations hereunder for a period extending beyond such date, it shall specify the later date in its request and the Grant Officer, in his discretion, may terminate this Grant on that later date.

(d) Except as required by other provisions of this Grant specifically citing and stated to be an exception from this provision, the Government shall not be obligated to reimburse the Grantee for costs incurred in excess of the total amount obligated under the Grant, and the Grantee shall not be obligated to continue performance under the Grant (including actions under the "Termination" provision) or otherwise to incur costs in excess of the amount obligated under the Grant, unless and until the Grant Officer has notified the Grantee in writing that such obligated amount has been increased and has specified in such notice an increased amount constituting the total amount then obligated under the Grant. To the extent the amount obligated exceeds the estimated cost set forth in the Schedule, such estimated cost shall be correspondingly increased. No notice, communication or representation in any other form or from any person other than the Grant Officer shall affect the amount obligated under this Grant. In the absence of the specified notice, the Government shall not be obligated to reimburse the Grantee for any costs in excess of the

total amount then obligated under the Grant, whether those excess costs were incurred during the course of the Grant or as a result of termination. When and to the extent that the amount obligated under the Grant has been increased, any costs incurred by the Grantee in excess of the amount previously obligated shall be allowable to the same extent as if such costs had been incurred after such increase in the amount obligated; unless the Grant Officer issues a termination or other notice and directs that the increase is solely for the purpose of covering termination or other specified expenses.

(e) Nothing in this provision shall affect the right of the Government to terminate this Grant. In the event this Grant is terminated, the Government and the Grantee shall negotiate an equitable distribution of all property produced or purchased under the Grant based upon the share of cost incurred by each.

#### 7A. PAYMENT - FEDERAL RESERVE LETTER OF CREDIT (FRLC) ADVANCE

(This provision is applicable when the Grantee's total AID grants and cost-reimbursement contracts exceed \$250,000 per annum and AID has, or expects to have a continuing relationship with the Grantee for at least one year.)

(a) AID shall open a Federal Reserve Letter of Credit (hereinafter referred to as an "FRLC") in the amount of this Grant, against which the Grantee may present payment vouchers (i.e., TUS 540). The payment vouchers shall not ordinarily be submitted more frequently than daily and shall not be less than \$10,000 or more than \$1,000,000. Since the FRLC method enables the recipient organization to obtain funds from the U.S. Treasury concurrently with and as frequently as disbursements are made by the recipient, there need be no time lag between disbursements by the recipient organization and drawdowns from the U.S. Treasury by FRLC. Therefore, there is no necessity for the recipient to maintain balances of Federal cash other than small balances.

(b) In no event shall the accumulated total of all such payment vouchers exceed the amount of the FRLC.

(c) If at any time, SER/PM determines that the Grantee has presented payment vouchers in excess of the amount or amounts allowable in (a) and (b) above; SER/PM shall advise the Grant Officer who may: (1) cause the FRLC to be suspended or revoked; or (2) direct the Grantee to withhold submission of payment vouchers until such time as, in the judgment of SER/PM, an appropriate level of actual, necessary and allowable expenditures has occurred or will occur under this Grant, and/or (3) request the Grantee to repay to AID the amount of such excess. Upon receipt of the Grant Officer's request for repayment of excess advance payments, the Grantee shall promptly contact SER/PM to make suitable arrangements for the repayment of such excess funds. Advances made by primary recipient organizations (those which receive payments directly from the Government) to secondary recipients shall conform to the same standards outlined above applicable to advances made by the Government to primary recipient organizations.

(d) Procedure for Grantee

(1) After arranging with a commercial bank of its choice for operation under the FRLC and obtaining the name and address of the Federal Reserve Bank or branch serving the commercial bank, the Grantee shall deliver to the AID Controller 3 originals of Standard Form 1194, "Authorized Signature Card for Payment Vouchers on Letters of Credit" signed by those official(s) authorized to sign payment vouchers against the FRLC and by an official of the Grantee who has authorized them to sign.

(2) The Grantee shall subsequently receive one certified copy of the FRLC.

(3) The Grantee shall confirm with his commercial bank that the FRLC has been opened and is available when funds are needed.

(4) To receive payment, the Grantee shall:

(A) Periodically, although normally not during the last five days of the month, prepare payment vouchers (Form TUS 540) in an original and three copies.

(B) Have the original and two copies of the voucher

signed by the authorized official(s) whose signature(s) appear on the Standard Form 1194.

(C) Present the original, duplicate and triplicate copy of the form TUS 5401 to his commercial bank.

(D) Retain the quadruplicate copy of the voucher.

(5) After the first payment voucher (Form TUS 5401) has been processed, succeeding payment vouchers shall not be presented until the existing balance of previous payments has been expended or is insufficient to meet current needs.

(6) In preparing the payment voucher, the Grantee assigns a voucher number in numerical sequence beginning with 1 and continuing in sequence on all subsequent payment vouchers submitted under the FRLC.

(7) A report of expenditures (i.e., SF 269, "Financial Status Report") shall be prepared and submitted not less than quarterly within 30 days of the end of the period to the Office of Financial Management, AID, Washington, D. C. 20523. This SF 269 Report, submitted with Standard Form 1034, "Public Voucher for Purchases and Services Other Than Personal"; shall be in an original and 2 copies.

(8) The SF 269 report is reviewed against the Grant provisions, and any improper disbursement is disallowed. The Grantee is notified of the reason for the disallowance and is directed to adjust the next periodic report of expenditures to reflect the disallowance and to reduce its next payment voucher against the FRLC by the amount of the disallowance.

(9) In addition to the submission of the SF 269 and the SF 1034, the Grantee shall submit an original and 2 copies of SF 272, "Federal Cash Transaction Report" as follows:

(A) For advances totaling less than \$1 million per year, the Grantee shall submit the SF 272 within 15 working days after the end of the reporting quarter.

(E) For advances totaling more than \$1 million per year, the Grantee shall submit the SF 272 within 15 working days after the end of each month, and

(C) The Grantee's cash needs for the ensuing period (i.e., quarter or month) shall be explained under the "Remarks" section of the SF 272.

(e) Refund of Excess Funds

(1) If all costs have been settled under the Grant and the Grantee fails to comply with the Grant Officer's request for repayment of excess FRLC funds, the Government shall have the right, on other contracts or grants held with the Grantee, to withhold reimbursements due to the Grantee in the amount of the excess being held by the Grantee.

(2) If the Grantee is still holding excess FRLC funds on a grant, contract, or similar instrument under which work has been completed or terminated but all costs have not been settled, the Grantee agrees to:

(A) Provide within 30 days after requested to do so by the Grant Officer, a breakdown of the dollar amounts which have not been settled between the Government and the Grantee. (The Grant Officer will assume no costs are in dispute if the Grantee fails to reply within 30 days.)

(B) Upon written request of the Grant Officer, return to the Government the sum of dollars, if any, which represents the difference between (i) the Grantee's maximum position on claimed costs which have not been reimbursed and (ii) the total amount of unexpended funds which have been advanced under the Grant; and

(C) If the Grantee fails to comply with the Grant Officer's request for repayment of excess FRLC funds, the Government shall have the right, on other contracts, grants or similar instruments held with the Grantee, to withhold payment of FRLC or other advances and/or withhold reimbursements due the Grantee in the amount of the excess being held by the Grantee.

**7E. PAYMENT--PERIODIC ADVANCE**

(This provision is applicable when the Grantee's total AID grants and cost-reimbursement contracts do not exceed \$250,000 per annum or if the advance to the Grantee aggregates more than \$250,000 per annum but there is not a continuing relationship of at least one year.)

(a) Each month (or quarter, if the Grantee is on a quarterly basis) after the initial advance, the Grantee shall submit to the AID Controller an original and 2 copies of SF 272, "Federal Cash Transactions Report" as

follows:

(1) The Grantee shall submit the SF 272 within 15 working days after the end of the reporting period, and  
(2) The Grantee's cash needs for the ensuing period (i.e., quarter or month) shall be explained under the "Remarks" section of the SF 272.

(b) Along with each SF 272 submission, the Grantee shall submit an original and 3 copies of SF 1034, "Public Voucher for Purchases and Services Other Than Personal"; each voucher shall be identified by the Grant number and shall state the total actual expenditures for the reporting period.

(c) Each quarterly voucher (i.e., SF 1034) or third monthly voucher, if the Grantee is on a monthly basis, shall also be supported by an original and 2 copies of a SF 269, "Financial Status Report". The SF 269 shall be submitted within 30 days after the end of the reporting quarter and may be submitted separately from the SF 1034 and the SF 272; however, the SF 269 shall cover the same quarterly period as the SF 1034(s) and the SF 272(s).

(d) Refund of Excess Funds

(1) If all costs have been settled under the Grant and the Grantee fails to comply with the Grant Officer's request for repayment of excess advance funds, the Government shall have the right, on other contracts or grants held with the Grantee, to withhold reimbursements due to the Grantee in the amount of the excess being held by the Grantee.

(2) If the Grantee is still holding excess advance funds on a grant, contract, or similar instrument under which the work has been completed or terminated but all costs have not been settled, the Grantee agrees to:

(A) Provide within 30 days after requested to do so by the Grant Officer, a breakdown of the dollar amounts which have not been settled between the Government and the Grantee. (The Grant Officer will assume no costs are in dispute if the Grantee fails to reply within 30 days.)

(B) Upon written request of the Grant Officer, return to the Government the sum of dollars, if any, which represents the difference between (i) the Grantee's maximum position on claimed costs which have not been reimbursed and (ii) the total amount of unexpended funds which have been advanced under the Grant; and

(C) If the Grantee fails to comply with the Grant Officer's request for repayment of excess advance funds, the Government shall have the right, on other contracts, grants or similar instruments held with the Grantee, to withhold payment of other advances and/or withhold reimbursements due the Grantee in the amount of the excess being held by the Grantee.

**7C. PAYMENT--REIMBURSEMENT**

(This provision is applicable to grants for construction, or to grants which do not provide for either a periodic advance or an FRLC in accordance with AID Handbook 13, paragraph 10.5.)

(a) Each month the Grantee shall submit to the AID Controller an original and 3 copies of SF 1034, "Public Voucher for Purchases and Services Other Than Personal"; each voucher shall be identified by the Grant number and shall state the total amount of costs incurred for which reimbursement is being requested.

(b) In addition to the SF 1034, each non-construction grant voucher shall be supported by an original and 2 copies of SF 270, "Request for Advance or Reimbursement", and each construction grant voucher shall be supported by an original and 2 copies of SF 271, "Outlay Report and Request for Reimbursement for Construction Programs".

(c) Each quarterly voucher (or each third monthly voucher) shall also be supported by an original and 2 copies of a SF 269, "Financial Status Report". The SF 269 shall be submitted within 30 days after the end of the reporting quarter and may be submitted separately from the SF 1034; however, the SF 269 shall cover the same quarterly period as the SF 1034(s).

**E. TRAVEL AND TRANSPORTATION**

(This provision is applicable when domestic or international air travel or shipment costs are reimbursable under the Grant.)

(a) The Grant Officer hereby approves international air travel hereunder provided that the Grantee shall obtain

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written concurrence from the cognizant Project Officer in AID prior to sending any individual outside the United States to perform work under the Grant; the Grantee shall advise the Project Officer at least 30 days in advance of any travel to be undertaken outside the United States. After concurrence is received the Grantee shall provide the cognizant Mission or U. S. Embassy advance notification (with a copy to the Project Officer) of the arrival date and flight identification of Grant financed travellers.

(b) Travel to certain countries shall, at AID's option, be funded from U.S.-owned local currency. When AID intends to exercise this option, it will so notify the Grantee after receipt of advice of intent to travel required above. AID will issue a Government Transportation Request (GTR) which the Grantee may exchange for tickets, or AID will issue the tickets directly. Use of such U.S.-owned currencies will constitute a dollar charge to this Grant.

(c) All international air travel and all international air shipments under this Grant shall be made on United States flag carriers. Exceptions to this rule will be allowed in the following situations, provided that the Grantee certifies to the facts in the voucher and other documents retained as part of his Grant records to support his claim for reimbursement and for post audit:

- (1) Where the traveler, while enroute, has to wait 6 hours or more to transfer to a U.S. flag air carrier to proceed to the intended destination, or
- (2) Where a flight by a U.S. flag air carrier is interrupted by a stop anticipated to be 6 hours or more for refueling, reloading, repairs, etc. and no other flight by a U.S. flag air carrier is available during the 6 hour period, or
- (3) Where by itself or in combination with other U.S. flag air carriers (if U.S. flag air carriers are "unavailable") it takes 12 hours or longer from the original airport to the destination airport to accomplish the Grantee's program than would service by a non-U.S. flag air carrier or carriers, or
- (4) When the elapsed traveltime on a scheduled flight from origin to destination airports by non-U.S. flag air carrier(s) is 3 hours or less, and services by U.S. flag air carrier(s) would involve twice such traveltime.

NOTE: Where U.S. Government funds are used to reimburse Grantee's use of other than U.S. flag air carriers for international transportation, the Grantee will include a certification on vouchers involving such transportation which is essentially as follows:

CERTIFICATION OF UNAVAILABILITY OF U.S. FLAG AIR CARRIERS

I hereby certify that the transportation service for personnel (and their personal effects) or property by U.S. flag air carrier was unavailable for the following reason(s): (State appropriate reason(s) as set forth above; see 41 CFR i-1.323-3 for further guidance).

(d) Travel allowances shall be reimbursed in accordance with the Federal Travel Regulations (FTR); however, if the Grantee's domestic and international travel allowance policies and procedures have been reviewed and approved by AID or another Federal department or agency pursuant to the applicable Federal cost principles, the Grantee may use its travel allowance system in lieu of the FTRs after it has furnished the Grant Officer with a copy of such approval.

9. OCEAN SHIPMENT OF GOODS

(This provision is applicable when ocean shipment costs are reimbursable under the Grant.)

(a) 50% of all international ocean shipments made by the Grantee, to be financed hereunder, shall be made on U.S. flag vessels. Where U.S. flag vessels are not available, or their use would result in a significant delay, the Grantee may request a release from this requirement from the Transportation Support Division, Office of Commodity Management, AID, Washington, D.C. 20523, giving the basis for the request.

(b) When the AID Transportation Support Division makes a determination to the Grantee that U.S. flag vessels are not available, the ocean shipment costs on foreign flag vessels, as named in the determination, will be eligible for reimbursement under the Grant. In all instances Grantee vouchers submitted for reimbursement under the Grant which include ocean shipment costs will include a certification essentially as follows: "I

hereby certify that a copy of each ocean bill of lading concerned has been submitted to the Maritime Administration, Cargo Preference Control Center, Commerce Building, Washington, D.C. 20235, and that such bill(s) of lading state all of the carrier's charges including the basis for calculation such as weight or cubic measurement, and indicate the applicable AID Grant Number."

(c) Shipments by voluntary non-profit relief agencies (i.e., PYO's) shall be governed by paragraphs (a) and (b) above and by AID Regulation 2, "Overseas Shipments of Supplies by Voluntary Non-Profit Relief Agencies" (22 CFR 202).

10. PROCUREMENT OF GOODS AND SERVICES UNDER \$250,000  
 (This provision is applicable when the total procurement element (i.e., the sum of all purchase orders and contracts for goods and services) of this Grant does not exceed \$250,000.)

(a) Geographic Source and Order of Preference

Except as may be specifically approved or directed in advance by the Grant Officer, all goods (e.g., equipment, vehicles, materials, and supplies) and services, the costs of which are to be reimbursable under this Grant and which will be financed with United States dollars, shall be purchased in and shipped from only "Special Free World" countries (i.e., AID Geographic Code 935) in accordance with the following order of preference:—

- (1) The United States (AID Geographic Code 000),
- (2) "Selected Free World" countries (AID Geographic Code 941),
- (3) the cooperating country, —
- (4) "Special Free World" countries (AID Geographic Code 935).

(b) Application of Order of Preference

When the Grantee procures goods and services from other than U.S. sources, under the order of preference in (a) above, it shall document its files to justify each such instance. The documentation shall set forth the circumstances surrounding the procurement and shall be based on one or more of the following reasons, which will be set forth in the Grantee's documentation:

- (1) the procurement was of an emergency nature, which would not allow for the delay attendant to soliciting U.S. sources,
- (2) the price differential for procurement from U.S. sources exceeded by 50% or more the delivered price from the non-U.S. source,
- (3) impelling local political considerations precluded consideration of U.S. sources,
- (4) the goods or services were not available from U.S. sources, or
- (5) procurement of locally available goods or services, as opposed to procurement of U.S. goods and services, would best promote the objectives of the Foreign Assistance Program under the Grant.

(c) Ineligible Goods and Services

Under no circumstances shall the Grantee procure any of the following under this Grant:

- (1) military equipment,
- (2) surveillance equipment,
- (3) commodities and services for support of police or other law enforcement activities,
- (4) abortion equipment and services,
- (5) luxury goods and gambling equipment, or
- (6) weather modification equipment.

(For a more detailed discussion of the subject, see AID Handbook 1, Supplement B, paragraph 4D.)

If AID determines that the Grantee has procured any of the ineligible goods and services specified above under this Grant, and has received reimbursement for such purpose, the Grantee agrees to refund to AID the entire amount of the purchase.

(d) Restricted Goods

The Grantee shall not procure any of the following goods or services from a non-U.S. source (i.e., other than AID Geographic Code 000) without the prior written authorization of the Grant Officer:

- (1) agricultural commodities,
- (2) motor vehicles,
- (3) pharmaceuticals,
- (4) pesticides,
- (5) plasticizers,
- (6) used equipment, or

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Attachment 7

(7) U.S. Government-owned excess property.  
(For a detailed discussion of the subject, see AID Handbook 1, Supplement E, paragraph 4C.)

If AID determines that the Grantee has procured any of the restricted goods specified above under this Grant, without the prior written authorization of the Grant Officer, and has received reimbursement for such purpose, the Grantee agrees to refund to AID the entire amount of the purchase.

(e) The Grantee's Procurement System

(1) The Grantee may use its own procurement policies and procedures provided they conform to the geographic source and order of preference requirements of this provision and paragraphs 3. and 4., Attachment D of OMB Circular No. A-110.

(2) If the Grantee's procurement policies and procedures have been reviewed against the procurement requirements of paragraphs 3. and 4. of Attachment D to OMB Circular No. A-110 and have been approved by AID or another Federal department or agency, the Grantee shall furnish the Grant Officer with a copy of such approval; otherwise the Grantee's procurement policies and procedures shall conform to the specified requirements of OMB Circular No. A-110. (See AID Handbook 13, Chapter 1, paragraph 1U.)

(f) Small Business

To permit AID, in accordance with the small business provisions of the Foreign Assistance Act of 1961, as amended, to give United States small business firms an opportunity to participate in supplying commodities and services procured under this Grant, the Grantee, shall, to the maximum extent possible, provide the following information to the Small Business Office, AID, Washington, D.C. 20523 at least 45 days prior (except where a shorter time is requested of, and granted by the Small Business Office) to placing any order or contract in excess of \$25,000:

- (1) Brief general description and quantity of goods or services;
- (2) Closing date for receiving quotations, proposals, or bids; and
- (3) Address where invitations or specifications can be obtained.

(g) Ineligible Suppliers

Funds provided under this Grant shall not be used to procure any commodity or commodity-related services furnished by any supplier whose name appears on the List of Ineligible Suppliers under AID regulation E, "Suppliers of Commodities and Commodity-Related Services Ineligible for AID Financing" (22 CFR 208). The Grantee agrees to review said list prior to undertaking any procurement the cost of which is to be reimbursable under this Grant. AID will provide the Grantee with this list.

11. GOVERNMENT FURNISHED EXCESS PERSONAL PROPERTY

(This provision applies when personal property is furnished under the Grant.)

The policies and procedures of AID Handbook 16, "Excess Property", and the appropriate provisions of 41 CFR 101-43 apply to the government furnished excess personal property under this Grant.

12A. TITLE TO AND USE OF PROPERTY (GRANTEE TITLE)

(This provision is applicable when the Government vests title in the Grantee only.)

Title to all property financed under this Grant shall vest in the Grantee, subject to the following conditions:

(a) The Grantee shall not charge for any depreciation, amortization, or use of any property, title to which remains in the Grantee under this provision under this Grant or any other U.S. Government grant, subgrant, contract or subcontract.

(b) The Grantee agrees to use and maintain the property for the purpose of the Grant in accordance with the requirements of paragraph 11 of Chapter 1, AID Handbook 13.

(c) With respect to nonexpendable property having an acquisition cost of \$1,000 or more, title to which vests in the Grantee, the Grantee agrees:

(1) To report such items to the Grant Officer from time to time as they are acquired and to maintain a control system which will permit their ready identification and location.

(2) To transfer title to any such items to the Government in accordance with any written request therefor issued by the Grant Officer at any time prior to final payment under this Grant.

12B. TITLE TO AND CARE OF PROPERTY (U.S. GOVERNMENT)

(This provision is applicable when title to property is vested in the U.S. Government.)

(a) Property, title to which vests in the Government under this Grant, whether furnished by the Government or acquired by the Grantee, is subject to this provision and is hereinafter collectively referred to as "Government property." Title to Government property shall not be affected by the incorporation or attachment thereof to any property not owned by the Government, nor shall such Government property, or any part thereof, be or become a fixture or lose its identity as personally by reason of affixation to any realty.

(b) Use of Government Property

Government property shall, unless otherwise provided herein or approved by the Grant Officer, be used only for the performance of this Grant.

(c) Control, Maintenance and Repair of Government Property

The Grantee shall maintain and administer in accordance with sound business practice a program for the maintenance, repair, protection, and preservation of Government property so as to assure its full availability and usefulness for the performance of this Grant. The Grantee shall take all reasonable steps to comply with all appropriate directions or instructions which the Grant Officer may prescribe as reasonably necessary for the protection of the Government property.

The Grantee shall submit, for review and written approval of the Grant Officer, a records system for property control and a program for orderly maintenance of Government property; however, if the Grantee's property control and maintenance system has been reviewed and approved by another Federal department or agency pursuant to Attachment K of OMB Circular No. A-110 (see paragraph 11 of Chapter 1, AID Handbook 13), the Grantee shall furnish the Grant Officer proof of such approval in lieu of another approval submission.

(1) Property Control

The property control system shall include but not be limited to the following:

(A) Identification of each item of Government property acquired or furnished under the Grant by a serially controlled identification number and by description of item. Each item must be clearly marked "Property of U.S. Government."

(B) The price of each item of property acquired or furnished under the Grant.

(C) The location of each item of property acquired or furnished under the Grant.

(D) A record of any usable components which are permanently removed from items of Government property as a result of modification or otherwise.

(E) A record of disposition of each item acquired or furnished under the Grant.

(F) Date of order and receipt of any item acquired or furnished under the Grant.

The official property control records shall be kept in such condition that at any stage of completion of the work under this Grant, the status of property acquired or furnished under this Grant may be readily ascertained. A report of current status of all items of property acquired or furnished under the Grant shall be submitted yearly concurrently with the annual report.

(2) Maintenance Program

The Grantee's maintenance program shall be such as to provide for, consistent with sound business practice and the terms of the Grant: (i) disclosure of need for and the performance of preventive maintenance, (ii) disclosure and reporting of need for capital type rehabilitation, and (iii) recording of work accomplished under the program.

(A) Preventive maintenance - Preventive maintenance is maintenance generally performed on a regularly scheduled basis to prevent the occurrence of defects and to detect and correct minor defects before they result in serious consequences.

(B) Records of maintenance - The Grantee's maintenance

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Attachment . 7

program shall provide for records sufficient to disclose the maintenance actions performed and deficiencies discovered as a result of inspections.

A report of status of maintenance of Government property shall be submitted annually concurrently with the annual report.

(d) Risk of loss

(1) The Grantee shall not be liable for any loss of or damage to the Government property, or for expenses incidental to such loss or damage except that the Grantee shall be responsible for any such loss or damage (including expenses incidental thereto):

(i) Which results from willful misconduct or lack of good faith on the part of any of the Grantee's directors or officers, or on the part of any of its managers, superintendents, or other equivalent representatives, who have supervision or direction of all or substantially all of the Grantee's business, or all or substantially all of the Grantee's operations at any one plant, laboratory, or separate location in which this Grant is being performed;

(ii) Which results from a failure on the part of the Grantee, due to the willful misconduct or lack of good faith on the part of any of its directors, officers, or other representatives mentioned in (i) above, (A) to maintain and administer, in accordance with sound business practice, the program for maintenance, repair, protection, and preservation of Government property as required by (b) above, or (B) to take all reasonable steps to comply with any appropriate written directions of the Grant Officer under (c) above;

(iii) For which the Grantee is otherwise responsible under the express terms of the article or articles designated in Attachment 1 to this Grant.

(iv) Which results from a risk expressly required to be insured under some other provision of this Grant, but only to the extent of the insurance so required to be procured and maintained, or to the extent of insurance actually procured and maintained, whichever is greater; or

(v) Which results from a risk which is in fact covered by insurance or for which the Grantee is otherwise reimbursed, but only to the extent of such insurance or reimbursement;

Provided, that, if more than one of the above exceptions shall be applicable in any case, the Grantee's liability under any one exception shall not be limited by any other exception.

2) The Grantee shall not be reimbursed for, and shall not include as an item of overhead, the cost of insurance, or any provision for a reserve, covering the risk of loss of or damage to the Government property, except to the extent that the Government may have required the Grantee to carry such insurance under any other provision of this Grant.

3) Upon the happening of loss or destruction of or damage to the Government property, the Grantee shall notify the Grant Officer thereof, shall take all reasonable steps to protect the Government property from further damage, separate the damaged and undamaged Government property, and all the Government property in the best possible manner, and furnish to the Grant Officer a statement of:

- (a) The lost, destroyed, and damaged Government property;
- (b) The time and origin of the loss, destruction, or damage;
- (c) All known interests in commingled property of which Government property is a part; and
- (d) The insurance, if any, covering any part of or interest in such commingled property.

The Grantee shall make repairs and renovations of the damaged Government property or take such other action as the Grant Officer directs.

In the event the Grantee is indemnified, reimbursed, or otherwise compensated for any loss or destruction of damage to the Government property, it shall use the proceeds to repair, renovate or replace the Government property involved, or shall credit such proceeds against the cost of the work covered by the Grant, or shall otherwise reimburse the Government, as directed by the Grant Officer. The Grantee shall do nothing to prejudice the Government's right to recover against third parties for such loss, destruction, or damage, and upon the request of the Grant Officer, shall, at the Government's expense, furnish to the Government all reasonable

assistance and cooperation (including assistance in the prosecution of suit and the execution of instruments of assignments in favor of the Government) in obtaining recovery.

(e) Access

The Government, and any persons designated by it, shall at all reasonable times have access to the premises wherein any Government property is located, for the purpose of inspecting the Government property.

(f) Final Accounting and Disposition of Government Property

Upon completion of this Grant, or at such earlier dates as may be fixed by the Grant Officer, the Grantee shall submit, in a form acceptable to the Grant Officer, inventory schedules covering all items of Government property not consumed in the performance of this Grant or not theretofore delivered to the Government, and shall prepare deliver, or make such other disposal of the Government property as may be directed or authorized by the Grant Officer.

(g) Communications

All communications issued pursuant to this provision shall be in writing.

12C. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE)

(This provision is applicable to property titled in the name of the cooperating country or such public or private agency as the Cooperating Government may designate.)

(a) Except as modified by Attachment-1 of this Grant, title to all equipment, materials and supplies, the cost of which is reimbursable to the Grantee by AID or by the Cooperating Government, shall at all times be in the name of the Cooperating Government or such public or private agency as the Cooperating Government may designate, unless title to specified types or classes of equipment is reserved to AID under provisions set forth in Attachment 1 of this Grant; but all such property shall be under the custody and control of the Grantee until the owner of title directs otherwise or completion of work under this Grant or its termination, at which time custody and control shall be turned over to the owner of title or disposed of in accordance with its instructions.

All performance guarantees and warranties obtained from suppliers shall be taken in the name of the title owner. (b) The Grantee shall prepare and establish a program, to be approved by the Mission, for the receipt, use, maintenance, protection, custody and care of equipment, materials and supplies for which it has custodial responsibility, including the establishment of reasonable controls to enforce such program. The Grantee shall be guided by the requirements of paragraph 17 of Chapter 1, AID Handbook 13.

(c) Within 90 days after completion of this Grant, or at such other date as may be fixed by the Grant Officer, the Grantee shall submit an inventory schedule covering all items of equipment, materials and supplies under his custody, title to which is in the Cooperating Government or public or private agency designated by the Cooperating Government, which have not been consumed in the performance of this Grant. The Grantee shall also indicate what disposition has been made of such property.

13. CONVERSION OF UNITED STATES DOLLARS TO LOCAL CURRENCY  
Upon arrival in the Cooperating Country, and from time to time as appropriate, the Grantee's Chief of Party shall consult with the Mission Director who shall provide, in writing, the procedure the Grantee and its employees shall follow in the conversion of United States dollars to local currency. This may include, but is not limited to, the conversion of said currency through the cognizant United States Disbursing Officer or Mission Controller, as appropriate.

14. TERMINATION  
(a) For Cause. This Grant may be terminated for cause at any time, in whole or in part, by the Grant Officer upon written notice to the Grantee, whenever for any reason he/she shall determine that such termination is in the best interest of the Government.  
(b) For Convenience. This Grant may be terminated for convenience at any time by either party, in whole or in part, if both parties agree that the continuation of the Grant would not produce beneficial results commensurate

with the further expenditure of funds. Both parties shall agree upon termination conditions, including the effective date and, in the case of partial terminations, the portion to be terminated. The agreement to terminate shall be set forth in a letter from the Grant Officer to the Grantee.

(c) Termination Procedures. Upon receipt of and in accordance with a termination notice as specified in either paragraph (a) or (b) above, the Grantee shall forthwith take immediate action to minimize all expenditures and obligations financed by this Grant, and shall cancel such unliquidated obligations whenever possible. Except as provided below, no further reimbursement shall be made after the effective date of termination, and the Grantee shall within 30 calendar days after the effective date of such termination repay to the Government all unexpended portions of funds theretofore paid by the Government to the Grantee which are not otherwise obligated by a legally binding transaction applicable to this Grant. Should the funds paid by the Government to the Grantee prior to the effective date of the termination of this Grant, be insufficient to cover the Grantee's obligations pursuant to the aforementioned legally binding transaction, the Grantee may submit to the Government within 90 calendar days after the effective date of such termination a written claim covering such obligations, and subject to the limitations contained in this Grant, the Grant Officer shall determine the amount or amounts to be paid by the Government to the Grantee under such claim in accordance with the applicable Federal cost principles.

#### 15. VOLUNTARY PARTICIPATION

(This provision is applicable to all grants involving any aspect of family or population assistance activities, and all Title X grants in particular.)

(a) The Grantee agrees to take any steps necessary to ensure that funds made available under this grant will not be used to coerce any individual to practice methods of family planning inconsistent with such individual's moral, philosophical, or religious beliefs. Further, the Grantee agrees to conduct its activities in a manner which safeguards the rights, health and welfare of all individuals who take part in the program.

(b) The Grantee shall insert paragraphs (a) and (b) of this provision in all subgrants, subcontracts, purchase orders, and any other subordinate agreements hereunder.

#### 16. PROHIBITION ON ABORTION-RELATED ACTIVITIES

(This provision is applicable to all grants involving any aspect of family or population assistance activities, and all Title X grants in particular.)

(a) No funds made available under this Grant will be used to finance, support, or be attributed to the following activities: (1) procurement or distribution of equipment intended to be used for the purpose of inducing abortions as a method of family planning; (2) special fees or incentives to women to coerce or motivate them to have abortions; (3) payments to persons to perform abortions or to solicit persons to undergo abortions; (4) information, education, training, or communication programs that seek to promote abortion as a method of family planning.

(b) The Grantee shall insert paragraphs (a) and (b) of this provision in all subgrants, subcontracts, purchase orders, and any other subordinate agreements hereunder.

#### 17. VOLUNTARY PARTICIPATION REQUIREMENTS FOR STERILIZATION PROGRAMS

(This provision is applicable when any surgical sterilization will be supported in whole or in part from funds under this Grant.)

(a) None of the funds made available under this grant shall be used to pay for the performance of involuntary sterilization as a method of family planning or to coerce or provide any financial incentive to any person to practice sterilization.

(b) The Grantee shall insure that any surgical sterilization procedures supported in whole or in part by funds from this Grant are performed only after the individual has

voluntarily presented himself or herself at the treatment facility and has given his or her informed consent to the sterilization procedure. Informed consent means the voluntary, knowing assent from the individual after he or she has been advised of the surgical procedures to be followed, the attendant discomforts and risks, the benefits to be expected, the availability of alternative methods of family planning, the purpose of the operation and its irreversibility, and his or her option to withdraw consent anytime prior to the operation. An individual's consent is considered voluntary if it is based upon the exercise of free choice and is not obtained by any special inducement or any element of force, fraud, deceit, duress or other forms of coercion or misrepresentation.

(c) Further, the Grantee shall document the patient's informed consent by (1) a written consent document in a language the patient understands and speaks, which explains the basic elements of informed consent, as set out above, and which is signed by the individual and by the attending physician or by the authorized assistant of the attending physician; or (2) when a patient is unable to read adequately, a written certification by the attending physician or by the authorized assistant of the attending physician that the basic elements of informed consent above were orally presented to the patient, and that the patient thereafter consented to the performance of the operation. The receipt of the oral explanation shall be acknowledged by the patient's mark on the certification and by the signature or mark of a witness who shall be of the same sex and speak the same language as the patient.

(d) Copies of informed consent forms and certification documents for each voluntary sterilization (VS) procedure must be retained by the Grantee for a period of three years after performance of the sterilization procedure.

(e) The Grantee shall insert paragraphs (a), (b), (c),

(d) and (e) of this provision in all subgrants, subcontracts, purchase orders, and any other subordinate agreements hereunder involving the performance of any sterilization which will be supported in whole or in part from funds under this Grant.

#### 18. PUBLICATIONS

(This provision is applicable to any grant which produces any book, publication, or other copyrightable materials.)

(a) If it is the Grantee's intention to identify AID's contribution to any publication resulting from this Grant, the Grantee shall consult with AID on the nature of the acknowledgement prior to publication.

(b) The Grantee shall provide the Project Manager with one copy of all published works developed under the Grant. The Grantee shall provide the Project Manager with lists of other written work produced under the Grant.

(c) In the event Grant funds are used to underwrite the cost of publishing, in lieu of the publisher assuming this cost as is the normal practice, any profits or royalties up to the amount of such cost shall be credited to the Grant.

(d) The Grantee is permitted to secure copyright to any publication produced or composed under the Grant in accordance with paragraph 17B.b. of Chapter 1, AID Handbook 13. Provided, the Grantee agrees to and does hereby grant to the Government a royalty-free, non-exclusive and irrevocable license throughout the world to use, duplicate, disclose, or dispose of such publications in any manner and for any purpose to permit others to do so.

#### 19. PATENTS

(This provision is applicable to any Grant which produces patentable items, patent rights, processes, or inventions.)

(a) Grantee agrees to notify the Grant Officer, in writing, of any invention or discovery conceived or first actually reduced to practice in the course of or under this Grant. The Grant Officer will determine the patent rights to be afforded the Grantee in accordance with the Presidential Memorandum and Statement of Government Patent Policy (36 FR 16629) and paragraph 17B.a. of Chapter 1, AID Handbook 13.

(b) Nothing contained in this provision shall imply a license to the Government under any patent or be construed as affecting the scope of any license or other right other-

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wise granted to the Government under any patent.

**20. REGULATIONS GOVERNING EMPLOYEES OUTSIDE THE UNITED STATES**

(This provision is applicable only to the Grantee's U.S. and third country national employees; it is not applicable to the Grantee's cooperating country national employees.)

(e) The Grantee's employees, when employed in work overseas, shall maintain private status and may not rely on local U.S. Government offices of facilities for support while so engaged.

(h) The sale of personal property or automobiles by Grantee employees and their dependents in the foreign country to which they are assigned shall be subject to the same limitations and prohibitions which apply to direct-hire AID personnel employed by the Mission, except as this may conflict with host government regulations.

(c) Other than work to be performed under this Grant for which an employee or consultant is assigned by the Grantee, no regular or short term employee or consultant of the Grantee shall engage directly or indirectly, either in his own name or in the name or through an agency of another person, in any business, profession, or occupation in the foreign countries to which he is assigned, nor shall he make loans or investments to or in any business, profession or occupation in the foreign countries to which he is assigned.

(d) The Grantee's employees, while in a foreign country, are expected to show respect for its conventions, customs, and institutions, to abide by its applicable laws and regulations, and not to interfere in its internal political affairs.

(e) In the event the conduct of any Grantee employee is not in accordance with the preceding paragraphs, the Grantee's chief of party shall consult with the Mission Director and the employee involved and shall recommend to the Grantee a course of action with regard to such employee.

(f) The parties recognize the right of the U.S. Ambassador to direct the removal from a country of any U.S. citizen or the discharge from this Grant of any third country national when, in the discretion of the Ambassador, the interests of the United States so require.

(g) If it is determined, under either (e) or (f) above, that the services of such employee shall be terminated, the Grantee shall use its best efforts to cause the return of such employee to the United States, or point of origin, as appropriate.

**21. SUBORDINATE AGREEMENTS**

The placement of subordinate agreements (e.g., leases, options, etc.), grants, or contracts with other organizations, firms or institutions and the provisions of such subordinate agreements are subject to prior written consent of the Grant Officer if they will be funded hereunder, unless the Grantee's procurement system has been reviewed and approved pursuant to the appropriate section(s) of paragraph 10, Chapter 1 of AID handbook 12. In no event shall any such subordinate agreement, grant, or contract be on a cost-plus-a-percentage-of-cost basis. Subordinate contractors (including suppliers) shall be selected on a competitive basis to the maximum practicable extent consistent with the obligations and requirements of this Grant.

**22. U.S. OFFICIALS NOT TO BENEFIT**

No member of or delegate to the U.S. Congress or resident U.S. commissioner shall be admitted to any share or part of this Grant or to any benefit that may arise therefrom; but this provision shall not be construed to extend to this Grant if made with a corporation for its general benefit.

**23. COVENANT AGAINST CONTINGENT FEES**

The Grantee warrants that no person or selling agency has been employed or retained to solicit or secure this Grant upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee except bona fide employees or bona fide established commercial or selling agencies maintained by the Grantee for the purpose of securing business. For breach or violation of this warranty, AID shall have the right to cancel this Grant

without liability or, in its discretion, to deduct from the Grant amount, or otherwise recover, the full amount of each commission, percentage, brokerage, or contingent fee.

**24. NONLIABILITY**

AID does not assume liability with respect to any third party claims for damages arising out of work supported by this Grant.

**25. AMENDMENT**

The Grant may be amended by formal modifications to the basic grant document or by means of an exchange of letters between the Grant Officer and an appropriate official of the Grantee.

**26. THE GRANT**

The letter to the Grantee signed by the Grant Officer, the Program Description and the Standard Provisions which have been reviewed and agreed to by the Grantee, constitute the Grant.

**27. NOTICES**

Any notice given by any of the parties hereunder, shall be sufficient only if in writing and delivered in person or sent by telegraph, cable, registered or regular mail as follows:

To the AID Grant Officer at the address specified in the Grant

To Grantee - At Grantee's address shown in the Grant, or to such other address as either of such parties shall designate by notice given as herein required. Notices hereunder, shall be effective when delivered in accordance with this provision or on the effective date of the notice, whichever is later.

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Date of Evaluation  
Review

## PROJECT EVALUATION FORM

1. PROJECT TITLE Tecpan, Guatemala Housing Project	3. PROJECT NUMBER SAWSO No. 53	4. TERRITORY Mexico & Central America
2. PROJECT DIRECTOR Captain Stanley Melton	5. EVALUATION NUMBER Circle: ① 2, 3, 4, 5, 6. <input type="checkbox"/> REGULAR EVALUATION <input checked="" type="checkbox"/> SPECIAL EVALUATION	
6. PROJECT DATES Begin <u>April</u> , 19 <u>76</u> End <u>May</u> , 19 <u>80*</u>	7. ESTIMATED PROJECT FUNDING A. Total \$ <u>262,000</u> B. SAWSO \$ _____	8. PERIOD COVERED BY EVALUATION From <u>April</u> , 19 <u>76</u> To <u>May</u> , 19 <u>80</u>

A. List any major changes in project plans, budget, revisions of problem statement, objectives, etc.	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO COMPLETED
<p>*Emergency disaster relief assistance provided by The Salvation Army following the Guatemala earthquake of 1976 has effected an on-going process of reconstruction and development. The indigenous Guatemala Salvation Army is increasing emphasis on development activities. With adequate funding support and technical assistance, The Salvation Army in Guatemala is ready to undertake replication and expansion of those development activities.</p> <p>See attached "Assessment of The Salvation Army's Housing Project in Tecpan, Guatemala and Other Related Projects," submitted to The Salvation Army World Service Office by consultant evaluator Dr. JoAnn E. Glittenberg, Associate Professor of Nursing and Anthropology, University of Colorado.</p> <p>Report on the "Evaluation of Guatemala Earthquake Disaster Response" conducted by Dr. Frederick Bates, University of Georgia and financed by the National Science Foundation is also attached.</p>	Captain S. Melton	July, 1980

## 10. TERRITORIAL COMMANDER'S OFFICE USE

## 11. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

N/A

- A.  Continue Project Without Change  
 B.  Change Project Design and/or  
 Change Implementation Plan  
 C.  Discontinue Project

## 12. SAWSO OFFICE USE

*Project designs should be completed by Aug, 80. ja*

## 13. SIGNATURES:

*[Signature]*  
 Lieut.-Col. E. A. Miller

5/23/80  
 Date

*[Signature]*  
 John W. Wiggins

12/15/80  
 Date

*[Signature]*  
 Evaluator, Sheila Anderson

12/15/80  
 Date

DATE: 11-1-81  
SALVO: P-001

14. According to our project plan, did we accomplish what we set out to do?  
Yes. (The project plan called for constructing aseismic houses for a minimum of 500 needy families.)
15. If the answer is "yes," cite observable evidence. If "no," give reasons.  
Aseismic houses were constructed and distributed to 524 needy families.
16. To what extent has the long-range social problem which our project was addressing been affected?  
Re-establishment of community life was anticipated and has occurred.
17. Is the social problem identified in the project plan the basic one? If not, should other problem(s) be considered as alternate or additional concerns?  
  
The basic social problem identified and substantiated was the destruction of community life by the earthquake and its effects. Additional concerns (i.e., hunger, disease, unemployment, etc.) have been incorporated into the project plan whenever possible.
18. What unexpected results (good or bad) have occurred?  
  
Creation of a local block-making industry has resulted. There has been high transfer value of skills acquired during the housing construction process (i.e., supervision, accounting, aseismic construction techniques, basic carpentry, masonry, etc.)
19. Was the planned strategy used to solve the problem the best means for approaching the solution?  
  
Yes. The strategy for construction of houses of comparable design to former house types, yet sturdily reinforced, has provided the community with safe and acceptable housing. The strategy for using local manpower and developing local leadership for construction and distribution of the houses made people feel less dependent on The Salvation Army and more in control of the reconstruction process.
20. Did we use the means and methods we said we would use to solve the problem? Yes. A self-help approach, incorporating the democratic decision making process, just and equal distribution of materials and work, and close technical supervision of work was used.

OSW: 1-5-01  
SANSO: 2-002

21. What have been the benefits of our project to (a) women, (b) youth, (c) handicapped, (d) aged, (e) others?

Women were granted legal rights as heads of households in distribution of houses (which was not always the case in similar projects handled by other agencies). Recognition of child-orientation and working mothers is evident in spin-off child day care and pre-school projects. Non-formal education sessions in literacy, family planning, preventive health care, etc. are benefiting women. In addition, youth are benefiting from the recreation program provided in another spin-off project.

22. Did we spend the amount of money that we said we would?  
Yes. (\$500 per house, inclusive)

23. Is the project proceeding along the specified time?  
Yes. The work plan was completed within the designated twelve month period.

24. Does this project affect the natural physical environment? If so, what effect does it have?

An adequate supply of safe water is available to the community from new water well. An improved drainage system is now in effect.

25. Does the project affect the cultural environment? If so, in what way?

The project provides culturally acceptable housing. There is a sense of pride in the reconstructed colony, a family approach to living, etc. The democratic decision making process has been a new experience for many participants.

26. Are there any external factors having an unexpected influence on the project (inflation, new priorities, etc.)?

There is some resistance from local governmental authorities to completing promises made to the colony for providing land titles to home owners.

27. Are there any problems with cash flow, technical services, etc.?

No cash flow problems. Technical services, etc. were provided efficiently considering the post-disaster circumstances.

28. Can we draw any lessons from the project experience that would be important in assisting other projects?

Consideration should be given to making future houses of this type larger and/or allowing room for expansion. The site chosen by the government for this project seems to deliberately marginalize the poor. Once again, emergency disaster relief assistance provided by The Salvation Army has effected a process of reconstruction and development.

GFM: V-1-01  
SAWSO: E-002

29. What spin-off projects have resulted or are anticipated?

Salvation Army program in the Tecpan area now includes: day care center and pre-school serving 40 children from families of the very poor, widowed or abandoned women; women's club focusing on non-formal education, family planning, crafts, etc.; social services (primarily counseling); prison welfare, medical assistance, block-making factory, water wells, drainage systems, vocational training program, etc. In addition, much of what The Salvation Army has done in Tecpan has already been replicated by The Salvation Army in Tierra Nueva and Guatemala City.

Spin-off projects anticipated as a result of the Tecpan Housing Project include: increasing the capacity of the existing child day care and pre-school program to 150 children; rehabilitation program for chronic alcoholics; expansion of social services program; adult non-formal education center/literacy and recreation programs; replication of Tecpan Housing Project in other parts of Guatemala; replication of Tecpan Housing Project outside Guatemala; study of the cultural effects of urbanization of new mix of marginally poor in Tecpan area, etc.

30. Is there any way that SAWSO can provide additional assistance?

SAWSO assistance is needed in the design of the above mentioned anticipated projects.

Attachment 8  
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15M = 48753

An Assessment of the  
Salvation Army's Housing Project in  
Tecpan, Guatemala and  
Other Related Projects

By

JoAnn E. Glittenberg, Ph. D.  
University of Colorado

March 11, 1980

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SALVATION ARMY  
ASSESSMENT OF THE HOUSING PROJECT  
IN TECPAN, GUATEMALA

January, 1980

The assessment of the Tecpan Salvation Army Housing Project began on January 10 and was completed January 17, 1980. January 16 and 17 were spent in Tecpan and various segments of other days were spent in Guatemala City with Captains Melton, officers in the Capital. An earlier date, October 22, 1979, I had spent in Tecpan at the Municipal Building gathering demographic data about the families who had received housing assistance.

Purpose of the Assessment

The chief purpose of this consultation was to assess the recipient's evaluation of the Salvation Army housing project in Tecpan, Guatemala. A secondary purpose was to gather information about substantive Salvation Army projects that had been initiated in relation to the housing project. Last, recommendations regarding future projects were to be made based upon the assessment findings.

Background Information about Guatemala

Guatemala, the largest of the Central American countries, is today a developing Republic. Its long history includes the high achievements of the Mayan peoples whose complex society rivaled those of Europe around 300-900 A.D. Many scholars have tried to understand the mystery of the rise and fall of these advanced New World civilizations. Records of these people are found in the highly complex hieroglyphics on the stelae of great Mayan centers such at Tikol and Copan and the archaeological findings. The recorded history is vague until the coming of the Spanish Conquistadores with Alvarado's army in 1521 A.D. Alvarado's army found strong resistance among the Mayan tribes. Isolated in the nearly perpendicular mountainous valleys, the Mayans guarded their treasured territory with conviction and bravery. Instilled in the present-day inhabitants is a strong sense of pride, courage and independence.

The indigenous population inter-married with the Spanish conquerors, thus blending the two populations. A person with a combined inheritance is called Ladino and those

without it are termed Indian, Largely, the Ladino has more access to social and economic mobility, whereas the Indian remains fairly isolated in his mountain home cultivating his corn fields. The Indian often has no legal access to the lands he cultivates. Most of the country's wealth is held in Ladino hands. The Indian is often stereotyped as being ignorant and timid but a hard worker, a good parent, and having a stable home-life. In contrast, the Ladino is characterized as being urban, arrogant, better educated, and with an unstable family life. These stereotypes are starkly different and in them lay basis for the sometimes strained social relationships between the groups, and as the two ethnic groups have become more equal (43% Indian and 57% Ladino, Census 1973) in proportion, the friction has become more visible.

However, within the past two years, the social unrest in the Republic of 5,800,000 persons (1974) has been concerned with unequal distribution of wealth. Class strife supported by right and left ideologies has heightened awareness to these underlying differences.

Although the focus of this assessment was not on social unrest, it behooves the researcher to understand the historical perspective in examining each phenomenon, such as "satisfaction with a housing project." It is necessary to keep the evaluation aligned with the total social context of the system.

As a country, Guatemala is considered underdeveloped. Poverty characterizes the majority. For instance, the average salary for men in Guatemala is \$80. a month (1971), with 20% of the population being unemployed and 52% as underemployed (1974). Being an agrarian society, there is little diversification in jobs. Women in particular have little opportunity to achieve in roles other than motherhood. Life expectancy, an indicator of the level of development, is only 54 years of age (1976) compared with that in the U.S. (1973) of 70.8. Illiteracy rates vary from 100% (especially females) in some areas to approximately 38% in others (Centro Nacional 1979). These indicators, economics, life expectancy, and illiteracy need consideration in an assessment of such efforts as being exhibited by the Salvation Army's work in Guatemala and for long term planning for the greatest impact on social change.



The Guatemalan Earthquake: 1976

The February 4, 1976 Earthquake was the greatest recorded natural disaster in Central America's history. History is marked by several major quakes in Guatemala, such as 1541, 1773, 1874 and 1918. The early morning quake February 4 measured 7.5 on the Richter Scale and occurred when most people were asleep. Electricity was turned off immediately, thus no fires resulted. The major shock encompassed Guatemala City and a wide area of densely populated belt about 35 miles wide and 175 miles long. Some towns, such as Tecpan, Zaragoza, Comalapa, El Progreso, sat on the epicenter of the seismic area and they were completely destroyed.

The disaster directly affected about one in every five Guatemalans for 1.2 million were left homeless, 24,000 were killed and another 77,000 severely injured. More than 5000 children were reportedly orphaned (U.S. Gov'n, 1976). The disaster had its greatest impact on the poor who generally lived in adobe houses with heavy tiled roofs. The people suffered. In the City, only two of seven major hospitals were still operating. In one damaged hospital, over 500 patients were evacuated. There were shortages of water and food. Communication and transportation lines were cut. The only highway from Guatemala City to Puerto Barrios, the eastern port, was cut off when a major bridge collapsed triggered by more than 100 landslides.

The water stations and storage systems were generally intact but the distribution systems were damaged. Thus the people couldn't get water except that which was hauled in by tanks and stored in 3000 gallon rubberized water containers.

The composite effect of the disaster is hard to assess; housing represented a major loss. The estimates of houses totally destroyed was between 220,000 to 254,000. Public buildings such as schools, hospitals, and governmental offices, as well as churches were also hard hit (U.S. Gov. 1976: 32). It was clear from the beginning that the greatest need of voluntary agencies was to aid in the tremendous reconstruction of private homes.

Although this assessment deals chiefly with the reconstruction process, a brief description of the Emergency Period will be discussed as it relates to the decisions made to establish a permanent program in Guatemala.

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THE EMERGENCY PERIOD

"We always rush right into the middle of an emergency...hoards of us...making more problems sometimes. What we really should do is wait...say three months...then come in and help rebuild after all the others (relief agencies) have gone back home. That's when the people really need us. That's when we could really help" said Chaplain Dick Willars, staff member of the Salvation Army, Denver, Colorado as we flew over the deserts of Durango, Mexico heading to aid the victims of the February 4, 1976 Guatemalan Earthquake. The Chaplain seemed to know what he was talking about as he had had relief experience in other disasters most recently as a pilot flying supplies for the Salvation Army aid to Honduras following the 1974 Hurricane Fifi's destruction.

My experience as an anthropologist had been as a witness to several minor disasters while I lived for a year in Zaragoza, Guatemala in 1974-75. We had destruction from a flood, Hurricane Fifi, and the eruptions of the volcano Fuego, only ten miles from the village. Living in a disaster-prone area I knew the local people quickly rallied to make certain neighbors were housed and fed. However, I was soon to learn that the magnitude of a disaster affects the process of recovery and rehabilitation.

Arriving a week after the major quake, I fulfilled my role as an experienced field-worker and nurse. Trips into the highlands with emergency donations from the Salvation Army, such as food, clothing, and blankets were valuable but with the magnitude of the disaster, 'a drop in the bucket.' Returning home in ten days, the words of the victims kept ringing in my ears, "your coming showed us your love." The actual material things seemed of less importance. The losses seemed less painful for the sharing. I did not feel I'd been "in the way," but that our coming in hoards had been a stimulus as well as a comfort...a human sharing of the wound.

Other impressions include the bustling airport with the arrival of planes, lines of trucks delivering mountains of donated food and clothing, tents, and blankets. The Salvation Army headquarters was a beehive with Major Bernard Smith directing the operation in a calm but determined manner. Captain Shirley at the telephone desk handling thousands of inquiries into lost persons and other needs. Captain Stanley Melton, it

seemed, was intently involved in disposition of the donated materials. Little did he know then that his temporary assignment from the States was to lead into a permanent placement along with his wife, Captain Caroline Melton and their two children, in this disaster prone nation. The impression of the Salvation Army headquarters was one of intense activity; distributing donated goods, assigning Guatemalan student volunteers on motorcycles to locate missing persons, treating some sick at the headquarters. Luxury was not an applicable term to describe the headquarters where dozens slept on small cots or in sleeping bags while continuing a round-the-clock assistance. The efficiency could be attributed to the seasoned, experienced workers and the energetic leadership of Major Bernard Smith. Major Smith had arrived from his station in Costa Rica a mere twenty-three (23) hours after the major quake. Since 1959 the Salvation Army had had no agreement to work in Guatemala. Now, with the cordial welcome of the Emergency Committee of the Guatemalan government, the ground work was laid for a permanent association.

Major Smith recalls the first days as "chaos...everyone was running like chickens with their heads cut off. There was so much to do...about the third day, the dust began to settle. We were asked by the Emergency Committee if we would go to Tecpan where the Mexican government had a field hospital so this is how we first started in that area." Temporary housing of a pre-fab type of plywood and plastic sheeting rectangular structure was brought in with the help of the Salvation Army, the Mexican government and some help from Nicaragua. Because of the complete destruction of the houses in Tecpan, the Guatemalan Army bulldozed down all the remaining walls of the 998 houses in the town (1973 census). Only dusty roads marked the once proud capital of the Cakchiquel Mayan Indians. The Colonial cathedral, a national monument, stood with only half of the front intact with the bells laying at a grotesque 45 degree angle. The rafters of the cathedral jutted into the clear sky as a reminder of the fragility of the loose tiles that formerly formed the slanting roof. Below the cathedral a shelter with a dynamic mural depicting the proud, mighty Cakchiquel social life was a grim reminder in the lifeless plaza of the way it used to be. Only those who actually walked in the dust of this destruction could sense and anticipate the need for a reconstruction program. So, when requested by the Emergency Committee to help rebuild Tecpan, Major Smith answered in the affirma-

tive. The reconstruction project began approximately March 19, 1976 with Major Bernard Smith as director for six months, at which time he returned to his post in Costa Rica and then Captain Melton and Captain Guerra coordinated the project.

#### THE RECONSTRUCTION PROCESS

It is important in assessing the reconstruction process to recall the historical foundations as well as the contemporary social and political life in Guatemala. Also, the process is complicated by the magnitude of the destruction as well as the organizational structure of the Reconstruction Committee of Guatemala. I have described the historical roots, the contemporary scene and the magnitude of the disaster. Considering the organizational structure of the Reconstruction Committee is important to consider, as it affects the ongoing process of restoring the nation.

First, the Reconstruction Committee was formed approximately two months after the disaster at the request of former President Langerud. The representatives were not the same as those on the Emergency Committee and in fact some individuals were considered political rivals. The philosophy of the Reconstruction Committee was to help the populous by coordinating the rebuilding process through locally elected reconstruction committees as well as requiring signed agreements from the voluntary agencies. Once an agreement was signed by the agency, such as Salvation Army, most of the decision making remained in the hands of the locally elected committee. These committees were most often elected annually, thus decisions made by one committee might be reversed by a newly elected committee. These local leaders also met/meet on a routine basis with the National Committee.

This organizational structure is unique to emergency relief efforts. It has been viewed curiously as the strong points such as democratic process and local input contrast with some striking differences in the amount and type of aid received. For instance, some communities had very progressive programs while in others the programs dribbled to a halt. Many factors need to be considered in assessing these differences.

I shall attempt to assess various factors that affected the reconstruction process of Tecpan and the satisfaction with the project as elicited from the community members. Limitations of time must be considered as a factor in the depth of analysis I was capable

of making. The analysis is divided into three time periods: The Planning Period; The Building Period; The Development Period.

### The Planning Period

Clearly the planning period began with the arrival of Major Smith and Captain Melton at the early stages of the emergency period. Relief was temporary and the destruction enormous. The need for safe shelter was clearly indicated, not only on a temporary basis, but as a part of preventing such great loss in the future. The sun-dried adobe bricks with tiled roofs was a house type clearly non-adaptive and clearly dangerous in a highly seismic area. As Major Smith commented, "with the high altitude in the mountains and cold, damp days and nights, we knew we couldn't put up a lean to structure like we had in Bangladesh. We had to construct a real sturdy house." Work began early with the local people to determine the best possible construction for that region. Two architects, Schumacher and Ferrali, working for the Salvation Army, flew down to study the former house types, drew up plans for safe and comparable houses, and consulted with local residents as to their preferences. In the end, three similar but different house type blueprint plans were submitted to the Salvation Army personnel. The individual owners were to choose their own plan. The plans included a steel reinforced cement block with a roof of corrugated metal.

Besides the structural plans for the house, the planning period also included determining who was going to receive a house. Those residents requesting assistance filled out a form at the temporary municipal building. The information included names within the household, ages, relationship, income and property lost. The reconstruction committee reviewed these requests and made the decision who was to receive free land. Compiling the information from the forms, I found the following statistics. Ninety (90) percent had no land and were renters; the remaining ten (10) percent were considered poor or had lost a great deal. Thirty-one (31) percent of the households were headed by women who were either abandoned or widowed. Thirty two (32) percent of the families had a member/members of their immediate family die in the Earthquake with a range of 1-9 family members who died. The household income ranged from \$0. to \$172. month, the mode being \$0, the mean \$37.02 and the median \$30. Material losses ranged from \$150.

to \$8000. per household, the mean loss was \$1979.98, the mode \$1000. and the median \$1500. These data were gathered in October, 1979, with the aid of Margarita Salpor from Tecpan.

In the planning period some division of labor designations occurred but I am not clear about that decision making process. However, an interdependent relationship between the work of Captain Stanley Melton and Captain Daniel Guerra was established. Captain Melton was in charge of developing a cement block factory in the city, aiding in the transporting of the building materials to Tecpan, while Captain Daniel Guerra was in charge of the local construction process. In all I could assess, this division of labor seemed agreeable and supportive.

Reconstruction Period

The housing project began in July, 1976 and was completed April 15, 1977. Sixty persons from Tecpan were hired to assist in the project. Volunteers from the United States were also used. An engineer from the United States was hired to supervise the project; he lived in the community for ten months, seeing the project to completion. I did not get his name, but sensed a personal commitment of his after viewing the film, "A Home for Omar."

The philosophy of the Salvation Army was not to be paternalistic in the distribution of housing but rather to have equal participation from the people. The house could be paid for through labor on the project at eight hours a day for forty days or paying for the cost as broken down in categories:

Value of the lot	\$264.28
Value of the drains	101.43
Water pipes	47.82
Other costs	82.70
Total	\$ 496.23

The individuals could pay \$6.89 a month over a six-year period.

A cement block machine in Tecpan produced 5000 blocks in 8 hours. Architects from the University of San Carlos, Guatemala were assistants in the process. INTECAP, a Guatemalan agency in charge of teaching technical skills, taught men from Tecpan skills such as electricity, construction and carpentry. Sewage drains, electricity, water supplies and rebuilding roads were all part of the reconstruction process. Housing for

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Captains Guerra and their children was completed. A chapel, nursery school, and manual arts school for boys were also built by the Salvation Army. By April 15, 1977, 524 houses had been completed; it could be considered that the reconstruction period had also ended. What is the assessment of the work by the people now 4 years later? I tried to interview a wide variety of persons who had a Salvation Army built house or other key figures in the community.

Assessment by the Community

Hans Laugerud, brother of the former president Kjell Laugerud, stated in an interview January 24, 1980, "The Salvation Army was one of the most dedicated of all the agencies who came to help rebuild our little country. They worked diligently finishing and rebuilding Tecpan as they had promised. I have been there and have seen their work."

President of the Reconstruction Committee local, Manuel Alvarado and his wife, Elizabeth. This couple clearly are progressive in the manner in which their lot is filled with plants and flowers and the corridor they have added to the back of the house. "We like our house and believe Captain Guerra did a grand job. We all worked together; there were some problems and we still don't know if we have titles to the land. Also, it is not good to open our doors to the street so we have made a new door to the side; this is better. Now it would be good if an architect would come and tell us a safe way to change some things in our house." It seemed they wanted to make modifications and were concerned about safety. I was able to see both Manuel and Elizabeth a couple times. They were clearly leaders in the little colony of Iximche. Elizabeth has planted flowers in the small playground. They are the promoters of the basketball court area.

Guadalupe Galvez, owner of a Colony Iximche house. "We are very happy in our house. It is strong. Sometimes the water runs down the street and into the livingroom so we fixed it (with some additional cement). I don't have a husband as he has another woman but I and my four children have a house. We're poor but now we're better (off) than before. Now I have a house. (This particular woman had made several attractive additions and a little garden).

Two women at the fountain with babies on their backs. "The colony is good for us but we worry some about the land. They (the municipal officers) won't settle the titles

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so we don't know if it's ours but we like it here. It's clean and a place for the children to play."

Woman near the market. "No, I didn't get this house from the evangelicals. I moved here from Comalapa (a neighboring town) and I am renting this house. At first I thought it wouldn't stand up when we have the tremors, but I don't worry so much now because it's still standing (she laughs - a very jolly type of person)."

Two men who own the sweater factory. One said, "The house is O.K. for awhile but it's too small. Our town is good and everyone is better off than before. I think some day we'll build some bigger houses but everybody has a house here and some people like in Chimaltenango still don't have any house. I think the gringos were fair but sometimes favored the naturales (the Indians)."

Margarita Salpor (nurse who lives in a "fortress" she had built). "I think they didn't put enough iron in them; the blocks are not made strong enough."

Seven of the twelve women attending the Liga de Hogar (Woman's Club) lived in a Salvation Army house. They all believed the work was good, the houses strong, and on-going work of the Army important; specifically, they mentioned the classes for women.

Mario Trinidad in Colonia. This man, about 30 years old was interviewed regarding his belief about the safety of the house. "It is sturdy and strong but too little. There are 10 of us living here now and there's not enough land to build on. The builders were fair and worked very hard. I worked with them...late at night sometimes. Captain Guerra is a fair man; he is good and helps us all."

Mayor - "We are very pleased with the housing and the help of the Salvation Army. The houses are safe and those who had no homes now live in the Colony."

Postmaster - "I didn't live here during the Earthquake as I'm from the City of Quezaltenango. The houses are too flimsy. I guess the evangelicals from the United States built them, but I wouldn't live in one (he lives in Chimaltenango commuting by bus)."

Don Lucio (owner of several businesses and the theater). "I believe the buildings are good and the builders were fair and honest. Some people were cheap and could have paid for more of a house. They don't seem as strong as those in Patzun but since 1977 when they finished none has fallen down. I guess they must be safe but no house is really safe, I don't think so."

#### General Impressions of the Reconstruction Process

As I have been a co-principal investigator of the NSF "Longitudinal and Cross Cultural Study of the Post Impact Phases of a Major National Disaster," my impressions of the reconstruction process in Tecpan will be measured qualitatively against the 26 research and control sites in the NSF Study.

The Tecpan project is superior to most others based on these observations:

- 1) Completion of what was promised.
- 2) Just and equal distribution of materials and work.
- 3) Democratic decision making process
- 4) Close technical supervision of the work
- 5) Culturally acceptable housing, size, etc. after consultation with the people.
- 6) Urbanization completed as part of the total reconstruction process. Did not see housing as separate from the other needs of the community, such as drains, electricity, etc.
- 7) Women were granted legal rights as heads of households (this is not true in all communities).
- 8) A close cooperation between the Salvation Army personnel and the official government representatives.
- 9) A clear cooperative effort between the Salvation Army personnel (Captains Melton and Captains Guerra) as well as other voluntary organizations e.g. AMG and the Mennonites.
- 10) Leadership style of Captains Guerra in Tecpan make them well accepted in the community.
- 11) A "sense of pride in the Colony Iximche, a family approach to living, a

"sense" of child-orientation with the nursery school and playground.

The negative qualities about the Tecpan project do not relate to work Salvation Army has done, but rather are comments on the societal forces.

- 1) The geographical location (isolation) of the seventy (70) families living in the Colony Iximche seems deliberate in that the "poorest of the poor" are out of sight and don't have to be dealt with. There appears to be some resistance from authorities to completing promises made to the Colony e.g. providing land titles and more electricity.
- 2) A lack of up-keep on some of the Salvation Army houses that are interspersed throughout the town gives a sense of lack of pride with these structures or that they are a temporary structure.

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## THE DEVELOPMENTAL PROCESS

### Tecpan

Following the completion of 524 private houses plus the chapel, nursery school and housing for the Salvation Army staff, Captains Guerra, effort was placed on the development of a full program of spiritual and social services. As of January, 1980 the following aspects of a full program were in operation under the direction of Captain Daniel Guerra Bonilla and Captain Maria Teresa Cunel de Guerra:

1. Worship services twice a week in Tecpan.
2. Worship services in Chimaltenango and San Andres Iztapa jails.
3. Women's Club (Liga de Hogar) with a focus on spiritual growth, crafts, health, home education and family planning.
4. Child-care center serving 40 preschool children from families of the very poor, widowed or abandoned women.
5. Social service in the area of counseling, some direct medical aid, prison welfare.

### General Assessment of the Developmental Period in Tecpan

The five items listed as achievements during this period seem quite impressive in a relatively short period of time. These aspects of the Salvation Army can be attributed to the energetic leadership of the Captains Guerra. I found the family approach to serving a definite positive aspect of the Salvation Army's philosophy of service. The female has an equal opportunity and responsibility in serving. As a philosophy, the equality not only is a positive use of couples but it is also an educative approach particularly useful in developing countries where females' rights and contributions lack support and attention. Much effort has been directed by various public and private agencies toward raising the productivity of males such as in technical training while little attention has been given to educating females. It seems from the Tecpan and Guatemala City programs that the family is the unit toward which service is given. The Guerra family with their three children, especially Daniel, age 12 and Patty, age 5 are role models toward this effort. Heidi, age 1, will no doubt be actively included in the Army's work.

Certainly it is obvious how the Salvation Army has impacted Tecpan through physical structures and role models with the Guerra family. Other aspects of the program are reflected in the new skills the people have, such as carpentry, water systems and electricity. Their knowledge about sound construction was reflected in the request to have an architect return to the town "to teach us safe ways of changing our houses."

Another subtle change has been in the decision making process. The work in Tecpan was a prime example of democracy in action. Indians who had had little experience in making decisions were encouraged to do so. Perhaps this ripple-effect from the disaster will have greater longevity than the very houses that were constructed.

Another positive outcome of the building project seems to be the cooperation between several private agencies such as with the Mennonites and the American Mission in Guatemala (associated with a German volunteer agency, Kindernothilfe). In foreign aid capitalizing on the strengths of each group and working cooperatively is a positive outcome.

Future plans in Tecpan relate primarily to the ongoing work but enlarging its scope, such as increasing the capacity of the preschool to 150, increasing the prison welfare programs, adding an alcoholism program, and increasing the office space for a more adequate medical and social service. Beyond what is already planned, I would suggest the following:

- 1) the isolation of Captains Guerra and family be decreased by increasing more interaction and support from other Salvation Army personnel as well as other missionary groups.
- 2) assess the feasibility of bringing into the Tecpan program a health team with some focus on rehabilitating the handicapped and also providing 24 hour, seven day a week, emergency treatment as there is none available in the town.
- 3) increase the attention toward cottage type work for females. Many have been abandoned and survive on a subsistence level. New skills should be matched with saleable products or services.
- 4) increase the alcoholism treatment program.
- 5) assess the possibility for a youth program aimed at skills as well as recreation

and the arts.

- 6) provide architectural consultation to the families now wanting to modify their houses.

#### Guatemala City

As the two divisions (Guatemala City and Tecpan) within Guatemala are closely interdependent, much of the assessment of the building program in Tecpan also includes the cooperative work with the Captains Melton and their family. In particular, the establishment of a permanent center in the heart of Guatemala City, 15 Street, Zone 1, puts the Captains Melton in the midst of the most needy. The refurbishing of the old office building into a warm, receptive home reflects the artistic talent of Captain Caroline Melton. No one who passes by is refused entrance even though the ringing door bell must be tiring to even saintly ears. The center of this home is certainly Christian, and one senses the closeness of the family in spite of heavy responsibilities toward the Army's work. To me, this centeredness and dedication lays the foundation for the creativity and accomplishment I have witnessed since my first encounter with Captain Stanley Melton in 1976. My observations are qualitative but comparative as my work as an anthropologist has brought me into assessing the work of over twenty-five missionary groups. The Salvation Army's work in the city is unique for several reasons, such as:

- 1) the residence within the low-income sector of center of Guatemala City;
- 2) the work as a family with the female having an equal responsibility;
- 3) the attention given to segments of the population not as appealing, such as alcoholics, poor dependent women, and prisoners.

Personal leadership style is part of the NSF study of which I am co-principal investigator. Thus I believe I am justified in assessing the leadership style of Captains Stanley and Caroline Melton as being outstanding. Both have high energy levels, are well trained spiritually and technically, confident, and caring. Besides observing the respect given to them by co-workers and subordinates, I know personally they are to be trusted and are competent. One occasion I had to call on them and their services occurred during the summer of 1979 while I was meeting a friend at the airport; a stranger

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Had her purse stolen. This stranger was unable to speak Spanish and had lost all of her official papers. While trying to help this tearful and distraught woman, I spotted the Meltons at the airport. I called for their help, and just as if they had nothing else to do, immediately took the woman under their wing to aid. Later I learned the Meltons helped the stranger for nearly a month as she tried to regain her papers in order to leave the country again. Other examples could follow, but suffice it to say, the Meltons are well known and well respected in the American community for their assistance in any time of need. Their home is the center for needy people of all types. It also serves as the chapel where services are held twice a week. The holistic approach to serving both the physical as well as spiritual needs of mankind are reflected in the use of the Salvation Army Center as chapel, refuge, day-care center, and personal home.

Two specific programs in Guatemala City have been instigated since the Earthquake. They are the building of a residential alcoholism program and the day care center. Each will be described briefly.

The Alcoholics Rehabilitation Center when completed will provide a 100 capacity residence for alcoholic males. The Center is located on the outskirts of the bustling metropolis in a tranquil, secluded area. The cost of the Center is being met through the sale of cement blocks. The production of blocks, as part of the Salvation Army's work, is the largest of any block factory throughout Central America. The actual number of workers, paid, as well as recovering alcoholics, varies. On January 10, 1980, eleven paid workers and eight recovering alcoholics were working in the plant as well as building the residential house for the future director of the Center and other various buildings. Plans are moving ahead rapidly; Captain S. Melton stated, "We promised the men that we'll celebrate Christmas next year by eating in the dining hall." Spiritual counseling and chapel services are a part of this active Center.

Besides the physical structure, personal lives are being rebuilt. The philosophy of work for treatment puts responsibility for recovery on the alcoholic. Dignity is restored through earning a salary as well. A home atmosphere prevails and spiritual counseling is central to the Program. Captain Melton is ingenious in his sense of providing a permanent Center, for instance shifting land and erosion from the rains is being

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halted through a small reforestation plan on the site, also reinforcement with cement of the sides of the deep ravines prevents other erosion. Plans to develop a producing farm also are in place and have been initiated with the raising of breeding pigs. The land is fertile and will no doubt be capable of producing food for both the Alcoholism Rehabilitation Center as well as the Child Care Center.

The Child Care Center is a dynamic part of the Guatemala City program. It was begun shortly after the Earthquake to meet the needs of working mothers. There is an urgent need for this type of care in the City where the rate of abandoned women is very high. In some settlements we have found in the NSF Study that single-parent female headed households represent 80% of the population with a high percent of the households having numerous children under the age of five years. Today the Center offers care and education for 90 children on a five-day a week basis. The families help support the Center and further assistance is received through the contributions of Kindernothilfe, a German private assistance agency.

From a humble beginning the Child Care Center is now well-equipped and well-staffed. The happiness and good nutritional state of the children is reflected in the photographs taken January 16, 1980.

A Liga de Hogar (women's club) is also active in Guatemala City focusing on the same goals as in Tecpan e.g. spiritual growth, health, home education and family planning, crafts, social interaction and support.

#### General Impressions and Recommendations

As in Tecpan, the Salvation Army's program in Guatemala City is impressive in the achievements that have been made in a short period of time. These achievements are due, I believe, to the dynamic, energetic leadership and superior training of the Captains Melton. As in Tecpan the physical structures of the block factory, in-process Rehabilitation Center, the Day Care Center, and the Salvation Army Center are but a small part of the purposeful program. It is quite obvious that the Meltons and Guerras are not here in this trouble-torn country for self-aggrandizement in a country club environment as I have seen in other missionary groups, but rather they are working at the grass roots

level with some of the most rejected social outcasts. Even in their sharp uniforms, these workers are in Guatemala to work, not being timid of facing some difficult, trying and sometimes dangerous situations. There is a personal commitment that indeed is obvious to an outsider. Beyond what is already being done in Guatemala City, future efforts might be directed (with more staff and support monies) to:

- 1) establishing some direct contacts in the numerous squatter settlements that have few social services;
- 2) assess the possibility of establishing a youth program or center where skills as well as recreation would be offered;
- 3) establish some liaison with several of the foundling homes or orphanages for abandoned children;
- 4) assess providing shelter for the thousands of street people especially the handicapped in Guatemala City.

#### SUMMARY

Within a short period of time (3 days) I have attempted to draw together information about three periods of time: The Emergency Period, The Reconstruction Period, and The Development Period to assess the involvement of the Salvation Army in Guatemala since the February 4, 1976 Earthquake. A flowchart Figure 1 summarizes the stages of development and the foci of effort during these stages.

1959 (Year when the agreement with the Salvation Army was not renewed by the Guatemalan government; Programs ceased).

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February 4, 1976 Earthquake

#### Emergency Period

- 1) relief efforts directed toward all the needy provided tents, blankets, clothing, food, medical treatment
- 2) assigned to be responsible for Tecpan's relief. Cooperated with Mexican government in temporary housing and field hospital

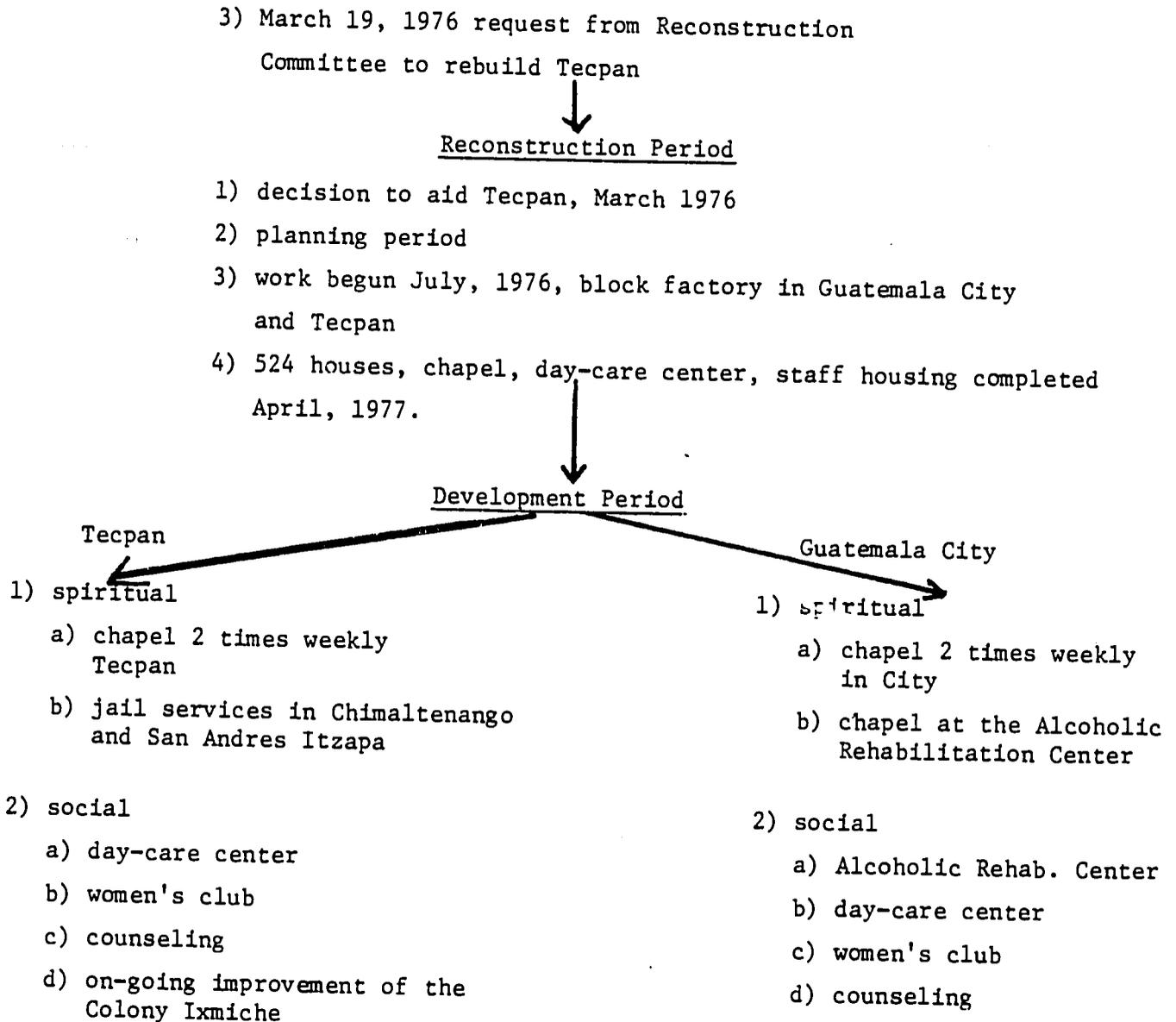


Figure 1. Flow Chart of Process

The names of the persons interviewed are found in Appendix A and the photographs of the various aspects of the program in Appendix B.

### DISCUSSION

Clearly the evaluation by Chaplain Willars on our February 11, 1976 flight to aid in the Emergency Period "we come in hoards...but then leave in about 3 months when the work really should be done" must have been shared by many of the policy makers with the Salvation Army for indeed as evidenced by work sprung from the relief and emergency period. A small temporary group has now grown to a larger staff on a permanent basis. Taking the initiative and with foresight, the Salvation Army personnel sensed that the housing project in Tecpan would offer visible evidence to their commitment to serve the needy. Fulfilling their commitment has thus opened more doors for them. I sense that

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decisions made on the spot in the needy areas are supported by headquarters, thus eliminating delays in meeting current, changing needs in the countries being served. This reflects a measure of trust in the capabilities and assessments of the local Salvation Army personnel. Other agencies do not always operate with such a local jurisdiction of power and decision making. Confusion and frustration too often delay sound and needed actions. On the other hand, field posts can be very lonely and continuous feedback from some supervisory post is strengthening.

Again, to reiterate some important comments, the Salvation Army's holistic approach of meeting spiritual as well as social needs through a family centered responsibility is its most positive attribute. Furthermore, the focus of its work is directed to the underserved populations and social outcasts. Indeed, it has been a privilege for me to assess the work of the Salvation Army in Guatemala. I have found the personnel to be of the highest calibre and with an earnest commitment to meeting the needs of others. The openness I experienced to inquiring about any aspect of the Program leads me to commend the local, regional and international levels of the Salvation Army for their efforts to engage the services of an unbiased evaluator. My evaluations of other groups have not all been positive. However, I believe the efforts, focus, and program of the Salvation Army in Guatemala are exceptionally high and the personnel Captains Stanley and Caroline Melton and Captains Daniel and Teresa Guerra are truly well-qualified and dedicated workers.

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APPENDIX A

Persons Interviewed

1. Captains Stanley and Caroline Melton
2. Captains Daniel and Teresa Guerra
3. Major Bernard Smith and his wife
4. Mayor of Tecpan, Guatemala
5. Hans Laguerud, brother of former President Kjell Laguerud
6. President of the local Committee for Reconstruction and his wife
7. Marguerita Salpor, nurse, native of Tecpan
8. Mario Trinidad, Native of Tecpan
9. Guadalupe Galvez, Tecpan
10. Two colony residents at the pila
11. 12 women at the Women's Club meeting, Tecpan
12. Factory owner in Tecpan
13. Postmaster in Tecpan
14. Don Lucero, businessman in Tecpan
15. Secretary to the Town Council
16. Chaplain Dick Willars, formerly staff personnel, Salvation Army, Denver, Colorado

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APPENDIX B (Cont.)



Cathedral in Tecpan  
Being Reconstructed

APPENDIX B  
PHOTOGRAPHS



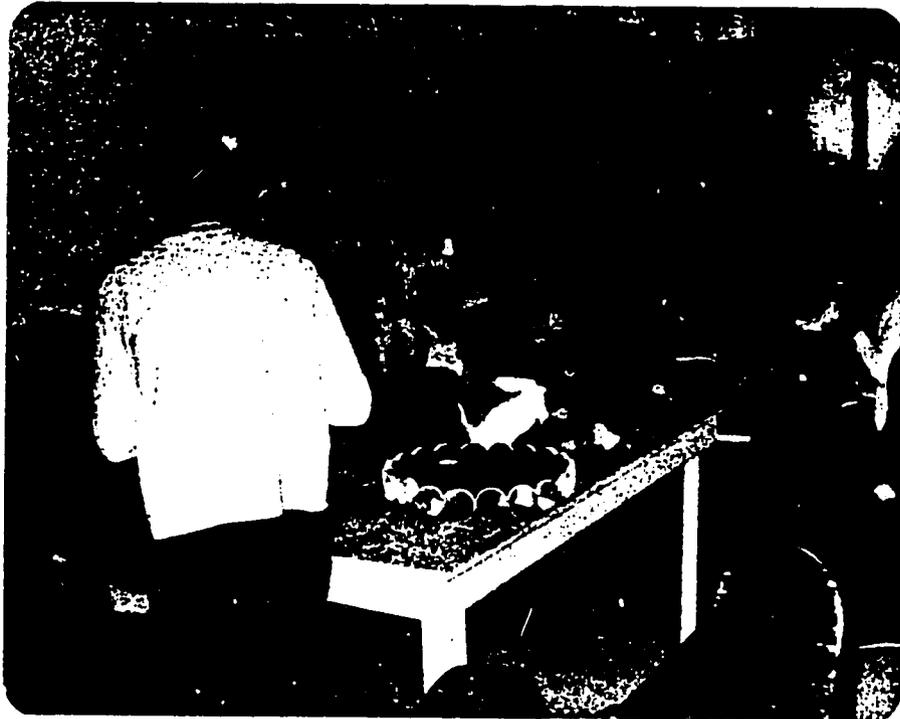
Captains Guerra Tecpan chapel



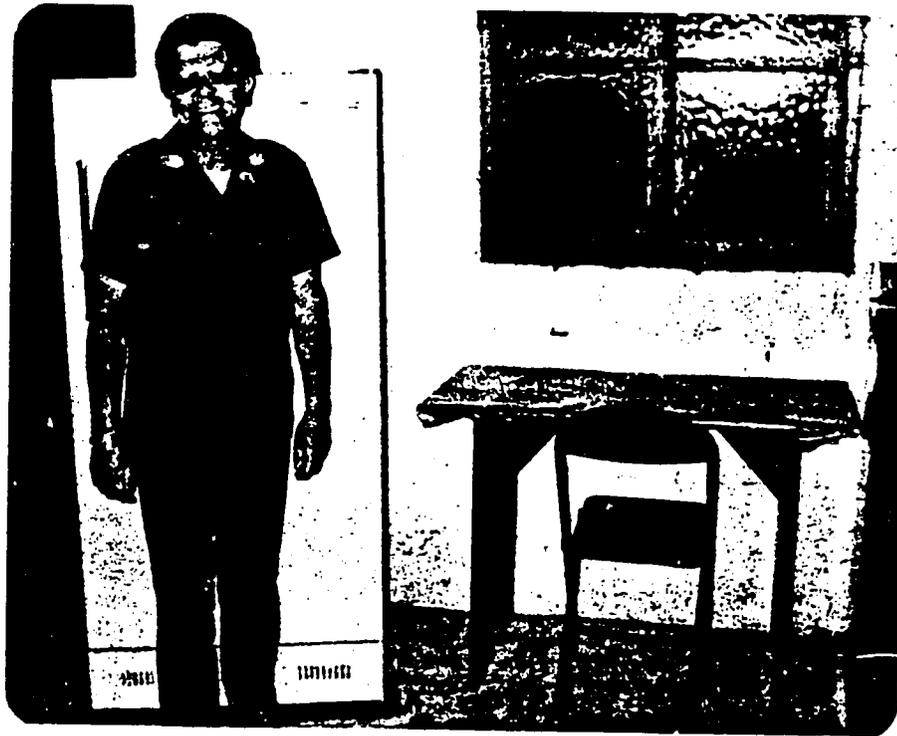
APPENDIX B (Cont.)



Liga de Hogar Tecpan  
craft projects



APPENDIX B (Cont.)



Captain Daniel Guerra  
Kitchen of Tecpan  
pre-school



Dining Room



Pres. of Committee for Reconstruction  
Tecpan  
his wife, daughter, Captain D. Guerra  
(Note elaborate navity scene in their home)



Liga de Hogar, Guatemala City

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APPENDIX B (Cont.)



Proud of her home where  
she and her four children  
live



APPENDIX B (Cont.)



Resident in a Salvation Army  
house in Tecpan



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APPENDIX B (Cont.)  
Preschool Children  
Guatemala City



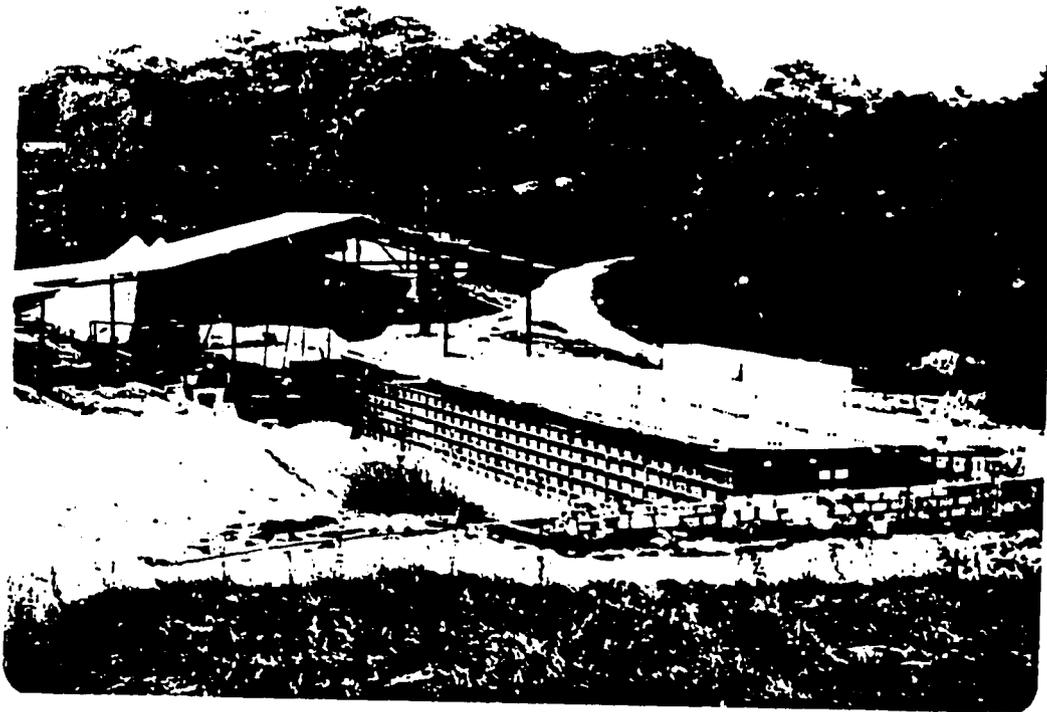
Activity Schedule



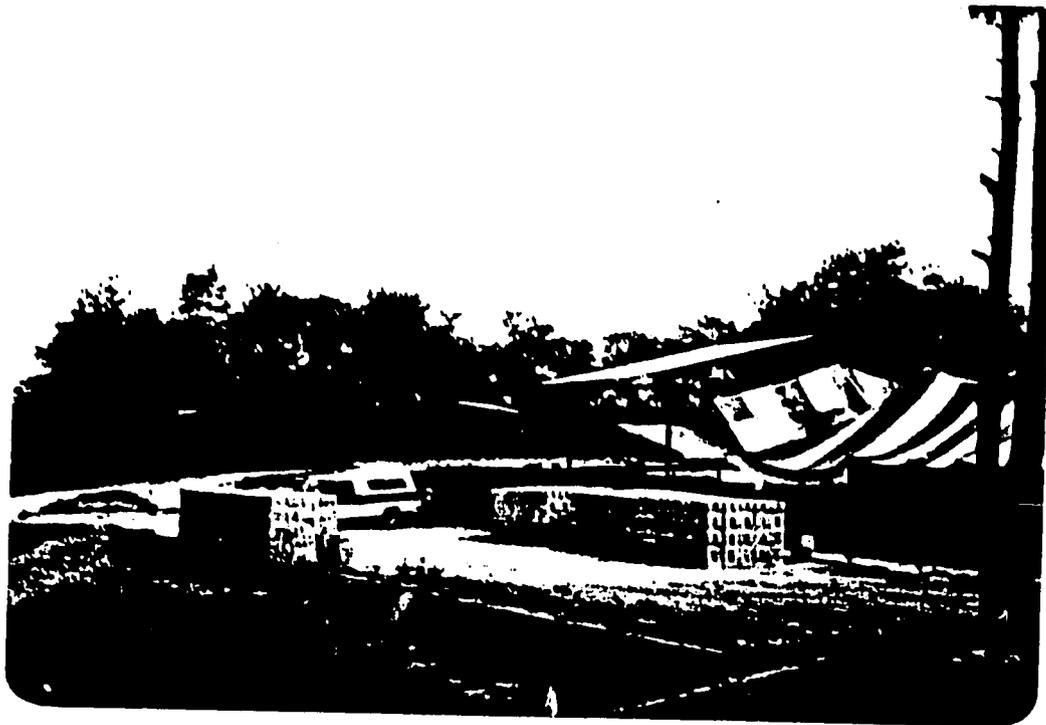
Waiting for working mothers

103

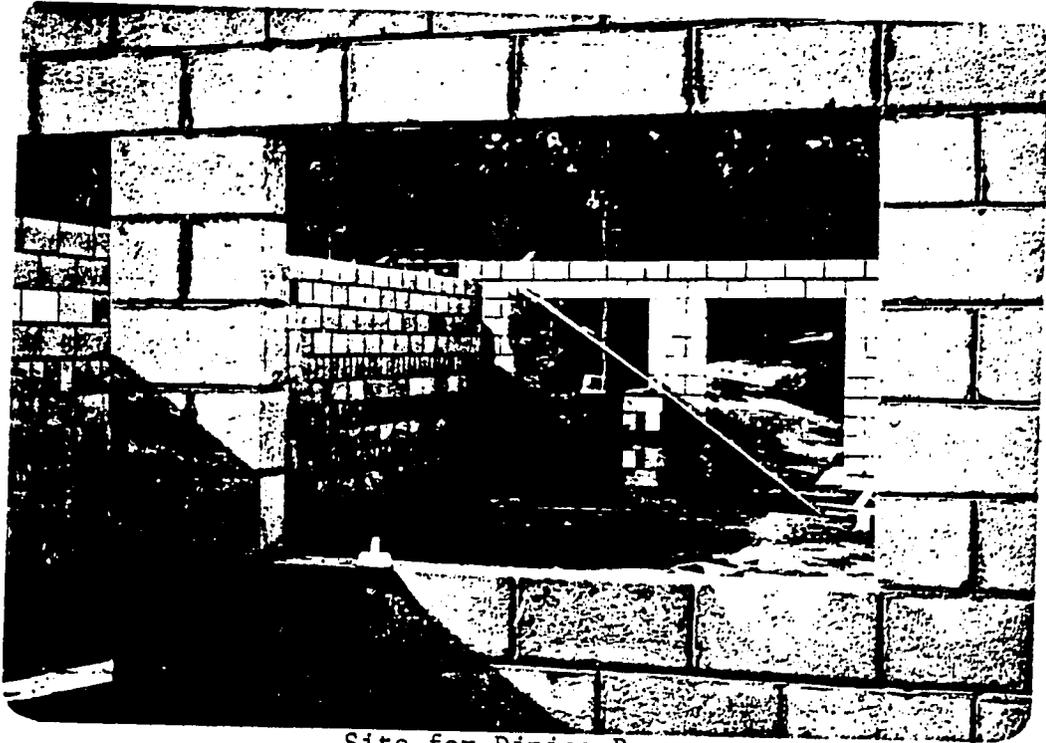
APPENDIX B (Cont.)



Block Factory, Guatemala



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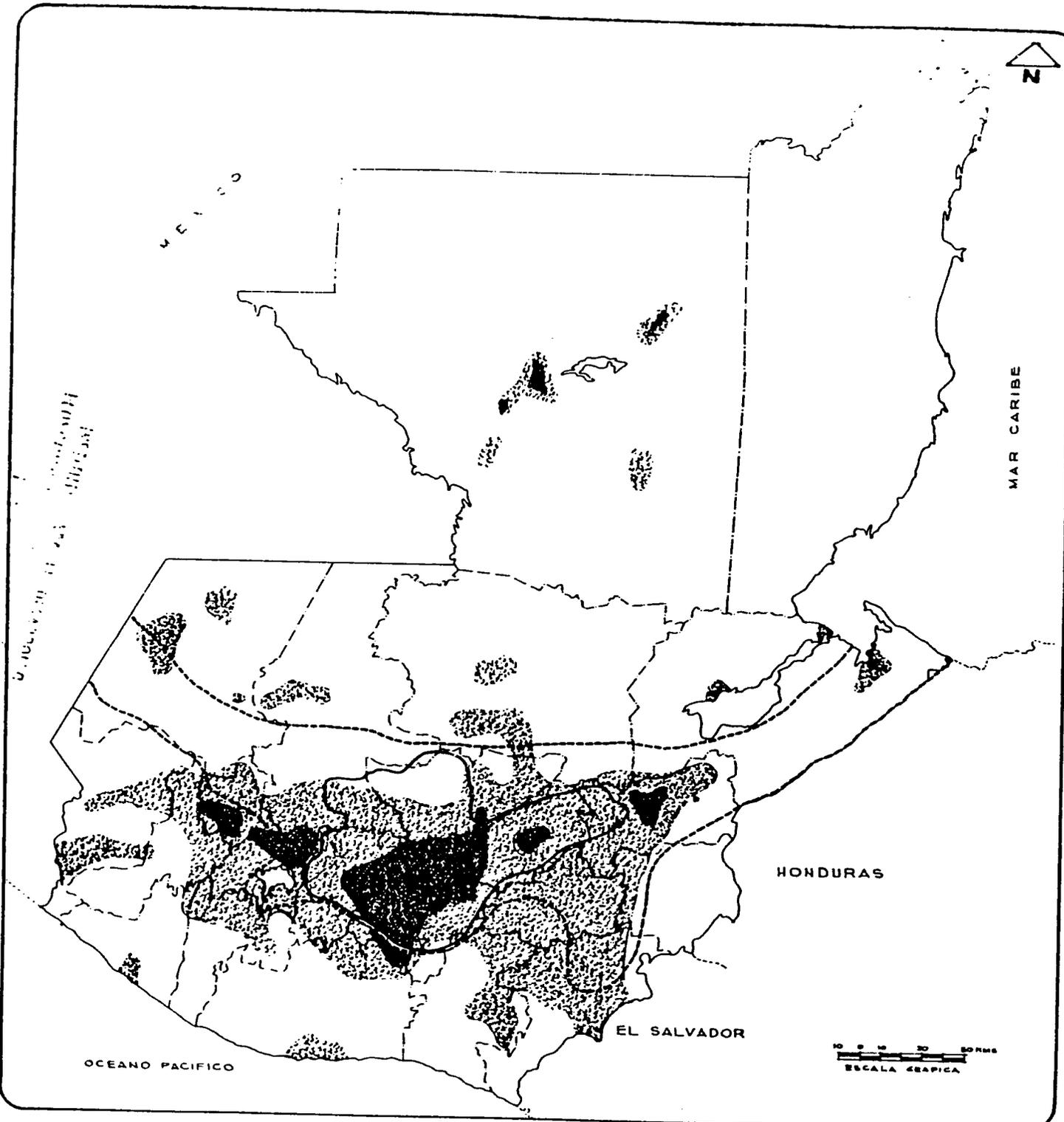


Site for Dining Room

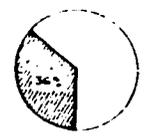


Site for Alcoholism  
Rehabilitation Center

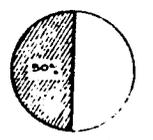
105



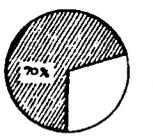
DE LA POBLACION TOTAL DEL PAIS



DEL TERRITORIO NACIONAL



DE LA POBLACION INDIGENA DEL PAIS



DEL PRODUCTO GEOGRAFICO BRUTO (P.G.B.) DEL PAIS

----- ZONA AFECTADA POR EL TERREMOTO

———— ZONA MAS AFECTADA



DE 16 A 45 HABITANTES POR KM<sup>2</sup>



DE 46 A 75 HABITANTES POR KM<sup>2</sup>



MAS DE 76 HABITANTES POR KM<sup>2</sup>

**IDESAC**  
 INSTITUTO PARA EL DESARROLLO ECONOMICO SOCIAL  
 DE AMERICA CENTRAL  
**CIVDU**  
 CENTRO DE INVESTIGACION SOBRE VIVIENDA Y  
 DESARROLLO URBANO

LAMINA

2

# EL Grito de Guerra



Revista del Ejército de Salvación, para México, Guatemala, Costa Rica y Venezuela

## EL TERREMOTO EN GUATEMALA Y LA ACTITUD DEL EJERCITO DE SALVACION



Vista parcial de las 524 viviendas edificadas por el Ejército de Salvación para los damnificados por el terremoto del año pasado, en Tecpan, Guatemala.

# EL TERREMOTO Y LA ACTITUD

En los últimos momentos de su vida, William Booth, fundador del Ejército de Salvación, pidió la presencia de su hijo Bramwell a su lado y le dijo: "Bramwell, quiero que me prometas que cuando mi voz calle y yo me haya ido de ustedes, tú harás más en favor de los desamparados del mundo. Los que no tienen hogar. ¡Escucha! No me refiero a este país solamente, sino a todos los países."

-Sí, General, comprendo.

-Las mujeres sin hogar. Hijo mío, nosotros no sabemos lo que es no tener un hogar.

-Sí, General, comprendo.

-Los niños desamparados. ¡Oh, los niños! Bramwell, cuida de aquellos que no tienen hogar. Prométeme.

Después que le fue dada la promesa, William exclamó con un toque de ese humor que siempre le había caracterizado: "Escucha. Si no cumples, ¡volveré para perseguirte!"

Y el Ejército de Salvación, desde entonces, ha cumplido la promesa que hiciera a su fundador a través de los labios de Bramwell. De acuerdo a la necesidad, es la ayuda que da el Ejército, a veces más allá de sus recursos del momento, simplemente confiando en que "Dios proveerá" para poder proveer para otros.

En Tecpán, Guatemala, la necesidad era: el saldo de un terremoto. El Ejército de Salvación ayudó en el momento y después del momento.

Un diario guatemalteco escribe: "El Presidente de la República General Kjell Eugenio Laugerud García, recibió esta mañana de manos del señor comandante territorial del Ejército de Salvación para el Sur de los Estados Unidos, comisionado Ernest Holz, la llave simbólica de las 524 viviendas que fueron construidas en el municipio de Tecpán, Guatemala, Chimaltenango por esa entidad internacional.

El General Laugerud García, en el acto inaugural hizo una reseña de los momentos tristes vividos en aquellos días del terremoto del 4 de febrero del año pasado, en las poblaciones que visitaba al verlas completamente destrazadas.



524 VIVIENDAS en TECPAN. Momento en que el presidente Kjell Eugenio Laugerud García - izquierda - y el comandante territorial del Ejército de Salvación para el sur de los Estados Unidos, Ernest Holz, cortaban la cinta simbólica de una de las 524 casas construidas por esta institución en Tecpán, Guatemala, para igual número de familias afectadas por el terremoto del año pasado.

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# TO EN GUATEMALA UD DEL EJERCITO DE SALVACION

Agregó el General Laugerud García, que los miembros del Ejército de Salvación fueron de los primeros de las instituciones internacionales que llegaron a Guatemala para ofrecer ayuda. Señaló el Presidente Laugerud, que integrado el Comité de Reconstrucción Nacional le fue encomendada al Ejército de Salvación la reconstrucción de la población de Tecpán Guatemala, Chimaltenango, esfuerzos que hoy se ven cristalizados para beneficio de más de 500 familias que resultaron damnificadas en sus viviendas.

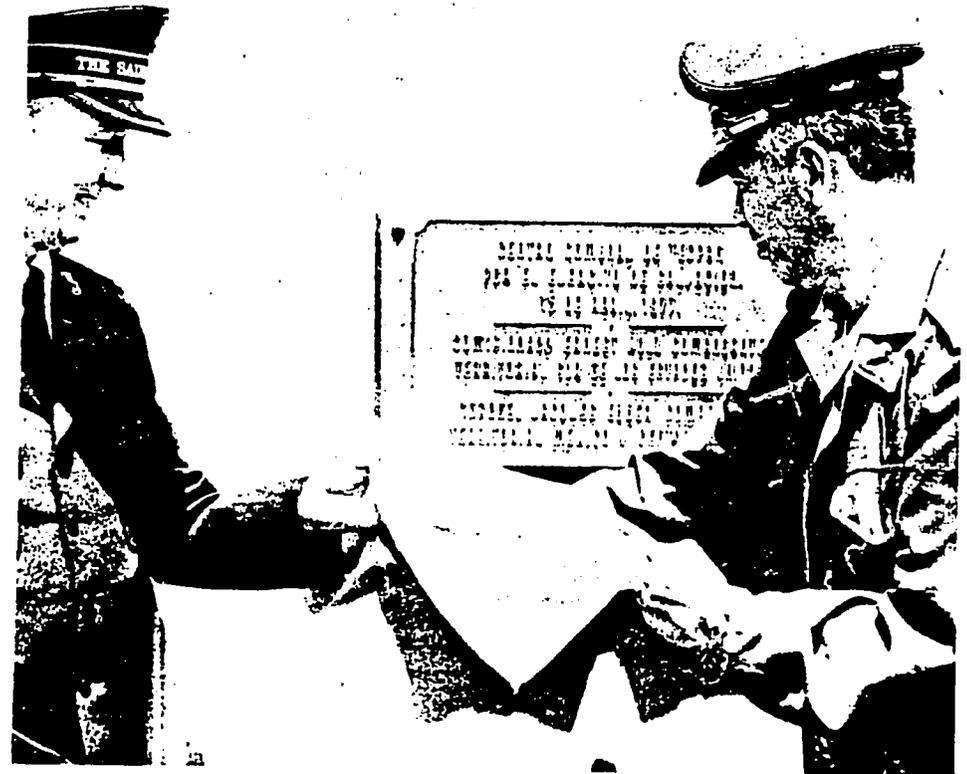
El Presidente Laugerud, exhortó a los hoy beneficiados con las viviendas construidas por el Ejército de Salvación para que ayuden a los otros tecpanecos que quedaron sin techo desde aquella madrugada trágica, para que construyan sus respectivas viviendas, puntualizando que los esfuerzos que hizo el Ejército de Salvación deben servir de ejemplo a los guatemaltecos para que nos hermanemos y nos ayudemos mutuamente.

Al finalizar su intervención el General Laugerud García, hizo entrega de la respectiva llave al alcalde de Tecpán Guatemala, señor Santiago Colón Yax, a quien manifestó que la misma debe de guardar un lugar especial en el edificio municipal, como un recuerdo de la ayuda que recibió aquella comunidad de parte del Ejército de Salvación de los Estados Unidos de Norteamérica.

Por su parte el señor Holz, expresó que la institución a que pertenece, ofreció su ayuda al pueblo y gobierno de Guatemala y que afortunadamente fueron llamados para reconstruir la población de Tecpán, donde construyeron 524 viviendas y que además proporcionaron material a aquellas familias que en esta ocasión no fueron favorecidas con las casas

que fueron inauguradas.

El comandante Holz indicó también que la ejecución del proyecto fue posible gracias a la decidida colaboración del alcalde Santiago Colón Yax, pues fue factor necesario para que la municipalidad donara el terreno para la construcción de la colonia "Iximché del reino Cakchiquel".



La fotografía corresponde al momento en que el presidente de la república, general Kjell Eugenio Laugerud García, descubre la placa recordatoria de la inauguración de las 524 viviendas en Tecpán, Guatemala.

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A muchas personas les falta espacio en la frente para las muchas arrugas que en ella tienen. Esto se puede observar también en la televisión, especialmente cuando aparecen personas importantes. Creo que el que lleva una gran responsabilidad tiene también motivo para preocuparse. Y cuando una persona mantiene su frente arrugada muchas horas cada día, ¡esas arrugas dejan su huella para más tarde!

Un día estaba yo a punto de salir a la calle, cuando se me acercó mi vecina para decirme algo. "¿Puedo hacerle una pregunta algo personal?" Como oficial del Ejército de Salvación esto no me sorprendió, y esperé lo que seguiría: ¿querría la señora confiarme sus problemas? o ¿querría pedirme consejo espiritual? Pero su pregunta me tomó desprevenido: "¿Puede decirme, por qué su esposa no tiene arrugas en su frente?" Para decir verdad, hasta ese momento no me había percatado de ello. Así que le respondí: "Seguramente, porque tiene un esposo tan amable".

Las arrugas tienen diversas causas: a veces por mucho temor, por haber perdido la confianza, por haberse vuelto egoísta, por tomar las cosas con más seriedad que la que merecen. A veces el motivo es simplemente la edad. Pero pueden evitarse en algo, si se mantiene la perspectiva y la agilidad de la juventud, liberándose así de las preocupaciones.

## Sin arrugas en la frente



San Pablo, al escribir a la iglesia de Efeso, les dijo: "... a fin de presentársela a sí mismo, una iglesia gloriosa, que no tuviese mancha ni arruga ni cosa semejante, sino que fuese santa y sin mancha".

Las palabras de San Pablo pueden aplicarse también a las personas. Pues así como las arrugas distorsionan el rostro, así también las arrugas del pecado echan a perder la vida. Y así como las arrugas son señal externa de tensión interior, las arrugas del pecado dan a entender que hay desorden en el espíritu.

Esas faltas de estética deben ser tratadas desde las raíces. Solamente Dios puede darnos ese tratamiento. Sólo él puede perdonar pecados, quitar el sentido de culpabilidad, y dar a la persona fuerza que sobrepasa toda fuerza propia.

Puede añadirse a todo esto, que las arrugas de la frente disminuyen cuando uno confía en Dios. Confiar en él significa preocuparse menos. Y preocuparse menos, a su vez, significa menos razón para arrugar la frente.

## De cornetista salvacionista a trompetista de la Orquesta Sinfónica de Chicago

Philip Smith, 24 años, ha progresado desde ser un cornetista de una banda salvacionista a la cuarta ubicación de trompetas de la Orquesta Sinfónica de Chicago, una de las mejores en el mundo.

Philip ganó su puesto en una competencia con 80 trompetistas, hace dos años, cuando todavía era estudiante de una escuela de música.

Philip comenzó a tocar corneta cuando tenía 7 años de edad. Hasta los 18 años su único maestro de música era su padre, Derek Smith, director de la banda del estado mayor de Nueva York.

Philip piensa que el ser miembro del Ejército de Salvación ha sido ventajoso para su desarrollo como músico. Al igual que otros salvacionistas, creció creyendo que la música es algo tremendamente valioso y que tiene contenido espiritual. A los 8 años tocaba en una banda juvenil de 35 componentes, y a los 14 pasó al grupo de músicos adultos. Al mismo tiempo siempre hacía su parte en las marchas, reuniones al "aire libre" (servicios en las calles), y junto a las "ollas" de Navidad.

En el Ejército de Salvación, la banda de música no es solamente adorno, sino un medio esencial para atraer a personas al evangelio. La banda de música se usa en los servicios dentro de los templos salvacionistas, igual como en otras iglesias se usa el órgano. El estilo que despliega hace que los salvacionistas sean recordados constantemente que como cristianos deben ser simultáneamente agresivos, disciplinados y alegres.

# EL EJERCITO DE SALVACION EN TECPAN G.

INFORME DEL TRABAJO DE EL EJERCITO DE SALVACION, DURANTE EL PROYECTO DE RECONSTRUCCION, EN LA CIUDAD DE TECPAN GUATEMALA

El Ejército de Salvación, llegó a Guatemala el 6 de Febrero de 1976, para iniciar un programa de emergencia, a favor de los damnificados por el terremoto del día 4, comenzó en la Capital del País poco tiempo después le fue asignada el Area Urbana del Municipio de Tecpán, por las autoridades correspondientes, en donde por varios meses se distribuyó entre la población alimentos enlatados, ropa, chamarras, catres, láminas, herramientas, se instaló una Clínica Médica, atendida por personal especializado, éste programa no sólo benefició a los habitantes del Area Urbana de Tecpán, también a los moradores de las 31 aldeas que integran el Municipio, llevándoles en camiones los artículos ya detallados.

Tomando en cuenta a las personas que perdieron sus viviendas y que no contaban con suficientes recursos económicos para reconstruir, el Ejército de Salvación, el día 8 de Marzo de 1976, se comprometió a llevar a cabo un esfuerzo encaminado hacia la restauración y reconstrucción del Area Urbana del Municipio de Tecpán Guatemala, dentro del máximo de sus posibilidades y para ello se firmó un Convenio con el entonces Ministro de la Defensa Nacional, Gral. de Brigada Fernando Romeo Lucas García, y el Cnel. de Inf. José Guillermo Echeverría Vielman, coordinador Gral. del Comité Nacional de Emergencia.

Dicho Convenio fue ratificado ante el Gobierno de Guatemala, a través del Comité de Reconstrucción Nacional, siendo Director Ejecutivo del mismo el Gral. de Brigada Ricardo Peralta Méndez, teniendo como meta: LA CONSTRUCCION DE 500 VIVIENDAS, una casa por familia.

Las partes firmantes en el mencionado Convenio adquirieron responsabilidades para la ejecución del proyecto, a saber:

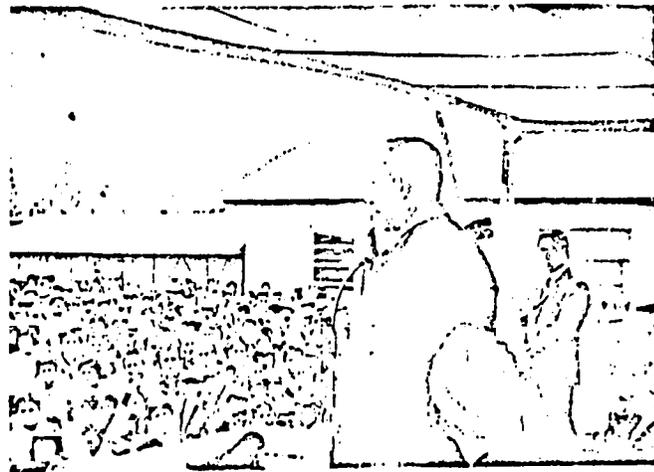
LA COMUNIDAD: Representada por el Sr. Alcalde Municipal.

La comunidad que sea beneficiada participará en forma activa y solidaria en la determinación de:

- Necesidades básicas.
- Formas de organización.
- TIPO DE VIVIENDA A CONSTRUIRSE.
- Servicios comunitarios.
- APORTE DE MANO DE OBRA Y/O financiero.
- Proveer terreno para la instalación del campamento de el Ejército de Salvación.
- Provisión de madera para artesonado de viviendas.
- Arena disponible para la fabricación de blocks.

DEL GOBIERNO: Representado por el Comité de Reconstrucción Nacional.

- El establecimiento de las políticas de reconstrucción.



El presidente Laugerud, se dirige a los asistentes en los actos de inauguración de la colonia del Ejército de Salvación.

- Proveer servicios de vigilancia para las bodegas e instalaciones del Ejército de Salvación.

- Agilizar cualquier tramitación entre oficinas gubernamentales a efecto de expedir soluciones para la ejecución del proyecto.

d. LA SUPERVISION DEL PROYECTO.

## DEL EJERCITO DE SALVACION:

a. CUMPLIR CON LA EJECUCION DE LAS METAS ANTES SEÑALADAS.

COMO TRABAJO EL EJERCITO DE SALVACION EN EL PROYECTO DE RECONSTRUCCION DESPUES DE ACEPTAR SU RESPONSABILIDAD?

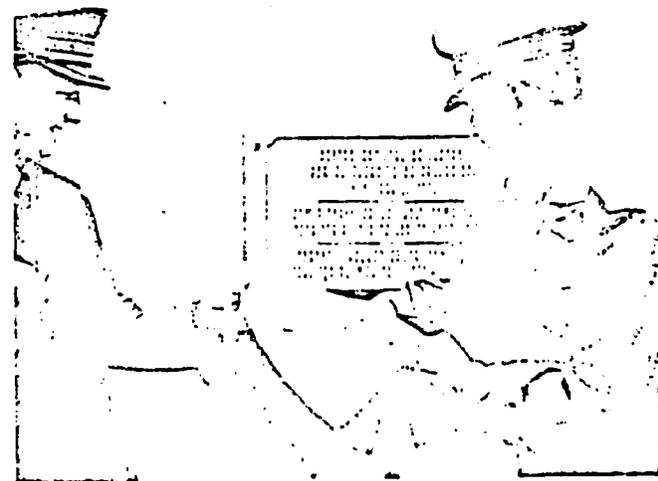
- Se celebraron reuniones preliminares con el Comité Asesor del Ejército de Salva-

- El Ejército de Salvación informó a la Oficina Coordinadora de dicho proyecto en Atlanta, Georgia, Estados Unidos de Norteamérica de los acuerdos tomados y así:

- Se trajo una máquina de block, con capacidad para producir 5,000 blocks en una jornada de 8 horas, así mismo se contrató a la persona encargada de manejarla.

- Se contrataron los servicios de un ingeniero quien procedente de los Estados Unidos de Norteamérica, se hizo cargo de la dirección del proyecto, dicha persona vivió en esta localidad 10 meses en compañía de su familia.

- La Universidad de San Carlos, por medio de su facultad de arquitectura envió un Arquitecto Inieri, el cual fungió como asistente del Ingeniero a cargo del proyecto.



Momentos en que el presidente de la República, Gral. Laugerud García y el comisionado Ernest Hrez, comandante del Ejército de Salvación del Sur de los Estados Unidos, imponen la placa del Centro Comunal de Tecpán Guatemala.

- con el Comité de Reconstrucción de Tecpán Guatemala, para determinar el TIPO DE VIVIENDA A CONSTRUIRSE.

viviendo en el Campamento del Ejército de Salvación durante todo el proyecto.

- El Ejército de Salvación, solicitó

I.N.T.E.C.A.P., organizar cursos de Orientación Vocacional, relacionados con la construcción, a favor de los vecinos de Tecpán, dicha entidad dejó a un representante quien superviso cuadrillas de trabajadores, quienes fueron entrenados en los cursos ya mencionados.

7. Se aceptaron las solicitudes de las personas que se ofrecieron como voluntarios en los Estados Unidos de Norteamérica, dichos voluntarios trabajan en actividades especializadas tales como Construcción en general, electricidad, carpintería, plomería; con la ayuda de estas personas los vecinos de Tecpán, pusieron en práctica los conocimientos adquiridos en los cursos que impartió el INTECAP.

8. El Comité de Reconstrucción Local, las diferentes Sritas, Trabajadoras Sociales, colaboraron con el Ejército de Salvación, realizando un estudio socio-económico, de las familias que posteriormente fueron beneficiadas.

Dichas familias, participaron en el proyecto de acuerdo al Convenio con 40 días de trabajo en jornadas de 8 horas.

Las familias que realmente no contaban con ningún recurso económico no participaron en las actividades de reconstrucción y el Ejército de Salvación les donó totalmente su casa.

9. Al no contar con la suficiente mano de obra voluntaria, el Ejército de Salvación, ocupó aproximadamente 60 personas vecinos de Tecpán, para trabajar por pago, tomándoles en cuenta horas extras, y asegurándoles a cada uno delante del I.G.S.S.

10. Tomando en cuenta a las familias que no tenían un predio propio, y que antes del terremoto rentaban, en especial a las de escasos recursos económicos, la Municipalidad compró un terreno, dividiéndolo en 70 predios, ahí se construyó lo que ahora se conoce como Colonia Iximché, la cual cuenta con 70 casas cada una de ellas tiene su cuarto para servicios sanitarios, también se construyó una pila con 10 lavaderos para uso general, el drenaje y agua de dicha pila estuvo a cargo de esta Institución.

El Comité de Reconstrucción Local, ha seleccionado a las familias que ocupan dichas casas, las mismas cubrirán el costo del predio a la Municipalidad, incluyendo los servicios de agua y drenaje, dichos servicios así como la energía eléctrica, se-



UNA VISTA DE LA COLONIA DEL EJERCITO DE SALVACION.

rán proporcionados por las Dependencias gubernamentales correspondientes, ya que el Ejército de Salvación, en su convenio con el Gobierno NO SE COMPROMETIO A REALIZAR DICHAS OBRAS.

11. El Ejército de Salvación, donó un edificio pre-fabricado, el cual se encuentra en las instalaciones de la Escuela de Varones, actualmente se le ocupa para impartir clases escolares, ya se han organizado grupos femeninos que asisten a dicho edificio a recibir diferentes clases de Artes Manuales.

12. Se donó a la Municipalidad de Tecpán Guatemala 25,000 blocks para que los use en sus programas de reconstrucción que estimen convenientes.

13. Se donó a la Escuela de la Aldea de Pueblo Viejo el block necesario para levantar una pared y así circunvalar su propiedad.

14. Se tomó en cuenta la decisión de las

personas que desearon construir su casa por ellos mismos y el Ejército de Salvación, les proporcionó los materiales que se necesitaban para ello.

550 blocks, 17 quintales de cemento. 6 sacos de cal; 16 hierros 1.5 mts. 16 hierros 2 mts.; 50 mallas; 18 costaneras; 4 esquines; 4 tijeras; 4 soleras; 14 láminas; 2 1/2 capotes; 2 marcos de ventana; 2 ventanas de madera; 2 marcos de puerta; 2 puertas.

15. El Ejército de Salvación concluyó su participación en este proyecto el día 15 de abril de 1977, siendo el Sr. Gral. Kjell Eugenio Laugerud García, quien declaró concluidas las tareas, e inaugurando al mismo tiempo 524 casas en Tecpán Guatemala.

Atentamente,

Cap. Daniel Guerra B.  
Oficial Directivo  
Cuerpo de Tecpán.

## CAMPANA NACIONAL CONTRA LA ROYA DEL CAFFEO

Saludos Atentos Saludos Sanitarios Municipales

COMUNICACIONES Y CONTACTOS DE LA OFICINA DE LA REGIONAL DEL GOBIERNO

112

PROJECT EVALUATION FORM

Date of Evaluation Review

1. PROJECT TITLE Jessore Emergency Medical Relief (EMR)	3. PROJECT NUMBER P.D. 39 (Rural Health Extension & Training)	4. TERRITORY BANGLADESH
2. PROJECT DIRECTOR Mr. R.K. Biswas	5. EVALUATION NUMBER Circle: <u>1</u> 2, 3, 4, 5, 6, - <input type="checkbox"/> REGULAR EVALUATION <input checked="" type="checkbox"/> SPECIAL EVALUATION	
6. PROJECT DATES Begin <u>19 72</u> End <u>August 19 80</u>	7. ESTIMATED PROJECT FUNDING A. Total <u>\$150,000</u> B. SAWSO <u>\$ 0</u>	8. PERIOD COVERED BY EVALUATION From <u>April 19 79</u> To <u>April 19 80</u>

A. List any major changes in project plans, budget, revisions of problem statement, objectives, etc.	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
<p>I recommend the present Salvation Army Emergency Medical Relief Operations at Jessore, Bangladesh be replaced by a newly designed, preventive health program in line with the recommendations presented in the April, 1980 evaluation and recommendations of Sr. P. Travaline and Dr. Nicholas Cohen.</p> <p>It is expected that the new project will be supported by USAID/Dacca and will emphasize preventive health; the upgrading of medical service, staff and facilities; and will provide outreach assistance to specified villages</p> <p>See attached "Operational Guidelines and Recommendations for the Health Care Activities of The Salvation Army in Jessore, Bangladesh," submitted to USAID/Dacca and The Salvation Army/Dacca by consultant evaluators, Sr. P. Travaline and Dr. Nicholas Cohen.</p> <p>Dr. Nicholas Cohen's program assessment report of April, 1979 is attached for reference.</p>	Brig. Victor Pedersen	August, 1980

10. TERRITORIAL COMMANDER OFFICE USE	11. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT A. <input checked="" type="checkbox"/> Continue Project Without Change B. <input checked="" type="checkbox"/> Change Project Design and/or Change Implementation Plan C. <input type="checkbox"/> Discontinue Project
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12. SAWSO OFFICE USE	13. SIGNATURES: _____ Lt.-Colonel Ernest A. Miller Date _____ John W. Wiggins Date _____ Thomas McClure Date <u>MAY 11, 1980</u>
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14. According to our project plan, did we accomplish what we set out to do?

Yes. The Emergency and Medical Relief (EMR) Project was established to provide emergency medical and food relief and has served the rural poor and minority groups who otherwise might not have been served.

15. If the answer is "yes," cite observable evidence. If "no," give reason.

It is estimated that a minimum of 70,000 attenders received services from the EMR Project each year. The services included diagnosis, treatment and food supplements. In addition, nutritional rehabilitation for severely malnourished children was given.

16. To what extent has the long-range social problem which our project was addressing been affected?

The original purpose of the EMR Project was short-term relief and rehabilitation following the war of independence and several natural disasters. The current project leadership has expressed interest in attacking the root causes of disease and ill health--poverty, inadequate sanitation practices and malnutrition.

17. Is the social problem identified in the project plan the basic one? If not, should other problem(s) be considered as alternate or additional concerns?

The problems originally identified by the EMR Project were hunger, disease, lack of shelter and dislocation caused by the war and natural disasters and by famine.

18. What unexpected results (good or bad) have occurred?

A good result: basic medical services have been provided to the poorest persons, including Bihari widows in the Jessore area, who otherwise would probably not have been assisted. Additional benefits included the operation of education and employment projects providing training and employment for approximately 100 women with children per year.

A negative result: the quality of EMR medical services deteriorated with the loss of key expatriate volunteer medical and supervisory staff who returned home or were transferred to other posts after critical disaster periods.

19. Was the planned strategy used to solve the problem the best means for approaching the solution?

The only apparent planned strategy at the beginning of the EMR Project was to meet the obvious human needs as quickly and effectively as possible. The original project was to have been terminated after the disaster period, but no formal policy or date was set. The project continued on a temporary, emergency relief basis until the SAWSO intervention in 1979. After SAWSO consultations with project leadership, it was decided to evaluate and redesign the project to meet current rural health needs and de-emphasize the relief aspects of the project.

20. Did we use the means and methods we said we would use to solve the problem?

Yes. It was decided that the expatriate medical team (Salvation Army officers and volunteers) would be replaced by a local indigenous staff to continue meeting the emergency medical, nutritional and relief needs of the rural poor in the Jessore district.

21. What have been the benefits of our project to (a) women (b) youth (c) handicapped (d) aged (e) others?

Approximately 60,668 attenders were served in the one-year evaluation period:  
23,510 men attenders  
16,751 women attenders  
8,749 under-five attenders  
11,658 nutritional-rehabilitation-unit attenders

22. Did we spend the amount of money that we said we would?

The EMR Project is funded on a reimbursement basis with no fixed budgets. Funds are provided as needed from a restricted Bangladesh relief fund at the International Headquarters of The Salvation Army in London which is supported by private contributions.

23. Is the project proceeding along the specified time?

Time frames and project termination dates were not established in the initial relief operation. Services are now being provided on a routine basis with no formal goal statements or objectives; however, regular reports of activities and services are submitted to the government and donors. The project does have an excellent disaster response plan and large quantities of food are available for rapid distribution.

24. Does this project affect the natural physical environment? If so, what effect does it have?

No.

25. Does the project affect the cultural environment? If so, in what way?

Yes. There appears to be an increased reliance on Western medicine by the rural populace. There has also been an increase in the basic education, employment skill level and income of Bihari widows participating in the EMR Project's education and work component.

26. Are there any external factors having an unexpected influence on the project (inflation, new priorities, etc.)?

The need for emergency relief assistance has decreased in the Jessore area over the last two years. The Jessore District Commissioner (Government of Bangladesh) and local village leaders have asked The Salvation Army to expand its

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health services to six villages in the Jessore District not presently being served by government health programs.

27. Are there any problems with cash flow, technical services, etc.?

Cash flow has not been a problem, since the inception of the relief activities; however, the unavailability of local and qualified medical staff has been a problem and has adversely affected the medical standards of the operation.

28. Can we draw any lessons from the project experience that would be important in assisting other projects?

The Salvation Army EMR Project obviously has played a vital role in providing medical and food relief to the rural poor and minority groups in the Jessore area after the war of independence and the subsequent natural disasters.

With the passing of the critical disaster and relief periods, health professionals and voluntary personnel moved to other areas; and medical supervision and health service standards deteriorated.

Future emergency medical relief operations should be planned to terminate at a specific time or when the situation warrants; especially when there is a change in the core of qualified and trained medical personnel. Ongoing and regular professional medical oversight of post-disaster projects should ensure adequate and internationally acceptable medical standards being maintained under indigenous staff.

Development training and technical assistance needs to be made available to post-disaster and emergency relief operations to ensure an orderly transition to development-type activities as needed and requested by indigenous Salvation Army staff or officers.

29. Is there any way that SAWSO can provide additional assistance?

Yes. SAWSO has and continues to provide development training and technical inputs to the Bangladesh operation, to assist the transformation of the Jessore Emergency Medical Relief Project into an ongoing, high-quality rural health development program.