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Save the Children Federation  
Kiribati Field Office  
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EVALUATION/TRAINING PROJECT

January - February 1984

- Consultants: Asesela Ravuvu,  
Institute for Pacific Studies  
University of the South Pacific  
SUVA, FIJI
- Participants: Staff of SCF/Kiribati, the SCF National Advisory Committee,  
Community People from the Islands of Arorae, Tabiteuea  
South, Maiana and Makin.
- Procedure: Under the guidance of Asesela Ravuvu an internal  
evaluation was conducted by the above named participants.  
The purpose was two fold; (1) to make an assessment of  
SCF progress to date and (2) to use the process and the  
materials collected as a focus for training of staff  
and community representatives.
- Report: A summary of the 32 page report along with the Community  
and staff Training program is attached. This was  
prepared by the consultant, Mr Ravuvu.  
  
The complete report may be read at the SCF Field Office  
in Tebunia, Tarawa. Any interested persons may contact  
the director for additional information and comments.
- Acknowledgements: SCF Kiribati is grateful for the help and assistance  
of Asesela Ravuvu, Consultant; Mr Tong Ting Hai,  
Mrs Tekarei Russell, Mr Roniti Teiwaki of the SCF  
National Committee; the Community of the four islands;  
Government officials; and the many persons who willingly  
contributed to our efforts.

Sincerely,  
Respectfully,  
Respectfully

SCF EVALUATION/TRAININGSummary

SCF, Kiribati Field Office, is operating in small coral island areas where local natural resources are limited and difficult to exploit or develop for the benefit of the people. Lack of capital and technical expertise has led to a greater and increasing dependence on foreign sources. Technical and financial aids from other countries have been accepted and continued to be sought by the Kiribati Government and its people as essential to the exploitation and development of their scarce resources. With these external aids, the Government has been endeavouring to fully develop and exploit its natural resources and also provide a number of services for the people. The need for these services, partly and initially an inculcation from without, and also a demand from within, is ever increasing and expanding into other areas that it is difficult for the Government to contain them within its means. Being taught and conditioned to acquire a new life-style which cannot be satisfied in totality within the existing traditional infrastructures, the I-Kiribati, like many of their Pacific neighbours have developed a dependency mentality that their individual ruggedness and self-determination which once enabled their ancestors to survive and live in their technologically simple environment have waned, and are almost on the verge of non-existence. A series of government development policies have continued to emphasise self-reliance or the self-help approach in development. It is an effort to reinculcate self-determination or self-respect which is weakening and almost lost as a result of being under the condescending, paternalistic and ethnocentric influences of the past colonial government and present aid donors. It is a goal which cannot be easily achieved in a short period within a context where "handouts" are the same also distributed under the grandiose "humanitarian" ideal of "helping the poor" or "the underdeveloped".

In trying to help "the poor" a number of approaches on how to effectively and democratically distribute equitably the development benefits of such aids have been promulgated and endeavoured to be used by various organizations. One such approach is the SCF Community Based Integrated Responsive Development (CBIRD). It entails the satisfaction of community expressed needs by the members of the community themselves, and focussing on all the diverse community problems and attempting to resolve them in an integrated manner.

SCF in Kiribati has been trying its best to utilise this approach to some extent and within the restricted confine of its resources both in terms of limited available funds and great inadequacy of skilled and fully competent staff to effect successfully such a comprehensive and diffusive approach in development. Faced with these difficulties and other infrastructural problems already pervasive in its high impact areas, SCF in Kiribati has indeed, with determination and commitment, made some impact in revitalising the dying self-help ideal, a once the basic essence of survival in a technologically "underdeveloped" environment. Within its period of operation on Kiribati, it has stimulated dying interests and enthusiasm in communal and individually initiated and funded projects. Through short periods of formal training, coupled by ongoing on-the-job training of locally recruited staff members and community workers, together with the provision of the services of skilled personnel and some financial and other technical assistance, SCF in Kiribati is making an effort to establish the condition whereby self-determination and self-respect is going to be achieved. It has tried to achieve this by providing some financial and technical support and emphasising the self-help approach in its development activities whereby the people are encouraged and helped to resolve some of their problems.

In its effort to encourage and emphasise self-determination among the people in the identification of their problems, planning and implementing how to resolve these problems, SCF in Kiribati has thus little choice but to flow with the tide and work with the people. Where it has responded to the real expressed needs of

the people, some success has been achieved; but where the needs are created through the cultural imperial eyes of the bureaucracy, and other external influences, interest is lukewarm and determination to complete a project often flagged and diminished when support and supervision are withdrawn. A point in mind is the effort of the Kiribati Government and other organisations, both local and foreign, trying to improve the water supply and thus the health of these coral island inhabitants. Observation and interview results have shown that a majority of the people are more interested to build houses of more durable materials in terms of aluminium roofing iron, sawn timber and concrete structures for their families. This is demonstrated by the prevalence of numerous groups already involving in income generating activities and in the construction of permanent type housing. In fact most of the groups which are involved with income generating activities, such as the mronron, have the same end in mind, and that is to use their accumulated monetary gain in building better and permanent houses for their members. On two islands, Makin and Arorae, and even on Maiana, one's eyes cannot escape the presence of concrete house structures left unattended waiting for more funds before any further structural progress is made. On Arorae, the people have been very responsive to and pleased with SCF encouragement and assistance to their house building projects. They have so far completed ten houses for their members. Little has been achieved in terms of improving the water supply; although four demonstration tanks have been built with materials provided by SCF, the rate of adoption is almost nil. The people on Arorae do not consider shortage of water as an acute problem, nor do they consider it as unhealthy if they could boil it. Their problem is thus not one of quantity or even quality but it is one of easy accessibility to household families.

On Makin, hardly any strong interest exist as such that water shortage is a problem. Easy accessibility to water sources is expressed by the need for piped water system by some community members. This is also true in some villages in Maiana. But the need of acquire finance to build houses has been strongly and repeatedly expressed. There is a logic in the need for building houses with

aluminium roofing iron. These will, in the future, lessen effort on continual maintenance, and act as rain water catchments for any kind of tanks to be constructed. To encourage people to build tanks when they do not have catchments is like putting the cart before the horse, a difficult process to achieve.

In any wide technological adoption is to occur, it is essential that real needs and not externally perceived ones are given the priority and support. Where the need is internally perceived, the community is well able to organise itself to find money, the labour and the will for execution. Where it is external, the community expects the government or whoever it is that is verbalizing the need, to substantially implement it. In brief, perceptions of need by SCF and other organisations must be tuned in with perceptions of need by the people if substantial adoption is to occur. Unless SCF has the financial and political power to impose its priorities, it can do no more than providing specific services required by the people.

#### Suggestions for consideration

1. The use of written information in the vernacular language and other forms of mass media should be utilised to effect better communication and thus a better understanding of SCF development goals and approach.
2. There is a need for follow up work and continuing support by SCF for participants of specific skill training. Ways and means of reinforcing their skills and for the meaningful and effective transfer and utilization of them for the benefit of the community should be seriously considered.
3. A close working relationship with groups and organisations already existing on the islands is important for the establishment and expansion of SCF development ideal of self-help. The possibility of working with church groups must be considered.
4. Women and youth groups already working on the islands should be considered as target groups for the re-education in self-help.

5. There still remain the need for a great deal of education to convince communities of what they need and that some of their old established priorities are misplaced.
6. The need for cash income is great. To have a wide adoption of any new technology, the people should be helped to initiate and manage effectively income generating projects. More income generating projects should be planned and those involved must be educated on how to manage and spend wisely the cash return of their labour.
7. In order to lessen the skewing of benefits of SCF development effort to those who have economic power and status, target groups such as those who have little land or women heads of households with no regular income should be focussed upon and assisted.
8. A supervisory staff member with some entrepreneurial ability, business skills and wide economic background should be recruited to help in the establishment of income generating activities and training of staff and community workers.
9. Some definite formula or principles must be adopted by SCF in the allocation of its available resources and services to the community. This is essential if bitterness or unhappiness between groups normally caused by the unequal distribution of aid money, technical service and project materials is to be minimised.
10. SCF should try to adopt a two pronged approach to helping the people to solve their problems. Those who are really helpless and deprived must be considered to receive direct assistance from SCF; and those who have certain resources must be encouraged to help themselves and to only receive indirect assistance from SCF.
11. A strategy of method of evaluating the competence and effectiveness of SCF salaried community workers and office staff members should be devised and utilized. A system of rating should be used and staff members should be

of self-training and group learning through the interaction of participants themselves, and with others during the course of the training. Through exchange of field work experiences, group discussion, and the presentation of a number of case studies of actual field experiences, the participants will be further exposed to the realities of rural or community development relating to their respective areas and projects. Participants will be required, either individually or in groups to introduce and discuss the various issues emerging from their work experiences and in terms of specific content areas.

### Content

1. Various social skills for achieving appropriate interpersonal or inter-group relationships and effective communication. Informal and formal approaches, personal contact and the use of intermediaries, verbal and written communication. Use of the media.
2. The numerous structures and decision making institutions in the country, and in the island communities. Control and power struggle; how do they affect the aspirations of the people and their lives in general, both positive and negative effects are to be discussed.
3. What is 'poverty', 'oppression', and 'injustice'? Are these concepts existing in the communities of SCF operation? In what form do they exist? If they do exist, how are they originated? How can they be resolved?
4. Community problems; what are they? How can they be best identified and analysed? Major issues and problems confronting community workers in their attempts to work with the people, particularly the deprived sectors. How can they be resolved within the existing infrastructures?
5. Relationships between rural structures and problems, and national and international policies and structures. How do they affect one another, and the country and people with whom they are trying to develop or change?
6. Gauging personal success and failure, progress or no progress. Personal bias or ethnocentrism. How does it affect one's view of what he is doing and about other people. The idea of objective and subjective evaluations. Why do people tend to be defensive and protective of what they are doing, their organizations, or their interests?

## Appendix I

### COMMUNITY & STAFF TRAINING - 30 JANUARY 1984

#### SAVE THE CHILDREN FEDERATION - KIRIBATI

Consultant: Asesela Ravuvu

Training Programme for Community Self-Help Coordinators; Community Persons, Tarawa staff of SCF Kiribati Field Office, Tarawa

30 January - 4 February 1984

#### Broad Aims

- a. To develop self-confidence and a better understanding among SCF staff, CSC's and community persons of their roles as community workers and development facilitators.
- b. To develop among participants a sense of awareness and critical analysis of the various development goals, philosophies and issues relating to the various development projects which have been established among the people of SCF impact areas.

#### Objectives

At the end of this training participants should be able to display some skills and knowledge in the following aspects of their tasks.

1. Communicating effectively with the people and achieving appropriate interpersonal relationships with them.
2. Identifying, social, economic, political and religious power structures in the country and in the community of SCF impact areas.
3. Defining what 'poverty' and 'injustice' are, and identifying and analysing the causes of these phenomena within each community of operation.
4. Analyzing major issues and problems faced by CSC's or field workers in their attempts to work with the deprived sections of the community, and planning solutions to them within the framework of the SCF organization and the communities in which they work.
5. Understanding and analysing the relationships between rural structures and problems, and national and international policies and structures.
6. Evaluating their own work, personal ideas and ideologies using actual case studies and field experiences.

#### Methodology

It would have been very effective if the participants were involved in identifying their own training needs, and in planning and running the training programme. Bottom-up planning, people's participation, and decentralization of authority could then be practised and experienced by the participants in a more meaningful and practical way. Unfortunately communication difficulties, limitation of time, and other factors do not allow for such a process to be followed. It is hoped, however, that this programme will provide some aspects

## Appendix II

### SCF STAFF TRAINING, KIRIBATI FIELD OFFICE

30 January - 4 February, 1984

#### Personal Evaluation

This is an exercise in which we are trying to condition you to analyze and evaluate your strengths and weaknesses as a staff of SCF, and in relation to your role as community workers. In order to help one another and provide constructive criticism to make our effort much more effective, we must be honest with ourselves and critically look at ourselves in terms of what we have already done and are trying to do.

#### Personal Ability

1. What do you consider (a), as your strengths (b) your weaknesses
2. Do you find it difficult to approach people? If yes, say why and if you say, no, then explain how you have been able to achieve it.
3. Do you consider yourself, well liked, partly liked, not liked by all the people, some of the people? Say why.
4. Do you find it easy or difficult to relate yourself to other people? Give reasons.

#### Work Effort

1. What do you consider as your most important contribution to the people in terms of SCF ideas of self-help and participation? List and explain how you accomplish it.
2. List all activities which you have done with the people and which you consider important for educating the people in the idea of self-help and participation.
3. Do you think that the idea of self-help and participation by many people can work among the various communities in which SCF operates? If you said, yes or no, you must say why?
4. If you consider that you have not achieved much, please say why?

#### N.B.

This evaluation exercise must be answered fully or in detail, and it must be handed over to the Secretary SCF by Monday morning, 6 February, 1984.

TRAINING SCHEDULE

SAVE THE CHILDREN, KIRIBATI FIELD OFFICE

30 JANUARY - 4 FEBRUARY, 1984

DAY	MORNING SESSION	AFTERNOON SESSION
Monday 30 Jan.	8.00 am - 1 pm : Discussion on social skills, for interpersonal and group relationships. Effective communication, and presentation of case studies. Amara to present his case study on Arorae.	3.00 - 5.00 pm : Group discussion on case study and related issues. Presentation of feed back reports by groups; to be followed by general discussion by all participants.
Tuesday 31 Jan.	8.00 am - 1 pm : Discussion on power structures and decision making, looking at the family, the village, island and nation; control, power struggle, and rivalry. Kamraratu to present his case study.	3.00 - 5.00 pm : Group discussion. Participants to identify issues and problems relating to decision making in their communities and provide suggestions of how to resolve them. Presentation of group reports and general discussion.
Wednesday 1 Feb.	8.00 am - 1 pm : Discussion on the idea of 'poverty', 'oppression', and 'injustice'. To what extent do they exist, and how are they originated. Group discussion and reports on the various island communities.	3.00 - 5.00 pm : Statistic Session
Thursday 2 Feb.	8.00 am - 1 pm : General discussion on identifying community problems and other major issues confronting community workers. Karotu to present his case study.	3.00 - 5.00 pm : Group discussion on the case study; and presentation of group reports, and discussion by all participants.
Friday 3 Feb.	8.00 am - 1 pm : Discussion on relationships between rural structures and problems, national and international policies and structures.  Kabaua to present his case study. Group discussion and presentation of reports.	3.00 - 5.00 pm : Advisory Committee meeting. Discussion on evaluation exercise.
Saturday 4 Feb.	8.00 am - 1 pm : Advisory Committee meeting on evaluation exercise.	3.00 - 5 pm : Self-evaluation. Objective and subjective, etc. Teweka to present his case study.