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THE SALVATION ARMY WORLD SERVICE OFFICE
PROGRAM REPORT
on the
MATCHING GRANT
awarded by the
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

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SUMMARY

The compilation of this report has been a participatory learning, if at times trying, process for the SAWSO staff. As a tool, the report has served several functions. It has provided time for an in-house review and reflection on the first half of Matching Grant II.

It has also enabled the staff to analyze progress and learning since our last major report to USAID on Matching Grant I activities. In this way it has served to highlight for us the continuity between the two grants.

Finally, the discussions and debates which went into the process gave an opportunity for planning for the next eighteen-month period as well as for the longer-range future directions for the office.

The report is divided into seven major sections. Section I describes the background to the grant and context into which it fits. Section II describes SAWSO's approach and strategies for carrying out the grant objectives. Section III presents a review and analysis of project results by country. Section IV discusses SAWSO management and reviews the headquarters support functions. Section V presents a number of key issues, several of which the SAWSO staff has been focusing on for some time. It indicates some of the implications these issues have for future programming. Section VI, the financial report, details 1984/85 expenditures by sector and project and provides some narrative on SAWSO budgeting patterns and directions. The final section describes some of the future directions which SAWSO will be taking within the context of the Matching Grant.

I. BACKGROUND TO GRANT AND PROGRAM CONTEXT

On June 1, 1984 the United States Agency for International Development (USAID) awarded The Salvation Army World Service Office (SAWSO) its second Matching Grant. The grant funds provide SAWSO with the means to assist in The Salvation Army's efforts to address the endemic poverty faced by millions of people in the countries where the Army operates.

Estimates cited by The World Bank and the Food and Agriculture Organization (FAO) are that, in the developing countries of the world, people living in "absolute poverty" will increase from the present number of 800 million to more than 1.3 billion by the end of this century. Out of the many social and economic problems interrelated with poverty, SAWSO's Matching Grant program addresses the issues of health status and employment, two areas of extensive Salvation Army experience in meeting basic needs of the poor in developing countries.

- Health Status

In developing nations average life expectancy is 51 years - as low as 38 years in some countries. Roughly half of all deaths are among children under five years of age and are caused by diarrhea, respiratory illness, malnutrition and infectious diseases such as measles, tetanus and polio. Other major causes of death and disability are parasitic and other tropical diseases, particularly malaria.

Causes of poor health in developing countries are many: inadequate and erratic harvests; poor marketing and food storage facilities; environments infested with disease vectors; polluted water and poor sanitary conditions that facilitate the transmission of disease; frequent pregnancies that may weaken both mothers and their children; ignorance of the causes of poor health and the means to improve health; inadequate and inequitable distribution of health services; and the inability of the poor to access whatever health-related goods and services are available.

- Employment

The already overcrowded work force of developing countries will be swelled by more than 500 million new workers by the end of the century.

Rural areas are depressed and unable to sustain an increased work force. Farming and the related small-scale rural enterprises often lack the capital, support services and access to inputs necessary to generate economic activity. Unable to improve the erratic harvests, poor market infrastructures and inadequate storage facilities, many farmers can manage to produce only on the subsistence margin.

Many people leave depressed rural areas to seek urban jobs and a "better way of life." Unlike the developed countries that draw people into their cities to fill jobs, developing nations' cities attract refugees from the impoverished countryside without the industrial jobs to support them. In addition, those workers migrating to urban areas are untrained and unskilled to fill the limited industrial jobs that are available.

In designing projects which can impact on these problems, SAWSO places a central emphasis on the role which beneficiaries should play in this process. These activities or projects should respond to community identified needs, and involve beneficiaries in all stages of the project. The Matching Grant program is designed to emphasize community ownership and the role of participants as agents of change.

SAWSO works through The Salvation Army network to achieve an increasing affinity between expressed needs and project design. With its local and expatriate officers in LDCs, its existing infrastructures for health, education, vocational training and other services, and its women's and youth groups, the Army provides tremendous access to the potential participants in development projects.

Wherever SAWSO supports new project activities, there are existing local resources or assets. In some cases local communities are contributing skills such as traditional construction, farming and home healthcare practices, labor and materials and even cash. In other cases, projects are benefiting from infrastructure in which The Salvation Army may have already invested. This includes facilities such as clinics, corps community centers, or offices for administration as well as the extensive network of officers and employees mentioned above.

We feel it most important to underscore the fact that in no situation are people completely without assets. Project beneficiaries bring to the projects elements that no amount of funding or technical assistance can provide. SAWSO is putting a strong emphasis on having people recognize their assets or resources and makes it clear that we expect that there will be an initial and increasing commitment of resources by the target group.

At times, however, inputs are needed which are beyond reach of the people or institutions with we which work. External funding is required for pre- or initial project costs, e.g., feasibility studies or surveys. Often outside technical assistance, project supplies such as medicines or seeds and transport are also necessary. Since a surfeit of cash or goods can cause distortions and disruptions in a local economy, the use of external funds can be problematic. The aim is to use funding in ways which will enhance effectiveness and catalyze the potential of local resources and initiative.

II. PVO APPROACH

The goal of the Matching Grant program is to improve the quality of life of the poorest people in less developed countries by addressing the issues of health status and employment. SAWSO's approach to achieving this goal is to focus its energies on four programmatic areas: comprehensive health care, vocational training/ income generation, corps community center program development and LDC staff development.

A. Comprehensive Health Care

In responding to health status problems, SAWSO's program in comprehensive health care focuses on decreasing the incidence of malnutrition, morbidity and mortality among children and their families in low income urban and rural areas. SAWSO's strategy is to allocate Matching Grant funds to selected projects which incorporate one or more program components: primary health care, selected communicable disease control, potable water and sanitation, and food production and preservation.

SAWSO's work in primary health care includes maternal and child health, nutrition, health education, and family planning. Particular emphasis is placed upon the "at risk" population of children under-five and women of childbearing age.

Work in selected communicable disease control also targets children under-five and includes immunizations for diphtheria, pertussis, tetanus, measles and poliomyelitis and treatment programs for malaria and bilharziasis.

Programmatic interest in potable water and sanitation is based on the recognition that water-related diseases are a major cause of morbidity and mortality in developing countries. SAWSO work in this area targets rural villages and focuses on access to potable water, maintenance of water systems, and adequate means of waste disposal.

Food production and preservation projects are being funded in an effort to improve nutrition and provide additional sources of cash income to poor families. Projects in this component focus on innovation in farming practices, diversification of crops, improvement of marketing services and the introduction of new animal husbandry techniques.

B. Vocational Training and Income Generation

This program strategy concentrates on increasing employment opportunities for the unskilled and those involved in both rural and urban income producing activities. Particular emphasis is placed on youth, women and such neglected segments society as alcoholics and ex-offenders.

SAWSO Matching Grant funds are allocated to vocational training programs, cottage industries and small scale enterprises, and labor intensive community development projects. These projects stress four key elements: skills training, provision of working capital, management training, and development of marketing structures.

Skills training assists people to enter into formal sector wage employment or to start their own business. SAWSO programs familiarize the trainee with various aspects of a trade and provide practical work experience. Equally important, they help to instill trainees with confidence in job skills and to increase overall self-esteem.

Recognizing that for most small-scale enterprises, working capital presents the main financial bottleneck, SAWSO directs funds into loan and/or cooperative plans. In some cases loans are cash, in others, in kind. Credit programs currently support grain and cattle production cooperatives and small-scale enterprises involved in food production, animal husbandry, services, sewing, handicrafts and vending.

To ensure success of income generation projects, management training is used to complement job skills training and the provision of working capital. Capital assistance is coupled with instruction in basic management training (e.g., bookkeeping, marketing, opening a bank account).

Finally, as marketing problems form a constraint to the growth and prosperity of many small enterprise and income generation projects, marketing assistance is being provided as an essential support mechanism.

C. Corps Community Center Program Development

The basic framework, or underlying foundation, of the major portion of Salvation Army programs is its network of Corps Community Centers, numbering over 15,000 throughout the world. The centers are an extension of The Salvation Army's fundamental commitment to serve the poor at the grass-roots level. As such, activities which involve community participation to meet basic human needs are integral to their function. In LDCs they house community development programs (e.g. farmers' training, literacy classes, income generation activities, family life education, skills and handicrafts training, education in health and nutrition, and employment services) which respond to various needs.

The center serves as a catalyst which brings people together for common social and economic concerns. SAWSO's strategy here is to use Matching Grant funds to expand or upgrade Salvation Army community centers in selected areas because the Army's work, although being maintained there, cannot grow without the support supplied by that foundation - the community center. SAWSO's support helps The Salvation Army to utilize the center and its various activities to promote development programs. Investment in building or upgrading facilities is an investment in both present and future development projects.

D. LDC Staff Development

SAWSO's fourth programmatic area, key to achieving project sustainability, focuses on training and skills transfers. Targets for this strategy are Salvation Army officers and lay personnel at all levels as well as project participants. Activities funded under this include: SAWSO training workshops, exchange of program and technical information among Salvation Army personnel and budgeting for formal and non-formal training in projects.

SAWSO training workshops are an outgrowth of an effort under the DPG (1977-1980) to sensitize local Salvation Army leadership to the rationale and methods of community development. The sensitization included training in problem solving, program planning and design. As a result, these Salvation Army officers submitted project proposals, many of which are being funded by the present Matching Grant. SAWSO staff, during technical assistance visits, worked with local staff in refining reporting, expanding or designing implementation plans, changing budgets, making provisions for self-sufficiency, evaluating project progress and impact, etc. Funds from the second Matching Grant are being used to continue and expand this sensitization/training process.

Program and technical exchange is another component of SAWSO's efforts to promote LDC staff development. At periodic country or regional meetings, officers have an opportunity to exchange program, administrative and technical information. SAWSO has participated in and supported many of these gatherings. The strategy here also involves frequent mailings of state-of-the-art information to the field.

Finally, because in some projects specific skills training for key staff or community members is necessary to ensure successful implementation of the project, SAWSO budgets for both formal and non-formal training in its projects. Frequently this training involves bookkeeping and financial management skills and, on occasion, human relations and personnel appraisal.

III. REVIEW AND ANALYSIS OF PROJECT RESULTS BY COUNTRY

In this section, each country where SAWSO has active projects is discussed. Details of project outputs and strategy are presented. Countries are arranged in alphabetical order.

A. Costa Rica

1. Comprehensive Care Health

- Over the last eighteen months The Salvation Army day care/nutrition program has expanded into six new areas. The total number of beneficiaries has increased from 1,500 to 3,500 children. Additional expansion to five thousand children is anticipated along with a broadening of the institutional support to other local Costa Rican volunteer agencies.

2. Vocational Training/Income Generation

- Key activities carried out by The Salvation Army in Costa Rica under the MG II have centered on job training and income producing activities for alcoholics who have been referred to the Concepcion de Tres Rios Center for treatment and rehabilitation. The men follow a regular regime of work, counseling and education while at the center. At the close of the period under review 65 men were undergoing training at the center in such areas as cement block production, animal husbandry, tailoring, etc. Experiences gained at the center are serving as a model for similar programs in and out of the territory.

B. Fiji

1. Vocational Training/Income Generation

Vocational training and income generation activities directed at a target population of youthful ex-offenders is the primary focus of SAWSO's Matching Grant program in Fiji.

- At Suva and Lautoka, on the eastern and western coasts respectively, 36 men have received on-the-job training in fishing enterprises during the last 18 months. Gross earnings from daily fishing expeditions (\$100-150 per trip) paid for maintenance and overhead of equipment, boats and administration with profit left over going to supplement participants' income. Land based activities included training in speargun manufacture, boat building, engine and machine maintenance, and business administration.
- The Vatuwaqa workshop in Suva has trained 88 men in welding and woodworking. The workshop staff negotiated production contracts with various agencies to build bunk beds, repair furniture, etc. These contracts provided the trainees with practical production and business experience as well as income.
- In Fiji it is anticipated that over the next 2-3 years there will be shortage of trained personnel in the garment industry with no group (private or public) as yet capable of training workers. To fill this gap, The Salvation Army has been investigating the possibility of training 250 industrial garment workers for placement within both the public and private sectors.
- A 38 acre farm 15 miles west of Suva is the newest site where agricultural training of unemployed youth and ex-offenders is taking place. With the assistance of a Peace Corps volunteer, three instructors (ex-offenders themselves) are training participants in raising 6,000 chickens and 3,000 fish for commercial purposes as well as growing rice, European vegetables and root crops.

2. LDC Staff Development

- In June 1984 SAWSO's Far East and Pacific project officer was invited to conduct a three-day workshop on program planning for 26 staff members. Sessions covered topics such as philosophy of development, definition of planning, developing a community profile, problem identification, developing and selecting strategies, implementation, budgeting, procurement guidelines and project funding. A follow-up one-day workshop was held in August 1985 to review and discuss how monitoring and evaluation fit into the project cycle. As a result of these workshops, project objectives are much clearer and reporting on those has proven to be easier for staff.

C. Ghana

SAWSO's grant was amended to include Ghana late in the reporting period. Responding to a request from The Salvation Army Ghana for technical assistance, SAWSO has made two visits since the start of MG II. Having had the opportunity to observe the Army's work and investigate possible areas of collaboration, SAWSO will provide assistance in the areas of:

1. Comprehensive Health Care

- The Salvation Army Ghana operates 6 health centers which provide comprehensive PHC to rural populations. These clinics are participating in WHO's national immunization plan for Ghana. Proposals are under review for SAWSO to support a concentrated polio prevention campaign including immunizations, therapy and primary home-based rehabilitation.

2. Vocational Training/Income Generation

- In collaboration with Peace Corps, the Army began implementing a farmers training program in 1981. The program, which is promoting an agro-forestry and small livestock program in clinics, schools and Salvation Army corps, is receiving Canadian Government funds through The Salvation Army Canada. However, the SAWSO project officer has been requested to provide on going technical assistance.

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D. Guatemala

1. Comprehensive Health Care

- During 1985 this program considerably expanded from its very small beginnings in 1982. By the end of this reporting period, nearly 7500 children were involved in the day care, nutrition and education programs conducted in conjunction with The Salvation Army. New centers were opened and existing centers were expanded. It is anticipated that future efforts will concentrate on consolidating the expansion of the program and the establishment of evaluation systems on a more permanent basis.

2. Vocational Training/Income Generation

- The Tierra Nueva Center, managed by The Salvation Army in Guatemala, has become one of the few training centers to concentrate on providing useful employment and job training to alcoholics. Located 18 miles from the center of Guatemala City, the center has produced cement blocks and bricks that have been used in major reconstruction projects of The Salvation Army in Guatemala. Additional work in the Tierra Nueva community has also started and future plans call for greater utilization of the center's productive capacity to help neighboring areas with their building needs. The center has also been working closely in the reconstruction of homes and the development of new suburbs, in conjunction with the Government of Guatemala.

E. Haiti

1. Vocational Training/Income Generation

- Over the years, The Salvation Army in Haiti has operated primary schools for about 17,000 students. Several years ago in a review of their program they decided to introduce agricultural subjects into the schools. Five graduates of Army schools, led by an agronomist hired by The Salvation Army have taken a hands-on practical agricultural course at the Christian Institute of Rural Life. During the next 18 months, these five will introduce agricultural subjects and set up demonstration gardens and animal husbandry projects at each of ten schools.

The ultimate objective is to make agriculture an integral part of the school curriculum in order to encourage students to stay on in the rural areas and earn income from agricultural production.

F. India

Private funds from Salvation Army's World Services appeal have been used in India to support health and vocational training activities.

1. Comprehensive Health Care

- Current activities include four projects. These projects provide ante-natal care, post-natal care, immunizations against selected communicable diseases, and systematic testing for tuberculosis. Outreach services are provided to 24 rural villages from nine hospitals and four health centers. Strengthening of these outreach activities will make an impact on infant mortality by reaching persons who otherwise would not have access to preventive services.

2. Vocational Training and Income Generation

- Eight vocational centers are active in 6 states in India. These programs improve the chances of young people, most from rural areas, of becoming gainfully employed by completing training in clerical, agricultural, printing, weaving, and tailoring skills.

3. LDC Staff Development

- In March 1985 the Project Officer for South Asia made a series of presentations to the 23 delegates of the 6th Session of the South Asia College for Officers in Colombo, Sri Lanka. The delegates, all officers in training, represented Burma, Sri Lanka, Pakistan and the Salvation Army's five Indian territories. Presentation topics included: participatory versus traditional learning models, development philosophy and approach, planning for development, identifying problems in the community and SAWSO's role in development.

G. Jamaica

1. Comprehensive Health Care

- The Salvation Army in Jamaica opened up a small clinic several years ago to provide primary health care services to the neighborhood of Raetown in Kingston. The MG II funds are being used to develop a preventive health care unit. Clinic staff make home visits to establish a linkage between the clinic and family.

Eighteen of the 20 identified districts had been covered by these health para-professionals by the end of this reporting period. The purpose of the home visits is to assess the health needs of the community, detect the incidence of malnourishment, encourage immunization and make referrals to the clinic.

The Raetown area has always been a battleground between rival political parties. The presence of the clinic has served as a stable support base for the community as a whole.

With the overall decrease in Government of Jamaica support in the health sector, the clinic now finds itself with an increased workload and people coming from outside the specific area of Raetown.

H. Kenya

SAWSO's assistance to The Salvation Army program in Kenya has grown under the second Matching Grant, with three new projects added to three others previously funded.

1. Primary Health Care

- In Western Province, The Salvation Army's Kolanya clinic is providing basic health services to the underserved population of Kisumu district. Salvation Army personnel operate MCH and primary health care delivery in both out-patient and mobile clinics.

- The major development in SAWSO's Kenya activity was the start of a Child Survival funded health education program. Continued SAWSO technical assistance over the past years, funded by MG I and MG II, was crucial in facilitating the successful negotiation of that grant.

2. Vocational Training/Income Generation

- The Rural Development Program operates 321 4-K (young farmers) clubs in Kenya. Projects in gardening, reforestation (51,000 trees planted to date) and small animal husbandry serve as instructional and income generating activities for young Kenyans. SAWSO's principal input has been, and will continue to be, management training for project leadership and assistance in revising in-service training systems.
- The Nutrition/Community Development Program operates in 30 sub-project areas, assisting communities in long-term employment or income generating activities. Village committees work with families, identifying needs and providing assistance for education and for purchase of livestock as a long-term investment. Several community water schemes have also been implemented.
- The Nairobi Girls Center is providing training for adolescent women who are largely from rural areas and now living in Nairobi's slums. Such training is an essential step to make a major improvement in these women's lives.
- In the Turkana district, a drought ravaged community is now able to find employment in a joint Salvation Army/GOK sponsored community improvement program. School construction and renovation activities are staffed with local labor who are paid in food. Through this process long- and short-term needs are being met.
- In Narok, a community development project is being designed with the local residents. The project participants are working with The Salvation Army to select the project manager. Hydrologic surveys have been conducted since lack of water has been identified as the principal problem.

I. Pakistan

Activities under MG II have focused on improving and expanding PHC services to underserved rural villages, and on providing LDC staff with development training and the support needed to improve project-related managing and monitoring function.

1. Comprehensive Health Care

- Matching Grant funds in Pakistan have supported PHC outreach services from four clinics in the Punjab and one in the Sind. The dispensaries located at Lahore, Faisalabad, Jhang, Khanewal and Hyderabad provide primary health care services including maternal and child health, nutrition, health education, and family planning.
- Because 32% of under-five deaths are caused by diseases preventable by immunization, all base dispensaries in the Comprehensive PHC project have been certified by GOP as Expanded Program of Immunization (EPI) Centers. Village health workers conducted small group discussions on the importance of vaccinations and a house-to-house check of vaccination records. To date, the 13 outreach areas funded under MG II have achieved, on the average, a 59.2% coverage rate for children under five completely vaccinated. (Complete vaccination is defined as 1 dose of BCG, 2 doses of DPT, 1 dose of measles, and 3 doses of oral polio.)
- Village health workers (VHWs) provided regular nutrition education/food preparation classes for mothers of malnourished children and maintained up-to-date "road to health" charts for under-fives through monthly weighing programs. Diarrhea cases were identified through home visitations and ante-natal clinics and VHWs cooperated with local Dais (midwives), training them in clean delivery practices and providing them with delivery kits that could be readily sterilized. The 13 outreach areas averaged a 93.1% treatment rate for cases of diarrheal disease in children under five. These same units also achieved a 78.2% coverage rate for pregnant women receiving ante-natal care.

- Five-day health services seminars were held for all personnel connected with the Pakistan Comprehensive PHC in September 1984 and, again, in October 1985. Technical topics included, among others, village sanitation, TB follow-up and health teaching aids. This training was essential for developing a more community-based health care delivery system.

Women are also being trained in GOBI techniques through the Health Education through Home League Project. These women will serve their families and communities as child health resource persons.

2. LDC Staff Development

- Matching Grant monies have supported courses for Pakistani staff at the Pakistan Institute of Management. Funds have also been used for in-country SAWSO conducted participatory workshops on project management topics. This training has strengthened administrative and management skills and has also opened the door for the introduction of new approaches and ideas.

J. Philippines

The Salvation Army/Philippines is providing multiple services to 30 low-income urban and rural communities located throughout the country from northern Luzon to southern Mindanao. Matching Grant activities affect 90% of those communities being served. Below is a summary of the outputs and effects of the Matching Grant projects.

1. Comprehensive Health Care

- An evaluation, conducted in mid-1985 by field project staff, showed that of 782 children assisted in 14 centers, 40% improved their nutritional status, 57% did not change, and 4% retrogressed. Of those who improved, 28% reached their normal weight. Although not all children improved in nutritional status, 88% did gain weight. As a result of the evaluation, objectives and intervention strategies are being revised. Five new target areas are being considered for inclusion in the project.

2. Vocational Training/Income Generation

- 350 women in 14 rural and peri-urban centers have received loans totaling \$12,500 for food production, handicrafts, vending/ trading, animal husbandry, sewing and services. Repayment rate is approximately 90%. This project is being implemented in the same centers as the health and nutrition project. It is expected that some of the mothers whose children are receiving health assistance will avail themselves of the loan fund.
- In Cebu City, Philippines, 151 under employed and unemployed youth completed training courses in the fields of electronics, dressmaking, tailoring and cosmetology. The skills training project provided immediate job opportunities for 58% of the graduates. As a result, family incomes have increased 5-15%. The non-employed graduates are seeking employment opportunities with staff assistance.
- Construction of the corps community center in Olongapo, where skills training activities will take place, is 90% complete. Implementation of activities will be delayed until January 1986 due to a change in personnel.

3. LDC Staff Development

- During a technical assistance visit to the Philippines in March 1985 the SAWSO project officer conducted a two-day workshop on planning and development for 28 officers-in-training. The purpose of the workshop was to acquaint the participants with the planning process as well as international donor requirements. Subsequently, SAWSO was requested to conduct another workshop for officers-in-training in August 1986. This workshop will be longer (4 to 5 days) in order to take the participants through the planning and proposal writing process in greater detail.

L. Zambia

SAWSO continued and increased its agricultural activity in Zambia over the last 18 months. Concentrating in the Southern Province, Gwembe District, two new projects were started and one was continued from MG I.

1. Income Generation

- The integrated community development project at Ibbwe Munyama has focused on a wide range of needs. The emphasis in the last period has been to assist the community to prepare for the withdrawal of outside funding and to take over management functions. This has been a gradual process with various aspects of responsibility being assumed one at a time. Assistance was obtained from an accounting firm to establish a co-op accounting system and train members in its use. Several self-evaluations have been held to assist the community to assess its areas of strength and weakness.
- A new project in the Gwembe Valley has begun as a spin-off of the Ibbwe project, though with a very different methodology. In this case, several villages are involved and there is no central project headquarters. Farmers are receiving in-kind loans of cattle veterinary supplies and grain mills. User fees are paid to cover operations and replacement. Communities will pay back the cost to the project which will make additional supplies and mills available to other communities. Once repayment is complete and income is sufficient to cover expenses, surplus income will be used to support additional cooperative services. In addition, small quantities of a new drought resistant sorghum variety were distributed to 1500 farmers. The resulting production marked the first non-deficit food year in 3 years.

By restricting the capital levels of project interventions and centering them in the villages without focusing on a central project headquarters, it is anticipated that communities will take responsibility for management and innovation quickly. The "weaning" period should then be less than that required for Ibbwe Munyama.

M. Zimbabwe

SAWSO's program in Zimbabwe has continued to focus on two regions. The Tshelenyemba area of Southern Matabeleland and north of Harare in the Mazowe District. The sector areas are health and agriculture.

1. Comprehensive Health Care

- The training center for Zimbabwe enrolled nurses was completed in early 1985 after considerable delays caused by the drought and the security situation. The construction phase provided some very crucial employment to secondary school aspirants in this otherwise subsistence farming area. The curriculum for the training, designed by GOZ committees with participation from the project manager, is now complete, and the center is scheduled to open in April 1986.
- SAWSO also began assistance to the mobile outreach effort from Tshelenyemba to surrounding areas. This health extension work, now in 71 centers, is providing PHC services to more than 16,000 children. It was the only health service available during the worst of the security problems. Having organized themselves to participate in health services, the mothers may well use this network for other purposes such as literacy training, agricultural extension and the distribution of seeds and fertilizer.

2. Income Generation

- In the Chiweshe Communal Area of Zimbabwe, Matching Grant funds were used to provide training facilities and support extension services for local smallhold farmers. Courses, which will begin in May 1986, will cover field crops, soil management/conservation, reforestation, poultry, rabbit and bee-keeping. Both one-day workshops and 1-2 week courses will be offered to groups of individual farmers, women's cooperatives and special groups such as village health workers, Salvation Army officers and University of Zimbabwe medical students. Course curricula for these subjects are being developed by the project manager with assistance from the Zimbabwe government agricultural extension service (Agritex). Courses will also include instruction in record keeping and basic accounting.

The project manager has close contacts with the various government services dealing with reforestation, extension, research and veterinary science. The project's growing network of local farmers provides important contact points for these government extension agents.

IV. MANAGEMENT: Review and Analysis of Headquarters/Support Functions

The management of the Matching Grant program and of other negotiated grants is the responsibility of SAWSO's director, assistant director, and program staff, all of whom are based in Washington, D.C. In 1985 the program staff increased from four to six development professionals. Four of the program staff are responsible for directing Matching Grant activities on a regional basis, i.e., Africa, Asia, Far East/South Pacific, and Latin America/Caribbean. The two new positions are evaluation specialist and health educator. Oversight for policy matters and fiscal management is provided by SAWSO's corporate headquarters in Verona, New Jersey.

Project proposals generated from the field are analyzed by SAWSO/Washington for their adherence to established development criteria (see Appendix A.) Projects meeting those criteria are recommended to SAWSO's Board of Trustees for support through the Matching Grant or other funding sources.

To date under the Matching Grant, numerous improvements have been made in SAWSO's management and support systems. These are detailed below under the categories of upgrading technical capabilities, technical assistance, evaluation, and financial support.

A. Upgrading Technical Capabilities

As Matching Grant projects have become more sophisticated, SAWSO has found it necessary to improve its technical capabilities in order to better assist field personnel in the realization of development projects.

- Health activities have long been a major priority for The Salvation Army. Health projects now constitute a majority of SAWSO's entire project portfolio. This includes the Child Survival Initiative, several health related OPGs and the large proportion of health projects under MG II. In 1985 SAWSO decided to hire an individual who will assist SAWSO supported health education/training activities. K. Mona Moore, assigned to this new position, is now devoting 80% of her time to Child Survival activities and 20% to Matching Grant health education/training activities.

- SAWSO's management system has benefited from improvements in its evaluation system. One step was to hire an Evaluation Officer to assist SAWSO's regional project officers in vetting the evaluation components of their proposals and project plans. Dr. Doug Hill, previously SAWSO's Project Officer for South Asia, was assigned to this new position. Before joining SAWSO he was employed as an Evaluation Specialist at A.T. International.
- In the last eighteen months Salvation Army territorial headquarters in 6 countries have requested SAWSO project officers to conduct training seminars in program planning, monitoring and evaluation. Positive reaction to these seminars sparked requests for at least 12 more workshops in 8 countries. Realizing that management training activities increase during and after MG II, SAWSO hired a project officer for South Asia whose training expertise be shared with other regional project officers. Ms. Dian Seslar Svendsen was appointed to this position. Ms. Svendsen has over sixteen years' experience in project management and training and materials development, including work in income generation, health, WID, leadership development and management at the grassroots level.

B. Technical Assistance

SAWSO ensures effective program management by providing support to local project staff. During the reporting period, SAWSO staff made a minimum of three on-site technical assistance visits to Matching Grant projects in their respective regions. They worked with local project staff on gathering baseline data; refining objectives and implementation strategies; standardizing narrative and financial reporting; budgeting, designing and conducting project evaluations; planning for self-sufficiency; identifying new projects; and networking with government and private agencies. These visits have helped to improve program effectiveness as well as communication between SAWSO and the field. A visual presentation of how SAWSO technical assistance fits in the project cycle is presented as Appendix B.

C. Evaluation

During the period under review, SAWSO took 7 concrete steps to improve its evaluation system.

1. A series of organizational reviews were conducted.

In 1984 the SAWSO staff conducted their second annual evaluation. The purpose of this process was to define how SAWSO can better assist in meeting Salvation Army development, relief and reconstruction goals. Outputs from the 1984 retreat included:

- The definition of ten SAWSO Development Criteria for Establishing Program Priorities (see Appendix A).
- Identifying strategies for achieving quality programming.
- Determining guidelines for SAWSO technical assistance in the field.
- A list and schedule of home and field based activities for 1984/85.

The third annual self-evaluation was held in July 1985. The objective of this retreat was to determine SAWSO's priorities in programming and administration. Major activities included:

- Studying models of organizational management as presented in the video "In Search of Excellence."
- A review of SAWSO's criteria for quality programming.
- An assessment of SAWSO's progress and achievements over the past year as a means of evaluating performance.
- Charting a plan of action for the coming year.

2. Training workshops on monitoring and evaluation were held for field personnel.

- A half day workshop on "Understanding Evaluations" was held for 21 Comprehensive PHC staff in Pakistan in November, 1984. Topics covered included evaluation purposes, intended audiences, timing in the project cycle, outcome versus process approaches, what we can measure (volume of outputs, coverage, quality, effectiveness, efficiency), and pragmatic and ethical considerations in participatory evaluations.

- A one-day workshop was conducted in Fiji in August, 1985. The goals of the workshop were: 1) to review the planning process and 2) for participants to understand the relationship between setting objectives, monitoring the progress of a project and learning from quarterly reports. Drama and visual aids assisted trainers to introduce and stimulate discussion on concepts.
3. Self-evaluations were conducted by field staff and project holders.
 - In the Philippines, the local projects officer and the nutritionist conducted an evaluation of the nutrition/day care project. The evaluation was conducted over a three month period. During on-site visits, project staff and program participants were interviewed, and project records were reviewed. The evaluation provided an opportunity for local staff to reassess the intervention strategies and revise the project design as required.
 - In April 1985 SAWSO initiated its first effort at community-based self evaluation of the Ibbwe Munyama Community Development project in Zambia. Participants in the 3-day exercise consisted of 40-50 men and 12 women, all community members and project participants.
 4. Emphasis on the iterative evaluation cycle was continued.

Increased attention was given to including the iterative evaluation cycle in the design of new projects and in the redesign of ongoing projects. Special emphasis is being placed on establishing congruence among objectives, targets, strategies, and baseline survey and program reporting formats.
 5. The logical framework for MG II was reviewed and updated (see Appendix C).
 6. An Evaluation Officer was hired to assist SAWSO's regional project officers in vetting the evaluation components of their proposals and project plans.

7. Participation in community dialogue on evaluation was increased.

During the period covered, SAWSO demonstrated a commitment to improving the professional skills of the staff in evaluation by participating in a number of workshops and activities centering on this subject. These included:

- Evaluation panel, National Council for International Health's Annual Conference, June 1985, Washington, D.C. The presentation by SAWSO's Evaluation Officer, "Evaluating Evaluations: SAWSO's Experience in the Evaluation of Its Health Sector Projects," is included as Appendix D.
- The ongoing Evaluation Subcommittee meetings of InterAction's Development Assistance Committee.
- The ongoing Small Enterprise Evaluation Project sponsored by AID/PVC and PACT.
- The AID/PVC sponsored Workshop on Monitoring and Evaluation Systems for Child Survival Projects, Sept. 9-12, 1985, Airlie, Virginia.

D. Financial Support

The Salvation Army's wide range of activities and services in 85 countries and territories throughout the world are financed through a varying combination of local program self-support, in-country donor income and outside funding.

All U.S. financial support, and some non-U.S. support, for world-wide Salvation Army administration and program is provided through The Salvation Army World Service Office. Primary sources of U.S. support and revenue are: 1) donations from both the general public and Salvation Army constituency to an annual World Service Fund appeal; 2) contributions from individuals, corporations, foundations and donor agencies; and 3) U.S. government grants.

SAWSO's latest audited financial statement for the year ended December 1984 indicates that private contributions of \$8,895,369 comprise 73.7 percent of total support, and that \$3,170,634 in grants from government agencies comprise 26.3 percent.

V. KEY ISSUES

This section examines a number of issues which are crucial to development and about which the SAWSO staff has learned some significant lessons.

A. Institution Building

SAWSO's perception of this issue, in the context of our Matching Grant, is as a reference to building or strengthening the capacity of The Salvation Army as a whole to engender and sustain the development process. The following remarks are therefore confined to this definition though the lessons we have learned through our experience could be applicable to other kinds of institution building as well.

Essentially, two processes are involved in building institutional capacity. First, one must build the receptive framework for the concept or approach, in this case the development process. Before the institution will fully support or pursue the objective, that objective must be fully understood and agreed with. Secondly, there must be systems of management and support which function effectively in order for the process to be executed and sustained.

The most important lesson here is that, just like our projects, institution building is a process, a development, and not simply a final product or output. The aim of our work is both the institution's full acceptance of the need to take a development approach and also its support for the financial, personnel, training, and other inputs that this requires. However, if we attempt to force this end product before the participants are ready, the changes will be neither fundamental nor lasting.

Like the development process, itself, institution building must involve all decision makers. SAWSO found that, problems arose when field officers responsible for writing proposals, failed to consult with those in charge of finances. Also, project proposals drawn up without proper technical input often required major re-working after the approval process had been initiated.

An attempt to deal with this problem will be the use of project concept papers drafted prior to project start-up and shared widely in order to solicit the required input.

Interventions must be appropriate to the local context. In describing what we mean by development, SAWSO project officers found that the language and literature used to explain development (and even proposal documents or reports to USAID), are couched in jargon which is very much culturally bound and peculiar to a particular group of individuals. Until the language and concepts are translated into something the institution can digest, it cannot be internalized. The solution is to verify that jargon is being understood and make special effort to use familiar terms and images.

SAWSO's success in institution building has been quite good. The increasing demand for SAWSO management training seminars in various countries, requests for technical assistance visits to 5 new countries, increased contact between SAWSO and International Headquarters in London, all indicate significant progress in building the receptive framework. While all of these have occurred within the last 18 months, they are clearly the fruition of a longer process. The continuity between the first and second Matching Grant played a crucial role in facilitating this.

As the receptive framework grows and communication extends, the systems necessary to sustain development come into focus and can be dealt with. SAWSO's collaboration with the International Headquarters Development Office has greatly increased. Various systems including joint funding arrangements, project design and evaluation instruments and information dissemination and retrieval systems are being tested and put into use.

In the next 18 months SAWSO will assist in the preparation a major development conference at IHQ in London, begin providing technical assistance to non-SAWSO-funded projects and increase management training seminars. This demonstrates that The Salvation Army is beginning to utilize SAWSO expertise and services more frequently and is doing so with increased understanding and appreciation of the development approach.

B. Sustaining the Development Process

In its final report to USAID on Matching Grant I (April 1984), the SAWSO staff described the issue of sustainability as having two central aspects. One is financial. How will the activity which a project initiates obtain the income necessary to continue operation once project funds are withdrawn? The second had to do with people and organizations. Are we, as a development agency, supporting indigenous institutions which have 1) viable systems of internal operations, 2) adequate knowledge of basic organizational and planning skills, and 3) sufficient access to technical expertise to continue beyond our own involvement?

After citing a number of project examples, the report concluded that SAWSO must focus on sustainability as a priority objective and described four methods in particular which would be pursued. (Program Report on the Matching Grant pp. 23.) These methods are listed below along with descriptions of SAWSO's experiences in the last eighteen months.

1. "Community participation will be encouraged. Local resources, self-help labor, local materials and expertise and appropriate technologies will be used to reduce costs and enhance 'ownership' of project activities by communities."

Community work projects are an area where participation seems to have to have an important impact on sustainability. Communities in a number of projects and countries have been willing to commit not only labor but also cash to construct that which they feel is needed.

- In Pakistan, Environmental Health Workers have stimulated discussion in villages on the need for clean water supply. Drainage systems and pit latrines were constructed. All labor and half of the cost of materials has come from the people with project seed grants covering the rest.
- In Zimbabwe's Corps Community Center Development Program, rural communities now routinely build their centers to roof height using local labor, skills and cash before The Salvation Army Headquarters provides a small grant for roofing sheets, door and window frames.
- At Ibbwe Munyama, Zambia, volunteer labor has contributed 50% of the cost of the erection and expansion of the rural health clinic.

The fact that these activities were undertaken by project beneficiaries will contribute to sustainability in several ways. At the very least, local people are now able to carry out maintenance, repair or even new construction work themselves at lower cost. In all three cases, village committees were instrumental in organizing the labor or managing the donated cash. They now possess skills and experience which can be used again, and need not rely on an outside supervisor.

Another significant change, will be if the beneficiaries' overall interest in the continuation of the program is increased as a result of having put so much work into the product. Certainly many negative examples exist where buildings, wells, pumps, etc. paid for, installed or built by "outsiders" have suffered much neglect.

2. "Income generation will be initiated as a complement to service oriented activities to help defray recurrent cost."

One solution to the financial sustainability problem would be to have each project develop some means of generating its own income to pay recurrent costs. SAWSO's experience with this concept in the last 18 months has basically been of two kinds. One is where a project has an income generating capacity, or is itself some kind of business.

- Having received start-up captial from project funds, the Ibbwe Munyama Agricultural Co-op now operates by providing loans to members and by marketing surplus grain.
- A Fiji skills training project component is a fishing venture where trainees are full partners.

Such projects provide a relatively straightforward model of income generation for sustainability, if the business is viable. Project funds are needed mainly for start-up and training.

The second type of project is a bit more complicated. This kind of project seeks to establish some kind of institutional framework which provides services such as training or health care.

- An agricultural training and extension program for farmers in Chiweshe, Zimbabwe includes poultry and bee-keeping in the curriculum. Both birds and bees are kept at the training site and are used for practical learning and provide a source of income for the project. At present sale of eggs, birds, honey and wax raises approximately 20% of projected recurrent cost. Project funds will be used to increase stock to enable 50% to be raised. Income at present is being banked to provide a buffer when project funds end.

The balance between the components in this type of program is important to understand. A.. income producing activity is often used to support a service project. If the two components are in balance, as in the case of agricultural training in Zimbabwe, the likelihood of sustainability is increased. Too often, however, the demands of one overshadow demands of the other. Either the service component takes precedence and the operation becomes uneconomical, or production becomes paramount and the quality of services drops.

3. "Relations with Host Country Governments will be maintained and enhanced so that programs consistent with national priorities can be eligible for support."

The Salvation Army has continued to maintain and enhance its relations with the various ministries in countries where it works. However, experience in the last eighteen months has shown that consistency with national priorities does not guarantee either long range government support or the take over of services. Because of severe economic pressure in most LDCs, governments are having to make budgetary decisions which may not reflect service needs of the population.

- In July 1985 the Government of Pakistan of Pakistan altered its policy of providing free vaccines to programs immunizing under-fives. The new policy makes vaccines available free of charge for the immunizations of infants (0-12 months) only. As Salvation Army statistics indicate a substantial number of 1-5's who still require vaccination, costs of this program component will necessarily escalate.

- In Zimbabwe the MOH had agreed from the beginning of the project to fund operations of the Nurses Training School. The situation now is unclear and the ministry may not begin its support in April 1986 as planned. This would pose some real difficulties for the program's sustainability.

We all would like to see the ideal world where PVOs and governments are coincident and constant in aims, budgets and priorities. Programs consistent with national priorities could be set up with private funds, then taken over by the public. This seems unlikely to happen in a good many developing countries. Third world governments, in providing basic services to their people, not only have vast areas and groups of people as yet uncovered, they also have population growth rates which will demand a doubling of service capacity every 20-30 years simply to keep the present level constant. We do not see much alternative to the reality that PVOs, with or without U.S. Government support, are going to have to make long term commitments to health care, agricultural extension and other training or service functions.

4. "A significant investment will be made in training and the transfer of skills. This will include Salvation Army personnel at all levels as well as project participants. A recent conference of executive level Army representatives has confirmed the commitment to this initiative."

SAWSO's commitment to training, as an activity in itself and as an integral part of each project, has been substantial. Several points with regard to sustainability are worthy of mention.

- In several health projects where health training is a strong component (Indonesia [OPG], Pakistan, Zambia), costs of curative health care for families are decreasing as attendance at pre- and post-natal clinics increases, immunization coverage improves and more primary interventions are used. It has been further documented in Indonesia that costs per health service unit decrease in areas where health education messages have been well broadcast and received. Reduced delivery costs should result in more sustainable programs, and reduced family costs should increase interest and participation in the programs.

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- At the agricultural co-op in Ibbwe Munyama, Zambia, this year's project budget focuses heavily on providing various kinds of training activities. Participation in these activities is causing increased debate among project participants about management and long term continuation. This effort at training is essential. Farmers (people in general) will gladly accept or participate in services without accepting responsibility for their continuation. Building sustainability necessitates not only making training available, but making clear the responsibility of beneficiaries to participate.

When a group is able to rely on its own members to provide technical or managerial expertise or skills, it is able to sustain its activities at a lower cost and with increased cohesion and self reliance. Even if the services of an outsider have to be contracted, a group which has some sophistication or understanding of the subject matter can make more creative and effective use of these services, directing and utilizing the input instead of being directed by it. Training is, thus, crucial for both financial and organizational sustainability.

C. Benefit Distribution

In SAWSO's April 1984 report on MG I, we examined the question of benefit distribution mainly from the perspective of the criteria for choosing target groups. We noted that The Salvation Army's history has been one of an unwavering commitment to minister to those with the fewest resources and to those whose special conditions have caused them to be written off by the larger society, e.g., untouchables, lepers, alcoholics and ex-offenders. We also stated that in choosing to work with these kinds of groups, one encounters special difficulties and even extra costs.

Our experience in this second grant has been similar. We continue to make choices about what groups of people we work with based on their access to resources. However, we would add to our previous listing of the most disadvantaged, children under five and women. In taking benefit distribution into account in program design, SAWSO will pay particular attention to the impact of projects on women. This group is probably the least visibly but the most often adversely affected by skewed benefit distribution.

We also have come to realize that benefit distribution needs to be looked at within a target population as well. Some members of a village or neighborhood, usually those with relatively more assets, can monopolize the benefits afforded by a project. Special care in project design and implementation is necessary in order to ensure that the position of the disadvantaged is not further eroded.

- The Chiweshe agricultural training program services farmers of different economic levels. Those who are most "progressive" will likely get the most profit from the investment in training. The poor farmers are less apt to take the risk of adopting new practices. Without some means of controlling benefit distribution, the richer farmers would likely monopolize the service.

To avert this farmers will be graded into three groups based on their production levels and assets. The project manager will, by design, have an equal number of contact farmers from each group. This will ensure that the middle and lower groups are not neglected. It will also enable the project manager to work with the group which is better off, who can afford to take slightly larger risks for experiments and demonstrations.

D. Participating in the Development Process

SAWSO has, from its beginnings, had a firm commitment to beneficiary participation in the planning, implementation and evaluation of development activities. This participation means that, initially, additional time must be spent in decision making and executing project operations. However, experience has shown that in the long run the quality of project activities and outputs reflect the benefits of the extra effort by increased potential for sustainability, replicability, and individual growth and development.

Two successive Matching Grants have provided the time and opportunity to begin to see positive changes in the level of community participation.

1. Providing opportunities to project staff to experience, and thereby learn more about, the participatory process is one of the best ways to help them see the benefits of increased community participation. Staff must first understand, adapt, and become comfortable with the approach before they will be open to accepting it as appropriate for their given situation.
 - Salvation Army staff in Pakistan requested and participated in SAWSO training on planning, implementation, and evaluation. Trainer and staff participants report that the participatory training reinforced the staff's own ideas about the importance of involving community members in all phases of the development process. Further SAWSO technical assistance will support field staff in their continuing efforts to improve the levels of community involvement.
 - Based on SAWSO's workshop experience in Fiji, use of project staff as co-trainers will be done whenever possible to reinforce the learning-by-doing model and augment their training skills.
 - In Kenya, as a result of technical assistance visits over a one-year period, local staff realized that the training being conducted for staff of the 4K young farmers projects was inappropriate. It had not grown out of trainees' needs and did not result in the development of required skills. Program changes are resulting in competency-based training and supervision being instituted.
2. As participation increases, beneficiaries' feelings of project ownership also increase. With increased feelings of ownership, chances of sustainability improve because beneficiaries feel more responsible for what happens to the project. (Also see Section V. B - Sustaining the Development Process for further elaboration of this point)
 - Loan committees in the Philippines comprised of community members have taken on increasing responsibilities to support the corps officers by assisting with feasibility studies, analyzing applications, and monitoring payments. These committees will provide continuity since corps officers are transferred on a frequent basis.

- In Swaziland community members are actively involving themselves in raising project monies for a corps community center/clinic. It is anticipated that their participation will result in greater community concern over clinic operations and maintenance, and increased feelings of project ownership.
3. Project goals are more likely to be appropriate and responsive to local needs if beneficiaries can be actively involved in the development processes of planning, implementation and evaluation. Insight and information gained by participants through their active involvement in aspects of the development process also have more validity than information introduced from the outside.
- A locally designed and conducted evaluation in the Philippines revealed that the project was weakest in those areas where family participation was low. Staff subsequently adapted programs to motivate and encourage increased participation. Staff also realized that without broader participation, the program would not continue beyond the funding period.
 - Also, in the Philippines, active community member participation in completion of a baseline survey resulted in increased dialogue between staff, local leaders, and community members.
4. As community participation increases and responsibility for project activities becomes more decentralized, beneficiaries' feelings of self-worth and confidence increase. Often, as individuals or groups are offered increased responsibility (with necessary guidance and support) they become more responsible, efficient and capable in their jobs or as role models within the community.
- In Fiji, new managers (who are ex-offenders) have exhibited improved management and decision-making skills as their levels of responsibility have increased.
 - Co-op members in Zambia have assumed all responsibilities connected to the operation and maintenance of the co-op's truck. They recognize that the truck is the lifeblood of the co-op and have demonstrated their willingness to keep it running.

- It is anticipated that women trained through the Health Education through Home Leagues project in Pakistan are not only learning GOBI techniques which will improve the health of their own families, but their participation will also enable them to serve as preventive health resource persons in their communities.

E. Leadership Development

SAWSO views this as a process in which people acquire skills and self-confidence and take an active part in their personal, organizational and/or community development. Leadership development occurs at many levels. SAWSO, through the Matching Grant, focuses on three levels: institutional/organizational, project and local/community. Leadership is created through training, motivation, community organization and networking and through practical experience gained in project activities. Below are some examples.

- In the Kenya 4-K program obvious outputs are the number of gardens planted, goats raised, etc. Another important output is that Salvation Army officers responsible for the project are learning program and financial management skills, how to work with the community. This skills and knowledge base is helping them better address community needs as project managers, and improving their capabilities in areas beyond the scope of project activities.
- Management training workshops for Salvation Army officers have transferred skills in community needs assessment, program planning, monitoring and evaluation. These have taken place in Pakistan, Sri Lanka, Jamaica, Barbados, Fiji and the Philippines.

SAWSO has found that the participatory/experiential model is the most successful approach to leadership development. Because we are concerned with quality, we must allow for increased time and lower expectations regarding how much information/material/skills can be absorbed within a given time period.

Since development is not static but a continuous process, SAWSO has learned that we must constantly bring new people into the process and meet the additional needs of those already involved in leadership development.

F. Replication

Seeking to build on a lesson of MG I regarding opportunities to broaden program impact, (see MG Report, April 1984, pp. 25-26) SAWSO's proposal for MG II indicated that increased attention would be given to exploring replication opportunities through such worldwide networks of The Salvation Army as The Home League and medical services. Thus far in the grant period:

- A pilot program linking health education using the GOBI approach to The Home League, Salvation Army women's clubs operating in corps community centers, has been established in several countries. In Pakistan, the effort is building to involve some 3,300 Home League members in 24 communities in the Punjab region. Similar efforts are also getting underway with the Home Leagues of Kenya and Haiti, though the funding mechanism in these latter two countries is the Child Survival rather than the Matching Grant. Matching Grant funds are also being used in the Philippines to help fund a quarterly newsletter that provides Home League leaders with lesson plans for introducing GOBI concepts into local meetings. With approximately two-thirds of its over 8,000 Home League clubs located in LDCs the magnitude of replication possibilities for this program is considerable.
- In Pakistan the PHC outreach methodology developed in pilot programs in Lahore, Faisalabad, Jhang and Khanewal under MG I are being replicated at Hyderabad using MG II funds and at Saddar and Azamtown dispensaries using Child Survival funds. Lessons learned in health data monitoring in this project have been used to improve the health information systems of the Philippines' nutrition project (MG funded), the Indonesia Primary Health Care and Nutrition Project (OPG funded) and the Bangladesh Jessore Rural Health Care Project (OPG funded). Information on project methodology and history have also been shared with medical services personnel in Chikankata, Zambia who seek to establish similar outreach services for some 50,000 beneficiaries in rural villages in the southern part of that country.

SAWSO staff have also learned to appreciate the mobility of the Salvation Army officer as another vehicle for replication. Officers are generally rotated to a new location in a country every two to four years. Project concepts are carried with them to their new post and can result in a similar project if local needs and conditions are comparable.

- In Pakistan replication is, in fact, a key factor in personnel decisions regarding transfers of CPHC officer/nurses. When practical, those who have completed their term and successfully trained their replacement at a pilot location in the Punjab are being shifted to new project locations in the Sind where they will assist with start-up and move into supervisor/trainer roles.
- In the Philippines several officers responsible for implementing the Women's Income Generation Program were moved to communities where such services/activities did not exist. After an analysis of community needs the project was replicated.

VI. FINANCIAL REPORT

SAWSO combines private and government funding on a 50/50 basis to support its development program under the Matching Grant. USAID funds will match SAWSO expenditures up to a maximum of \$3.5 million over the three-year period of June 1, 1984, through May 31, 1987, making a combined program of \$7 million.

SAWSO funds contributing to the Matching Grant program are raised through 1) The Salvation Army's World Service appeal to its constituency and to the general public and 2) contributions from corporations, foundations and individuals. In addition, cooperative arrangements with private donor agencies provide monies usually designated for specific projects.

Over the past few years The Salvation Army has placed an emphasis upon its worldwide development work. The dilemma has been to increase funding in order to promote that emphasis yet not dilute the existing funding that maintains and expands the multi-faceted service and organizational network of The Salvation Army. It is that network which is the strength upon which SAWSO builds development programs and is the means through which sustainability and replicability, can be achieved.

The Matching Grant has proved a significant factor for increasing resources, including those from the private sector, which are directed towards development assistance.

- An increase in SAWSO's total revenue and support reflects an increase in the support by Salvation Army constituency and the general public. This results from a combination of factors. One factor is SAWSO's dissemination of specific information to its constituency about the projects it supports. Another is the fact that each dollar given to support development work has the potential of generating a dollar from the U.S. Government, which is an important multiplier effect on fundraising efforts.
- In December 1983, consistent with SAWSO's commitment to increase its private resources, a development officer was hired and given the responsibility to expand SAWSO's funding base to encompass corporations, foundations, private donor agencies, etc. His primary mandate is to raise funds for the Matching Grant projects. To date the fundraising effort totals \$ 1.3 million. Of that amount, approximately half or \$600,000 designated for support of Matching Grant projects.

- Although not used in calculating SAWSO's financial contribution to the Matching Grant program, in-country funding (in addition to in-kind donations) has increased as a result of grant projects.

The attached schedule provides details of actual expenditure during this reporting period and anticipated expenditure over the total grant period.

FINANCIAL REPORT

Financial Statement - 3 Years
(June 1, 1984 - May 31, 1987)

	YEAR 1 6-1-84 TO 5-31-85 ACTUALS		YEAR 2 6-1 to 11-30-85 ACTUALS				YEAR 3 12-1-85 TO 5-31-86 PROJECTIONS		YEAR 3 6-1-86 TO 5-31-87 PROJECTIONS		TOTAL 3 YEARS	
	USAID	SAMSO	USAID	SAMSO	USAID	SAMSO	USAID	SAMSO	USAID	SAMSO	USAID	SAMSO
INCOME												
Salvation Army World Service Sources		1,225,720		521,455		605,650		1,147,175		3,500,000		3,500,000
AID Matching Grant Funds	928,976		406,320		867,681		1,297,023		3,500,000			
TOTAL INCOME	928,976	1,225,720	406,320	521,455	867,681	605,650	1,297,023	1,147,175	3,500,000	3,500,000		
EXPENSES												
Comprehensive Health Services												
Costa Rica: Comprehensive Family Health		90,200		59,800		50,000				0	200,000	
Bhaha: CRMT					21,000	10,000		20,000		41,000	10,000	
Guatemala: Comp. Family Health		152,000		98,000		100,000		200,000		0	550,000	
India: Public Health		1,916		1,032		1,050		2,500		0	6,498	
India: Rural Health		32,955		19,662		18,000		35,000		0	105,612	
India: Community Health		125,514		59,076		60,000		63,000		0	307,590	
India: Child Health		134,415		29,832		20,000		50,000		0	234,247	
Jamaica: Rao Teen Clinic	15,847		10,730		9,270		25,000		60,847		0	
Kenya: Kolonyo Rural Health		10,116				10,000		10,000		0	30,116	
Kenya: Meroh Comm. Dev.		51,000								0	51,000	
Kenya: Nutrition/Comm. Dev.		109,432		40,568		80,000		25,000		0	255,000	
Pakistan: Comprehensive PHC	141,499	84,463	65,800	34,731	126,022	60,100	216,448	132,800		549,749	312,094	
Pakistan: N. Ed. Thru H.L.					10,000		19,000			29,000	0	
Philippines: Nutrition	45,210	11,333	14,112	4,509	83,888		100,000			245,210	15,842	
Swaziland: PHC Clinic					53,000	20,000	45,500	30,000		98,500	50,000	
Zambia: Ibbwe Comm. Dev.	40,223	24,000	10,499	30,673	21,501	20,000		30,000		72,223	104,673	
Zimbabwe: Med. Asst. Training	4,767	178,515	3,377		5,856					14,000	178,515	
Zimbabwe: Tshelonyeha Outreach				3,502		5,000		12,000		0	20,502	
Zimbabwe: Mazoe Water Supply		9,245		4,750						0	13,995	
Zimbabwe: Ante-Natal Program		19,097								0	19,097	
Zimbabwe: Masard Hosp. PHC Outreach								100,000		0	100,000	
Projects Pending Approval					14,000		42,000	20,000		56,000	20,000	
Sub-Total	267,546	1,034,196	106,518	386,135	344,537	454,150	467,948	710,300	1,106,549	2,504,781		
Vocational Training/Income Generation												
Bangladesh: WIP						3,000	10,000	7,000		10,000	10,000	
Bangladesh: Shoko						7,000		15,000		0	22,000	
Costa Rica: Tres Rios	76,152		34,512		25,488		35,000			171,152	0	
Fiji: Suva, Lautoka, Lomaivuna	65,026		29,606		72,394		50,000			217,026	0	
Guatemala: Tierra Nueva	60,924		21,182		28,818		25,000			135,924	0	

India: Rural Schools Ag.	5,582		4,139		21,841		30,000		61,582	0
India: Ropercoil, Trivandrum		10,532		5,606		5,000		10,000	0	31,138
India: Madhavangad		13,200							0	13,200
India: School Program		11,140		8,416		4,000		10,000	0	33,356
Kenya: 4-K Rural Dev.				11,400					0	11,400
Kenya: Turkana		5,000		35,000		15,000			0	55,000
Kenya: Nairobi		11,985				12,000		12,000	0	33,985
Philippines: MOP	17,848	11,334	9,486	500	12,014		19,632		58,700	11,834
Philippines: Cebu	12,809	11,333	7,749	500	26,394		15,000		61,952	11,833
Philippines: Olongapo		50,000		40,600	2,000		15,000		17,000	90,600
Zambia: Chikankata Y. Fara.				15,544					0	15,544
Zambia: Gwembe	45,834		8,000		7,500	15,500	30,000	10,000	91,334	23,500
Zimbabwe: Agricultural Extension		12,000		17,754		12,000		25,000	0	64,754
Zimbabwe: Tsholomiyamba Ag. Ext.					23,000			18,825	23,000	18,825
Projects Pending Approval					21,000		63,385	9,050	84,385	9,050
Sub-Total	284,175	136,524	114,674	135,320	240,469	73,500	293,017	116,875	932,335	462,219
Corps Community Center Program Development										
Zambia:							55,000		0	55,000
Zimbabwe:							65,000		0	65,000
Zimbabwe: Sonotue		55,000					100,000		0	100,000
Sub-Total		55,000					220,000		0	275,000
LBC Staff Development										
Kenya: Officers Skill Training						10,000			0	10,000
Zambia: SALT						30,000			0	30,000
Zimbabwe: SALT						20,000			0	20,000
Zimbabwe: Officers Skills Training								100,000	0	100,000
Projects Pending Approval					22,500	18,000	67,500		90,000	18,000
Sub-Total					22,500	78,000	67,500	100,000	90,000	178,000
Field Assistance and Administrative Support	377,255		185,128		260,175		468,558		1,291,116	
TOTAL EXPENSES	928,976	1,225,720	406,320	521,455	867,681	665,650	1,297,023	1,147,175	3,580,000	3,580,000

VII. FUTURE DIRECTIONS

Having reflected on its approach, strategies, outcomes and especially the key issues of the past 18 months of activity, the SAWSO staff has identified a number of areas which will receive particular emphasis in the short and long term future. Some of these are not new themes but reflect emphases which SAWSO has held for some time. Other are either new or have only become possible recently. They are presented below in several categories and identified as short or long-term objectives.

A. LDC Staff Development

SAWSO views this area as increasingly important and is supported in this by The Salvation Army International and national leadership. Therefore, SAWSO will sustain and augment its efforts to improve management capabilities, technical skills and community development ability of local Salvation Army officers.

1. Short Term

- Continue training of staff in the Philippines and Pakistan in 1986.
- Conduct training seminars in countries where no previous formal SAWSO activities of this nature have taken place (Kenya and India are likely prospects)
- Assist Salvation Army Zambia to implement a Salvation Army Leadership Training (SALT) program with financial and technical support. Designed at the request of International Headquarters, this ambitious plan consists of comprehensive in-service training for all levels of Army officers and lay leaders.

2. Long-Term

- Identify areas of possible collaboration with The Salvation Army Zimbabwe's efforts to establish a Salvation Army curriculum for African interregional leadership training.
- Coordinate long-range technical assistance schedules with International Headquarters to facilitate joint technical assistance visits and training activities.
- Improve existing and develop new modules for management training seminars.

B. Program Emphases

SAWSO will continue to refine program strategies and methods in order to increase the effectiveness of projects and promote the replication of valid models.

1. Short Term

- Experiment with in-house computer processing of base-line data from the Gwembe Valley Zambia project. In 1986 a data base will be developed using data collected on Gwembe farmers. This will be used in the current project and as a trial for testing the possibility of future applications.
- Develop models for the integration of health and income generation activities.
- Study the relationship between nutrition and income projects in the Philippines.

2. Long Term

- Pursue possibilities for expanding SAWSO activity into new regions. These include: Papua New Guinea, Bolivia, Peru, Sri Lanka, Guyana, Sudan and Ghana.

C. Management/Support Systems

SAWSO's ultimate effectiveness is measured by its ability to provide timely, constructive support to Salvation Army field offices. The staff has a constant challenge before it to improve and streamline that support and to improve management systems at all levels. A number of priority areas are as follows.

1. Short Term

- Complete the revision of quarterly progress reporting forms to improve usefulness to the field and SAWSO, solicit field input and initiate the use of the new forms.
- Execute previous plans to establish a project review committee. Set project review schedules and criteria.

- Assist in the design and participate in The Salvation Army Development Conference in September 1986. SAWSO will respond to the initiative by International Headquarters to hold a dialogue on development among the top Salvation leadership and principal donors to Salvation Army programs.
- Conduct evaluations of Matching Grant projects prior to May 1987.

2. Long Term

- Make an effort to increase contacts and collaboration with PVOs and NGOs in countries where SAWSO-supported projects are located.
- Explore the future role of Salvation Army development project officers in LDCs.



WORLD SERVICE OFFICE

APPENDIX A

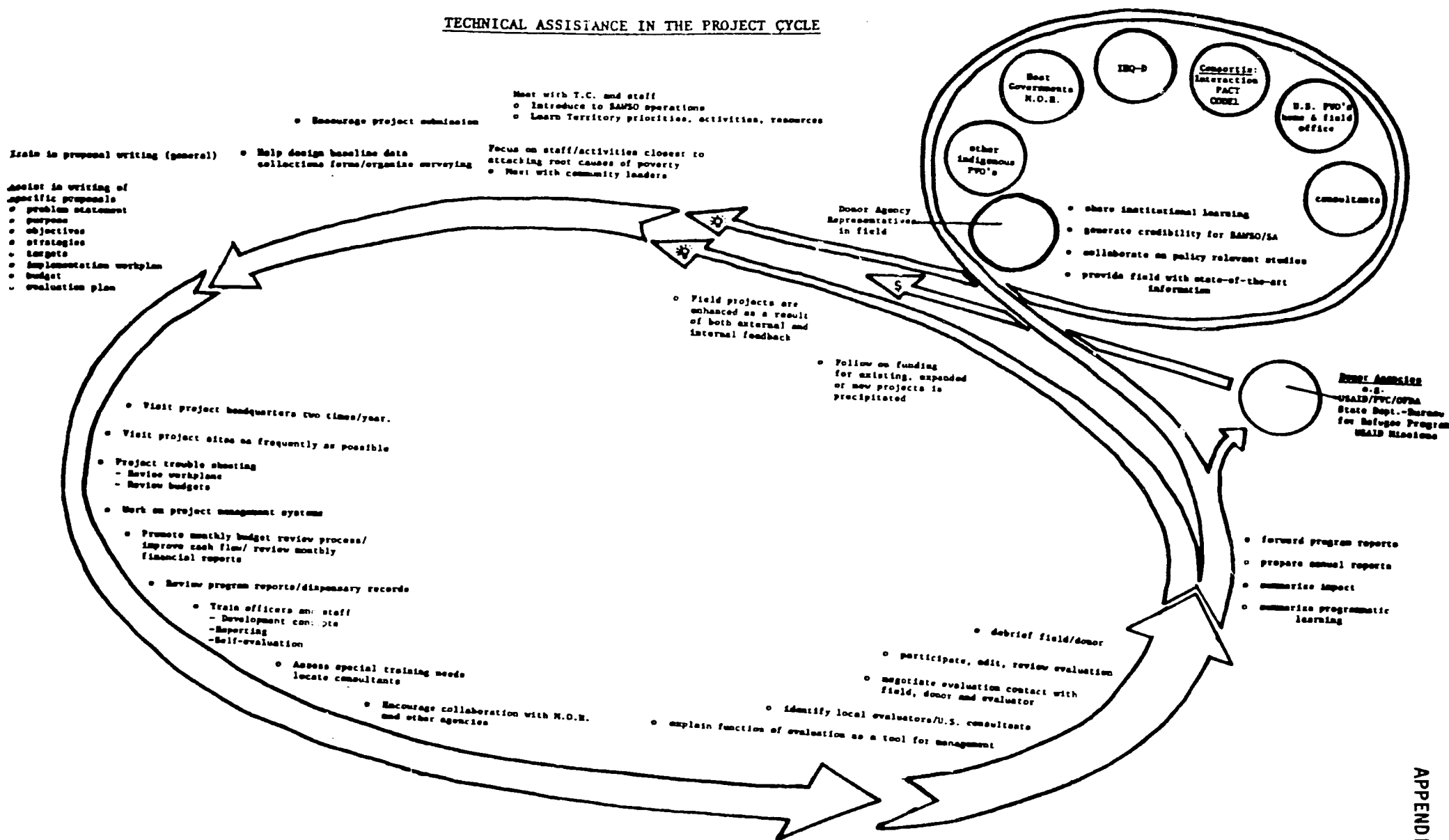
1025 Vermont Avenue, NW
Washington, DC 20005, USA
Phone (202) 833-5646
TELEX Salvation Wsh 89-460

Development Criteria for Establishing Program Priorities

SAWSO supported activities should:

1. assist the disadvantaged to improve their spiritual, civic, economic and physical wellbeing
2. respond to community identified needs and be initiated, designed, implemented and evaluated in conjunction with the intended beneficiaries
3. emphasize the role and importance of women in the development process
4. promote community "ownership"/sustainable development by anticipating an initial and increasing commitment of resources by beneficiaries
5. involve only culturally, institutionally and environmentally appropriate interventions and inputs
6. embody a commitment to "extending the gift" thus encouraging beneficiaries to become agents of change
7. be an opportunity for Christian witness
8. focus resources on program content, not physical structure. An investment in construction is never approached as an end in itself but as a means for providing an essential physical setting for self-help development efforts
9. maximize limited resources and avoid duplication of efforts by encouraging collaboration and cooperation with other agencies and churches
10. promote local self management/sustainable development by providing appropriate training and skills transfer

TECHNICAL ASSISTANCE IN THE PROJECT CYCLE



LOGICAL FRAMEWORK
FOR
SUMMARIZING PROJECT DESIGN

Project Title: The Salvation Army World Service Office Matching Grant

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Program Goal (A-1)	Measures of Goal Achievement (A-2)	(A-3)	(A-4)
To improve the quality of life for the poorest people in less developed countries.	The poor in less developed countries within the areas of SAWSO influence are employed, and their health status has improved.	<ol style="list-style-type: none"> 1. National/regional/community statistics. 2. Health-nutrition surveys. 3. Case studies by international agencies. 	<ul style="list-style-type: none"> - National governments will continue to look favorably at foreign assistance. - The economies of LDCs and the industrialized countries continue to grow. - Political situation in countries remain stable. - Climatic or geographic conditions do not change radically.

LOGICAL FRAMEWORK
FOR
SUMMARIZING PROJECT DESIGN

Project Title: The Salvation Army World Service Office Matching Grant

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Project Purpose (B-1)	Conditions that will indicate purpose has been achieved: End of project status (B-2)	(B-3)	(B-4)
1. To decrease the incidence of malnutrition, morbidity and mortality among urban and rural poor, with emphasis on the "at risk" population of children under five and women of child-bearing age.	1. a. Ensure treatment of 80% of identified diarrheal diseases. b. Ensure complete vaccination of 80% of all children under five. c. Reduce the number of second and third degree malnourished children under five by 30%. d. Provide treatment and follow-up on 25% of all identified pulmonary tuberculosis cases. e. Ensure ante-natal care for 30% of all pregnant women.	1. Field reports 2. Case studies 3. Evaluation reports	- The target population will have access to the national or other health services. - Local and national governments want development institutions at the community level. - Markets exist or can be created for the goods and services produced.

f. Achieve a 15% rate of family spacing acceptors among women of child-bearing age.

g. Ensure the availability of at least five public sources of potable water.

h. Increase the literacy rate for women to 15%.

i. Ensure family application of preventive therapy in 70% of all cases of identified incipient physical handicaps resulting from poliomyelitis in children under five.

2. To increase the number of poor employed at wages above the poverty level.

2. At least 2,500 unemployed and underemployed will have been employed at above the poverty level wages.

3. To increase the SA field staffs' expertise in program concepts, techniques, methodologies and technologies.

3. a. 30 instances where successful concepts, techniques, methodologies and technologies have been applied and replicated in other target areas.

b. 80 field staff participate in and/or conduct project evaluations.

c. 85% projects completing and submitting narrative and financial reports on a timely basis.

d. 60% project staff able to conduct community needs assessment.

LOGICAL FRAMEWORK
FOR
SUMMARIZING PROJECT DESIGN

Project Title: The Salvation Army World Service Office Matching Grant

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Outputs (C-1)	Magnitude of Outputs (C-2)	(C-3)	(C-4)
1. Comprehensive health services for the poor.	<p>1. a. Health & nutrition</p> <ul style="list-style-type: none"> * 5,000 maternal care services * 60,000 child care services * 3,000 DRT treatments * 1,700 chloroquine treatments * 15,700 immunizations * 600 de-worming treatments * 1,300 TB treatments * 30,000 other clinic/health services and treatments <p>b. Family spacing</p> <ul style="list-style-type: none"> * 1,100 family planning services <p>c. Education</p> <ul style="list-style-type: none"> * 300 health & nutrition education classes * 7,000 participants <p>d. Rehabilitation</p> <ul style="list-style-type: none"> * 20 handicapped patients served <p>e. Community & domestic environment</p> <ul style="list-style-type: none"> * 5 potable water connections * 2 villages receiving seed grants for self-help sanitation projects <p>f. Training</p> <ul style="list-style-type: none"> * 15 traditional birth attendants trained * 20 village health workers trained * 20 nurses trained * 69 Salvation Army staff 	<p>1. Existence of program plans.</p> <p>2. Existence of feasibility and baseline studies and benchmark surveys.</p> <p>3. Field reports.</p> <p>4. Evaluation reports.</p> <p>5. Field visits by Salvation Army leaders and local officers.</p> <p>6. Field visits by SHWSO.</p> <p>7. Follow-up records and reports.</p>	<ul style="list-style-type: none"> - Cooperation of host country infrastructure. - Outputs are not appropriated by non-poor population. - Participation of communities is active, not passive. - New techniques can successfully be transferred to different cultures. - Training is relevant, effective, and culturally appropriate. - Staff turnover is not substantial.

- g. Institutional development
 - * 4 health service facilities upgraded or expanded
 - * 4 curative clinics adopting PHC programs

2. Vocational training and income generation projects.

2. a. 1,800 unemployed and underemployed receive skills training.

b. 1,700 unemployed and underemployed are placed in jobs.

c. 700 underemployed receive loans for self managed income generating activities.

d. 80% of trainees perceive notable difference in family income.

3. LDC staff development activities.

3. a. 20 requests for SANSO technical assistance/training.

b. 30 SANSO technical assistance visits to the field.

c. 17 SANSO project management workshops conducted.

d. 220 SA staff participate in SANSO training workshops.

e. 25 country specific and regional SA seminars.

f. 20 SA field staff attend specific skills courses.

MISSION STATEMENT
FOR
SUMMARIZING PROJECT DESIGN

Project Title: The Salvation Army World Service Office Matching Grant

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Inputs (D-1)	Level of Effort/Expenditure (D-2)	(D-3)	(D-4)
1. Expertise of SAWSO International staff	Comprehensive health	1. Financial reports	- USAID missions accept SAWSO country proposed activities.
2. Salvation Army Matching Grant Funds	1. Personnel a. 3 MDs b. 11 RNs c. 20 public health workers d. 3 nutritionists e. 72 child care specialists f. 4 project officers g. 1 health educator h. 26 management/administrative staff	2. SAWSO reporting system 3. Annual audit report	- USAID and SAWSO funds available on a timely basis.
3. AID Matching Grant Funds	2. Salvation Army Matching Grant funds		- Disbursement of project funds and technical assistance to field operations will enable The Salvation Army in LDCs to plan and implement successful development projects.
4. Network of Salvation Army personnel, experience, facilities and credibility in host countries.	3. USAID Matching Grant funds		- National governments will continue to look favorably at Salvation Army as a vehicle for meeting basic human needs.
	4. Facilities a. 7 clinics b. 1 nurses training center c. 1 hospital d. 14 corps community centers		
	5. Technical assistance/training (see LDC staff development inputs.)		
	Vocational training/income generation		
	1. Personnel a. 12 instructors b. 4 project officers c. 11 management/administrative staff		

2. Salvation Army Matching Grant funds

3. USAID Matching Grant funds

4. Facilities

- a. 8 training workshops
- b. 45 corps community centers

5. Technical assistance/training
(see LDC staff development inputs)

LDC staff development

1. Personnel

- a. 10 training facilitators
- b. 20 instructors

2. Salvation Army Matching Grant funds

3. USAID Matching Grant funds

4. Facilities

- a. 20 SA training colleges
- b. 60 corps community centers
- c. 35 territorial/divisional HCC
- d. 3 training institutes

Doug Hill, Ph.D.
Project Officer, South Asia
Salvation Army World Service Office (SAWSO)
NCIH Annual Conference; June, 1985

Evaluating Evaluations: SAWSO Experience in the
Evaluation of Its Health Sector Projects

Background

Since its founding in 1865, The Salvation Army has committed itself to helping the poor help themselves. That commitment has resulted in the establishment of programs in eighty-five countries and territories that improve health, foster work skills, increase productivity, and strengthen self-reliance.

Currently, The Salvation Army's worldwide health activities involve 1,862 health service professionals, complemented by staff at every level of the health delivery system from major hospitals to clinics to grass roots outreach work in isolated villages.

As the development arm of the Salvation Army in the United States, the Salvation Army World Service Office's (SAWSO) mandate is to assist in The Salvation Army's efforts to promote self-help efforts that attack the underlying causes of poverty in less developed nations.

A central emphasis of SAWSO programming is delivery of comprehensive health care to the poor. The program strategy has focused on decreasing the incidence of malnutrition, morbidity and mortality among children and their families in low income urban and rural areas. SAWSO funds have been directed to selected projects which incorporate one or more of the following program components: primary health care, selected communicable disease control, potable water and sanitation, and food production and preservation.

A relatively young organization, SAWSO began funding health projects in late 1980. Its experience in health programming and health project evaluation is, therefore, quite limited: less than five years. What I would like to do today is summarize that experience to date. Where we have been, what we learned, where we are, and where we are headed. I don't think any of my observations will be particularly novel, but perhaps some of the measurement tools and training aids we have employed along the way may have application in a project you are associated with.

- 2 -

Phase One

I would mark the period through 1983 as a first phase of evaluation experience. During this time SAWSO relied heavily on contracting independent, in-country professionals, to evaluate its projects. A conscious decision, the approach was based on a desire to a) get an independent view; b) to ensure local perspective and familiarity with the cultural and social context; c) support individuals and agencies engaged in evaluation activities in developing countries; and d) be cost-effective. In late 1983 the evaluations that had been conducted to date were the focus of an intensive two day review by the home office program staff. Lessons learned by the individual projects as well as about the evaluation process as a whole were compiled. Some of our broader conclusions regarding the overall process were:

- 1) The SAWSO project officers needed to take a more active role in future evaluations. We needed to be clearer about the product we expected and we needed to insure that the design of the evaluation reflected the interests of all project stakeholders, i.e., the community, project staff, project managers, the local Salvation Army, SAWSO and our donors. Ideally, we needed to be there. The "hands off" approach taken, in part, to insure the independent perspective was in conflict with the enhancement of our own organizational capabilities in evaluation.
- 2) We had been presumptuous about language and had assumed that the "buzz words" that conferences like this feed on (e.g., demonstration effects, replication, sustainability) had the same meaning to the people we had contracted that they had to us. For example, our interest in the institutionalization of a community water project resulted not in a discussion of the process by which the community would address recurrent costs and expansion but instead a list of the institutions within the community that had hooked on to the system.
- 3) We needed to create some room for negotiation regarding the evaluator's product. Specifically, we felt that there should be an opportunity for key stakeholders to review and comment on a first draft, before conclusions which might be based on misperceptions about scope of work or language got etched in stone.

- 3-

- 4) We needed to speed up the feedback loop. The time between the evaluators' visit to the project and when the final evaluation report reached the field needed to be bridged. We now request the evaluators to conduct an evaluation debriefing session with the local staff before departing the project site. A combination of discussion of preliminary findings and technical assistance about how to do the job better, these sessions provide an opportunity for the evaluators to impart something more, in terms of insights and skills, than they have taken, in terms of data and staff time and energy. In short, it is an opportunity to turn what is often perceived by local staff as a threatening, even debilitating, experience into a nurturing one.
- 5) We needed to improve project design. By and large the evaluations had focused on projects' inputs and outputs. They traced activities rather than impact and activities were discussed primarily in terms of volume, e.g., number of patient visits, number family planning acceptors, number of immunizations given, number of VHW's trained. The evaluators could not always address the issue of coverage, e.g., the percentage of under-fives fully immunized, because the pertinent baseline data had not always been established. They could not always address effectiveness, the degree to which a program achieves its objectives, because objectives were not always clearly or consistently defined. Nor could they address efficiency, relative cost of service intervention, because accounting systems had not evolved to the level of sophistication requisite.
- 6) We wanted more information on process issues. The evaluators verified accomplishments and non-accomplishments (the whats) but had rarely engaged local staff or community in reflecting upon the order and type of events or interactions that had precipitated them (the whys).

Phase Two

The second phase of SAWSO evaluation experience begins in late 1983 with a concerted effort to address some of the project design issues raised in point 5 (above). A key development in this regard was our collaboration with FVA/PVC (USAID's Bureau for Food for Peace and Voluntary Assistance/Office for Private and Voluntary Cooperation) in its evaluation of PVO health sector activities. In this regard, FVA/PVC contracted Management Sciences for Health (MSH) to conduct an in-depth evaluation of The Salvation Army's Comprehensive Primary Health Care Project in Pakistan. The MSH evaluators, accompanied by a local Salvation Army consultant for PHC training and the SAWSO project officer for South Asia, spent two weeks in the field observing work at five base dispensaries and eight village outreach areas. The evaluation team's input enabled project staff to develop a revised and highly congruent set of objectives, achievement indicators, baseline survey instrument and impact reporting formats. These are presented as Attachments A, B. C.

- 4 -

The comprehensive nature of the project can be noted from the number of interventions described in our statement of objectives and strategies (Attachment A). These relate to ORT, immunizations, growth monitoring and nutrition education, TB treatment, ante-natal care, family spacing, sanitation, female literacy and handicap prevention. The relevant baseline data information (Attachment B) is collected by VHWs. This information, coupled with that recorded in the VHW's daily logbooks, provides the basis for monitoring project impact in each outreach area on a monthly basis. The monitoring tool is the monthly reporting (Attachment C) which is filled out by the Community Health supervisor (i.e., the VHW's supervisor) in conjunction with the Nurse-in-Charge of the base dispensary clinic. The format translates outputs or "counts" into coverage rates and allows comparison with the target rates set for that particular stage of project implementation. As a management tool it allows supervisory personnel to assess where strengths and weaknesses may lie vis-a-vis both respective interventions and respective outreach areas. It is a useful indicator of performance. It does not, of course, explain the whys between varying performance. The format has been adapted subsequently for use in Salvation Army health projects in Indonesia and Bangladesh.

Another monitoring and reporting tool recently introduced into SAWSO nutrition projects is the SKDN graph chart designed by Indonesia's MOH. The chart (Attachment D) provides four valuable statistics for each month: S (total number of children under-five in target area); K (total number of children registered in the program); D (total number of children weighed); N (total number of children that gained weight). The graph and statistics help community members, village health workers, project managers, government officials and international donors to immediately visualize what the program is accomplishing in the following areas:

- * The level of achievement ($N/S \times 100\%$)
- * The scope of the program - what percentage of the children in the target area are registered ($K/S \times 100\%$)
- * Continuity of the program - what percentage of those children registered are weighed each month ($D/K \times 100\%$)
- * Effectiveness of the program - of those children weighed what percentage gained weight ($N/D \times 100\%$)
- * Society participation - what percentage of the total number of children are weighed ($D/S \times 100\%$)

- 5 -

The graph presented here (Attachment D) happens to be an aggregate of reports submitted by each of the 28 centers participating in the program. The kaders (village health workers) in every village post a graph in each center for the community to see. If used and explained properly by the kaders, the graph can be another valuable tool to motivate community members.

The Present Phase

If there is a "present" phase to evaluation at SAWSO it is the further refinement of monitoring tools like those just presented coupled with a concerted effort to make field staff more comfortable with the concept of evaluation. The two endeavors are not unrelated. Building evaluative tools that monitor impact into ongoing management systems does much to dispell the perception that evaluation is a time-limited exercise that is the province of outside experts. "Continuous assessment" is a much less threatening concept than "final judgement" and, hopefully, it will become a part of everyone's job.

Evaluation is, of course, something all of us are capable of because it's something everyone has done. The trick is to enable field staff and community members to recognize the point for themselves. In facilitating self-evaluation exercises in the field we have found that pantomining a familiar image with evaluative content helps get this point across. Who hasn't stopped to taste the soup while its still cooking on the stove to see if the combination of spices are right? What tiller of the soil hasn't stopped half-way down the row being hoed to see how far they've come and how far they've still to go? The ongoing monitoring tools we are trying to introduce like those presented in Attachments C and D, are to help see us to see where we are in the particular row (i.e., PHC intervention) that we happen to be hoeing. Used effectively they will not only inform us about project impact but will also serve as a springboards for staff and community dialogue about process issues, the order and type of events and interactions that speed or slow progress towards the objectives set.

APPENDIX E

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office *MANA A1450*
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

COUNTRY: COSTA RICA *CR*

Project Title: Comprehensive Family Health

Project Purpose:

Provide health care, day care and nutritious food to 3500 children, which allow parents the opportunity to work by providing quality care for their children.

Project Implementation:

Start Date: 09/01/83 Estimated Completion Date: 05/31/87
Status: Over the last eighteen months The Salvation Army day care/nutrition program has expanded into six new areas. The total number of beneficiaries has increased from 1,500 to 3,500. Additional expansion to five thousand children is anticipated along with a broadening of the institutional support to other local Costa Rica volunteer agencies.

Project Funding Information:

Year	1984/85
AID\$	
PVO\$	150,000
TOTAL	150,000

Location in Country:

San Jose, Puerto Limon and six other small rural and urban communities.

PVO Representative in Country:

Lt. Colonel Bernard Smith
The Salvation Army
Apartado 6227
San Jose, Costa Rica

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

COUNTRY: COSTA RICA

Project Title: Tres Rios Vocational Training Program

Project Purpose:

Provide alcoholic and drug rehabilitation and job skills training to 160 unskilled adults each year, attaining self sufficiency over a three year period.

Project Implementation:

Start Date: 06/01 /84 Estimated Completion Date: 05/30/87
Status: At the end of the period under review, sixty-five men were being trained in the center. In addition, construction had started on a new pig pen and chicken coop. The inclusion of animal husbandry will diversify the present curriculum and also generate additional income for making the activity self supporting.

Project Funding Information:

Year	1984/85
AID\$	110,664
PVO\$	
TOTAL	110,664

Location in Country:

Concepcion de Tres Rios
Costa Rica

PVO Representative in Country:

Lt. Colonel Bernard Smith
The Salvation Army
Apartado 6227
San Jose, Costa Rica

APPENDIX E

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84/ to 5/31/87
Funding Mechanism: Matching Grant

421

COUNTRY: FIJI

Project Title: Red Shield Vocational Training

Project Purpose:

To train Fijian youth in income producing skills and to assist them in securing employment and a place in Fijian society.

Project Implementation:

Start Date: 06/1/84 Estimated Completion Date: 05/31/87
Status: 178 young men and women located in 4 target areas received skills training in welding, woodworking, sewing, fishing and agricultural production. 30% of those trained are now employed full or part-time. Program effectiveness has improved due to nationalizing the supervision of the Vatuwaqa workshop and Togalevu farm. Project implementation was hampered in early 1985 due to several cyclones.

Project Funding Information:

Year	1984/85
AID\$	94,632
PVO\$	
TOTAL	94,632

Location in Country:

Suva, Lautoka, Lomaivuna, Togalevu

PVO Representative in Country:

Major Allan Tong
The Salvation Army
54 MacGregor Road
Suva, Fiji

APPENDIX E

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

422

COUNTRY: GUATEMALA

Project Title: Comprehensive Family Health

Project Purpose:

To provide a day care, health care and nutritious food to 7500 children. To allow parents the opportunity to work by providing quality care for their children.

Project Implementation:

Start Date: 1982 Estimated Completion Date: 05/31/87
Status: During 1985 this program expanded considerably from its very small beginnings in 1982. By the end of this reporting period, nearly 7,500 children were involved in the day care, nutrition and education programs. New centers were opened and existing centers were expanded. It is anticipated that future efforts will concentrate on consolidating the expansion of the program and the establishment of evaluation systems.

Project Funding Information:

Year	1984/85
AID\$	
PVO\$	250,000
TOTAL	250,000

Location in Country:

Support is provided to centers based in both rural and urban areas of Guatemala, with the majority concentrated in Guatemala City.

PVO Representative in Country:

Major Stanley Melton
Divisional Commander
The Salvation Army
Apartado 1881
Guatemala City, Guatemala

6/1

APPENDIX E

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

423

COUNTRY: GUATEMALA

Project Title: Tierra Nueva Vocational Training Program

Project Purpose:

To provide means for The Salvation Army training school in Tierra Nueva to achieve self-sufficiency.

Project Implementation:

Start Date: 06/01/84 Estimated Completion Date: 05/31/87
Status: Currently the project, having reached its midway point, is training men in block production, welding, carpentry and woodworking. In addition, hog production has also been started, which should enable the center to orientate itself to those individuals who come from an agricultural background. The goal of self-sufficiency is still somewhat far away, but with adequate levels of production it would appear that the goal can be reached within the time span indicated.

Project Funding Information:

Year	1984/85
AID\$	82,106
PVO\$	
TOTAL	82.106

Location in Country:

Guatemala City

PVO Representative in Country:

Major Stanley Melton
The Salvation Army
Apartado 1881
Guatemala City, Guatemala

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APPENDIX E

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

424

COUNTRY: HAITI

Project Title: Agricultural Development in Schools

Project Purpose:

Encourage students to practice agriculture to improve school nutrition and to generate income for student and family.

Project Implementation:

Start Date: 06/01/84 Estimated Completion Date: 05/31/87
Status: The first stage of this program, to train a selected group of amateurs to work with school administration and teachers, has been completed. Each of the five who have been trained will begin to work with the schools in designing a program of introducing agricultural subjects into the school curriculum.

Project Funding Information:

Year	1984/85
AID\$	9,721
PVO\$	
TOTAL	9,721

Location in Country:

Port-au-Prince, Haiti

PVO Representative in Country:

Captain Jonas Georges
Armee du Salut
Boite Postal 301
Port-au-Prince, Haiti

APPENDIX E

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

425

COUNTRY: INDIA

Project Title: Child Health

Project Purpose:

To provide reconstructive surgery for handicapped children.

Project Implementation:

Start Date: 06/01/84 Estimated Completion Date: 12/31/85
Status: Work is underway in a major Salvation Army medical center to
rehabilitate facilities which will enable visiting medical teams to
provide needed medical treatment for handicapped children.

Project Funding Information:

Year	1984/85
AID\$	
PVO\$	164,247
TOTAL	164,247

Location in Country:

Anand, Gujarat

PVO Representative in Country:

Commissioner Mannam Samuel
Salvation Army
Territorial Headquarters: H-15 Green Park Extension
New Delhi 110 016
India

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

426

COUNTRY: INDIA

Project Title: Community Health

Project Purpose:

To provide regular ante-natal and post-natal care, immunizations against selected communicable diseases, and systematic testing for tuberculosis, and services for leprosy patients through PHC outreach services to twenty rural villages from five base hospitals.

Project Implementation:

Start Date: 12/15/80 Estimated Completion Date: 05/31/87
Status: Clinic and outreach services are being provided to villagers on a systematic basis.

Project Funding Information:

Year	1984/85
AID\$	
PVO\$	184,590
TOTAL	184,590

Location in Country:

Bapatla and Nidubrolu, Andhra Pradesh; Nagercoil (Catherine Booth Hospital), Tamil Nadu; Ahmednagar, Maharashtra; and Dhariwal, Punjab

PVO Representative in Country:

Colonel Varampettan Sughanantham
The Salvation Army
Higher Ground Road
Tamil Nadu
India

APPENDIX E

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

COUNTRY: INDIA

427

Project Title: Public Health/Child Care

Project Purpose:

To provide shelter and health care for 30 motherless children under five.

Project Implementation:

Start Date: 11/01/81 Estimated Completion Date: 05/31/87
Status: Nutrition monitoring, health education, immunization, and simple curative care is ongoing.

Project Funding Information:

Year	1984/85
AID\$	
PVO\$	2,948
TOTAL	2,948

Location in Country:

Palayamcottiah, Tamil Nadu

PVO Representative in Country:

Colonel Varampettan Sughanantham
The Salvation Army
Higher Ground Road
Tamil Nadu
India

APPENDIX E

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

428

COUNTRY: INDIA

Project Title: Rural Health Centers

Project Purpose:

To provide regular ante-natal and post-natal care, immunizations against selected communicable diseases, and systematic testing for tuberculosis through PHC outreach services to four rural villages from Kulathummel Hospital, Pathencruz, and four health centers.

Project Implementation:

Start Date: 11/01/81 Estimated Completion Date: 05/31/87
Status: Clinic and outreach programs are functioning and the number of service users has increased since the centers were constructed in 1981.

Project Funding Information:

Year	1985
AID\$	
PVOS\$	52,612
TOTAL	52,612

Location in Country:

Konchira, Melpadam, Kagazha, Pathencruz, Panacoole

PVO Representative in Country:

Commissioner Inez Newberry
The Salvation Army
Kowdias, Trivandrum
69003, Kerala State
India

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

429

COUNTRY: INDIA

Project Title: Nagercoil/Trivandrum Skills Training

Project Purpose:

To provide skills training and employment opportunities for 75 handicapped men and women annually.

Project Implementation:

Start Date: 12/15/80 Estimated Completion Date: 05/31/87
Status: The Salvation Army Vocational Training Centers in Nagercoil and Trivandrum have provided training in secretarial, tailoring, book binding, weaving and printing skills as well as in poultry and dairy farming.

Project Funding Information:

Year	1984/85
AID\$	
PVO\$	16,138
TOTAL	16,138

Location in Country:

Nagercoil, Tamil Nadu
Trivandrum, Kerala

PVO Representative in Country:

Commissioner Inez Newberry
The Salvation Army
Kowdiar, Trivandrum
695003, Kerala State
India

Colonel Varampettan Sughanantham
The Salvation Army
High Ground Road
Tirunelveli, Tamil Nadu
India

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

COUNTRY: INDIA

430

Project Title: Nedumangad Vocational Training

Project Purpose:

To provide skills training for rural youth.

Project Implementation:

Start Date: 8/10/84 Estimated Completion Date: 5/31/87
Status: The Salvation Army Vocational Center at Nedumangad is providing employment skills training for rural youth. Skills being taught include secretarial, typing, and dress-making.

Project Funding Information:

Year	1984/85
AID\$	
PVO\$	13,200
TOTAL	13,200

Location in Country:

Nedumangad, Kerala

PVO Representative in Country:

Commissioner Inez Newberry
The Salvation Army
Kowdiar, Trivandrum
69003, Kerala State
India

APPENDIX E

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

431

COUNTRY: INDIA

Project Title: Vocational Training through Boarding School Programs

Project Purpose:

To provide training in employment skills.

Project Implementation:

Start Date: 6/1/84 Estimated Completion Date: 05/31/87
Status: Salvation Army boarding schools in three states are improving youths chances of becoming employed by providing marketable skills training.

Project Funding Information:

Year 1984/85
AID\$
PVO\$ 19,556
TOTAL 19,556

Location in Country:

Valliyoor, Tamil Nadu; Batala, Punjab; Ahand, Gujarat

PVO Representative in Country:

Commissioner Mannam Samuel
The Salvation Army
H-15 Green Park Extension
New Delhi 110 016
India

Colonel Varampettan Sughanantham
High Ground Road
Maharaja Nager
Tirunelveli 627011
Tamel Nadu , India

Commissioner Narayana Samuel
Sheikh Hafizuddin Marg
Bycullu
P.O. Box 4510
Bombay 400 008

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

132

COUNTRY: JAMAICA

Project Title: Raetown Health Clinic

Project Purpose:

Support the community health/outreach activities of The Salvation Army Raetown Health Clinic with the goal purpose of reducing disease, malnutrition and unwanted pregnancies.

Project Implementation:

Start Date: 06/01/84 Estimated Completion Date: 05/31/87
Status: During this first reporting period, the clinic carried out a strategy of home visits to detect health problem areas. Within the area itself, which has been broken down into 20 sectors, 18 of those had been visited. Of these it was possible to detect several areas where acute problem of malnourishment existed, leading the clinic to be able to take specific actions to address the problem. Future actions will concentrate on usage of growth monitoring cards along with an educational effort.

Project Funding Information:

Year
AID\$ 26,577
PVO\$
TOTAL 26,577

Location in Country:

Raetown Kingston, Jamaica

PVO Representative in Country:

Captain Rudolph Richards
Raetown Corps
24 Tower Street
Kingston, Jamaica

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

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Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

COUNTRY: KENYA

Project Title: Kolanya Rural Health Clinic

Project Purpose:

To provide regular ante-natal and post natal care, nutrition surveillance and education and immunization against communicable diseases through PHC services.

Project Implementation:

Start Date: 03/11/83 Estimated Completion Date: 05/31/87
Status: Staff changes effective in 1984 have assisted in strengthening management by host-country personnel. The number of new cases seen continue to rise as coverage of the target population increases.

Project Funding Information:

Year	1984/85
AID\$	
PVO\$	10,116
TOTAL	10,116

Location in Country:

Kolanya Village Kisumu District, Western Province

PVO Representative in Country:

Colonel Charles Wanakuta
The Salvation Army
P.O. Box 40575
Nairobi, Kenya

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

434

COUNTRY: KENYA

Project Title: Narok Community Development

Project Purpose:

Community Development work among the Massai and Massai-Kikuyu people of Olipito. Project will provide water for human and animal consumption.

Project Implementation:

Start Date: 09/01/85 Estimated Completion Date: 05/31/87
Status: Initial project period has focused on identification of community needs. Local project manager is being hired to assist the community in project implementation. Hydrologic surveys have been conducted.

Project Funding Information:

Year	1984/85
AID\$	
PVO\$	51,000
TOTAL	51,000

Location in Country:

Olipito, Narok

PVO Representative in Country:

Colonel Charles Wanakuta
The Salvation Army
P.O. Box 40575
Nairobi, Kenya

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

435

COUNTRY: KENYA

Project Title: Nutrition/Community Development Program

Project Purpose:

Since project start up in late '82 the project purpose has been able to shift from immediate relief to intermediate and longer term efforts to provide food, water and education to rural and urban children. Emphasis is on small livestock, community water projects and assisting with costs of primary schooling.

Project Implementation:

Start Date: 12/15/82 Estimated Completion Date: 11/01/86
Status: Project had a major staff change in quarter 2 of 1984.
Management and financial systems were revised, village committees organized and trained. Experiments were tried in purchasing cattle and small ruminants as a long-term investment for milk, meat or cash. After initial successes, this plan has been replicated in many villages. First village water project completed 11/85. Present plans call for an end to outside funding in October 1986.

Project Funding Information:

Year	1984/85
AID\$	
PVO\$	150,000
TOTAL	150,000

Location in Country:

30 target villages in Eastern and Western Province.

PVO Representative in Country:

Colonel Charles Wanakuta
The Salvation Army
P.O. Box 40575
Nairobi, Kenya

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

436

COUNTRY: KENYA

Project Title: Rural Development Program
Kenya Four K Clubs

Project Purpose:

Assist rural youths to undertake agricultural activities in gardening, small animal husbandry, reforestation. Serve as focal point for community activity and learning about improved agricultural practices.

Project Implementation:

Start Date: 03/07/83 Estimated Completion Date: 05/31/87
Status: Having previously provided technical assistance to this project to improve management capabilities of program staff, SAWSO began an active funding role this year to assist in the implementation of an improved in-service training program. The total program consists of 321 clubs with a total of 14,000 members. Salvation Army officers in charge of clubs will participate in district level training seminars on specific topics of agriculture, community development and management. A competency based curriculum and supervision system is being designed.

Project Funding Information:

Year	1984/85
AID\$	
PVO\$	11,400
TOTAL	11,400

Location in Country:

Rural areas through out Kenya

PVO Representative in Country:

Colonel Charles Wanakuta
The Salvation Army
P.O. Box 40575
Nairobi, Kenya

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

437

COUNTRY: KENYA

Project Title: Turkana Rehabilitation Project

Project Purpose:

School reconstruction/employment effort in the drought-stricken Lokitaung area. Project funds provide building materials for self help school construction, government provides food-for-work payment for local labor.

Project Implementation:

Start Date: 06/01/85 Estimated Completion Date: 09/01/86
Status: First several months of the project were spent in negotiation with Government officials in charge of reconstruction in the Turkana Region, designing appropriate plans for school construction and organizing communities to undertake employment at construction sites. Construction and food distribution began in October and is proceeding well.

Project Funding Information:

Year	1984/85
AID\$	
PVO\$	40,000
TOTAL	40,000

Location in Country:

Lokitang, Turkana

PVO Representative in Country:

Colonel Charles Wanakuta
The Salvation Army
P.O. Box 40575
Nairobi, Kenya

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

438

COUNTRY: KENYA

Project Title: Vocational Training, Nairobi Girls Center

Project Purpose:

Provide training in marketable vocational skills to unemployed women in Nairobi. Teenage school leavers are instructed in dressmaking, secretarial and domestic skills.

Project Implementation:

Start Date: 12/01/82 Estimated Completion Date: 05/31/87
Status: The center continues its high success rate for job placement particularly for its secretarial graduates. Project funds were used this year to upgrade equipment and physical plant.

Project Funding Information:

Year	1984/85
AID\$	
PVO\$	11,985
TOTAL	13,590

Location in Country:

Quarry Road, Nairobi

PVO Representative in Country:

Colonel Charles Wanakuta
The Salvation Army
P.O. Box 40575
Nairobi, Kenya

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

439

COUNTRY: PAKISTAN

Project Title: Comprehensive Primary Health Care

Project Purpose:

To provide major preventive health outreach to unserved rural populations; to train Home League members in GOBI techniques; to utilize literacy training to decrease ignorance of health and nutrition; and to organize sanitation projects.

Project Implementation:

Start Date: 08/15/82 Estimated Completion Date: 05/31/87
Status: Outreach areas from 5 base dispensaries are in full operation. MSH evaluation was conducted in 1984. Staff has carefully considered recommendations and has implemented many suggestions. New survey forms have been developed, new VHW selection criteria have been adopted, and village health committees are playing an active role in clinic site selection.

Project Funding Information:

Year 1984/85
AID\$ 207,299
PVO\$ 119,194
TOTAL 326,493

Location in Country:

Outreach areas from Lahore, Faisalabad, Jhang, Khanewal and Hyderabad

PVO Representative in Country:

Colonel Gordon Bevan
Territorial Commander
The Salvation Army
P.O. Box 242
Lahore 4, Pakistan

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

440

COUNTRY: PHILIPPINES

Project Title: Health and Nutrition

Project Purpose:

To bring the nutritional level of 985 children who are underweight up to normal weight and to give mothers the opportunity to work while their children are being cared for.

Project Implementation:

Start Date: 06/01/84 Estimated Completion Date: 05/31/87
Status: An evaluation in mid-1985 showed that of 782 children assisted, 40% increased their nutritional status, 57% did not change, and 4% retrogressed. At this time 28% reached their normal weight. Although not all participants improved in nutritional status, 88% did realize weight gain. As a result of the evaluation, objectives and intervention strategies are being revised. Five new target areas are being considered for inclusion in the project.

Project Funding Information:

Year	1984/85
AID\$	81,322
PVO\$	15,842
TOTAL	97,164

Location in Country:

Agusan, Alcala, Bacolod, Baguio City, Bulalacao, Cantamuak, Davao City, Guadalupe, Hermoza, Laoag, La Paz, Legaspi, Malingao, Morong, Nasukob, Orani, Pandanan, Patnongon, San Jose, Sta Barbara, Wali

PVO Representative in Country:

Colonel Arne Cedervall
The Salvation Army
1414 Leon Guinto St
Ermita, Manila
Philippines

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

441

COUNTRY: PHILIPPINES

Project Title: Practical Skills Development

Project Purpose:

To provide practical skills training for 420 out-of-school youth over a period of five years.

Project Implementation:

Start Date: 06/01/84 Estimated Completion Date: 05/31/87
Status: 173 students enrolled in electronics, dressmaking, tailoring, and cosmetology courses. An evaluation in June, 1985 found that 87% of the trainees completed the courses. Of those, 58% are employed and utilizing the skills learned. A survey shows that family incomes have increased 5 to 15%.

Project Funding Information:

Year	1984/85
AID\$	20,558
PVO\$	11,833
TOTAL	32,391

Location in Country:

Cebu City, Lapu-Lapu

PVO Representative in Country:

Colonel Arne Cedervall
The Salvation Army
1414 Leon Guinto St
Ermita, Manila
Philippines

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

442

COUNTRY: PHILIPPINES

Project Title: Olongapo Practical Skills Training

Project Purpose:

To train 240 out-of-school youth and non-working parents in income producing skills over a 3 year period.

Project Implementation:

Start Date: 04/01/85 Estimated Completion Date: 05/31/87
Status: Construction of the corps community center, where training activities will take place, is 90% complete. Implementation of activities will be delayed until January 1986 due to a change in personnel.

Project Funding Information:

Year	1984/85
AID\$	
PVO\$	90,600
TOTAL	90,600

Location in Country:

Olongapo

PVO Representative in Country:

Colone Arne Cedervall
The Salvation Army
1414 Leon Guinto St.
Ermita, Manila
Philippines

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

443

COUNTRY: PHILIPPINES

Project Title: Women's Income Generation

Project Purpose:

To augment the income of 1,000 women over a period of 5 years by 30-50%.

Project Implementation:

Start Date: 06/01/84 Estimated Completion Date: 05/31/87
Status: 350 women in 14 rural and peri-urban centers have received \$12,500 for food production, handicrafts, vending/training, and husbandry, sewing and services. Repayment rate is approximately 90%.

Project Financial Information:

Yes 1984/85
AID: 27,334
PVO: 11,834
TOTAL 39,168

Locations in Country:

Alcala, Aritao, Asingan, Bulalacao, Dagupan, Davao, Hermoza, Laoag, Legaspi, Malingao, Pandanan, Patnongon, Sta Barbara, San Jose, Mindoro

PVO Representative in Country:

Colonel Arne Cedervall
The Salvation Army
1414 Leon Guinto St
Ermita, Manila
Philippines

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

444

COUNTRY: ZAMBIA

Project Title: Ibbwe Munyama Community Development

Project Purpose:

Decrease infant mortality and improve health conditions for 2,000 beneficiaries by increasing food production. Train 200 farmers in improved practices, establish marketing co-op, improve access to agricultural inputs and local markets.

Project Implementation:

Start Date: 09/15/81 Estimated Completion Date: 05/31/86
Status: Having marketed 25% more maize this year than '83-'84 season, the community is well beyond subsistence production. Crop diversification and community gardening are making a good variety of foods available. This year major concentration is on final improvements to access road and establishing regular contacts with Government marketing and agricultural extension services. Agricultural education courses are being organized for local farmers.

Project Funding Information:

Year	1984/85
AID\$	50,722
PVO\$	54,673
TOTAL	105,395

Location in Country:

Ibbwe Munyama Village, Mazabuka District, Southern Province

PVO Representative in Country:

Colonel William Gorden Swansbury
The Salvation Army
P.O. Box 34352
Lusaka, Zambia

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

445

COUNTRY: ZAMBIA

Project Title: Gwembe Valley Agricultural Extension

Project Purpose:

To improve livestock and agricultural production of 3600 farmers by assisting them to organize livestock disease prevention activities, develop cooperative structures and use new varieties of drought resistant grain.

Project Implementation:

Start Date: 06/01/84 Estimated Completion Date: 05/31/87
Status: Sorghum seed from Mt. Makulu Research station was distributed to 1500 farmers in '84-'85 agricultural season resulting in first surplus production in 3 years. Cattle dipping and vaccination posts were set up in 3 locations. Grain mills were introduced in two areas to serve as an organizing focus and income producer for pre-cooperatives.

Project Funding Information:

Year	1984/85
AID\$	53,834
PVO\$	
TOTAL	53,834

Location in Country:

Gwembe Valley North, Southern Province

PVO Representative in Country:

Colonel William Gordon Swansbury
The Salvation Army
P.O. Box 34352
Lusaka, Zambia

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

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Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

COUNTRY: ZAMBIA

Project Title: Chikankata Young Farmers Clubs

Project Purpose:

Involve rural youths in productive agricultural activities to demonstrate income producing potential of agriculture. Focus especially on reforestation due to environmental degradation of the area.

Project Implementation:

Start Date: 06/01/84 Estimated Completion Date: 05/31/87
Status: Project is focusing on tree planting and rabbit raising in several clubs in the Chikankata area. About 9000 trees have been planted in village woodlots. After a slow start, rabbit raising has greatly increased in popularity as the market for rabbit meat grows.

Project Funding Information:

Year	1984/85
AID\$	
PVO\$	15,544
TOTAL	15,500

Location in Country:

Mazabuka District, Southern Province

PVO Representative in Country:

Colonel William Gorden Swansbury
The Salvation Army
P.O. Box 34352
Lusaka, Zambia

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

447

COUNTRY: ZIMBABWE

Project Title: Howard Hospital ante-natal program

Project Purpose:

To provide ante-natal care for women in the Chiweshe communal area to reduce risks for birth-related deaths of infant and mother.

Project Implementation:

Start Date: 09/01/85 Estimated Completion Date: 05/31/86
Status: As a result of good promotion by hospital staff the response of mothers to give birth under supervision has been excellent.
Project completion requires renovation of the accommodation areas and instruction facilities. This is scheduled for early 1986.

Project Funding Information:

Year	1984/85
AID\$	
PVO\$	19,097
TOTAL	19,097

Location in Country:

Howard hospital, Chiweshe Communal Area

PVO Representative in Country:

Commissioner David Moyo
The Salvation Army
P.O. Box 14
Harare, Zimbabwe

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

COUNTRY: ZIMBABWE

448

Project Title: Mazoe Water System

Project Purpose:

Provide potable at Mazoe secondary school for sanitation and irrigation for agricultural production in compliance with GOZ strategy for school production units.

Project Implementation:

Start Date: 11/15/83 Estimated Completion Date: 01/01/86
Status: Sanitation facilities and irrigation lines are in place and adequate pumping equipment is now providing clean bore hole water.

Project Funding Information:

Year	1984/85
AID\$	
PVO\$	13,995
TOTAL	13,995

Location in Country:

Mazoe District Central Mashonaland

PVO Representative in Country:

Commissioner David Moyo
The Salvation Army
P.O. Box 14
Harare, Zimbabwe

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

COUNTRY: ZIMBARWE

449

Project Title: Tshelenyemba Mobile Outreach

Project Purpose:

To provide full MCH post-natal services to isolated communities in Southern Matabeleland by making regular visits to rally points.

Project Implementation:

Start Date: 09/01/85 Estimated Completion Date: 05/31/87
Status: Mobile outreach effort has been expanded from 63 to 71 health posts. Drought conditions through '83-'84 season have required a strong focus on supplemental feeding for malnourished children. Mothers are highly organized, assist in weighing and nutrition education/demonstration. Movement in rural areas somewhat restricted in late 1984 due to security situation.

Project Funding Information:

Year	1984/85
AID\$	
PVO\$	3,502
TOTAL	3,502

Location in Country:

Tshelenyemba Area, Semukwe and Mbongold Communal Areas, Matabeleland

PVO Representative in Country:

Commissioner David Moyo
The Salvation Army
P.O. Box 14
Harare, Zimbabwe

APPENDIX E

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

450

COUNTRY: ZIMBABWE

Project Title: Tshelenyemba Nurses Training Center

Project Purpose:

Construct and equip a training center for Zimbabwe Enrolled Nurses which will accommodate 20 trainees in a 2 year cycle based on primary/preventive health care as part of G.O.Z. program to provide health care personnel in national health plan.

Project Implementation:

Start Date: 12/01/82 Estimated Completion Date: 03/01/86
Status: Construction was completed and the center officially opened in March of 1985. USAID Zimbabwe personnel attended the opening. Delays in installing solar heating units and procuring and shipping library and teaching materials have extended the project completion date. The first intake of trainees is planned for April 1986.

Project Funding Information:

Year 1984/85
AID\$ 8,144
PVO\$ 178,515
TOTAL 186,659

Location in Country:

Tsheleyemba Village, Semukwe Communal Area, Matebeleland

PVO Representative in Country:

Commissioner David Moyo
The Salvation Army
P.O. Box 14
Harare, Zimbabwe

APPENDIX E

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

451

COUNTRY: ZIMBABWE

Project Title: Agricultural Extension, Animal Husbandry

Project Purpose:

Improve crop and livestock husbandry techniques used by farmers in Chiweshe Communal area by establishing a training center and extension-visit system. Concentration on gardening, soil conservation, reforestation, small animal husbandry, bee-keeping.

Project Implementation:

Start Date: 01/01/85 Estimated Completion Date: 05/31/87
Status: Classroom, office and storage are complete. Motorbike to facilitate farmer visits has been purchased. Project manager presently working with 6 contact farmers will increase this number to 30. Curricula for 2 week courses in various subjects are in the process of being developed. One-day courses are being held.

Project Funding Information:

Year 1984/85
AID\$
PVO\$ 29,754
TOTAL 29,754

Location in Country:

Chiweshe Communal Area, Mashonaland North

PVO Representative in Country:

Commissioner David Moyo
The Salvation Army
P.O. Box 14
Harare, Zimbabwe

APPENDIX E

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

452

COUNTRY: ZIMBABWE

Project Title: Corps Community Center Program Development

Project Purpose:

Facilitate provision of community services, initiation of local development projects and management of same.

Project Implementation:

Start Date: 08/04/84 Estimated Completion Date: Completed
Status: Corps Community Center and Divisional Administrative Offices are complete. Semukwe is a designated rural growth point for this area of Southern Matebeleland. Young farmers training activities have been initiated and will dovetail with other health/agriculture work underway in nearby Tshelenyemba.

Project Funding Information:

Year	1984/85
AID\$	
PVO\$	55,000
TOTAL	55,000

Location in Country:

Semukwe, Southern Matebeleland

PVO Representative in Country:

Commissioner David Moyo
The Salvation Army
P.O. Box 14
Harare, Zimbabwe