

REPORT TO AID

INTERNATIONAL VOLUNTARY SERVICES, INC.

**MATCHING GRANT
AID/PDC - 0206 - GSS - 5069**

REPORT PERIOD: JULY 1, 1987 - JUNE 30, 1988

AND

FINAL REPORT: JULY 1, 1985 - JUNE 30, 1988

September 31, 1988

**International Voluntary Services, Inc.
1424 16th Street, N.W.
Suite 204
Washington, D.C. 20036**

(202) 387-5533

MATCHING GRANT REPORT

Table of Contents

	Summary and Lessons Learned.....	1
I.	Background to the Grant and Program Context.....	4
II.	IVS Approach and Strategy.....	5
III.	Review and Analysis of Country Programs.....	9
	A. Bangladesh.....	10
	B. Bolivia.....	12
	C. Botswana.....	14
	D. Caribbean.....	16
	E. Ecuador.....	18
	F. Honduras.....	21
	G. Zimbabwe.....	22
IV.	Management: Review and Analysis of Major Management Issues.....	25
V.	Financial Report.....	27
VI.	Lessons Learned.....	34
VII.	Recommendations.....	36

ATTACHMENTS

- A. Country Data Sheets
- B. Log Frame
- C. Partner Organizations
- D. Case Statement

**SUMMARY AND LESSONS LEARNED: IVS INSTITUTIONAL DEVELOPMENT,
1985 - 1988**

Like the organizations it serves and the context in which it works, IVS is evolving. Arguably our most important achievement during the course of this grant has been applying institutional development principles to IVS, to achieve the same goal as our partner organizations: assuming an active, directive role in that evolution.

This purposeful evolution has had its failures, its problems, and its lessons learned. However, in the course of attaining the program goals set out for this grant, we believe we have also significantly strengthened IVS as a development organization.

Perhaps our greatest success has been in establishing the correct logical order in which objectives had to be achieved; perhaps our greatest difficulty has been in managing organizational change in a manner which allows and encourages - but does not get paralyzed by - full involvement of IVS' many constituents. Keeping staff, board, partner organizations, donors, alumni, and friends at roughly the same level of involvement, agreement, and support has been extremely difficult and not entirely successful, and has resulted in the decision of some to withdraw support; it has also attracted new supporters. The difficulty has frequently assumed a human face.

Our experience illustrates that a clearly articulated mission statement is the essential core on which to base strategic management and planning, program decentralization, staff selection and development, integrated fund raising and donor cultivation, and effective governance. IVS was founded on a principle - poverty, hunger and inequality are unacceptable - and an approach - the use of volunteers. During the course of this grant, we added a mission - strengthening local institutions. This mission focus was defined, discussed and accepted by Washington staff and field directors at a conference in late 1984, with agreement that it would be fully integrated into all program activities by 1986. The board of directors endorsed this mission statement in 1985, and assumed responsibility for reviewing the role of volunteers, of partner organizations, and of the board itself within this mission.

A clear, concise mission statement has made possible:

-a common basis for decision-making: does a given option help institutional development? Among other things, this focus led IVS to cut back its program in Botswana, where there are few local organizations, and in Honduras, where a partner organization (La Buena Fe) was strong enough to assume program

management, and where IVS' ability to assist local organizations was vitiated by availability of huge amounts of bi-lateral aid.

-decentralization of program management: with all IVS actors using a common basis for decision-making, it was possible to give field directors authority to determine what project activities best achieve IVS' purpose.

-planning: Without a clear purpose, it would not have been possible to establish strategic goals for IVS, nor to agree on tactics to reach those goals.

-making a case: During this grant, IVS was able to produce its first case statement, a document essential to a planned campaign to attract and keep new donors.

-staff development: A clear mission statement and a strategic plan create the ability to assess the skills and structure needed by IVS to carry out its purposes.

This process has also created its own problems, as well as illuminating some difficulties inherent in the nature and operations of IVS:

-measuring the impact of institutional development is far more difficult than measuring the impact of a direct service-delivery program. We have not yet developed a sufficiently sophisticated set of impact indicators by which to judge our success in strengthening local organizations.

-building on our experience base to create a body of knowledge about our chosen purpose. IVS has not yet been able to establish a functioning "learning unit" to analyze our experience and help create activity guidelines.

-attracting sufficient funding to achieve full economy of scale. During this grant period, AID cut its funding to IVS, and IVS' private funding suffered a decrease in 1987. Program activity had to be curtailed, increasing overheads. A few IVS donors interested in service delivery were reluctant to support IVS' new focus, and there had not been time to cultivate enough new donors to make up the difference. There are substantial indications that 1988 will see increased private giving (as IVS experienced in 1985 and 1986), but the activity decrease of 1987 will take some time to overcome - particularly as AID funding under IVS' new grant has again decreased.

-integrating program and resource development: decentralizing authority includes sharing responsibility for resource development. In the past, IVS program development has sometimes outstripped resource development. This endangers

sustainable development. Therefore, an IVS goal is to ensure the complete integration of program and resource development, so that the availability of and strategy to obtain all necessary resources becomes a central element in feasibility analyses.

-long-term planning to achieve the full integration of program and resource development, to establish an effective management information and learning system, and to create more equal and realistic relationships with partner organizations require different skills and a different structure for IVS. It is extremely difficult to maintain the objectivity required for a planning process which has clear implications on the job security of those involved. This, perhaps, explains the alleged reluctance of PVOs to undertake strategic planning exercises.

I. BACKGROUND TO THE GRANT AND PROGRAM CONTEXT

International Voluntary Services, Inc. (IVS) has thirty-five years of experience providing volunteer technical assistance to local development projects. Under this Matching Grant IVS operates in Bangladesh, Bolivia, Botswana, Ecuador, Honduras, Zimbabwe, and has a five-nation regional program in the Eastern Caribbean. (NOTE: As planned, IVS completed its program in Honduras in April, 1988).

IVS works with local partner organizations, providing skills training to improve their capability to deliver services to the rural poor. The need IVS addresses is to enhance the effectiveness and sustainability of collective action by improving the ability of local institutions to support and sustain local development initiatives.

Modernization has radically changed the environment in which people live. The complexity and interdependence of modern life make it difficult for individual action to manage the factors depressing the quality of lives. Instead, it is through organization, collective action and increasingly sophisticated management and technical skills that people can respond to the effects of and gain control over factors affecting their well-being. Without these skills, people lose ground both socially and economically and become more dependent on outsiders to provide for them.

The problem IVS addresses is how to help local people, through the institutions which represent them, gain a measure of control over their environment, provide for their own well-being, and develop new and appropriate systems for solving their own problems. Only through effective collective action can communities develop their own irrigation schemes or health programs, drawing on outside resources as necessary, but under local control.

Expanding and self-sustaining development requires healthy, strong local groups, organizations, and institutions capable of helping their constituents define and meet local needs. IVS' challenge is to help build and strengthen the capabilities of these local institutions, organizations and groups to solve critical development problems in sustainable ways.

Through this grant, AID has helped IVS provide the human, material, and financial resources needed by the rural poor and the groups which represent and serve them. The principles of IVS' development approach are to:

- provide technical training and assistance through the use of skilled and experienced volunteers, recruited world-wide;

- ensure that the material and financial resources necessary to sustain project benefits are available to, or can reasonably be acquired by, the partner organization;

- ensure that both the partner organization and the beneficiaries will contribute funds, goods and/or labor to projects.

There remain some instances in which project funding essential to the success of an activity is not available. In those cases, IVS sometimes provides financial assistance.

II. IVS APPROACH AND STRATEGY

To ensure that volunteer activities result in improvements at a broad community level, and that project activities can be sustained, IVS works with local institutions and groups rather than just through them. Increasingly, IVS sees the host organization itself as the beneficiary of our intervention. In the long run, only strong local organizations can take the responsibility for continuing to improve the lives of their members. IVS' approach is to enhance the effectiveness and sustainability of local collective action by providing technical, organizational, and management skills to local organizations.

The traditional response to development problems has been to import technologies, material, money and people to provide services to local people while retaining control over decision making, management, and resources. This approach works around and through local institutions rather than with them. It trains people in specific skills, like giving shots or applying fertilizer, but does not train them to acquire, manage and replenish the resources necessary to provide for their own well-being. They are left ill-prepared to take on the responsibility for their own development; program benefits are not sustainable.

To support and strengthen the capabilities of local organizations, IVS strategies include:

1. learning more about the nature of institutions and how they develop and grow; refining our methodology for strengthening local institutional capabilities;
2. training the leadership, staff and members of local institutions in better organizational management techniques; assisting in establishing organizational structures appropriate to meet local

needs, and developing links and networks within countries and regions to broaden impact;

3. transferring the technical skills necessary to implement and manage development projects.

Organizations with whom IVS works include local private groups, member organizations, self-help associations addressing specific needs; coops and groups formally constituted (or being constituted) to pool members' resources for common benefit; and local service organizations. To a much lesser extent IVS also works with local public institutions, including local agencies responsible for bringing government services to rural areas and local government entities carrying out development policy.

Regardless of the nature of IVS' partner organization, IVS' ultimate beneficiaries are the rural poor. By joining together, they have demonstrated a willingness to invest their time, labor and money to solve their own problems. IVS primarily provides human technical assistance. IVS tries to ensure that appropriate materials and financial resources can be locally provided; when this is not possible, IVS sometimes provides financial and material support, while simultaneously training the partner organization to begin acquiring and managing these resources on their own.

By training trainers, extensionists, community workers, motivators and leaders IVS increases grass-roots level impact and develops a local talent bank which can continue once IVS leaves.

The beneficiaries of the local institutions with whom IVS works are the (a) landless or marginal farmers who cannot provide for their families through traditional agricultural practices, and for whom there are limited work opportunities; (b) subsistence farmers or resettlers with 4 to 6 acres of unproductive land; and (c) small-scale producers of locally needed goods.

The benefits to villagers from IVS' participation in projects are twofold. First, villagers benefit from new or improved services directly delivered by the host organization with whom IVS is working. Such services include access to affordable credit, low-cost community purchase of food or agricultural inputs, access to health facilities, increased or diversified crops, improved land conditions, new or improved non-farm income earning opportunities, and/or training in preventive health, group formation and organization, and networking.

Secondly, villagers benefit by participating in local groups and institutions. By strengthening their local institutions, IVS provides the rural poor with a vehicle through which they can express and meet their needs. Local institutions provide their members with both quality of life improvements and a mechanism

for group members to gain more control over their environment and over the development services intended to benefit them.

The following table shows a comparison of IVS size and impact:

	<u>YEAR I</u> '85-'86	<u>YEAR II</u> '86-'87	<u>YEAR III</u> '87-'88
Number of Countries	13	14	15
Number of Projects	45	44	44
Total IVS Personnel Abroad	69	59	52
Total Months Volunteer Service	490	517	466
Host Organizations Assisted	62	74	133
Counterparts & Community Participis Trained	2,675	2,825	1,970
Beneficiaries Served By IVS Assisted Host Organizations	24,500	45,900	36,900

* * * * *

Using IVS volunteers to work with more than one organization allowed us to exceed our target of working with 45-60 host organizations over the course of the grant. We were able to work with more than 120 local organizations and groups. We were able to achieve the target of 70-80 volunteer months of service per year in Bangladesh, Ecuador and Zimbabwe; in Bolivia and the Caribbean we maintained 55-60 volunteer months; in Honduras and Botswana we consciously scaled down the size of our program, as described in the Summary section of this report.

The primary cause of the decrease in the total months of volunteer service was lack of funds. In 1987, IVS suffered not only a cut in AID funding, but also a decrease in private funding. Because of our modular budgeting and program activities, we did not have to curtail any on-going activities, but we were not able to begin all

the new activities which had been planned. Fortunately, the more effective deployment of volunteers meant that the number of host organizations assisted did not decrease.

The training and beneficiary declines in 1987 reflect a number of different trends in IVS programming. As the focus of all IVS assistance activities is on helping an organization, our beneficiary "count" becomes a less significant indicator of activity than the host organization count. Also, as we work longer with given organizations, we are able to provide a more realistic beneficiary count. We can now distinguish between the entire constituency of a partner organization and that portion which directly benefit from an IVS-transferred capacity. Finally, the numbers reflect the fact that IVS is working with many more quite small organizations.

III. REVIEW AND ANALYSIS OF COUNTRY PROGRAMS

BANGLADESH

BOLIVIA

BOTSWANA

CARIBBEAN

ECUADOR

HONDURAS

ZIMBABWE

Health

IVS assisted six local organizations promote better health care conditions in Bangladeshi villages. One volunteer trained three staff to manage better a national midwife training program; developed materials and a standardized format for training village midwives in more hygienic and safe practices when attending to a birth; upgraded the knowledge and technical skills of fifteen midwife trainers who gave a one-month training course to 2,004 village midwives. The need for midwives to have a safe birth kit was identified, and an appropriate kit is being developed by the volunteer.

Village volunteers gave five months of technical assistance to the field workers of five other local organizations to start sanitation programs, install hand pumps for clean water supplies, and extend primary immunizations.

Micro-enterprise

Village volunteers provided thirty months of technical assistance to twenty-one local organizations to improve artisan skills in palm fibre, jute, sewing, tailoring, knitting, embroidery, garment making and design. Most of the entrepreneurs were village women.

Twenty-two months of assistance in designing constitutions, by laws, and management and communications systems, and seventeen months of assistance in conducting evaluations, were given to the organizations served by IVS village volunteers.

BOLIVIA

A. GENERAL INFORMATION

1. Field Director: Marcia Bosshardt
Casilla 20190
La Paz
BOLIVIA

2. 55 months of volunteer technical assistance in agronomy, primary health care and financial management to 6 base cooperatives, 1 syndicate, 1 artisan center, serving 43 communities in Santa Cruz and Potosí departments, and in La Paz.

B. PROGRAM RATIONALE AND STRATEGY

Bolivia is experiencing two major development problems: inadequate food production and inadequate support to farm communities in colonization areas. The government is unable to provide roads, water and training to make these areas economically viable.

IVS' experience in the colonization areas is that sustainable development requires strong community-based organizations linked together regionally and nationally. To this end, IVS strengthens farmers' associations, cooperatives, and women's organizations by training leaders, staff, and beneficiaries in the technical and managerial skills needed to run effective programs; and by transferring technical skills to field workers who implement agricultural production, income generating and health care activities with beneficiaries.

C. PROGRAM ACCOMPLISHMENTS

Agriculture

IVS assisted six base cooperatives, one syndicate and twenty-two communities to improve agricultural programs in three areas of Bolivia. An agronomist worked in Inquisivi province to improve and diversify crop and livestock production in twenty-two communities, within a larger integrated program coordinated by Save the Children. Fifty-five promoters, including fifteen women, were trained, and one hundred women participated regularly in the training activities given by these promoters. The communities supported sixty percent of the promoters' costs. Communal demonstration vegetable gardens have been established in thirteen communities, and individual gardens are flourishing so that, for the first time, families have a consistent supply of fresh

vegetables to eat. A communal agriculture and livestock supplies store also was established.

An IVS agronomist with a regional farmers' syndicate in the Potosí Department trained two staff members to develop planning and monitoring systems for the syndicate's activities, to prepare ten project proposals for funding, and to negotiate the purchase of a truck for syndicate marketing activities. Six promoters were trained to conduct community-based agricultural extension courses, to increase members' awareness of the organization's services and, to attract more women to the agricultural extension training courses.

An IVS agricultural cooperative development specialist assisted six base cooperatives in Santa Cruz Department increase member participation in the cooperative "central", including agricultural extension and cooperative administration training, a credit program for rice and maize production, and joint marketing efforts. Rice mill operations and transportation systems were streamlined. New board elections were held and strong leaders were elected. Plans were made for a better marketing system, and for expanded agricultural extension services. Links were strengthened among the cooperative central and local agencies, including a national cooperative association, the regional development organization and a national agricultural development organization.

Health

An IVS volunteer, in conjunction with the agronomist at the cooperative central in Santa Cruz, promoted improved nutrition and health care in the six communities. Six health committees were formed to work with mothers clubs and other community members to plant vegetable gardens, dig latrines and develop an awareness of preventive primary health activities. A practical nurse whose salary is partly paid by the communities was trained to develop preventive health strategies with community health committees and individual families.

Micro-Enterprise Development

An IVS financial management specialist established administrative and financial management and marketing systems for one handicrafts development and marketing organization in rural Santa Cruz. The volunteer trained staff in the skills necessary to maintain the new systems and approximately thirty artisan leaders in basic bookkeeping skills, inventory control and marketing guidelines. Production and sales levels have increased and relationships between the artisans and central office have improved.

BOTSWANA

A. GENERAL INFORMATION

1. Field Director: Kingston Kajese
P.O. Box 919
Gaborone, Botswana

2. 27 months of volunteer technical assistance in business management to 3 local organizations.

B. PROGRAM RATIONALE AND STRATEGY

Botswana development initiatives are centrally planned and executed, with little or no participation by community-based groups. These initiatives promote cattle raising and commercial crops, and by-pass subsistence farmers without cattle and remote area dwellers, largely households that are headed by women.

Because of the centralized nature of development in Botswana, IVS volunteers provide direct services and training to secondary organizations engaged in development activities with subsistence farmers, women and remote area dwellers. IVS trains managers, accountants, bookkeepers, extensionists and community participants. In some cases, IVS volunteers fulfill staff responsibilities when a Motswana is unavailable.

C. PROGRAM ACCOMPLISHMENTS

Energy and Environment

IVS assisted one local organization and fifteen community groups promote a better use of scarce fuel wood resources throughout Botswana. One volunteer trained core staff in accounting and program management, three Motswana staff in educational and promotional materials development, and ten extensionists in techniques to motivate communities toward wood conservation and forest management.

Micro-enterprise

Two volunteers assisted two local organizations improve their bookkeeping and accounting functions. The accounting system of one organization was computerized, and four bookkeepers trained in basic bookkeeping and to enter manage accounts payable and receivables. Acting as an internal auditor, the volunteer ensured that the work of the organization, building and testing primarily agricultural appropriate technology devices, was efficiently carried out.

An IVS volunteer developed a financial management system for a village-based pottery training and retail center in Thamaga, and trained one local staff person to be the financial manager. Twenty people from the village -- potters and retail personnel-- depend on the center for their livelihood. The sound financial system has allowed the center to make plans to expand the center's operations and take on more potters for training.

CARIBBEAN

A. GENERAL INFORMATION

1. Field Director: Jerry Hildebrand
P.O. Box 574
St. John's, Antigua
WEST INDIES
2. 59 months of volunteer technical assistance in post-harvest technology and marketing, small enterprise development, youth skills and human resources development, small scale industry development, financial management and planning, enterprise development to 60 local organizations

B. PROGRAM RATIONALE AND STRATEGY

The island nations of Antigua, Nevis, St. Kitts, Dominica, St. Lucia, St. Vincent and Grenada share a number of economic development problems. Most are dependent on cash crops and rely on food imports to meet domestic consumption needs. Marketing facilities are minimal and food produced for local use often does not get to potential consumers, either within or among islands. Employment opportunities are scarce and unemployment is high.

The IVS program objective is to strengthen community-based private development organizations and government agencies which promote activities that raise incomes, create jobs, develop local agriculture activities and establish cottage and small scale industrial development.

The IVS program strategy uses a multi-disciplinary team of West Indian volunteer technical specialists to train local organization managers in the skills necessary to initiate and promote small scale economic development projects and to assist in transferring the skills to beneficiaries that are needed to generate income.

C. PROGRAM ACCOMPLISHMENTS

Agriculture

Three IVS volunteers worked with four local organization to improve agricultural marketing and post harvest technology programs. An IVS agricultural marketing specialist worked with a key rural development organization in St. Lucia to develop new agricultural marketing department with a trained staff and new storage and handling facilities. Members of the organization, who are small farmers, were trained in the post-harvest handling, storage, and packaging of thier crops for market, and were also

trained in upgrading crop quality to market standards. Marketing contracts with island, regional, and international buyers were established.

The volunteer also trained members of two other organizations, in St. Vincent and in Dominica, to improve the storage and packing of their produce, in order to reduce loss through spoilage during transport from farm to market.

The volunteer completed an assessment of fish production and marketing in St. Vincent and the Grenadines. The improvements he recommended will be implemented during 1989 by the Fisheries Desk of Organization of Caribbean States (OECS).

Micro-Enterprise

IVS volunteers assisted four national development foundations to improve their services, and helped their clients promote small enterprise activities on four islands.

The volunteers trained loan officers at four national development foundations; established six computer systems to handle financial management and trained appropriate staff to use the computer systems; conducted organizational diagnostics and recommended management and operational changes for ten organizations; developed and secured funding for a youth skills training program in St. Lucia; and trained staff of ten local organizations in project preparation, feasibility analysis, and resource development.

Over one hundred clients, entrepreneurs and small businesses, of the national development foundations received technical assistance, through a local trade association, in areas ranging from factory layouts to inventory control to staff management. A network of women entrepreneurs were trained in basic business administration. Two handicraft trade fairs were organized with counterpart staff members in St. Lucia and Dominica.

The IVS programs in the Eastern Caribbean has created the beginnings of a network of information, linkages and resources that will operate as an independent local organization -- the Caribbean Advisory and Professional Services, Ltd., founded in May, 1988.

ECUADOR

A. General Information

1. Field Director: Norah McVeigh
Casilla 6087, C.C.I.
Quito
ECUADOR

2. 87 months of volunteer technical assistance in agronomy and nutrition education, community health, carpentry and mechanical repair, veterinary care, and micro-enterprise development to 3 associations, 2 local organizations, 1 federation, and six schools serving 41 communities in Cañar, the Napo Valley, Chimborazo, and Morano Santiago.

B. PROGRAM RATIONALE AND STRATEGY

Ecuador's small-scale and subsistence farmers live in a difficult environment that is characterized by poor water supplies, land that has been degraded, little access to credit or improved agricultural technology, limited access to agricultural inputs, poor roads, markets and transport, and a lack of basic community health and education services.

The IVS program objectives in Ecuador are to strengthen local organizations that assist and represent subsistence farmers and women to improve agricultural production and community health conditions, and to raise incomes derived from activities related to agriculture and livestock rearing. IVS volunteers train organization personnel in the technical and managerial skills necessary to initiate, manage, and sustain agricultural projects. Volunteers also seek to establish networks of similar organizations, and linkages to them with national organizations for continuing resources and support.

C. PROGRAM ACCOMPLISHMENTS

Agriculture

Six IVS volunteers assisted forty-one communities, through three associations and six schools, to expand nutrition programs. In the Napo River Valley of the Oriente, three volunteers improved health and nutrition in nine communities. An IVS volunteer nutritionist promoted vegetable gardening, preventive health practices and crop diversification with seventy students, and through them, agricultural production has increased in community gardens. Community response to the training courses, particularly among the women of the community, has increased. Income from the garden at the training center supports the training courses in both

agriculture and carpentry and mechanics. Three promoters who were trained by the volunteer have taken over a most of training work and two new promoters from more remote communities are now being trained. Links with the Ministry of Agriculture were strengthened; the ministry provided agricultural inputs and their extensionists participated in some of the training courses.

An IVS volunteer health trainer conducted a series of health promotion and nutrition courses for six schools and one hundred fifty adults in the more remote communities of the Napo Valley.

An IVS volunteer developed cooperative marketing channels for selling agricultural products and purchasing agricultural inputs and bulk staple consumer goods among nine Sierra communities in Chimborazo province. Working through the association representing these communities, the volunteer trained a group of eight promoters in basic accounting and administrative skills, in establishing an administrative and financial management system for the organization, initiating an agricultural credit program with funds from a European organization, and streamlining the operation and improving the profitability of five community stores. He also helped the association staff to improve their skills in assessing the feasibility of alternative income-producing activities and in getting funds for some of their initiatives.

An IVS volunteer veterinarian working with the same communities increased beneficiary participation in organization activities by making animal care visits to each community. He trained twenty-seven veterinary promoters, including twenty-two men and five women; attracted Ministry of Agriculture extensionists to serve the communities on a regular basis; helped develop livestock project proposals for Catholic Relief Services and the Inter-American Foundation who have given preliminary approval to partially fund cattle-improvement and small-animal production projects.

Another IVS veterinary volunteer working with seven communities in Cañar trained the leadership of an organization to improve participation in activities and communications between the leadership and the base groups; trained a group of seven counterparts in animal care, disease control, and artificial insemination (in conjunction with a neighboring livestock research center); and worked with a regional development agency to ensure that the organization participated in an agriculture and livestock development program in the area. As a result, milk production and the health of the each farmer's dairy cattle have improved significantly.

Micro-Enterprise

Three volunteer enterprise specialists assisted one Federation and one local service agency to promote the development of small enterprises in nine communities. A volunteer small enterprise

development specialist worked with a diocesan social service agency of the Catholic Church based in the town of Azogues (Cañar) and trained four promoters and the agency director to design and implement a micro-enterprise program for twenty-two community groups in the diocese, in conjunction with Catholic Relief Services. Feasibility studies were done in eighteen communities, and income producing activities, ranging from handicrafts to poultry projects, began in twelve of the communities.

A volunteer marketing specialist worked with one Federation in Morona Santiago province to improve the members' ability to manage the marketing of their meat and handicraft products. New markets have been identified and Federation members have been trained in better storage and transportation methods.

An IVS volunteer carpentry and mechanics specialist working in nine communities of the Napo Valley trained an average of forty youths every three months in simple construction techniques, furniture building, and power motor repair. The more advanced students began to train new students and the volunteer increased efforts to market the furniture.

HONDURAS

A. GENERAL INFORMATION

1. Field Director: Chet Thomas
Apartado 1149
Tegucigalpa
HONDURAS
2. 6 months of volunteer technical assistance to 1 local organization in small business development.

B. PROGRAM RATIONALE AND STRATEGY

The government is unable to provide financial and technical assistance that small businesses and small-scale or subsistence farmers need to increase incomes. Instead, local private development institutions attempt to provide such help, but they have been hampered by problems of rapid expansion, inefficient delivery of services to beneficiaries, and inadequate financial management and bookkeeping skills and controls.

The objective of the IVS Honduras program is to strengthen local organizations to provide development services to rural beneficiary groups. IVS volunteers train national counterparts in how to respond to locally articulated development needs and to establish linkages between local needs and appropriate government and private organization programs for assistance in improving agricultural production and marketing, health conditions, nutritional levels, and small scale enterprise activities.

C. PROGRAM ACCOMPLISHMENTS

Micro-Enterprise

The IVS program supported fifty small-scale business and agricultural production projects, half run by women, through one local organization. The volunteer developed the skills of the organization's project department, leaving six staff members competent to assess, develop, implement, monitor and evaluate income-producing projects for cooperatives. A revolving loan fund was established, a small projects management manual for use by IFC and client cooperatives was prepared, the content and marketing of the cooperative training curriculum was upgraded, ensuring continued income from training programs, and responsiveness of the organization to client group needs was improved.

center manager and a team of four extensionists now run the training center, which offers bi-monthly training courses to local farmers. In conjunction with the resident training program, the center's extension program has given one thousand farmers throughout the district advice in dry land agriculture, animal traction, and agronomy. Because of political problems within the District Council, IVS opted not to continue assistance to the center after our initial three year contract was completed.

Two volunteers trained a three-person team from a national membership organization of communal farmers in leadership development and program administration. Local and district committees were formed to represent and support farmers groups. Local committees screen, approve, and recommend individual group projects to the district committee, which organizes training and financial support for the projects. The team assisted fifty individual farmer groups, in two separate districts, plan and implement agriculture projects.

One volunteer worked with the management committees of eight agricultural cooperatives in the Shurugwi District, to develop individual farm plans, organize farm labor, and diversify crops as the means for increasing agricultural productivity and farm income. All farms reached agricultural self-sufficiency in grains; four farms diversified planting to include drought resistant crops (e.g. sorghum, ground nuts). Irrigation systems on all farms, broken when the cooperatives were formed four to six years ago, have been repaired. A portion of the debt, assumed from previous owners, was paid off and a small return, averaging one hundred dollars per cooperative member, was paid on four of the farms.

One IVS volunteer and a four-person team from a local organization that operates primarily in drought-stricken Matabeleland developed nearly one hundred simple water schemes for getting or collecting water for crops and livestock. Small dams were built in rivers with adequate water flow, pumps were installed in ground water beneath some dry river beds, boreholes were sunk in areas accessible to several individual farmer groups, and catchment was installed on roofs and around family compounds to collect and store rain-water. Other appropriate technologies were developed and promoted by the volunteer and local team for better grain storage, more efficient use of wood as fuel and for fences.

Micro Enterprise

Two IVS volunteers gave 24 months of assistance to four cooperatives, one local organization and fifty-five women's groups to improve small enterprise and cooperative activities. One volunteers trained thirteen field workers to give advice to village women's groups on bookkeeping, record-keeping, managing group

activities and determining how to make a profit from the groups sewing, basket making, embroidery, baking and vegetable gardening activities. Several years earlier, the field workers had been hired as community organizers, not for their skills or experience as extensionists and group advisors. Training was successful for all but three of the workers who, because of aptitude or attitude, did not learn enough to be effective with the groups assigned to them. The local organization has been considering how to resolve to this problem, but has not come up with any solutions. In the last two months of the grant, one volunteer began a training program in record-keeping, group management and leadership development with 53 similar women's groups in another region of Zimbabwe.

One volunteer worked with four construction cooperatives made up of unemployed youths trained in building skills, to improve their skills and to get construction contracts thereby generating employment and incomes. The volunteer also worked with the cooperatives' sponsoring body, the Bulawayo City Council, to streamline the examination procedures that certify contractors, thereby enabling more cooperatives to obtain contracts in Bulawayo City and its suburbs.

IV. PROGRAM MANAGEMENT: REVIEW AND ANALYSIS OF MANAGEMENT OBJECTIVES AND STRATEGIES.

This section reviews IVS' performance in meeting management objectives outlined in the 1985 proposal work plan.

A. Increased Impact: IVS initially sought to increase impact by increasing the number of volunteers in the field. Three factors altered this strategy: (1) By late 1985, IVS' policy of institution strengthening had been fully integrated in all IVS programs, directing IVS TA to local organizations rather than directly to individuals; (2) early results from pilot programs in the Caribbean and Bangladesh indicated that local organizations often needed frequent but short-term training to overcome specific management or program problems; and (3) cut in AID and other grants precluded adding many new volunteers.

These three factors led IVS to increase impact by programming volunteers to work with several partner organizations, by creating technical assistance exchanges among local NGOs, and encouraging greater use of local resources. This allowed IVS to work with more partner organizations within our resources. Improved beneficiary involvement was attained by training organization officials and staff on methods and incentives to include beneficiaries in planning and monitoring project activities. These are, however, newly acquired skills requiring time and practice to be used efficiently.

B. Broadened Effectiveness: IVS sought to become more effective in helping local organizations improve their abilities to serve their beneficiary population. While IVS did provide effective technical assistance and management training, we have not made enough progress in capturing, documenting and analyzing data to make our approach less instinctual and experiential. We assigned some Washington based staff to field offices to help us better understand the dynamics of local organizational growth and how changes in social dynamics can be measured. While this experiment paid off in better assistance to local groups, the twin pressures of local need and personal inclination to do rather than to analyze precluded the formal documentation and analysis we had anticipated. We provided some training in the use of analytic tools to assess organizational growth, and are using concrete indicators of organizational development to monitor progress in several IVS programs.

C. Increased Efficiency: We have completed the first phase of decentralizing project and program management and have restructured the IVS/W office functions accordingly. We now have a more efficient programming operation and have reduced the Washington staff from 15 to 10.

D. Learning: Our experience during this grant shows that we have serious problems instituting a learning function because our focus is on implementation. IVS governing body, staff, and donor expectations make it difficult for IVS management to allocate scarce resources to learning rather than project activities. The new cooperative agreement makes specific provision for applied learning, allowing IVS to alter its structure to incorporate a learning function.

E. Strengthen Networks: IVS' collaborative program efforts over the past three years include work with Africare in Ethiopia, with the Zaire Methodist Church in Zaire, with OEF International and the Freedom from Hunger Foundation in Mali, with Cooperation for Development in Botswana, with Mercy Corps International in Honduras, with CARE, EIL, PACT and AID in Bangladesh, and with AID's Small Enterprise Assistance Program in the Caribbean. In each case, collaboration let us extend our impact by combining IVS strengths with those of colleagues. IVS' contribution to these collaborative efforts has included providing skilled personnel, management and administrative oversight, adding institutional development components to service provision, and monitoring and evaluation.

F. Improved Long Range Planning: Under this Matching Grant IVS instituted a 10 year planning process designed to strengthen IVS' sustainability as a channel for development assistance in a changing environment. The process began with a board review of IVS in the context of evolving development needs. Based on the board recommendations, IVS staff began a planning process which included the development of a comprehensive case statement (attachment D), identification of three long-term institutional objectives, and the formulation of strategies and tactics to reach these objectives.

G. Improved Fund Raising: As the financial section of this report demonstrates, IVS has been able to raise sufficient funds from private sources to match the funds provided by this Matching Grant. IVS accomplished this by hiring an experienced fund raiser, and her support staff; developing a comprehensive three year funding plan; strengthening the IVS Board; undertaking an aggressive new-donor campaign; extending IVS' collaboration with European donors; and expanding IVS' individual giving campaign.

H. Relations With Local AID Missions: During this reporting period IVS Washington staff met with local AID officials in Bangladesh, Bolivia and Ecuador. In Bangladesh IVS is working with the mission on an assistance and support program for a large number of Bangladeshi NGOs. In Bolivia IVS is working with the mission and other US PVOs on a health program. In the Caribbean IVS provides technical assistance to local businesses through the mission's Small Enterprise Assistance Program (SEAP).

V. FINANCIAL REPORT

A. During the period of this grant, AID funding to IVS was reduced and revenue from private sources suffered a decrease in 1987. Program activities and expenses were curtailed which had the overall impact of increasing IVS' overhead ratio. As IVS focused activities on the strengthening of local organizations a few of our traditional donors, primarily interested in "service delivery", were reluctant to support us as we moved in a new direction. There has not been sufficient time to cultivate the number of new sources to make up the difference. We were able to attract some new donors, however, their initial contributions tended to be small, partial funding for project activities. So while our list of donors (on page 33) grew we received less total private funding.

There are substantial indicators that in the 1988-1989 period we will see an increase in private giving (as was experienced in the 1985-1986 period), but IVS' overall decrease in program activity levels will take some time to overcome - particularly as AID's funding under the new grant has again decreased.

B. The FUNCTIONAL BUDGET REPORT (page 31) of IVS, which follows, is divided into two parts.

Part I. TOTAL PROGRAM COSTS provides the cost applications by country/region and sector detail for the entire Matching Grant period.

Part II. SOURCE OF FUNDS provides information on where IVS acquired funding by general category.

C. A comparison of actual performance versus budgeted activity can be made by reviewing the Functional Budget Report with the "Grant Budget" which was attached to the grant document (copy on page 32). Highlights of this comparison show:

1. IVS was able to reduce overall activity by \$104,000 made up entirely of a reduction in indirect costs;
2. IVS' reduction in Health activities was offset by an increase in Agriculture, Micro-enterprise and Energy/Environment activities; and
3. The increase above the 15% flexibility among line items for Energy/Environment was made up of unexpected PVO in-kind contributions which is not used for matching purposes.

INTERNATIONAL VOLUNTARY SERVICES
FUNCTIONAL BUDGET REPORT
7/1/85-6/30/88

PART I: TOTAL PROGRAM COSTS

Function	Asia/Africa			Caribbean/Latin America				Total Program	Of which AID MG
	Bangladesh	Botswana	Zimbabwe	Caribbean	Bolivia	Ecuador	Honduras		
Direct Program Costs									
Sectoral Strategy Development:									
-Agriculture	72,277	118,025	545,182		281,912	385,583	355,793	1,758,772	503,009
-Health	95,850				104,560		298,019	498,429	146,217
-Micro-enterprise/ small business	213,842	202,263	138,590	681,464	95,720	122,552	101,130	1,555,561	646,151
-Energy/environment		257,625						257,625	6,632
Program Management:	82,983	111,602	135,540	142,125	104,979	106,267	183,056	866,552	608,257
Indirect Costs:									
-G & A	47,311	63,069	78,180	81,834	60,723	61,317	104,843	497,277	339,734
TOTAL PROGRAM	512,263	752,584	897,492	905,423	647,894	675,719	1,042,841	5,434,216	2,250,000

II. PART II: SOURCES OF FUNDS

A.I.D. Matching Grant	2,250,000
PVO Private Cash	2,248,930
PVO In-kind Contributions	463,574
Host Government Contributions	95,074
Other A.I.D.	18,857
PACT	357,781
TOTAL	5,434,216

"Grant Budget"

Total Estimated Costs
From : 7-1-85
TO : 6-30-88

<u>Cost Element</u>	<u>Estimated Cost</u>
Sectorial Strategy Devel.	
Agriculture	\$1,724,048
Health	625,590
Micro-enterprise	1,495,676
Energy/Environment	<u>210,628</u>
SUBTOTAL	4,055,942
Program Management	875,279
Indirect Costs	<u>606,937</u>
TOTAL	\$5,538,158

AID	\$2,250,000
GRANTEE	\$3,288,158

THANK YOU

IVS is deeply grateful to all those who supported our work this past year.

Institutional Donors

Keren Ami Fund of United Hebrew Congregation
 Atkinson Foundation
 Australian High Commission
 Bangladesh Rural Advancement Committee-Aarong
 CUSO
 Christian Commission for Development in Bangladesh
 Church Women United
 Combined Federal Campaign
 Cooperation for Development
 Industrial Development Corporation/Dominica
 Illinois Yearly Meeting
 La Buena Fe Association
 LeBrun Foundation
 Marion Rose Foundation
 McClenon Fund, Walter H.
 Mennonite Central Committee
 Methodist Church of Zaire
 Morgan Guaranty Trust Company
 Organization of Eastern Caribbean States
 OXFAM
 Penn (The William) Foundation
 Pilsen Service Order
 Presbyterian Hunger Program
 Private Agencies Collaborating Together
 Project Global Village
 Public Welfare Foundation
 St. Louis Friends Meeting
 Schiro Fund, Inc.
 Skaggs Foundation
 Small Enterprise Assistance Project/USAID/Caribbean
 Swiss Aid
 Temple Beth Israel
 United Methodist Committee on Relief
 United States Agency for International Development
 Zimbabwe Womens Bureau
 Zion District Relief Fund

Individual Donors

Up to \$49

J. Hugh and Julie T. Allen
 Paul Altemus
 Linda Aylesworth Jani
 George and Angelyn Baldwin

Patrick and Lucille Basler
 Le Roy and Joyce Battcher
 Walter Bennett
 Richard Berliner
 Gregory Berns
 Kevin Bowman
 Kristin Bull
 David Burgus
 Lawrence Burkett
 E. Michael and Susan R. Carlton
 Joy Casimere-Sweeting
 Marc Cayer
 Jill E. Chamberlain
 Karen Conniff and David Molden
 Caroline Corbould
 Wayne Countryman
 Victor E. Dalpadado
 William Diamond
 Thomas Engle and Sharon Hodgkins
 Robert Falasca
 Louise Ferguson
 Sophie Flanagan
 Deborah Funkhouser
 James Gershin
 Donald Goodfellow
 David Griffin
 Peter Hale
 Naomi and William Harris
 Richard and Habibah Harvey
 A. Eugene and Hazel C. Haymar
 Richard E. Hopkins
 Gary and Lisa Israel
 Philip Jordan
 Gary and Ilene Katz
 Norma Jean Kehrberg
 Clinton and Karen Kennedy
 Kyle Kidney
 Josef Kriegl
 Gordon M. Krusen
 Philip Kuhn and Mary Smith
 Gareth Lease
 Audrey Lichter
 Richard Lockwood
 W. Robert and Brenda Lovan
 C. Payne Lucas
 Don Luce
 La Rue and Florence Lutkins
 Francis Manning
 Tina Martin
 Brother Thomas McGowan and Lawrence Kidder

Mimi McVey
 William and Dalisay Meyers
 James and Lucy Montgomery
 William Morgan
 Jerold Nachison
 Peter Natale
 Richard and Joan Nishihara
 Merrill Peress
 R.R. and Ann Pratt
 Abraham A. Raizen
 Charles Rees
 Charles and Julia Regan
 Daniel Riederer
 Rabbi Michael Robinson
 Lisa Rogers and David Craven
 David G. Rucker
 John and Grace Schafer
 Eugene Stoltzfus
 Huntington Terrell
 Theresa Trainor
 Dr. Ella Traub
 Thomas Tufts
 Lawrence P. and Winifred Weaver
 David Nelson Weinman
 Dr. Julie Weiss
 Betty Wilkinson
 Diane Wood
 Larry and Dee Ann Woodson
 Elisabeth Zall
 Bob Zigler
 \$50-99
 Charles Alexander and Pamela Murakami
 Jean Badalamenti
 Patricia Beetle
 David and Marilie Blanchard
 Penelope Boegner
 Phil and Joanne Buechler
 William A. Butler
 Marybeth Clark
 Margaret Dietrich
 John and Mary Doolittle
 Harold and Karen Dunlap
 David and Atossa French
 Patricia Gibson
 Ruth E. Graves
 Robert Hargreaves
 Mary Hazard
 Debra Heath
 Dyle G. and Oanh Thu Henning
 Lowell Histan and Margaret McDonald

Ronald Kukler
 Robert S. Morse
 Helen Picard
 Alicia and Daniel Ritchie
 James and Lieu Rupp
 Suzanne Stafford
 Chet Thomas
 Ben Tisa
 Gerald Underal
 Linda Worthington
 Mervin and Elizabeth Yetley
 \$100-249
 Galen S. Beery
 Roger Brady
 Jim Cawley
 Michael and Darlene Fairley
 Nick Falgiatore
 Bernard Fensterwald
 Michael Gilchrist
 James Grant
 Sheila and Harry Jayasingha
 Anthony Lake
 Dr. Uma Lele
 Donna Lucas
 Mark Lynch
 Hugh and Nancy Manke
 John Mongeon
 Bill Nagle
 John Owens
 John Sommer
 Charles Whalen
 George and Elizabeth Wiggins
 Janet Wilgus
 David Williams
 \$250-499
 M.T. Balke
 Diana Bui
 Terry Collins
 Daniel Drew/Herrig Trust
 Dr. Mary Dundas and Robert Deeter
 Gary and Betty McCarthy Kraut
 Katharine Massel
 Catherine Menninger
 \$500-999
 Nan Borton
 June Pulcini
 \$1,000-4,999
 Gerald Hildebrand/
 Fensterwald Fund
 Philip and Loret Ruppe

VI: LESSONS LEARNED

Over the past three years, IVS has learned several lessons about working with local organization to promote human development in its broadest terms: increased incomes and quality of life, improved skills of local staff, and organizations that are strong and effective agents of change in a rural community. This section summarizes some of the most salient lessons that factor in building strong local organizations. Listed after each lesson is the IVS program context in which the lesson has been particularly applicable during the three year grant period.

1. Estimates of Project Costs and Benefits

Traditional cost\benefit analysis fails to measure changes in organizational effectiveness, which is IVS' program objective. The results of IVS assistance are incremental, but vital, steps in a longer-term development process. Determining the value of these benefits, often social more than economic, is problematic. (Bangladesh, Botswana, Eastern Caribbean, Bolivia)

2. Institution Building Assessment

IVS does not create organizations, but works with organizations that have a track record of providing development services, to improve the quality and sustainability of services delivered. The types and duration of technical assistance needed by these organizations varies over time; IVS must learn to recognize and match these evolving needs. (Eastern Caribbean, Bangladesh)

Also, IVS has improved our institution building capacities, and now rarely do development tasks ourselves. IVS volunteers are virtually always in a trainer/adviser/enabler mode, rather than filling a job slot. However, a number of local organizations do not recognize the need for this sort of help, preferring to have a volunteer act as a staff person. This seems especially to be a problem in countries where Peace Corps has volunteers; IVS had to terminate a volunteer placement in Grenada because of this expectation on the part of the partner organization.

3. Sustainability

The chances for sustained benefits increase as the partner agency and its constituents contribute to, or invest in, the development of an organization. Tangible benefits encourage these investments. Projects that focus on cooperative development are amorphous; those that use cooperatives to create practical improvements in the beneficiary's quality life are not, and therefore generally elicit participation. To be valuable, organization strengthening is useful and sustainable only when it

results in recognizable and clear benefit to the organization's members. Simply to strengthen an organization for its own institutional benefit will not elicit beneficiary investment or involvement, and will therefore not result in sustainable change. (Zimbabwe, Bangladesh)

Income generating activities that are not based on market feasibility assessments can result in significant increase in production, but seldom produce increases in income commensurate with the effort required. (Bangladesh, Ecuador, Zimbabwe)

4. Distribution of Benefits

IVS values organizations with good intentions and correct motives, and assumes that strengthening the organization will result in more and better services and benefits. But, the distribution of services and benefits depends on several factors, some which IVS cannot affect. While impact of IVS assistance can be accurately determined at the local organizational level, it is more difficult to attribute changes at a beneficiary level directly to IVS interventions. It is also difficult to recognize that well-intentioned local organizations do not always distribute their services equitably or efficiently, and therefore do not make effective use of IVS assistance. (IVS worldwide)

5. Policy Implications

These issues have been covered in the summary section of this report.

6. Collaborating and Networking

The links our partner agencies have to services that already exist, particularly government services, are key to sustaining a project, and often to sustaining an organization. Networking is a means to this end. The effective IVS role is to co-opt the service agents and involve them with the partner agency and its beneficiaries. (Ecuador, Zimbabwe)

Collaboration is more complex than building networks. Jealousy and competition seem to work against organizations collaborating to accomplish an activity. This is, in part, a result of an organization's need to be seen as distinctive and effective by its donors. Cultural, religious, or ethnic conflict contributes to this, as can regional chauvinism within a nation. (Bangladesh, the Caribbean)

VIII. RECOMMENDATIONS

A. To Project Leadership and PVO:

1. Project sustainability appears far more likely in those instances where the partner organization and/or its beneficiaries provide either some of the funds required, or make some other tangible contribution to the activity. This seems to have several beneficial developmental effects:

-it makes the organization and its members assume a highly realistic approach to assessing and prioritizing their needs.

-by knowing the full, non-subsidized cost of a proposed activity, the partner organization can make more fundamentally sound decisions concerning the financial and human resource demands of sustaining the activity.

-contributing - time, money, land, or whatever - is a vital form of participation, and creates a beneficiary group with intense interest in the proper and productive functioning of the activity.

2. Ensuring that existing government services are appropriate for and accessible to beneficiaries is a key role for local NGOs, and for expatriate PVOs assisting them. The link between the private and governmental development services is one that needs to be created and nurtured; creating parallel service systems is often a waste of development resources. Local organizations have a key role in making governmental service agencies accountable to beneficiaries. Too often expatriate PVOs and local NGOs choose to set up their own delivery systems, rather than linking to and improving those of the government.

3. IVS is working toward the sustainability of an organization, rather than of an activity. This suggests that we need to develop better skills in providing assistance to partner organizations so that they can improve their fund raising abilities, both internationally and within their own nations. Building networks, which IVS does, is a piece of this, but we need to be providing more formal skills training in proposal preparation, donor research, etc.

B. To Country and Local Leaders

1. Where it is not now the case, local and national leaders should make use of existing local NGOs as the natural route by which to determine the development needs and priorities felt by rural peoples.

2. Leaders should also take advantage of the existence of local NGOs in ensuring that government services are reaching their intended beneficiaries.

C. To Donors and Others Seeking Similar Impact

1. Donors and development planners must begin to recognize the increasing sophistication and capability of developing world peoples and their organizations. This requires a change in the role played by expatriate PVOs and international donors. It becomes increasingly less comprehensible for a U.S. PVO to be doing service delivery, and yet many donors are focussed on that development approach.

2. It is important to recognize the integral links between population, environment, and social/economic development. Too often, approaches are piecemeal, and may have an unintended but negative effect on the environment, or population density, or some other aspect. More learning and educating is necessary so that practitioners - and donors - can plan activities which recognize and support all the factors affecting quality of life.

3. Donors should move toward understanding and supporting long-term, program-level development activities, rather than time limited projects. Particularly in institutional development, the assistance relationship is perhaps decades long, although the nature and the intensity of assistance changes during that period.

4. There seems to be a distinct difference in the evolution, and therefore the training and assistance needs, of local organizations created by expatriate agencies, and those which developed independently. In its continuing series of institutional development evaluation papers, AID should look at these differences.

ATTACHMENT A:

COUNTRY DATA SHEETS

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0412-0630
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type		Project Number	
Appropriation		Level	
Country Code	Fund Type	Technical Code	
Project Officer	Key 1	Key 2	

PROJECT INFORMATION (PRIMARY)

Name of Organization International Voluntary Services, Inc.		Grant/Contract Number PDC 0206-G-SS-5069
Start Date (MM/DD/YY) 07/01/85	End Date (MM/DD/YY) 6/30/88	AID Project Officer's Name Marguerite Potee

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT

LOP

Activity Description AGRICULTURE: The agricultural initiative of IVS' Bangladesh program is to extend training and technical assistance to marginal farmers and landless persons by strengthening the technical and managerial skills of Bangladeshi organizations that work in village-based programs. The focus is to improve agricultural production to provide more food to be consumed locally and to raise incomes by selling on a local market. By working with secondary organizations IVS increases its impact by reaching more grass-roots beneficiaries through the staffs and programs of these organizations. IVS' approach in Bangladesh is through the training of organization management and extension staffs and providing specific technical assistance to local organizations and their member/clientel.

Status

During this reporting period IVS completed its involvement with the Mirpur Agricultural Workshop and Training School. IVS assisted with the distribution and installation of hand rower pumps to more than 2,000 farm families. A network of pump dealers was set up in Comilla and Brahmanbaria districts. Dealers and extension workers were trained in the installation and servicing of these pumps. The extension workers have trained the farmer-users, monitor the use of the pumps and continue to enlist more small-scale farmers in the pump program. Often pumps are financed through low interest loans. MAWTS and the IVS volunteer conducted an in depth study among pump users to establish base-line data to build a broader distribution program.

COUNTRY INFORMATION (SECONDARY)

Country BANGLADESH	Location in Country (Region, District, Village) Comilla and Brahmanbaria Districts
PVO Representative's Name Harry Jayasingha	Local Counterpart/Host Country Agency Mirpur Agricultural Workshop (MAWTS)

COUNTRY FUNDING INFORMATION (\$000)

YEAR	7/1/85-6/30/86	7/1/86-6/30/87	7/87-6/30/88
AID \$	25	10	
PVO \$	5	25	22
INKIND	6	6	4
LOCAL			
TOTAL	36	41	26

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0412-0530
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization International Voluntary Services, Inc.		Grant/Contract Number PDC 0206-G-SS-5069
Start Date (MM/DD/YY) 07/01/85	End Date (MM/DD/YY) 06/30/88	AID Project Officer's Name Marguerite Potee

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT

LOP

Activity Description

HEALTH: The IVS Health Program brings together staff representatives from national, local and international organizations involved in village-based community health care projects to identify common problems and concerns and develop solutions that can be jointly applied through individual agency program. Workshops were held and papers written and published on topics such as Training Traditional Birth Attendants, Management of Community Based Health Programs, Increasing Community Participation in Health Programs. An IVS volunteer advise The Christian Commission for Development, Bangladesh (CCDB) to improve training practices, curricula materials and methodology for training village mid-wives and village health practioners. IVS' objective in Health programming is to increase the health and managerial skills of Bangladeshi agencies working in health.

Status

The IVS Bangladesh Health Program has (1) provided assistance to the GOB immunization program, (2) developed training methodology and materials for increasing the skills of traditional birth attendants, (3) held 3 major workshops for GOB and other health officials, and (4) developed and implemented a methodology for increasing the community participation of villagers in basic health care programs.

COUNTRY INFORMATION (SECONDARY)

Country BANGLADESH	Location in Country (Region, District, Village) Country-wide with Dhaka base
PVO Representative's Name Harry Jayasingha	Local Counterpart/Host Country Agency Christian Commission for Development (CCDE)

COUNTRY FUNDING INFORMATION (\$000)

YEAR	7/85-6/30/86	7/86-6/30/87	7/87-6/30/88		
AID \$	59	40			
PVO \$	1	17	24		
INKIND	4	7	3		
LOCAL					
TOTAL	64	64	27		

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0412-0630
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization International Voluntary Services		Grant/Contract Number PDC 0206-G-SS-5069
Start Date (MM/DD/YY) 07/01/85	End Date (MM/DD/YY) 06/30/88	AID Project Officer's Name Marguerite Potee

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT

LOP

Activity Description

LOCAL ORGANIZATIONAL SUPPORT: This IVS program cuts across sectoral boundaries and focuses on supporting and fostering the growth and technical development of small, grassroots development organizations, those often underserved and/or too far out of the assistance stream to have access to technical assistance. The project, Village Volunteers, is an attempt by IVS and a variety of local Bangladeshi organizations to identify and make use of technical skills which reside in the staffs of the Bangladeshi organizations and to make those skills available to other similar organizations, rather than rely on outside, expatria personnel. Often, as these organizations work in isolation, they neither know what is available from within their own community nor how they can contribute to sister agencies.

Status

IVS has provided local transportation costs, a modest per diem and off setting costs of facilities and supplies needed to approximately 35 Bangladeshi development workers and development managers to work with some 75 small, rural grassroots organizations to solve specific institutional problems such as bookkeeping and accounting systems and training, feasibility studies and marketing, training curricula development, appropriate management information and financial management systems. During this grant period some 38 technical assistance projects have been completed. IVS is working to institutionalize this approach to providing development assistance within three major Bangladesh networks made up of development organizations.

COUNTRY INFORMATION (SECONDARY)

Country BANGLADESH	Location in Country (Region, District, Village) country-wide with focus on rural areas
PVO Representative's Name Harry Jayasingha	Local Counterpart/Host Country Agency Voluntary Health Services Society (VSS) Association of Development Agencies (ADA)

COUNTRY FUNDING INFORMATION (\$000)

YEAR	7/86-6/30/87	7/87-6/30/88		
AID \$	56	50		
PVO \$	10	30		
INKIND	4	4		
LOCAL				
TOTAL	70	84		

AID 1550-11 (8-86)

(See Instructions & OMB Statement on reverse)

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0412-0530
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization International Voluntary Services		Grant/Contract Number PDC-0206-G-SS-5069
Start Date (MM/DD/YY) 7/01/85	End Date (MM/DD/YY) 6/30/88	AID Project Officer's Name Marguerite Potee

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT

LOP 

Activity Description The IVS Bolivia agricultural program has focused on food production in the newly established rural communities in the colonization areas of Santa Cruz, in the Potosi Department and in the Yungas area of the La Paz Department. IVS has assisted in the formation of cooperatives and other farmers' associations, and in increasing small farmer access to credit, markets, extension services and infrastructure. Concentrated attention to organizational management -- including record-keeping, administration, loan application processes -- has complemented training in improved production methods and the introduction of new appropriate crops for both local consumption and regional marketing. The program has also emphasized the improvement of marketing links, marketing information, quality control and packaging of agricultural products.

Status

An IVS volunteer has been successful in mobilizing the membership of a farmers' organization, increasing participation levels in extension training programs, the participation of women farmers, and in collective marketing efforts designed to reach better markets and get better prices for the member farmers. In the La Paz Department, the IVS volunteer working with 15 communities near Inquisivi has trained promoters in each community and has conducted series of courses in basic conservation techniques, micro-irrigation systems, new crop production; experimental plots have been established in 13 communities; feasibility studies have been completed of alternative agro-processing possibilities. In the Santa Cruz project, the IVS volunteer has continued to assist the cooperatives to consolidate their gains in rice production and marketing and to diversify food production to improve nutrition locally.

COUNTRY INFORMATION (SECONDARY)

Country Bolivia	Location in Country (Region, District, Village) Santa Cruz, Potosi and La Paz Departments
PVO Representative's Name Marcia Bosshardt	Local Counterpart/Host Country Agency Sub-Central de Cooperativas Agropecuarias (SUCORACA (Potosi) Asociacion...Circuata (La Paz

COUNTRY FUNDING INFORMATION (\$000)

YEAR	7/85-6/30/86	7/86-6/30/87	7/87-6/30/88		
AID \$	15	110	105		
PVO \$	39	25			
INKIND	16	16	17		
LOCAL					
TOTAL 	70	151	122		

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0412-0530
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization International Voluntary Services		Grant/Contract Number PDC-0206-G-SS-5069
Start Date (MM/DD/YY) 7/01/85	End Date (MM/DD/YY) 6/30/88	AID Project Officer's Name Marguerite Potee

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT

LOP

Activity Description

The IVS Bolivia program has addressed the lack of health services in the new colonization areas of Santa Cruz. IVS volunteers work with women's organizations and local cooperatives to institute a health education and promotion program. The volunteers are training local promoters in nutrition, hygiene, pre-and post-natal care, and preventive health care, and have strengthened links between the groups and other health resources in the area.

Status

Training of community groups members has continued in the areas of first-aid, hygiene, disease prevention and nutrition. Latrization has continued with an additional thirty latrines completed and community water pumps in each of the member villages in the colonization areas. The health committees continue to be active, encouraging the work on garden plots, participation in the training programs and in ministry-run immunization drives. Two government agencies have become involved in the area as well, raising expectations for further support in developing clean water supplies and better access to primary health care from health posts.

COUNTRY INFORMATION (SECONDARY)

Country BOLIVIA	Location in Country (Region, District, Village) Santa Cruz Department, San Julian Area
PVO Representative's Name Marcia Bosshardt	Local Counterpart/Host Country Agency Sub-Central de Cooperativas Agropecuarias Villa Paraiso, Ltda. (SUCAP)

COUNTRY FUNDING INFORMATION (\$000)

YEAR	7/85-6/30/86	7/86-6/30/87	7/87-6/30/88		
AID \$	48	17	7		
PVO \$		20	32		
INKIND	16				
LOCAL					
TOTAL	64	37	39		

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0412-0630
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization International Voluntary Services		Grant/Contract Number PDC-0206-G-SS-5069
Start Date (MM/DD/YY) 7/01/85	End Date (MM/DD/YY) 6/30/88	AID Project Officer's Name

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT

LOP

Activity Description

A financial management specialist has been serving with a handicraft development and marketing organization which works with indigenous artisans in rural Santa Cruz. The first focus of the volunteer has been the central organization itself; a second focus has been to assist the artisan groups themselves to organize their production and improve their record-keeping abilities.

Status

The volunteer, in a second stage of the project, has been emphasizing organizational and administrative training at the village level, working with the artisan groups that market their production through the central organization. He has also continued training the central staff and organization representatives in the communities in key areas of accounting and management, training them in addition to in turn train the artisan groups in a number of basic areas. He has been successful in streamlining all systems within the institution and improving marketing of its products.

COUNTRY INFORMATION (SECONDARY)

Country Bolivia	Location in Country (Region, District, Village) Santa Cruz and surrounding rural areas
PVO Representative's Name Marcia Bosshardt	Local Counterpart/Host Country Agency Centro de Investigacion y Diseno Artesanal (CIDAC)

COUNTRY FUNDING INFORMATION (\$000)

YEAR	7/86-6/30/87	7/87-6/30/88		
AID \$	20	44		
PVO \$				
INKIND		1		
LOCAL				
TOTAL	20	45		

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0412-0530
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization International Voluntary Services		Grant/Contract Number PDC 0206-G-SS-5069
Start Date (MM/DD/YY) 07/01/85	End Date (MM/DD/YY) 06/30/88	AID Project Officer's Name Marguerite Potee

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT

LOP

Activity Description

MICRO ENTERPRISE: The Botswana program is designed to up grade the skills of the staffs of development organizations in Botswana to better support the income generating activities of their clientel. IVS' activities include direct training in production skills as well as appropriate business skills such as bookkeeping, accounting, pricing, inventory control, marketing, production planning, feasibility studies, financial systems. Through IVS assistance local organizations seek to improve leadership, training capacity and resource development. The program focuses on production for local markets as well as regional export.

Status

During the reporting period IVS worked with 3 local organizations, trained 10 staff, put in place a computerized accounting system, recommended changes which reduced a financial deficit, increased the productive and marketing capability of a village owned pottery, oversaw a US\$50,000 grant and increased the supplies of raw materials.

COUNTRY INFORMATION (SECONDARY)

Country BOTSWANA	Location in Country (Region, District, Village) Thamaga and Kanye
PVO Representative's Name Kingston Kajese, Regional Director	Local Counterpart/Host Country Agency Botswelelo Pottery Center Rural Industries Innovation Center (RIIC)

COUNTRY FUNDING INFORMATION (\$000)

YEAR	7/85-6/30/86	7/86-6/30/87	7/87-6/30/88		
AID \$	44	13	12		
PVO \$	20	42	45		
INKIND	6	15	32		
LOCAL					
TOTAL	70	70	89		

45

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0712-0007
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization International Voluntary Services		Grant/Contract Number PDC 0206 G-SS-5069
Start Date (MM/DD/YY) 07/01/85	End Date (MM/DD/YY) 06/30/88	AID Project Officer's Name Marguerite Potee

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT

LOP

Activity Description

Naturan Resource and Energy: This project is directed towards reversing the effects of desertification and recent drought. It seeks to promote conservation of existing vegetation cover, planting new cover, planting trees, seed and seedling distribution, public awareness and education as part of the primary school curriculum. The focus is on making the private sector a major actor in this sector along with the government. Activities include technical assistance to community groups undertaking conservation efforts, programs for schools, developing educational materials, setting up mini nurseries to supply seedlings, promotion of national and regional tree planting campaigns. The objective is to stabilize the environment, provide for more rational use of firewood and create community awareness and responsibility for the environment.

Status

A drought relief project providing protection of the Morwa Dam was completed, a plan for the reforestation of the Mochudi flood plain was presented to the District Council, junior level foresters completed a two year course and moved into positions with the brigades and with regional forest services, 1,500 trees were supplied to residents of Molepolole for planting, and instructional booklet on raising tree seedlings is almost complete, technical and organizational assistance helped the National Tree Planting Day achieve its goal of 100,000 trees planted.

COUNTRY INFORMATION (SECONDARY)

Country BOTSWANA	Location in Country (Region, District, Village) Country-wide
PVO Representative's Name Kingston Kajese, Regional Director	Local Counterpart/Host Country Agency Forestry Association of Botswana

COUNTRY FUNDING INFORMATION (\$000)

YEAR	7/85-6/30/86	7/86-6/30/87	7/87-6/30/88		
AID \$	37	6	20		
PVO \$	27	38	106		
INKIND	39	24	24		
LOCAL					
TOTAL	103	68	150		

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0412-0630
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type		Project Number	
Appropriation		Level	
Country Code		Fund Type	Technical Code
Project Officer		Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization International Voluntary Services		Grant/Contract Number PDC-0206-G-SS-5069
Start Date (MM/DD/YY) 7/01/85	End Date (MM/DD/YY) 6/30/88	AJD Project Officer's Name Marguerite Potee

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT

LOP

Activity Description

Micro-Enterprise Development: The IVS Mobile Team in the Eastern Caribbean islands has focused its program initiative on micro-enterprise development. The program works to improve the economic opportunities available to the unemployed and under-employed, and to small entrepreneurs, by strengthening the capabilities and skills of private development organizations. The advisors assist these organizations to train their constituencies in the skills needed to implement and sustain micro- and small-businesses. They offer financial management and planning tools to improve financial control, thereby increasing their ability to extend credit and technical assistance to their clients. Through post-harvest technology and credit assistance, as well, small businesses can improve their market access and income. Through better record-keeping and business planning, small entrepreneurs are in a stronger position to repay initial loans and obtain larger ones.

Status

The Mobile Resource Team of Advisors has provided technical assistance and training intensively to seven local organizations, plus shorter-term assistance to 120 other organizations and small businesses. The assistance delivered has been in the areas of financial and institutional management, project preparation for income-generating activities, post-harvest technology, marketing, handicraft promotion and computer systems. A working marketing division of a small farmers' organization has been developed, with trained staff and new marketing channels to sell the increased production of its members. A network of small manufacturing firms was assisted through short-term training in marketing, financial management and project development. Two organizations of "hucksters" or "traffickers" -- inter-island traders who are mostly women -- were assisted in streamlining management and improving packaging of products.

COUNTRY INFORMATION (SECONDARY)

Country Grenada, Dominica, St. Lucia, St. Vincent, Antigua, St. Kitts-Nevis	Location in Country (Region, District, Village) island-wide
PVO Representative's Name Gerald B. Hildebrand	Local Counterpart/Host Country Agency NDF (Grenada), OECS Fisheries Desk (St. Vincent), IDC and Hucksters (Dominica), ORD (St. Vincent)

COUNTRY FUNDING INFORMATION (\$000)

YEAR	7/85-6/30/86	7/86-6/30/87	7/87-6/30/88	STAFECO-OP (St. Lucia), etc.
AID \$	201	250	230	
PVO \$	26	30	50	
INKIND	62	31	31	
LOCAL				
TOTAL	289	311	311	

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0412-0530
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization International Voluntary Services		Grant/Contract Number PDC-0206 - G -SS-5069
Start Date (MM/DD/YY) 7/1/85	End Date (MM/DD/YY) 6/30/88	AID Project Officer's Name Marguerite Potee

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT

LOP

Activity Description

The IVS Ecuador Program addresses the development aspirations of small-scale agricultural and livestock producers in Canar, Chimborazo and Napo regions by offering instruction and technical training to producers' organizations and cooperatives. IVS volunteers work in such areas as small-scale food production for consumption and sale; crop diversification; livestock production and care; nutrition promotion; and the administrative and managerial development of producers' cooperative organizations and supply centers.

Status Three IVS volunteers in the Napo region, working in an integrated development project have succeeded in training 75 women in nutrition and vegetable production, and over 100 men and women in crop improvement and diversification of production. Four classes of about twenty young men each have been trained in carpentry and mechanics and are selling their production (simple furniture) and services (motor repair for river traffic) in nearby communities as well as in bigger towns. Two volunteers working in the Sierra on livestock improvement have succeeded in increasing member participation in training classes and in training community promoters (10) in basic animal care, disease prevention, artificial insemination. As a result of their work, milk production has increased in every community, the local community stores have shown profit, a veterinary store is working well in each project area.

COUNTRY INFORMATION (SECONDARY)

Country Ecuador	Location in Country (Region, District, Village) Sierra (Canar, Chimborazo) and Oriente (Napo)
PVO Representative's Name Norah McVeigh	Local Counterpart/Host Country Agency AIEN (Napo), Comunidades Molobog Grande (Canar) AOCACH (Chimborazo)

COUNTRY FUNDING INFORMATION (\$000)

YEAR	7/85-6/30/86	7/86-6/30/87	7/87-6/30/88
AID \$	94	90	80
PVO \$	65	56	81
INKIND	9	10	10
LOCAL			
TOTAL	168	156	171

48

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0412-0630
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization International Voluntary Services		Grant/Contract Number PDC-0206-G-SS-5069
Start Date (MM/DD/YY) 7/1/85	End Date (MM/DD/YY) 6/30/88	AID Project Officer's Name Marguerite Potee

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT

LOP

Activity Description

The micro-enterprise promotion program in Ecuador is aimed at small-scale entrepreneurs in the rural regions of Canar, Chimborazo and the Oriente. Working in conjunction with other IVS volunteers offering training in vocational skills and in developing income-generating activities, the IVS micro-enterprise specialists focus on basic problems affecting small businesses or cooperatives, including administrative and financial systems, leadership constraints, credit availability, quality control of production, marketing.

Status

Working with the staff of a social service agency of the Catholic Church, an IVS volunteer has been working with 15 rural communities to develop income-producing activities, from small-animal raising to community stores to production of uniforms for local schools. In the amazonian regiona of Ecuador, a second volunteer has begun to improve the marketing channels for local meat and handicraft production, and to improve the management of the organization through which the marketing is conducted. A total of about fifty trainees in another project can now work with relatively sophisticated tools in furniture-making and motor repair, earning larger income through the sale of their services and their production along the communities of the river Napo. A fourth volunteer succeeded in training the leadership of six cooperatives in basic administration and management skills, which has facilitated the improved operation of community stores and income-producing initiatives.

COUNTRY INFORMATION (SECONDARY)

Country Ecuador	Location in Country (Region, District, Village) Provinces of Canar, Chimborazo, Napo and Morona Santiago.
PVO Representative's Name Norah McVeigh	Local Counterpart/Host Country Agency SHUAR Association, AOCACH (Chimborazo) AIEN (Napo), Promocion Humana (Canar, Azuay)

COUNTRY FUNDING INFORMATION (\$000)

YEAR	7/85-6/30/86	7/86-6/30/87	7/87-6/30/88		
AID \$	32	60	55		
PVO \$		20	20		
INKIND		20	20		
LOCAL					
TOTAL	32	100	95		

AID 1550-11 (6-86)

(See Instructions & OMB Statement on reverse)

49

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0412-0630
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type		Project Number	
Appropriation		Level	
Country Code		Fund Type	Technical Code
Project Officer		Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization International Voluntary Services		Grant/Contract Number PDC 0206-G-SS-5069
Start Date (MM/DD/YY) 7/01/85	End Date (MM/DD/YY) 6/30/88	AID Project Officer's Name Marguerite Potee

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT

LOP

Activity Description

The IVS micro-enterprise development program in Honduras provides support to small-scale business and agricultural production projects and assists organizations in credit and loan extension to potentially income-generating small businesses. By helping organizations become more efficient in managing loans, they are able to provide better loan supervision and technical assistance to the small enterprises. The program involves assistance to several cooperatives to help design and develop marketing strategies and project design for small-scale industrial and agricultural products in the local market.

Status

The IVS volunteer, in conjunction with the local development organization, was successful in implementing an income-generating activities program with a federation of women's cooperatives, an agro-forestry project with another small farmer cooperative. In total the volunteer's work has reached more than thirty cooperatives members of the organization, and approximately 800 families. In addition, the volunteer spent about half his time training the existing staff of the indigenous organization in the areas of project design and management, credit programs, feasibility studies and program monitoring and evaluation.

COUNTRY INFORMATION (SECONDARY)

Country Honduras	Location in Country (Region, District, Village) Tegucigalpa, Northeast provinces, San Pedro Sula
PVO Representative's Name Chet Thomas	Local Counterpart/Host Country Agency Instituto de Informacion Cooperativista (IFC)

COUNTRY FUNDING INFORMATION (\$000)

YEAR	7/85-6/30/86	7/86-6/30/87	7/87-6/30/88		
AID \$	64	39	25		
PVO \$					
INKIND	8	5			
LOCAL					
TOTAL	72	44	25		

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0412-0630
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization International Voluntary Services		Grant/Contract Number PDC 0206-G-SS-5069
Start Date (MM/DD/YY) 07/01/85	End Date (MM/DD/YY) 06/30/88	AID Project Officer's Name Marguerite Potee

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT

LOP

Activity Description

AGRICULTURE: This projects seeks to address the needs of farm families and farmer's associations in collective cooperatives and on communal lands. IVS is involved in training courses, group organization, credit management, access to agricultural inputs, crop diversification, appropriate small-scale agriculture technology. The purpose of this project is to improve agricultural production, train organization managers, promote self-sufficient agricultural schemes, improve the effectiveness of cooperatives and resettlement schemes, and to enhance agriculture in the communal areas. Activities that IVS undertakes are cultivation and improved crop technique training, agriculture machinery repair and maintenance, book and record keeping, animal management, marketing.

Status

During the reporting period over 36 men and women per quarter have been trained in farming techniques, livestock raising, farm management, crop diversification. Demonstration expositions, exchange courses, experimental plots and communal gardens were established for training and demonstration purposes. 25 farmer's groups were established around cooperative marketing, communal purchase of agriculture inputs, leadership training was provided, assistance in the design and feasibility studies of small agricultural projects with grant and credit funds were provided to farmer groups, organizing district associations of the farmer groups and affiliations with national organizations giving small farmers greater voice in national agriculture policy, stronger ties created with government extension services.

COUNTRY INFORMATION (SECONDARY)

Country ZIMBABWE	Location in Country (Region, District, Village) Mashonaland, Midlands, Matebeleland, Masvingo
PVO Representative's Name Kingston Kajese, Regional Director	Local Counterpart/Host Country Agency Organization of Rural Associations Progress National Farmers Association of Zimbabwe

COUNTRY FUNDING INFORMATION (\$000)

YEAR	7/85-6/30/86	7/86-6/30/87	7/87-6/30/88		
AID \$	88	40	50		
PVO \$	112	160	180		
INKIND	61	21	21		
LOCAL					
TOTAL	261	221	251		

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0412-0530
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization International Voluntary Services		Grant/Contract Number PDC 0206-G-SS.5069
Start Date (MM/DD/YY) 07/01/85	End Date (MM/DD/YY) 06/30/88	AID Project Officer's Name Marguerite Potee

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT

LOP

Activity Description

MICRO ENTERPRISE: This project works with women and groups of women in the production and marketing of off-farm cottage industry items. Production is geared for local markets with attention to quality control, production schedules, credit, business management, feasibility studies, record keeping, and economic viability. A component of this project seeks to assist school leavers get training in building skills and the necessary complimentary small business management skills and cooperative development. IVS' role is training staffs of Zimbabwean organizations who work directly with production groups and individual entrepreneurs to increase their productiveness and ability to manage small enterprise.

Status

25-30 women's groups were trained in simple bookkeeping, small scale feasibility studies, credit management, group leadership, quality control. As a result of a better understanding of pricing and marketing groups have been able to increase their prices by as much as 25%...increased incomes, while continuing to service a market. Inventory systems and record keeping systems are now being employed that let producers know the status of their business and cash flow requirements. A feasibility study on five major income generating activities such as bread making, animal fattening, crafts production is now being used with groups and individual producers. It contains the 3 to 5 most commonly made mistakes in these activities and how to avoid them.

COUNTRY INFORMATION (SECONDARY)

Country ZIMBABWE	Location in Country (Region, District, Village) Mashonaland, Metebeleland, Masvingo
PVO Representative's Name Kingston Kajese, Regional Director	Local Counterpart/Host Country Agency Zimbabwe Women's Bureau Bulawayo City Council

COUNTRY FUNDING INFORMATION (\$000)

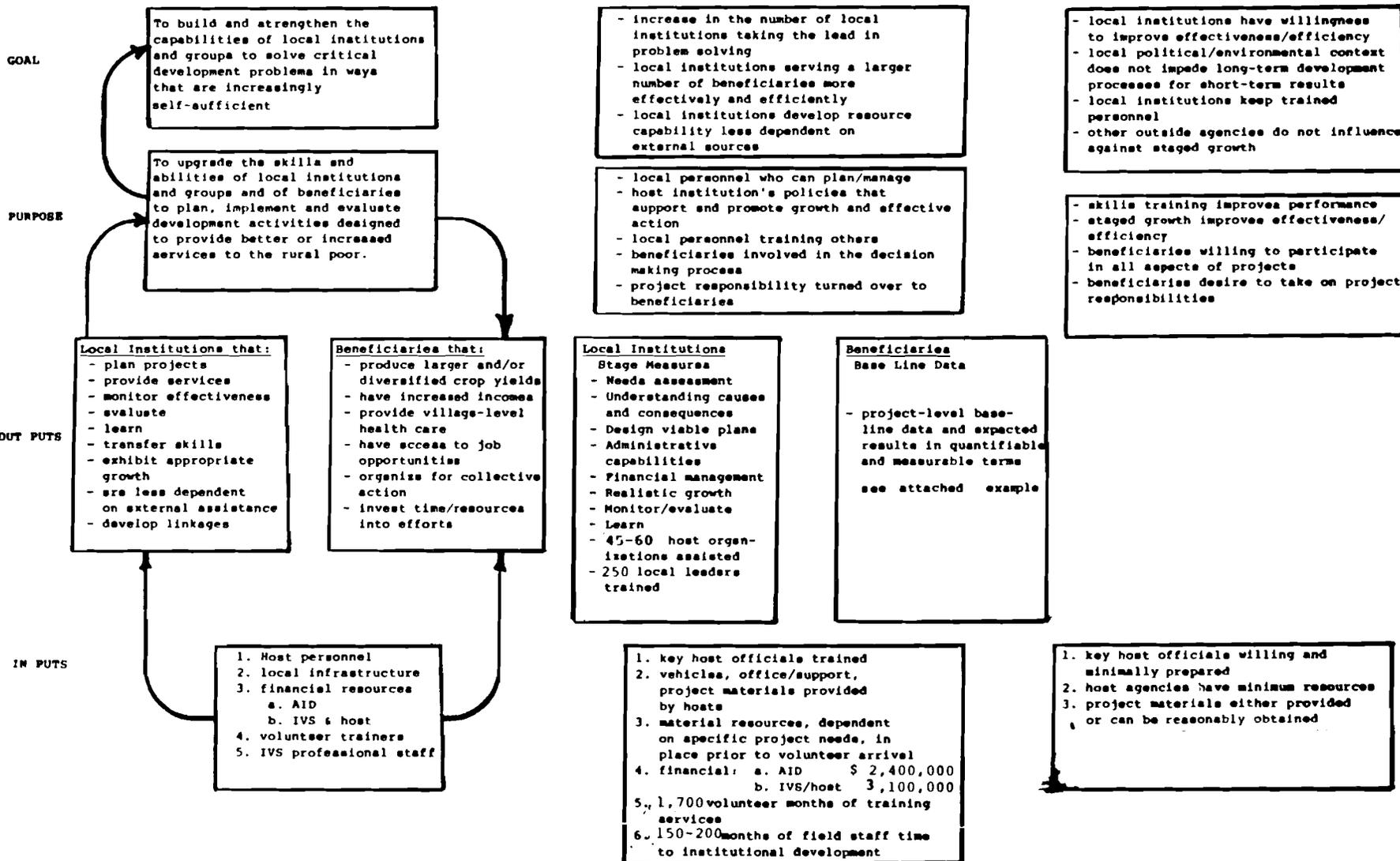
YEAR	7/85-6/30/86	7/86-6/30/87	7/87-6/30/88		
AID \$		11	20		
PVO \$	10	34	40		
INKIND	4	5	5		
LOCAL					
TOTAL	14	50	65		

ANNEX D.
LogFrame

NARRATIVE SUMMARY

VERIFIABLE INDICATORS

ASSUMPTIONS



BEST AVAILABLE COPY

53

ATTACHMENT C

PARTNER ORGANIZATIONS

BANGLADESH

1. **Association of Development Agencies in Bangladesh (ADAB)** is a national membership organization of non-government development agencies in Bangladesh. ADAB has approximately 300 member agencies, the majority of these with local programs in one to three villages. ADAB assists IVS plan for, monitor and evaluate IVS village volunteer assistance among ADAB member organizations.

2. **Centre for Development Services (CDS)** promotes self-reliance among the rural poor through skills training, management, and planning services to a network of 75 local organizations which serve landless and small farmers and destitute women and children. CDS assists IVS plan for, monitor and evaluate IVS village volunteer assistance among CDS network agencies.

3. **Christian Commission for Development in Bangladesh (CCDB)** is the development organization of the National Council of Churches in Bangladesh. It serves the neediest rural villages by providing development services including health care and training to traditional birth attendants.

4. **Mirpur Agricultural Workshop and Training School (MAWTS)** is a private sector vocational training institute that increases educational and skill levels and access to proven agricultural tools throughout the country.

5. **South Asia Partnership (SAP)** is a membership network of local development organizations which provides funds and assistance in conducting project evaluations to its members. SAP assists IVS plan for, monitor and evaluate IVS village volunteer assistance among SAP member organizations.

6. **Voluntary Health Services Society (VHSS)** is a membership organization of local organizations that conduct health care projects. VHSS assists IVS to plan for, monitor and evaluate IVS village volunteer assistance among VHSS member organizations.

7. **IVS Village Volunteer Program Partners:** 75 local organizations that have a program scope of one to three villages, a track record of providing development services to beneficiaries, and identified a specific training need in their organization. Most organizations are also members of ADAB, CDS, SAP or VHSS. Illustrative examples of these include:

-Aloshika, a community development organization which organizes the rural poor into groups, and with them, promotes economic development at a village level through agricultural, fishery and primary health care projects.

-Jagaroni Chakra, a community development organization which provides literacy training, assistance to artisans making handicrafts, and family planning advice to the poor in four villages in Bangladesh.

-Mohila Shilpa Protisthan (MSP), a local organization that develops the potential of destitute women to earn a supplemental income, offers literacy training, and engages women in activities that build self confidence.

BOLIVIA

1. Subcentral Agropecuaria Villa Paraiso (SUCAP), a cooperative group in the Santa Cruz area consisting of six colonies.

2. Corporacion de Agropecuaria Campesina (CORACA), a regional campesino organization in the Potosí Department, the development arm of the farmers' syndicate in the area, serving approximately 22 communities and 3,300 families.

3. Centro de Investigacion y Diseño Artesenal (CIDAC), an organization which promotes indigenous handicrafts in the Santa Cruz Department, working with artisans in group formation, design and quality control, and marketing.

4. Association of Agricultural Communities of the North of Inquisivi, a grouping of twenty-two communities working to improve the agricultural production, nutrition, and health of approximately 12,000 farmers and their families.

BOTSWANA

1. Botswelelo Centre is a village workshop and centre that provides employment opportunities in the areas of pottery and sales and management to school-leavers.

2. Forestry Association of Botswana (FAB) is a private membership organization promoting the conservation, more efficient use, and development of the country's forest resources.

3. Rural Industries Innovation Centre (RIIC) contributes to the Government of Botswana's efforts to accelerate development in

rural areas by assisting small-scale industries with appropriate technology.

ECUADOR

1. **Evangelist Indigenous Association of El Napo (AIEN)**, an organization of nine communities along the Napo River in the Oriente of Ecuador.

2. **Comunidades "Molobog Grande"**, five communities organized to implement agricultural and livestock activities, in the Cañar province.

3. **Association of Independent Farmers' Organizations of Chimborazo (AOCACH)** is a group of thirteen communities and farmers' cooperatives in the Chimborazo province.

4. **Promocion Humana**, a social service agency of the Catholic Church in the Cañar and Azuay provinces, Diocese of Azogues.

5. **Shuar Federation**, an indigenous federation in the eastern lowlands of Ecuador, composed of 278 village centers organized into 23 associations. The Federation estimates its membership at 40,000.

HONDURAS

1. **Instituto de Informacion y Formacion Cooperativista (IFC)** is a private development agency which provides technical assistance and training to administration and management to local cooperatives.

EASTERN CARIBBEAN

1. **National Research and Development Foundation (NRDF)**, ST. Lucia, an organization which promotes the growth of economic activity through the provision of technical and administrative assistance to small entrepreneurs and local groups.

2. **Organization for Rural Development (ORD)**, St. Vincent, is an organization which helps small scale farmers increase their income through education, information and extension in cropping, marketing, small animal raising and small agro-business ventures.

3. **National Development Foundation of Dominica**, a development organization which provides credit, technical assistance and training to small-scale local businesses.

4. **National Development Foundation of Grenada**, see above.

5. National Development Foundation of Antigua, see above.
6. National Development Foundation of St. Vincent, see above.
7. Foundation for National Development of St. Kitts-Nevis, see above.
8. Organization of Eastern Caribbean States - Fisheries Division, an agency which seeks to promote the fisheries industry in the region, in order to improve food production and increase income of region's fishermen.
9. Archdiocese of Castries, St. Lucia, operates an integrated development program in the island, which includes a skills training program for unemployed youth.
10. Industrial Development Corporation of Dominica, a public agency charged with the development of the industrial sector in the island.
11. Traffickers Small Business Association, St. Vincent, an association of inter-island traders of local produce, who are largely women.
12. Dominica Hucksters Association, an association of inter-island traders of local produce, who are largely women.
13. St. Lucia Association of Farmers' Cooperatives (STAFSCO-OP), an organization which works with small farmers to improve their agricultural and livestock production and marketing.

ZIMBABWE

1. Binga District Council Agricultural Centre (Kulima Mbobumi Training Centre) is an agricultural training center for farmers, primarily from the minority Tonga tribe, in the Binga district.
2. Bulawayo City Council seeks to assist those trained by the City Council's School Leavers Program in construction skills, by forming construction cooperatives that contract to build high-density, urban housing in the suburbs of Bulawayo city.
3. National Farmers Association of Zimbabwe (NFAZ) is a membership organization of communal farmers throughout Zimbabwe. NFAZ addresses the skill and resource needs of communal farmers by providing technical assistance and funds to NFAZ farmer groups, and by advocating for the communal farmers with local and national government bodies.
4. Organization of Rural Associations for Progress is a grass-

roots umbrella organization which promotes and supports a network of 400 groups of marginal peasant farmers involved in improving agriculture, technology, and resource accessibility.

5. **Shurugwi (Zvataifarira) District Union of Collective Cooperatives** consists of ten cooperatives that include 500 adult members. The District Union promotes cooperation among ten collectives; farm productivity; and management, networking, and planning skills.

6. **Zimbabwe Women's Bureau (ZWB)** is a coordinating body for the country's women's organizations that assists groups in establishing income-generating activities including vegetable production, baking, and small handicrafts.