

WORLD RELIEF/AID MATCHING GRANT

Annual Report  
June 1, 1987 — May 30, 1988

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Total USAID Match: \$1,850,000.00  
Total World Relief Match: \$1,820,000.00

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ANNUAL REPORT  
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Table of Contents

1.0	Background to Grant and Project Context	
1.1	Organizational Background	Page 1
1.2	Project Context	Page 1
1.3	Project Funding	Page 2
2.0	Project Methodology	
2.1	Project Goals and Strategies	Page 3
2.2	Key Inputs and Outputs	Page 4
2.3	Comparison of Proposed and Actual Accomplishments	Page 5
3.0	Monitoring	
3.1	Baseline Data	Page 7
3.2	Targets	Page 8
3.3	Critical Indicators of Effectiveness	Page 8
3.4	Benchmarks of Project Progress	Page 8
3.5	Monitoring Plan	Page 9
3.6	Evaluation Plan	Page 9
3.7	Mid-Course Assessment	Page 9
4.0	Country Review and Analysis	
4.1	Bangladesh	Page 10
4.2	Burkina Faso	Page 12
4.3	Guatemala	Page 14
4.4	Haiti	Page 16
4.5	Philippines	Page 19
4.6	Senegal	Page 21
4.7	Sri Lanka	Page 23

World Relief Matching Grant  
Table of Contents  
Page 2

5.0 Management Review and Analysis of HQ/Support Function

5.1	Project Planning and Management Activities	Page 24
5.2	Staff Resources	Page 25
5.3	Training	Page 26
5.4	Logistical Support	Page 26
5.5	Technical Assistance	Page 26
5.6	Project Fund-Raising and Marketing	Page 27
5.7	Role of Board of Directors	Page 27
5.8	Development Education	Page 27

6.0 Financial Review

6.1	Project Financial Overview	Page 27
6.2	Proposed Budget compared with Actual Expenditures	Page 27
6.3	Letter of Credit Procedures	Page 28
6.4	Fund-Raising Plans and Activities	Page 29
6.5	PVO Cost-Share	Page 29

7.0 Lessons Learned from First Project Year

7.1	Training	Page 29
7.2	Counterpart Enablement	Page 30

8.0 Recommendations for Second Project Year

8.1	To Project Leadership and PVO	Page 31
8.2	To Country and Local Leaders as well as Donors and Other Organizations Seeking Similar Impacts	Page 32

9.0 Attachments

9.1	Sample Counterpart Agreement	
9.2	Resume: Kevin R. McKemey	
9.3	1987-1992 Revised Annual Budgets	
9.4	Country Data Sheets (Form 1550-11)	
9.5	Financial Profile of the Project	
9.6	Financial Profile of World Relief Corporation	
9.7	Other World Relief/USAID Grants	
9.8	Proposed Logical Framework	

## WORLD RELIEF MATCHING GRANT ANNUAL REPORT

### Executive Summary

On June 1, 1987, World Relief began the first year of a five year AID/World Relief matching grant designed to improve World Relief's ability to provide technical assistance to its counterpart organizations in the area of income generation. Activities funded under the grant included the appointment of an income generation technical specialist at the World Relief headquarters, the use of workshops and other training methodologies to develop income generation capabilities among seven specific World Relief counterparts, and support for counterpart project staff to conduct over 110 income generation projects in the field.

During the first year of the project, World Relief concentrated primarily on activities related to project start-up. After an internal search for an income generation specialist was unsuccessful, a search for an outside candidate was begun. The reporting, administrative, and financial systems needed to support the project were established. World Relief's counterparts also appointed income generation project staff and began to develop income generation projects. World Relief also initiated a new counterpart relationship with ASIDE, a Guatemalan organization serving over 30 tribal Indian groups in Guatemala. Finally, World Relief's regional directors provided training and technical support to the seven counterparts involved in the project.

Administrative support for the project was provided by a World Relief staff member assigned to the project during the period of September through December 1987, and an experienced administrator seconded to World Relief by another organization during the period of January through June 1988. Project budgets were reviewed with counterparts and integrated into the existing World Relief financial management system. As spending patterns developed, the project budget was revised to reflect these patterns. Finally, a draft counterpart agreement was prepared for approval by all participating counterpart organizations.

The project did experience some delays during the start-up period. Some of the delay resulted from the fact that funding for the project began to flow several months after the project had been approved. In addition, the search for an income generation specialist has required more time than anticipated. As a result, some of the activities planned for the first year have been delayed by several months. However, these delays will not affect the achievement of long-term

World Relief Matching Grant  
Executive Summary  
Page 2

project objectives and will be resolved by additional activity during the second year of the project.

During the first project year, World Relief spent \$313,121. This compared to a budgeted amount of \$365,000. or \$51,879. less than anticipated. The delays in project start-up described above accounted for most of the under-spending. A revised budget outlining how the unspent funds will be used during subsequent project years has been prepared and is attached to this annual report.

## 1.0 BACKGROUND TO THE GRANT AND PROJECT CONTEXT

### 1.1 Organizational Background:

World Relief is a wholly-owned subsidiary and the international relief and development arm of the National Association of Evangelicals (NAE), a membership organization consisting of 45,000 evangelical churches representing 4 million church members from more than 70 denominations in the U.S. As a result of its relationship with the NAE, World Relief is also associated with the Evangelical Foreign Missions Association, which includes 81 member missions and over 10,000 missionaries. Finally, World Relief is related to the World Evangelical Fellowship which represents national associations of evangelical churches in 56 countries.

The purpose of World Relief is to enable evangelical churches to improve the welfare of poor and suffering people in the countries where these churches are located. The strategy used by World Relief to accomplish this purpose is to develop counterpart organizations in those countries where it supports development project activity. These counterpart organizations, which generally represent the indigenous evangelical churches located in each country, enable these local churches to implement development projects in their communities. As a result, these counterpart organizations must develop the ability to define needs, design effective projects to respond to these needs, and operate and evaluate those development projects which have been approved for funding.

World Relief implements this strategy by providing the training and technical support needed by its counterparts to carry out their work of project design, operation, and evaluation. As a result, World Relief conducts training workshops and employs staff who advise World Relief's counterparts in the establishment of effective administrative, financial, and program delivery systems.

### 1.2 Project Context:

World Relief has been successful in using leadership training and management development techniques to establish an international network of counterpart organizations. While it will continue to use these skills to maintain and develop this network, World Relief has also recognized that the nature of the assistance required by its counterparts is changing. Many World Relief counterparts now have the administrative and programmatic skills required to create, operate, and evaluate effective development projects. However, these projects often involve a variety of development methodologies

and objectives, forcing World Relief's counterparts to stretch their limited resources across a number of technical areas. As a result, some projects lack a strong technical foundation and therefore are not as effective as they could be.

To address this problem, World Relief has determined that projects carried out by its counterparts should focus on specific technical areas in order to be more effective. After consultation with its counterparts and a review of various technical alternatives, World Relief selected income generation as the technical area which was most compatible with the goals, expertise, and current operational methodologies of its counterparts. Since most of these income generation activities would focus on women and involve the processing of new or existing agricultural products, World Relief determined that it should develop a secondary level of expertise in the areas of agriculture and women in development as well.

Seven countries have been selected as the focus for project activity. These countries were selected on the basis of the following criteria:

1. Presence of a socio-economic infrastructure which would contribute to the success of income generation strategies.
2. Presence of a World Relief counterpart with a mature management base and significant experience in the operation of development programs.
3. Willingness by the counterpart to cooperate in this project and commitment to the concept of income generation.
4. Potential for continuation of income generation activities beyond the life of this project.
5. Location in countries eligible for AID assistance.
6. Natural contacts with the field which would permit the rapid identification of income generation opportunities.

### 1.3 Project Funding:

Funds provided by the matching grant are used to improve World Relief's capability to provide technical support to its counterparts as well as the ability of selected counterparts to develop income generation projects. World Relief's primary source of funds are contributions received from the private sector. While these donors support the use of World Relief's counterpart network as the delivery mechanism for the projects supported by their contributions, it has been difficult to develop an adequate amount of private funding to improve the effectiveness of these counterparts. Matching grant funds have enabled World Relief to overcome this obstacle by providing the resources needed to improve its own development expertise as well as its ability to strengthen the capabilities of its counterpart network.

Most of the World Relief counterparts involved in this project receive private and governmental support in addition to the funds provided by World Relief. Funds provided by these sources are normally committed to specific projects and include some support for counterpart administrative expenses. Despite the increasing availability of non-World Relief funds that can be used to support project activities and administrative operations, counterparts continue to look to World Relief for assistance in improving and strengthening their institutional capabilities.

As World Relief counterparts grow in their ability to develop effective income generation projects, outside funding sources for these projects should increase. In addition, assuming an adequate repayment rate, funds provided to income generation projects will also become available for recycling to other projects. Meanwhile, external matching grant funding is needed for the institutional growth and development of World Relief and its counterpart network.

## 2.0 PROJECT METHODOLOGY

### 2.1 Project Goals and Strategies:

The goal of this project is to improve the ability of evangelical Christian churches to respond to human need by providing significant development assistance to them so that they can provide direct assistance to the poor in their own communities. The purpose of the project is to develop World Relief's ability to provide technical assistance primarily in the area of income generation and secondarily in the areas of agriculture and women in development to its related counterparts so that these counterparts will develop the ability to carry out effective income generation projects on their own.

The objectives of the project include the following:

1. Development of World Relief's ability to provide technical assistance in income generation to its counterparts.
2. Development of the ability of seven World Relief counterparts to successfully design, implement, and evaluate income generation projects in the field.
3. Development of 184 income generation projects in seven countries. 75% of these projects will still be operating at the end of the project.

The approach to achieving these objectives involves the employment of key income generation staff located at the World Relief headquarters as well as in each counterpart program office. The income generation specialist located at the World Relief headquarters will provide training in income generation programming

to the counterpart income generation staff. Funds will also be provided to counterparts to initiate income generation projects which will serve as the basis for on-site training and staff development.

The methodology used in the project involves the following:

1. Consultation with other development organizations with established expertise in income generation.
2. On-site training workshops focused on actual income generation projects and case studies developed by counterpart staff.
3. The development of training materials and technical resources by the income generation specialist located at the World Relief headquarters.
4. Individual consultation and project evaluation by consultants and the World Relief income generation specialist.
5. The implementation of a number of specific income generation projects to be used for on-the-job training by the counterparts.
6. Coordination at the field level with other local organizations involved in income generation projects.

The project strategy is to:

1. Strengthen World Relief's capabilities in income generation programs by employing an income generation specialist.
2. Strengthen the income generation capabilities of World Relief's counterparts by providing funds for the employment of income generation program staff by each counterpart.
3. Increase the quantity and quality of income generation projects implemented by World Relief's counterparts by providing project funds and training to project staff.
4. Use existing income generation expertise developed by several World Relief counterparts as the basis for training staff of other counterparts.
5. Develop an ongoing funding base for income generation programs by submitting project funding requests to businessmen in the U.S.

## 2.2 Key Inputs and Outputs:

Key inputs used to achieve this strategy include the following:

1. Adding specific expertise in the area of income generation to World Relief's central development staff.
2. Extending the impact of agricultural expertise available within the World Relief counterpart network by making this

3. Using women in development staff in Burkina Faso as resources for other World Relief counterparts.
4. Using women in development projects in Burkina Faso as pilot projects to test and develop replicable income generation projects that serve women as the primary beneficiaries.
5. Conducting workshops in countries where World Relief counterparts have developed successful and distinctive income generation projects.
6. Using counterpart staff with expertise in income generation to train staff from other counterparts.
7. Providing technical resources and consultation to those counterparts participating in the project.
8. Providing funds to support the creation of specific income generation projects in each country to provide opportunities for experimentation and learning and also to provide a direct benefit to participating communities.

The target groups served by the project include the following:

1. The poor living in communities served by World Relief counterparts in Burkina Faso, Senegal, Guatemala, Haiti, Sri Lanka, Bangladesh, and the Philippines.
2. World Relief counterpart staff.
3. Church leaders and local churches related to World Relief counterparts.

The outputs expected to result from this project include the following:

1. World Relief will develop the capacity to provide its counterparts with competent technical assistance in the area of income generation.
2. The counterparts in Burkina Faso, Guatemala, Haiti, the Philippines, Senegal, and Sri Lanka will have the capability to design and implement income generation projects without significant outside support from World Relief.
3. The counterpart in Bangladesh which is participating as a resource for demonstration and training will benefit from improved effectiveness and creativity in the design and implementation of income generation projects.
4. The development of 184 income generation projects. Three-fourths of these projects will continue to operate after the completion of the matching grant.

2.3 Comparison of Proposed and Actual Accomplishments:

2.3.1 Proposed accomplishments. During the first year of the grant, World Relief planned to:

1. Hire an income generation specialist to join World Relief's headquarters staff.
2. Assist its counterparts in recruiting and appointing income generation project staff.
3. Establish cooperative agreements with each counterpart involved in the grant.
4. Conduct an income generation workshop in Bangladesh.
5. Assist its counterparts in establishing at least two income generation projects. One of these projects would focus on the needs of women.
6. Assist counterparts in preparing a study of the economic environment in each country and developing strategies for income generation projects which would have the greatest economic benefit.
7. Establish a World Relief counterpart in Guatemala.

2.3.2 Actual accomplishments during the first year of the project:

1. A temporary income generation specialist was employed to help start-up the grant while a permanent replacement was recruited for this position. A grant administrator seconded to World Relief helped to establish the administrative systems needed to operate the grant.
2. A cooperative agreement was prepared for review and approval by the counterparts involved in the project.
3. All cooperatives appointed specific staff to oversee income generation projects.
4. Training of counterpart staff began in Latin America and Africa.
5. Eighteen income generation projects were initiated.
6. A relationship with a World Relief counterpart was established in Guatemala.

2.3.3 Explanation of variances. The start-up of the project was delayed for several reasons:

1. Official notice of grant approval was received by World Relief in September 1987, when funds began to be available for implementation of the project. The actual starting date for the grant was set at June 1, 1987, in order to enable World Relief to maintain the program infrastructure which had been established after the initial notice of grant approval in February 1987. However, World Relief had

postponed most grant activity until it received formal notification of grant approval in September. As a result, the first year of the grant involved only nine months of significant grant activity. The major focus of these nine months involved project start-up, staff recruitment, and communication with the field.

2. Several of the counterparts involved in the grant were located in countries which experienced significant internal civil problems. Bangladesh and Haiti both held elections which involved months of uncertainty and civil strife. Sri Lanka continues to suffer from violence related to ethnic differences in that country. Burkina Faso experienced a violent change in leadership as its president was assassinated. Finally, the Philippines continues to face unrest and the NPA has threatened several projects supported by World Relief. World Relief's response to these difficulties has been to slow the pace of project start-up so that its counterparts would not face the added pressure of starting new projects and initiatives at a time when they needed to focus on the stability of their current activities. In Burkina Faso and Bangladesh political tensions have eased. In Haiti, Sri Lanka, and the Philippines, counterpart staff are moving slowly to initiate new income generation projects while avoiding high visibility or added pressures on their staff.
3. Appointment of an income generation specialist at the World Relief headquarters was delayed as internal options were explored. At this point, no internal candidates have been identified. As a result, inquiries submitted in response to recruitment efforts over the past six months are being reviewed and an appointment should be made within the next two months. While temporary staff have assisted in the start-up of the grant, the development of the first training workshop and training materials have been delayed until a specialist is appointed. Initial technical assistance in income generation has been provided to counterparts by World Relief's regional directors.
4. Delays in project start-up and in the appointment of an income generation specialist have resulted in delays in negotiating cooperative agreements between World Relief and its counterparts. However, no difficulties in negotiating these agreements are anticipated.

### 3.0 MONITORING AND EVALUATION.

3.1 Baseline Data: Since the location and target population for income generation projects were not established at the time that the

grant proposal was written, no baseline data on project beneficiaries was available. As projects are implemented, information about the number of project participants as well as studies on income and employment statistics for these participants will be prepared and evaluated.

Other baseline data involving training activities, the number of projects implemented, and the number of counterparts involved, remain unchanged from the original proposal.

3.2 Targets: The target groups described in the proposal have not changed in the first program year.

3.3 Critical Indicators of Effectiveness: Critical indicators related to project success include the following:

1. Number and type of training activities conducted.
2. Number of projects initiated by World Relief counterparts.
3. Change in income and employment status of project participants.
4. Ability of World Relief counterparts to develop income generation projects which are approved for funding by sources outside of the matching grant.
5. Loan repayment rates.
6. Number of projects which are able to continue past the first cycle of funding.
7. Number of counterparts not included in this project which receive training in income generation from World Relief staff.

3.4 Benchmarks of Project Progress:

Proposal	First Program Year	
	Goal	Accomplishments
Projects started:	14	18*
Projects completed:	0	0
Counterparts in place:	7	7
Workshops held:	1	0
Loan repayment rates:	90%	NA
Add'l counterparts trained:	0	0
Projects funded by others:	0	0
Number employed:	NA	NA
Increase in income:	NA	NA

\*The 13 projects started include the following: Bangladesh (4), Burkina Faso (2), Guatemala (1), Haiti (5), Philippines (3), Senegal (3) - and Sri Lanka (0).

3.5 Monitoring Plan: In the absence of a permanent income generation specialist, the project has been monitored during the first year by the three World Relief regional directors and by the World Relief associate executive director for international programs. Each counterpart has received at least one site visit to date. The existing World Relief project reporting system is providing project information as needed.

As the project completes the start-up phase and a permanent income generation specialist is appointed, a specific income generation reporting system will be established to provide ongoing information regarding project accomplishments and activities.

3.6 Evaluation Plan: As a result of the delays in project start-up, the timing of the annual program review will be postponed until the first quarter of the second project year. Otherwise, all evaluation plans remain as outlined in the project proposal.

3.7 Mid-Course Assessment: On the basis of discussions with World Relief's regional directors, the training strategy outlined in the original grant proposal has been modified. The initial strategy involved the use of a three week workshop during the last quarter of the first year of the grant. This workshop would be held in Bangladesh and would involve all key counterpart staff. Since the start-up of the grant has been delayed for the reasons outlined above, counterpart staff have found themselves at many different levels of project implementation. Given varying levels of staff selection and project development, World Relief determined that it would be premature to conduct a major workshop for all counterparts. In addition, World Relief staff determined that it would be more effective to focus on smaller training programs within the regions themselves than to start the training process with a major workshop outside of the region. The reasons for this change are as follows:

1. Each participant receives more personal attention because the training sessions involve fewer people.
2. Initial training now takes place within a cultural context which is familiar to the participants rather than taking many of the participants outside of their own cultural and economic environments for their initial training.
3. Training takes place at a smaller scale which is more appropriate, increases the level of comfort for the participants, and therefore enhances the learning which takes place.
4. Much of the training involves sharing between counterpart staff under the guidance of a World Relief staff person with expertise in income generation. This also strengthens the learning which takes place because it involves dialogue and group activity.

While the initial training strategy has been modified to some extent, the commitment to significant workshop experiences involving all project participants continues to be a key element of the overall training experience. However, these workshops will be supplemented and occasionally replaced with more intimate and localized training activities as needed.

#### 4.0 REVIEW AND ANALYSIS OF PROJECT RESULTS BY COUNTRY

##### 4.1 Bangladesh:

The Christian Service Society (CSS) in Bangladesh has successfully conducted a variety of income generation projects for many years. Thousands of Bangladeshis in the area around Khulna, Bangladesh, are involved in cooperatives and village groups which receive loans from CSS for agricultural projects, start-up capital for small businesses, tools to improve productivity of fishermen and farmers, etc.

An important feature of the CSS income generation program involves the integration of a child survival program supported by AID into the income generation programs which CSS has operated for a number of years. This is an exciting possibility which was not anticipated in the matching grant proposal. World Relief is exploring this integration of child survival and income generation programs for several reasons:

1. By grafting the child survival health message into an established community development program, CSS plans to increase the long-term effectiveness of the child survival program as well as its sustainability and acceptance by the communities served by CSS.
2. World Relief hopes that the use of CSS' income generation strategies and infrastructure to carry out child survival programs will produce child survival strategies which are sustainable and effective. Village health workers will receive loans and other forms of economic assistance to promote their involvement in the child survival programs. Since these loans will cycle back into the program, the possibility exists that the costs for sustaining a child survival program may be significantly reduced.

4.1.1 Outputs: 150 families received loans which enabled them to start or expand small businesses.

4.1.2 Effects on Target Groups: It is too early to determine any effects on target groups. However, a survey of a recent sample

of those participating in CSS income generation projects indicated that family incomes doubled as a result of participation in these projects.

4.1.3 Local Resource Linkages: Bangladesh has the second lowest per capita GNP of any country in the world. As a result, local resources are very limited. However, CSS does charge 12% interest on its loans and repayment rates to CSS exceed 90%. Given interest income and the high level of loan repayments, CSS is able to recycle a substantial amount of loan capital to new recipients each year. In addition, CSS has begun to receive support for its programs from several European donors. This support has enabled CSS to expand its programs as well as to underwrite some of its administrative expenses.

4.1.4 Impact on Local Institutions, Policies and People: By increasing the income of thousands of people involved in its projects, CSS has generated jobs and income for many others who are not involved in the CSS projects. These people benefit from the increased purchasing power of CSS project beneficiaries because they sell goods and services to CSS beneficiaries which they could not afford if they had not received assistance from CSS. In addition, CSS often provides advocacy services for beneficiaries who need assistance from the government or other institutional service providers. Finally, CSS purchases of supplies and equipment for project activities stimulate other local businesses and suppliers.

4.1.5 Unintended Effects: No apparent unintended effects have occurred during the first year of the project.

4.1.6 Problems: The ability of CSS to involve outsiders in its projects was hampered this year by local elections which occurred in February. Violence and civil disruption plagued the countryside for months prior to these elections. It was difficult for expatriates to visit CSS and its projects in the field. Several World Relief representatives who did visit CSS found it impossible to travel around the countryside and faced several threatening situations as they travelled in Dhaka itself. While CSS was able to continue its projects without much difficulty, it was difficult and at times unwise to facilitate visits by outside program staff. As a result, communication with CSS depended primarily on written exchanges rather than personal visits and discussions. This delayed the ability to effectively implement the grant at the schedule which had been outlined in the proposal. It has also resulted in a level of communication with the Bangladesh USAID mission which needs to improve in the coming year.

Political tensions in Bangladesh have eased now that the local elections have taken place. Visits to CSS by World Relief staff

have increased. Communication about the grant and CSS role within the grant have improved considerably as a result. CSS has almost reached the level of performance outlined in the initial grant proposal.

4.1.7 Planned Accomplishments:

1. Establish several small model demonstration income generation projects.
2. Coordinate the first training workshop for the matching grant program.

4.1.8 Actual Accomplishments:

1. Four small income generation projects were established.
2. The training workshop was not conducted.

4.1.9 Explanation of Variances: The training workshop was not conducted as a result of delays in hiring an income generation specialist, an adjustment in training strategies for the project, and civil unrest in Bangladesh.

4.1.10 Plans:

1. Maintain current level of project development.
2. Strengthen relationship with USAID mission in Dhaka.
3. Provide training to counterpart representatives from Philippines and Sri Lanka.
4. Prepare for large scale workshop to take place during the second year of the project.
5. Document project outcomes for projects supported by the grant in its first year of operation.
6. Initiate a process of leadership training for several CSS program staff who could be considered as a replacement for the director within the next five years.
7. Continue the process of integrating income generation and child survival programs.

4.2 Burkina Faso: World Relief Burkina Faso (WRBF) is an indigenous PVO with a national director and a national board of advisors. WRBF projects focus on agricultural training, women in development, water resource development, and emergency food assistance in response to the current famine emergency. During the past year, WRBF has received over \$1 million in contributions from European and Canadian organizations. This level of financial support demonstrates the growing capability of WRBF and the increased confidence which it has received from donors outside of World Relief.

WRBF income generation activities include a variety of projects for women, from grain mills to soap making and cooperative development. These projects are supervised by two trained women in development coordinators who are also available as resources to other World Relief counterparts in West Africa.

4.2.1 Outputs: Representatives of 10 local women's groups have received training and financial assistance in the use of small gardens to grow money-making crops. Two other women's groups have received training and financial assistance in the development of soap-making cooperatives. Finally, two grain mills operated by women's cooperatives were installed during the past year.

4.2.2 Effects on Target Groups: It is too early in the life of the project to determine the effect of the project on the groups involved.

4.2.3 Local Resource Linkages: WRBF has received substantial support from CIDA, USA for Africa, and several European donors. Local resources from the repayment of loans for grain mills and other projects have been recycled into support for additional projects. In-kind labor and services have been provided to several of the projects listed above.

4.2.4 Impact on Local Institutions, Policies, People: No impact on local institutions, policies, or people outside of the project have been identified at this point in the life of the project.

4.2.5 Unintended Effects: No unintended effects have been identified at this time.

4.2.6 Problems: The coup which occurred in 1987 still impacts the work of WRBF today. The new government has delayed approval of many social welfare programs until it completes the formulation of a national development plan that will establish guidelines for PVOs working in Burkina Faso. In addition, the current drought and famine have significantly affected several areas of Burkina Faso where WRBF projects are located. As a result, WRBF has had to temporarily concentrate on meeting basic needs rather than continuing its work with income generation activities.

4.2.7 Planned Accomplishments:

1. Establish two income generation projects that will focus on soap making, grain mills, weaving, or agriculture.
2. Continue women's training sessions at the Poundou Training Center.
3. Appoint staff to income generation project positions.

4.2.8 Actual Accomplishments:

1. Training sessions have been held at the Poundou Training Center for representatives from 10 local women's groups. The women participating in these sessions have learned how to grow garden vegetables that are acceptable and can be sold to the people of the area. Five training sessions have already been held.
2. In the soap-making program, two women are currently in training in the town of Ouahigouya. When they complete their training they will begin to teach others in soap-making. A shelter is being constructed to house the equipment and the classes.
3. Two grain mills have been installed and will be in operation before June, 1988.
4. One of the women in development coordinators is in training in Togo in a program sponsored by the World Bank. The other coordinator finished a training program sponsored by CIDA in 1987.
5. Income generation staff have been identified and appointed.

4.2.9 Explanation of Variances: No variances between planned and actual accomplishments have been identified at this time.

4.2.10 Plans:

1. Establish six income generation programs.
2. Provide training in women in development to World Relief programs in Senegal.

4.3 Guatemala:

World Relief's activities in Guatemala have been distinct from its activities in the other countries involved in this project. Guatemala is the only country where World Relief proposed the establishment of a counterpart relationship as part of the grant proposal. All other counterparts involved in the project had already established strong relationships with World Relief. As a result, the first year of the project has involved a series of interactions between World Relief and ASIDE, its counterpart in Guatemala, as well as the identification of key staff to facilitate this relationship. While training and assistance in income generation has begun, the primary focus of World Relief's activities in Guatemala in the first project year has involved the development of its relationship with ASIDE.

4.3.1 Outputs: One income generation project involving a restaurant operated by a cooperative which provides employment to 30

Guatemalans and a training base for future income generation projects.

4.3.2 Effects on Target Groups: It is too early in the life of the project to determine the effects of the project on those who are involved.

4.3.3 Local Resource Linkages: World Relief Guatemala, in cooperation with ASIDE, intends to involve Guatemalan professionals as volunteers and part-time workers who will provide technical assistance and support to ASIDE in the design and implementation of its project. In addition, ASIDE has already established its own administrative structure and linkages with local governmental and private groups. Resources provided by these groups will provide a stable financial base for ASIDE's administrative operations.

4.3.4 Impact on Local Institutions, Policies, People: The first income generation project conducted by ASIDE will benefit hundreds of people who sell goods at the primary market in Guatemala City where the income generation project is located.

4.3.5 Unintended Effects: No unintended effects have been observed to date.

4.3.6 Problems: The initial grant proposal anticipated the development of a relationship between World Relief and the Evangelical Committee for Integrated Development (CIDE) and a secondary partnership relationship between World Relief and ASIDE. CIDE is the relief and development arm of the Alliance of Evangelical Churches of Guatemala. While World Relief intends to provide some support and assistance to CIDE, further examination of how World Relief could most productively be involved in Guatemala determined that CIDE had several limitations and that a relationship between World Relief and ASIDE would more effectively achieve the purpose of the project. In addition to a stable administrative structure and a membership of a number of church groups, ASIDE maintains close relationships with 30 indigenous Indian tribal groups in Guatemala. These tribal groups involve the poorest and neediest residents of the country. ASIDE enjoys the confidence of these tribal groups and is seriously committed to developing projects which will relieve the poverty of these groups.

World Relief's plan for the remaining years of the project is to focus on ASIDE as its primary counterpart. ASIDE will conduct various income generation projects among the tribal Indian groups with which it is related. At the same time, World Relief will also provide technical assistance and some limited financial support to CIDE at a level which allows CIDE to grow at a natural pace appropriate to its own priorities and commitments to growth.

4.3.7 Planned Accomplishments:

1. Employ a World Relief income generation specialist in Guatemala.
2. Establish a counterpart relationship between World Relief and CIDE.
3. Complete two income generation projects.
4. Conduct one leadership development seminar for counterpart staff.

4.3.8 Actual Accomplishments:

1. Salvador Gonzalez employed as World Relief income generation specialist in Guatemala.
2. Relationship established with ASIDE as World Relief's counterpart in Guatemala.
3. Agreement reached with CIDE to provide technical and financial assistance as requested.
4. Two income generation projects will be initiated by the end of the first project year.
5. Completed the establishment of a World Relief Guatemala office with an appropriate level of financial and management support systems.

4.3.9 Explanation of Variances: The change in focus from CIDE to ASIDE is explained above. The fact that a leadership development seminar was not conducted in the first project year is based on the need for additional time to assess ASIDE's needs for leadership development training and to develop a suitable strategy for meeting these needs before a leadership training seminar is conducted. Since ASIDE is not a brand new organization, training of its leadership staff must be based on a reliable understanding of the strengths and weaknesses of the ASIDE leadership team.

4.3.10 Plans:

1. Implement five new income generation projects.
2. Assist ASIDE in developing credit policies and project approval criteria.
3. Identify additional volunteer and part-time consultants who will participate in the design and implementation of ASIDE income generation projects.
4. Provide training in bookkeeping and other simple business management skills to project participants.

4.4 Haiti:

World Relief cooperates with the Committee on Development and Planning (CODEPLA) in Haiti. Several years ago, CODEPLA committed

itself to change its focus from general development to a concentration on income generation projects. Since that time, CODEPLA has implemented small scale income generation projects among village cooperatives. These cooperatives market their products to larger enterprises which process and add value to raw products and return the profits to the cooperatives. This in turn filters down to the farmers which grew and processed the products.

4.4.1 Outputs: Project outputs have included three income generation projects involving several hundred cooperative members and training for Guatemalan counterpart staff.

4.4.2 Effects on Target Groups: It is too early in the life of the project to determine the effects of the project on related target groups.

4.4.3 Local Resource Linkages: CODEPLA has adapted its focus on income generation activities to include projects which meet two critical needs in Haiti--reforestation and pig repopulation as a result of the destruction of the pig population in Haiti due to an outbreak of swine fever several years ago. As a result, it has distributed hundreds of pigs and enabled the planting of millions of trees over the past three years. One of the most significant features of the CODEPLA reforestation and pig repopulation projects is that all of these projects include an income generation component. In fact, the motivation for participation in the project and for maintaining a high quality of ongoing involvement by the villager is based on an income generation strategy. For example, reforestation projects often involve the development of charcoal production cooperatives which are taught to raise and carefully harvest trees that are received as seedlings. Farmers receiving pigs are enrolled in cooperatives which provide training in effective pig raising techniques and which require the return of a certain number of piglets from each farmer for distribution to other farmers interested in participating in the cooperative. As a result, CODEPLA has demonstrated the ability to adjust its income generation strategies to support programs which meet other critical needs in the country without compromising its own commitments to income generation activities.

4.4.4 Impact on Local Institutions, Policies, People: In several cases CODEPLA projects have helped to stabilize marginal communities which would have disbanded and moved to Port-au-Prince if they had not participated in CODEPLA's income generation projects. Several CODEPLA income generation projects have also contributed to the reforestation of a number of areas in Haiti.

4.4.5 Unintended Effects: No unintended effects have been identified at this time.

4.4.6 Problems: While CODEPLA has established considerable sophistication in the development of income generation projects, its experience is still quite limited in terms of the length of time which the projects have succeeded. Furthermore, CODEPLA's growth is limited by the fact that it has one very capable leader who is finding it difficult to identify and train others to assist him in leadership. Finally, the civil unrest of the past few years has made it difficult to establish and manage projects on a predictable and stable basis. Travel throughout the countryside has been uncertain and dangerous at times. Those living in communities in Haiti have been distracted by political difficulties and civil unrest. Political developments have created problems with morale among many Haitians who would otherwise be committed to helping themselves. The economy is very uncertain and tentative, making income generation projects of any scale more risky and difficult to implement.

Most of these factors are outside the control of CODEPLA. As a result, its primary response has been to maintain a low profile in new project development and to carefully nurse its existing projects while waiting for a resolution of the political uncertainties which exist in Haiti. World Relief staff have visited CODEPLA to provide support and encouragement, although travel to Haiti has been difficult at times. It appears that CODEPLA has been able to carry out its responsibilities in the project despite the political uncertainties it has faced.

4.4.7 Planned Accomplishments:

1. Establish 2 demonstration income generation projects.
2. Provide training in income generation methods to other counterpart staff upon request.

4.4.8 Actual Accomplishments:

1. Projects which have been funded during the first year of the grant include the following:
  - a. A grain mill for a cooperative in St. Jean du Sud.
  - b. Grain storage facilities in several communities throughout Haiti which will enable farmers to sell their crops at a time when the market for their crops is not glutted and prices are higher.
  - c. Cashew production and tree planting for small farmers in St. Jean du Sud who are part of the cashew growers cooperative which is processing and selling cashews to upper income Haitians in Port au Prince.
2. Income generation training has been provided in Haiti to

CODEPLA staff and to Guatemala staff by the Latin America regional director for World Relief.

4.4.9 Explanation of Variances: There are no significant variances between planned and actual project accomplishments.

4.4.10 Plans: Plans for CODEPLA for the next project year include the following:

1. Conduct feasibility studies to replicate the cashew marketing concept in other product areas.
2. Establish three new projects with matching grant funds.
3. Continue to monitor existing project activity.
4. Provide training and technical assistance to counterpart staff from other countries.
5. Continue to focus on the selection and development of effective leaders for CODEPLA projects.
6. Closely monitor political development to minimize disruption to existing projects and to maintain an appropriate level of new project activity.

#### 4.5 Philippines:

World Relief's involvement in the Philippines is channeled through Philippines Relief and Development Services (PHILRADS), the relief and development arm of the Philippines Council of Evangelical Churches. PHILRADS supports projects throughout the Philippines, although it has focused project activity in the southern part of the country.

4.5.1 Outputs: Three income generation projects have been initiated.

4.5.2 Effects on Target Groups: It is too early in the development of the project to determine any effects on target groups.

4.5.3 Local Resource Linkages: PHILRADS generally integrates income generation projects into a broader range of community development activities. While income generation generally stands at the heart of each project, agricultural assistance, literacy training, and health activities are often included in the project mix. PHILRADS also conducts income generation projects in urban areas as well as rural areas. As a result, it is gaining a broad scope of experience in both urban and rural settings.

4.5.4 Impact on Local Institutions, Policies, People: Given the complex political situation in the Philippines today, PHILRADS

projects are contributing to the stability of a number of communities which might otherwise join in support of the NPA or other movements designed to destabilize the current national government.

4.5.5 Unintended Effects: No unintended effects have been observed to date.

4.5.6 Problems: PHILRADS projects are experiencing some opposition from the New People's Army. Projects have not been substantially disturbed by this opposition until now but tensions are rising. Political uncertainties throughout the Philippines have resulted in death threats to the executive director of PHILRADS and opposition to other project leaders as well. These tensions decrease the ability of PHILRADS to focus primarily on project development.

4.5.7 Planned Accomplishments:

1. Develop two income generation projects.
2. Recruit and appoint income generation staff members.

4.5.8 Actual Accomplishments:

1. PHILRADS has appointed income generation staff as planned.
2. Three income generation projects have been initiated.
3. PHILRADS staff have conducted a number of training sessions for community leaders in the basic principles of project management and community development. These training sessions have also included information about income generation.

4.5.9 Explanation of Variances: There have been no significant variances between actual and planned accomplishments.

4.5.10 Plans:

1. The World Relief regional director for Asia will visit PHILRADS projects and provide consultation in income generation during a visit to the Philippines in July.
2. Establish 4 additional income generation projects.
3. Continue to monitor and refine the income generation projects established in the first project year.
4. Provide training to at least two PHILRADS staff in the area of income generation project development.
5. Document credit policies, project selection criteria, and loan repayment procedures for PHILRADS income generation projects.

#### 4.6 Senegal:

World Relief Senegal (WRS) is located in Dakar and oversees programs throughout Senegal. A staff of four people consult with an advisory board and receive supervision from the World Relief deputy director for Africa. All staff are Senegalese nationals. WRS has just begun to implement income generation projects in Senegal during the past year. Several projects involve loans to women's cooperatives to purchase and operate grain mills. Women have also been formed into working groups and are excited about the income generation concept.

4.6.1 Outputs: Three grain mills have been installed in separate villages and seven women's cooperatives have been formed. A training center for women has been initiated.

4.6.2 Effects on Target Groups: It is too early in the life of the project to determine the effect of the project on its target groups.

4.6.3 Local Resource Linkages: WRS projects have received support from USA for Africa and several European donors. In addition, funds provided as loans to the income generation projects will be recycled to similar projects as the loans are repaid.

4.6.4 Impact on Local Institutions, Policies, People: Approximately 80% of WRS' program is focused on women in development. With the building of a training facility in the Djourbel region, many women from that area will benefit directly from the literacy program.

There has also been a great impact from the use of the grain mills themselves. It is estimated that women spend up to 4 hours daily in pounding grain for use in food preparation. A grain mill reduces the time needed to about 15 minutes. Besides this time savings, women participating in the cooperatives have also been trained in new skills such as operating the grain mill and bookkeeping.

4.6.5 Unintended Effects: There have been no unintended effects to date.

#### 4.6.6 Problems:

1. Culturally the Serere Senegalese do not live in concentrated villages but rather live in groupings along family lines. This has made it difficult to form them into groups.
2. Illiteracy is still a problem among the women which makes it difficult to initiate programs. World Relief has integrated literacy programs into its income generation

- projects in order to overcome this limitation.
3. The current drought and famine have forced WRS to concentrate more on food relief and water resource development and have delayed the development of some WRS income generation projects.

4.6.7 Planned Accomplishments:

1. Establish two income generation programs.
2. Create a national advisory board to advise World Relief in Senegal on the implementation of income generation projects.
3. Train World Relief Senegal national staff in income generation principles.
4. Build a training center for women's groups for the women in development emphasis in the income generation program.

4.6.8 Actual Accomplishments:

1. A national advisory board was created in December. This board consists of local church leaders who advise the World Relief Senegal staff.
2. A development training workshop for national church leaders was held in December.
3. An income generation study was conducted by World Relief in order to ascertain what programs other PVOs in Senegal were involved in. The purpose of this study was to give World Relief an overview of what is currently being done and how World Relief can benefit from other PVO experiences.
4. A training center is currently under construction to be used in the women in development program. It is 50% complete and will conduct training in income generation, literacy, gardening, and other skills when it is complete.
5. Three income generation projects have been established.
6. Women's groups have been formed in 7 villages. These groups will be responsible for the operation of diesel powered grain mills. Women are being trained to run these mills and to do the bookkeeping which is required.

4.6.9 Explanation of Variances: There are no significant variances between actual and planned accomplishments.

4.6.10 Plans:

1. Establish six income generation projects with matching grant funds.
2. Install three additional grain mills in separate villages.
3. Install a donkey cart mounted thresher in one of the villages which already has a grain mill.

4. Implement literacy programs to help those women involved in the income generation program.

#### 4.7 Sri Lanka:

World Relief's counterpart in Sri Lanka is Lanka Evangelical Alliance Development Services (LEADS) which is the relief and development arm of the Evangelical Alliance of Sri Lanka.

4.7.1 Outputs: No project outputs have been developed in the first year of the project.

4.7.2 Effects on Target Groups: It is too early in the life of the project to determine its effects on project target groups.

4.7.3 Local Resource Linkages: Since LEADS is just beginning to implement several income generation projects, no local resource links have been identified to date.

4.7.4 Impact on Local Institutions, Policies, People: LEADS has concentrated its project focus on victims of the current civil unrest in Sri Lanka. To the degree that its projects succeed, the negative effects of the violence and civil unrest will be reduced.

4.7.5 Unintended Effects: An unintended positive result of the project was the strengthening of the LEADS management system and the clarification of responsibilities between the executive director and the LEADS board of directors.

4.7.6 Problems: LEADS faced external political problems and internal organizational problems during the past year. The external political problems related to the civil unrest between the Tamil ethnic group and the Sinhalese government in Sri Lanka. As a result of this unrest, LEADS maintained a low level of project activity until some stability returned to the country. In addition, LEADS also faced the need to clarify its internal management structure. The LEADS board had been actively involved in the management decision-making process, requiring board approval for even day-to-day matters. This had a negative impact on LEADS' ability to effectively administer its own programs. World Relief recommended that the role of the LEADS director be strengthened in order to address this problem. After considerable study, the LEADS board accepted World Relief's recommendations. As a result, with recent improvements in the political climate and a strengthened management system, LEADS has now employed the staff needed to carry out the matching grant and has initiated several income generation projects.

#### 4.7.7 Planned Accomplishments:

1. Recruit income generation project staff.

2. Establish 2 income generation projects.
3. Complete organizational restructuring.

4.7.8 Actual Accomplishments:

1. Income generation staff appointed.
2. Three income generation projects have been initiated.
3. Organizational restructuring has been completed.

4.7.9 Explanation of Variances: While there were some delays in achieving actual accomplishments, LEADS has taken the actions necessary to put itself back on schedule in terms of meeting its planned commitments.

4.7.10 Plans:

1. Implement 4 income generation projects.
2. LEADS staff to visit CSS in Bangladesh for field training.
3. Develop credit policies and loan repayment procedures.
4. Integrate income generation strategies into rehabilitation programs targeted at victims of the current ethnic struggle in Sri Lanka.

**5.0 MANAGEMENT REVIEW AND ANALYSIS OF HQ/SUPPORT FUNCTION**

The first year of the grant focused on the establishment of the financial and programmatic infrastructure needed to implement the project, the employment of an income generation specialist, the coordination of a training program, and the facilitation of project development by World Relief's counterparts.

5.1 Project Planning and Management Activities: The financial and management systems required to administer the grant were established as needed. Project budgets were integrated into existing World Relief accounting and budgeting systems. Cash flows to each counterpart were developed, negotiated, and communicated with the field. Key issues related to the development of the project were identified for each counterpart as well as for the headquarters component of the project. Cooperative agreements were developed. Regional directors and World Relief field staff were briefed on the project itself as well as on their specific responsibilities in implementing the project.

Delays in the appointment of a permanent income generation specialist and in the approval of the grant resulted in some delay in establishing the administrative systems needed to operate the

grant successfully. Since an adequate project administrative system needed to be in place at headquarters before field activities could begin, delays in establishing this system resulted in delays in forwarding project funds to the field.

While temporary measures served to provide adequate administrative oversight, the project did not gain as much momentum as was expected in terms of the development of training materials, the establishment of inter-agency contacts, and the provision of strong technical assistance to counterparts who were involved in project development. The expected appointment of a permanent income generation specialist within the next two months should provide a stronger technical base to complement the administrative and financial base which has been developed. Plans for the next year include the refinement of a project reporting system which will provide detailed programmatic and financial administration regarding each project supported by the grant.

Despite some delays in project implementation, no problems have occurred to date which would prevent the project from accomplishing its final objectives.

5.2 Staff Resources: The fact that the starting-date of the grant was set at June 1, 1987, while an agreement was not signed until September 1987 resulted in some delay in the process of recruiting a permanent income generation specialist to administer the grant. In addition, World Relief's commitment to advancement from within resulted in a delay in external recruitment until several internal candidates could be adequately considered. Since no suitable internal candidates were found, efforts are now underway to recruit an income generation specialist from outside of the organization.

During the first project year, a World Relief staff member was assigned between September and December to assist in starting-up the grant. A full-time administrator seconded to World Relief by another organization was assigned to the grant for the period of January through June. By June, a full-time permanent income generation specialist should be appointed to this position.

World Relief's regional directors have assumed responsibility for grant administration in the field. Kevin McKemey, whose resume is included in the attachments to this report, was appointed as Latin American regional director in October. Mr. McKemey has substantial training and experience in income generation. He has committed a significant amount of his time to the development of World Relief's counterpart in Guatemala. Randall Whetzel, World Relief's Asia regional director, has been significantly involved in developments with LEADS in Sri Lanka. Other World Relief counterparts involved in the grant have also received ongoing communication and

interaction relating to the project. As a result, the start-up delays described above have not substantially affected the development of the project.

5.3 Training: The fact that the funding for the grant was approved three months after the starting-date of the grant and the need to appoint an income generation specialist before a workshop could be planned resulted in a delay in conducting the planned workshop in Bangladesh. However, a positive consequence of the delay was a review of training approaches and methodology. After discussions on the training needed to implement the project, the regional directors concluded that initial training should take place within the countries and regions as much as possible. This would permit the development of income generation models which were culturally-appropriate. Furthermore, rather than pulling project staff out of their local contexts for training, it was felt that training within the local context would be more effective at the initial stages. As a result, some training in project design and implementation did take place at the local level for most counterpart staff involved in the project.

The training phase will build on the initial training which has already taken place and will focus on the development of credit policies, project approval procedures, loan repayment methodologies, and financial accounting by project beneficiaries. This training will be conducted by the income generation specialist in cooperation with the regional director for each area. A decision on whether or not the training will involve a large group workshop or smaller regional seminars will be made during the first quarter of the second year of the project.

5.4 Logistical Support: An adequate level of logistical support was provided to the project. A secretary was appointed to provide support services. Two computers were purchased to support the headquarters staff. No specific problems or difficulties have developed in this area. Plans for the second year of the grant involve a level of logistical support at current levels.

5.5 Technical Assistance: Technical assistance during the first year of the project involved support in the recruitment of qualified counterpart income generation staff, the development of suitable criteria for project design and selection, and the development of an initial framework for project implementation. This technical assistance was provided by regional director staff during normally-scheduled meetings with each counterpart.

Technical assistance becomes more critical to the success of the project during the next three project years. During the second year, the technical assistance will focus on the development of

appropriate and effective credit policies, loan repayment methodologies, and project feasibility studies. The third and fourth years of technical assistance will focus on marketing methodologies, cooperative development issues, and alternative income generation methodologies.

5.6 Project Fund-Raising and Marketing: The first year of the project focused primarily on project start-up. However, some unsolicited contributions were provided to the project by outside donors. The balance of private funds needed to match AID funds provided to the project were raised through normal World Relief fund-raising efforts. During the second year of the project, the income generation specialist will begin to establish contacts with U.S. businessmen who might be interested in supporting the concept of income generation among the poor overseas. These contacts will increase during subsequent project years in the hopes of eventually developing a permanent funding base for ongoing income generation activities after the grant is completed.

5.7 Role of Board of Directors: The World Relief board of directors reviewed and approved the first year project budget and in principal has also reviewed the budget for the remainder of the project. One member of the World Relief board of directors recently reviewed matching grant projects in Burkina Faso. Several directors will visit other project sites during the next project year.

5.8 Development Education: Preliminary discussions have been held with several other development organizations regarding a conference for denominational leaders, executives of development organizations, and field staff on the subject of income generation. The purpose of the conference would be to share information, create awareness of the positive aspects of income generation programs overseas, and develop a stronger constituency for these programs in the U.S. This conference may occur during the third year of the project.

Other development education efforts involved newsletters and articles in various periodicals regarding the benefits of income generation projects overseas.

## 6.0 FINANCIAL REVIEW

6.1 A Project Financial Overview and a PVO Organizational Financial Overview may be found in the Appendix.

6.2 Proposed Budget Compared with Actual Expenditures: The Financial Profile for the Project is included in the Appendix (section 9.5). In it the proposed budget formulated at the inception of the project is compared with the actual expenses for

the year. Specific explanations of significant variances are as follows:

1. Workshops were not held due to the late startup of the project, thus the actual workshop expenditures are considerably less than originally anticipated.
2. In the counterpart program line item, the counterparts received additional funding in order to help them implement income generation projects.
3. Expenditures for program management were considerably less than budget because a full-time income generation specialist has not yet become involved in the program. In addition, the agriculturist in Burkina Faso was unable to dedicate full time to the income generation program and only a portion of his salary has been covered under the grant.
4. Due to the late startup and delay in hiring a full-time income generation specialist, an evaluation was not conducted during the first grant year.
5. The indirect costs are under budget because of the direct cost variances listed above.

Updated estimates for remaining project years can be found in the Appendix (section 9.3, pages 1-6). The budget dated April 20, 1988 reflects adjustments made to the original program budget for the following reasons:

1. The revised budget is based upon equal distribution of funds for each of the project years eliminating the 2.5% inflation factor that was built into the original budget.
2. Due to the late startup of the program not all of the allocated funds will be spent during the first program year. For this reason, the unspent balance from the first year has been added to the budget for the second grant year.
3. Grant years three through five allocate equal distribution of funds for each year of the project.

6.3 Letter-of-Credit Procedures:

Approved Letter of Credit:		\$365,000.00
Draw-downs to date:		
11/02/87	\$	8,919.00
03/02/88		21,569.07
04/20/88		20,989.00
May draw-downs		220,004.93
		<u>(271,482.00)</u>
Remaining Letter of Credit:		\$93,518.00

At the beginning of each month, World Relief draws from the letter-

of-credit based on anticipated expenditures for that month. Variances between anticipated and actual expenses are included in the next month's draw-down.

World Relief anticipates a significant increase in draw-downs in the months of April and May to meet the revised 1987-88 budget.

6.4 Fund-Raising Plans and Activities: World Relief includes fund-raising for its share of matching-grant costs as part of its normal fundraising strategy, including appeals to individual donors, special campaigns focused on church groups, and presentations to foundations and other funding organizations. Fund-raising plans for the next project year will not change significantly from activities during the current year.

As the project continues, World Relief will attempt to develop a donor constituency committed to supporting income generation projects overseas. The target group for this donor constituency will primarily include businessmen in the U.S. who would be receptive to the income generation project model and support the concept of revolving credit loans. Efforts to approach this target group will occur during the last three years of the project, after World Relief has had an opportunity to establish credibility in this area.

6.5 PVO Cost-Share: World Relief was able to satisfy its cost-sharing responsibilities without difficulty during the first project year. At this time, no problems are anticipated in meeting World Relief's cost-share commitment during the second project year or the total project.

## 7.0 LESSONS LEARNED FROM THE FIRST PROJECT YEAR

It is premature to draw conclusions about the project after only nine months of project activity--particularly since much of the project activity in the first year related to the start-up of the project. As a result, there are no lessons to be learned yet in most of the areas outlined in the Matching Grant PVO Annual Reporting Guidelines. However, some lessons have already been learned by World Relief staff as a result of this project. These lessons include the following:

### 7.1 Training:

7.1.1. The initial training of counterpart staff should take place at a level which minimizes cultural dissimilarity. Initial training should focus on income generation techniques which work within the same culture in order to develop a good understanding of fundamental

income generation strategies and issues before cultural differentiation is introduced as an additional element in the training process.

7.1.2 Training should take place at all levels of the organization. The initial training concept focused on the training of project development staff. While this level of training is vital to project success, training in income generation concepts must also be provided to regional directors, country directors, counterpart managers, and others involved in the management of the grant. Otherwise there will not be continuity and consistency in project development.

7.1.3 There is an appropriate place for workshops as outlined in the initial grant proposal. These workshops will bring together representatives of all World Relief counterparts in one workshop in a third world country such as Bangladesh or Haiti. The benefit of this training experience is exposure to income generation approaches which might not be available in a particular country. This will stimulate the development of creative project ideas rather than the use of existing approaches which may not be as effective or valuable. A formal workshop for all project staff will promote a consistent approach to implementation of the matching grant in each country. In addition, staff can share ideas about credit policies and other issues related to income generation programs which should improve the quality of projects in each country. Finally, training can be provided at broader and deeper levels than through small-scale training programs in each country.

## 7.2 Counterpart Enablement:

During the past year, World Relief has learned that in some cases its approach to institution building, which it terms "counterpart enablement", should be modified. World Relief has normally provided resources to enable its counterparts to employ project staff and operate projects. One of the assumptions behind this strategy is that the counterpart will benefit most from controlling all staff and financial resources within the context of an agreement with World Relief.

In some cases, this approach produces unintended results in that resources provided to the counterpart actually distract the counterpart from the task at hand. By increasing the budget of a counterpart, World Relief can inadvertently focus the attention of the counterpart on maintaining its budget or obtaining a larger office. In other cases, the provision of additional resources could involve the counterpart in political struggles which it would not have faced if it had not experienced a substantial increase in size

and budget. Finally, a large increase in funds flow through a counterpart can place stress on existing finance and control systems, forcing changes which are not appropriate to the level of management ability or skill resident in the counterpart.

In the case of Guatemala, World Relief has modified its counterpart enablement strategies to "come alongside" a counterpart, rather than work from within the counterpart. This means that the staff specialist in Guatemala will remain a World Relief staff person rather than be employed by the counterpart. The counterpart will employ some staff with funds provided by World Relief but at a pace which is appropriate for the counterpart rather than a pace which may be appropriate for the timetable of the grant. All project activity continues to be carried out by the counterpart rather than by World Relief. However, World Relief provides close technical assistance in a way designed to increase the capability of the counterpart to operate these projects without outside support. Finally, counterpart projects and activities will expand at a pace which does not produce external political or management difficulties to the development process of the counterpart itself.

## 8.0 RECOMMENDATIONS FOR SECOND PROJECT YEAR

### 8.1 To Project Leadership and PVO:

1. Revise training strategy to include local and regional training which will minimize cultural differences so that training can focus on income generation techniques which work within the culture in which projects will be developed.
2. Provide training at all levels of World Relief program staff--not just at the project development level.
3. Continue to explore ways to integrate income generation programs into other areas of community development, particularly in the areas of child survival, women in development, and agriculture.
4. Evaluate the replicability of PHILRADS urban-based income generation projects to other World Relief counterparts.
5. Continue the process of careful program development in the face of continuing political uncertainty in several target countries.
6. During the second year, focus on the documentation of model credit policies, approaches to loan repayment and collection, and project approval criteria.
7. Address the issue of recycling loans which may be repaid to income generation projects after the first project year is completed.

8. Develop specific linkages between World Relief income generation projects and other organizations at U.S., regional and national levels.
9. Explore possible links between World Relief income generation projects and funding from the World Bank, IFAD, and other bi-lateral funding organizations.
10. Explore possibility of using monetization feature of AID commodity program to support World Relief income generation projects.
11. Approach other funding organizations for support of World Relief income generation projects related to this grant.
12. Complete an economic survey of income generation opportunities in each target country.

8.2 To Country and Local Leaders as well as Donors and Other Organizations Seeking Similar Impacts:

Given the fact that the project has only completed the first year of operations and just completed the start-up phase, no recommendations can be made to other groups at this time.

9.0 ATTACHMENTS

- 9.1 Sample Counterpart Agreement
- 9.2 Resume: Kevin R. McKemey
- 9.3 1987-1992 Revised Annual Budgets
- 9.4 Country Data Sheets (Form 1550-11)
- 9.5 Financial Profile of the Project
- 9.6 Financial Profile of World Relief Corporation
- 9.7 Other World Relief/USAID Grants
- 9.8 Proposed Logical Framework

AGREEMENT

WORLD RELIEF CORPORATION

and

COUNTERPART AGENCY

The purpose of this agreement is to provide resources and develop local expertise in the area of income generation so that (1) a series of income generation projects is developed in communities serviced by (counterpart agency) and, (2) (initials of counterpart) has the ability to carry out progressively more effective income generation projects each year.

The effective date of this agreement is June 1, 1987. The expiration date of this agreement is May 31, 1992.

Funds are committed on a year by year basis. The first year of this agreement is June 1, 1987, to May 31, 1988.

The total estimated funds available to ----- under this agreement for the five year period above is \$xxx,xxx.

World Relief will make available the amount of \$xx,xxx. for program expenditures during the first year of this agreement.

Additional funds for years two through five of this agreement up to the total amount shown will be committed (1) subject to availability of funds, and (2) by mutual agreement by ----- and World Relief that the purposes of this agreement are still valid and a priority within the development objectives of both organizations.

----- shall consult with the United States Agency for International Development (USAID) Mission Director within (country name) who shall provide in writing, the procedure ----- and its employees shall follow in the conversion of United States dollars to local currency. This is a standard requirement of USAID which is providing matching funds.

----- shall develop an annual program plan and submit it to World Relief as an attachment to this agreement. The program plan will include the following components:

1. Overall program plan and objectives
2. Program standards
3. Chronological listing of program activities
4. Detailed budget

The program plan will incorporate objectives consistent with overall purposes as described above. In addition, ----- 's program plan will include the following activities:

1. Extend the impact of agricultural expertise available to other World Relief counterparts through sharing of information by ----- with other counterparts.
2. Co-host workshops with World Relief to promote replication and adaptation of successful projects among other World Relief counterparts.
3. Use ----- 's staff with expertise in income generation to train other counterparts.
4. Provide technical resources and consultation to those counterparts participating in the project.
5. Use funds provided by World Relief and matched by USAID to support the creation of specific income generation projects as opportunities for experimentation and learning and particularly as direct benefits to participating communities impacted by -----.

----- will submit an annual detailed budget in U.S. dollars setting forth the resources needed to accomplish the activities with line-item breakdowns for each project. In addition, ----- will submit an annual budget for both World Relief general funds and the World Relief USAID Matching Grant funds.

Purchase of vehicles, commercial air travel and pharmaceuticals will be made with the World Relief general funds and not those provided by USAID. Charges by ----- to the World Relief-USAID matching grant funds for purchases of indigenous goods (i.e. those mined, grown, produced in [name of country]), or imported shelf items, may not exceed 10% of the total costs financed by USAID for the grant. ----- must be paid in local currency, and must not be specifically imported (imported shelf items, only) for this grant.

World Relief and ----- will establish specific indicators and standards that will form the basis for quarterly program evaluations, including the following:

1. Number of projects completed. Number of people assisted.
2. Quality and effectiveness of projects.
3. Sustainability of projects.

4. Degree to which ----- has institutionalized their ability to develop income generation projects.
5. Degree to which program objectives have been achieved.

----- will measure actual performance and compare it to monthly standards. ----- will compile quarterly reports outlining progress made towards achieving their annually approved program plan and objectives. The program report will include a comparison of actual to standards using the general outline above. Deviations from the plan will include an explanation of reasons why objectives were not met along with corrective actions to be taken in future months to eliminate variances. Quarterly reports will be due 30 days after each quarter for the quarters ending March 31, June 30, September 30, and December 31.

Financial reports will be sent to the Wheaton International Office by the 20th of each month for the preceeding month and will account for funds received and disbursed in accordance with this agreement on a monthly basis. ----- shall maintain books, records, documents, and other evidence in accordance with ----- 's usual accounting procedure to sufficiently substantiate charges to this agreement. The financial reports will include reporting of actual expenses in categories that match approved budgets, separated between World Relief private funds and World Relief-USAID funds.

----- agrees that program and financial records pertinent to this agreement will be made available to World Relief evaluation and audit personnel, as well as the USAID Comptroller General of the United States, or any of his/her duly authorized representatives.

----- will retain independent certified or chartered accountants to conduct annual audits of the financial statements at its own expenses at ----- 's fiscal year end. ----- shall notify World Relief of its fiscal year end and submit its annual audit within 90 days after each year end.

This cooperative agreement may be terminated by World Relief or ----- after 90 days written notice.

World Relief does not assume liability for any third party claims for damages arising out of this agreement.

An event of default shall occur if ----- (a) fails to correct a material deficiency related to one or more term(s) of this cooperative agreement after 30 days prior notice, (b) becomes insolvent or bankrupt, or (c) suffers a material adverse change in its financial condition or operations.

In the **event of default**, World Relief reserves the right to immediately curtail any future funding in order to minimize costs subject to disallowance by USAID.

The **signers** below represent that they are authorized to bind their organizations to this cooperative agreement and signify their acceptance of the terms by signing below:

By:-----

By:-----

Of:-----

Of: World Relief Corporation

Title:-----

Title:-----

Date:-----

Date:-----

NAME: Kevin Robert McKemey  
POSITION: Regional Director/Latin America/Caribbean

MARITAL STATUS:  
CHILDREN:

NATIONALITY: British  
RELIGIOUS AFFILIATION: Church of England  
LANGUAGES: Spanish; some understanding of Portugese  
and Swahili

EXPERIENCE:

1987 - WORLD RELIEF COPORATION, Wheaton, IL.  
Regional Director/Latin America/Caribbean:  
Management of World Relief's operations in  
the Latin America/Caribbean region,  
including country offices in Honduras and  
El Salvador. Responsible for World  
Relief's enablement activities with  
national evangelical counterpart in Haiti  
and the supervision of an income generation  
program being developed in cooperation with  
the national fellowship of evangelicals and  
national churches in Guatemala.  
Responsible for reviewing project  
proposals, evaluating funded projects,  
developing regional resources, and assuring  
an effective information flow to the  
Wheaton office.

1982 - 87 TEAR FUND UK, LTD., Teddington, Middlesex,  
UK.  
Development Consultant: Appraisal and  
evaluation of development and relief  
proposals. Membership of Development  
Committee and Emergency Relief Committee.  
Interviewer for selection of overseas  
personnel, and advice on training. Advice  
to policy and allocation structures.  
Development of technical criteria.

Coordination of external consultancies - mainly in Central and South America, also the Caribbean, East Africa, India, the Philippines.

1983 Appointed Social Development Advisor to the Anglican Church Province of the Southern Cone of South America.

1978 - 82 Director of "Iniciativa Cristiana". A church-based integrated community development program working amongst the indigenous peoples of Northern Argentina. Program sponsored by World Council of Churches and affiliated international aid agencies.

1979 - 82 SAN MIGUEL, S.A., Argentina.  
Managing Director: Company employed up to 800 people in agricultural production, marketing, furniture manufacture, retailing and exports. San Miguel S.A. was a public company in which all shareholders were both employed within the company and members of the Indian tribal group. It was a trial of a socio-economic structure to provide the communities with a legal commercial entity and infrastructure.

1978 Founder member of "Deakonia", a national ecumenical social action organization based in Buenos Aires, Argentina.

1972 - 74 Regional Indigenous Affairs Development Officer (Argentine Government Appointment, Province of Salta).

1971 - 78 ANGLICAN DIOCESE OF NORTHERN ARGENTINA.  
Agriculturalist: Responsible for development of agricultural models in various communities. Land purchase  
· resettlement and development of indigenous communities. Lived in an Indian community over a period of 7 years.

1971 - 82 SOUTH AMERICAN MISSIONARY SOCIETY, UK based.  
Agricultural missionary.

EDUCATION:

- 1986 - 87      Reading University, Reading, UK.  
                  Masters in Rural Social Development.
- 1970 - 71      All Nations Christian College, Ware, UK.  
                  Missionary and theological studies.
- 1966 - 69      West of Scotland Agricultural College.  
                  Agricultural training.

TRAINING WORK EXPERIENCE:

- 1966            Gresham Farms Ltd., Cromer, Norfolk, UK.
- 1965            Pennine Fresians Ltd., Abbeystead, UK.
- 1964            Sunder River Ltd., Molo, Kenya.  
                  Trainee manager.

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT - WORLD RELIEF CORPORATION INCOME GENERATION PROGRAM MATCHING GRANT

Period: First Grant Year June 1, 1987 - May 31, 1988

Revised: April 20, 1988 rev87-8a

PART I. TOTAL PROGRAM COSTS

COUNTRIES: FUNDING AGENCIES:	UNITED STATES		BURKINA FASO		SENEGAL		PHILIPPINES		BF USAID
	USAID	WRC	USAID	WRC	USAID	WRC	USAID	WRC	
WORKSHOPS									
- TRAVEL	\$1,000	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	
- ROOM & BOARD	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
- CONSULTANT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
COUNTERPART PROGRAMS									
- PROJECT FUNDS	\$0	\$0	\$27,447	\$46,121	\$0	\$48,975	\$31,936	\$30,043	\$2,000
- COORDINATION	\$0	\$0	\$11,897	\$11,898	\$8,898	\$8,898	\$14,559	\$16,453	\$9,000
PROGRAM MANAGEMENT									
- INCOME GENERATION SPECIALIS	\$10,558	\$10,558							
- IG PROGRAM SECRETARY	\$4,759	\$4,759							
- WIO COORDINATOR	\$14,277	\$14,277							
- AGRICULTURALIST	\$9,518	\$9,518							
- TRAVEL	\$1,000	\$1,000	\$1,071	\$1,071	\$1,249	\$1,249	\$1,071	\$1,071	\$7,000
- RELOCATION	\$0	\$0							
- COMPUTER	\$0	\$4,000							
EVALUATION	\$0	\$0							
INTERNAL AUDIT-PROGRAM/FINANCE	\$0	\$4,759							
TOTAL DIRECT COSTS	\$41,112	\$49,871	\$40,415	\$59,090	\$10,147	\$59,122	\$47,566	\$47,567	\$12,000
INDIRECT COSTS (18.6 % DC)	\$16,929	\$0	\$18,508	\$0	\$12,885	\$0	\$17,694	\$0	\$5,200
TOTAL MG PROGRAM	\$58,035	\$49,871	\$58,923	\$59,090	\$23,032	\$59,122	\$65,260	\$47,567	\$17,500
TOTAL COUNTRY	\$107,906		\$118,013		\$82,154		\$112,827		\$33,300
PART II. SOURCE OF FUNDS									
AID MATCHING GRANT		\$313,121							
WORLD RELIEF MATCH		\$313,121							
TOTAL YEAR		\$626,242							

45

BANGLADESH		SRI LANKA		HAITI		GUATEMALA		TOTAL	TOTAL	TOTAL
USAID	WRC	USAID	WRC	USAID	WRC	USAID	WRC	USAID	WRC	YEAR
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	\$1,000	\$2,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$2,614	\$5,000	\$6,012	\$6,012	\$21,598	\$21,598	\$2,715	\$21,167	\$92,322	\$178,916	\$271,238
\$9,036	\$10,000	\$9,518	\$9,518	\$11,897	\$11,898	\$9,518	\$9,518	\$75,323	\$78,183	\$153,506
								\$10,558	\$10,558	\$21,116
								\$4,759	\$4,759	\$9,518
								\$14,277	\$14,277	\$28,554
\$714	\$714	\$714	\$714	\$713	\$714	\$618	\$618	\$9,518	\$9,518	\$19,036
								\$7,150	\$7,151	\$14,301
								\$0	\$0	\$0
								\$0	\$4,000	\$4,000
								\$0	\$0	\$0
								\$0	\$4,759	\$4,759
\$12,364	\$15,714	\$16,244	\$16,244	\$34,208	\$34,210	\$12,851	\$31,303	\$214,907	\$313,121	\$529,028
\$5,222	\$0	\$6,043	\$0	\$12,726	\$0	\$8,213	\$0	\$98,214		\$98,214
\$17,586	\$15,714	\$22,287	\$16,244	\$46,934	\$34,210	\$21,064	\$31,303	\$313,121	\$313,121	\$626,242
\$33,300		\$38,531		\$81,144		\$52,267				\$626,242

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT - WORLD RELIEF CORPORATION INCOME GENERATION PROGRAM MATCHING GRANT

Period: Second Grant Year June 1, 1988 - May 31, 1989

Revised: April 20, 1988 rev88-9a

PART I. TOTAL PROGRAM COSTS

COUNTRIES: FUNDING AGENCIES:	UNITED STATES		BURKINA FASO		SENEGAL		PHILIPPINES		BANGLADESH
	USAID	WRC	USAID	WRC	USAID	WRC	USAID	WRC	USAID
WORKSHOPS									
- TRAVEL	\$1,463	\$1,464	\$830	\$829	\$731	\$732	\$488	\$488	\$0
- ROOM & BOARD	\$1,537	\$1,536	\$768	\$769	\$769	\$768	\$768	\$768	\$1,537
- CONSULTANT	\$4,427	\$4,427	\$0	\$0	\$0	\$0	\$0	\$0	\$0
COUNTERPART PROGRAMS									
- PROJECT FUNDS	\$0	\$0	\$40,717	\$40,718	\$20,963	\$20,963	\$40,230	\$40,230	\$5,159
- COORDINATION	\$0	\$0	\$17,483	\$9,907	\$725	\$16,909	\$725	\$26,665	\$725
PROGRAM MANAGEMENT									
- INCOME GENERATION SPECIALIS	\$20,000	\$20,000							
- IG PROGRAM SECRETARY	\$7,317	\$7,317							
- WIO COORDINATOR	\$14,634	\$14,634							
- AGRICULTURALIST	\$9,756	\$9,756							
- TRAVEL	\$5,353	\$5,354	\$2,195	\$2,195	\$2,561	\$2,561	\$2,195	\$2,195	\$1,464
- RELOCATION	\$0	\$4,500							
- COMPUTER	\$0	\$0							
EVALUATION	\$5,122	\$5,122							
INTERNAL AUDIT-PROGRAM/FINANCE	\$0	\$4,878							
TOTAL DIRECT COSTS	\$69,609	\$78,988	\$61,993	\$54,418	\$25,749	\$41,933	\$44,406	\$70,347	\$8,885
INDIRECT COSTS (18.6 % DC)	\$27,639	\$0	\$21,652	\$0	\$12,599	\$0	\$21,344	\$0	\$7,036
TOTAL MG PROGRAM	\$97,248	\$78,988	\$83,645	\$54,418	\$38,338	\$41,933	\$65,750	\$70,347	\$15,921
TOTAL COUNTRY	\$176,236		\$138,063		\$80,271		\$136,097		\$44,866

PART II. SOURCE OF FUNDS

AID MATCHING GRANT	\$416,879
WORLD RELIEF MATCH	\$416,879
TOTAL YEAR	\$833,758

BANGLADESH		SRI LANKA		HAITI		GUATEMALA		TOTAL	TOTAL	TOTAL
USAID	WRC	USAID	WRC	USAID	WRC	USAID	WRC	USAID	WRC	YEAR
\$0	\$0	\$488	\$488	\$976	\$975	\$975	\$976	\$5,951	\$5,952	\$11,903
\$1,537	\$1,536	\$768	\$769	\$769	\$768	\$768	\$769	\$7,684	\$7,684	\$15,368
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,427	\$4,427	\$8,854
\$5,159	\$5,159	\$17,663	\$17,663	\$24,500	\$24,500	\$22,193	\$22,193	\$171,425	\$171,426	\$342,851
\$725	\$20,787	\$725	\$21,509	\$725	\$25,665	\$733	\$21,778	\$21,841	\$143,220	\$165,061
								\$20,000	\$20,000	\$40,000
								\$7,317	\$7,317	\$14,634
								\$14,634	\$14,634	\$29,268
\$1,464	\$1,463	\$1,463	\$1,464	\$1,464	\$1,463	\$1,269	\$1,268	\$9,756	\$9,756	\$19,512
								\$17,964	\$17,963	\$35,927
								\$0	\$4,500	\$4,500
								\$0	\$0	\$0
								\$5,122	\$5,122	\$10,244
								\$0	\$4,878	\$4,878
\$8,885	\$28,945	\$21,107	\$1,893	\$28,434	\$53,371	\$25,938	\$46,984	\$286,121	\$416,879	\$703,000
\$7,036	\$0	\$11,718	\$0	\$15,216	\$0	\$13,564	\$0	\$130,758		130,758
\$15,921	\$28,945	\$32,825	\$41,893	\$43,650	\$53,371	\$39,502	\$46,984	\$416,879	\$416,879	\$833,758
\$4,866		\$74,718		\$97,021		\$86,486				\$833,758

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT - WORLD RELIEF CORPORATION MATCHING GRANT

Period: Third Grant Year June 1, 1989 - May 31, 1990

Revised: April 20, 1989 rev89-0a

PART I. TOTAL PROGRAM COSTS

COUNTRIES: FUNDING AGENCIES:	UNITED STATES		BURKINA FASO		SENEGAL		PHILIPPINES	
	USAID	WRC	USAID	WRC	USAID	WRC	USAID	WRC
WORKSHOPS								
- TRAVEL	\$1,500	\$1,500	\$850	\$850	\$750	\$750	\$500	\$500
- ROOM & BOARD	\$1,575	\$1,575	\$787	\$788	\$788	\$787	\$787	\$788
- CONSULTANT	\$4,537	\$4,538	\$0	\$0	\$0	\$0	\$0	\$0
COUNTERPART PROGRAMS								
- PROJECT FUNDS			\$30,270	\$32,430	\$15,270	\$17,450	\$32,770	\$34,930
- COORDINATION			\$3,984	\$21,016	\$3,984	\$11,016	\$3,984	\$21,016
PROGRAM MANAGEMENT								
- INCOME GENERATION SPECIALIS	\$20,500	\$20,500						
- IG PROGRAM SECRETARY	\$7,500	\$7,500						
- WIO COORDINATOR	\$15,000	\$15,000						
- AGRICULTURALIST	\$5,000	\$5,000						
- TRAVEL	\$5,500	\$5,500	\$2,250	\$2,250	\$2,625	\$2,625	\$2,250	\$2,250
- RELOCATION	\$0	\$0						
- COMPUTER	\$0	\$0						
EVALUATION	\$10,250	\$10,250						
INTERNAL AUDIT-PROGRAM/FINANCE		\$5,000						
DIRECT COST	\$71,362	\$76,363	\$38,141	\$57,334	\$23,417	\$32,608	\$40,291	\$59,484
INDIRECT COSTS (18.6 % DC)	\$27,477		\$17,758		\$10,420		\$18,558	
TOTAL MG PROGRAM	\$98,839	\$76,363	\$55,899	\$57,334	\$33,837	\$32,608	\$58,849	\$59,484
TOTAL COUNTRY	\$175,202		\$113,233		\$66,445		\$118,333	

PART II. SOURCE OF FUNDS

AID MATCHING GRANT	\$365,000
WORLD RELIEF MATCH	\$365,000
TOTAL YEAR	\$730,000

ES WRC	BANGLADESH		SRI LANKA		HAITI		GUATEMALA		TOTAL USAID	TOTAL WRC	TOTAL YEAR
	USAID	WRC	USAID	WRC	USAID	WRC	USAID	WRC			
\$500	\$0	\$0	\$500	\$500	\$1,000	\$1,000	\$1,000	\$1,000	\$6,100	\$6,100	\$12,200
\$788	\$1,575	\$1,575	\$788	\$787	\$787	\$788	\$788	\$787	\$7,875	\$7,875	\$15,750
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,537	\$4,538	\$9,075
\$34,930	\$992	\$3,253	\$12,770	\$14,930	\$17,648	\$19,808	\$17,720	\$19,919	\$127,440	\$142,700	\$270,140
\$21,016	\$3,984	\$16,016	\$3,984	\$16,016	\$3,984	\$21,016	\$3,984	\$16,016	\$27,868	\$122,112	\$150,000
									\$20,500	\$20,500	\$41,000
									\$7,500	\$7,500	\$15,000
									\$15,000	\$15,000	\$30,000
\$2,250	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,300	\$1,300	\$5,000	\$5,000	\$10,000
									\$18,425	\$18,425	\$36,850
									\$0	\$0	\$0
									\$0	\$0	\$0
									\$10,250	\$10,250	\$20,500
									\$0	\$5,000	\$5,000
\$59,484	\$8,051	\$22,344	\$19,542	\$33,733	\$24,919	\$44,112	\$24,792	\$39,022	\$250,515	\$365,000	\$615,515
	\$5,653		\$9,909		\$12,840		\$11,870		\$114,485		\$114,485
\$59,484	\$13,704	\$22,344	\$29,451	\$33,733	\$37,759	\$44,112	\$36,662	\$39,022	\$365,000	\$365,000	\$730,000
	\$36,048		\$63,184		\$81,871		\$75,684				\$730,000

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT - WORLD RELIEF CORPORATION INCOME GENERATION PROGRAM MATCHING GRANT

Period: Fourth Grant Year June 1, 1990 - May 31, 1991

Revised: April 20, 1989 rev90-1a

PART I. TOTAL PROGRAM COSTS

COUNTRIES: FUNDING AGENCIES:	UNITED STATES		BURKINA FASO		SENEGAL		PHILIPPINES	
	USAID	WRC	USAID	WRC	USAID	WRC	USAID	WRC
WORKSHOPS								
- TRAVEL	\$1,537	\$1,538	\$2,872	\$1,871	\$769	\$749	\$512	\$513
- ROOM & BOARD	\$1,614	\$1,615	\$2,030	\$967	\$807	\$807	\$807	\$807
- CONSULTANT	\$4,651	\$4,651						
COUNTERPART PROGRAMS								
- PROJECT FUNDS			\$28,700	\$35,315	\$15,656	\$17,877	\$33,594	\$35,814
- COORDINATION			\$4,082	\$21,543	\$4,082	\$11,293	\$4,632	\$21,543
PROGRAM MANAGEMENT								
- INCOME GENERATION SPECIALIS	\$21,012	\$21,013						
- IG PROGRAM SECRETARY	\$7,688	\$7,687						
- IIG COORDINATOR	\$15,375	\$15,375						
- AGRICULTURALIST	\$10,250	\$10,250						
- TRAVEL	\$5,650	\$5,650	\$2,306	\$2,307	\$2,691	\$2,690	\$2,306	\$2,307
- RELOCATION		\$0						
- COMPUTER		\$0						
EVALUATION	\$0	\$0						
INTERNAL AUDIT-PROGRAM/FINANCE		\$0						
TOTAL DIRECT COSTS	\$67,777	\$67,779	\$39,990	\$62,003	\$24,005	\$33,436	\$41,301	\$60,984
INDIRECT COSTS (18.6 % DC)	\$25,213		\$18,970		\$10,684		\$19,025	
TOTAL MG PROGRAM	\$92,990	\$67,779	\$58,960	\$62,003	\$34,689	\$33,436	\$60,326	\$60,984
TOTAL COUNTRY	\$160,769		\$120,963		\$68,125		\$121,310	

PART II. SOURCE OF FUNDS

IG MATCHING GRANT	\$365,000
WORLD RELIEF MATCH	\$365,000
TOTAL YEAR	\$730,000

BANGLADESH		SRI LANKA		HAITI		GUATEMALA		TOTAL USAID	TOTAL WRC	TOTAL YEAR
USAID	WRC	USAID	WRC	USAID	WRC	USAID	WRC			
\$0	\$0	\$513	\$512	\$1,025	\$1,025	\$1,025	\$1,025	\$8,253	\$7,253	\$15,506
\$0	\$0	\$807	\$807	\$807	\$807	\$807	\$807	\$7,679	\$6,617	\$14,296
								\$4,651	\$4,651	\$9,302
\$781	\$3,002	\$13,094	\$15,314	\$18,097	\$20,988	\$18,213	\$19,771	\$126,135	\$148,081	\$276,216
\$4,082	\$16,418	\$4,082	\$16,418	\$4,082	\$21,543	\$4,082	\$16,418	\$28,574	\$125,176	\$153,750
								\$21,012	\$21,013	\$42,025
								\$7,688	\$7,687	\$15,375
								\$15,375	\$15,375	\$30,750
								\$10,250	\$10,250	\$20,500
\$1,538	\$1,537	\$1,537	\$1,538	\$1,538	\$1,537	\$1,332	\$1,331	\$18,898	\$18,897	\$37,795
								\$0	\$0	\$0
								\$0	\$0	\$0
								\$0	\$0	\$0
\$6,401	\$20,957	\$20,033	\$34,589	\$25,549	\$45,900	\$25,459	\$39,352	\$250,515	\$365,000	\$615,515
\$5,088		\$10,160		\$13,290		\$12,055		\$114,485		\$114,485
\$11,489	\$20,957	\$30,193	\$34,589	\$38,839	\$45,900	\$37,514	\$39,352	\$365,000	\$365,000	\$730,000
\$32,446		\$64,782		\$84,739		\$76,866				\$730,000

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT - WORLD RELIEF CORPORATION INCOME GENERATION PROGRAM MATCHING GRANT  
 Period: Fifth Grant Year June 1, 1991 - May 31, 1992

Revised: April 20, 1993 rev91-2a

PART I. TOTAL PROGRAM COSTS

COUNTRIES: FUNDING AGENCIES:	UNITED STATES		BURKINA FASO		SENEGAL		PHILIPPINES	
	USAID	WRC	USAID	WRC	USAID	WRC	USAID	WRC
WORKSHOPS								
- TRAVEL	\$1,576	\$1,576	\$893	\$633	\$788	\$788	\$525	\$526
- ROOM & BOARD	\$1,654	\$1,655	\$828	\$827	\$827	\$828	\$828	\$827
- CONSULTANT	\$4,767	\$4,767						
COUNTERPART PROGRAMS								
- PROJECT FUNDS			\$28,109	\$31,062	\$17,154	\$16,839	\$33,469	\$34,724
- COORDINATION			\$4,208	\$22,059	\$4,202	\$11,557	\$4,202	\$22,064
PROGRAM MANAGEMENT								
- INCOME GENERATION SPECIALIS	\$21,538	\$21,538						
- IG PROGRAM SECRETARY	\$7,979	\$7,980						
- WID COORDINATOR	\$15,760	\$15,759						
- AGRICULTURALIST	\$5,507	\$5,506						
- TRAVEL	\$5,504	\$5,504	\$2,364	\$2,364	\$2,758	\$2,758	\$2,364	\$2,364
- RELOCATION		\$0						
- COMPUTER		\$0						
EVALUATION	\$0	\$0						
INTERNAL AUDIT-PROGRAM/FINANCE		\$5,253						
TOTAL DIRECT COSTS	\$64,485	\$69,738	\$36,402	\$57,204	\$25,729	\$32,770	\$41,398	\$60,505
INDIRECT COSTS (18.6 % DC)	\$24,965		\$17,410		\$10,880		\$18,752	
AID FUNDED EVALUATION	\$30,000							
TOTAL MG PROGRAM	\$119,450	\$69,738	\$53,812	\$57,204	\$36,609	\$32,770	\$60,340	\$60,505
TOTAL COUNTRY	\$189,188		\$111,016		\$69,379		\$120,845	

PART II. SOURCE OF FUNDS

AID MATCHING GRANT	\$390,000
WORLD RELIEF MATCH	\$360,000
TOTAL YEAR	\$750,000

	BANGLADESH		SRI LANKA		HAITI		GUATEMALA		TOTAL USAID	TOTAL WRC	TOTAL YEAR
	USAID	WRC	USAID	WRC	USAID	WRC	USAID	WRC			
526	\$0	\$0	\$526	\$525	\$1,051	\$1,050	\$1,050	\$1,051	\$6,409	\$6,409	\$12,818
327	\$0	\$0	\$828	\$827	\$827	\$828	\$828	\$827	\$6,620	\$6,619	\$13,239
									\$4,767	\$4,767	\$9,534
724	\$824	\$3,075	\$13,456	\$14,709	\$18,584	\$19,839	\$18,206	\$19,462	\$129,802	\$139,710	\$269,512
364	\$4,202	\$16,811	\$4,202	\$16,811	\$4,202	\$21,064	\$4,202	\$16,811	\$29,420	\$127,176	\$156,596
									\$21,538	\$21,533	\$43,076
									\$7,879	\$7,980	\$15,759
									\$15,760	\$15,759	\$31,519
									\$5,507	\$5,506	\$11,013
364	\$1,576	\$1,576	\$1,576	\$1,576	\$1,576	\$1,576	\$1,365	\$1,365	\$19,383	\$19,383	\$38,766
									\$0	\$0	\$0
									\$0	\$0	\$0
									\$0	\$5,253	\$5,253
505	\$6,602	\$21,462	\$20,588	\$34,448	\$26,240	\$44,357	\$25,651	\$39,516	\$247,085	\$360,000	\$607,085
	\$5,220		\$10,236		\$13,131		\$12,121		\$112,915		\$112,915
									\$30,000		\$30,000
505	\$11,822	\$21,462	\$30,824	\$34,448	\$39,371	\$44,357	\$37,772	\$39,516	\$390,000	\$360,000	\$750,000
	\$33,284		\$65,272		\$83,728		\$77,288				\$750,000

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT - WORLD RELIEF CORPORATION INCOME GENERATION PROGRAM MATCHING GRANT

Period: First through Fifth Grant Years June 1, 1987 - May 31, 1992

Revised: April 20, 1989 rev87-2a

PART I. TOTAL PROGRAM COSTS

COUNTRIES: FUNDING AGENCIES:	UNITED STATES		BURKINA FASO		SENEGAL		PHILIPPINES	
	USAID	WRC	USAID	WRC	USAID	WRC	USAID	WRC
WORKSHOPS								
- TRAVEL	\$7,076	\$7,078	\$5,445	\$4,443	\$3,038	\$3,039	\$2,025	\$2,027
- ROOM & BOARD	\$6,380	\$6,381	\$4,413	\$3,351	\$3,191	\$3,190	\$3,190	\$3,191
- CONSULTANT	\$18,382	\$18,383						
COUNTERPART PROGRAMS								
- PROJECT FUNDS			\$155,243	\$185,646	\$69,043	\$122,084	\$171,999	\$175,741
- COORDINATION			\$41,654	\$86,422	\$21,891	\$59,673	\$27,552	\$107,741
PROGRAM MANAGEMENT								
- INCOME GENERATION SPECIALIS	\$93,608	\$93,609						
- IG PROGRAM SECRETARY	\$35,143	\$35,143						
- WIO COORDINATOR	\$75,046	\$75,045						
- AGRICULTURALIST	\$40,031	\$40,030	\$10,186	\$10,187	\$11,884	\$11,883	\$10,186	\$10,187
- TRAVEL	\$23,307	\$23,308						
- RELOCATION		\$4,500						
- COMPUTER		\$4,000						
EVALUATION	\$15,372	\$15,370						
INTERNAL AUDIT-PROGRAM/FINANCE		\$19,890						
TOTAL DIRECT COSTS	\$314,345	\$342,737	\$216,941	\$290,049	\$109,047	\$199,869	\$214,952	\$298,887
INDIRECT COSTS (18.6 * DC)	\$122,217		\$94,298		\$57,457		\$95,573	
AID FUNDED EVALUATION	\$30,000							
TOTAL MG PROGRAM	\$466,562	\$342,737	\$311,239	\$290,049	\$166,504	\$199,869	\$310,525	\$298,887
TOTAL COUNTRY	\$809,299		\$601,288		\$366,373		\$609,412	

PART II. SOURCE OF FUNDS

AID MATCHING GRANT	\$1,850,000
WORLD RELIEF MATCH	\$1,820,000
TOTAL YEAR	\$3,670,000

FC	BANGLADESH		SRI LANKA		HAITI		GUATEMALA		TOTAL USAID	TOTAL WRC	TOTAL YEAR
	USAID	WRC	USAID	WRC	USAID	WRC	USAID	WRC			
2,027	\$0	\$0	\$2,027	\$2,025	\$4,052	\$4,050	\$4,050	\$4,052	\$27,713	\$26,714	\$54,427
3,191	\$3,112	\$3,111	\$3,191	\$3,190	\$3,190	\$3,191	\$3,191	\$3,190	\$29,658	\$28,795	\$58,653
									\$18,382	\$18,383	\$36,765
5,741	\$10,370	\$19,489	\$62,995	\$68,628	\$100,427	\$106,733	\$79,047	\$102,512	\$649,124	\$780,833	\$1,429,957
7,741	\$22,529	\$80,032	\$22,511	\$80,272	\$24,890	\$101,186	\$22,519	\$80,541	\$183,046	\$595,867	\$778,913
									\$93,608	\$93,609	\$187,217
									\$35,143	\$35,143	\$70,286
									\$75,046	\$75,045	\$150,091
0,187	\$6,792	\$6,790	\$6,790	\$6,792	\$6,791	\$6,790	\$5,885	\$5,884	\$40,031	\$40,030	\$80,061
									\$81,821	\$81,821	\$163,642
									\$0	\$4,500	\$4,500
									\$0	\$4,000	\$4,000
									\$15,372	\$15,370	\$30,742
									\$0	\$19,890	\$19,890
8,887	\$42,303	\$109,422	\$97,514	\$160,907	\$139,350	\$221,950	\$114,692	\$196,179	\$1,249,144	\$1,820,000	\$3,069,144
	\$28,220		\$48,066		\$67,202		\$57,823		\$570,856		\$570,856
									\$30,000		\$30,000
3,887	\$70,523	\$109,422	\$145,580	\$160,907	\$206,552	\$221,950	\$172,515	\$196,179	\$1,850,000	\$1,820,000	\$3,670,000
	\$179,945		\$306,487		\$428,502		\$368,694				\$3,670,000

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

OMB No. 0412-0530  
Expiration Date: 03/31/89  
Attachment 9.4 Page 1

**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 WORLD RELIEF CORPORATION		Grant/Contract Number OTR-0292-A-00-7131-00
Start Date (MM/DD/YY) 6/1/87	End Date (MM/DD/YY) 5/30/92	AID Project Officer's Name Margarite Potee

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
6/1/87-5/30/88	12,364		

LOP

**Activity Description**

World Relief's counterpart in Bangladesh, the Christian Service Society (CSS) has conducted income generation projects for a number of years. 150 families have received loans enabling them to start small businesses and through this CSS has generated jobs for those directly and indirectly involved with the income generation projects.

**Status**

CSS is in a strategic position to not only generate new programs because of its experience in income generation but also to assist other World Relief counterparts to design and implement their own income generation projects.

**COUNTRY INFORMATION (SECONDARY)**

Country BANGLADESH	Location in Country (Region, District, Village) Khulna, Dacope, Kotalipara, Gopalganj, Kaligram, Rupsha, Baulaghata, Noakhali
PVO Representative's Name Paul Munshi	Local Counterpart/Host Country Agency Christian Service Society

**COUNTRY FUNDING INFORMATION (\$000)**

YEAR	6/1/87-5/30/88	6/1/88-5/30/89	6/1/89-5/30/92
AID \$	12,364	8,885	21,054
PVO \$	15,714	28,945	64,763
INKIND			
LOCAL			
TOTAL			

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

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

Attachment 9.4 Page 2

**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 WORLD RELIEF CORPORATION		Grant/Contract Number OTR-0292-A-00-7131-00
Start Date (MM/DD/YY) 6/1/87	End Date (MM/DD/YY) 5/30/92	AID Project Officer's Name Marguarite Potee

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
6/1/87-5/30/88	40,415		

LOP ~~██████████~~

**Activity Description**

World Relief Burkina Faso's income generation activities include a variety of projects directed primarily toward women in development. These projects involve grain mills, soap making, and gardens. Representatives from 10 women's groups in Burkina Faso have received training in the use of small gardens to grow money-making crops at the Poundou Training Center, an agricultural training center established and operated by World Relief Burkina Faso.

**Status**

World Relief Burkina Faso implements its own projects through the income generation matching grant. It is also able to provide training to various women's groups in Burkina Faso, thus facilitating income generation schemes.

**COUNTRY INFORMATION (SECONDARY)**

Country BURKINA FASO	Location in Country (Region, District, Village) Poundou, Ouahigouya, Bagou, Boulegala Dalo, Lon, Yoro, Meteo, San, Sagalo
PVO Representative's Name EDOUARD NANEMA	Local Counterpart/Host Country Agency WORLD RELIEF BURKINA FASO

**COUNTRY FUNDING INFORMATION (\$000)**

YEAR	6/1/87-5/30/88	6/1/88-5/30/89	6/1/89-5/30/92		
AID \$	40,415	61,993	114,533		
PVO \$	59,090	54,418	176,541		
INKIND					
LOCAL					
TOTAL <del>██████████</del>					

60

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

OMB No. 0412-0530  
Expiration Date: 03/31/89  
Attachment 9.4 Page 3

**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 WORLD RELIEF CORPORATION		Grant/Contract Number OTR-0292-A-00-7131-00
Start Date (MM/DD/YY) 6/1/87	End Date (MM/DD/YY) 5/30/92	AID Project Officer's Name Margarite Potee

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
6/1/87-5/30/88	12,851		

LOP ~~XXXXXXXXXX~~

**Activity Description**

The first grant year was dedicated to establishing a counterpart in Guatemala and finding appropriate staff. An income generation project has been designed to aid travelers coming to Guatemala City to see and purchase the project participants' products.

**Status**

World Relief Guatemala (WRG) is presently able to facilitate income generation programs in cooperation with national counterpart ASIDE that will benefit indigent tribal people through marketing of products. This program will allow WRG to design and implement additional income generation projects to be carried out by ASIDE.

**COUNTRY INFORMATION (SECONDARY)**

Country Guatemala	Location in Country (Region, District, Village) Guatemala City
PVO Representative's Name Salvador Gonzalez	Local Counterpart/Host Country Agency ASIDE

**COUNTRY FUNDING INFORMATION (\$000)**

YEAR	6/1/87-5/30/88	6/1/88-5/30/89	6/1/89-5/30/92		
AID \$	12,851	25,938	75,902		
PVO \$	31,304	46,984	117,890		
INKIND					
LOCAL					
TOTAL					

AID 1550-11 (6-86)

(See Instructions & OMB Statement on reverse)

- 51

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

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

Attachment 9.4 Page 4

**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 WORLD RELIEF CORPORATION	Grant/Contract Number OIR-0292-A-00-7131-00
Start Date (MM/DD/YY) 6/1/87	End Date (MM/DD/YY) 5/30/92
AID Project Officer's Name Marguarite Potee	

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
6/1/87-5/30/88	34,208		

LOP

**Activity Description**

World Relief works with the Committee on Development and Planning (CODEPLA) in Haiti. CODEPLA has initiated many income generation projects primarily focusing on pig repopulation and reforestation. Projects funded during the first grant year have included a grain mill cooperative, grain storage facilities in several communities, and cashew production and tree planting for small farmers.

**Status**

CODEPLA is in a key position to both facilitate its own income generation projects and assist other World Relief counterparts plan and initiate income generation projects.

**COUNTRY INFORMATION (SECONDARY)**

Country Haiti	Location in Country (Region, District, Village) St. Jean du Sud, Maillard, Laporte, Petit-Goave, Marmelade, Cul-de-Sac Valley.
PVO Representative's Name Paul Thomas	Local Counterpart/Host Country Agency Committee on Development and Planning

**COUNTRY FUNDING INFORMATION (\$000)**

YEAR	6/1/87-5/30/88	6/1/88-5/30/89	6/1/89-5/30/92		
AID \$	34,208	28,434	76,708		
PVO \$	34,210	53,371	134,369		
INKIND					
LOCAL					
TOTAL					

AID 1550-11 (6-86)

(See Instructions & OMB Statement on reverse)

60

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

OMB No. 0412-0530  
Expiration Date: 03/31/89  
Attachment 9.4 Page 5

**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 WORLD RELIEF CORPORATION		Grant/Contract Number OTR-0292-A-00-7131-00
Start Date (MM/DD/YY) 6/1/87	End Date (MM/DD/YY) 5/30/92	AID Project Officer's Name Margarite Potee

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
6/1/87-5/30/88	47,566		

LOP

**Activity Description**

World Relief's counterpart, the Philippine Relief and Development Services (PHILRADS), has initiated three income generation projects during the first grant year. A number of training sessions have also been held that focus on the basic principles of project management, community development, and income generation.

**Status**

PHILRADS, because of the capable leadership of Mr. Augustin Vencer, is able to continue to implement income generation projects throughout the Philippines. Because PHILRADS has cross-country support, many projects will be initiated during the life of this grant.

**COUNTRY INFORMATION (SECONDARY)**

Country Philippines	Location in Country (Region, District, Village) Throughout the Philippines
PVO Representative's Name Augustin Vencer	Local Counterpart/Host Country Agency Philippine Relief and Development Services

**COUNTRY FUNDING INFORMATION (\$000)**

YEAR	6/1/87-5/30/88	6/1/88-5/30/89	6/1/89-5/30/92		
AID \$	47,566	44,406	122,980		
PVO \$	47,567	70,347	180,973		
INKIND					
LOCAL					
TOTAL					

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

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

Attachment 9.4 Page 6

**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 WORLD RELIEF CORPORATION	Grant/Contract Number OTR-0292-A-00-7131-00
Start Date (MM/DD/YY) 6/1/87	End Date (MM/DD/YY) 5/30/92
Aid Project Officer's Name Margarite Potee	

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
6/1/87-5/30/88	10,147		

LOP ~~XXXXXXXXXX~~

**Activity Description**

World Relief Senegal (WRS) has a staff of four and operates under an advisory board. This is the first year that WRS has implemented income generation projects, including women in development projects. Loans have been made to women's cooperatives in order to help them purchase and operate grain mills. A training center has been initiated.

**Status**

World Relief Senegal is in a position to continue to implement income generation projects because it has become grounded in these programs during the first grant year.

**COUNTRY INFORMATION (SECONDARY)**

Country Senegal	Location in Country (Region, District, Village) Djourbel region
PVO Representative's Name Moise Napon	Local Counterpart/Host Country Agency World Relief Senegal

**COUNTRY FUNDING INFORMATION (\$000)**

YEAR	6/1/87-5/30/88	6/1/88-5/30/89	6/1/89-5/30/92		
AID \$	10,147	25,749	73,151		
PVO \$	59,122	41,933	98,814		
INKIND					
LOCAL					
TOTAL <del>XXXXXXXXXX</del>					

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

OMB No. 0412-0530  
Expiration Date: 03/31/89  
Attachment 9.4 Page 7

**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 WORLD RELIEF CORPORATION		Grant/Contract Number OTR-0292-A-00-7131-00
Start Date (MM/DD/YY) 6/1/87	End Date (MM/DD/YY) 5/30/92	AID Project Officer's Name Marguarite Potee

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
6/1/87-5/30/88	16,244		

LOP

**Activity Description**

During the first year of the grant, internal organizational problems of World Relief's counterpart, the Lanka Evangelical Alliance Development Services (LEADS), have been addressed. LEADS has reorganized and initiated three income generation projects which focus on loans for small businesses.

**Status**

With the internal reorganization completed and new income generation staff hired, LEADS is now able to initiate and begin several income generation projects.

**COUNTRY INFORMATION (SECONDARY)**

Country Sri Lanka	Location in Country (Region, District, Village) Throughout Sri Lanka
PVO Representative's Name Reg Ebenezer	Local Counterpart/Host Country Agency Lanka Evangelical Alliance Development Services

**COUNTRY FUNDING INFORMATION (\$000)**

YEAR	6/1/87-5/30/88	6/1/88-5/30/89	6/1/89-5/30/92		
AID \$	16,244	21,107	60,163		
PVO \$	16,244	41,893	102,770		
INKIND					
LOCAL					
TOTAL					

AID 1550-11 (6-86)

(See Instructions & OMB Statement on reverse)

63

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

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

Attachment 9.4 Page 8

**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 WORLD RELIEF CORPORATION		Grant/Contract Number OTR-0292-A-00-7131-00
Start Date (MM/DD/YY) 6/1/87	End Date (MM/DD/YY) 5/30/92	AID Project Officer's Name Marguarite Potee

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
6/1/87-5/30/88	139,325		

LOP

**Activity Description**

Financial and management systems were established and integrated into the existing World Relief infrastructure. Cooperative agreements were developed. World Relief regional directors and field staff visited each counterpart during the first grant year. The seven counterpart agency personnel oversaw the implementation of projects on the field.

An income generation specialist was sought to coordinate the activities of the program, design training materials, and make appropriate evaluations.

**Status**

Financial systems were integrated into the World Relief accounting system. Each counterpart is now able to implement projects and oversee those projects.

An income generation specialist is still being sought to provide technical assistance to the counterparts.

**COUNTRY INFORMATION (SECONDARY)**

Country U.S.A.	Location in Country (Region, District, Village) Wheaton, Illinois, U.S.A.
PVO Representative's Name Bastian Vanderzalm	Local Counterpart/Host Country Agency

**COUNTRY FUNDING INFORMATION (\$000)**

YEAR	6/1/87-5/30/88	6/1/88-5/30/89	6/1/89-5/30/92		
AID \$	139,325	200,367	575,509		
PVO \$	49,871	78,988	213,880		
INKIND					
LOCAL					
TOTAL					

WORLD RELIEF  
 FINANCIAL PROFILE OF THE PROJECT  
 AID INCOME GENERATION MATCHING GRANT  
 GRANT NO. OTR-0292-A-00-7131-00  
 Projected Actual Compared to Budget  
 For the First Year Ended May 31, 1988

PART A - BUDGET VERSUS ACTUAL	AID		WRC	
	Budget	Actual	Budget	Actual
Workshops	17,620.00	1,000.00	17,621.00	1,000.00
Counterpart Programs	159,188.00	162,970.00	248,854.00	252,424.00
Program Management	67,959.00	39,036.00	70,812.00	31,747.00
Evaluation	4,997.00		4,997.00	
Internal Audit-Program/Finance			4,759.00	4,759.00
Indirect Costs	97,279.00	86,924.00		
<b>GRAND TOTALS</b>	<b>347,043.00</b>	<b>289,930.00</b>	<b>347,043.00</b>	<b>289,930.00</b>
Percentage over (under) budget	( 16.46%)		( 16.46%)	

PART B - SOURCES OF FUNDS BY YEAR	YEAR 1 87/88	YEAR 2 88/89	YEAR 3 - 5 89/92
A.I.D. Matching Grant - Vouchered to Date	51,477.07		
A.I.D. Matching Grant - To be Vouchered	238,452.93		
World Relief - Private Cash	289,930.00		
	289,930.00		
	579,860.00		

65

WORLD RELIEF CORPORATIONFINANCIAL PROFILE

(in thousands)

For years ending September 30.

<u>Program Expenditures:</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>
Program Management	\$ 1,651	1,700	1,500	1,450	1,450
US Resettlement Services	2,954	2,900	2,500	2,500	2,500
Overseas Program Services	9,560	10,912	6,013	6,445	7,040
Education-Donor Public	472	630	400	400	400
Fund Promotion Costs	1,408	1,035	1,300	1,400	1,500
Gen. and Admin. Costs	742	1,070	1,000	900	900
	-----	-----	-----	-----	-----
TOTAL WORLDWIDE PROGRAM	16,787	18,247	12,713	13,095	13,790

Source of Funds:

A.I.D. Matching Grant	313	417	365	365	390
Other A.I.D.	1,324	5,830	298	30	30
Private Cash	7,522	5,500	6,050	6,700	7,370
Private In-Kind	1,626	600	500	500	500
Host and Other Government	3,048	3,000	3,000	3,000	3,000
Dept. of State/US Resettle- ment Grant	2,954	2,900	2,500	2,500	2,500
	-----	-----	-----	-----	-----
TOTAL	16,787	18,247	12,713	13,095	13,790

Other A.I.D.:

Indonesia-Block Grant	56	56	0	0	0
Indonesia-SAKIJ	30	30	30	30	30
El Salvador	944	5,056	0	0	0
Child Survival	294	238	268	0	0
	-----	-----	-----	-----	-----
TOTAL	1,324	5,830	298	30	30

OTHER WORLD RELIEF/AID GRANTS

1.0 Indonesia: World Relief Community Development Grant

1. Grant Number: 497-0336-G-SS-7087-00
2. Grant Dates: May 1, 1984 - August 1, 1988
3. Total AID Funds Authorized: \$225,017.00
4. Grant Officer: William P. Fuller, Director, USAID/Indonesia, Grant Officer
5. Project Description: The purpose of this project is to support locally based community development projects in Indonesia. Eleven projects have been supported by this project, for example:

Terusan Keras Canal in East Kalimantan  
Yayasan MAF Training Grant in Jakarta  
Nglobo Social Welfare Program in Central Java  
Bago Paun Under 5s Health Program in West Kalimantan  
Tagi Pyramid Social Welfare Project in Irian Jaya

2.0 El Salvador: Emergency Program: Health and Jobs for Displaced Families

1. Grant Number: 519-0281-A-00-5388-S
2. Grant Dates: August 2, 1985 - December 31, 1988
3. Total AID Funds Authorized: \$6,901,134.00
4. Grant Officer: John P. McAvoy
5. Project Description: To provide funding to assist World Relief to effectively administer and manage a program of resettlement for at least 1,440 Salvadoran displaced persons in rural or semi-rural areas.

3.0 Haiti and Bangladesh: Child Survival Grant

1. Grant Number: OTR-0536-A-00-7224-00
2. Grant Dates: June 1, 1987 - May 30, 1990
3. Total AID Funds Authorized: \$800,000.00
4. Grant Officer: Carolyn Eldridge
5. Project Description: World Relief seeks to improve the health conditions among the most vulnerable population groups by reducing mortality and morbidity of women of childbearing age and children under age five through a variety of child survival interventions.

4.0 Indonesia: Sekolah Alkitab dan Kejuruan Irian Jaya (SAKIJ)  
Hydroelectric Program

1. Grant Number: 497-0336-G-SS-7087-01
2. Grant Dates: October 1, 1987 - September 30, 1991
3. Total AID Funds Authorized: \$150,000.00
4. Grant Officer: Marcus L. Stevenson
5. Project Description: Provide support to the Irian Jaya Bible and Technical School (SAKIJ) through WRC, so as to facilitate SAKIJ's transfer of appropriate forms of small-scale technology to native Irianese through "hands on" instruction in its workshop.