

PD - AAZ-391

KN 6/15/87

IVS

INTERNATIONAL VOLUNTARY SERVICES, INC.

REPORT TO AID

COOPERATIVE AGREEMENT

OTR - 0158 - A - 00 - 8156 - 00

JULY 1, 1988 - JUNE 30, 1989

JUNE 1989

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MATCHING GRANT REPORT

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SUMMARY

In 1988, IVS celebrated 35 years of providing people-to-people assistance in the developing world. This experience has taught IVS many lessons and developed competencies in a variety of areas. IVS' history includes work done in over 35 countries by more than 1,200 volunteers. IVS has provided technical assistance to hundreds of thousands of rural poor in projects that fostered self-help and the development of indigenous human potential. Today, a committed and professional multi-national staff, 75% of whom are from the developing world, work side-by-side with local people.

Examples of IVS technical help, over the past year, include work with an Ecuadorian organization to launch a cooperatively-run livestock artificial insemination program. An IVS volunteer veterinarian, from Chile, introduced a technology which crosses local cattle with a highly productive breed of cows from the Italian Alps. The IVS volunteer has trained eleven local veterinary specialists (counterparts) in the new technology. They will be able to continue the program when the volunteer leaves.

Another example of IVS technical help is in Bangladesh. A public health volunteer, a registered nurse from the Philippines, is developing an inexpensive "safe birth kit". It may be adopted by other NGO's in an effort to lower maternal and infant mortality.

IVS also worked to strengthen the capabilities of the local organizations which work with and represent the rural poor. Representative of IVS training in organizational skills is a two-year project carried out with the Zimbabwe Women's Bureau (ZWB). Forty-five percent of the ZWB membership is now competent in organizational, marketing and record-keeping skills. Once trained, these women returned to their respective villages where they are sharing their new skills to train other women. Participants also reported that they gained greater respect from their husbands and other villagers. News of this success spread and other Zimbabwe women's groups have asked for similar help from IVS.

The use of a multi-national staff brings another dimension to providing technical assistance. Volunteers bring experience and technical knowledge from their countries of origin. Often they also bring organizational forms that can be modified to fit local conditions and meet local needs. For instance, a Sri Lankan volunteer with experience in the Sarvodaya movement, a successful grassroots development approach in Sri Lanka, is now adapting successes from Sarvodaya to conditions in Bangladesh. A Ghanaian volunteer, working in Zimbabwe, brings his country's experience with land use to address similar problems in Zimbabwe.

The Village Volunteer Program in Bangladesh arranges exchange visits by local staff for training and sharing of information and skills among different organizations. Its success relies on locally available skilled volunteers to train one another in new skills. Exchanges permit the widespread replication of successful pilot projects and training methods. IVS organizes sixty to seventy such training exchanges each year. The success of this program will be furthered in the coming year with an AID Dhaka grant through PACT/PRIP.

This has been a year of change for IVS. In the Eastern Caribbean the IVS program spun off and became one of the first regional, indigenous development assistance agencies. This new agency, Caribbean Advisory and Professional Services (CAPS) will provide help and training to the same range of beneficiaries as were formerly served by the IVS program.

IVS experienced a change in Executive Directors. After six years with IVS Nan Borton left to continue her development career as a consultant. The new CEO, David Smock, began in mid-March and immediately met with the IVS field personnel, both in Washington and the field.

I. BACKGROUND TO THE GRANT AND PROGRAM CONTENT

Since its founding in 1953, IVS' goal has been to alleviate hunger, poverty and human suffering in developing nations by providing human technical assistance through the use of skilled volunteers. As the needs of the developing world have changed, so has the manner in which IVS provides technical assistance.

Within its overall goal, IVS' purpose is to alleviate the conditions causing poverty, hunger and powerlessness by providing volunteer technical assistance that brings new technologies by which the rural poor can increase food production or increase incomes. Secondly IVS seeks to work with local institutions and groups to solve critical development problems in increasingly self-sufficient ways. IVS works with organizations and groups whose activities fall within one of the following technical sectors:

- * peasant sector agriculture production
- * micro-enterprise and cottage industry
- * village level health
- * energy and resource conservation

IVS activities have two objectives: (1) transferring the technical skills and new technologies needed to carry out development activities the rural poor have they have set for themselves; and (2) strengthening the abilities of local organizations to manage themselves effectively to serve the rural poor. IVS staff in Washington and the field are experienced development professionals. IVS volunteers are recruited to provide specific technical skills identified by the IVS field director and host organization as necessary but missing within the host organization's program.

Over the past twenty-five years many poor peasants have formed themselves into local self-help organizations. Some of these exists at local levels, while others are related through regional and even national networks. In some places these

represent totally new organizational forms, but in others they build on more traditional foundations. In all instances they reflect the desire of local rural peoples to both help themselves and to assert themselves.

These organizations constitute a form of local empowerment, to enable people to demand and effectively use available government services formally denied and to gain access to other needed outside resources. They also reflect a growing recognition that economic and social advancement is not going to come primarily from top-down government-sponsored development efforts. While government activity is essential to the development process, rarely are governments able to effectively or appropriately meet local needs when not accompanied by organized local initiatives.

The establishment of local organizations also reflects a recognition that total reliance on free market forces is an inadequate basis for meeting the needs of the rural poor. Poor people often can only be effective actors in a market system when they group themselves together to organize credit, marketing, raw materials and agriculture in-puts, and access to new productive technologies to which they could not gain access as isolated individuals acting alone.

The existence of these local organizations and groups presents the opportunity. **The problem** to which IVS is responding is that often local organizations and their members lack the technical skills and appropriate technology to fully utilize the organization as an effective vehicle to improve the social and economic well being of their constituency. There is also a lack of organizational skills and systems which likewise hampers these organizations as effective providers of development services.

As a reflection of these problems, IVS receives requests for (or seeks opportunities to provide) two types of assistance. The first is a request to provide technical assistance (TA) in new

productive skills and technologies in the fields of agriculture, small-business and health. These are skills and technologies to which project participants would generally not have access, except for participation in the local organization being assisted.

The second kind of assistance, which is offered in conjunction with productive skills and technologies, is organizational development (OD) which is intended to strengthen the capability of local organizations to better serve their people. Organizational skills are those that help more clearly define root problems, analyze available resources, choose appropriate solutions among various alternatives, and gain access to needed outside resources on terms more favorable to the local organization.

Frequently new technologies are adapted more rapidly than an organization can evolve to effectively use the technologies. Both aspects of development assistance are necessary if the gains made through new technologies are to be ingrained and sustained. Organizational training depends upon the desires of the local organization and on IVS' assessment of what is required to ensure the success of project activities. Organizational systems which most often require attention are bookkeeping, financial management, leadership training and fostering membership participation.

IVS sees development as a process of helping local people obtain the skills, technologies, and resources required to overcome hunger and poverty; and to strengthen local organizational ability to sustain and broaden the benefits from these new skills and technologies. We help local groups and organizations build their competence in:

- *increasing socio-economic well being of the rural poor;*
- *effective delivery of needed goods and services;*
- *providing management responsive to its constituency;*

- *self-reliant and increasingly self-sustaining use of local human, material and financial resources;*
- *creating links and networks between and among private organizations and local governments; and*
- *establishing partnerships with international agencies.*

Women find themselves at a greater disadvantage in terms of social and economic equity. Despite their critical social and economic contributions, women in the developing world generally have few rights under the law regarding land tenure, marital relations, income or security. Women are generally forced to operate on the margins outside the cash economy. Because they have little or no control over land or money, the value of their work is either disregarded or severely understated.

Matching grant funds are used to strengthen the regional impact of IVS' core programs in South Asia, the Eastern Caribbean, the Andes, and Southern Africa. IVS has developed alternative private funding sources for its other programs outside the matching grant: Mali and Zaire. Both AID Mission and private funding are more difficult to obtain for regional undertakings. The scale of mission grants is often too great for IVS to undertake alone, although IVS does collaborate with other U.S. PVOs in carrying out mission-funded projects in Bolivia and Bangladesh.

Wherever we work, IVS seeks multiple sources of funding, rather than being dependent on a single donor. IVS has found matching grant funds to be singularly effective both in generating private monies and in allowing programming of a less project-specific, traditional, and "safe" variety. Matching grant funding has allowed us to develop our professionalism in regional planning, management, and administration, and enabled IVS activities to reach across national borders in ways other AID funding, international organizations, and private donors rarely encourage.

II. PROGRAM METHODOLOGY

Program Goal

To provide the human technical assistance needed to introduce new and appropriate skills and technologies which allow people to take full advantage of their own self-help initiatives; and to strengthen the abilities of local organizations and groups to support and sustain local self-help initiatives.

To IVS, development means induced change to improve social and economic conditions. Long lasting change involves three main components.

1. **Strengthening local ability:** introducing new and appropriate productive skills and technologies which the rural poor can use to improve their economic and social well-being; and improving organizational ability to perform specific functions to support rural self-help initiatives through, planning, management, decision making, leadership, networking, learning, participation, and the effective use of resources.

2. **Solving development problems:** these are problems of such importance that the people affected are willing to commit scarce resources to solve them. Solving these problems involves collective action, acquiring necessary skills, getting necessary resources, and mobilizing for action.

3. **Methods that are increasingly self-reliant:** this requires that initiatives seeking change make maximum use of local resources, and are long term, based in increased knowledge, experience, and control, and seek to reduce external dependencies.

Program Purpose

* strengthen the technical skills of the rural poor and local NGO staffs in six countries in small-scale agriculture, micro-enterprise and health;

* strengthen the program and financial management capabilities of local development organizations in six countries; and

* increase the impact of local NGOs in six countries by establishing program links among the NGOs and between the NGOs and national governments.

Inputs: these are the general in-puts IVS is making within this Matching Grant program. Specific quantities and types are presented in Section III. Monitoring and Evaluation.

1. Volunteer months of technical assistance:

- volunteer assistance to bring skills and technologies in agriculture
- volunteer assistance to train for micro-enterprise development
- volunteer assistance in health training
- volunteer assistance to develop skills in energy and environment

2. Collaborating with US PVOs to strengthen our collective abilities to plan and manage development activities

3. Assessing technical feasibility of projects and evaluating specific activities

4. Preparing case studies

5. Technical assistance to US PVOs in development management, recruitment, institutional development for local NGOs
 6. Funds from AID and private sources
 7. Cash and in-kind contributions from local NGOs for project support
 8. Vehicles for use in projects as needed and as appropriate
 9. Funds for material and supply support to projects including seeds, tools, educational materials, operating costs of NGOs
-

The beneficiaries of IVS activities are at two levels. First are the *rural poor men, women and children*. People who, by joining together, have demonstrated a willingness to invest their meager resources towards solving their own problems. They are the landless or marginal farmers who cannot meet their needs through traditional agriculture. They are small-scale subsistence farmers or re-settlers who have 4 to 6 acres of land. They are producers of locally-needed hand tools or basic clothing and rural villagers for whom there is little or no agriculture-related employment and very few other work opportunities.

At a second level, are the *local organizations* with whom we are working - staff, board, structure and operating systems. These organizations are all indigenous, exist to serve the rural poor, believe in and promote participation among the membership and strive for equitable distribution of benefits. They are (1) local private membership or self-help associations trying to solve specifically identified needs, (2) cooperatives and small-scale producers groups which pool members' resources for common benefit and (3) service organizations formed to provide services which are needed but unavailable.

Women are particularly vulnerable. IVS' strategy is to ensure that, as we work with local organizations and groups, women are included, not only as beneficiaries, but as planners,

managers and implementors of activities from which they benefit. During the planning stages, IVS uses a consultative process so that the needs, constraints, contributions, creativity and commitments of women are factored into project planning. IVS encourages and promotes training women to gain new technical and managerial skills with which they can assume greater control over traditional activities and take greater responsibilities in non-traditional areas.

Outputs: these are the general results from IVS activities. Specific quantity measures are found in section III. Monitoring and Evaluation

1. Rural poor men, women and children benefiting from new skills and technologies provided by IVS working through local organizations
2. Counterparts and community participants directly trained in improved agriculture
3. Counterparts and community participants directly trained in micro-enterprise production, planning, and management
4. Counterparts and community participants directly trained in village health planning and management
5. Communities getting better development services from IVS-assisted local NGOs
6. NGOs trained in appropriate financial management skills and systems
7. NGOs trained and using systematic development planning and management
8. One major case study a year on the effects of improved PVO management capability on local development
9. US PVOs assisted by IVS in recruitment, local institutional development, project management, or other topics as requested

III. MONITORING AND EVALUATION

A. Changes and refinements

1. Baseline information

a. The indicators of staff in put have been changed to better represent the range of direct services provided to projects and local organizations by field directors. In most cases it is the IVS field director who provides initial training and TA to local organizations at the time of a request to IVS. IVS field directors often provide on-the-job training for local staffs in project planning methodology as the exact nature of a volunteer assignment is jointly worked out. During the time project activities are taking place the field director continues to give assistance to the volunteer and organization staff to improve the effectiveness of the project.

Training, in most cases, is on-the-job training in planning, project design and monitoring. Technical Assistance (TA) is usually helping the organization or the volunteer solve a particular technical problem. Organizational Development (OD) is working with the organization on issues such as participation, linkages to other organizations, available government programs or with other international organizations.

b. The indicators of volunteer in put are expressed in terms of the sectors of involvement and the types of activities undertaken. This recognizes that regardless of the sector in which the volunteer is working all three types of activities are used (training, technical assistance, organizational development).

c. The Monitoring Chart includes a section on women's participation, under out-puts, which shows the number of projects designed particularly for women; the number of women's groups with whom IVS worked (often one organization will work with multiple groups); the number of women who have been directly trained; and the number of women who benefited from a specific project or project activities.

d. IVS did not collect accurate information on the amount of new funds attracted by NGO partner organizations. Included is some information from individual organizations. IVS will be working over the course of the second year of the grant to improve its ability to capture and report this information.

e. It has been difficult to assemble accurate data on the increases in production and income for all projects. The narrative portion of the Country Reports reflects the information collected for some projects. Information has not been accumulated all the IVS programs and is not shown in a cumulative manner. A new field reporting format has been designed to better collect this type of information and IVS/W staff will be working with volunteers, staff and local organizations to improve reporting on these indicators of success.

2. Targets

a. IVS was able to exceed the target for beneficiaries served. Beneficiary information has been aptured and displayed by gender. IVS also worked with more NGOs than anticipated.

b. Fewer volunteers were placed than projected because of reduced private funding and the phase down of the Caribbean program.

c. IVS was able to reach more NGOs and more beneficiaries with fewer volunteers because the program increasingly moved toward assigning the volunteers to work with several local NGOs instead of being assigned to only one. For instance, the Village Volunteer Program in Bangladesh has the capability of working with 35-50 local organizations.

3. Critical indicators of effectiveness

The report contains good data on the numbers of people being reached, an increase of 23.5% over the base. The amount of community resources being committed to projects was approximately \$175,000 (about 30% less than anticipated).

As mentioned above, IVS will improve its ability to capture information on increased production and income levels.

4. Monitoring plans

The field reporting cycle has been modified from four reports per year (quarterly reports) to three reports per year. Reports analyze accomplishments against project objectives, explain workplans for the coming period and explain problems and revisions. These reports are shared with the local organizations and form the basis for a joint assessment of project progress. These reports also provide the base information for this report and similar reports to private donors.

5. Evaluation plans

IVS project and program evaluations are on-going throughout the period of the Matching Grant. Specific evaluations done during Year One are mentioned elsewhere in the report. Several evaluations have been scheduled for Year Two.

A mid-grant evaluation, to take place during Year Three, has been planned for and budgeted. A scope-of-work (SOW) for this evaluation will be proposed in our Year Two report and will be negotiated the Project Officer/FVA/PVC.

IVS EFFORT BY SECTOR

	<u>VOL IN PUT</u>	<u>IVS \$ BUDGET</u>
1. Agriculture	44%	31%
2. Small Business (Micro-enterprise)	45%	22%
3. Health	6%	3%
4. Energy/Environment	5%	0.2%

IVS WORK WITH WOMEN

1. WID Projects	5	23% of all IVS projects
2. WID Organizations	1	
3. Women's groups	161	
4. Women directly trained	649	42% of all people directly trained
5. Women beneficiaries	15,638	28% of people served by IVS assisted local organizations

**MONITORING
CHART I**

A. OBJECTIVES	INDICATORS	BASELINE	I	II	III	IV	V	END-OF-PROGRAM
1. Strengthen local NGO financial mngt.	-bookkeeping	-do not keep books						-double entry bookkeeping
	-grant management	-cannot track income and expenses						-can track and report on discrete money
	-financial decision making	-cannot account for grants, funds, credit received						-program driven
	-access to financial resources (grants, loans, credit)	-decisions are donor driven -opportunistic; not vision based or planned						-planned according to program and management needs and vision
2. Transfer technical skills in Ag. micro enterprise and health	-level of technical knowledge	-cannot accomplish project technical requirements						-use appropriate level of technology to solve problems
	-technical performance	-unskilled/missuse of technology						-skilled to use and adapt appropriate technology
	-appropriate technology adapted	-not accepting of technological change						-can modify and adapt locally available technology to solve problems
3. Establish networks among NGOs and linkages between NGOs and governments	-NGOs collaborating	-NGOs work in isolation						-functioning coalitions and networks of NGOs
	-access to and use of government services	-government services available but not being used by NGOs						-NGOs making use of government services
	-dialogue with appropriate government agencies on policy	-NGOs operate at whim of government policy						-NGOs and government engaged in dialogue on development polic

MONITORING CHART II

A. ACTIVITIES	INDICATORS	BASELINE	I	II	III	IV	V	END-OF-PROGRAM
1. IN PUTS								
a. Staff	-IVS staff months devoted to each activity							
i. Training		4	6					all provided
ii. TA to NGOs		5	8					all provided
iii. OD to NGOs		4	7					all provided
iv. Proj. dev.		5	7					all provided
b. Volunteers (sector)	-IVS volunteer months of service in each sector							
i. agriculture		146	113					all provided
ii. sm business		147	114					all provided
iii. health		22	16					all provided
iv. energy/env		15	12					all provided
c. Volunteers (activity)	-IVS volunteer months performing each type of activity							
i. training		108	89					all provided
ii. tech assist		124	95					all provided
iii. OD to NGOs		98	76					all provided
d. Material Support	-Amount of money & in puts by IVS (000)	---	45.0					
2. OUT PUTS								
a. IVS Projects	-# of IVS projects	20	22					50-60 projects
b. NGOs Trained	-# of NGOs trained	60	101					110 NGOs trained
c. Counterparts & participants Trained	-# directly trained	2,800	1,548					16,800 trained
d. Beneficiaries served	-# served by IVS assisted NGOs (000)	45.0	56.8					66.0 poor being served
e. WID participation								
i. wms projects	-# WID projects		5					
ii. wms groups	-# groups served		161					
iii. wmn trained	-# women trained		649					
iv. wmn benefic	-# women served (000)		15.6					
f. Management systems installed	-# & type installed	18						
g. New funds attracted by NGOs	-amount obtained as % of NGO budget	---	(\$53.9)					10% increase in new funds
h. IVS trained NGO & Community projs	- number & type of project							
i. agriculture		110	67					275 agriculture
ii. sm business		55	50					150 sm business
iii. health		20	11					65 health
iv. energy/envir		3	5					15 energy/envir
i. Evals/studies	-# completed	---	12					20-25 evals/studies
3. EFFECTIVENESS & IMPACT								
a. Increase services to poor	-% increase in # of poor being served		26%					
b. Increase production	-% increase: ag non-ag		---					
c. Improve health	-# trained health workers		---					
d. Community resources committed to activity	-value of cash & in-kind contribution	\$250.0	\$175.0					

IV. REVIEW AND ANALYSIS OF COUNTRY PROGRAMS

ASIA

BANGLADESH

ANDES

BOLIVIA

ECUADOR

SOUTHERN AFRICA

ZIMBABWE

BOTSWANA

CARIBBEAN

BANGLADESH

SUMMARY

In the aftermath of the serious floods which hit Bangladesh in 1988 village members of a community reconstruction club, working with an IVS volunteer and mobilizing local resources, were able to construct 579 houses with the funds intended to build 375. In another community villagers built two schools and a village community center. In Bangladesh it is not unusual for communities to rebuild after natural disasters. For the first time, however, in these particular communities, women worked alongside men and shared tasks equally. With new found confidence the women organized five women's groups to continue relief and rehabilitation activities in their communities.

Activity was increased in the Bangladesh Village Volunteer program.

IVS provided technical assistance to 35 Bangladeshi local development organizations through approximately 71 months of volunteer service, mostly short-term assignments of from one to three months in duration. In total, IVS provided 95 months of volunteer service and worked with 66 local organizations, directly training 480 counterparts and community participants. Through these organizations about 15,900 men, women and children were served. IVS worked with 22 women's groups and directly trained 210 women (44% of total trained); 5,000 women benefited (31% of total beneficiaries).

In year two of the grant we plan to begin transferring the operation of Village Volunteers to two Bangladeshi membership organizations.

AGRICULTURE

IVS completed an evaluation of the MAWTS/IVS manual irrigation project. The evaluation identified some of the limitations of the project's outreach. The average landholding size of those who purchased the handpumps was 1.63 acres thereby missing the most vulnerable farmers, those with .5 acres or less of land, the intended target group. The evaluation concluded that in order to reach this target group, credit and pump subsidy policies need to be changed.

IVS contributed to the small-scale irrigation dialogue by organizing a series of meetings with local and international NGOs working in irrigation and supporting the presentation of related information and recommendations to the government of Bangladesh and the World Bank.

Village volunteers trained the staffs of several local organizations in apiculture and small-animal management; ag. management skills were also transferred in planning, marketing, economic feasibility of ag. related small projects and basic ag. bookkeeping.

HEALTH

IVS worked with a consortium of nineteen small, local agencies serving, 30,800 direct beneficiaries, to survey village health needs. The survey identified health education, promoting rural sanitation standards and safe drinking water as the main goals of the villagers. This information served to set the project priorities for the organizations involved. This activity was not originally scheduled by IVS. It was in response to a stated need and provided IVS an opportunity to train village leaders to rely on their own knowledge and resources to identify issues and plan activities to address them.

Six local agencies trained twelve village health workers to organize and carry out immunization programs. As a result 1,847 children and 450 women were immunized. IVS assisted the local agencies to document the use of various immunization strategies and immunization education materials. Based on the documentation, trainers expanded their efforts to include information on breastfeeding, mother/child nutrition, and latrine use. The methodology included weekly group meetings with mothers, popularizing a song about immunization and displays of information for non-literates. The documented information was shared with other agencies to improve their ability to carrying out village health campaigns.

IVS developed training materials and a safe birth kit for use by "traditional birth attendants" (TBAs). 350 TBAs satisfactorily completed basic and refresher courses co-sponsored by UNICEF. To ensure the continued effectiveness of training, IVS made supervisory visits to training centers and incorporated trainees' suggestions into future course designs. A basic TBA training manual was printed and distributed to training centers and other NGOs working on TBA training.

To ensure the birth kit's effectiveness, 200 untrained TBAs were interviewed by five female field investigators and adjustments were made based on the feedback. A distribution and marketing strategy was formed and IVS trained six NGO teams to introduce the kit and train 45 TBA groups in its use. Twenty-one communications specialists from eight NGOs attended an IVS workshop for training on how to make appropriate pictorial instructions to be inserted in the kit. A materials development report based on the workshop was then circulated to agencies working with illiterate persons.

A local consultant, working under IVS' guidance, examined how agencies working in primary health care interacted. The study documented the linkages and information sharing that took place among NGOs and between NGOs and government at the local, national, and regional levels. The results of this survey are being used to plan a more coordinated and participatory approach to primary health care in Bangladesh.

MICRO-ENTERPRISE

IVS trained village-level groups and local agency field workers in micro-credit policy formation, including borrower selection, loan services, interest rates and monitoring repayments; artisan groups were trained in sales and marketing; assistance in handicrafts, income-generating projects, and accounting was provided. Over half of this assistance went directly to women's groups.

PROGRAM LEVEL ACTIVITIES

IVS worked on a series of activities which crossed project and sectoral bounds. For example, Bangladeshi NGOs and some government extension programs encountered problems with survey data that was generated by using different and uncoordinated questions. The resulting information was difficult to compile effectively and projects receiving resources based on the information were poorly served. IVS reduced this problem by developing a training approach and materials to help design survey questionnaires and instruct the surveyors on uniform survey techniques. Better surveys resulted in more reliable information which better served small community projects.

IVS documented some effective strategies to mobilize the rural poor and to augment leadership at the village level. Three case studies were completed on (1) organization and management, (2) landless group activities and (3) motivational training. These studies were written and presented in simple language and a format that makes them useful at a village level.

IVS coordinated a study on participatory approaches to village level development. The study focused on education, technical assistance, artisanship, and food availability. The study was used to examine ways to promote participatory approaches to development.

BANGLADESH

	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
Activities	Actual	Planned			
1. Training in financial and program management	----->	----->			
2. Project Evaluations	----->	----->			
3. Develop training materials & methods	----->	----->			
4. Sector and project studies	----->	----->			
5. Establishing linkages & networks	----->	----->			

Inputs

1. Staff months project design & training	3	3
2. Volunteer months of service by sector		
Agriculture	23	25
Small Business	56	50
Health	16	15
3. Volunteer months by activity		
Training	28	25
Providing direct T.A.	67	65
4. Person months on evaluations/assessments	4	5
5. Project support \$(000)	\$10.0	\$15.0

Outputs

1. IVS Projects	6	8
2. NGOs (host organizations) trained	66	70
3. Counterparts & community participants trained	480	550
4. Beneficiaries (men, women, children) served	15,900	16,400
5. Women's participation		
Women's projects	2	3
Women's groups	22	25
Women directly trained	210	250
Women served	5,000	5,500
6. Management systems installed	5	7
7. New funds attracted by IVS assisted NGOs	---	
8. Projects implemented by IVS assisted NGOs		
Agriculture	11	15
Small Business	24	25
Health	7	10
9. Evaluations/assessments/surveys	7	3

Critical Conditions

1. Availability of cash & in-kind contributions	----->
2. Availability of local consultants	----->
3. Climate exists which supports NGO cooperation	----->
4. NGOs have access to non-IVS external funding	----->

BOLIVIA

SUMMARY

IVS provided 39 volunteer months of direct technical assistance to five local organizations and trained 290 counterparts and community participants. IVS assisted organizations served 16,525 beneficiaries. We worked with 33 women's groups and trained 110 women (38% of total trained); 3,410 women were direct beneficiaries (20% of total).

Because of reduced funding and a major focus on Ecuador, within the Andes Region, the IVS program in Bolivia was smaller and had less activity than originally planned. With the completion of one project in this grant period and no new placements planned for the coming year, we will have a slightly smaller program in year two.

AGRICULTURE

IVS worked with a regional farmers' syndicate of 21 communities in the Yungas and an association of 18 community organizations in the highlands around Potosí to upgrade technical expertise and service providing capabilities to benefit 10,850 people. Four staff members and 70 community promoters were trained in sustainable, diversified, and cost-effective food production, marketing, and management systems. They helped lead courses, lectures and demonstrations for 1950 female and 2000 male farmers.

Based on this training, these farmers improved citrus, potato, and meat production; expanded food production to include vegetables, coffee, barley, fish, and honey; and learned skills of long-term planning, cost-benefit analysis, pricing to include labor's value, and basic business skills.

Two hundred women planted 18 demonstration vegetable gardens and replicated cultivations in family and commercial plots. Five hundred families planted and managed 10 citrus nurseries, 38 coffee nurseries, and experimental pineapple and wheat cultivation; they introduced new and heartier plant varieties as well as disease and pest prevention schemes; and they learned food processing and storing techniques.

Twenty local extensionists were trained in livestock production. They helped 100 families to build animal sanitation baths, salt and water feeders and corrals; to produce nutritious pastureland and fodder supplements; and to vaccinate 1375 animals against disease. As a result, there were virtually no animal deaths this year.

Both farmers' associations developed financial, planning, monitoring, and communication systems with IVS assistance. Audits were conducted for the first time. This streamlining helped them establish positive relationships with at least ten national and international development and academic institutions for the development of projects in reforestation, potable water, elementary education, and primary health. New organizational structures and \$8,400 from the Christian Children's Fund for educational materials helped to improve outreach, participation, and cooperation among farmers, including an association of extensionists, 5 cooperatives, and a livestock producers' group. A new farmer-run marketing system returned profits directly to participants, thereby increasing family incomes.

HEALTH

Although IVS had no volunteers working directly in health, there were health improvements, stemming from IVS activities. These include the eradication of a 65% goiter rate through the distribution of salt and an end to the 80% chemical poisoning rate through training in safer pesticide application techniques. Malnutrition was cut by 10% across 18 communities due to the increase in the quantity and variety of food produced. Health related educational materials reached 6900 children.

MICRO-ENTERPRISE

IVS training helped a handicrafts development and marketing organization, located in Santa Cruz, improve its management system, marketing services, and educational outreach. Six staff members learned skills of bookkeeping, inventory control, personnel management, marketing, and cooperative organization. Thirty artisan leaders were trained in quality control, pricing, accounting, and production planning. Based on these skills and new cooperative systems, the organization was able to help 400 craftswomen improve the marketability of designs, the quality of production, and the prices they receive for their work.

PROBLEMS

Several local organizations with which IVS worked lacked adequate funding to pay the salaries of additional community workers. The lack of money for gas and spare parts curtailed the amount of travel within the project zone. These combined to prevent the increase of services and broadening the dissemination of technical skills within several local organizations. The expense of purchasing and maintaining a vehicle, which was essential for marketing and

educational outreach, limited the effectiveness of

some community marketing initiatives.

IVS helped local organizations respond to these problems with efficient systems of financial control, with effective proposals to donor agencies, and by developing new income generating activities. Funding was obtained to pay off the note on one marketing vehicle and pay running costs for six months.

IVS trained village extension workers ran into some initial problems being accepted by and gaining the confidence of their neighbors. This was addressed by placing village workers in communities other than their own and by directing them to engage the communities in productive activities which yielded quickly and were highly visible.

NETWORKS AND LINKAGES

Externally, the impact of IVS programs was felt through linkages with other farmer groups and national agencies and schools. La Paz University agricultural students began field work with one IVS program. The IVS approach to agricultural training was targeted for replication at four other development projects in Bolivia.

BOLIVIA

	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
	Actual	Planned			
Activities					
1. Training in project planning, implementation & evaluation	----->	----->	----->	----->	----->
2. Technical Assistance	----->	----->	----->	----->	----->
Agriculture	----->	----->	----->	----->	----->
Small Business	----->	----->	----->	----->	----->
Health	----->	----->	----->	----->	----->
3. Project evaluations, assessments, studies	----->	----->	----->	----->	----->
4. Establishing linkages & networks	----->	----->	----->	----->	----->

Inputs

1. Staff months project design & training	0	3
2. Volunteer months of service by sector		
Agriculture	36	24
Small Business	3	0
Health	0	0
3. Volunteer months by activity		
Training	12	7
Providing direct T.A.	27	17
4. Person months on evaluations/assessments	3	2
5. Project support \$(000)	\$2.5	\$2.0

Outputs

1. IVS Projects	3	2
2. NGOs (host organizations) trained	5	2
3. Counterparts & community participants trained	290	150
4. Beneficiaries (men, women, children) served	16,525	13,600
5. Women's participation		
Women's projects	1	0
Women's groups	33	8
Women directly trained	110	80
Women served	3,410	2,150
6. Management systems installed	5	3
7. New funds attracted by IVS assisted NGOs	---	
8. Projects implemented by IVS assisted NGOs		
Agriculture	10	15
Small Business	3	
Health	3	
9. Evaluations/assessments	2	1

Critical Conditions

1. NGOs & beneficiaries willing to work collectively	----->
2. Reasonable weather & environmental condition	----->
3. Availability of cash & in-kind contribution	----->
4. NGOs have access to non-IVS external funding	----->

ECUADOR

SUMMARY

At a meeting of subsistence farmers in Chimborazo Province there are a large number of women present, more than 60%, and actively participating which seems to fly in the face of tradition and male dominance at such meetings. The women feel strongly that this is their organization and they mean to help run it. They have gained confidence through their participation in a guinea pig project which has provided them with an independent source of income, increased status and recognition within the organization, and socio-economic change within the community. The overall impact of these changes is not fully evident at this time but the changing roles of women will have a profound effect in these highland communities. This group of women will not revert to their former passive status.

IVS volunteers in Ecuador worked with six local organizations, including the one mentioned above, in Cañar and Chimborazo Provinces and in a number of small communities along the Napo river.

IVS provided 48 months of technical assistance and training; 300 counterparts and community participants were directly trained and 10,960 beneficiaries were served by IVS assisted organizations. The volunteers worked with 13 women's groups and directly trained 51 women (17% of those trained); 2,800 women were direct beneficiaries of IVS activities (26% of total beneficiaries).

AGRICULTURE

IVS training in food production reached 39 communities through 3 associations, benefitting 8,250 people. Seven female and 35 male farmers were trained as community extensionists and project leaders.

Agricultural training consisted of 18 to 30 one-hour courses and work on demonstration plantations. Two female leaders and 100 women

from 13 communities learned technically, ecologically, and economically sound cultivation methods for traditional, alternative, and cash crops. New or intensified cultivation included rice, coffee, cocoa, vegetables, and beans. Training emphasized natural resource conservation and encouraged composting, reforestation, crop rotation and diversification, and conservative pesticide use. Improved production on 100 family plots boosted food self-reliance, nutrition, and incomes.

In livestock production, IVS trained 40 local extensionists (35 male, 5 female) 1016 small farmers, and 5 women's groups in improved animal breeding, feeding, disease and illness control, and dairy processing. Training involved an average of 304 classroom hours for extensionists, monthly community lectures by IVS and visiting professionals, and on-the-job instruction at family and communal farms and four demonstration centers.

Educational materials were developed including an illustrated sheep-raising guide, 2 slide shows on milking and artificial insemination, a technical guide for veterinary extensionists, and numerous diagrams, charts, and posters. Local extensionists performed about 80% of routine animal attentions and 70% of emergency attentions, and 4250 animals were vaccinated against a sudden epidemic. Results of increased expertise include milk production increases averaging 110% and the eradication of the 15% premature animal death rate.

Two farmer-run veterinary supply stores, in Cañar and Chimborazo Provinces, expanded inventories with USAID/Ecuador (\$3500) and IAF funding, and increased small farmer clientele; one registered a 62% increase in capital and the other a 100% increase in sales. They also established basic medicine and instrument chests in 18 communities. A forage production facility was built by one farmer association, with \$12,000 from Plan International, to provide cheaper and richer fodder for local farms and to generate income for the farmers' association. Animal nutrition

improved also through pastureland cultivation and mineral and vitamin supplements.

The first small farmer owned cheese factory in Cañar Province was built by one cooperative. It pays dairy farmers of 9 communities more than they receive for raw milk, provides affordable cheese, and generates income for cooperative members. Four farmers were thoroughly trained in milk and cheese quality control, processing, and production management.

Also in Cañar Province, nine local extensionists learned skills needed to run the first small farmer owned artificial insemination service in Ecuador. They inseminated 11% of the cows in 9 communities, thereby improving breeds and reducing farmer expenses. Corrals and chutes for animal control were also instituted for use by 18 communities.

Record-keeping and monitoring systems were established by individual farmers and organizations in 31 communities, and operating manuals were drafted and adopted by 3 associations. Periodic workshops and on-the-job training for about 75 local leaders and farmers developed skills of administration, accounting, organization, planning, and democratic decision making. These skills helped community associations, stores, projects, and family farms improve profitability and relevance to community needs. They also facilitated the development of technical and financial links with Ecuadorian and international institutions -- 18 in total, including 5 new links this year -- in support of farming initiatives.

HEALTH/NUTRITION

Two local health workers and 100 women received classroom and practical training in health and nutrition. They learned first aid, sanitation, personal hygiene, family planning, sexual health, prenatal care, birthing, infant and child health, and drug and alcohol abuse concerns. In terms of nutrition, they learned how to best use their agricultural production to achieve well-rounded diets for their families. As a result, infant mortality dropped from 66% to 33% between 1985 and 1988 in the communities where women received this training.

MICRO-ENTERPRISE

IVS assisted a Promoción Humana, a local social service agency, and two associations of communities to promote the development of small enterprises in 65 communities. IVS training focused on 8 management staff, 34 local extensionists, representatives from each community, crafts associations, farmers, and women's committees. Applying their new skills to individual and cooperative endeavors, these people developed new sources of income and better systems of production, marketing, and management.

Eighty youths from 13 communities along the Napo River, honed carpentry and mechanics skills, and sixteen formed a producers' group. They learned furniture and musical instrument construction, power motor maintenance and repair, and house building. Training included a field trip to a number of factories and businesses in other regions of Ecuador. Women from about 20 communities learned to organize and use their handicrafts and cooking skills to supplement incomes. Projects ranged from a bread baking enterprise to refashioning donated or discarded clothing into "new" and marketable items. These productive and marketing skills gave rural families the chance to achieve financial and food security without emigrating. Those who left their communities did so with marketable skills and increased self-confidence.

Local marketing systems were expanded and refined through IVS training. Staff members were trained, feasibility studies conducted, transportation secured, and storage procedures established. IVS training helped the Shuar Federation's 278 "centers" negotiate marketing contracts with 2 large companies and other commercial entities in 3 cities, and expand the variety of products marketed. Efficient marketing routes and schedules were established and a network of 20 communal stores were built to maximize the number of centers served and the accessibility of the marketing service to members. IVS helped nine other farming communities develop cooperative marketing channels for selling local products and purchasing agricultural inputs and consumer goods.

IVS training for 65 community groups developed skills of accounting, basic math and statistics, budgeting, planning, record-keeping, office administration, and participatory organization. A thirty page manual covering the basics of communal store management was written and widely distributed to complement training. Based on these new skills, 24 communal stores, 10 producers' groups, 10 small enterprises, and four secondary community organizations established credit services, developed cooperation among communities, and cultivated financial and technical support links with national and international institutions. This, in turn, increased profitability and the number of people involved in the programs. Small farmers also learned skills of pricing and cost-benefit analysis needed to negotiate better profits and set priorities for productive activities.

The systems and productive activities initiated and strengthened through IVS assistance improved earnings, nutrition, health and self esteem for increasing numbers of people who live on the margins of Ecuador's economy. Evidence of this is a 20 percent increase in annual incomes for marketing system participants. In addition, many women are generating an income for the first time in their lives.

PROBLEMS

Meeting agricultural objectives is often constrained by a lack of arable land. This limits both the willingness of small farmers to experiment with new activities and the extent to which organizations can implement demonstration and income-generating activities. IVS has helped farmers and their organizations address these problems with: concentration on small animal production; selection of crops that can be cultivated intensively and rotated; and income-generating schemes like fees for veterinary services rendered in non-affiliated communities. Another problem has been the limited educational backgrounds of project participants.

To facilitate learning, training emphasizes the practical and visual and, where possible, involves visits to other projects. Overly centralized management has been another constraint. To promote the progressive generation of new leadership and broad participation, IVS stresses community-wide education and the evolution of representative organizational structures.

EXTERNAL IMPACT

The impact of IVS assistance extended beyond the communities with whom IVS worked directly. The veterinary service program that developed at one association of communities offered its technical expertise and supplies to 8 non-affiliated communities and a neighboring association of communities. This same program received work-study students from the livestock faculty of the Riobamba Politechnic Institute and an American anthropology student.

Another IVS-assisted livestock program regularly hosted representatives from communities interested in replicating successful projects. The IVS volunteers also played an important role in helping donors make contributions that were appropriate to local needs. In addition, they helped forge cooperation between government agencies and community-level organizations. In one particular case, the Ecuadorian government's Consejo Nacional de Desarrollo (CONADE), issued formal recommendations for greater government involvement in community level development after visiting an IVS-assisted project. The farmer-run artificial insemination program has the potential for widespread dissemination and replication.

ECUADORYEAR 1
ActualYEAR 2
PlannedYEAR 3YEAR 4YEAR 5**Activities**

1. Training in project planning, implementation & evaluation ----->		
2. Technical Assistance		
Agriculture/livestock ----->		
Small Business ----->		
Health ----->		
3. Project evaluations, assessments, studies ----->		
4. Establishing linkages & networks ----->		
5. Increase access to gov. services ----->		

Inputs

1. Staff months project design & training	3	3
2. Volunteer months of service by sector		
Agriculture	30	35
Small Business	18	20
Health	0	0
3. Volunteer months by activity		
Training	14	15
Providing direct T.A.	34	35
4. Person months on evaluations/assessments	2	2
5. Project support \$(000)	\$2.0	\$2.0

Outputs

1. IVS Projects	5	4
2. NGOs (host organizations) trained	6	6
3. Counterparts & community participants trained	300	350
4. Beneficiaries (men, women, children) served	10,960	11,600
5. Women's participation		
Women's projects	1	0
Women's groups	13	15
Women directly trained	51	60
Women served	2,800	3,000
6. Management systems installed	3	3
7. New funds attracted by IVS assisted NGOs \$9,500		
8. Projects implemented by IVS assisted NGOs		
Agriculture	21	25
Small Business	8	10
Health	1	
9. Evaluations/assessments	1	2

Critical Conditions

1. NGOs & beneficiaries willing to work collectively ----->	
2. Reasonable weather & environmental conditions ----->	
3. Availability of cash & in-kind contributions ----->	
4. NGOs have access to non-IVS external funding ----->	

ZIMBABWE

SUMMARY

In the city of Bulawayo IVS helped the City Council take a pilot youth training scheme and build it into a program which has gained national recognition and may serve as a model to be replicated in other municipalities. The scheme trained school leavers in carpentry skills, assisted them to form building cooperatives and provided a mechanism for the construction of affordable housing where it was badly needed.

In Zimbabwe IVS worked with 9 local organizations.

IVS provided direct training to 450 counterparts and community participants and a total of 44 volunteer months of technical assistance. The organizations with whom IVS worked provided services to 10,335 beneficiaries. Volunteers assisted 85 women's groups and directly trained 265 women (59% of total trained); 2,928 women directly benefited (28% of the total) from project activities.

The IVS field director developed a concept paper for an IVS Southern Africa Regional Program. The goal of IVS' new thrust in the region is **food security at the household level**. (see attachment)

We expect activities under this program to begin in the second year of this grant.

AGRICULTURE

A. PRODUCTION

IVS worked with peasant farmers from three different types of agricultural schemes, a) cooperatives in which each farm family owns an individual plot which they farm as they see fit. They act cooperatively to get credit, purchase

agriculture in-puts, leverage government extension services and or market production; b) collective cooperatives in which the land is owned by the cooperative and all farm families contribute to the planting, cultivating and harvesting of common land; and c) communal farmers who

hold, but do not own, land in the former tribal trusts, farm the land individually and often join farmers groups or associations to get credit and other services which have not traditionally been available.

The focus of training and technical assistance is to improve levels of productivity. Excluding personal consumption, eight agricultural collective cooperatives, with roughly 400 adult members, produced and marketed 4,700 bags of maize, sunflower, groundnuts, and sorghum and 100 bales of cotton. All the cleared, arable land on these co-ops was cultivated. Crop diversification provided a hedge against drought.

Farmers in Matebeleland working on irrigated gardens encountered problems when five of the six wells dried up. The gardens were maintained at marginal production levels by using a rural-based technology, *mufuku*, or water extraction from riverbed sand. To further assist these farmers, IVS organized a water awareness and conservation course and brought in provincial water experts to help find other appropriate methods providing water.

An IVS volunteer provided the technical assistance which helped farmers repair run down irrigation systems inherited when cooperative schemes purchased former small commercial farms. IVS arranged an irrigation course to overcome the lack of irrigation experience and to promote effective use of an existing irrigation system.

In Midlands Province IVS helped introduce cattle schemes to three co-ops which involved cattle projects managing 570 heifers and steers. Volunteer technical assistance included advice on the economic feasibility of such schemes, application for the purchase of cattle, a workshop on planning and cattle management, and a members' visit to a pasture and cattle management research station.

One component of IVS's involvement in agricultural projects is developing a capability in local groups to leverage needed government

services, particularly ag extension. FAO noted that women communal farmer groups with which IVS worked began to receive regular visits -- every one to two months -- by Agritex, the government of Zimbabwe agricultural extension service. Cooperative members began receiving monthly training sessions from Agritex on dosing, cattle feeding, and proper fertilizer use. The Ministry of Community and Cooperative Development and Women's Affairs (MCCDWA) also held a workshop for IVS-assisted cooperative farmers on livestock project.

B. MANAGEMENT

Based on expressed needs, IVS designed and presented workshops for 734 cooperative and collective-cooperative workers and women and men communal farmers. Through these workshops people were trained in production planning, credit systems, record keeping, evaluation, group dynamics and building legally recognized farmer's organizations. Many of those trained in the workshops became trainers on the cooperatives or in the villages from which they had come. The National Farmers' Association of Zimbabwe used the training materials and methods developed by IVS through its work with communal women farmers.

One hundred collective cooperative members working with IVS attended workshops organized and co-funded by MCCDWA. The cooperatives financed the other half. Crop budgeting and the principles of cooperative organization were the main courses.

IVS worked with 675 communal farmers (30% women) to teach project planning and assessment, how to form farmer groups and associations, leadership development, and how to begin savings clubs. Thirty-eight Agritex workers assisted IVS with this training in 11 district areas.

Working with roughly 83 women's farmer groups (approximately 1245 members), IVS taught record keeping, methods to inventory agricultural inputs, and ways of tracking credit and loan obligations. Cooperative farmers worked with IVS on

developing their loan requirements, and Agritex began to take a greater role in advising the co-ops on financial matters.

One recurring difficulty that IVS confront in training, particularly with women farmers, is the extremely varied skill levels that farmer bring to training sessions. There are two major causes, (1) the wide differences in previous farming experience (from years of managing a family plot to no previous experience) all thrown together in a single co-op. (2) often groups and cooperatives designated the same representatives to be sent to training after training because so few members were literate and numerate. While pre-testing of potential training participants increased the effectiveness of training, it also exacerbated the problem of elitism. Continued evaluation of training by participants and restructuring and simplification of training materials helped, but literacy and numeracy levels and the consequential group dynamics implications continued to be a difficulty.

C. RESOURCE COORDINATION

In the Murembwa Ward section of Masvingo Province, approximately 6,000 people benefited from the construction of a ward-level training center. The community had cited a center as a major need, and, with the help of IVS, took on planning and some construction aspects of the project including block making.

In Midlands Province a group of cooperatives sponsored the building of a district union center, which houses a community shop with agricultural inputs and hardware as well as a central grinding mill that saves co-op members a ten kilometer walk to mill their grain. The union hired a manager to run the center, and coordinate the co-ops' new tractor pool. A mechanic was hired which lowered servicing costs by 50%. The Union also arranged to market and transport member produce and to acted on behalf of the co-ops to obtain credit. Finally, the center serves as a natural institutional link between the cooperatives and government services such as Agritex and the MCCDWA.

MICRO-ENTERPRISE

In Bulawayo IVS worked with six building co-ops -- including two new ones -- employing 73 unemployed youth. The building co-ops constructed 130 low income houses in an area of high youth unemployment and limited availability of low-income housing. Except for its first month of operation, each co-op was able to pay members at least minimum wage and some as much as Z\$300.00 per month -- a wage not easily matched by private builders in the area.

One difficulty encountered in this project was the overwhelming demand by young people to take part in the project. The training aspects of the project were capable of absorbing more participants but the process of co-op formation and follow-up supervision for project graduates was insufficient. As a temporary solution, the initial (pre-co-op) training period was extended, and training in new skills areas and higher proficiency levels were introduced. The existing co-ops, working together and with the local sponsoring city council, also provided assistance for nascent co-ops by putting contract bids (over 200) out so that new co-ops would immediately have contracts to fill.

The success of this project has gained national attention. A national workshop, "Housing Development and Implementation Strategies," visited the cooperatives as an example of a local pilot project. Other city councils requested that IVS draft a paper on how similar projects might be as successfully replicated.

One issue not addressed in the project was the homogeneous nature of the co-ops. The building co-ops functioned effectively with people of the same gender, approximate age, training, and "paper qualifications". In the future the government of Zimbabwe is encouraging member diversification, particularly to include women. Attention needs to be paid to how this might change co-op dynamics and what new strengths and complications are introduced into the project.

ZIMBABWEYEAR 1YEAR 2YEAR 3YEAR 4YEAR 5

Actual

Planned

Activities

1. Training in project planning, implementation & evaluation	----->	>
2. Technical Assistance		
Agriculture	----->	>
Small Business	----->	>
Energy/Environment	----->	>
3. Develop training materials & methods	----->	>
4. Project evaluations, assessments, studies	----->	>
5. Establishing linkages & networks	----->	>

Inputs

1. Staff months project design & training	4	4
2. Volunteer months of service by sector		
Agriculture	24	38
Small Business	20	12
Energy/Environment	0	0
3. Volunteer months by activity		
Training	13	15
Providing direct T.A.	31	35
4. Person months on evaluations/assessments	0	2
5. Project support \$(000)	\$2.0	\$2.0

Outputs

1. IVS Projects	4	4
2. NGOs (host organizations) trained	9	15
3. Counterparts & community participants trained	450	500
4. Beneficiaries (men, women, children) served	10,335	11,000
5. Women's participation		
Women's projects	0	0
Women's groups	85	90
Women directly trained	265	300
Women served	2,928	3,450
6. Management systems installed	2	3
7. New funds attracted by IVS assisted NGOs	---	
8. Projects implemented by IVS assisted NGOs		
Agriculture	25	35
Small Business	10	15
Energy/Environment		
9. Evaluations/assessments	0	2

Critical Conditions

1. Political climate that is favorable for NGOs to work in development	----->	>
2. Willingness of beneficiaries to work collectively	----->	>
3. Availability of cash & in-kind contributions	----->	>
4. NGOs have access to non-IVS external funding	----->	>

BOTSWANA

SUMMARY

IVS in Botswana worked with two local organizations and provided approximately \$ 70,000 in core expenses and project money to our host partners. This is money that IVS was able to leverage on behalf of the two organizations at a time when the IVS program was much larger. IVS had volunteers assigned to both organizations, however, they completed their contracts during the reporting period.

IVS assisted organizations served 1,800 beneficiaries. Twenty people were trained, five of whom were women (25%) and 300 women were directly served (16%).

Over the past two years the scope of IVS' work in Botswana has been reduced but Botswana is included in the IVS Southern Africa Regional Program (SARP) and we anticipate an increase in the level of IVS activity there. The SARP concept paper is included as an attachment.

ENERGY AND ENVIRONMENT

IVS worked with a forestry and conservation outreach agency to coordinate a series of conferences and workshops which introduced appropriate technology for drought relief and presented an approach to drought relief through forestry activities. The courses were designed for project supervisors and rural technology officers.

A forestry workshop was also planned for secondary school agriculture teachers. Training continued with the IVS counterpart -- a woman - - who was taught proposal preparation skills and other management and outreach capabilities.

MICRO-ENTERPRISE

IVS worked to improve the financial management systems of a local rural technology agency. Technical assistance included bookkeeping for the individual units, an overall accounting system, inventory control and billing systems, payroll and grant management. With the help of IVS, forms were drawn up to track items including pensions, taxes, advances, and loans. New agency budgets were produced that reflected cash-in-hand and that helped the organization monitor its financial health and now much of the financial management system can be handled by computer.

Four women, including two central bookkeepers (IVS counterparts) and two bookkeepers working with affiliated organizations, were trained. IVS trained a new accountant in the IVS-developed accounting and computer systems. The IVS-trained bookkeepers, accountant and controller are all in place. The agency has improved its financial management considerably thus maintaining better relations with donors by better tracking and reporting on grant money, better managing a positive cash flow by keeping closer track of outstanding accounts, better relations with creditors by ensuring obligations are met on time and better financial information on which to base management decisions.

Finally, IVS provided accounting guidance back-up to the bookkeeper at a village-based pottery and retail center with which IVS had worked.

BOTSWANAYEAR 1YEAR 2YEAR 3YEAR 4YEAR 5

Actual

Planned

Activities

1. Training in project & financial management----->					
2. Technical Assistance					
Energy/Environment	----->	----->			
Small Business	----->	----->			
Agriculture		----->			
3. Develop training materials and methods	----->				
4. Evaluations & studies				----->	

Inputs

1. Staff months project design & training	0	1
2. Months of service by sector		
Energy/Environment	12	6
Small Business	12	6
Agriculture		
3. Months by activity		
Training	4	0
Providing direct T.A.	20	12
4. Person months on evaluations/assessments	0	0
5. Project support \$(000)	\$70.0	\$35.0

Outputs

1. IVS Projects	2	2
2. NGOs (host organizations) trained	2	2
3. Counterparts & community participants trained	20	0
4. Beneficiaries (men, women, children) served	1,800	1,800
5. Women's participation		
Women's projects	0	0
Women's groups	0	8
Women directly trained	5	0
Women served	300	300
6. Management systems installed	1	0
7. New funds attracted by IVS assisted NGOs	\$30.0	
8. Projects implemented by IVS assisted NGOs		
Energy/Environment	5	8
Small Business	2	2
Agriculture		
9. Evaluations/assessments	0	0

Critical Conditions

1. Opportunities for regional placement	----->
2. Reasonable weather & environmental conditions	----->
3. NGOs have access to non-IVS external funding	----->

CARIBBEAN

SUMMARY

Over the course of this reporting period IVS assisted in the creation of a wholly indigenous regional development organization staffed with West Indians who were former IVS volunteers in the Caribbean Program. This new agency, Caribbean Advisory and Professional Services (CAPS), grew out of the IVS program and spun off as a private, non-profit organization which is providing technical assistance to the same range of beneficiaries and clients as were formerly served by IVS. IVS and CAPS maintain some operational ties in the region.

The decision to set up a private operation out of the IVS program resulted from three factors: a) the lack of private funds to support the IVS program and indications that private funding was available for an indigenous organization; b) a lower than requested matching grant funding level which prompted a more concentrated focus on Africa, the Andes and Bangladesh; and c) a feasibility study which indicated the conditions and needs in the region could sustain such a private effort. A copy of the Evaluation of the IVS Caribbean Program and Feasibility Study for the Spin-off of CAPS is included as an attachment.

IVS worked with 13 other local organizations, trained eight people (all women) and 1,200 people (all women) benefited from services provided by IVS-assisted organizations.

The level of IVS activity in the region was below what was predicted in the matching grant proposal. This was primarily due to the AID-IVS agreement to phase the Caribbean program out of the matching grant over an 18 month period. As volunteer contracts were completed and as CAPS was formed as a private entity IVS did not undertake new activities in the region.

MICRO-ENTERPRISE

IVS activity in the Eastern Caribbean focused on the development of a private, professional West Indian development agency and continued direct technical assistance to low-income groups in the areas of micro-enterprise and women's development.

A women's entrepreneurship training program received key assistance in planning, proposal writing and donor cultivation, public relations, and course design. On an ongoing basis, IVS offered on-the-job instruction to small businesswomen to improve organizational, leadership, and marketing skills.

A West Indian development institution, named Caribbean Advisory and Professional Services (CAPS), developed out of the IVS/Caribbean program. This spin-off accomplished the tasks both of structuring a new multi-island development agency and of continuing to deliver essential development services to over ten organizations on five islands. IVS concentrated on developing the self-sustainability of CAPS. This began with an outside evaluation and feasibility study and continued with training and supervision in the areas of management, fundraising, public relations, and networking. With this support, an independent CAPS was able to develop crucial links with donors and development agencies, build effective administrative and financial systems, draft operating procedures, and organize an active Board of Directors. Seven large proposals were submitted to donors and four were approved for a total of US\$240,500. A particularly close and long-term relationship was forged with one development agency and at least nine other donor relationships were pursued.

CAPS' first income-generating service project was the West Indian Talent Bank. It was the first West Indian enterprise to provide linkages between indigenous professionals and local employers.

In addition, National Development Foundations, social service councils, women's groups, and farmers' organizations on five islands received development assistance related to problem identification, cooperative management, inter-island and local marketing of food and handicrafts, water safety, and micro-enterprise. Assistance took the form of training workshops, on-the-job supervision, and the development of proposals, project designs, and systems. Low income women and youth were primary target groups, and IVS introduced strategies for incorporating women-in-development components into all its development activities.

IVS/Caribbean, particularly in its evolution into CAPS, brought new meaning to the concept of local self-reliance. Development institutions throughout the Caribbean have watched proceedings with interest and IVS conducted two learning studies of the program for dissemination to colleague agencies.

CARIBBEANYEAR 1YEAR 2YEAR 3YEAR 4YEAR 5

Actual

Planned

Activities

1. Training in management & administration	----->	
2. Technical Assistance		
Agriculture	----->	
Small Business	----->	
3. Recruitment		
4. Establishing linkages & networks	----->	
5. Support Services	----->	
6. Evaluation/Studies	--->	

Inputs

1. Staff months project design & training	0	0
2. Volunteer months of service by sector		
Agriculture	0	0
Small Business	5	0
3. Volunteer months by activity		
Training	2	0
Providing direct T.A.	3	0
4. Person months on evaluations/assessments	1	0
5. Project support \$(000)		

Outputs

1. IVS Projects	2	0
2. NGOs (host organizations) trained	13	0
3. Counterparts & community participants trained	8	0
4. Beneficiaries (men, women, children) served	1,200	0
5. Women's participation		
Women's projects	1	0
Women's groups	8	8
Women directly trained	8	0
Women served	1,200	0
6. Management systems installed	0	0
7. New funds attracted by IVS assisted NGOs	---	
8. Projects implemented by IVS assisted NGOs		
Agriculture	0	0
Small Business	3	0
9. Evaluations/assessments	1	0

Critical Conditions

1. Availability of local skills and experience	----->
2. NGO willingness to work collaboratively	----->
3. Availability of non-IVS funds	----->

V. MANAGEMENT: REVIEW AND ANALYSIS OF HEADQUARTERS/SUPPORT

A. HEADQUARTERS

1. Project planning and management activities

IVS headquarters staff sets goals and strategies for IVS, approves country and region program plans, raises funds, and allocates resources. Field directors formulate country plans, define sectors, beneficiary groups, host organizations, and skills needed and raise funds locally. With host organizations, they prepare project objectives, workplans, and impact statements. Field directors monitor projects; headquarters monitors and evaluates country programs.

2. Staff resources

During the past year IVS has experienced change in staffing at several levels. Nan Borton left IVS at the end of February 1989 and David Smock became the Executive Director in mid-March. Since coming on board, David met with all IVS field staff in a series of mid-April meetings held in D.C. Additionally David traveled to Ecuador and Zimbabwe to see the IVS program first-hand.

In December 1988 two Washington program Officers left to further their careers with other organizations. IVS opted not to replace those two people.

3. Field Staff

As planned, one new Field Director was hired and assigned to Quito to manage the IVS Andean Program.

4. Leverage Private Funds

(a) Blocked Funds: Working with PAID IVS was able to get a donation of 150,000 dollars in blocked currency in Zimbabwe. During the negotiations IVS was able to provide in-country support to PAID.

(b) Mail Appeal: Through a direct mail campaign individual giving to IVS was up by 50%.

Although individual giving remains a small amount of the total private contribution, about

4%, we have increased the number of individuals contributing to IVS.

(c) IVS Publication: In celebration of IVS' 35th Anniversary a new brochure was produced. This brochure has been very effective in telling the IVS story to the general public and to potential donors. A copy has been included as an attachment.

(d) Up-grade Past Donations: IVS was not able to up-grade the contributions of a number of traditional donors due to an overall downward trend in giving patterns. This is discussed more fully in the Financial Report.

(e) Build Constituency: Two efforts during the grant period contributed to building base support for IVS. The response to the mail appeal indicates that IVS has managed to reach a broader constituency than in previous years. In conjunction with the 35th Anniversary an Alumni Reunion was held which revitalized the network for former IVS volunteers, another source of base support.

5. Broaden Impact

(a) Collaborative programs: IVS worked collaboratively with Save the Children in Bolivia, providing agriculture services and training to 13 communities in the Circuata area. In Ecuador IVS financed a grinding mill for cattle feed and Foster Parents Plan International funded a building to house the mill. IVS volunteers in Ecuador are working in two projects funded by the Inter-American Foundation. The Christian Children's Fund and IVS are collaborating in the Potosí area of Bolivia to integrate literacy and agricultural production and marketing. OXFAM UK and OXFAM Quebec work with IVS in the Village Volunteer Program in Bangladesh.

Outside the Matching Grant IVS collaborated with the Zaire Methodist Church and the Kinshasa AID mission to rebuild, equip and staff rural medical clinics in Shaba Province; in Mali IVS worked with OEF International, Freedom From Hunger and Groupe Jeunes to train women in the Sikasso region.

(b) **Regional Programs:** In Southern Africa IVS is moving from separate programs in Zimbabwe and Botswana to an integrated regional program focused on regional food security at the household level. This is discussed in the Zimbabwe section of the report and the regional program concept paper is annexed.

(c) IVS has undertaken a new collaborative effort with PACT, CARE, EIL and the Dhaka mission to provide professional training to Bangladeshi NGOs under the PRIP Program.

6. Monitor and Evaluate

(a) **Field Visits:** Two IVS/Washington staff traveled to visit field programs during the year. The Director of the Office of Communications and Development went to Zimbabwe to (i) help field staff elaborate the regional program, (ii) review field activities and collect information for various donors, (iii) assist field staff begin planning a financial resource campaign to support the regional program.

The new Executive Director traveled to Ecuador to (i) become familiar with IVS field operations, and (ii) build an experiential base for further developing the IVS Learning Project.

(b) **Project Evaluations:** IVS, in conjunction with the Inter-American Foundation, completed a participatory evaluation of our mutual work with the Evangelist Indigenous Association of El Napo (AIEN). This was a four year Training Project in Agriculture, Health, Nutrition and Vocational Education. A copy of the evaluation is attached. Major findings from the evaluation are:

(i) In Agriculture, Health and Nutrition: an increase in the production of native crops; diversification introduced new crops; two commercial crops were rejuvenated, coffee and cacao; production of milk and meat was increased; the agricultural component was carried out with strong attention to minimizing negative environmental impact by using cultivation techniques which preserved the fragile soil and tree cover balance in this Amazon ecological zone.

Improvements in agriculture provided more available, better quality food and nutrition training contributed toward a higher quality more nutritious diet. More food and a better diet contributed to a reduction in the infant mortality rate for the participating communities from 66% to 33% over four years.

(ii) The Vocational Education component included training in carpentry and mechanics and provided new vocations for 25 students. It was noted, however, that within the region there is not a great demand from existing businesses for trained carpenters or mechanics and graduates of the program do not have either the business skills nor the capital investment to begin their own businesses. Some students migrated in search of work.

In an accompanying section on recommendations it was suggested that the carpentry and mechanics shops go into a production phase, after an economic feasibility and market analysis, as a way to provide employment for the trained carpenters and mechanics.

(c) **Program evaluation:** IVS completed a major study of the Caribbean program. The purpose of the study was to determine 1) the impact of the IVS/Caribbean Program on the beneficiary organizations; 2) the effectiveness of the program model itself in delivering technical assistance; and 3) the viability of CAPS, Ltd. Caribbean Advisory and Professional Services), the program's private, local offshoot. The report's Summary of Findings states:

In essence the question broached by the evaluation is whether and to what extent the IVS/C program achieved its objectives in delivering TA to pre-identified beneficiary groups in the region. The answer is overwhelmingly, yes it did, and the impact was substantial. The design parameters were new and dynamic modalities. The risks taken by IVS in venturing into new techniques proved worthwhile. The management and execution of the program, though strained at times ... , was fortunate to be in the hands of dedicated and committed personnel.

From the section which assesses the quality of TA to host and secondary organizations the report states:

A recurrent response was in respect to beneficiaries' sense of organizational enhancement, enrichment and deepening of an "esprit de corps" brought about by the intervention of the program.

Even where no advisor came in and a group interfaced with the Field Office many said they "came away feeling better." Indeed the level of group facilitation and ad hoc unsolicited calls for assistance or simply organizational therapy or counselling carried out by the Field Office has left a strong impression and sense of good will for the program in the region.

(d) **Expansion of Benefits Study:** Based on its experiences in the Caribbean, IVS examined the question of how to broaden its impact on beneficiaries. Concerned about cost effectiveness and efficiency, IVS studied those factors which emerged from the Caribbean program that seemed to lead to enhancing the impact of an individual volunteer's activities. This study is attached. The conclusions included:

* **volunteer sharing** - programming one volunteer to work in a coordinated way among several local organizations to make more efficient use of the volunteer's skills. To be effective, volunteer sharing requires geographic clustering of placements to share resources and increase possibilities for replication.

* **recruit teams of volunteers** with complimentary skills so that local organizations can receive a variety of TA depending on their needs rather than the single focus TA from one volunteer.

* continue to emphasize the **major role local organizations play in the planning, monitoring and evaluation** of projects to ensure ownership of project goals and continuation of the flow of benefits.

* use the IVS volunteers and Field Offices to **foster networks** among local organizations and to help establish linkages between local NGOs and governments.

7. Professional Development

Staff Training: IVS held two conferences, attended by IVS field and Washington staff, which covered management of field programs and fund raising.

Each country held in-service training sessions for volunteers which focused on problem solving and increasing understanding of and skills in organizational development.

8. IVS and US PVO Community

(a) IVS provided two-day training workshop in fund raising for the Katalysis Foundation and its affiliates.

(b) IVS provided field accounting assistance to several US PVOs who were in the process of establishing offices in the field.

(c) IVS worked with OEF and PACT on the ISTI follow-up study and provided IVS' model of organizational growth.

(d) Nan Borton served as Chair of InterAction; Donna Lucas chaired the Debt for Development Coalition; Jim Cawley chaired the SEEP Network. IVS staff served on several InterAction and PACT committees and work groups.

B. FIELD

9. Country Program Management

During the reporting period IVS staff worked to consolidate existing projects and develop new programmatic strategies. From the information gained out of the assessments and studies referred to above, IVS field directors began to elaborate regional strategies for supporting and promoting the development work of local organizations.

In Southern Africa the focus will be on local and regional organizations which serve small-scale farmers. The goal is food security at village and household levels. The objectives will be to increase (a) the productive capability of peasant farmers and (b) the ability of the organizations which serve them to market, process, and store food locally and to get access to credit and inputs to reduce the cost of production.

In the Andean Region the focus will be on associations of local organizations which serve campesino farmers and their families. The goal is to increase productive capability and incomes.

Program consolidation more sharply focused current activities in the regions. New activities, within the scope of the new strategy, will begin in year II of the Matching Grant.

IVS changed the sequence and scheduling of project development and fund raising so that the planning of new project activities and the identification of potential funding sources for those activities now takes place simultaneously. Previously field staff developed projects which were submitted to headquarters for funding, often creating a situation where field activities were ready to begin before sufficient funding had been identified.

ACTIVITIES: HEADQUARTERS	1988-1989	1989-1990	1990-1991	1991-1992	1992-1993
<u>1. Program Management</u>					
• Staff	-hire 1 field staff	-hire 15 volunteers	-hire 15 volunteers	-hire 1 field staff	-hire 15 volunteers
• Leverage Private Funds	-look into blocked funds -widen mail appeal -improve publications -upgrade donations -build constituency	-develop blocked funds -continue mail appeal -collaborative fund raising	-seek sector funds -upgrade corporate giving -feasibility study Fees for Service	-begin requiring cost off-sets -begin charging fees for service -begin discussions on merger with US PVOs	-feasibility of merger of constituencies -trial cost-covering programs -income producing investments
• Broaden Impact	-joint programs regional programs	-different mix of TA including OD Specialist	-multiple-host agency cross-agency projects		
<u>2. Monitor & Evaluate</u>					
• Field Studies	-2 trips	-3 trips	-2 trips	-3 trips	-3 trips
• Project Evaluation	-3 evaluations	-3 evaluations	-3 evaluations -mid-grant review	-3 evaluations	-3 evaluations
• Program Evaluation	-1 evaluation	-assemble & analyze cross-program information	-publish study -begin 2nd study: Institution Strengthening	-begin sector study in 2 areas	-publish 2nd & 3rd studies -end-of-grant evaluation
• Sector analysis & Case Study	-begin cross-country program study				
<u>3. Professional Development</u>					
• Staff Training	-improve field management -organization TA - o r g a n i z a t i o n management	-staff conference -sectoral technical assist -organization growth management	-organization evaluation -local capacity building	-staff conference -organization TA -build professional capacity in NGOs	-management training - Organizational Development & Sustainability
• TA to Projects					
• Learning Case					
<u>4. IVS & US PVOs</u>					
• TA to smaller newer US PVOs	-work with 2-3 US PVOs	-work with 2-3 US PVOs	-work with 2-3 US PVOs	-work with 2-3 US PVOs	-work with 2-3 US PVOs
- recruitment					
- personnel					
- local institution development					
- evaluation					
FIELD					
<u>1. Country & Program Management</u>	-develop 10-15 new projects	-develop 10-15 new projects	-develop 10-15 new projects	-develop 10-15 new projects	-develop 10-15 new projects
<u>2. Broaden Impact</u>	-feasibility of Asia regional program -Bolivia Health consortium -regionalize Bol.& Ecua. programs -consolidate Southern Africa programs -feasibility study: Carib. spin-off	-explore South Asia program potential -study expansion in Ecuador -feasibility Southern Africa Regional program	-shared skills in 2-3 South Asian countries -feasibility study: joint Bol-Ecua skill teams -begin specific activities in Southern Africa Region -begin implementation Caribbean selffunding	-NGO networks in 2-3 South Asian countries -pilot: joint skills teams in Bol-Ecua -pilot: skills teams in Southern Africa	-local funding for regional activity -Bol-Ecua local skills sharing -Southern Africa projects thru region NGOs
<u>3. Professional Development</u>	-volunteer conferences -health workshop -PACT/IVS joint action in Asia	-volunteer conferences -small-business workshop -joint project with South Asian NGO	-volunteer conferences -small farmer workshop -Southern African NGO coalitions	-volunteer conferences -regional work-shop: Skills Teams -staff conference	-volunteer conferences -regional NGO workshop
<u>4. Monitor, Evaluate, and Learn</u>	-3 project evaluations -case study: Local NGO Management Issues	-3 project evaluations -case study: Monitor NGO Growth	-3 project evaluations -mid-grant review -case study: Local Resource to Build Local Capacity	-3 project evaluations -case study: Training Indigenous Development Leaders	-3 project evaluations -end-of-grant evaluation -case study: Sustainable TA and Phase Out

VI. FINANCIAL REPORT

1. TABLES

a. Matching Grant Financial Overview

7/1/88 - 6/30/89 Table 1A & 1B.

7/1/88 - 6/30/89 Table 2A & 2B.

b. IVS Organizational Financial Overview

7/1/88 - 6/30/93 Table 3A & 3B.

2. COMPARISON OF BUDGET TO ACTUAL EXPENSES

Table 1A. provides estimates of actual expenditures to date and Table 2A. provides update estimates for the remaining project years. Table 1A. reflects expenditures as under budget across the sectors of agriculture, health, and micro-enterprise in all countries. Evaluation and program management activities have been on target. There has been a small decrease in headquarters G & A. IVS anticipates expensing \$200,000 less than was authorized under the first year of the grant. This variance has been reallocated over the remaining years of the grant (Table 2B).

Table 2B. also reflects sectoral reallocation from agriculture (-124,000) and health (-56,000) to micro-enterprise (+117,000), energy/ environment (+13,000) program management (+110,000) and an AID/PVC requested mid-term evaluation (+50,000).

3. LETTER OF CREDIT DRAWDOWN

Drawdowns usually occur at the middle of the month for salaries and stipends and at the end of this month for Washington salaries, bills and the monthly disbursements to the IVS field offices for local costs. No anticipated changes in the rate of drawdown, cost overruns or unusually high expenses are anticipated.

4. FUND RAISING PLANS AND ACTIVITIES

Church funding has traditionally made up 20 - 30% of IVS' annual revenue. However, in recent years trends in church giving and subsequent grantmaking to international development programs like IVS has declined. The trends in church giving are significant indicators as they mirror patterns in international grantmaking among other private donor groups (corporations/foundations). The changes in giving patterns have increased IVS' difficulty in meeting the matching requirement of the matching grant. The trends include:

a) *grantmaking directly to indigenous organizations* by-passing the US-based international development organization. This constitutes a fast growing trend creating an extremely competitive environment among PVOs as the available dollars for US groups decline.

b) private donor groups *eliminating or severely limiting the amount of overhead costs allowable* in a grant. No where is this felt more than in the Church related grantmaking.

c) *decline in donor confidence of the effectiveness of international development programs*; this trend has been most strongly felt in the individual giving sector and confirmed in the study "American Attitudes on US Foreign Aid"

To address these trends and counteract their impact on IVS' program we have recognized the need to invest in our fundraising effort to build giving in all donor categories. USAID funds cannot be used for fundraising expenses; thus, to meet this objective IVS must draw on scarce unrestricted private funds. The following fundraising strategies have been implemented and will increase IVS' annual private revenue available to match USAID funds in year two and beyond:

i. Fundraising has been incorporated in the job responsibilities of IVS Field Staff. Some success has already been experienced in Bangladesh. The goal is to increase grants from non-US sources.

ii. IVS will pursue donations of blocked currency and LDC debt and/or the purchase of LDC debt to augment in-country levels of program activity. An IVS staff person chairs the InterAction subcommittee on LDC debt and represents InterAction on the Board of the Coalition on Debt for Development. IVS contributes to InterAction's membership in the Coalition. In addition, IVS is working with the Fund for Private Assistance in International Development on donations of blocked currency in Ecuador and Zimbabwe.

iii. IVS is working to build support and grant relationships with new US church-affiliated groups, and private and corporate foundations ie. Ford Foundation, Genesis Foundation, United Church Board for World Ministries, etc..

iv. IVS has joined the Independent Charities of America federation, a participant in the Combined Federal Campaign. The expectation is that this will increase unrestricted funds and individual giving.

5. IVS COST SHARE

As stated in 2. above IVS anticipates expensing \$200,000 less than was authorized under the first year of the grant. This underutilization of the matching grant was initiated by IVS management and is reflective of a corresponding decrease in private funds raised for matching grant projects. While this has had a detrimental effect on program momentum, through appropriate fiscal management IVS has been able to hold the gap in matching to a minimum (\$63,700 see Table 1A.). Corrective measures planned in addition to those mentioned in 4 above, include a commitment to sacrifice program growth if an increase in private revenue is not forthcoming rather than spending unmatched AID grant monies.

TABLE IA. PROGRAM BUDGET VERSUS ACTUAL EXPENDITURES 7/1/88 - 6/30/89

Program Elements	A.I.D.		I.V.S.	
	<u>BUDGET</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ACTUAL</u>
I. Direct Costs (\$000)				
A. BANGLADESH				
Agriculture	14	10	38	14
Health	10	4	46	18
Micro-enterprise	4	12	24	38
Evaluation	4	4	0	0
Program Mgt.	14	16	17	22
BANGLADESH SUBTOTAL	<u>46</u>	<u>46</u>	<u>125</u>	<u>91</u>
ANDEAN REGION				
B. BOLIVIA				
Agriculture	59	22	60	60
Health	0	1	26	3
Micro-enterprise	15	7	20	2
Evaluation	0	0	0	0
Program Mgt.	25	19	18	18
BOLIVIA SUBTOTAL	<u>99</u>	<u>49</u>	<u>124</u>	<u>83</u>
C. ECUADOR				
Agriculture	60	16	76	53
Micro-enterprise	19	2	27	27
Evaluation	0	0	2	2
Program Mgt.	24	15	20	20
ECUADOR SUBTOTAL	<u>103</u>	<u>33</u>	<u>125</u>	<u>102</u>
SOUTHERN AFRICA REGION				
D. BOTSWANA				
Energy/Environ.	24	17	56	21
Micro-enterprise	18	0	24	35
Evaluation	0	0	0	0
Program Mgt.	17	15	11	15
BOTSWANA SUBTOTAL	<u>59</u>	<u>32</u>	<u>91</u>	<u>70</u>
E. ZIMBABWE				
Agriculture	39	48	138	98
Energy/Environ.	37	3	0	0
Micro-enterprise	9	13	29	29
Evaluation	3	0	3	2
Program Mgt.	30	39	32	23
ZIMBABWE SUBTOTAL	<u>118</u>	<u>104</u>	<u>202</u>	<u>152</u>
F. INSTITUTIONAL DEVELOPMENT CASE STUDIES				
Cases/Eval/Dissem.	37	19	0	0
Program Mgt.	8	6	0	0
IDCS SUBTOTAL	<u>45</u>	<u>25</u>	<u>0</u>	<u>0</u>
G. CARIBBEAN				
Agriculture	0	0	0	0
Micro-enterprise	75	52	0	11
Evaluation	0	0	0	0
Program Mgt.	18	27	0	2
CARIBBEAN SUBTOTAL	<u>93</u>	<u>79</u>	<u>0</u>	<u>13</u>
SUB TOTAL PROGRAMS	563	369	667	510
II. Headquarters G & A	<u>137</u>	<u>127</u>	<u>33</u>	<u>30</u>
TOTAL MG PROGRAM	700	495	700	540

<p>TABLE I.B SOURCE OF PROJECT FUNDS 7/1/88 - 6/30/89 MATCHING GRANT COUNTRIES</p>

A.I.D. MATCHING GRANT	\$495,000
PRIVATE:	
CASH	\$349,300
IN-KIND	\$70,000
OTHER GOVERNMENT:	
CASH	\$12,000
IN-KIND	\$0
OTHER A.I.D. GRANTS/CONTRACTS:*	\$4,700
OTHER U.S. GOVERNMENT:	\$0
PACT:**	
CASH	\$85,000
IN-KIND (PACT RELATED)	\$19,000
	\$19,000
TOTAL	\$1,035,000

Actual Match against A.I.D. \$495,000 is \$431,300 which is made up of private cash and in-kind and other government cash.

* Other A.I.D. grant/contract is a sub-contract (now completed) from the Small Enterprise Assistance Project (SEAP), funded by the U.S.A.I.D. Barbados mission.

** PACT

1. Bangladesh: Two documentation grants in the amounts of \$9,817 and \$9,977 were made on February 23, 1988. They do not have grant numbers or expiration dates. One is complete; the other will be by 6/30/90.

2. Bolivia: Grant #204, April 1, 1987 – August 31, 1989 for \$136,873

3. Zimbabwe: Grant #189, December 1, 1986 – November 30, 1988 for \$83,971

TABLE 2A. PROGRAM SUMMARY BUDGET

Program Elements	YEAR 1			YEAR 2			YEAR 3			YEAR 4			YEAR 5			ALL YEARS		
	AID	IVS	TOTAL	AID	IVS	TOTAL												
I. Direct Costs (\$000)																		
A. BANGLADESH																		
Agriculture	10	14	24	11	26	37	7	30	37	12	40	52	14	40	54	54	150	204
Health	4	18	22	4	47	51	0	56	56	0	54	54	19	40	59	27	215	242
Micro-enterprise	12	38	50	18	52	70	16	47	63	31	45	76	36	47	83	113	229	342
Evaluation	4	0	4	0	2	4	0	4	4	2	2	4	4	3	7	12	11	23
Program Mgt.	16	22	38	20	28	48	23	25	48	36	25	61	28	25	53	123	125	248
BANGLADESH SUBTOTAL	46	91	137	55	155	210	46	162	208	81	166	247	101	155	256	329	730	1,059
ANDEAN REGION																		
B. BOLIVIA																		
Agriculture	22	60	82	74	60	134	75	50	125	67	45	112	80	45	125	318	260	578
Health	1	3	4	0	28	28	5	27	32	7	35	42	7	33	40	20	126	146
Micro-enterprise	7	2	9	24	20	44	29	20	49	43	20	63	30	20	50	133	82	215
Evaluation	0	0	0	3	0	3	2	0	2	2	0	2	6	3	9	13	3	16
Program Mgt.	19	18	37	30	21	51	28	25	53	30	25	55	28	27	55	135	116	251
BOLIVIA SUBTOTAL	49	83	132	131	129	260	139	122	261	149	125	274	151	128	279	619	587	1,206
C. ECUADOR																		
Agriculture	16	53	69	61	83	144	59	81	140	60	81	141	58	81	139	254	379	633
Micro-enterprise	2	27	29	37	26	63	48	25	73	25	35	60	25	35	60	137	148	285
Evaluation	0	2	2	0	2	2	2	0	2	2	0	2	4	0	4	8	4	12
Program Mgt.	15	20	35	30	20	50	32	20	52	43	20	63	43	20	63	163	100	263
ECUADOR SUBTOTAL	33	102	135	128	131	259	141	126	267	130	136	266	130	136	266	562	631	1,193
SOUTHERN AFRICA REGION																		
D. BOTSWANA																		
Energy/Environ.	17	21	38	24	66	90	0	15	15	15	0	15	9	0	9	65	102	167
Micro-enterprise	0	35	35	13	60	73	0	54	54	0	54	54	0	44	44	13	247	260
Evaluation	0	0	0	0	0	0	0	0	0	0	0	0	2	2	4	2	2	4
Program Mgt.	15	15	30	22	11	33	4	18	22	17	6	23	14	5	19	72	55	127
BOTSWANA SUBTOTAL	32	70	102	59	137	196	4	87	91	32	60	92	25	51	76	152	406	558
E. ZIMBABWE																		
Agriculture	48	98	146	47	153	200	50	154	204	51	153	204	45	159	204	241	717	958
Energy/Environ.	3	0	3	54	0	54	85	0	85	77	10	87	64	16	80	283	26	309
Micro-enterprise	13	29	42	7	32	39	5	27	32	6	27	33	8	30	38	39	145	184
Evaluation	0	2	2	0	2	2	6	3	9	2	2	4	5	3	8	13	12	25
Program Mgt.	39	23	62	36	35	71	52	34	86	45	41	86	44	42	86	216	175	391
ZIMBABWE SUBTOTAL	104	152	255	144	222	366	198	218	416	181	233	414	166	250	416	792	1,075	1,867
F. INSTITUTIONAL DEVELOPMENT CASE STUDIES																		
AID Mid-Term Eval.							50	0	50							50	0	50
Cases/Eval/Dissem.	19	0	19	55	0	55	37	0	37	37	0	37	37	0	37	185	0	185
Program Mgt.	6	0	6	10	0	10	8	0	8	8	0	8	8	0	8	40	0	40
IDCS SUBTOTAL	25	0	25	65	0	65	95	0	95	45	0	45	45	0	45	275	0	275
G. CARIBBEAN																		
Agriculture	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Micro-enterprise	52	11	63	32	3	35	0	0	0	0	0	0	0	0	0	84	14	98
Evaluation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program Mgt.	27	2	29	8	3	11	0	0	0	0	0	0	0	0	0	35	5	40
CARIBBEAN SUBTOTAL	79	13	92	40	6	46	0	0	0	0	0	0	0	0	0	119	19	138
TOTAL PROGRAM COSTS	368	511	879	622	780	1,402	623	715	1,338	618	720	1,338	618	720	1,338	2,849	3,448	6,297
II. Headquarters G&A																		
	127	30	157	133	34	167	127	35	162	132	30	162	132	30	162	651	159	810
TOTAL MG PROGRAM	495	541	1,036	755	814	1,569	750	750	1,500	750	750	1,500	750	750	1,500	3,500	3,607	7,107

TABLE 2B. SOURCE OF PROJECT FUNDS
 7/1/88 - 6/30/93
MATCHING GRANT COUNTRIES

	YEAR ENDED <u>6/30/89</u>	YEAR ENDED <u>6/30/90</u>	YEAR ENDED <u>6/30/91</u>	YEAR ENDED <u>6/30/92</u>	YEAR ENDED <u>6/30/93</u>	TOTAL <u>7/88-6/93</u>
A.I.D. MATCHING GRANT	\$495,000	\$755,000	\$750,000	\$750,000	\$750,000	\$3,500,000
PRIVATE:						
CASH	\$349,300	\$631,690	\$682,345	\$735,450	\$733,950	\$3,132,735
IN-KIND	\$70,000	\$135,310	\$166,500	\$184,250	\$184,250	\$740,310
OTHER GOVERNMENT:						
CASH	\$12,000	\$12,000	\$13,200	\$14,550	\$16,050	\$67,800
IN-KIND	\$0	\$35,000	\$38,500	\$42,400	\$49,900	\$165,800
OTHER A.I.D. GRANTS & CONTRACTS*	\$4,700	\$0	\$0	\$0	\$0	\$4,700
OTHER U.S. GOVERNMENT:	\$0	\$0	\$0	\$0	\$0	\$0
PACT:*						
CASH	\$85,000	\$110,000	\$110,000	\$75,000	\$75,000	\$455,000
IN-KIND (PACT RELATED)	\$19,000	\$0	\$0	\$0	\$0	\$19,000
TOTAL	\$1,035,000	\$1,679,000	\$1,760,545	\$1,801,650	\$1,809,150	\$8,085,345

* See TABLE 1.B and original grant proposal

TABLE 3A. USE OF FUNDS
7/1/88 - 6/30/93
ALL IVS COUNTRIES

PROGRAM EXPENDITURES	YEAR ENDED <u>6/30/89</u>	YEAR ENDED <u>6/30/90</u>	YEAR ENDED <u>6/30/91</u>	YEAR ENDED <u>6/30/92</u>	YEAR ENDED <u>6/30/93</u>	TOTAL <u>7/88-6/93</u>
AGRICULTURE	\$321,000	\$555,000	\$613,000	\$643,000	\$643,000	\$2,775,000
ENERGY/ENVIRONMENT	\$41,000	\$144,000	\$110,000	\$110,000	\$110,000	\$515,000
HEALTH	\$114,000	\$149,000	\$141,000	\$125,000	\$114,000	\$643,000
MICRO-ENTERPRISE	\$228,000	\$425,000	\$473,000	\$575,000	\$575,000	\$2,276,000
EVALUATION	\$27,000	\$66,000	\$104,000	\$49,000	\$69,000	\$315,000
FUND RAISING & PUBLIC INFORMATION	\$29,000	\$36,000	\$50,000	\$55,000	\$55,000	\$225,000
PROGRAM MANAGEMENT	<u>\$286,000</u>	<u>\$325,000</u>	<u>\$325,000</u>	<u>\$357,000</u>	<u>\$357,000</u>	<u>\$1,650,000</u>
Program Sub Total	\$1,046,000	\$1,700,000	\$1,816,000	\$1,914,000	\$1,923,000	\$8,399,000
HEADQUARTERS G & A	\$205,000	\$225,000	\$225,000	\$248,000	\$248,000	\$1,151,000
TOTAL	\$1,251,000	\$1,925,000	\$2,041,000	\$2,162,000	\$2,171,000	\$9,550,000

TABLE 3B. SOURCE OF FUNDS
7/1/88 - 6/30/93
ALL IVS COUNTRIES

	YEAR ENDED <u>6/30/89</u>	YEAR ENDED <u>6/30/90</u>	YEAR ENDED <u>6/30/91</u>	YEAR ENDED <u>6/30/92</u>	YEAR ENDED <u>6/30/93</u>	TOTAL <u>7/88-6/93</u>
A.I.D. MATCHING GRANT	\$495,000	\$755,000	\$750,000	\$750,000	\$750,000	\$3,500,000
PRIVATE:						
CASH	\$565,300	\$847,690	\$882,800	\$965,800	\$965,800	\$4,227,390
IN-KIND	\$70,000	\$135,310	\$166,500	\$184,250	\$184,250	\$740,310
OTHER GOVERNMENT:						
CASH	\$12,000	\$12,000	\$13,200	\$14,550	\$16,050	\$67,800
IN-KIND	\$0	\$35,000	\$38,500	\$42,400	\$49,900	\$165,800
OTHER A.I.D. GRANTS & CONTRACTS*	\$4,700	\$30,000	\$80,000	\$130,000	\$130,000	\$374,700
OTHER U.S. GOVERNMENT:	\$0	\$0	\$0	\$0	\$0	\$0
PACT:*						
CASH	\$85,000	\$110,000	\$110,000	\$75,000	\$75,000	\$455,000
IN-KIND (PACT RELATED)	\$19,000	\$0	\$0	\$0	\$0	\$19,000
TOTAL	\$1,251,000	\$1,925,000	\$2,041,000	\$2,162,000	\$2,171,000	\$9,550,000

* See TABLE 1.B and original grant proposal

VII LESSONS

A. Out of IVS activities this past year came three areas of concern across projects and programs. They are (1) *balance of human and financial assistance*, (2) *participation of women*, and (3) *shorter term assignments with multiple partner organizations*.

1. **BALANCE:** Assigning volunteer technicians to local organizations continually raises the question of balance between appropriate amounts human and material resources. IVS is concerned about projects in which too much money is available. This situation can overwhelm nascent organizations or create future dependencies that make self-reliance difficult. Of equal concern is the realization that without a minimum of project funding to cover such essentials as educational materials, basic transportation costs, agricultural and other inputs as appropriate, and some sort of credit mechanism for new projects, volunteer activities and impact are severely curtailed. IVS will continue to emphasize the need to tap and rely on local resources as much as possible, however, we must ensure that enough of the essential resources are available to the organization or the volunteer; otherwise, the greater part of the volunteer's time on-site will be spent scrambling for indispensable inputs.

2. **WOMEN'S PARTICIPATION:** In many rural areas it remains difficult to ensure wide participation of women in the overall affairs of local organizations. Traditional attitudes, women's workloads and schedules and comparatively less formal education inhibit fuller participation. Special efforts to attract and maintain their interest -- by training women promoters, by scheduling sessions at convenient hours, by applying gentle pressure on the organizations to include more women, by designing project activities of particular interest to women -- do pay off, and we have seen moderate increases in women's participation in many of the projects.

3. **SHORT-TERM ASSIGNMENTS:** As IVS moved towards more short-term assignments it became apparent that TA delivery did not always

result in the anticipated changes despite efficient service delivery by the volunteer technicians. Impact is not dependent solely on the content of the TA delivered, or the method of delivery, but also on a number of contextual variables: the openness of management to make recommended changes, the availability of resources to follow recommendations, the availability and quality of counterparts or trainees to whom needed skills could be transferred, and the specific terms of reference of an assignment.

In many ways, the attitude and capability of the requesting organization's management and the availability of qualified counterparts were the two key variables in determining TA delivery success. Where the organization's management had a clear idea of assistance needed, was open to suggestions for change, and had the capability to implement changes, the impact of the program on the organization was significant. Appropriately selected and motivated counterparts ensured that not only did the skill transfer take place, but that the skills remained with the organization and were retransmitted to other members.

B. Over then next year IVS will pay particular attention to three elements of strengthening local organizations, (1) *training of counterparts*, (2) *broadening leadership*, and (3) *decision making and pluralism*.

(1) TRAINING OF COUNTERPARTS

(a) IVS contends that one way to transfer skills and technologies is through the training of counterparts who remain with the organization and continue to provide the services and train others. Were there counterparts assigned to the volunteer? same person throughout the project? What are the prospects for this person's long term continuation with the organization? What are the incentives and rewards for continued service? Are there differences in the incentive structures of local organizations which promote or inhibit the training, retention and effective use of trained counterparts?

(b) Often it is difficult to train one counterpart

on a one-to-one basis. Educational levels and skill requirements do not always match. Once trained there is always the temptation of a better position elsewhere. To ensure that the skills and technologies stay with the organization alternative counterpart strategies can be used: (i) breaking complex skill requirements down to more simple components and training several people different components; (ii) training several people at different levels of the organization; (iii) training lots of people at the lowest appropriate level; and others. Which of these strategies work in what types of situations? Why? With what results? Are different organizational forms more conducive to a particular strategy? Why?

(c) In transferring skills there is a tension between (i) training a counterpart to be a "doer", to provide services or implement the new technology and (ii) teaching a counterpart to be a trainer him or herself. Do local organizations place a premium on trainers to be able to disseminate new technologies or skills? Are there internal factors that promote this approach in one type of organization better than in others? Why? What evidence exists that the trainers are, in fact, effective and that the training they provide has an impact on the beneficiaries?

B. BROADENING LEADERSHIP:

(a) Often local organizations have strong, individual charismatic leaders. How dependent are local organizations on one or two people? How does this type of leadership help or hinder accomplishment of project objectives?

(b) As an organization matures it is important for leadership functions to be institutionalized within the structure of the organization to diminish dependence on one or two people. Have local organizations established institutional structures, systems and mechanisms to transfer leadership functions from particular individuals? What problems have arisen from this transference, or lack thereof? How did any of this affect accomplishment of project objectives or the ability of the volunteer to function?

(c) Sustainable leadership depends on a new generation of skilled and committed leaders. Is this new generation visible within local

organizations? Are there particular factors related to the differences among local two organizations that promote or inhibit the emergence of a new generation of leaders? Emerging leaders can come from within the organization's staff, from within the membership or client population, or from outside the organization. Where are local organizations generally looking for the next generation of leaders?

(d) Often the institutionalization of leadership and the emergence of a new generation of leadership require incentives and rewards systems to keep committed and trained people. Are there any differences in organizational structure, mission, etc that promote or inhibit retaining good staff? What incentive and reward systems exist? To what extent are those systems unique to particular types of local organizations?

C. DECISION MAKING AND PLURALISM

(a) Organizations need systems and a process for making decisions, allocating resources and resolving conflicts. What are the various systems that have been established in local organizations? How and why do they differ? How and why is one system more or less effective than the other? In what ways are staff and member/clients involved in any of the systems and processes for decision making? and is staff/member involvement a function of the type of organization or a function of the broader work environment? How has the process of decision making helped or hindered project implementation?

(b) With local organizations (peoples' organizations or grassroots organizations) there are often cultural factors which affect member involvement in a decision making process. Within the countries, organizations and projects where IVS is working what cultural/traditional factors promote or inhibit membership involvement in decision making processes? Have the influence of these factors changed or remained the same over time? Is there, within society at large and within the organizations, a hierarchy of types of decisions that are made centrally or more broadly shared? What are they? How did cultural factors relate to the ability of the project to achieve its objectives?

ATTACHMENTS

The following documents are included as attachments to the report:

- A. Logframe
- B. List of IVS Partner Organizations
- C. List of Evaluations, Studies, Concept Papers, Brochures
- D. Country Data Sheets (Form 1550)

ATTACHMENT A

LOGFRAME

GOAL	INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
<p>A development process initiated and led by competent motivated local organizations and groups which derive their legitimacy from local needs and the participation of local communities</p>	<ul style="list-style-type: none">• Local NGOs with trained personnel and systems to run their own programs with minimal external technical assistance• Local NGOs supported by local constituencies and making use of locally available resources	<ul style="list-style-type: none">• Books & records of NGOs• Observation & comments by local & gov. officials• Observation & comments by beneficiaries• Program evaluations	<ul style="list-style-type: none">• Political climate conducive to local institutional development• National gov. receptive to NGO participation in development• Beneficiary communities receptive to group problem solving
<p>PURPOSE</p> <p>To strengthen the capacities of local institutions and groups to solve critical development problems in ways that are increasingly self-reliant</p>	<p>EOPS</p> <ul style="list-style-type: none">• NGOs with operating mgt. systems• NGOs able to retain trained staff• NGOs delivering more or new development services• Need for services and their use determined by beneficiaries• Minimum external TA needed• NGO coalitions influencing gov. development policy	<ul style="list-style-type: none">• Measure change in ability to manage and make decisions• Measure change in staff abilities, confidence & performance• Measure change in level of beneficiary participation• Measure increase of NGO controlled resources• Numbers of new coalitions of NGOs and their impact on gov. policies	<ul style="list-style-type: none">• Availability of trainable NGO staff• Economic conditions not hostile to micro-level development• Reasonable environmental and weather conditions• Donor support for NGOs outside IVS inputs• Availability of needed gov services to be leveraged
<p>OUTPUTS</p> <ul style="list-style-type: none">• 80-100 NGOs trained/yr• 16,000 counterparts & community participants trained• 110 management systems installed• NGOs increase funding by 10%• 690 new projects begun by NGOs• 225 communities/yr receiving services from IVS assisted NGOs• 10 project evaluations or sector studies/yr• 2-3 workshops/yr for NGO mgt. and professional staff	<p>TARGET INDICATORS</p> <ul style="list-style-type: none">• Mgt. decisions made based on information and in systematic way• Evaluations & studies completed• Program plans reflect reality & projects accomplish desired ends• Counterparts rather than trainers perform project duties and tasks• Communities value services; contribute their own resources to project accomplishment• Mgt. and project activities continue post IVS	<ul style="list-style-type: none">• Volunteer quarterly reports• NGO & IVS field director reports• Evaluation documents & study papers• NGO staff reports• IVS & NGO joint evaluations• Donor reports• Field visits and observations• Mid-program evaluation	<ul style="list-style-type: none">• NGOs provide counterparts• Beneficiaries contribute from their own resources• Community holds NGO accountable• Trained NGO staff remain
<p>INPUTS</p> <ul style="list-style-type: none">• Skilled volunteers• Professional staff• Supplies & equipment• Logistical support for volunteers and projects• Financial support• Training• Feasibility studies & evaluations	<p>QUANTITY & VALUE</p> <ul style="list-style-type: none">• 330-380 vol months/yr in TA & training• 50-60 person months/yr in collaboration with US PVOs• 3-4 person months/yr feasibility & evaluation• \$1,500,000/yr from AID & private sources• \$250,000/yr from NGOs• 2-3 vehicles/yr• \$50,000-80,000/yr materials, supplies & NGO running costs	<ul style="list-style-type: none">• NGO books• IVS books & financial reports• Donor financial reports• Beneficiary group records	<ul style="list-style-type: none">• \$ 750,000/yr from AID• \$ 750,000/yr from IVS private sources• \$ 250,000/yr from local NGOs

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PARTNER ORGANIZATIONS

BANGLADESH

1. **Association of Development Agencies in Bangladesh (ADAB)** is a national membership organization of non-government development agencies in Bangladesh. ADAB has approximately 300 member agencies, the majority of these with local programs in one to three villages. ADAB assists IVS plan for, monitor and evaluate IVS village volunteer assistance among ADAB member organizations.
2. **Center for Development Services (CDS)** promotes self-reliance among the rural poor through skills training, management, and planning services to a network of 75 local organizations which serve landless and small farmers and destitute women and children. CDS assists IVS plan for, monitor and evaluate IVS village volunteer assistance among CDS network agencies.
3. **Christian Commission for Development in Bangladesh (CCDB)** is the development organization of the National Council of Churches in Bangladesh. It serves the neediest rural villages by providing development services including health care and training to traditional birth attendants.
4. **Mirpur Agricultural Workshop and Training School (MAWTS)** is a private sector vocational training institute that increases educational and skill levels and access to proven agricultural tools throughout the country.
5. **South Asia Partnership (SAP)** is a membership network of local development organizations which provides funds and assistance in conducting project evaluations to its members. SAP assists IVS plan for, monitor and evaluate IVS village volunteer assistance among SAP member organizations.
6. **Voluntary Health Services Society (VHSS)** is a membership organization of local organizations that conduct health care projects. VHSS assists IVS to plan for, monitor and evaluate IVS village volunteer assistance among VHSS member organizations.
7. **IVS Village Volunteer Program Partners:** 75 local organizations that have a program scope of one to three villages, a track record of providing development services to beneficiaries, and identified a specific training need in their organization. Most organizations are also members of ADAB, CDS, SAP or VHSS. Illustrative examples of these include:

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

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

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

ATTACHMENT B

BOLIVIA

1. **Subcentral Agropecuaria Villa Paraiso (SUCAP)**, a cooperative group in the Santa Cruz area consisting of six colonies.
2. **Corporacion de Agropecuaria Campesina (CORACA)**, a regional campesino organization in the Potosí Department, the development arm of the farmers' syndicate in the area, serving approximately 22 communities and 3,300 families.
3. **Centro de Investigacion y Diseño Artesenal (CIDAC)**, an organization which promotes indigenous handicrafts in the Santa Cruz Department, working with artisans in group formation, design and quality control, and marketing.
4. **Association of Agricultural Communities of the North of Inquisivi**, a grouping of twenty-two communities working to improve the agricultural production, nutrition, and health of approximately 12,000 farmers and their families.

BOTSWANA

1. **Botswelelo Center** is a village workshop and center that provides employment opportunities in the areas of pottery and sales and management to school-leavers.
2. **Forestry Association of Botswana (FAB)** is a private membership organization promoting the conservation, more efficient use, and development of the country's forest resources.
3. **Rural Industries Innovation Center (RIIC)** contributes to the Government of Botswana's efforts to accelerate development in rural areas by assisting small-scale industries with appropriate technology.

ECUADOR

1. **Evangelist Indigenous Association of El Napo (AIEN)**, an organization of nine communities along the Napo River in the Oriente of Ecuador.
2. **Comunidades "Molobog Grande"**, five communities organized to implement agricultural and livestock activities, in the Cañar province.
3. **Association of Independent Farmers' Organizations of Chimborazo (AOCACH)** is a group of thirteen communities and farmers' cooperatives in the Chimborazo province.
4. **Promocion Humana**, a social service agency of the Catholic Church in the Cañar and Azuay provinces, Diocese of Azogues.
5. **Shuar Federation**, an indigenous federation in the eastern lowlands of Ecuador, composed of 278 village centers organized into 23 associations. The Federation estimates its membership at 40,000.

ATTACHMENT B

EASTERN CARIBBEAN

1. **National Research and Development Foundation (NRDF)**, ST. Lucia, an organization which promotes the growth of economic activity through the provision of technical and administrative assistance to small entrepreneurs and local groups.
2. **Organization for Rural Development (ORD)**, St. Vincent, is an organization which helps small scale farmers increase their income through education, information and extension in cropping, marketing, small animal raising and small agro-business ventures.
3. **National Development Foundation of Dominica**, a development organization which provides credit, technical assistance and training to small-scale local businesses.
4. **National Development Foundation of Grenada**, see above.
5. **National Development Foundation of Antigua**, see above.
6. **National Development Foundation of St. Vincent**, see above.
7. **Foundation for National Development of St. Kitts-Nevis**, see above.
8. **Organization of Eastern Caribbean States - Fisheries Division**, an agency which seeks to promote the fisheries industry in the region, in order to improve food production and increase income of region's fishermen.
9. **Archdiocese of Castries**, St. Lucia, operates an integrated development program in the island, which includes a skills training program for unemployed youth.
10. **Industrial Development Corporation of Dominica**, a public agency charged with the development of the industrial sector in the island.
11. **Traffickers Small Business Association**, St. Vincent, an association of inter-island traders of local produce, who are largely women.
12. **Dominica Hucksters Association**, an association of inter-island traders of local produce, who are largely women.
13. **St. Lucia Association of Farmers' Cooperatives (STAFECO-OP)**, an organization which works with small farmers to improve their agricultural and livestock production and marketing.

ATTACHMENT B

ZIMBABWE

1. **Bulawayo City Council** seeks to assist those trained by the City Council's School Leavers Program in construction skills, by forming construction cooperatives that contract to build high-density, urban housing in the suburbs of Bulawayo city.
2. **National Farmers Association of Zimbabwe (NFAZ)** is a membership organization of communal farmers throughout Zimbabwe. NFAZ addresses the skill and resource needs of communal farmers by providing technical assistance and funds to NFAZ farmer groups, and by advocating for the communal farmers with local and national government bodies.
3. **Organization of Rural Associations for Progress** is a grass-roots umbrella organization which promotes and supports a network of 400 groups of marginal peasant farmers involved in improving agriculture, technology, and resource accessibility.
4. **Shurugwi (Zvataifarira) District Union of Collective Cooperatives** consists of ten cooperatives that include 500 adult members. The District Union promotes cooperation among ten collectives; farm productivity; and management, networking, and planning skills.
6. **Mashonaland West Women's Groups** a regional grouping of women's organizations that assists village women establish income-generating activities including vegetable production, baking, and small handicrafts.

ATTACHMENT C

LIST OF EVALUATIONS,
STUDIES, CONCEPT PAPERS AND
BROCHURES
PRODUCED DURING THIS REPORTING PERIOD

1. Caribbean Program Evaluation: Consultant's Report; Lawson Calderon; contains (a) an evaluation of the IVS Caribbean Program and (b) a feasibility study of the privatization of the IVS Program.
2. Expanding Program Benefits: The IVS Eastern Caribbean Program; Alicia Ritchie
3. Training Project: Health, Nutrition, Mechanics & Carpentry: Evaluation Report; Manuel Suquilanda, Sonia Viteri, Carlos Moreno
4. Rural Household Food Security in Southern Africa: A Concept Paper; Kingston Kajese
5. IVS 35th Anniversary Brochure

Copies of these documents submitted to AID/FVA/PVC with the original of the Matching Grant Report

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ATTACHEMNT D

COUNTRY DATA SHEETS

FORM 1550

Copies of these forms were submitted to AID/FVA/PVC along with the original of this report