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UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

AGENCY FOR INTERNATIONAL DEVELOPMENT

MISSION TO HAITI

For U.S. MAIL:

USAID / HAITI

Department of State

Washington, D.C. 20520

For INTERNATIONAL MAIL:

USAID / HAITI

P.O. Box 1634

Port-au-Prince, Haiti, W.I.

Mr. David L. Guyer, President
Save The Children Federation
48 Wilton Road
Westport, CT 06890

Dear Mr. Guyer:

Subject: Cooperative Agreement No. 521-0156-A-00-5038-00
Local Resource Development Project

Pursuant to the authority contained in Section 103 of the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "AID" or "Grantor") hereby provides to Save The Children Federation (hereinafter referred to as "SCF" or "Recipient") the sum of Eight Hundred Ninety-One Thousand Eight Hundred Forty United States Dollars (\$891,840) to provide financial assistance for the purpose of undertaking a program of community-based, local resource development in The Maissade Commune, Central Plateau, Haiti, as more fully described in Attachment 2, entitled "Program Description".

This Cooperative Agreement is effective and obligation is made as of the date of this letter and shall apply to commitments made by the Recipient in furtherance of program objectives through the estimated completion date of July 31, 1988.

This Agreement is made to the Recipient on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1, the Schedule; Attachment 2, the Program Description; Attachment 3, the Standard Provisions; Attachment 4, Assurance of Compliance; and Attachment 5, Procedures to Obtain Disbursements, which have been agreed to by your organization.

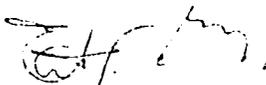
Please sign the original and seven (7) copies of this letter to acknowledge your acceptance of this Grant, and return the original and six (6) copies to this office.

Sincerely yours,



Richard Webber
Agreement Officer
USAID/Haiti

ACKNOWLEDGED:

By: 

Ernest C. Grigg, Exec. V.P.
Date: August 9, 1985

Attachments:

1. Schedule
2. Program Description
3. Standard Provisions
4. Assurance of Compliance
5. Procedures to Obtain Disbursements

Fiscal Data:

Project Number : 521-0156,
Appropriation: 72-1151021.3
Allowance: LDAA-85-25521-AG13
Total Grant Amount : \$891,840
Amount Obligated : \$891,840
PIO/T Number : 521-0156-3-50102
Funds Available : , CONT
Date : 7/26/85 

ATTACHMENT I

SCHEDULE

A. PURPOSE OF AGREEMENT

The purpose of this Cooperative Agreement (CA) is to provide funding for the Local Resource Development Project, to be implemented by Save the Children Federation/USA (hereinafter referred to as "SCF" or "Recipient"), in the Maissade Commune, Central Plateau, Haiti. The project is more fully described in Attachment 2, entitled "Program Description".

B. PERIOD OF AGREEMENT

1. The effective date of this CA is the signature date by the Grant Officer as shown on the cover letter, and the estimated completion date is July 31, 1988.
2. Funds obligated hereunder are available for program expenditures for the estimated period of August 1, 1985 to July 31, 1988, as shown in the Financial Plan below.

C. AMOUNT OF AGREEMENT AND PAYMENT

1. AID hereby obligates the amount of \$891,840 for the purposes of this Agreement.
2. Payment will be made to the Recipient in accordance with the procedures set forth in Attachment 3, Standard Provisions, in the section entitled "Payment-Periodic Advances".

D. FINANCIAL PLAN

The following is the Financial Plan for this Agreement. Revisions to this Plan shall be made in accordance with the Standard Provision entitled "Revision of Grant Budget".

Cost Element	Obligated Amount
1. Personnel	461,344
2. Development Activities Fund	162,000
3. Training	32,514
4. Commodities	104,665
5. Evaluations	28,000
6. Staff Travel and Per Diem	25,500
7. Overhead (10.41%)	77,817
TOTAL	891,840

2. The Recipient may not exceed the obligated amount set forth above, nor may the Recipient adjust the costs for any individual line item by more than 15% of such line item, unless prior

written approval is accorded by AID.

E. CONDITIONS PRECEDENT TO DISBURSEMENT AND COVENANTS

1. *Condition Precedent.* Except as AID may otherwise agree in writing, prior to any disbursement of funds, or the issuance by AID of any commitment document under this project, the Recipient shall submit, for AID's review, a detailed scope of work and qualifications for the project's Program Manager.
2. *Condition Precedent to Disbursement for Program Manager.* Except as AID may otherwise agree in writing, prior to any disbursement of funds for the Program Manager, or the issuance by AID of any commitment document therefor, the Recipient shall select, with AID's concurrence, a Program Manager.
3. *Covenants.* The Recipient agrees that, for the duration of the Agreement, and except as AID shall otherwise agree in writing, the following covenants shall be adhered to:
 - (a) All contracts for long-term technical assistance will be subject to review by AID;
 - (b) Project implementation will be guided by detailed Annual Work Plans. The first Annual Work Plan will be submitted within three months of the effective date of this Agreement, and thereafter within two weeks of the completion of a calendar year of project activities. Annual Work Plans will include plans for use of the Development Activities Fund, and plans for cooperation with the Organisme de Developpement du Bassin Du Fleuve Artibonite (ODBFA), and will be reviewed by (1) the SCF Field Office Director; (2) the project's Program Manager; (3) the project's consultant in Community Organization; (4) the AID project officer; and (5) such other individuals as may be appropriate; and
 - (c) All other SCF activities in the Maissade Commune, whether funded under this Agreement or not, will be directed toward the accomplishment of the specific objectives of the Local Resource Development Project funded under this Agreement, as outlined in Attachment 2, for the duration of the Agreement period.

AID reserves the right to suspend disbursement of funds should the Recipient fail to comply with any of the above conditions and covenants.

F. REPORTING AND EVALUATION

1. The Recipient shall prepare and submit the following reports:
 - (a) *Quarterly Progress Reports.* The Recipient shall submit Quarterly Progress Reports within two weeks of the completion of each quarter, to Rural Development Office, USAID/Haiti. Quarterly Progress Reports shall contain a narrative of Recipient activities undertaken with respect to the Agreement, quantitative and qualitative assessments of

narrative of Recipient activities undertaken with respect to the Agreement, quantitative and qualitative assessments of progress toward Agreement objectives, and a discussion of implementation issues and/or problems that have arisen during the course of the quarter.

(b) Internal Evaluations. The Recipient will conduct three internal evaluations, the results of which will be submitted to the Rural Development Office, USAID/Haiti within two weeks of the completion of each calendar year of project operation under this Agreement. The third annual internal evaluation will include a detailed substantive assessment of all project activities and accomplishments, and will constitute an end-of-project Final Report. The first and second internal evaluations should accompany the second and third Annual Work Plans discussed above. AID will be invited to participate, in the person of its Project Officer, in the internal evaluation process.

(c) Financial Reports: The Recipient shall submit to the responsible AID Controller all reports required under the Standard Provision entitled "Payment - Periodic Advances."

2. AID will assist SCF in identifying and arranging for two independent, third-party evaluations, and both agree to participate in and cooperate fully with the evaluation teams. An interim evaluation should be completed no later than the twenty-first month of project implementation, and a final evaluation no later than the estimated completion date of this Agreement.

G. ALTERATIONS AND ADDITIONS TO THE STANDARD PROVISIONS

1. In Attachment 3, ~~Standard Provisions~~, delete the words "Grant" and "Grantee" wherever they appear and substitute in lieu thereof the words "Cooperative Agreement" and "Recipient."
2. Of the attached Standard Provisions, the following are deleted: 5B, 7A, 7C, 10B, 13B, and 13C.



ATTACHMENT 2

PROGRAM DESCRIPTION

I PURPOSE

The purpose of this program, the Local Resource Development Project, is to reverse the trends of environmental degradation on the hillsides of the Maissade Commune, Central Plateau, Haiti, through developing, field-testing and deploying effective participatory approaches to soil conservation and technology transfer.

II GENERAL DESCRIPTION

The Local Resource Development Project will draw upon the proven successes of two distinct, AID-supported strategies for rural development in Haiti, which heretofore have not been synthesized in a comprehensive, locally-based project effort. These are: (1) The *groupement* organizational methodology for motivating, mobilizing and educating poor farmers; and, (2) the income-generating, profit-oriented approach to enlisting peasant participation in environmental recuperation, most notably associated with the Agroforestry Outreach Project's tree planting campaign.

Employing the *groupement* methodology, the project will systematically engender the requisite organization, awareness and enthusiasm to provide a local institutional base for an energetic, peasant-implemented program of soil conservation, hillside agricultural extension, and watershed management. Simultaneously, through the provision of long-term, field-based technical assistance, the project will develop a technically and socioeconomically sound watershed management plan to be implemented by peasants themselves within the Commune.

The project will then go on to achieve significant measurable and sustainable environmental rehabilitation within the three-year LOP time-frame, and will, by the estimated completion date of this Agreement, have created the local absorptive capacity for potentially much greater and more comprehensive impacts in the future, under AID's Hillside Farming Outreach effort. Finally, over the entire course of its implementation, the project will make a programmatic contribution to the design of other hillside farming/soil conservation initiatives, by reporting periodically on its methodological successes and experience.

III DESCRIPTION OF ACTIVITIES AND IMPLEMENTATION PLAN

A. Specific Objectives:

The specific objectives of the program are:

1. To organize at least 1,200 farmers in 150 voluntary associations dedicated to income-generating activities based on self-directed, small-scale, productive investments realized through common deliberation and labor. These are the "groupements," which are the first level of community organization beyond the household and which, in addition to their income-generating function, serve to train and to motivate peasants in participatory development, self-management, and cooperative effort.

2. To design and execute a program of environmental education, through groupement-based study sessions, which will highlight the ecological crisis threatening Haitian hillside agriculture, and explore, with peasants, possible intermediate and long-term solutions to the problem.
3. To develop a comprehensive, technically sound, and culturally appropriate Watershed Management Plan for the Bouyaha and Canot tributaries of the Upper Artibonite River. This plan will comprise technical, economic and institutional specifications for concerted, long-term effort of watershed management and environmental rehabilitation in the area.
4. To initiate the execution of the Watershed Management Plan, in the last 18 months of the project, using the groupements as the basic units from which larger and higher order organizations, such as hillside farmer brigades and catchment basin management committees, are structured and mobilized.

B. Implementation Plan:

The project will be implemented according to the following timetable:

First quarter:

Recruitment of field staff and first-year technical assistance.

Training of field staff in peasant organization and animation techniques (at other on-going groupement projects, including GPP, Gros Morne, and Papaye).

Training of TA in Creole language skills and participatory development approaches.

Rental of project center in or near the town of Maissade.

Staff establishes residence in Maissade commune

Second quarter:

Groupement formation begins in project area.

Baseline survey of area begins, under the direction of the Social Science Analyst (part-time T.A.), implemented by the project's eight animators.

Environmental education program in initial planning and materials development stage.

Technical and sociological studies for the Watershed Management Plan begin.

Possible construction of a small-container nursery for fuelwood trees.

17'

Establishment of working relations with other projects, including SHEEPA, BCA, Agroforestry Outreach, etc.

Third quarter:

Groupements enter "formal" stage by establishing internal regulations and procedures, and undertaking first projects.

Groupement formation continues.

Environmental education program finalized, with the technical inputs of the soil conservation/hillside farming T.A.

Technical and sociological studies for the Watershed Management Plan continue.

Individual and groupement tree planting begins, with the collaboration of the SHEEPA and Agroforestry Outreach Projects.

Tree planting for income generation continues.

Potable water projects to serve the communities of the commune begin.

Fourth quarter:

Groupements continue to mature as further independent projects are undertaken.

Groupement formation continues.

Intensive animation themes, based on the environmental education program, are introduced into groupement study sessions.

Environmental conscientization campaign is undertaken through a series of multi-groupement seminars and technical demonstrations organized around key ecological and agricultural issues.

Tree planting continues.

Potable water projects continue.

Fifth quarter:

Groupement credit program begins, with credit to groups being used to finance larger, independent, income-generating projects.

Groupement formation continues.

Watershed Management Plan is finalized and submitted to AID for approval.

Environmental education program continues, with themes drawn from the Watershed Management Plan treated in detail.

Tree planting continues.

Potable water projects continue.

10

Sixth quarter:

Earliest-formed groupements reach full maturation, managing larger, credit-based projects both individually and in collaboration with other groups.

Groupement formation continues, seeking the organizational saturation of selected key hillsides and catchment basins, as identified in the Watershed Management Plan.

Environmental education program continues, and is linked to the organization of second-order environmental action units, such as hillside brigades and catchment basin management committees, as recommended in the Watershed Management Plan.

Tree planting continues.

Potable water projects continue.

Seventh quarter:

Groupement credit and investment activities continue.

Environmental action units prepare detailed plans, based on Watershed Management Plan, for implementation in their respective zones of operation.

Full implementation of the Watershed Management Plan begins.

Environmental education campaign continues with younger groupements.

Tree planting is integrated with soil conservation and new farming technologies, as recommended in the Watershed Management Plan.

Potable water projects continue.

Eighth through Sixteenth quarters:

Independent groupement activities continue as groupements evolve.

Larger scale associations of groupements, and/or cooperatives, plan and begin to execute investment projects linked to the transformations occurring in local agricultural production (e.g., fruit processing; wood-based industries, including lumber and crafts; livestock production initiatives; etc.).

Technical assistance and animation/extension services to groupements continue, in relevant areas of concern.

Groupements, through community-level associations, may undertake and partially underwrite community service activities, including community schools, literacy programs, health services, etc.

Staged implementation of the Watershed Management Plan proceeds throughout the period, with additional physical units being absorbed as the demonstration effects of the first successfully treated

hillsides are felt.

Potable water projects continue.

IV END-OF-PROJECT STATUS AND OUTPUTS

The specific, measurable outputs that will emerge from the successful implementation of this project include:

- (1) The formation of at least 150 groupements, averaging 8 members each, for a minimum total of 1,200 direct participants, with a total of direct beneficiaries exceeding 6,000 people, if the household members of participants are included.
- (2) The disbursement of a minimum of \$60,000 in credit (i) to groupements, for independent income-generating activities; and (ii) to groupement members, through their groupements, for individual productive investments. Also, the development of a groupement-managed credit system, based on a viable revolving fund, that will continue even after the termination of the project.
- (3) The planting of at least 350,000 trees, including fuelwood and fruit-producing species, with 180,000 on the private holdings of individual project participants (@ 150 per groupement member) and the remaining 170,000 on other land falling within treated hillside units and catchment basins.
- (4) The treatment of at least 1,500 hectares of fragile hillside lands within the target area, through the construction of soil conservation structures and/or, as appropriate, contour plantings of trees and other stabilizing vegetation.
- (5) Haiti's first comprehensive Watershed Management Plan, based on sound technical studies, and sensitive to the socioeconomic, organizational and cultural setting within which it will be implemented.
- (6) An environmental education program and technology transfer package for use within other small-group settings throughout the country.

In addition, the three-year project will have laid all of the essential local institutional groundwork for the full implementation of the Watershed Management Plan, and will have accomplished a significant portion thereof. The project's field staff will, at the end of the project period, be fully trained and seasoned, and will-prepared to follow the Watershed Management Plan to its final conclusion in full implementation. Potential expansion of this experience beyond the Maissade Commune, to include adjoining areas within the targetted Upper Artibonite watershed, will also be feasible by the project's estimated completion date.

Finally, the project will generate a wealth of empirical information, both qualitative and quantitative, concerning the basic feasibility of the major innovative aspect of the program, i.e., unifying, in a single project, a "bottom-up," participatory approach to community

mobilization and institution-building, on the one hand, and the pursuit of externally identified ecological objectives, on the other.

DETAILED FINANCIAL PLAN : LOCAL RESOURCE DEVELOPMENT (521-0156)

	I	II	III	Total	
Program manager	12,000	13,200	14,520	39,720	177,416
Administrator/accountant	7,200	7,920	8,712	23,832	
Animators (8)	24,000	25,400	29,040	78,440	
Driver/mechanic	2,400	2,640	2,904	7,944	
Typist/secretary	5,000	5,500	6,050	16,550	
Office/center support	3,000	3,300	3,630	9,930	
Allowances, benefits Ins. and severance (25%)	13,400	14,740	16,214	44,354	44,354
In-country travel	4,500	3,500	3,500	11,500	25,500
International travel	1,000	1,500	1,500	4,000	
FO director per diem	4,000	3,000	3,000	10,000	
Social science data an.	15,000	10,500	7,250	32,750	239,574
Soil Cons specialist	45,000	49,500	54,450	148,950	
Watershed Mgmt planning	20,000	20,000	0	40,000	
Comm Org specialist	5,400	5,940	6,534	17,874	
Water development	5,000	7,000	10,000	22,000	162,000
Project devt fund	20,000	30,000	40,000	90,000	
Credit fund	5,000	15,000	30,000	50,000	
Training allowance	2,640	2,640	2,640	7,920	32,514
Seminars	5,400	5,940	6,534	17,874	
Local seminars	960	2,400	3,360	6,720	
Rental allowance	2,400	2,400	2,400	7,200	104,665
Office Rental	1,500	1,650	1,815	4,965	
Vehicles: jeep	15,000	0	0	15,000	
Motorcycles (2)	5,000	0	0	5,000	
Mules (12)	5,000	0	0	5,000	
Generator & tools	5,000	2,500	2,500	10,000	
Furniture & equipment	10,000	3,000	2,000	15,000	
Misc supplies	2,500	2,500	2,500	7,500	
Vehicle & plant O&M	8,000	8,000	10,000	26,000	
Office equipment	3,000	3,000	3,000	9,000	
Internal evaluations	1,000	1,000	1,000	3,000	28,000
Mid-term evals	0	12,500	0	12,500	
Final evaluation	0	0	12,500	12,500	
SUBTOTAL	259,300	267,170	287,553	814,023	814,023
Overhead @ 10.41 (on direct costs, less commodities & equip.)	22,257	26,667	28,893	77,817	77,817
TOTAL	281,557	293,837	316,446	891,840	891,840

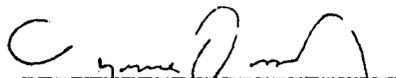
PROJECT AUTHORIZATION

NAME OF COUNTRY : Haiti
NAME OF PROJECT : Local Resource Development
NUMBER OF PROJECT : 521-0156

1. Pursuant to Section 103 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the Local Resource Development project, to be implemented by Save the Children Federation (hereinafter referred to as "SCF" or "Recipient"), with planned obligations of not to exceed One Million United States Dollars (\$1,000,000) in grant funds. Of this sum, up to Nine Hundred Thousand Dollars (\$900,000) will be obligated through a Cooperative Agreement with SCF, and up to One Hundred Thousand Dollars (\$100,000) will be committed through a direct AID contract for a Project Coordinator, and the related procurement of a four-wheel-drive vehicle for official use under that contract.
2. The purpose of the project is to reverse the trends of environmental degradation on the hillsides of the Maissade Commune, through developing, field testing, and deploying effective participatory approaches to soil conservation and technology transfer.
3. The Grant, which may be negotiated and executed by the officer to whom such authority is delegated in accordance with AID regulations and Delegations of Authority, shall be subject to the following essential terms and covenants and major conditions, together with such other terms and conditions as AID may deem appropriate:
 - A. *Condition Precedent.* Except as AID may otherwise agree in writing, prior to any disbursement of funds, or the issuance of any commitment document under this grant, the Recipient shall submit, for AID's review, a detailed scope of work and qualifications for the project's Program Manager.
 - B. *Condition Precedent to Disbursement for Program Manager.* Except as AID may otherwise agree in writing, prior to any disbursement of funds for the Program Manager, or the issuance of any commitment document therefor, the Recipient shall select, with AID's concurrence, a Program Manager.
 - C. *Covenants.* The Recipient agrees that, for the duration of this Agreement, and except as AID shall otherwise agree in writing, the following covenants shall be adhered to:
 1. All contracts for long-term technical assistance will be subject to review by AID;
 2. Project implementation will be guided by detailed Annual Work Plans. The first Annual Work Plan will be submitted within three months of the effective date of this Agreement, and thereafter within two weeks of the completion of a calendar year of project activities. Annual Work Plans will include plans for use of the Development Activities Fund, and plans for cooperation with the Organisme de Developpement du Bassin du Fleuve Artibonite (ODBFA), and will be reviewed by (1) the SCF Field Office Director; (2) the project's Program Manager; (3) the project's consultant in

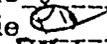
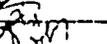
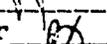
Community Organization; (4) the AID project officer; and (5) such other individuals as may be appropriate; and

3. All other SCF activities in the Maissade Commune, whether funded under this Agreement or not, will be directed toward the accomplishment of the specific objectives of the Local Resource Development Project funded under this Agreement, for the duration of the Agreement period.



Jerome French
Director, USAID/Haiti

Clearances:

RDO, VCusumano 
OPVD, PMcDuffie 
CONT, CBrooks 
DRE, RGilson 
DRE, RByess 
D/DIR, PDichter 

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SAVE THE CHILDREN
OPERATIONAL PROGRAM GRANT
PROPOSAL FOR HAITI

APRIL, 1985

15'

A PROPOSAL
FOR
A COMMUNITY BASED LOCAL RESOURCE DEVELOPMENT PROGRAM
IN
HAITI

TO BE PARTIALLY FUNDED THROUGH
AN OPERATIONAL PROGRAM GRANT
FROM
THE A.I.D. MISSION IN HAITI
OF
THE UNITED STATES AGENCY
FOR INTERNATIONAL DEVELOPMENT

Prepared by
Save the Children/U.S.A.

Responsible Officials:

David L. Guyer, President
Phyllis Dobyms, Vice President
for Program
Jairo Arboleda, Director
Latin America/Caribbean Region
Elias Tamari, Director,
Haiti Field Office

April 1985

SAVE THE CHILDREN/HAITI
OPERATIONAL PROGRAM GRANT (OPG/AID)
PROPOSAL OUTLINE

	<u>Page</u>
I. BACKGROUND INFORMATION	1
A. COUNTRY PROFILE	1
1. Geography & Demography of Haiti.....	1
2. Economy	1
3. Social Institutions	2
a) Education	2
b) Religion	2
c) Government	2
4. Development Environment	3
5. Status of Children	4
B. SAVE THE CHILDREN IN HAITI	5
1. History of Involvement	5
2. Selection of Project Area	6
C. DESCRIPTION OF THE PROJECT AREA	8
II. PROJECT CONCEPTUALIZATION	15
A. GENERAL PROBLEM STATEMENT	15
1. The Ecological Problem of Haiti	15
2. Peasant Needs for Cash	16
3. The Need for Local Initiative and Participation	17
B. PAST DEVELOPMENTAL ACHIEVEMENTS AND PROBLEMS	16
1. Reforestation and Soil Conservation Projects	20
2. The Groupement Movement in Haiti	22

PROPOSAL OUTLINE

Page Two

	<u>Page</u>
C. THE PROPOSAL OF SAVE THE CHILDREN	27
1. Conceptual Challenge: Synthesizing Two Approaches	27
2. Overview of the Save the Children Proposal	28
III. PROJECT DESCRIPTION	31
A. STATEMENT OF OBJECTIVES	31
1. Goals of Save the Children	31
2. Objectives of the Maissade Project	31
3. Expected Outputs	32
B. DESCRIPTION OF INDIVIDUAL ACTIVITIES	34
1. Groupement Formation	34
2. Tree-Planting	35
3. Soil-Conservation Measures	37
4. Credit Activities	38
5. Irrigation Activities	40
6. Research Activities	40
7. Training Activities	41
a. Project Staff	41
b. Training of Groupement Members ..	42
c. Inter-institutional Training	43
IV. WORK PLAN, IMPACT STATEMENTS AND ADMINISTRATIVE SUPPORT	44
A. RELATIONSHIP OF PROJECT ACTIVITIES TO PROJECT PHASES	44
B. IMPACT STATEMENTS	49
1. Social Impact	49
2. Environmental Impact	50
3. Economic Impact	51

PROPOSAL OUTLINE

Page Three

	<u>Page</u>
C. ADMINISTRATIVE STRUCTURE AND ORGANIZATION CHART	52
V. LOGICAL FRAMEWORK	
VI. BUDGET	
VII. REFERENCES	
VIII. APPENDICES	
A. TABLES	
B. MAPS	
C. FINANCIAL REPORTING STANDARDS AND ADMINISTRATIVE CONTROLS	
D. PROJECT INFORMATION SYSTEMS	
1. Supervisor's Log	
2. Monitoring Checklist	
3. Logbook/Journal of Meetings of Groupement	
4. Groupement Meeting Planning and Reporting Form	
5. Progress Review	
E. QUALIFICATIONS OF SAVE THE CHILDREN	
F. ENVIRONMENTAL GUIDELINES OF SAVE THE CHILDREN	
G. SAVE THE CHILDREN ANNUAL REPORT 1984	

PROPOSAL OUTLINE

Page Four

TABLES

- Table 1. Population of Maissade's Rural Sections
Table 2. Possible Schedule for Inclusion of Localities
in Project and Establishment of Groupements
in the Commune of Maissade

FIGURES

- Figure 1. Map of Maissade Commune
Figure 2. Relationship of Project Activities to Project
Phases
Figure 3. Progress Reviews

APPENDIX - Tables

- Table 1. Recognized Elementary Schools in the Maissade
Commune
Table 2. Locations and Days of Markets
Table 3. Credit

I. BACKGROUND

I. BACKGROUND INFORMATION

A. Country Profile

1. Geography and Demography of Haiti

The Republic of Haiti comprises the western third of the Island of Hispaniola in the Caribbean Sea, between Puerto Rico and Cuba. The Dominican Republic occupies the eastern two thirds of the island. Almost 95% of the Haitians are of black African descent, except for small numbers of European and mixture of Middle Eastern immigrants. The remaining 5% are mulatto black and European. Haiti is the first black Republic in the world to obtain its independence. This occurred in 1804. More than 80% of the people live in rural areas. Haiti is the only republic in the Western Hemisphere in which French is the official language, but it is spoken by only 10% of the people. The remainder speak Creole. About two-thirds of the country is rough, mountainous terrain, unsuitable for cultivation. About 888,800 hectares (2.2 million acres) of land are arable. Haiti has a population of 5.74 million, the area is 27,750 square kilometers (10,714 square miles). Average population growth rate has increased from 2.1% (1960/70) to 2.3% (1970/82). By the year 2000, it is projected that the population growth rate will increase to 2.7%.

2. Economy

Haiti is one of the least developed countries. The gross national product (GNP) was U.S.\$1.8 billion in 1981; per capita GNP is \$313 and the per capita income is \$270. Agriculture employs about 70% of the population. Haiti's limited fertile areas are heavily overpopulated and farming is characterized by small family subsistence plots. Coffee is the country's main crop and principal agricultural export.

Economic production has difficulty keeping pace with population expansion. The country's human resources are handicapped by illiteracy, debili-

tating diseases and lack of management skills. In addition to those problems, the country has serious short-term financial problems. It must obtain sufficient foreign exchange to import essential goods and to service foreign obligations and must raise sufficient resources to finance government services, stimulate development, and service domestic debts.

Agricultural production has declined per capita. Using 1967-71 as a base of 100, total production declined to 85 in 1980-82. This is a drop of 15% per capita.

3. Social Institutions

a) Education:

The school system is modeled on that of France. Free and compulsory elementary education in French is mandated by law. Enrollment, however is very low, especially among the rural population. The overall national enrollment rate is 42%.

b) Religion:

Roman Catholicism is the official religion but only about 30% of the population are active practicing Catholics. Voodoo practices are widespread. Protestant missionary groups are also active throughout the country.

c) Government

Haiti is nominally a republic under a President, with unicameral Legislative Chamber. The constitution fixes the number of 58 deputies elected by plurality of votes for a 6-year term. The President serves a life term, nominates his successor and appoints his Cabinet (14 ministers) and most local officials as well as judges.

Haiti is administratively divided into nine departments, (West, North, Artibonite, North-

west, Northeast, Central, South, Southeast and Grande Anse). The departments are subdivided into 27 arrondissements. The arrondissements are divided into 117 communes (townships) which are the basic units of local government. The civil administration and President's representative at the arrondissement level is the prefet. The commune is the basic unit of local government. A military structure comprising departments, districts and sub-districts parallels the administrative structure. The military chef de section oversees maintenance of roads and natural resources as well as exercising public power.

4. Development Environment

Haiti has a high prevalence of chronic malnutrition; an infant mortality rate of 110 per thousand live births; a life expectancy of 47.5 years; and a birth rate of 42 per thousand. The government is improving health services in the rural area. Family planning services are becoming widely available.

Several voluntary agencies and non-government organizations are working in Haiti in food distribution and carrying out different development programs. As a member of the United Nations, Haiti receives assistance from the UN and its specialized agencies; it also receives funds from the International Monetary Fund and World Bank. It is a member of the Organization of American States (OAS).

The Ministry of Plan (1982) established a Regional Development Authority, Organisme Pour le Developpement du Bassin du Fleuve Artibonite (ODBFA). The concern of the Government was the rapid siltation in Lac Peligre; this led to the creation of ODBFA to launch plans for the watershed areas. As per the development plan of ODBFA and the preliminary studies for the plan (JMS 1984 "Mise en valeur du Plateau Central") the objective is to establish

priority programs in soil conservation, reforestation and irrigation around the water shed area of Maissade. Thus, Save the Children is working within the ODBFA plan for the area of Maissade. The development plan of the government has included the creation of regional development authorities, one of which is the ODBFA, which will be the counterpart of Save the Children.

5. Status of Children

a) Malnutrition

Malnutrition is reported to affect 73% of the children in the rural area.

b) Infant Mortality:

The rate of infant mortality is about 110 per thousand. UNICEF considers Haiti to have a very high infant mortality rate.

There are also some more generalized statements about the population which may be summarized as follows:

- An agricultural society with most crops consumed by family
- Very limited opportunities for off-farm income
- Limited knowledge about improved inputs, which in any case are often inaccessible or unaffordable
- Schooling for children beyond means of farmer and/or at too great a distance
- Very few health care facilities, that are often at a great distance
- Substandard nutritional levels, especially among children

25'

- Water supply and sanitation procedures inadequate
- Cyclical approach to productive undertakings, i.e., little or no concept of long-term returns
- Distrust of outsiders
- Actions are motivated by self-interest (seen as encompassing only the individual and his family)

B. Save the Children in Haiti

1. History of Involvement of SCF in Haiti

In 1976, some preliminary efforts were made by Save the Children to obtain governmental recognition of the organization to work in Haiti.

The preliminary efforts laid the groundwork for later program activity. In accord with Save the Children Alliance* policy, CANSAVE, under terms of a joint U.S./Canada Save the Children agreement with the Ministry of Agriculture and the National Council for Development (CONADEP), assumed direction in 1978 of an Alliance program in the commune (township) of Chambellan in the Grande Anse Department. A three-year Save the Children Alliance OPG was signed with USAID in 1980 for support to the project in Chambellan. CANSAVE operates under the name l'Alliance pour l'Enfance et le Developpement Communautaire (AEDC--The Alliance for Children and Community Development).

In April 1984 three senior officers of Save the Children, including the President, visited Haiti to investigate the desirability of an expansion of our organization's activities there. The conclu-

*The Alliance of Save the Children consists of programs in the USA, UK, Norway, Canada (CANSAVE) and Denmark.

sion of that investigation was the selection of the Maissade area, in the Central Plateau, as the proposed location for a new Save the Children effort in Haiti.

2. Selection of Project Area

The selection of sites for Save the Children programs follows several criteria, including level of need, development potential, priority in government plans, geographic location and size, social cohesion and acceptance of the local residents.

During the visit to Haiti of the Save the Children team, several sites were surveyed in the company of AID officers and with the concurrence of the government through ODBFA. The site selected was the commune of Maissade in the department of the Center. This area was selected based on the following observations.

a) Need:

The needs for increased food production, health and human resource development require special attention. The deterioration of the natural resources is traditional in Haiti, and Maissade is no exception. This deterioration leads to insufficient agricultural production which in turn has negative consequences for the nutritional and health status of family and community members. In addition, the lack of sufficient or adequate skills and organization capability has a negative impact on the ability of people to be self-sufficient. Improvements in all of these areas are necessary.

b) Development of Potential:

Despite the present conditions, the availability of water for irrigation, some accessibility to the outside during a good part of the year and the talent and willingness of the

population provide good grounds for future development.

These factors indicate not only a high potential for success for the type of program which Save the Children proposes to undertake in the Maissade area, but also the prospect of opportunities lost to the region if these factors are ignored. The primary strategy chosen, that of development of a small groupement of peasants, is one that has met with success in several other areas of Haiti. (See "References" No. 1) That there has been little previous organizational effort in Maissade may also be an advantage since there are no preconceived notions as to what may be "good" or "bad" in the eyes of the local people. The rainfall and soils in the area range from adequate to good for agricultural production according to a study by FAO published in 1980. (See "References" No. 2)

At the present time access to outside markets is somewhat difficult. But the long-range nature of the commitment of Save the Children and long-term plans for improved transportation routes will, hopefully, result in expanded market accessibility by the time major increases in marketable outputs occur.

c) Government Priority

The Maissade area has been selected as a priority sector within the framework of long-term plans for the upper Artibonite watershed by the Ministry of Plan and USAID.

Overall plans for development in this region include implantation of irrigation canals in the Rio Frio basin, which is within the Maissade Commune. The groupement to be established (if preliminary studies are favorable) will enable this irrigated sector to be developed and administered in a way that will result in the maximum benefit from this investment.

d) Geographic Location and Size

Maissade had not received a lot of attention in the past but it is located in a region that is open to the outside. Therefore, successful development efforts in Maissade can be easily shared with other communes of the department of the Center as well as with other departments. The size and geography make it also a viable area for a successful implementation of community based development programs of the type promoted by Save the Children in other parts of the world.

e) Social Cohesion

Although Maissade has a social structure with various interest groups, there are no social, religious or ethnic conflicts and therefore organization for action is possible. Relative social cohesion is a requirement for a community based development effort.

f) Acceptance by the Local Residents

The initial contacts with local residents indicated a willingness of the people to accept the support of Save the Children and U.S.A.I.D. The concept of partnership for development, in which the support agency and the local residents contribute resources and talents, was very well received by local authorities and residents.

With these prerequisites fulfilled, we are reasonably sure that a community based program to improve the local resource base of the area is feasible.

C. Description of the Project Area

Selection of Project Area

There are a number of factors which indicate not only a high potential for success for the type of program which Save the

Children propose to undertake in the Maissade area, but also the prospect of opportunities lost to the region if these factors are ignored. The primary strategy chosen, that of development of a groupement of peasants, is one that has met with success in several other areas of Haiti. (See "References" No. 1) That there has been little previous organizational effort in Maissade may also be an advantage since there are no preconceived notions as to what may be "good" or "bad" in the eyes of the local people. The rainfall and soils in the area range from adequate to good for agricultural production according to a study by FAO published in 1980. (See "References" No. 2)

At the present time, access to outside markets is somewhat difficult. The long-range nature of the commitment of Save the Children to the groupement concept, and long-term plans for improved transportation routes will, hopefully, result in expanded market accessibility by the time major increases in marketable outputs occur.

Description of Project Area

Location and Size

The commune of Maissade is located in the central west portion of Haiti's Central Plateau. (Please see map section) It is within the Department of the Center, the Hinche Arrondissement. Total area is estimated at 240 sq. km. There are three Rural Sections of approximately equal size within the Commune: 1st - Savane Grande; 2nd - Narang and 3rd - Hatty.

Human Resources

Population - The total population of the commune, according to the 1983 census is 32,414 (Ref. 3). There are 3,493 persons who live in the town of Maissade, and 176 in the Quarter of Louverture. The rest of the population (38,745) is divided rather unequally into the three Rural Sections.

Table 1 below shows further details of the rural population.

TABLE I

	Population Total	No. of households	No. of localities	Average No. H-holds/ locality
Savane Grande	12,992	3,127	57	82
Narang	6,145	1,353	35	39
Hatty	<u>9,608</u>	<u>1,988</u>	<u>33</u>	60
	28,745	6,468	125	

Education - According to information obtained from the Department of Education, 2,510 students (only about 26% of the eligible school-age population) are enrolled in the 17 registered public and private elementary schools of the commune. This compares to a 42% overall rate nationally. Most of the schools are in the town of Maissade or the Rural Section of Savane Grande. In Hatty, there are only 245 students in three (state) schools. For those schools that are functioning, the difficulty of obtaining and retaining teaching staff was cited. Average student to teacher ratio is 50:1. One school has 120 students and only one teacher. Appendix Table 1 provides additional details on elementary schools and enrollments. The lone secondary school in the commune was founded in 1975, but only in 1983 was construction completed on a building to house it. The secondary school is located in the town of Maissade and there are currently about 200 students enrolled. Other types of education centers, sponsored by different church missions, include one for home economics in Maissade town, and another in Paloate (Savane Grande). There is a nutrition center in Des Paases (Savane Grande).

Land Tenure

Land ownership for the most part is in tiny parcels of one-half hectare or less owned by the small farmers, according to an official of the Contributions (tax) Office in Hinche. There are a few small parcels of state land in the Narang and Savane Grande Sections. In the Hatty Section at Savane Diane and near Billiguy (the northwest part of the commune), there are some extensive state land holdings. The largest private land holding is in Savane Grande - an area of about 1,000 hectares in the locality of Savane Renthe. Much of this land is not being exploited. In Narang and Hatty there are a few holdings of 20-50 hectares. Especially in Narang, these lands are usually rented to tenant farmers.

Agricultural Production

Most frequently grown crops are sugar cane, corn, sorghum, cassava, rice (Savane Grande), peanuts (Hatty), plantain, field peas, beans and sweet potatoes. Mango, royal palm and avocado trees are found on most farms, and citrus trees are also common. As elsewhere in the Plateau, most farmers have a few chickens, and occasionally, bee hives are the other common types of livestock found. Prior to the elimination of the swine population in Haiti in 1983 (in response to an outbreak of African Swine Fever) most farmers also had one or more pigs.

Agricultural yields are low and production techniques are, as in most of Haiti, extremely primitive. Most crops are inter-planted. Farmers often have only a machete and hoe to cultivate their small plots, and burning off fields prior to preparing the soil is the norm.

Physical Resources:

Rivers - The largest river in the commune is the Canot, which flows generally east-southeast, passing to the northeast of the town of Maissade. It is a major tributary of the upper Artibonite network. Another important river is the Rio Frio, which flows from south to north, then turns east below Maissade to flow south of the town and empty into the Canot to the east. (See accompanying map.) A diversion canal from the Rio Frio for a gravity irrigation system in Savane Grande was begun in 1975. This canal and the irrigation system are programmed for completion within the framework

of the overall development plan for the region. Three other rivers of note, all tributaries of the Canot, are the Fond Bleu, Fond Gras and Rio Puerco.

Rainfall - The rainy season normally begins in April and continues until November, with heaviest precipitation falling in May, June and September. Rainfall totals and patterns in Maissade are known to vary greatly from year to year, more so than in other areas of the Central Plateau, but the average is 1,700 mm.

Topography and Soils - Topography of the commune is mixed, as is the agricultural potential. River basin areas are relatively rich. Some portions are poorly drained and offer potential for rice production. There are also savannah areas, rolling hills, and on the upper slopes of the watersheds, somewhat steeper terrain showing evidence of deforestation. Very generally speaking, sandy clay soils are predominant in Savane Grande, clay soils in Narang and sandy soils in Hatty.

Minerals - A small lignite mine is operating in the central west part of the commune (Savane Grande). Petroleum reserves, apparently of limited potential, are known to exist in Hatty. They were exploited by an American company for a short time during World War II.

Physical Infrastructure - There are no paved roads in the commune of Maissade. The only through road (Hinche - Maissade - Saint Michel de l'Attalye) is impassible to motor vehicles in the rainy season, because of high rivers and mud. Electricity from a diesel generator is available to the people in the town of Maissade a few hours daily, but there is no electricity elsewhere in the commune. Water for household and personal use comes from the rivers and from springs which are found in some areas. The water that is available from rivers is contaminated.

Socioeconomic Institutions

Local Markets - There are several local markets in the commune, at least one in each rural section. The most important is on Thursday in the town of Maissade. Appendix Table 2 shows the days and locations of other markets. It is understood that farmers from neighboring communes come to purchase corn and sorghum seed grain at Maissade, since what

is produced there is considered superior to that of the surrounding region.

Credit - Two governmental credit institutions operate in Maissade, the Agricultural Credit Bank (BCA) and the National Bank for Agricultural and Industrial Development (BNDAI). BCA makes production loans (one year or less), usually to groups of about 10 farmers. Fifty-three groups now have such loans, with individual members receiving an average of \$200 each. BNDAI generally loans to individuals for longer-term investments of 18 months to 3 years, for feeding out cattle, land preparation and simple processing procedures. Appendix Table 3 provides more details on current credit activity.

DARNDR - There are three agents of the Department of Agriculture, Natural Resources and Rural Development (DARNDR) assigned to Maissade, two for agricultural extension and promotion and a forestry agent, from whom authorization to cut trees in any quantity must be obtained.

ONAAC - The National Office for Literacy and Community Action (ONAAC) was established to increase literacy among the population and to motivate Community Action Groups and Councils to undertake activities in education, health, agriculture, economics, sports and culture. Eleven councils are officially recognized by ONAAC, but most of them are inactive. Personnel include a coordinator for the zone, two promoters and some 30 monitors. Each monitor is assigned to work with a group of 15 to 25 members. However, only the coordinator and one of the promoters receive a regular salary from the state. The others occasionally receive food distributed under the World Food Program.

SHEEPA - The Haitian Society for the Study and Execution of Agricultural Projects (SHEEPA) is a local private voluntary organization developing and producing improved varieties of fruit trees for planting by farmers in the Central Plateau. One of their nurseries is in Maissade and three SHEEPA monitors live in the area to encourage farmers to plant trees and assist them in proper methods of planting and care. Save the Children has had preliminary discussions with SHEEPA and hopes to work in collaboration with this agency.

Health Services and Malaria Control - A state health center and a Catholic dispensary in Maissade town, and one state health agent in each of the three Rural Sections provide the only general health service to the commune. A new building for the health center has recently been constructed with USAID funds. One medical doctor has been working in Maissade, along with three nurse's aides. The health agents have training in preventive health care and first aid measures. The National Service for Malaria Eradication (SNEM) has local volunteer agents in many areas of the commune. They provide anti-malarial medication and assist regional staff in other malaria control measures, including enumeration of households for spraying.

Religion - As elsewhere in Haiti, Catholicism is the predominant organized religion, but many Protestant groups are also represented in Maissade. Most sponsor schools and a few provide health services. Voodooism is also present in Maissade, perhaps to a greater extent than in some other regions of the country.

II. PROJECT CONCEPTUALIZATION

II. PROJECT CONCEPTUALIZATION

A. General Problem Statement

In conceptualizing this proposal, we have kept in mind the need to address three conceptually distinct problem sets which prior experience has suggested must -- at least to some degree -- be simultaneously taken into account when designing development activities in rural Haiti. These problem sets are as follows.

1. The Ecological Problem of Haiti

Deforestation and soil erosion have reached dangerously advanced levels throughout most of Haiti. It is the former which generates the latter. Soil erosion has occurred in Haiti principally as a result of the removal of arboreal vegetation from hillsides. There have been three historical forces generating this removal:

- Tree cutting was originally motivated by agricultural ground-clearing needs. In times past, the wood cut down was either burnt off or left to rot.
- The opening up of international markets for construction wood in the 19th century led to commercial extraction of precious woods by lumber companies. In this century there has been continued cutting of wood for construction purposes, but principally for sale in the internal market system.
- In recent decades growing urbanization has combined with growing scarcity of fuelwood to create a vigorous market for charcoal. Probably most of the tree cutting going on in Haiti today is done by poorer peasant sectors hoping to earn at least some cash income through the charcoal market.

Whatever the causes of this tree cutting, the consequences have taken the form of a general degradation of the rural landscape, a lessening of the fertility of the soil, and a subsequent

undermining of the economic potential of the entire rural economy.

The most effective structural measure of soil conservation is the reverse-incline bench terrace with a rock riser. This is followed in erosion control efficiency by the dry-wall. For decades, projects have tried to motivate peasants to construct and maintain these devices. On removal of artificial project incentives, however, the terraces and rock walls have (with one or two regional exceptions) been allowed to crumble.

In many parts of Haiti it is almost too late to speak of "soil conservation." The task is more accurately defined as that of soil restoration. But the major vehicle for soil restoration in tropical farming systems is the tree, whose falling leaves produce an organically rich layer of humus, and (in some families) whose root systems pump needed nitrogen back into the soil.

Erosion control measures and tree planting activities can be seen, therefore, as central technical prerequisites in any recuperation of the rural Haitian economy. Funding agencies can, with much justification, insist that organizations requesting funding for rural development activities address their projects, if not exclusively, at least explicitly, to these matters. The proposal to be made here will give high priority to these matters. We recognize that in these kinds of projects it is a partnership between funding agency and implementing agency.

2. Peasant Needs for Cash

Many projects in Haiti have been designed in the context of the above-mentioned ecological considerations. Unfortunately for planners and technicians, however, the success of projects has hinged less on the technical adequacy of the terraces and trees proposed than on the ability of project organizers to motivate villagers to participate in the projects.

Though Haitian peasants are keenly aware of the degradation of the environment in the past decades -- the declining fertility of their land and the decrease in the yields of their harvests make them aware of this in a very real manner -- nonetheless their financial situation leads them to be less concerned about their region's ecology than about their family's domestic economy. Their strongly articulated "felt needs" understandably focus less on the long-term flow of soil from their plots or the flow of nutrients back into the soil than on the much more immediate flows of food into their cooking pots and the flows of cash income into their domestic coffers.

The task of project-design then is to link the ecological concerns of funders and planners with the food-and-cash flows of the peasant families. In a poorly designed project -- and in Haiti there have been many of them -- trees will be presented in a manner which could encumber the food growing and income generating behavior of the peasant. The peasants will understandably ignore or even oppose such projects. The task of rendering macroecology compatible with microeconomy is a sine-qua-non of effective programming in rural Haiti. The proposal to be made here attempts to forge such a linkage.

3. The Need for Local Initiative and Participation

The preceding two problem sets -- adaptive ecological flows on the hillside and adaptive economic food-and-cash flows for the peasant family -- are strongly felt by some planners and professionals. But other developmental planners are concerned with a somewhat separate issue -- the issue of local initiative and community participation in the planning process. A radical variant of this community based development strategy would reject outright the pre-establishment of ecological output goals by funding agencies, and would even feel uneasy about an emphasis on "cash returns" to the peasant family. The "intangibles" of development -- quality of social

interactions, positive attitudinal shifts from an individualistic to a more group-centered orientation, and the like -- are seen as being more important than terraces, trees, or cash flows. Programmers following this model will often refrain from suggesting specific program content to peasants. They will assist rather in the formation of local group structures, trusting that from these groups will emerge the specific project content. The measure of project success in this approach is neither terraces, trees, cash, or even food production per se. Success is measured rather by the dynamism of group process.

The critical state of the ecology and the economy of many Haitian peasant villages, however, is such as to reduce the attractiveness of such a radically "permissive" and "non-directive" philosophy to funding agencies faced with the decision of allocating scarce resources. When dealing with a sinking ship, donors are justifiably reluctant to fund the creation of discussion groups among the passengers.

But there is another side to this "problem set." Experience in Haiti suggests that the willingness to experiment with new land use behaviors is higher, and the diffusion of new technologies is more rapid, when the setting is a region where farmers have been organized into small autonomous local farmer groups, referred to in Creole as groupement. That is, advocates of new local organizational forms should not be dismissed lightly as less "practical" than those who advocate new, and somewhat more concrete, productive technologies. The advocates of groupement may, in fact, be on the trail of an organizational mode that will facilitate, as perhaps no other mode will, the diffusion of new approaches to land use. In the proposal to be made here, small farmer groups will therefore be promoted, not as organizational ends in themselves, but as organizational mediators of the solution of the ecological and economic problem sets discussed above.

4. Experiential Needs of Donor Agencies

There is a final problem set to be considered, a set that is rarely taken into account in the design of proposals. For well over a decade USAID has been funding a diversity of projects in rural Haiti. But because of personnel turnover, both in USAID itself and in the local institutions that receive development support, there exists the danger that new projects will not be based on the lessons learned in old projects, but that new actors will end up reinventing old wheels, some of which have already ended up as flat tires. Donors can reasonably insist that any new proposals submitted take into account the strengths and weaknesses of approaches that have been tried in the past decade.

In this regard the current proposal will be systematic and explicit in its attempt to build on three lessons which have been learned in the past decade:

- The operational advantages of functioning in a private, nongovernmental mode.
- The organizational advantages of using small, autonomous groups as the units of action, learned in the various groupement projects which USAID has funded.
- The motivational advantages of translating ecological objectives into microeconomically meaningful behaviors for small and medium farmers, a lesson documented by the unprecedented ability of the USAID-funded Haiti Agroforestry Project to motivate the planting of millions of trees by tens of thousands of Haitian peasant families on their own land.

Each of these projects has strengths and each has clear limitations. The proposal to be presented here will be the first attempt, to our knowledge, to systematically link up the lessons learned from these projects into a new synthesis which combines the best of various approaches. If successful, it

will be a repetition of no pre-existing project, but rather a genuine step forward into an improved form of project design.

B. Past Developmental Achievements and Problems

1. Reforestation and Soil Conservation Projects

For several decades donor agencies have been aware of the need to earmark developmental funds to the issue of environmental restoration. The traditional strategy has contained the following elements:

- a. The selection of a public sector implementing agency to whom project funds will be entrusted and whose employees will be responsible for the execution of the Project.
- b. The construction of messages to peasant farmers concerning the long-term ecological disadvantages of tree cutting and of current hillside cropping practices and the long-term ecological advantages which tree planting and soil conservation measures would bring.
- c. The identification by planning agencies of critical areas where the need for tree planting and soil conservation is particularly high. The typical unit chosen for such focused attention has been the watershed -- particularly the hills surrounding rivers that supply downstream irrigation systems or hydroelectric plants.
- d. The preparation of nurseries producing tens of thousands of seedlings, a large proportion of them fruit-trees, with the expectation that peasants would plant the trees on their own land.
- e. The organization of the building of soil-conserving terraces and dry walls using wage labor or, more often, Food-for-Work remuneration arrangements.

The programmatic results of such an approach to reforestation and soil conservation have been almost invariably disappointing. The peasant response to fruit trees has been lethargic, simply because fruit provides neither an adequate diet, nor, in most parts of Haiti, a convincing source of income, giving the marketing constraints. Wood trees planted through Food-for-Work arrangements on State land have almost all died, either through neglect or through intentional freeing of livestock to graze on the new seedlings. The peasant who plants trees on public land under such arrangements has no personal stake in the survival of the tree, and more than one tree planting project has ended up as simply a source of goat forage.

For the past four years USAID has been funding a different approach to tree planting, embodied in the Haiti Agroforestry Project. In this Project, the ecological messages to peasants take second place to microeconomic messages. The emphasis has been on promoting the wood tree, not merely as an ecological good, but more importantly as a potential source of cash income. A choice was made of fast growing tropical hardwood trees that permit a reasonably rapid financial return to peasant allocations of land and labor. A small-container nursery system is used which increases geometrically the ease of transporting seedlings to the planting sites. A structure of local village-based animateurs is used. These villagers, in the part-time employ of the project, explain to their neighbors the conditions of participation in the Project, generate lists of participants, coordinate the delivery of the seedlings, and make follow-up visits to monitor the survival history of the seedlings planted.

In terms of immediate output this approach has been found to work. Already more than fifteen million seedlings have been planted, more than quintupling the original four-year project goal. Of great importance, these trees have been voluntarily planted by more than 25,000 Haitian peasant families on their own land, thus achieving for this approach an impressive beneficiary outreach rate.

43

This has been achieved by the use of a more creative definition of the "felt need" than is usually the case. Standard approaches to the community based "local-felt-need" model of development rely on local groups to identify worthwhile activities, calling these the "community felt needs." The Agroforestry Project, in contrast, has perceived the desire frequently expressed by peasants for an increase in cash income, and has defined this as the primary felt need to be addressed. It has then introduced a locally feasible technology, which the peasants themselves had not yet thought of as possible, as a means of meeting this felt need. That is, though the concept of cash-oriented wood tree planting was introduced by the Project, rather than spontaneously generated from the peasants, it was a vehicle for meeting what was a genuine need among the peasants.

But this approach to rural development has its limitations as well. The Agroforestry Project has focused up till present almost exclusively on the planting of wood trees. The issue of soil conservation has been made a minor theme in the project. Because of its full-time commitment to stimulating and meeting the demand for trees by peasants, no project resources are allocated to the equally necessary, but harder to promote, structural soil conservation measures such as terraces and dry walls. No motivating arrangement has been devised by this (or any other) Project for making terraces and walls as attractive to the peasants as the trees. And above all the Project organizers have not become directly involved with the task of stimulating local community groups. The Project has instead been dependent on pre-existing group structures organized by other Projects.

2. The Groupement Movement in Haiti

Quite different in character is the approach to development embodied in what has come to be known in Haiti as groupement Projects. The Creole word groupement now refers to a small acephalous group of 7 - 10 individuals, generally peasant cultivators,

441

who continue to cultivate their own land and market the bulk of their own crops, but who now in addition enter into dialogue and close functional relationships with other members of their groupement for purposes, not only of problem analysis, but also of joint undertakings. The activities may entail the renting of a small plot of collectively worked ground, or the pooling of capital for some joint commercial venture.

Groupement have been formed in many parts of Haiti -- Hinche/Papaye and other regions in the Central Plateau; Gros Morne and Bayonnais in the Gonaive area; Laborde and environs in the Cayes area; Jebeau and Chambellan in the Jeremie area. This dynamic, community based organizational form originated under the auspices of various Roman Catholic organizations and is gradually being adopted by other Private Voluntary Organizations as an effective community mechanism.

The groupement movement originated at least in part as a reaction against another organizational form from which it must be carefully distinguished: the "Community Council." These latter are large, highly structured entities, many of them with juridical personality, whose membership may include dozens of individuals who span several socioeconomic classes. The leadership of many, if not most, of the Community Councils is dominated by wealthier townspeople and dignitaries. And the leadership of the Community Councils frequently views its prime task as the organization of predetermined public works projects which will attract Food-for-Work resources from donor agencies. Indeed, the first Community Councils owe their creation in the '50s to the need of food-bearing relief agencies to have local organizational entities to whom they could disburse large amounts of donor foodstuffs. The Community Councils (quite unlike the groupement) have never ceased being first and foremost solicitors and collectors of these external gifts of food and tools. And it is an open secret throughout peasant Haiti that much of this resource flow does not reach the community.

The philosophical underpinnings and the modus operandi of the groupement are quite different. Each organizer of groupement uses a somewhat different approach, endowing the movement with substantial (and adaptive) internal heterogeneity. Nonetheless, certain characteristics can be identified as common to the approach:

- Small. Groupement rarely exceed ten members.
- Self-selected. Members of the groupement select the neighbors, friends, and kin who will be members of their groupement.
- Self-governing. It is incumbent on the members of the groupement themselves to determine the activities that they will undertake.
- Analytic. A central function of the groupement is to make possible the open discussion of problems. The small size of the groupement, and the pre-existing personal bonds among members of the groupement, permit it to serve as a forum for the expression of opinions and -- most importantly -- the discussion of behavioral options by small farmers. The latter usually remain timidly silent in the context of the typically large Community Council meeting dominated by the opinions and pronouncements of other social strata.
- Acephalous. There is no "president" or "head" within the groupement. Functional roles such as secretary or treasurer are service slots, rather than authority positions.
- Self-reliant. Unlike the Community Council, the groupement rarely solicit or receive outside subsidies. The major operational mode is internal generation of capital. This may be done in three ways:
 1. Equal contributions by all members.
 2. Savings from profitable productive and/or commercial ventures.

1/6

3. Credit obtained from outside sources (generally from the Organization responsible for the original groupement formation impetus.)
- Evolutionary. Groupement have been found to pass through different phases in their own development. The first phase may be one of dependence on their own financial resources. A second phase may be the acquisition of credit. A third phase may entail coordination with the activities of other local groupement, including the undertaking of ventures which surpass the resource capability of an individual groupement. At an advanced phase, mature groupement have even engaged systematically in the formation and training of other groupement.

The groupement model should not be seen as a panacea for all the problems of Haiti -- it is not. But its achievements have already been well documented in several pieces of evaluative research contracted by USAID. There is evidence that peasant participants in dynamic groupement do succeed in identifying at least some action routes to ameliorate the economic condition of their families. They do succeed in undertaking joint ventures that surpass the economic capabilities of the individuals. They do raise capital, generate at least small profits, and reinvest part of these profits, as savings, for an augmentation of their capital base.

In addition to these empirically measurable outputs, the presence of successful groupement in a community alters the quality of local life in other ways as well. There has been seen, among many groupement, a spirit of optimism and energetic collaborative maneuver that stands in sharp contrast to the pessimism that appears to permeate the environment in at least some other Haitian peasant communities that lack such organizational forms. This spirit of optimism has been observed and commented on favorably even by those whose approach to development maintains a focus on material outputs rather than on attitudinal

change. Such attitudinal and social shifts, while they many not be the substance of economic development itself, are nonetheless critical human elements in the general improvement of the quality of life which development projects aim to facilitate.

And it must be repeated: with the groupement, attitudinal and social changes have not been a substitute or surrogate for much needed economic change. Rather, they have come at least partially as a result of the success of groupement in opening the door to new economic options for its members. In short, one need not be attached in a simplistically cultic way to the groupement model of development to recognize that is clearly the most effective and exciting organizational model currently available in Haiti. It is for this reason that Save the Children will use the groupement model as the organizational cornerstone of the Project being proposed here.

As with the earlier mentioned Agroforestry Project, however, we recognize the obvious limitations of the groupement movement as implemented in different parts of Haiti. To zero in on the heart of one major problem set, the ecological dilemma, it should be pointed out that the groupement movement has not yet succeeded in motivating serious or widespread attention to the restoration and protection of the physical environment. Groupement attention to soil conservation has ranged from perfunctory to nonexistent. Group enthusiasm has rather been directed more to short-term commercial activities. That is, though there is reason for crediting the groupement model with the ability to catalyze certain types of short- and medium-range economic endeavors, there is little reason to view it, under its current operational mode, as a solution to Haiti's desperate long-term ecological needs but, rather a method of achieving progress toward meeting those needs.

48

C. The Proposal of Save the Children

1. Conceptual Challenge: Synthesizing Two Approaches

The preceding discussion has identified two proven but quite distinct models of development program, and has pointed out the strengths and weaknesses of each approach. The groupement model is an excellent model of community organization which creates self-sufficient local groups who identify and attack locally prioritized problems. The Agroforestry Project, in contrast, is an excellent model for the organization of a directed resource flow. The groupement model has catalyzed organizational energies in local communities, but has in itself left untouched the pressing ecological problems. The agroforestry model, by structuring tree planting in the context of the pre-existent cash-cropping patterns of Haitian peasant economy, has succeeded in catalyzing widespread tree-planting behavior. But this model has left untouched the task of creating self-sustaining local organizations, and of conceptualizing project resource flow in a manner that permits local groups to decide on additional activities beside the planting of trees. And neither of the two approaches has as yet succeeded in catalyzing the construction and maintenance by peasants of local soil-conservation structures on their own plots of ground.

This, then, is the programming challenge that Save the Children will attempt to solve in the Project being proposed here. The task we have set for ourselves is to devise a programming model in which these two currents will be dynamically linked -- in which the organizational autonomy of the groupement can be turned to the tasks of ecological restoration and appropriate land-use behavior. We will in effect be attempting to forge a link between two distinct and superficially competitive models of development programming:

- a "felt needs" model in which local communities themselves define the activities which will be undertaken; and

- a donor-initiated model in which funding is made available for the execution of pre-determined tasks, in this instance ecological tasks.

2. Overview of the Save the Children Proposal

We propose that the integration be made, and the apparent discrepancies between the two models be removed, in the following manner:

- Groupement will be formed following a variant of the proven procedures already used in other regions of Haiti. The intent will be to familiarize local peasants with the potential benefits of this particular organizational form, and to encourage them to begin defining the specific activities which they might eventually undertake in the region.
- At the same time the groupement will be given immediate access to the fast-growing, cash-generating trees for which tens of thousands of peasants in other regions of Haiti have already shown their enthusiasm.
- They will be invited to plant these trees under the same individual ownership and harvest-right conditions which currently prevail in the Haiti Agroforestry Project (Judging from experience in all other regions of Haiti, it is almost certain that the response will be positive among the vast majority of the peasants of Maissade.)
- In addition, however, we will invite the groupement to assist us in the experimental development of locally appropriate land use behaviors, which include the use of both vegetative and mechanical structures of erosion control. In terms of the former, we will ask them to try out, on their own individual plots of ground and, where appropriate, on plots rented by groupement for communal endeavors, the viability of local fast-growing species (instead of the exotic

already shown - agroforestry

species currently used by the Agroforestry Project). In terms of the latter, we will request that they agree to build dry walls and even terraces, to determine experimentally whether these devices capture soil that would otherwise be lost (ascertainable through observation of build-up), and to log the amount of labor that is required to build and maintain these structures.

BEA
Project already
discussed.

- In return for collaboration in the development of these new types of appropriate land use behavior, a groupement would be given access to a larger amount of credit from the Project, to be used for whatever income generating endeavor the groupement itself might decide on.

We are proposing that an arrangement such as this would be a concrete, realistic, and pragmatic way of linking up two approaches which up till now have gone their own ways, and of further introducing an element of soil conservation which has been lacking thus far to both approaches. This project would render the achievement of the Agroforestry approach on unleashing a predetermined flow of trees onto peasant land compatible with the insistence of the groupement approach on the need for local groups to make their own decisions as to what specific projects would be carried out. Maissade groupement would continue to function much as they do in other groupement projects with the significant exception that this Project, unlike other groupement endeavors, would earmark a generous amount of credit for those groupement who voluntarily and responsibly undertake, on their own plots of ground, experimentation in new types of ecologically appropriate land use.

If successful the result will be a project whose output will be measurable, not only in terms of numbers of groupement formed or amount of income generated from commercial activities, but also in terms of numbers of trees planted and linear meters of walls and terraces built and maintained. For the first time, a linkup will have been made

between these two distinctive and occasionally competitive approaches to rural development programming.

3. Long-Range Perspective

There is a high degree of compatibility, indeed a close fit, between this particular Project and the more general orientation of Save the Children to community based development. The compromise solution proposed above is one which leaves broad area of decision-making autonomy to peasant groups, at the same time that it takes into account the very real ecological needs of Haitian hillsides, and the legitimate interests of donors in channeling resources toward the restoration of these hillsides.

In undertaking this Project, it should be pointed out that Save the Children will be committing itself to long-term involvement with the population of Maissade. Save the Children's long range objectives in Maissade extend beyond the organizational and ecological outputs to be pursued under the funding being requested here. In future years, other resources will be committed to the improvement of well-being in other life spheres -- health, childhood nutrition, education, and the like.

It is our conviction that initial entry into Maissade is best made in the context of the very specific series of activities that is being proposed here: the creation of the basic facilitating organizations on which all future activities will depend and the immediate involvement of these organizations in goal-oriented attention to those economic and ecological problems without whose solution little significant development would be able to take place in the region.

In the following section, these general considerations will be translated into specific objectives, activities, and measurable outputs.

III. PROJECT DESCRIPTION

III. PROJECT DESCRIPTION

A. Statement of Objectives

1. Goals of Save the Children

The overall goals of Save the Children can be described as follows:

- to improve the quality of life of communities and their children through projects designed to address economic, social, educational, health, and environmental problems;
- to foster development of necessary skills for formation of responsible and self-sustaining organizations;
- to encourage inter-institutional development (with whom?) at all levels to improve the transfer of methodologies and technologies aimed at elimination of conditions and causes of poverty; and
- to provide effective models of technical and financial assistance which are culturally acceptable, flexible, and replicable. (already known)

2. Objectives of the Maissade Project

Within the context of these broad institutional objectives, the more focused objectives of the Maissade Project are as follows:

- to demonstrate to the peasants of Maissade the technical feasibility and economic attractiveness of ecologically appropriate land use behaviors, including the construction of soil-protecting terraces and walls and the planting of soil-restoring trees.
- To enhance the acceptability of these ecological behaviors by embedding them in the framework of the cash-generating orientation that is a central feature of Haitian peasant economy.

- to ensure the continuity of Project activities by introducing these activities in the context of the formation of the autonomous, self-reliant groupement that are known to have functioned well in other parts of Haiti.
- to make credit available to the groupement to permit them to carry out income-generating activities which they themselves will decide upon, but to harness this credit to the ecological objectives by making the level of credit available to a given groupement contingent on the willingness of members of that groupement to undertake technologically appropriate soil conservation and soil restoration activities on their own plots of ground.
- To achieve through these measures an improved rural development programming strategy that combines the best of the community-based and the donor-initiated approaches and that would be replicable in other areas of Haiti and perhaps in other countries.

3. Expected Outputs

Among the specific measurable outputs that would emerge from the successful implementation of this project are as follows:

- The formation of 150 groupement averaging 8 members each, thus directly benefiting a total of 1,200 groupement members and about 5,000 additional people in the households of these members.
- The disbursement of \$60,000 of credit to groupement whose members will have allocated some of their own land and labor to tree planting and soil conservation measures (@ \$400 credit per groupement, i.e. \$50 per groupement member, over LOP). This money will be used by the groupement to underwrite income generating activities of their own choosing.

- The development of a viable and self-sustaining credit scheme, involving the creation of a revolving loan fund, that will continue after the termination of the Project. 60
- The planting of some 750,000 trees, 600,000 on the holdings of individual groupement members (@ 500 trees per participating member), and 150,000 on communally cropped plots (@ 1,000 trees per groupement). 750,000
- The construction of 120 kilometers of soil conservation structures (i.e. 100 meters on the plot of each project participant). ~~104,000~~
834
- The generation of empirically validated information, for future programming purposes, on:
 - the willingness of Haitian peasant to undertake new labor intensive soil conservation measures in exchange for access to credit for income generating activities of their own choosing;
 - the advantages and disadvantages of indigenous vs. exotic wood trees from the point of view of survival rates, growth rates, and general attractiveness to Haitian peasants;
 - the costs of constructing and maintaining structural measures of soil conservation, and the success of these devices in retaining soil on hillsides with enough visibility to be convincing to Haitian peasants;
 - the general feasibility of the major innovative aspect of this project -- i.e. the linkage of a "bottom-up" emphasis on self-generated activity with the simultaneous pursuit of externally identified ecological objectives.

B. Description of Individual Activities

1. Groupement Formation

Groupement will be formed using procedures analogous to those found to be successful in other parts of Haiti. Without rigidly predetermining the sequence of events or claiming total predictive ability about the phases through which groupement pass in their own maturation, we can nonetheless identify the following sequence of group-formation activities.

- a. Initial meetings to familiarize local inhabitants with the nature of groupement formation, the economic and social advantages which have been found to occur with this model, the income-generating resources which the current Project will make available to inhabitants of the region, and the organizational and ecological prerequisites for participation in the Project and for consequent access to Project resources.
- b. Formation of initial groupement and training in basic groupement procedures such as
 - conducting meetings in a manner in which all members feel free to participate and express opinions.
 - identifying locally solvable problems.
 - deciding on courses of action.
 - raising and managing funds through internal capitalization.
- c. Small initial income-generating ventures (e.g. renting of a communal plot, production of a cash crop or of livestock, group artisan activities, marketing ventures, or the like) financed principally or exclusively with internally generated capital.

why not start with soil/water?

- d. Instruction in issues of soil conservation and tree planting, with particular emphasis on the cash generating implications of the different measures.
- e. Working out the terms of agreement and monitoring procedures by which larger amounts of credit will be allocated to groups which commit themselves as units and as individuals to the practice of ecologically appropriate land management behaviors to be taught and facilitated by the project.
- f. Undertaking of more ambitious and more highly capitalized ventures, and identification of other types of projects (e.g. health related, latrine building, educational) whose payoff is not necessarily increased income.
- g. Transition to a mode in which individual groupement may begin collaborating with other groupement for ventures which surpass the economic and/or managerial capacities of individual groupement.

To repeat a point that was made earlier, these groupement will have the same internal organization and autonomy that other groupement have had. The distinguishing feature of this Project will be the further linkage of access to credit to the execution of predetermined land-use behaviors by groupement. This is a compromise arrangement which, while preserving the fundamental autonomy of the groupement, nonetheless holds out a guarantee to funding agencies that their financial inputs will stand a chance of producing ecological outputs.

2. Tree-Planting

The Project will begin by utilizing the proven outreach methods of the Haiti Agroforestry

Project. The key features of this approach are:

- a. the initial provision, free of charge, of a consignment of 500 fast-growing wood trees, chosen with a view to their ecological suitability to different regions, to each peasant who agrees to plant the trees on his own land. (This "free sample" is given to anybody, poor as well as rich, to avoid internal social conflicts. However, those who wish to plant more than 500 trees will have to purchase the additional seedlings at cost.) Given the experimental nature of planting wood for most peasants, the investment of land and labor is viewed as sufficient commitment for the first rotation.
- b. guarantee of ownership rights over the trees to participating peasants and assurances that, from the Project's point of view, the peasant may cut the wood when he sees fit, without need for further permission from the Project.
- c. use of special small containers ("root-trainers") which minimize transportation problems and which substantially reduce the labor costs of planting to individual peasants.
- d. teaching of border-planting and intercropping techniques which permit even small peasants easily to plant 500 wood trees in a manner which does not impinge negatively on their food production.

← Fruit trees (?)
← 500 trees (2)
← 200 seedlings (2)

Experience has now shown that the use of this approach generates rapid interest in trees. That is, under these conditions, tens of thousands of Haitian peasants have planted trees without additional cash incentives. The prospective income from the harvest of the wood, and from its sale as construction material or charcoal, is sufficient motivation to lead to the planting of trees.

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This means that the planting of income-generating wood trees can be undertaken as an early project activity and need not wait until the credit arrangements are instituted. Those experienced in rural Haiti know well that peasants will probably not undertake soil-conservation activities such as wall building or terracing without some economic incentive. For this reason Project credit will be linked to such measures. But the planting of wood trees will be undertaken without any "carrot" except that of the "free sample" of 500 trees.

This rapid introduction of tree planting as an early Project activity will have at least two important advantages. It will convince the peasants themselves of the seriousness of the Project. Many Projects come with words only; the Maissade Project will come with very real trees as an early Project contribution to the region.

The Project in the beginning can define itself to the local power structure in terms of ecological problems, and can assure them that they, as well as the peasants, will be entitled to a sample of 500 trees. This will lead to a rapid loss of interest on the part of powerful local people who might otherwise try to steer the Project in their direction. That is, trees as an early project emphasis provide advantages that go far beyond the simple ecological restoration of the soil.

Initially, efforts will be made to secure the seedlings at cost from the Haiti Agroforestry Project. But one of the first Project activities will be the installation of a small-container nursery in the Project region, preferably with the technical and logistical assistance of the Agroforestry Project, but with the expenses being defrayed by this project.

3. Soil-Conservation Measures

From a technical point of view, the best soil-conservation device is the reverse-incline bench terrace with a protected outlet. However experience in Haiti indicates that this labor intensive structure,

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except under very special conditions of fertilized vegetable growing in physical proximity to Port-au-Prince markets, will be rejected by the peasants for a variety of reasons. The Maissade Project will profit from these past experiences and will emphasize other structural measures including dry walls, mini-terraces, and contour ridges. Though their erosion control efficiency is less than that of the genuine bench terrace (which physically changes the topography of the hillside), they are much less labor intensive and are more likely to be built and maintained by the Maissade peasants.

Experience also shows, however, that -- unlike the case of the fast-growing wood trees -- even these simpler devices will not be accepted unless there is some outside stimulus. In most Projects, the stimulus for wall-building is Food-for-Work. In the Maissade Project the stimulus will be access to credit for economically energetic groupement who are in need of such credit and who might be willing to try out new appropriate land-use behaviors, at first for access to the credit, but later hopefully out of respect for the proven positive ecological and economic effect which they begin to perceive in these erosion-control structures.

4. Credit Activities

The credit to be supplied by the Project will be supplied, not to individuals, but to groupement members. The groupement will be responsible for repaying loans; defaults on the part of any individual within the group will be made good by the groupement. These group arrangements have been found, in the past, to result in much higher rates of repayment than individually disbursed loans. Furthermore, the existence of group responsibility for loans has been found to lead to much more careful selection by peasants of the individuals whom they admit into their particular groupement.

61

The loans will be earmarked for productive activities, rather than for domestic consumption or for medical emergencies. In the case of groupement who decide not to undertake soil-conservation activities, loans will be kept modest and never allowed to exceed in quantity the money that the group is already able to raise on its own. In the case of "erosion control groupement", however, collateral and matching-fund requirements will be waived, and loans will be much larger, permitting them to generate larger profits on their ventures. Even for these practitioners of erosion-control, however, a demonstrated ability to handle credit will be a prerequisite.

It must be pointed out that the loans will be made for ventures on which the groupement themselves decide. That is, the groupement will emphatically not be asked themselves to underwrite activities such as soil conservation or tree planting whose urgency has been declared by donor agencies and Project organizers. This means that up to 500 trees will be provided free of charge to all interested parties, and the materials and transportation costs for construction of erosion control structures will also be made available by the Project as a grant rather than as a loan. To repeat, the credit mode will apply to those activities which the peasants undertake at their own initiative.

A final question remains on credit: what will be done at Project's end with the \$60,000 portion of the grant earmarked for credit which the groupement will presumably return to the Project? Save the Children will explore, during the Project itself, mechanisms for transferring these funds intact to the groupement themselves to use as a permanent revolving fund. It is too early to say just what this mechanism will be. At the moment, however, it is useful to communicate at least a general intent with respect to the final destination of this portion of the Grant.

5. Irrigation Activities

Initial project planning envisioned an early involvement in the implementation of an improved irrigation system in Maissade. But further exploration of the situation in Maissade, and of negative experiences which other irrigation projects in Haiti have suffered, has led to a more cautious approach to the irrigation question. Careful land-tenure studies have to be made first to ascertain the ownership patterns prevailing on the plots of ground that will receive irrigation. The arrival of irrigation, and the immediate geometrical increase in land values that comes as a result of irrigation, is known to trigger off land maneuvers with the concomitant dangers of pressured land sales or of outright expropriation of poorer sectors from their holdings.

For these reasons, the Project will proceed with extreme caution on exploring the desirability of involvement in irrigation issues.

6. Research Activities

Three major types of research will be undertaken with respect to the Project: pre-Project baseline research, ongoing monitoring of Project activities, and internal evaluations of the Project.

Baseline research will be carried out at both the farm and community level. Farm level surveys and observational studies will be carried out by the Project team, with a view to gathering information on production techniques, land holding and wealth differentials, marketing patterns, nutrition patterns, health and sanitation practices, literacy and educational levels, and the perspective of the small farmers on their circumstances and options. Enough quantitative data will be gathered to provide baseline measures against which change can be measured. Given the interest of Save the Children in the well-being of children, efforts will be made in this baseline study to determine the health, nutritional, and educational status of children, and the economic roles which they are expected to carry out in the peasant community.

Ongoing Project monitoring will take the form of information gathering on the distribution and use of Project inputs. Such monitoring will entail record keeping on the organizational and commercial activities of groupement, survival counts of trees, periodic checks of the integrity of erosion control structures, and general follow-up information gathering on any activity which the project undertakes. The groupement will be particularly active in this research; they themselves will be asked to monitor their own tree survival rates, and to report on the results (or lack thereof) of erosion control structures. In this phase of the research, the groupement will play an active role, though the organization of data-gathering forms and data-entry and data-processing procedures will remain the responsibility of Project personnel.

During the life of the Project, three internal evaluations will be carried out. See Appendix D (5) for more detail on this component of project activities.

7. Training Activities

Training activities, formal and informal, will take place throughout the life of the project and will occur on three levels: for project team members, for small farmers in the impact area and for personnel of cooperating agencies and organizations.

a. Project Staff

Team members will receive training in promotion techniques, research methods, and technical skills. Training will begin prior to any field activities and will continue through the life of the project. Initial training will be in promotion techniques and will take place in the field at other locations, where an existing groupement is already active. There, the Save the Children project team can benefit from the experience and knowledge accumulated over several years of the operation of other groupement. This

training at other locations will be alternated with assignments in the Maissade commune. There, our staff will begin their interaction with the small farmers and carry out preliminary research that will provide the basis for selection of the specific localities for initial organizational efforts. Workshops and visits to other field programs in later phases of the project will provide continued opportunities for workers to share their experience with, and learn from, counterparts in other areas.

Because of the emphasis of this Project on tree planting and soil conservation, project staff will be familiarized early in the Project with the technical and organizational issues surrounding these activities. For tree planting, visits will be made to nearby communities whose members have become involved in the Agroforestry Project. Technical training will also be given in the construction of erosion control devices. Other sites that may be visited are Madian-Salignac, the ADS II Farming Systems Project at Jacmel and Les Cayes, the Appropriate Technology Center at Camp Perrin, and the DARNDR Goat Improvement Program near Hinche.

The incorporation of individuals with specialized technical skills (short-term consultants) is also visualized. The training provided by such individuals, to be phased over several years, would be designed to provide maximum benefit to the local population as well as project staff.

b. Training of Groupement Members

Training of groupement members and other small farmers in the Maissade area is an important component of the overall Project and will be carried out in a variety of ways. Peasants will receive technical training in soil conservation and tree planting techniques, and in integrated ecologically appropriate land use practices.

62

In addition, groupement will devise their own income generating activities. If these require specialized technical training, the Project will make efforts to provide such training. As groupement mature, some individuals may be recognized as having special leadership abilities and technical aptitudes. The Project will make it possible to develop these skills through specialized training which will be made available on site or at other appropriate locations.

c. Inter-institutional Training

A third level of training will take place as Project personnel enter into relationship with personnel from other institutions engaged in similar activities.

6/6

IV. WORK PLAN, IMPACT STATEMENTS AND ADMINISTRATIVE SUPPORT

IV. WORK PLAN, IMPACT STATEMENTS AND ADMINISTRATIVE SUPPORT

Phases in Project Implementation

We anticipate three major phases in the implementation of the project. During the initial phase (through Winter 1985) staff members will move into the first locality selected and begin orientation, promotion, efforts for groupement development, and small project activities in tree planting.

In the second phase (Spring 86 to Spring 87) staff members will be working with groupement that have moved to the organizational phase in the localities where project efforts began. The credit program starts. They will also encourage additional groupement formation and new project undertakings in these same localities. At the same time, they will expand the project by moving into new localities.

The third phase (starting Spring 87) will begin when the first groupement move into a full action phase of development. Because of the continuous addition of localities and projects at this point in time there should be various levels of activities depending on the readiness and advancement of groupement, level of complexity of the projects, and the availability of resources.

A. Relationship of Project Activities to Project Phases

The calendar on pages 45-46 shows the relationship of the various activities described above to the three phases of project implementation. On the following two pages is the detailed Work Plan for the four-year period. The work plan relates directly to the Budget Request (see Budget Section) and gives detailed plans on a year-by-year and month-by-month basis.

As further background on the project, it should be noted that the budget for the L.O.R.D. (Local Resource Development) project funds includes the development of an irrigation-based, land use and organizational development project for the Rio Frio watershed in Maissade (Central Plateau), reforestation, and soil conservation on the watershed's hillside. Also included is the organization of a groupement to maintain and manage the irrigation infrastructure.

FOUR YEAR WORK PLAN CALENDAR - HAITI OPG 1985-1989

	1985	1986	1987	1988	1989
<u>ADMINISTRATION</u>					
1) OPG Negotiation	****				
2) Recruit Personnel	*****				
3) Office Site	*				
4) G.O.H. Approval	*				
5) Vehicle, Motorcycle, Mules	*				
6) Impact Area Office Staff	*				
7) Orientation to Communities	**				
8) Staff in place	*				
<u>PROJECTS/TRAINING</u>					
1) Baseline Survey	****				
2) Micro-computer		*			
3) Groupement Organization and Training	**	**	**	**	**
4) Project Fund, tree planting	***	*****	*****	*****	*****
5) Needs Assessment/Maissade		*****			
6) Staff Training	*	*	*	*	*
7) Water Projects		*	*	*	*
8) Demonstration Plots			*	*	*
9) Organize Water-Users			*	*	*
10) Reforestation Nursery			*	*	*
11) Soil Conservation Projects		*****	*****	*****	*****
12) Reforestation Projects Continue		*****	*****	*****	*****
13) Credit Program Begins		*****	*****	*****	*****
<u>GROUPEMENT</u>					
1) Seminars with Groupement and Local Representatives	*	*	*	*	*
2) Groupement Formation	****	*****			
3) Staff Work w/ Established Groupement		*****	*****	*****	*****
4) Groupement Projects		*****	*****	*****	*****
5) Groupement Involvement in Irrigation Management			*****	*****	*****

	1985	1986	1987	1988	1989
<u>CONSULTANCIES</u>					
1) Credit Consultant	***	***	***		
2) Community Organization (one week each month)	* * *	* * * * *	* * * * *	* * * * *	* * * *
3) Short-term Technical Support	* *	* * *	* * *	* * *	* * *
4) Social Science and Data Analyst	* *	* * *	* * *	* * *	* *
5) Physical Geographer		*****	*****		*
6) Data Collection and Analysis		*****			*
7) Irrigation Engineer			*****		
<u>EVALUATIONS</u>					
1) Internal Evaluation		**	**	**	
2) Dissemination of Results		*	*	*	
3) Mid-term Evaluation			****		
4) Final Evaluation					
	J S N	J M M J S N	J M M J S N	J M M J S N	J M M

10

Four-Year Program Calendar

This section outlines the principal events that will occur during the first four years of the life of the project in the impact area. On-going items throughout the project's life will be continued. What appears under each year are the ongoing activities from the previous year plus new activities to be initiated in the new year.

Pre-OPG:

- Negotiate OPG with AID/Presentation of proposal
- Translate proposal and obtain approval from GOH to start operation in Maissade
- Identify and establish site for office in the impact area and Port-au-Prince
- Conduct baseline study and survey of the area

First Year (Through Winter 1985)

- Recruit personnel for impact area and main office
- Train personnel for impact area
- Establish office in impact area
- Identify persons to form groupement
- Start distribution of trees
- Project staff work with groupement already formed
- Identify problems and priority in impact area
- Internal evaluation with staff; disseminate results
- Technical Assistance for baseline research
- Technical Assistance to set-up credit program

Second Year (Winter 1985 - Winter 1986)

- Continue distribution and planting of trees
- Continue with project implementation increasing the number of groupement
- Begin data collection/analysis
- Begin to develop projects with the groupement
- Start nursery for reforestation
- Begin soil conservation project
- Establish demonstration plots
- Organize water users
- Second Internal Evaluation and Mid-Term Evaluation; dissemination of reports and findings
- On-going activities

Third Year (Winter 1986 - Winter 1987)

- Continue soil conservation and reforestation projects
- Organize women's and children's clubs
- Involve groupement in irrigation canal leading to management of canal
- Third Internal Evaluation; dissemination of results
- On-going activities

Fourth Year (Winter 1987 - Winter 1988)

- Establish cooperatives - (groupements)
- Establish women's and children's cooperatives
- Prepare a continuation project plan with participation of groupement
- Conduct final evaluation.
- On-going activities

Fifth Year and Beyond (Winter 1988 and Onward)

- Continuation of projects by groupement themselves with Save the Children available for technical support

Social and Economic Analysis

The proposed activities are expected to have a positive social, economic and environmental effect on the impact area. Save the Children, in cooperation with the people of the community and government agencies, will provide technical assistance needed to approach priority problems. With the planting of trees, the construction of soil conservation structures, the building of the irrigation canal, the formation of the groupement, and the provision of credit, the anticipated economic and social outcomes will be to increase food production, increase cash income and create a self-sustaining change process that provides long-term solutions to the problems of the region. We also expect a steady restoration of the environment, especially by improvements of soil and increased access to water.

These outcomes will reach a broad cross-section of all individuals living in the impact area. Such wide coverage will be achieved through the work of the groupement.

72

At the end of four years of project activity, a total of 150 groupements will have been established. A possible schedule to achieve this goal is given in (Table II). Included is a list of the factors or variables that influenced the strategy and the proposed timetable.

Table II

Possible Schedule for Inclusion of Localities in Project and Establishment of Groupement in Maissade Commune

Rural Sections	No. of new:	Year 1		2		3		4		Total	
		Loc	(Grp)	Loc	(Grp)	Loc	(Grp)	Loc	(Grp)	Loc	(Grp)
1. Savane Grande Irrigated zone		4	(12)	6	(24)	-	(20)	-	(10)	10	(60)
Non-Irrig. zone		-	-	2	(4)	2	(12)	4	(20)	8	(36)
2. Narang		4	(12)	4	(12)	2	(6)	4	(12)	14	(42)
3. Hatty		-	-	-	-	2	(4)	4	(10)	6	(14)
Total new for each year		8	(24)	12	(32)	6	(42)	12	(52)		
Cumulative totals at end of each year		8	(24)	20	(56)	26	(98)	38	(150)		

The following factors were considered in preparing the above tables:

1. During the first year, 8 promoters will reside in 4 localities, 2 in each.

2. During the 2nd and 4th years, 8 promoters will work individually.

3. First localities chosen should be:

- close together
- near project office

- located both in irrigated zone (Savane Grande), and non-irrigated zone.

4. Initial efforts must be concentrated on irrigated zone to allow time for water users associations to constitute themselves and become established before irrigation installed.

5. Based on information available at the time the proposal is being prepared, there are 10 localities in the irrigated zone.

B. Impact Statements

1. Social Impact

The groupement approach is being recognized as the most effective way to overcome a major deficiency in rural Haitian society - a lack of local organizations capable of mobilizing human resources for development. As elaborated in this proposal, the groupement approach functions as a development tool, and an important means of achieving social progress.

The project is expected to have the following major social impacts:

- increased food production resulting in higher levels of income and nutrition
- increased involvement of individuals of all strata of Maissade including women and children in the solution of their problems
- increased knowledge and technical skills.

Each member of a groupement can invite a friend to join, male or female, from the community. This will be a person of trust and confidence. With the health and nutrition projects underway, there will be even greater involvement of women in groupements dedicated to such projects. Groupements of children will also be formed in similar fashion to those of the adults. The families depend on children as real contributors and the groupement will facilitate this involvement. Credit can be granted to women's groupements and in small amounts to the children's groupement. One possible project is the production of candy for sale by the women's groupement. Sewing can also be initiated, so that women's products (e.g. artisan wares) can be marketed. Children's products (e.g. vegetables from gardens) can also be marketed to begin.

The basis for these improved social conditions is described within the program description section

of this proposal. Individual groupement projects having these impacts are to be formulated as part of the overall project implementation effort. The consideration of each type of impact will be part of the design process at the sub-project level.

2. Environmental Impact

The positive environmental impact of this project, if successfully implemented, will manifest itself in three empirically measurable outputs.

1. A retention of soil on terrace or behind walls, soil that would otherwise have washed down the hillsides.
2. A buildup of humus from the falling leaves and branches of the newly planted trees.
3. An increase in the nitrogen content of the soil on those plots where nitrogen-fixing trees of the Leguminosa family have been planted.

The first of these outputs will be visible to the peasants themselves. The use of dry-walls on hillsides has been found to produce, within a year, an impressive buildup of dark soil behind the walls. This is especially true in the case of check-dams built in ravines, where erosion tends to be particularly rapid and where, consequently, the buildup of preserved soil is visually impressive.

Save the Children is also aware, however, that if not correctly done the planting of trees could, under certain circumstances produce unintended negative ecological consequences. This would occur, for example, were certain trees to be planted on plots that are normally dedicated to food production. Many Haitian peasants, for example, have already learned the lesson that peasants in other settings have learned about Eucalyptus: This popular "reforestation" tree, because of its need for moisture, tends to

desiccate land and to render it, at least in short range perspective, less suitable for cultivation. The Project will exercise caution in recommending the use of soil-enriching trees on plots that are to be returned to food production, and to recommend that peasants plant Eucalyptus on land that is permanently marginal to agriculture.

The ecological impact of this project will be measured not only in terms of the specific trees that are planted or terraces that are built. Perhaps of greater long-term impact could be the new land use habits that are introduced into the communities. And unlike trees (which peasants are capable of planting and maintaining with simple domestic labor), the construction of walls and terraces generally entails the collective endeavors of several households. In this sense the introduction of the groupement as the organizational cornerstone of this Project contributes to the region a model of collective endeavor which, though not a sufficient condition, is nonetheless a necessary condition for the long-term.

3. Economic Impact

The economic effects of this project should be evaluated on two levels - those resulting from (1) the installation and operation of irrigation facilities, and (2) other investments throughout the project area in improved production and marketing techniques, reforestation and soil conservation measures. Significant returns to the investment in irrigation facilities will accrue primarily to peasants within the irrigated perimeter. In addition, more intensive cultivation practices and the maintenance of the irrigation system will require higher labor inputs. This should result in higher income potential for many others in the area as well.

In 1980 a comprehensive development study on the Central Plateau was published by FAO, including preliminary feasibility research on irrigation development in several communes. The establishment of costs and returns for irrigation projects

in each of the areas studied were based on a uniform approach and a series of assumptions that provided a basis for comparison of potential economic benefits among the areas studied. The Rio Frio River basin, in the Maissade Commune, was one of the zones included in this study. The development of a gravity irrigation system in this area was evaluated as having one of the highest rates of economic return of all of the zones studied.

The expected benefits, as shown in the FAO analysis, have been reviewed by an agriculturalist knowledgeable about production levels and crop prices in the Central Plateau. The adoption of appropriate varieties including the introduction of irrigation, appropriate varieties and production methods, will increase current income levels.

Due to a lack of detailed production statistics and resource data, much of the information needed can only be obtained by studies such as those the project proposes to undertake. As action plans are developed by the groupement, realistic and reliable economic data will be collected and evaluated to support decisions on proposed sub-projects.

C. Administrative Structure and Organization Chart

Field Office Director -- Haiti

With overall management responsibility for the project, the Director will establish, in consultation with the Westport Home Office and the project team, project priorities and implementing policies and schedules; supervise disbursements and budget matters on the project level; establish and maintain smooth working relationships with funding and cooperating agencies; and provide reports as specified in the grant agreement and as required by Home Office.

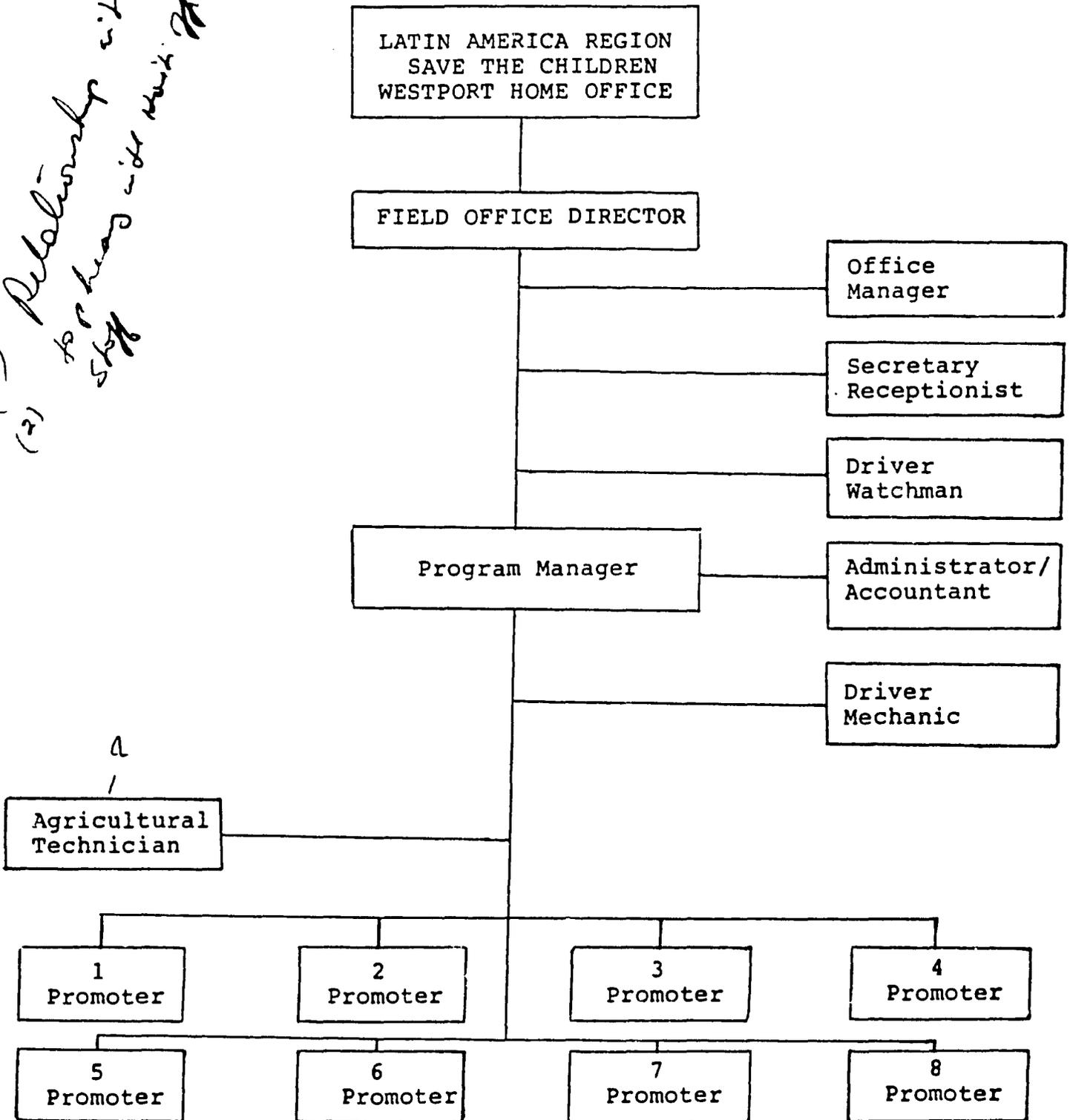
Program Manager

This person will have primary responsibility for supervising all field work. The Program Manager will work closely with the promoters to plan their work and training schedules;

ADMINISTRATIVE STRUCTURE ORGANIZATION CHART

(at full staffing level)

(1) Relationship with ODBSA
(2) to change with new Hq
Step



oversee the monitoring of groupement organization and groupement activities; provide technical assistance as needed to specific groupement efforts; anticipate and, when appropriate, arrange for needed inputs (skills or materials) to groupement activities.

Qualifications:

A university level degree in agriculture or agricultural engineering; at least four years experience in participatory rural development activities in Haiti; demonstrated professional abilities and skills; knowledge of English plus Creole and French.

Promoters

The key members of the project team will be the promoters. Their role will be to orient and motivate the people as to the value and importance of groupement organization and development, as well as to provide technical assistance and support to all aspects of the organization's development. There will be ten persons assigned to this responsibility, and they will live and work in the target localities selected for project impact.

Qualifications:

At least eight years of education, a rural background, demonstrated initiative, leadership capabilities and professional skills; and a strong interest in working to improve the conditions of rural life.

Administrator/Accountant

Serves as general accountant and internal auditor for field office, prepare financial reports; prepares and controls Impact Area budget reporting systems for the field office.

- administer personnel affairs and produce reports and letters at the Impact Area level
- become familiar with and eventually assist other Impact Area staff in practical use of the micro-computer.

Administrative Assistant/Secretary

- supervise financial, administrative and budget systems, correspondence;
- administer personnel affairs;
- develop support to the director, assist director in establishing priorities and implementation policies;
- become familiar with practical use of the micro-computer;
- prepare and control budget and field office reporting system.

V. LOGICAL FRAMEWORK

LOGICAL FRAMEWORK

NARRATIVE SUMMARY

GOAL
The people of the Maissade Commune will have improved their economic, social and environmental conditions.

PURPOSE
To establish a sound development approach in Maissade by combining the strengths of two current development schemes in rural Haiti: groupement and Agroforestry

Handwritten note:
- Sand/soil management

OBJECTIVELY VERIFIABLE INDICATORS

MEASURES OF ACHIEVEMENT
Organizations and projects in operation at various stages of maturity, that demonstrate increased levels of economic/ecological or social welfare.

END OF PROJECT STATUS Groups of persons who individually and collectively:
-conceptualize their needs and work together to plan and carry out projects that contribute to restoration of environment
-understand the benefits and increased potential of such joint actions;
-are aware of their own development resources and opportunities:
-have a perspective on development which incorporates the long term and includes investments for their children and future generations

MEANS OF VERIFICATION

Project reports, surveys and evaluations.

From project records:
-No. of groupements and rate of increase
-Above vis-a-vis number of projects undertaken in reforestation, soil conservation and income-generation
-Diversity of projects and undertakings
-Increased access to material resources

ASSUMPTIONS

Assumptions for achieving goal:
-That local residents can be motivated to undertake joint efforts in their own behalf
-That organizations already in place, and local leaders, are accepting of the groupement philosophy and implantation of the project in the Maissade Commune

Assumptions for realizing purpose:
-That previous interventions in the target area have not predisposed the local population against any new development efforts
-That timing of planned projects is consistent with readiness of groupements to undertake them

LOGICAL FRAMEWORK (page 2)

<u>NARRATIVE SUMMARY</u>	<u>OBJECTIVELY VERIFIABLE INDICATORS</u>	<u>MEANS OF VERIFICATION</u>	<u>ASSUMPTIONS</u>
OUTPUTS Groupements Groupement Activities: Production; Commercializa- tion; Irrigation/Water Users Assocs; Soil Conservation/ Reforestation; Education/ Literacy; Health/Nutrition; Sports/Culture	MAGNITUDE OF OUTPUTS -150 <u>Groupements</u> with 1,200 members -225-260 Projects -750,000 trees planted -120 km. of soil conserva- tion structures -Data on unit cost of construction and maintenance of soil conservation structures and of planting and care of trees	Project Records Site visits, project records, reports, and evaluations	Assumptions for achieving out- puts -That government policies and legal codes sanction and support project outputs desired -That most landholdings are - and remain - in the hands of small farmers who cultivate and live on their own farms
CREDIT PROGRAM			
Locally managed revolving loan fund	\$60,000 revolving loan fund in operation	Documentation and financial records	-That current agricultural and livestock production and marketing methods throughout the commune achieve mazimum production potential
Infrastructure/ Service Facilities	At least 20	Site visits, project records	
Trained Personnel	<u>Groupement</u> Members, Staff, Inter-relating agency staff	Records of training, lists of participants	
Training Materials	Materials relating to 5 areas of greatest interest as expressed by groupements	Copies of materials prepared	

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NARRATIVE SUMMARY

INPUTS

USAID funding for:

- project staff salaries and fringes
- consultant, technical assistance services
- commodities including materials, vehicles and transport animals, micro-computer
- training
- material preparation
- supplies for pilot projects (seed, fertilizer, tools, etc.)
- supplies for infrastructure installations
- other miscellaneous costs including operating costs, facilities rental, allowances, travel, evaluations, administrative support

SAVE THE CHILDREN

- Personnel
 - Training
 - Technical assistance
 - Design and production of training materials
 - Supplies for project related social service installations
 - Administrative implementing services and evaluations
- GROUPEMENTS AND GROUPEMENT MEMBERS**
- Project plans
 - Labor
 - Funds -Land

OBJECTIVELY VERIFIABLE INDICATORS

IMPLEMENTATION TARGET

Save the Children pre-project installation - June 1985

Project negotiations completed and grant approved - June 1985

Project Phase 1 completed - March 1986

Project Phase 2 completed - March 1987

Project Phase 3 - Begins in Spring of 1987

Credit program - Starts April 1986

Organization of Water Users Associations and canal construction - Fall 1986

Incorporation of soil conservation and reforestation starting Winter 1985

Provision of technical assistance, training and appropriate inputs - based on groupement requests and project needs

MEANS OF VERIFICATION

Quarterly Activities Reports

Internal and External Evaluations

ASSUMPTIONS

Assumptions for providing needs

That USAID and Save the Children provide continuous support through the four year period covered by the proposal

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VI. BUDGET

Budget Narrative

Introduction:

The project envisions a fairly even distribution of resources throughout the four years, both those being requested of USAID/Haiti and those being provided by Save the Children. This not only allows for a smoother planning of inputs (e.g. personnel, short-term consultants, project funds) but also will give the participants in the Maissade groupement an idea of the level of sustainable activity they will hopefully be capable of continuing after the initial project is completed (i.e., year five and beyond). It is our policy to make a long-term commitment to the people of a new Impact Area, as much of the work of development often requires years of effort to produce self-sustaining momentum.

Summary of Resource Requirements:

Save the Children has already made and approved an initial budget of \$97,350 to cover our share of the period November 1, 1984, through June 30, 1985. The figures have been calculated, therefore, on the basis of eight months of operation for the Save the Children portion. Throughout the four years of the project, Save the Children will provide from 26% in year 1 to 35% in year 4 of the overall resource requirements of the project. This is a minimum estimate only; we have used conservative estimations of potential future Sponsorship income and may therefore actually be providing much more than this minimum amount. Expenses incurred by Save the Children prior to November 1, 1984, are not included as part of our contribution to the Project.

The blend of resources presented in the Budget shows how the requested AID assistance will both complement and supplement the Save the Children portion. The Port-au-Prince office staff and the Impact Area staff in Maissade will be paid from a combination of AID and SCF resources. Such areas as training, project funds, and office operations expenses (among others) will be borne jointly by AID and Save the Children.

The overhead rate of 10.41% is the official rate used by Save the Children as of December 1984.

A vehicle has already been purchased with SCF private funds to facilitate the initiation of activities in Haiti with the intention of subsequently making a request to AID for reimbursement. This amount is included in the budget line item for vehicles under commodity costs. } ?

A rental allowance is provided to the Animateurs for them to reside in the villages.

A Revolving Fund is being established for the Haiti F.O. to allow for approximately two and one-half months of operating expenditures. A bank account has been established with senior officers and representative of Save the Children as signatories.

Assumptions regarding salaries and increases periodically are based on currently available estimates; fringe benefits will depend upon the labor laws of Haiti in effect at any given time. Depreciation and overhead are estimated and will vary depending upon actual costs of capital equipment; the estimates given for such equipment take into account a reasonable amount of inflation.

The overall Save the Children portion of Project costs amounts to 31%. Of this amount (\$442,095), nearly one-fourth (\$102,580) is devoted to Special Impact Area Projects in Maissade, which will be in addition to the Project Fund (\$202,598) and Credit Fund (\$60,000).

PROJECT SUMMARY BUDGET
USAID

ITEM	1985	1986	1987	1988	TOTAL
Summary of Costs Categories					
I. Personnel	23,550	25,790	28,168	30,837	108,345
II. Local Resources Development (L.O.R.D.)	153,880	174,726	166,337	139,144	634,087
III. Training Costs	9,000	10,980	12,534	14,387	46,901
IV. Commodity Costs	67,550	19,400	22,400	20,900	130,250
Subtotal	253,980	230,896	229,439	205,268	919,583
Overhead (10.41%)	17,018	21,226	21,594	19,234	79,072
Total of AID Request	270,998	252,122	251,033	224,502	<u>998,655</u>
Summary					
Requested AID/OPG	270,998	252,122	251,033	224,502	998,655
SCF Budget (%)	97,350 (26%)	113,700 (31%)	112,020 (31%)	119,025 (35%)	442,095
(Overall Percentage: 31%)					
Total Resources	<u>368,348</u>	<u>365,822</u>	<u>336,053</u>	<u>343,527</u>	<u>1,440,750</u>

180

SAVE THE CHILDREN (HAITI)
LINE ITEM BUDGET
DETAIL OF AID FUNDS APPLICATION PER YEAR

	AID YEAR 1	AID YEAR 2	AID YEAR 3	AID YEAR 4	TOTAL AID
I. <u>PERSONNEL COST</u>					
<u>Salaries</u>					
A. Administrator/Accountant	7,200	7,920	8,640	9,540	33,300
B. Driver/Mechanic	2,400	2,640	2,880	3,120	11,040
C. Allowance & Benefits and Severance pay	1,950	2,030	2,128	2,205	8,313
Subtotal Personnel	11,550	12,590	13,648	14,865	<u>52,653</u>
II. <u>LOCAL RESOURCE DEVELOPMENT (L.O.R.D.)</u>					
A. Program Manager	9,600	10,560	11,616	12,780	44,556
B. 8 Promotors (<u>Animateurs</u>)	24,000	26,400	29,040	31,944	111,384
C. Allowances, Benefits and Severance Pay	8,400	9,240	10,164	11,181	38,985
D. Social Science Data Analyst	5,250	6,000	6,500	6,500	24,250
E. Agricultural Technician	4,800	5,280	5,800	6,380	22,260
F. Short Term Specialists					
(1) Physical Geography, Reforestation, Environmental Impact Soil Water data collection system for upper Artibonite water shed (2 mos. for years indicated)	10,000	10,000			20,000
(2) Irrigation Engineer Hydrology, Detailed design study, feasibility (1½ mos.)		10,000	10,000		20,000

99

	AID YEAR 1	AID YEAR 2	AID YEAR 3	AID YEAR 4	TOTAL AID
G. Per Diem (Short-Term Specialists)	4,000	7,333	4,667		16,000
H. Water Development (Potable water project)	5,000	7,000	8,000	2,000	22,000
I. Project Fund (e.g. Reforestation, Soil Conservation, Seeds & Tools Income Generation)	68,330	60,913	51,910	21,445	202,598
J. Credit Fund	5,000	5,000	20,000	30,000	60,000
K. <u>Evaluation Reports</u>					
(1) Internal Evaluation	1,000	1,000	1,000	1,000	4,000
(2) Mid-term Evaluation		8,000			8,000
(3) Final Evaluation				8,000	8,000
L. <u>Travel and Per Diem</u>					
(1) In Country-Travel and Per Diem	4,500	3,500	3,500	3,500	15,000
(2) International Travel	1,000	1,500	1,500	1,500	5,500
(3) Per Diem (F.O. Director)	3,000	3,000	2,640	2,914	11,554
Subtotal Local Resource Development	153,880	174,726	166,337	139,144	<u>634,087</u>
III. <u>TRAINING COSTS</u>					
A. Training Allowance					
8 Animateurs (Promotors) \$7.50 per day x 44 days per year	2,640	2,640	2,640	2,640	10,560
B. Seminars for <u>Groupment</u> members (Outside of Impact Area\ 90 persons \$3 per person 20 days per 10% increase per year	5,400	5,940	6,534	7,187	25,061
C. Seminar for local <u>Groupement</u> (Promotors) Representatives Yearly Attendees: 16, 40, 56, 76, @ \$3 per day x 20 days per year	960	2,400	3,360	4,560	11,280
Subtotal Training	9,000	10,980	12,534	14,387	<u>46,901</u>

81

	AID YEAR 1	AID YEAR 2	AID YEAR 3	AID YEAR 4	TOTAL AID
IV. COMMODITY COSTS					
A. Rental Allowance/Animateurs (@ \$25/mo. 8 x 12 mos.)	2,400	2,400	2,400	2,400	9,600
B. Vehicles					
(1) Two 4 W.D. Jeep	30,000				30,000
(2) Two Motorcycles	5,000				5,000
(3) Small equipment generator and tools	5,000	2,500	2,500		10,000
(4) 12 Mules and Saddles	5,000		1,000		6,000
C. Furniture & Fixtures					
(1) Office furniture and equipment	6,750	1,000	1,000	1,000	9,750
(2) Miscellaneous (maps, office supplies and paper, mimeograph, postage, telephone and telex)	2,500	2,500	2,500	2,500	10,000
D. Operating & Repair Costs Vehicles (cars and motorcycles (2))	7,900	8,000	10,000	12,000	37,900
E. Maintenance and feed (including mules)	3,000	3,000	3,000	3,000	12,000
Subtotal Commodity Costs:	67,550	19,400	22,400	20,900	<u>130,250</u>

26

SAVE THE CHILDREN
BUDGET

	SCF 1 (8 months)	SCF 2	SCF 3	SCF 4	TOTAL
Personnel Costs					
Salaries					
U.S. Personnel	23,330	37,100	39,330	41,685	141,445
Local Personnel	7,200	18,780	20,660	22,650	69,290
Fringe Benefits (U.S.)	9,330	14,840	15,730	16,675	56,575
Fringe Benefits (Local)	1,200	1,300	1,550	1,910	5,960
Subtotal	41,060	72,020	77,270	82,920	<u>273,270</u>
Other Expenses					
Office Supplies	1,000	500	600	700	2,800
Office Rent, Telephone and Tel. Cables and Postage	5,000	4,000	4,000	4,000	17,000
Auto Operation	1,750	-	-		1,750
Depreciation	1,650	1,900	2,120	2,370	8,040
Other (Travel, legal, insurance, utilities, miscellaenous)	3,780	2,030	2,030	2,035	9,875
Subtotal	13,180	8,430	8,750	9,105	39,465
Special Impact Area Projects	24,580	25,000	26,000	27,000	102,580
Capital Assets	18,530	8,250			26,780
Total	<u>97,350</u>	<u>113,700</u>	<u>112,020</u>	<u>119,025</u>	<u>442,095</u>

VII. REFERENCES

REFERENCES:

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2. Projet de Mise en Valuer du Plateau Central, SCET International, PNUD/OPE - Projet: HAI/77/013, 1980. Vols. 2, 4 and 5.
3. Resultats Preliminaire du Recensement General, Secretaire d'Etat du Plan, Institut Haitien de Statistique et d'Informatique, Septembre 1982

(Much of the background information was provided by officials of public and private agencies mentioned in the proposal.

The directors of active groupement programs elsewhere in Haiti provided very helpful information and advice based on experience gained in their programs.)

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5. U.S. Agency for International Development, Bureau for Latin America and the Caribbean, Congressional Presentation: Fiscal Year 1985 (Washington: AID, 1984), Annex III, Vol. I.
6. United Nations, UNICEF, Statistics on Children in UNICEF Countries, (New York: UNICEF, May 1984).
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A. TABLES

APPENDIX TABLESAPPENDIX TABLE 1. RECOGNIZED ELEMENTARY SCHOOLS IN THE MAISSADE COMMUNE

<u>School</u>	<u>Rural Section</u>	<u>No. Boys</u>	<u>No. Girls</u>	<u>No. Students</u>	<u>Level</u>	<u>No. Teachers</u>	<u>No. Class-rooms</u>
<u>Public Schools</u>							
National	Maiss. Town	290	160	450	Cert.	7	6
Mme. Joie	Sav. Grde	68	34	102	Cert.	2	2
Selpetre	Sav. Grde.	80	40	120	Moyen I.	1	1
Ranthionoby	Narang	80	60	140	Cert.	2	1
Sav. Palme	Narang	45	24	69	Moyen I	2	2
Bois Rouge	Narang	26	10	36	Certif.	1	1
Sav. Mitan	Hatty	33	8	32	Certif.	1	1
Billiguy	Hatty	33	8	41	Certif.	1	1
Jose Perry	Hatty	75	36	111	Moyen I	2	1
<u>Private and Community Schools</u>							
Bethesda (Conserv.)	Maiss. Town	213	209	422	Certif.	8	6
Ste. Famille (Catholic)	Maiss. Town	162	188	350	Certif.	7	7
Baptist Bible	Maiss. Town	84	35	122	Certif.	5	3
Siloe	Maiss. Town	55	37	92	Certif.	3	5
Bethame (Adventiste)	Maiss. Town	40	32	72	Certif.	2	1
Paloate (Baptist)	Sav. Grde.	55	32	87	Elem. II	3	3
Cinquieme (Community)	Sav. Grde.	68	46	134	Elem. II	1	1
Savane Grande	Sav. Grde.	68	42	130	Certif.	1	2

Note - There are 5 other church schools in the commune which are not yet recognized by the National Department of Education: one in Maissade Town (Nazarene); two in Savane Grande (in Cinquieme and Cajou Brule, both Baptist) and two in Hatty (both in Billiguy, one Baptist and one Conservative).

APPENDIX TABLE 2. LOCAL MARKET DAYS IN THE MAISSADE COMMUNE

<u>Day</u>	<u>Location</u>	<u>Rural Section</u>
Thursday	Maissade	(Maissade Town)
Saturday	Madame Joie	Savane Grande
Sunday	Herbe Guinee	Savane Grande
Monday	Rantionoby	Narang
Tuesday	Madame Joie	Savane Grande
Wednesday	Potosuel	Hatty

APPENDIX TABLE 3. CREDIT

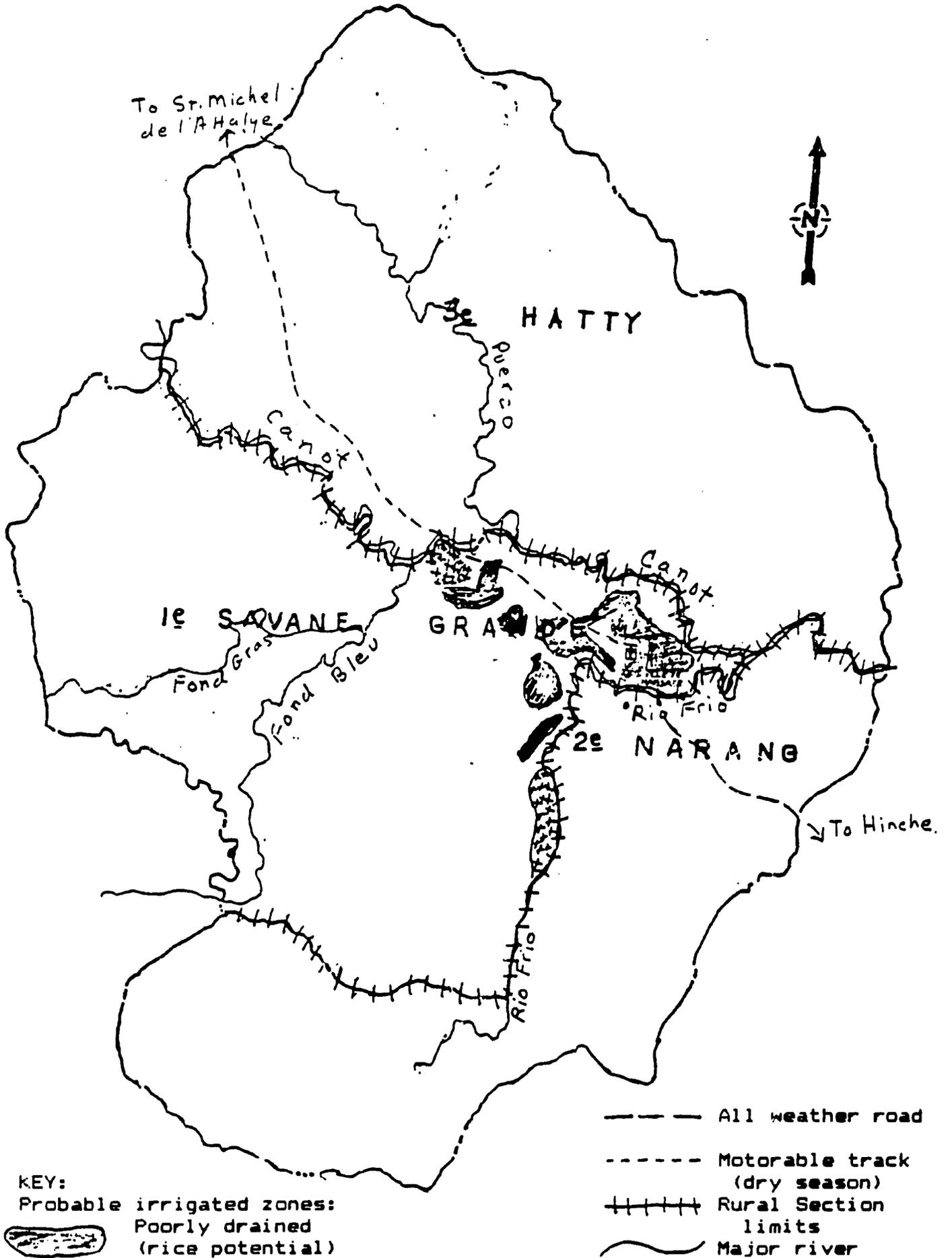
BCA	Repay Schedule (months)	Number of Loans in			Total No. of Loans	Amount Loaned (US\$)
		Maissade/ Sav. Grde.	Narang	Hatty		
Loans to Groups	12	29	11	13	53	90,000
Loans to Individuals	12	10	--	--	10	
BNDAI						
Loans to Individuals for						
Feeding out Cattle	24	3	--	2	5	6,020
Animal Traction	18	--	--	7	7	1,624
Crop Transformation	36	1	--	--	1	n.a.

BCA = Agricultural Credit Bank

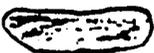
BNDAI = National Bank for Agricultural and Industrial Development

B. MAPS

Figure 1. Map of Maissade Commune



KEY:

- Probable irrigated zones:
-  Poorly drained (rice potential)
-  Well drained (all crops)

-  All weather road
-  Motorable track (dry season)
-  Rural Section limits
-  Major river

Note: Canox and Rio Frio Rivers are rural section limits

C. FINANCES

Appendix C

Financial Reporting Standards
and Administrative Controls

(Per OMB Circular A-110)

The project will follow established financial and administrative controls as established by Save the Children so as to assure:

- (a) Accurate, current and complete disclosure of the financial results
- (b) Records that identify adequately the source and application of funds
- (c) Effective control over and accountability for all funds, property and other assets
- (d) Comparison of actual outlays with budget amounts
- (e) Procedures to minimize the time elapsing between the transfer of funds from the U.S. Treasury and the disbursement by the project.
- (f) Procedures for determining reasonableness, allowability and allocability of costs.
- (g) Accounting records that are supported by source documentation.
- (h) Examinations in the form of audits or internal audits.
- (i) A systematic method to assure timely and appropriate resolution of audit findings and recommendations.

D. INFORMATION SYSTEMS

2. MONITORING CHECKLIST

Village Name _____

Animateur Name _____

I. Population of Village:

A. Men: _____

B. Women: _____

C. Children: _____

II. Health:

A. Malnutrition: _____

B. Sanitation: _____

C. Birth Rate: _____ Death Rate: _____ Causes: _____

D. Potable Water: _____

1) Potable water available? _____ Yes _____ No

2) Cistern _____

3) Wells _____

3) Spring _____

E. Crop situation: Type of Crops _____

1) Good / bad (food availability) _____

2) Drought _____

3) Rain _____

4) Reforestation _____

5) Soil erosion _____

6) Storage _____

F. Market Place _____

III. Education

- A. No. of children of School Age: _____
- Percentage Enrolled: _____
- Percentage Attending: _____

B. School Facilities

- 1) Building: _____
- 2) Space for Garden: _____
- 3) School Feeding Program: _____
- 4) Water availability: _____
- 5) Fencing: _____
- 6) Parents' Association: _____

IV. Social Activities

- A. Clubs: _____
- B. Sports: _____
- C. Women's Activities: _____

V. Community Resources: (List all available)

- A. Special Skills: (List) _____
- _____
- _____
- _____
- B. Wood: _____
- C. Water: _____
- D. Others: _____
- _____
- _____

APPENDIX D

3. LOG BOOK/JOURNAL OF MEETINGS OF GROUPEMENT

NAME OF ANIMATEUR _____

AREAS OF COVERAGE _____

DATE _____

<u>TOPICS OF DISCUSSION</u>	<u>ASSESSMENT OF THE MEETING</u>	<u>ANIMATEUR FOLLOW-UP REQUIRED</u>
-----------------------------	--------------------------------------	---

4. GROUPEMENT MEETING
PLANNING AND REPORTING FORM ANIMATEUR:

Area	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	31	TOTALS	
1	S																						
	H																						
	A																						
2	S																						
	H																						
	A																						
3	S																						
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	A																						
7	S																						
	H																						
	A																						
8	S																						
	H																						
	A																						
	TOTALS																						

SIGNATURE _____

Key to Meeting Information

S = Scheduled Meeting

H = Meeting Held

A = Attendance at Meeting

5. PROGRESS REVIEW

Regular reviews of all aspects of project implementation are crucial in order to determine the degree to which project goals are being achieved. Three oversight tools will be utilized - monitoring, reports, and evaluations - to assess progress, provide the basis for decisions on how to direct efforts most effectively and, if necessary, adjust implementation methods or areas of project emphasis.

MONITORING

All activities of staff and active groupement in the project will be recorded in a regular fashion and the information will be on file at the project office.

Project staff will maintain daily journals of their activity and contacts. These will be summarized in a standardized format and submitted on a regular basis, probably semi-monthly.

As each groupement is organized a dossier will be established at project headquarters which will include the date of establishment, locality and the names of members. Information on membership changes, economic activities or projects undertaken, the success or failure of each, problems encountered, and how they were resolved will also be noted in the central record.*

REPORTS

Financial reports detailing all project expenditures will be prepared and submitted to USAID and Save the Children.

Progress reports will be prepared by project staff and submitted semi-annually to USAID and ODBFA. These reports will include information on research findings, groupement formation, projects undertaken and completed, problems encountered and other matters relevant to implementation of the project and achievement of project goals. In conjunction with the preparation of these progress reports, a re-examination of the overall implementation plan and a concrete work outline for the following six months will be drawn up.

*Some suggested tools for monitoring are in the Appendix.

EVALUATIONS

Internal evaluations will be carried out by SCF staff at the close of project years 2, 3 and 4. These evaluations will consider the effectiveness and impact of project activities, the types of constraints, if any, that are hindering desired results, and how they can be mitigated, review the methodologies and interventions that have proven to be most effective to date and, if possible, determine why they have been so. A report synthesizing the results of this evaluation and current and previous progress reports will be prepared for submission to USAID.

Two external evaluations will be prepared, one at the mid-term of the project (following Year 2) and one at the close of the project. The approach of the mid-term evaluation will be similar to that of the internal evaluations, but will have the benefit of a fresh look by individuals not directly involved in project implementation. Representatives of Save the Children and USAID will, with the collaboration of the project team, appraise all aspects of the project. A careful review will also be made of implementation plans for the following two years, and if necessary, mid-point adjustments in program schedules will be made.

A final evaluation, at the completion of the four year grant, will also be undertaken. The participants, format, and approach will be in accordance with USAID policy for such studies.

The figure below shows the scheduling for project progress reviews as outlined above.

Figure 2. Progress Reviews

	Year 1				Year 2				Year 3				Year 4			
Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Monitoring	-----															
Activity Reports		x			x				x				x			x
Financial Reports	xx															
Internal Evaluations					x					x				x		
External Evaluations																x

E. QUALIFICATIONS

HISTORY, PHILOSOPHY & GOALS

Introduction

Save the Children is a major U.S. international child assistance agency. From its inception, the agency has been devoted to innovations in the field -- from the idea of hot lunches in the 1930s to the introduction of the child sponsorship and project partner concept, later to the focus on community development and accent on child advocacy. The agency has also responded creatively to a variety of both natural and man-made disasters. As society has changed over the years, Save the Children has proven itself to be highly responsive by adapting its programs to meet emerging needs.

Origin, Purpose and Structure of Organization

Save the Children is a nonprofit, tax-exempt charitable development agency dedicated to improving the quality of life and defending the rights of children -- particularly in underprivileged communities -- without regard to race, religion, or place of origin.

Save the Children was founded in 1932 to help Appalachian people provide health care and hot lunches for their children. Over the years the agency has grown into a worldwide organization which provides technical and financial assistance to over 400 communities around the world. Today, the agency has programs in 42 countries in Africa, Asia, Latin America, the Middle East and the South Pacific. In the United States, Save the Children is active in the inner cities, on American Indian reservations and in Southern, Appalachian and Southwest Hispanic communities.

Organizational Philosophy

The agency's programs attempt to facilitate improvement of the social and economic quality of lives of the children, families and communities in those areas which have requested cooperation. Based on the premise that a child cannot be helped significantly in isolation but only in the context of his/her immediate environment, the procedures which the agency has set up are now in operation in carefully selected target areas stretching from the Chippewa in North Dakota to the isolated villages of Sumatra. In essence, Save the Children forges bonds between the needy child and his or her family and community and, in this way, touches every man, woman, and child.

The agency's effort to remove constraints on the development of the human potential of children is characterized by a comprehensive approach to basic deficiencies of a disadvantaged population. It is a layered approach to development with decisions taken by community groups at the grass roots level

and eventually encompassing health, education and productivity as well as related issues.

This approach of Save the Children demonstrates its belief in an underlying philosophical assumption: that development is the process of people's taking charge of their own lives and that physically, socially, and economically deprived human beings are able to meet self-defined needs in a dignified fashion through their own efforts. Accordingly, Save the Children has defined its role as that of a creative catalyst in community evolution. A commitment to process--the gradual, steady growth of confidence, participation and control by the local people--is the characteristic that most clearly sets Save the Children apart from most other agencies. The agency does not begin a project by fixing its sights on goals or output levels; it places responsibility for these decisions in the hands of local people. This is accomplished in a "learning by doing" setting--community members become exposed to various planning, training, implementation and evaluation activities which address locally identified and keenly felt problems.

The eventual outcome of this gradual process is a community whose members increasingly understand their environment and make decisions regarding the future in a manner reflective of that knowledge.

Save the Children derives its support from voluntary contributions of private citizens, school and civic groups, public and private employee groups, corporations, service organizations, foundations and government agencies. Total public support and other revenue for fiscal year 1984 was \$40,038,110.

The agency is proud of the stewardship of its funds. Based on the 1984 audit, an exceptionally large percentage (81%) of total dollars spent was used for program services including community projects. Local volunteer labor and gift-in-kind donations significantly multiply the value of contributions.

Structurally Save the Children consists of a volunteer board of 25 members, a headquarters in Westport, Connecticut, and 55 field offices as well as Washington, D.C. and Minneapolis, Minnesota Area Centers, with staff leadership as follows:

David L. Guyer, President
Ernest C. Grigg, Executive Vice President
Matthew Landy, Vice President, Finance
Phyllis Dobyns, Vice President, Program
Robert A. Burch, Vice President, Development

As a nonsectarian agency, Save the Children recognizes the importance of not imposing, directly or implicitly, particular religious beliefs on beneficiaries. Therefore we operate nonsectarian programs and provide help to children and their families without regard to their religion -- or, for that matter, their race, color, sex or country of origin. This nonsectarian approach enables us to carry on our programs without limitations or obligations as to belief or background of the persons served or the staff serving.

Save the Children receives a substantial amount and the largest part of its income from individual donors throughout the country. We believe this is as it should be and are proud of \$21,471,232 in support from the public last year. While most of this is from individual contributors, foundation and corporate donations are included in our income. In addition, governments, agencies, volunteers, business firms, and others contribute substantial amounts of materials and services toward the fulfillment of SCF's projects. To the extent such contributions are measurable, representing expenditures that would otherwise be incurred by the Agency, they are included in the public support figure cited above. Substantial support is also received from the U.S. Agency for International Development (the executive agency responsible for United States overseas development efforts) and other federal agencies, as well as state and local governments, and grants from private corporations and foundations.

In addition to programs in the United States, Save the Children works in 42 diverse overseas areas of extreme poverty:

In Asia: Bangladesh, Bhutan, India, Indonesia, Korea, Maldives, Nepal, Philippines, Sri Lanka, Thailand and the Programs with the Cambodian and Boat People refugees will continue.

In the South Pacific: Kiribati, Tuvalu.

In Latin America: Colombia, Costa Rica, Dominica, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Mexico, Nicaragua.

In Europe and the Middle East: Egypt, Gaza/West Bank, Greece, Israel, Italy, Lebanon, Jordan, Tunisia.

In Africa: Burkina Faso, Cameroon, Ethiopia, The Gambia, Lesotho, Malawi, Mauritius, Somalia, Sudan, Zambia, Zimbabwe.

Consultation and Cooperation

Save the Children has long been committed to a practice of consultation and cooperation with related agencies. The varied organizations with which it is associated confirm the

esteem in which the agency is held and the success of its programming efforts. Save the Children has been an active member of the major coordinating agencies for international activities as follows:

- Member of the Coalition for Women in International Development since 1974.
- Member Community Development Society.
- Member of the International Services Agencies since 1975.
- Member of the International Council of Voluntary Agencies since 1973.
- Member of the American Council for Voluntary International Action (INTERACTION) (Established in October, 1984, INTERACTION is the new consortium resulting from the merger of two private voluntary organizations consortia the American Council for Voluntary Agencies for Foreign Service--ACVAFS and Private Agencies in International Development--PAID).
- Member of Independent Sector.
- Member of the International Society for Community Development since 1962.
- Member of Private Agencies Collaborating Together (PACT) since 1976.
- Member of Information Network for Materials Effecting Development (INFORMED).
- Member New Alchemy Institute.
- Member of the National Council on International Health since 1976.
- Member of the Nutrition Education Society since 1978.
- Member of the Non-Governmental Organization Committee on the U.N. Decade for Women since 1974.
- Member of the Non-Governmental Organization/International Year of the Child Committee since 1978.
- Member of the Save the Children Alliance since 1976.
- Member Society for International Development.
- Consultative status with United Nations Children's Fund since 1966.

117

- Registered with consulting status with the United Nations Economic and Social Council (ECOSOC) since 1966.
- Registered with the U.S. Advisory Committee on Voluntary Foreign Aid since 1948.
- Member of World Food Day National Committee.

Efficiency of Operations

The critical issue in the nonprofit world is the efficiency of an organization's operation. An agency's efficiency is determined largely by its program design and method of operations. Evaluation is one of the most important, but most often neglected, components of programming.

The high level of efficiency of Save the Children's operations comes about directly because of the program design and methods of operation.

As further evidence of the agency's efficiency, Save the Children's donors are highly satisfied with the organization's activities and results, leading to approximately 80% renewing their support from year to year. Donor loyalty helps keep Save the Children's fund raising costs low, thereby leaving a high percentage of funding available for program.

Board of Directors

With an active, 25-member Board of Directors (including individuals such as, Chair, Raymond Johnson, President of CALTEX Petroleum Corporation, Dr. J. Herman Blake, former Provost of the University of California-Santa Barbara; Gaither Warfield, former General Secretary of the United Methodist Committee on Relief), Save the Children is constantly alert to maintain its fund raising integrity, organizational responsibility, and program effectiveness. SCF's Board members participate in the life of the organization by attending agency events; by generating local support for Save the Children in home communities; by visiting SAVE projects in this country and abroad; by annual financial support through direct contribution or by engendering support from other individuals or institutions. In addition, the Board of Directors passes resolutions defining policy on current issues of particular relevance to the development--issues that the Board believes need special emphasis. In recent years, resolutions have focused on development of independent Save the Children organizations, Volunteerism, Women in Development, Intermediate Technology and Family Planning.

The Board as a whole met three times during fiscal 1984 and other standing Board Committees (Executive, Development, Program and Planning, Finance and Administration and Nominations)

met three times during the year. In addition, Save the Children draws upon the experience of the SCF Council, individuals of national and international recognition willing to assist the agency in its various operations as they are able. The Council is currently chaired by F. Bradford Morse, the Administrator of the United Nations Development Program (UNDP) and members include such individuals as Ralph Davidson, Chairman of the Board of Time, Inc. and George McRobie, head of the Intermediate Technology Development Group, Ltd.

Integrity of Operations

Save the Children maintains an open door and open records policy and practice because we believe public agencies should be closely and thoroughly scrutinized by donors, evaluation agencies, and other concerned parties.

Save the Children's integrity and responsibility are demonstrated by the following:

- in compliance with the standards of the Philanthropic Advisory Service of the Council of Better Business Bureaus; and
- in compliance with the standards of the National Charities Information Bureau;
- approval by thousands of individual donors, by the Agency for International Development and by leading foundations and corporations such as Rockefeller Foundation, Xerox and IBM, ITT and Johnson and Johnson;
- agency endorsement of a substantive code of ethics and leadership in calling a conference of child assistance charities to improve and expand the code;
- agency disclosure of fund raising costs at point of solicitation;
- agency testimony in favor of H.R.41 which would require full financial disclosure by fund raising organizations;
- comprehensive agency program evaluation and concern for program efficiency;
- a 1984 market research study of donors by Yankelovich, Skelly and White which concluded that "Save the Children Federation is a highly respected charity among its donors. It is considered caring, efficient, well-managed and honest."

Finances

Save the Children has adopted the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations and maintains a financial system which includes accounting procedures acceptable to independent certified public accountants.

Save the Children's fiscal operations are conducted in accordance with a detailed annual budget which is prepared and approved at the beginning of the year by the Board of Directors. According to the budget rules and regulations in effect, any significant variations from the approved budget require advance approval by the Board. Reports, both narrative and financial are sent from Field Offices to Headquarters monthly for senior management review and inclusion in the corporate records which are audited annually by Coopers and Lybrand, Inc. Individual Field Offices are audited by Coopers and Lybrand, Inc. annually if they are large and at least bi-annually if they are small.

Fund Raising Practice

All fund raising appeals by Save the Children are based on real programs and actual children assisted in our programs. They are truthful and nondeceptive and include all material facts. Save the Children's promotional materials regularly adhere to fund raising standards as established by the National Information Bureau and the Council of Better Business Bureaus.

Save the Children permits no unauthorized use of contributor lists; pays no commissions, kick-backs, finder's fees, percentages, bonuses or overrides for fund raising; mails no unordered tickets or commercial merchandise, and conducts no general telephone solicitation of the public.

Save the Children makes extensive use of magazine advertising for sponsorship and derives a significant portion of its income from sponsorship, a form of philanthropy in which the individual donor maintains personal contact through correspondence with an individual child. Save the Children's experience indicates that this form of philanthropy is highly cost effective from a fund raising point of view primarily because the sponsors tend to continue their contributions over a long period of time and this minimizes the fund raising cost.

Save the Children has long been committed to policies of truth in advertising, full disclosure to the public, protection of donors' names, and the highest standards in program administration, and fund raising.

Special note should be made of Save the Children's leadership role in three important areas of fund raising integrity:

1. Code of ethics. In 1976 Save the Children and four other child assistance agencies formulated a single code of fund raising ethics. Its tenets include full financial disclosure through uniform accounting standards, minimization of overhead costs, truth in advertising and rejection of dubious fund raising methods. In 1979 Save the Children took the initiative of calling a meeting of 30 sponsorship organizations to review the Code and to increase the number of agencies subscribing to it. Save the Children's staff and Board have fully endorsed the Code.
2. Full Disclosure. Save the Children has long advocated and frequently testified in behalf of full charitable disclosure including point-of-solicitation financial information.

We believe that all charitable organizations should disclose complete information about their program effectiveness, administrative integrity, and fund raising efficiency. Save the Children is one of the few national charities to testify in favor of a federal disclosure regulation (H.R.41) and it is the only national charity consistently disclosing its fund raising and administrative costs to the general public at the time of soliciting their first contributions.

3. Cost Study Project. Save the Children supports and participates in the National Society of Fund Raising Executive's Cost Study Project.

Reports

Save the Children keeps donors and the public informed through a carefully planned series of reports and publications. Primary among these are the Annual Report; individual Country Booklets; regular Community Reports; Area Profiles; the agency's quarterly magazine, Lifeline; a numbered series of Occasional Papers and various other brochures and publications.

121

HOW WE WORK

In the fifty years since its founding, Save the Children has developed a unique approach to helping needy children in the U.S. and elsewhere in the world. We call it community-based, integrated development. On the most fundamental level, it is the process of identifying and implementing activities that benefit all of the residents of a community — children and adults alike. This involves the creation of mechanisms through which the people can deal with the common problems facing them, which in turn generates a collective sense of accomplishment and a greater sense of human dignity.

The process begins with the selection of an area in which there is reasonable likelihood of success. This is usually a cohesive district of modest size encompassing several neighboring hamlets or villages with a total population of from 5,000 to 25,000 people. We call this a high impact area.

Save the Children does not select communities where needs are already being met by governmental or other international organizations. We choose areas where the country's poorest people have not been involved in development efforts. It often happens that host government agencies, seeing the potential for broader application of our work, offer to take over one activity or another — thus freeing Save the Children resources for other innovative work on the community level.

Community Committees

The next step is for the community people themselves to establish a committee to assess and assign priorities to their needs and mobilize community support to address these needs.

This last — community support — is crucial. It is the experience of Save the Children that without active community participation in the decision-making process, development projects cannot succeed... and children will not be helped.

Save the Children field staff assists the community committee in encouraging this kind of participation. They provide training to community members in the "how to" of development — leadership training, methods for stimulating community support, ways of locating and marshaling resources, more effective approaches to the problems of community health, education and productivity.

Planning and Evaluation

A continuous program of planning and evaluation provides community members as well as Save the Children staff with an assessment of the extent to which community

Instructions for use of Wise Giving Guide

This Guide is a bi-monthly listing of NCIB ratings to aid givers. Contributors, however, must make their own decision about giving.

Ratings may change at any time. Organizations whose ratings have changed since the previous Guide are printed in **bold** type. NCIB prepares advisory reports which are updated regularly and provide a detailed evaluation of organizations. There is a regular NCIB report for each agency listing in this Wise Giving Guide (except for certain agencies listed under Have Not Provided Adequate Information). The Guide summarizes the conclusion of the latest NCIB reports. Organizations listed in the Guide can fall into one of six categories: Meet NCIB Standards; Finding; Do Not Meet One or More NCIB Standards; Have Not Provided Adequate Information; Report Being Updated; and National Service Center Only. While reports are being substantially revised, agencies are listed under Report Being Updated. Please use the attached order form to make your request. **NCIB Contributors, when making a request, we ask you to please use the six digit contributor number located at upper right hand corner of your mailing label.**

Executive Director
Save the Children Federation, Inc.
48 Wilton Road
Westport, CT 06880
AG

NATIONAL CHARITIES
INFORMATION
BUREAU
(formerly National Information Bureau)
19 Union Square West
New York, NY 10003

SEE MEMO INSIDE

WISE GIVING NCIB GUIDE

NATIONAL CHARITIES
INFORMATION
BUREAU

RATINGS OF NATIONAL NOT-FOR-
PROFIT ORGANIZATIONS BASED
ON NCIB'S BASIC STANDARDS IN
PHILANTHROPY

RATINGS AS OF OCTOBER 1, 1984
NEXT ISSUE DECEMBER 3, 1984

HOW BI-MONTHLY
123

THIS IS NCIB



Helping charities improve performance and informing contributors about wise giving.

Basic Standards in Philanthropy

Philanthropic organizations have a high degree of responsibility because of the public trusteeship involved. Compliance with the following standards, with reasonable evidence supplied on request, is considered essential for approval by the NCIB

1. **BOARD** - An active and responsible governing body, holding regular meetings, whose members have no material conflict of interest and serve without compensation
2. **PURPOSE** - A clear statement of purpose in the public interest
3. **PROGRAM** - A program consistent with the organization's stated purpose and its personnel and financial resources, and involving interagency cooperation to avoid duplication of work.
4. **EXPENSES** - Reasonable program, management and fund-raising expenses
5. **PROMOTION** - Ethical publicity and promotion excluding exaggerated or misleading claims
6. **FUND-RAISING** - Solicitation of contributions without payment of commissions or undue pressure, such as mailing unordered tickets or merchandise, general telephone solicitation and use of identified government employees as solicitors
7. **ACCOUNTABILITY** - An annual report available on request that describes program activities and supporting services in relation to expenses and that contains financial statements comprising a balance sheet, a statement of support, revenue and expenses and changes in fund balances, a statement of functional expenses and notes to financial statements that are accompanied by the report of an independent public accountant. National organizations operating with affiliates should provide combined or acceptably compiled financial statements prepared in the foregoing manner. For its analysis NCIB may request disclosure of accounting treatment of various items included in the financial statements
8. **BUDGET** - Detailed annual budget approved by the governing body in a form consistent with annual financial statements.

The National Charities Information Bureau's point of view is that prospective givers: it believes that they are entitled to a reasonable value of public service for every dollar they contribute.

NCIB evaluates national, not-for-profit organizations against NCIB's eight basic standards and advises contributors through reports about individual agencies.

Each NCIB report (generally four-to-eight pages) includes a cover page stating NCIB Comment and NCIB Conclusion. The body of each report contains:

- a brief statement of the agency's origin and purpose
- a description of its program activities
- a listing of its controlling Board and paid staff head
- an analysis of the agency's financial statements
- information on its tax deductibility status, salary ranges and current budget

NCIB does not generally undertake to report about religious, fraternal or political organizations and single or local institutions. However, NCIB reports on the social welfare and human service activities of some of these organizations and institutions which solicit contributions nationally from the general public. When such agencies are created or existing ones become national in scope, NCIB undertakes to prepare reports about them. In preparing reports, NCIB cooperates with organizations to encourage them to meet NCIB standards. NCIB refers to this as standard maintenance.

NCIB also publishes Wise Giving Bulletins covering timely subjects related to philanthropy: The Volunteer Board Member in Philanthropy (fourth edition), a 24-page booklet analyzing responsibilities and duties of a good volunteer Board member; Standards in Philanthropy, a 40-page booklet which states that NCIB applies its eight basic standards in its evaluations of national not-for-profit organizations; A Service for Givers, The Story of the National Information Bureau, a 48-page history of the NCIB; and a Grantmaker's Guide To A New Tool For Philanthropy Form 990, a 64-page easy-to-use desktop reference to the federal / state financial reports of not-for-profit organizations.

NCIB reports are advisory to donors and evaluate organizations against NCIB's eight basic standards. NCIB does not advise donors to give or not to give. NCIB encourages donors to request its detailed reports about national organizations in which they are interested. Up to three reports at a time are available to the public upon written request and without charge.

Organizations whose ratings have changed since the previous Guide are printed in bold type.

NATIONAL SERVICE CENTER ONLY

National Organizations

NCIB reports about national organizations. Many organizations have a number of affiliates. NCIB's report covers the national and its affiliates as a single organization where (1) the affiliates raise funds in the name of the national, or (2) national program services and fund-raising activities are substantially financed by support from affiliates, or (3) the national has the capacity to generally control its affiliates.

National Service Centers

A number of organizations with affiliates do not display substantially any of the three characteristics noted above. The national headquarters function as service centers, supplying affiliates with various services—standard-setting, leadership training, research, consultation, program development, liaison with other organizations. In such cases, the national and its affiliates are not viewed by NCIB as a single entity. NCIB's report, available on request, provides information and comment on the national service center only. Contributors interested in specific affiliates should request information directly from them.

REPORT AVAILABLE

File #	Organization
629	Boy Scouts of America - Irving, TX
528	Camp Fire, Inc. - Kansas City, MO
527	Girl Scouts of the U.S.A. - New York, NY
4106	Girls Clubs of America - New York, NY
3390	Goodwill Industries of America - Bethesda, MD
6	Junior Achievement - Stamford, CT
626	National Board of the YWCA of the U.S.A. - New York, NY
423	National Committee for Prevention of Child Abuse - Chicago, IL
1108	National Easter Seal Society - Chicago, IL
583	National Urban League - New York, NY
666	Opportunities Industrialization Centers of America - Philadelphia, PA

REPORT BEING UPDATED

File #	Organization
23	Big Brothers/Big Sisters of America - Philadelphia, PA
3360	Boys Clubs of America - New York, NY
3749	Citizens Scholarship Foundation of America - Manchester, NH
4120	*United Way of America - Alexandria, VA

MEET NCIB STANDARDS

File #	Organization	File #	Organization
1091	A Better Chance	2127	Interracial Council for Business Opportunity
3652	AFS International/Intercultural Programs	1166	Joint Council on Economic Education
1157	AIIESEC-US	106	Keep America Beautiful
145	Accion International	1887	League of Women Voters Education Fund
122	Action for Children's Television	713	Leukemia Society of America
278	Action on Smoking and Health	700	Mainstream
3981	Africare	533	Martin Luther King, Jr. Center for Social Change
205	America the Beautiful Fund	970	Meals for Millions/Free from Hunger Foundation
4004	American Blood Commission	3619	Medic Alert Foundation International
1100	American Cancer Society	1105	Mental Health Association
1585	American Diabetes Association	512	Mexican-American Legal Defense and Educational Fund
57	American Enterprise Institute	1018	Myasthenia Gravis Foundation
411	American Humanics	156	National ALS Foundation
121	American Leprosy Missions	1547	National Accreditation Council for Aging - Serving the Blind and Visually Handicapped
4037	American Liver Foundation	716	National Association for Visually Handicapped
412	American Near East Refugee Aid	1414	National Camps for the Blind (Christian Record Braille Fdn.)
577	American Red Cross (Red Cross)	660	National Child Labor Committee
586	American Social Health Association	3662	National Conference of Christians and Jews
1118	American Symphony Orchestra League	300	National Corporate Fund for Dance
739	Amyotrophic Lateral Sclerosis Society of America	12	National Council on the Aging
196	Animal Welfare Institute	1107	National Council on Alcoholism
100	Arrow	617	National Council on Crime and Delinquency
3620	Association on American Indian Affairs	2025	National 4-H Council
225	Association for Union Democracy	1006	National Fund for Medical Education
4078	Association for Voluntary Sterilization	613	National Genetics Foundation
169	Boys' Athletic League	1447	National Health Council
3712	Cancer Care (National Cancer Foundation)	2658	National HomeCaring Council
56	Cancer Research Institute	18	National Kidney Foundation
149	CARE	1110	National Multiple Sclerosis Society
406	Catalyst for Women	290	National Retinitis Pigmentosa Foundation
1170	Center for Population Options	2120	National Schools Committee for Economic Education
3561	Charles A. Lindbergh Fund	3810	National Sharecroppers Fund (Rural Advancement Fund)
1681	Child Welfare League of America	574	National Society to Prevent Blindness
2860	Children, Incorporated	1090	Native American Rights Fund
4014	Children's Defense Fund	17	Natural Resources Defense Council
3584	Christian Children's Fund	295	Nature Conservancy
1414	Christian Record Braille Foundation (Camps for the Blind)	1926	Negative Population Growth
667	College Placement Services	9	Oxfam-America
566	Community Development Fdn. (Save the Children Fed.)	576	Pacific Institute for Public Policy Research
264	Compassion International	63	Pacific Legal Foundation
738	Consortium for Graduate Study in Management	118	Pan American Development Foundation
510	Council for Basic Education	4277	Partners of the Americas
711	Council for Financial Aid to Education	81	Pearl S. Buck Foundation
3562	Council on Municipal Performance	1111	Planned Parenthood Federation of America
786	Council on Social Work Education	3750	Project Hope
354	Covenant House	672	Reading is Fundamental
3636	Cystic Fibrosis Foundation	3810	Rural Advancement Fund
780	Direct Relief International	566	Save the Children Federation
551	Dysautonomia Foundation	2870	Sierra Club Legal Defense Fund
1229	Economic Education for Clergy	343	Special Olympics
618	Environmental Defense Fund	707	United Negro College Fund
3560	Ethics Resource Center	959	USO (United Service Organizations)
702	52 Association	3667	U.S. Committee for UNICEF
148	Foster Parents Plan	4774	Wildlife Preservation Trust International
178	Freedom House	96	World Neighbors
1545	Freedoms Foundation at Valley Forge	27	World Policy Institute (formerly Institute for World Order)
640	Future Farmers of America Foundation	885	World Rehabilitation Fund
3638	Futures for Children	3783	World Vision
167	Guiding Eyes for the Blind	587	YMCA of the United States
656	Heifer Project International		
256	Heritage Foundation		
4029	Hunger Project		
80	Independent College Funds of America		
215	Inform		
2129	Institute for Humane Studies		
1167	Institute of International Education		
123	International Executive Service Corps		
504	International Eye Foundation		
1860	International Human Assistance Programs		
603	International Peace Academy		
3389	International Rescue Committee		

NCIB FINDING

Questions about these agencies make it impossible to state that they meet NCIB standards. However, these questions are not so substantial as to lead to the conclusion that they do not meet NCIB standards. NCIB's comments are offered for the contributor's consideration.

File #	Agency Name
509	American Civil Liberties Union Foundation
1233	American Forestry Association
308	American Horse Protection Association
3665	Asia Society
1106	Association for Retarded Citizens of the United States
209	Chemotherapy Foundation
127	Church League of America
987	Defenders of Wildlife
3940	Fight for Sight (Nat'l Council to Combat Blindness)
659	Foundation for Children with Learning Disabilities
1691	Indian Rights Association
113	Leonard Wood Memorial (American Leprosy Foundation)
1412	Linus Pauling Institute of Science and Medicine
282	MAP International
687	National Congress of American Indians Fund
1084	National Council of Women of the U.S.
26	National Foundation for Ileitis and Colitis
793	National Hospice Organization
644	National Recreation and Park Association
269	National Urban Coalition
4544	Palmer Drug Abuse Program
3795	Parkinson's Disease Foundation
255	Phelps-Stokes Fund (African Student Aid Funds)
2020	Population Crisis Committee
4002	United Indian Development Association
567	United Neighborhood Centers of America
90	UN We Believe

DO NOT MEET ONE OR MORE NCIB STANDARDS

File #	Agency Name
3627	AMC Cancer Research Center & Hospital
4065	AMVETS National Service Foundation
3841	American Brotherhood for the Blind
1546	American Foundation for the Blind
534	American Humane Association
3554	American Indian Development Association
4887	American Institute for Cancer Research
3782	American Parkinson Disease Association
630	Blinded Veterans Association
1908	Boys Town (Father Flanagan's Boys' Home)
4340	Butterfield Youth Services
162	Cal Farley's Boys Ranch
261	Cedars Home for Children Foundation
3855	Children's Aid International
668	Christian Appalachian Project
1904	Committee for Economic Development
552	Council for Opportunity in Graduate Management Education
157	Dakota Indian Foundation
1378	David Livingstone Missionary Foundation
1024	Eisenhower Exchange Fellowships
1928	Ewing W. Mays Mission for the Handicapped
1908	Father Flanagan's Boys' Home (Boys Town)
2656	Friends of SOS Children's Villages
4031	Gray Panthers Project Fund
4473	HALT (Help Abolish Legal Tyranny)
82	Help Hospitalized Veterans
28	Huxley Institute for Biosocial Research
3614	Korean Relief
3786	Laubach Literacy International
32	Louis Braille Foundation for Blind Musicians
669	Morality in Media
3171	National Anti-Vivisection Society
1320	National Association for Practical Nurse Education and Service
150	National Cancer Cytology Center
252	National Federation of the Blind
714	National Leukemia Association
3814	Near East Foundation
4024	Southern Poverty Law Center
3383	Dooley Foundation/INTERMED-USA
604	United Action for Animals
1312	Wildlife Society
1089	World Changers
730	World Mercy Fund
1140	World Research, Inc.

HAVE NOT PROVIDED ADEQUATE INFORMATION

Unless agencies soliciting the public supply reasonable evidence, NCIB is not in a position to state whether these agencies meet its standards. (Number indicates report available)

File #	Agency Name
	Accuracy in Media
	African Enterprise
3759	American Economic Foundation
	American Health Assistance Foundation (Coronary Heart Disease Research Program) (National Glaucoma Research Program)
	American Indian Scholarships
	America's Future, Inc.
	Bach Mai Hospital Relief Fund
	Center for Community Change
	Center for Constitutional Rights
	Center for Development Policy
	Center for Environmental Education (Sea Turtle Rescue Fund) (Seal Rescue Fund) (Whale Protection Fund)
	Center on National Labor Policy
	Christian Blind Mission International
	Congress of Racial Equality (CORE)
	Devereux Foundation
	Disarm Education Fund
2944	Ducks Unlimited
	Entrepreneurship Institute
	Environmental Task Force
	FAIR (Federation for American Immigration Reform)
	Food for the Hungry
634	Fortune Society
	Foundation for Economic Education
	Handi-Shop
	Help the Children (World Opportunities International)

NCIB REPORT BEING UPDATED

		File #	
4429	Hope School	19	National Assembly of National Volunteers
	Inter-Aid, Inc.	54	Health & Social Welfare Organization
	International Fund for Animal Welfare	747	National Audubon Society
	Invest-in-America National Council	22	National Braille Association
	Jubilee Housing	3720	National Bureau of Economic Research
	Leadership Foundation	1174	National Committee for Adoption
	Little Sioux (St. Francis Indian Mission)	720	National Executive Service Corps
	Medical Aid for El Salvador	3982	National Fire Protection Association
1924	National Citizens Committee for Broadcasting	1910	National Foundation for Cancer Research
	National Committee for Responsive Philanthropy	675	National Hemophilia Foundation
564	National Council of Negro Women	253	National Huntington's Disease Association
	National Federation for Decency	14	National Jewish Hospital & Research Center
	National Right to Work Legal Defense Foundation	773	National Legal Aid and Defender Association
	National SANE Education Fund	725	National Medical Fellowships
	National Service Foundation for the Blind	2008	National Merit Scholarship Corporation
16	National Society for Children and Adults with Autism	514	National Parks and Conservation Association
	National Victims of Crime	663	National Scholarship Service and Fund for Negro Students
	Navajo Nation Health Foundation	257	National Spinal Cord Injury Association
	Omaha Home for Boys	3329	National Sudden Infant Death Syndrome Foundation
1927	Public Citizen	234	National Trust for Historic Preservation of the U.S.
	Push for Excellence (Operation Push)	3850	National Urban Fellows
545	Red Cloud Indian School	1410	National Wildlife Federation
	St. Joseph's Indian School	3465	New Eyes for the Needy
	Salesian Missions	601	Newsweek Talking Magazine Fund (American Printing House for the Blind)
	Southern Christian Leadership Conference	36	North Shore Animal League
	Southern Christian Leadership Foundation	359	NOW Legal Defense & Education Fund
	Southwest Indian Foundation	1911	Opportunities Academy of Management Training
	Tekakwitha Indian Mission	3708	Our Little Brothers and Sisters
	Volunteers of America	334	Overseas Development Council
	Washington Legal Foundation	160	Paralyzed Veterans of America
	Western Goals	3268	People-to-People International
	Wild Horse Organized Assistance	155	Population Council
	World Hunger Year	1502	Population Institute
	World Missionary Evangelism	267	Population Reference Bureau
	Young America's Foundation	1914	Project Concern International
		1021	Puerto Rican Legal Defense and Education Fund
		2	Radio Free Europe/Radio Liberty Fund
		733	Recording for the Blind
		800	Rehabilitation Center and Workshop
		77	Religion in American Life
		554	Research to Prevent Blindness
		4038	Resources for the Future
		754	Robert A. Taft Institute of Government Studies
		52	Robert F. Kennedy Memorial
		2192	St. Labre Indian School Educational
		400	Save-the-Redwoods League
		2869	Sex Information and Education Council of the U.S.
		2868	Sierra Club
		158	Sierra Club Foundation
		4036	Starr Commonwealth for Boys
		3593	Tax Analysts (formerly Taxation with Representation Fund)
		1147	Tax Foundation
		3608	Thomas Alva Edison Foundation
		3	Tolstoy Foundation
		2665	Travelers Aid Association of America
		706	UN Association of the U.S.A.
		1112	Union of Concerned Scientists
		348	United Cerebral Palsy Associations
		1148	United Seamen's Service
		3808	U.S. Olympic Committee
		3328	Up With People
		568	VITA (Volunteers in Technical Assistance)
		1985	VOLUNTEER: The National Center for Involvement
		3394	Wilderness Society
		297	Will Rogers Memorial Fund
		1095	World Education
		51	World Wildlife Fund - U.S.
		41	Young Audiences
		84	Youth for Understanding
			Zero Population Growth

Many of these agencies have met NCIB's standards in the past. Current evaluations were not completed on the date of this Guide. These agencies will be rated as quickly as possible. See future issues of the Guide.

File #

20 ALSAC-St. Jude Children's Research Hospital
 126 Africa Fund (American Committee on Africa)
 953 African-American Institute
 206 African Wildlife Foundation (formerly African Wildlife Leadership Foundation)
 364 American Bureau for Medical Advancement in China
 3050 American Council of the Blind
 235 American Friends Service Committee
 65 American Fund for Dental Health
 1101 American Heart Association
 64 American Kidney Fund
 1102 American Lung Association (Christmas Seals)
 50 American Refugee Committee
 3788 American Security Council Foundation
 152 American Trauma Society
 15 Americans for Indian Opportunity
 107 Amnesty International of the U.S.A.
 3840 Animal Protection Institute of America
 1103 Arthritis Foundation
 410 Aspira of America
 563 Asthma & Allergy Foundation of America
 524 Atlantic Council of the United States
 129 Childhelp USA
 4651 Citizens for Constitutional Concerns (People for the American Way)
 802 Citizens for Decency Through Law
 548 Citizens Forum on Self-Government (National Municipal League)
 705 Clergy and Laity Concerned
 657 Concern for Dying
 1634 Conservation Foundation
 420 Council on Economic Priorities
 1284 Council on Foreign Relations
 62 Cousteau Society
 1533 Damon Runyon-Walter Winchell Cancer Fund
 2060 Deafness Research Foundation
 1313 Disabled American Veterans
 3768 Environmental Action Foundation
 117 Epilepsy Foundation of America
 544 Ethics and Public Policy Center
 8 Experiment in International Living
 547 Family Service America
 810 Foreign Policy Association
 3764 Friends of Animals
 280 Friends of the Earth Foundation
 3709 Fund for Animals
 3465 Fund for Braille and Recorded Editions - Reader's Digest (American Printing House for the Blind)
 4000 Fund for an Open Society
 260 Fund for Peace
 338 Guide Dog Foundation for the Blind
 55 Helen Keller International
 1407 Holy Land Christian Mission International
 734 Hugh O'Brian Youth Foundation
 3280 Human Growth Foundation
 1594 Humane Society of the United States
 119 Huntington's Disease Foundation of America (formerly Committee to Combat Huntington's Disease)
 393 Institute of Cultural Affairs
 3811 Institutes of Religion and Health
 3657 International Institute of Rural Reconstruction
 3710 International Social Service, American Branch
 3664 Japan Society
 717 Junior Engineering Technical Society (JETS)
 291 Juvenile Diabetes Foundation International
 1109 March of Dimes Birth Defects Foundation
 1104 Muscular Dystrophy Association
 561 NAACP Legal Defense & Educational Fund
 560 NAACP Special Contribution Fund
 1922 National Action Council for Minorities in Engineering



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Memo to NCIB Contributors and United Way Members

With this issue we are moving from monthly to bi-monthly publication of the Wise Giving Guide. This change will allow us to concentrate more of our resources—both personnel and financial—on expediting report production and responses to inquiries. In addition, we believe the Guide's usefulness will be enhanced when each issue reflects a greater number of changes. Annual orders for the Guide will of course be extended as necessary to cover all issues purchased, and we will continue to send the Guide quarterly to all NCIB contributors at the General level and above. The Guide and NCIB's detailed advisory reports are always available to you on written or telephone request, and contributors of over \$100 may request that the Guide be sent to them automatically as issued. We hope you will let us know if you have comments or questions about this change, which is one of a number we will be making to better serve contributors.

This memo lists new and updated reports as of October 1, 1984, which have been prepared since our March 1, 1984 memo to you.

Meet NCIB Standards

File #	
122	Action for Children's Television
786	Council on Social Work Education
551	Dysautonomia Foundation
3560	Ethics Resource Center
640	Future Farmers of America Foundation
656	Heifer Project International
1167	Institute of International Education
574	National Society to Prevent Blindness
277	Partners of the Americas
4774	Wildlife Preservation Trust International

Do Not Meet One or More NCIB Standards

File #	
1546	American Foundation for the Blind
4887	American Institute for Cancer Research

Have Not Provided Adequate Information

File #	
4429	Inter-Aid, Inc.

The next issue of the Wise Giving Guide will be dated December 1984

122

F. ENVIRONMENTAL



2e. ENVIRONMENTAL IMPACT CHECKLIST*

Introduction

The Impact Identification and Evaluation Form is intended to help the person preparing the IEE (Initial Environmental Evaluation) to identify impacts that may be inherent in different kinds of projects. It has been devised to enable the reviewer not only to identify impact but also to allow for evaluation of the degree of impact. This form is not meant to be all-inclusive; impacts which are not included in the form but which are relevant because of particular environmental settings, should be considered along with those highlighted in the form.

When identifying possible impacts suggested in the Impact Identification and Evaluation Form, it will be necessary to use information, technical and otherwise, that is readily available; to obtain host country expert opinion and participation, or other expertise if required; and to exercise reasonable judgment in impact identification.

In using the form, it is important to think in terms of significant effect. While it is difficult to state exactly what significant means, even in the U.S. context, it can be interpreted to mean "impacts that will result in important consequences or changes." It should be kept in mind that changes need not be large to be important and significant. It should also be noted that, even though there may be many beneficial impacts as a result of the project, a few significant adverse impacts could have serious or disadvantageous effects on the environment.

This form is to be used in assessing impact for all SCF projects. Further impact studies would be required only if this checklist, upon completion, shows moderate to high impact. A completed Impact Identification and Evaluation Form should be on file in the field office for each project. In those projects where further in-depth environmental studies are indicated, you should consult with your Regional Director as to the next steps.

* Adapted from the Agency for International Development
Environmental Impact Procedures

Discussion of Impacts

A. LAND USE

1. Changing the character of the soil. Slash-and-burn agriculture can destroy the replenishments of nutrients to the soil. Irrigation water can leach out needed trace elements in the soil. Erosion can take away the topsoil and increase a population's encroachment on forested areas. Overgrazing can remove ground cover, which in an arid and infertile area might never recover and lead to desertification.
2. Altering some of the significant natural defenses provided by an area. A wooded area such as a forest prevents flooding of lower or adjacent areas. Sand dunes and their grasses help maintain the stability of the landward areas. Long reaches of beach lessen the impact of the sea on the land; coral reefs act the same way. Mangrove forests prevent the sea from claiming more land; in fact, such forests build land.

Trying to stem some of the actions of nature could exacerbate a situation: groins built to maintain a beach could denude others; seawalls or breakwaters sometimes hasten shore erosion, or prevent the building of land on the leeward side of a barrier island or spit. Moreover, a mountain road poorly designed can direct waters from a flash storm in flood volume into lower lands or valley; or can take away just enough ground cover from the side of the mountain to cause erosion of the lower portion of the land.

3. Foreclosing important and perhaps better uses of the land. Scarce agricultural land may be flooded by a dam or partially lost to a roadway or airport. A marshland or mangrove lagoon, which are spawning grounds for many fish, may be filled for land developments. Other habitats for animals or other organisms which are used for food or are members of endangered species of worldwide importance may be destroyed. An aquifer recharge area may be eliminated by developments that could be put elsewhere.
4. Jeopardizing man or his works because either is put into a zone of potential disaster. A development may be planned for a floodplain, near an active volcano, in an earthquake area, in the path of frequent typhoons or hurricanes, or in an area subject to locust or other plagues. The foregoing are natural disaster areas. There are also potential man-made disaster areas where land may be in the path of a weakly built dam, or an increasing load of water pollution.
5. Other factors. (Please describe and evaluate.)



B. WATER QUALITY

Water is the solvent for many of man's waste products. It also is the vehicle for growth of all life on this planet.

The use of water for public water supplies, agricultural waters, industrial water supplies, recreational tourism, and as a media for fishing and transportation depends intimately on the chemical, biological and physical states of the water. Overloading the capacity of water to absorb waste products, or altering its composition, will affect man's ability to use the water, sometimes critically. The impacts may involve:

1. Changing the physical state of the water. Increased siltation or sediment loads change the physical state of water. Activities bringing this about include: erosion runoff from new roads or near shore construction sites or resulting from deforestation or removal of ground cover; irrigation projects; dredging; discharge of solid wastes from processors such as sugar mills, pulp mills, refineries, steel mills, and such.

Changing the physical state of a water body usually changes the chemical and biological states; when sediments lessen the amount of light that penetrates a water body, photosynthesis is slowed down or stopped, thereby altering the ecological balance of the water body and bringing about associated biological and chemical changes.

Raising the temperature of receiving waters, say by the effluent of an electricity generating plant, changes the physical state of water. Similarly, dumping solid wastes such as construction debris will bring physical changes to a water body, as will the discharge of sewage sludge and garbage.

2. Changing the chemical or biological states of the water. A pollutant by definition causes deleterious changes in the state of water, usually of a chemical or biological nature. Pollution is introduced by sewage, leaking septic tanks, animal wastes washed into a stream or percolating into ground water, fertilizer similarly finding its way into ground or surface waters, and herbicides and pesticides contaminating the same waters.

Other sources of water pollution may stem from industrial discharges of wastes directly into surface waters, or into ground waters by injection of the wastes into deep wells or by allowing the wastes to seep down to the ground waters; spills or leaks of toxic materials such as oil; and the leaching into waters of accumulated salts from dumps and landfills, or from other substances subject to the dissolving power of the rain.

132



Even the dumping of wastes seemingly far from any influence on the shorelands can, through unfortunate currents, bring some of the pollutants back to the land.

3. Changing the ecological balance of a water body, thereby changing its chemical and biological balance. For example, implanting alien organisms into a water body can bring about profound changes in that body: Newly introduced plant forms could proliferate and clog or eventually eutrophy a waterway; the addition of some predator fish could destroy the population of less aggressive fish which in turn might have kept an insect population under control.

Introducing toxics into a water body, especially a small one, could destroy much of the life there. Similarly, a habitat or eco-system would be altered forever through land reclamation; e.g., by filling a swamp or marshland. These areas might be the feeding and nesting places for fish and animals which may play an essential part in the ecology of the region; these areas might also be one of the natural defenses of the area, such as a mangrove swamp.

4. Other factors. (Please describe and evaluate).

C. ATMOSPHERIC

Airborne pollutants and some allegedly benign additives in sufficient concentrations and quantities can harm and destroy animal and vegetable life and cultural artifacts such as buildings, tapestries, and statues. In addition, airborne pollutants can alter the chemical characteristics of rain. Moreover, air pollution, by changing the reflectivity (albedo) or the atmosphere, can modify the weather and even climate of an area and possibly make the area more arid. Other intrusions into the atmosphere such as high levels of noise can modify and destroy a human community or a wildlife habitat.

Accordingly, atmospheric impacts may be grouped as follows:

1. Air additives. Spraying of herbicides and pesticides into the air --from aircraft or land-based dispensers -- can harm or destroy life other than that targeted. Moreover, the additives can affect ground and surface waters, and eventually become concentrated in fish and thus in man in areas many miles from the source of spraying.
2. Air pollution. Particles and gases that can cause pollution may enter the atmosphere through industrial processes, engine exhausts,

171



and the burning of solid wastes. Major air pollutants include: suspended particulates such as dust, pollen, ash, soot, metals, and various chemicals; sulfur dioxide; carbon monoxide, nitrogen dioxide; hydrocarbons; and the photochemical oxidants that are generated by the action of sunlight on chemical precursors.

The effects of these pollutants include the aggravation of respiratory and cardiovascular diseases, reduced growth of plants and premature drop of their fruit and leaves, and the deterioration of building materials and other surfaces.

A particularly hazardous air pollution comes from the generation of dust during an industrial, construction, or mining process where workers are not protected from the particulates. In these instances, severe occupational diseases can be anticipated.

3. Noise pollution. Excessive noise -- that is, noise that can impair hearing and some bodily and psychological functions, may be introduced by an industrial process or by vehicles. A riveting machine and a nearby jet plant takeoff make about the same painful noise: a heavy truck and a pneumatic drill make highly discomforting noise, about the same as a New York subway train pulling into a station.
4. Other factors. (Please describe and evaluate.)

D. NATURAL RESOURCES

Exploitable natural resources are those that can be taken from the sea, from the surface of the land or from beneath the ground, or extracted from the atmosphere. A major consideration from a community's viewpoint is the benefit expected from exploiting one of its natural resources. However, another consideration becomes one of determining the environmental effects of the resource's removal or diversion.

Natural resource environmental impacts may come from:

- i. Diversion, storage or increased use of water. Dams, irrigation systems, watercourse diversion or channelization can profoundly affect people, animals, and other organisms that depended on the original sources of water. Entire species of organisms, and others that depended on them, could be harmed or destroyed. At the same time, other less desirable species could be encouraged. Far-reaching effects include the erosion of land, the spreading of desert lands, and the dissemination of diseases such as schistosomiasis.



2. Irreversible or inefficient commitments of natural resources. A plentiful natural resource might be taken without foreknowledge of the ecological role it plays. For example, sand might be extracted offshore without the realization that this sand may replenish a downstream beach; thus, a coastal area could be left defenseless. Precious coral could be extracted by primitive dredging methods, thereby destroying future crops and possibly a new industry. Animals such as goats or sheep could be released for pasture in an isolated area only to result in the destruction of the ground cover and also other perhaps valuable life there. Forests could be cut down for pulp without the realization of the role the forests may play in stemming floods, in protecting animal life, in storing water in a landform possibly adaptable for the hydroelectric generation of power.
3. Other factors. (Please describe and evaluate.)

E. CULTURAL

An activity may depreciate or seriously harm the culture or cultural heritage of a people. Culture may be defined in terms of the values a people hold, the consequent behavior patterns the people follow, and the knowledge and beliefs they have distilled from their forebears. Evidences of culture may be ensconced in (1) sacred or otherwise important waters and lands, historic and archeological sites, buildings and other artifacts, or other physical symbols; or in (2) a people's mythology, lore, ethics, history, teachings, activities, ethnology.

There are international conventions that now exist dealing with protection of the world cultural and natural heritage and with protection of endangered species. These conventions will ultimately indicate in each of the signatory countries those cultural and natural heritages and endangered species that need protection. Host country experts who are now a part of these activities should be consulted to obtain their views on possible impacts in this area.

Cultural impacts, although often subtle, can be pervasive and may involve.

1. Altering or destroying important physical symbols of a culture; e.g., monuments, sacred ground, ancient shrines, etc.
2. Diluting a culture, possibly through methods such as introducing alien cultures, or dispersing or otherwise adulterating the indigenous culture. For example, a forced mixture of populations could introduce alien ideas, as perhaps could direct TV broadcasts contain-



ing culturally erotic material. Resettlement of a population could break important cultural ties and thereby weaken a society dependent on site and on historic leaders.

It is recognized that cultural impacts and changes may be critically needed to help conserve the society.

3. Other factors. (Please describe and evaluate.)

F. SOCIOECONOMIC

Socioeconomic impacts arise out of the striving of a people to earn a livelihood and to achieve a quality of life that provides a measure of food, housing and health. Thus, socioeconomic impacts may involve:

1. Changes in patterns of economic growth and employment. For example, a labor-intensive industry may move into a rural area because of the training and cheapness of labor there; or move out because these attributes of labor are offered elsewhere. Marginal agricultural land may be brought into production, bringing with it not only increased employment but also increased need for services such as water and roads. A marginal mineral deposit may be found whose exploitation could change the socioeconomic pattern of the area.

The factors that bring about economic changes are endless but often highly significant in socioeconomic impact analyses.

2. Movement, resettlement, or changes in population/ This element is related to the use of land and community services, but the stress here is on the extent of change expected in the socioeconomic relationships among the people and between the people and their community.
3. Changes in cultural patterns that could affect socioeconomic patterns in a major way. For example, the persuasion of women to work, or the removal of children from the labor market would affect family income and relationships. Similarly, the eating of healthful but formerly taboo foods, which may be plentiful, or of unfamiliar food additives such as fish protein concentrate, could have large quality-of-life impacts on a people.
4. Other factors. (Please describe and evaluate.)



G. HEALTH

Impacts related to health broadly pertain to man and to the organisms and environments needed in large diversity and profusion to sustain man on the planet. These impacts may involve:

1. Altering or destroying a natural environment. Such changes could come about through the addition of chemicals to an environmental system to get rid of selected vectors of disease. For example, a copper compound can be added to a fresh water body to poison the intermediate (snail) host of schistosomiasis, but the poison will also kill other organisms. Similarly a larvacide could be used to help eliminate the chocerciasis (River Blindness) vector. Bush clearing or barricades could be used to destroy a tsetse fly colony but at the same time could jeopardize other organisms.
2. Eliminating an element in an ecosystem. The killing of coyotes to prevent crop destruction could give rise to the proliferation of the rodents that coyotes feed on. The destruction of mangroves to eliminate mosquitoes and other pests could give rise to the destruction by wave action of a coastline (See Item A2).
3. Other factors. (Please describe and evaluate.)

H. GENERAL

Some impacts are of overriding international interest and concern. Others, while not immediately apparent, may accrue to an overall program of which the proposed activity is a part, or an early step. Thus, general impacts may involve:

1. Activities that will affect the United States or other nations, directly or indirectly, now or at some later time. The agent for such impacts could be the ocean, the atmosphere, or carriers such as man, birds, or other organisms.
2. Activities that are matters of controversv locally, nationally, or globally.
3. Activities that are part of a larger program, or intended to be part of a larger program, whose total effect would require an appraisal of environmental impacts. If the activity fits this category, then use the present form for the appraisal of the entire and overall program.



IMPACT IDENTIFICATION AND EVALUATION FORM

Impact Areas and Sub-areas

A. LAND USE

1. Changing the character of the land through:

- a. Increasing the population _____
- b. Extracting natural resources _____
- c. Land clearing _____
- d. Changing soil character _____

2. Altering natural defenses _____

3. Foreclosing important uses _____

4. Jeopardizing man or his works _____

5. Other factors

B. WATER QUALITY

1. Physical state of water _____

2. Chemical and biological states _____

3. Ecological balance _____

4. Other factors

Use the following symbols: N - No environmental impact
L - Little environmental impact
M - Moderate environmental impact
H - High environmental impact
U - Unknown environmental impact



IMPACT IDENTIFICATION AND EVALUATION FORM

2

C. ATMOSPHERIC

1. Air additives _____
2. Air pollution _____
3. Noise pollution _____
4. Other factors _____

D. NATURAL RESOURCES

1. Diversion, altered use of water _____
2. Irreversible, inefficient commitments _____
3. Other factors _____

E. CULTURAL

1. Altering physical symbols _____
2. Dilution of cultural traditions _____
3. Other factors _____

F. SOCIOECONOMIC

1. Changes in economic/employment patterns _____
2. Changes in population _____
3. Changes in cultural patterns _____
4. Other factors _____



IMPACT IDENTIFICATION AND EVALUATION FORM

G. HEALTH

- 1. Changing a natural environment _____
- 2. Eliminating an ecosystem element _____
- 3. Other factors

H. GENERAL

- 1. International impacts _____
- 2. Controversial impacts _____
- 3. Larger program impacts _____
- 4. Other factors

I. OTHER POSSIBLE IMPACTS (not listed above)

See attached Discussion of Impacts.

ME