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

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The Salvation Army
WORLD SERVICE OFFICE
Matching Grant Report
April, 1984

I. INTRODUCTION

The U.S. Agency for International Development (USAID) awarded a Matching Grant to The Salvation Army World Service Office (SAWSO) on December 15, 1980. This document is the third and final report on this grant.

In addition to this Introduction (Section I), the report is organized into four major sections. Section II focuses on the impact that three years of involvement in the Matching Grant program has had on SAWSO as an organization. In Section III a concise yet representative overview of the activities which took place in 1983/84 is presented. This overview is divided into two parts. The first focuses on developments in overall management support systems while the second delineates progress in field projects. Given its representative nature, this latter part does not attempt a complete cataloging of all activities. However, a brief description of every project funded under the Matching Grant is included in Appendix C. Section IV examines the key issues which have surfaced in SAWSO's implementation of its Matching Grant. The discussion of these issues articulates organizational insights gained as well as new directions to be pursued in the future. Section V, the Financial Report, details 1983/84 expenditures by sector and project.

Throughout the report, an attempt has been made to present a balanced picture of SAWSO's progress and development. While it is important to document successes and strengths, the staff has made an effort to be critical in its self-evaluation as well. The complexity of the development process demands honest appraisal and open sharing if the goals we hold in common are to be realized.

II. IMPACT OF THE MATCHING GRANT ON SAWSO

The Matching Grant has been instrumental in enhancing SAWSO's capability as a development assistance organization. Its positive impact on SAWSO programming and administration is cited below:

- A. Matching Grant support has aided SAWSO to increase outreach and effectiveness in engaging both the urban and rural poor in their nation's development. During the reporting period, 35 SAWSO projects in over 100 impact areas have directly benefitted an estimated 110,550 people.
- B. By backing the organization with a significant amount of funds by program sector, the Matching Grant has given SAWSO the flexibility to address a diversity of circumstances and needs at the field level.
 - Prior to the Matching Grant, SAWSO's ability to initiate activities in new impact areas was circumscribed by donor stipulations that precluded expenditure for pre-project planning activities. This grant provided support for project officers to conduct such activities in the Philippines, Swaziland, Zambia and the Caribbean which have resulted in four full proposals, two of which are scheduled for funding in 1984.
 - SAWSO was able to allocate funds to five pilot projects in four countries (Fiji, Pakistan, Philippines, Zambia).
 - Projects with annual budgets as small as \$10,000 and as large as \$130,000 have received SAWSO support.
- C. Participation in the Matching Grant program afforded SAWSO a broader perspective in development programming.
 - The sectoral focus of the funding mechanism promoted a new pattern in information flow. Field experiences were reviewed, not simply as a function of individual project monitoring, but also with an eye toward the refinement of income generation and health sector strategies. An increased cross-fertilization of ideas was the result.
 - Further benefit was derived from FVA/PVC's own interest and investment in the sectoral approach. SAWSO participation in AID-sponsored workshops, seminars and evaluations enhanced its state-of-the-art knowledge about health and income generation activities.

- D. The Matching Grant has eliminated redundant administrative procedures. SAWSO maintains a reporting relationship with one central office in AID as opposed to having to manage grants for 16 distinct projects in concert with individual AID missions.
- Reduced administrative costs has made more funds available for projects.
 - Reduced administrative time allowed SAWSO staff to focus resources and energies on working with field staff and providing technical assistance. Also, time spent with USAID missions was devoted more to programmatic issues and sharing project/technical information as opposed to administrative detail.
- E. The opportunity to participate in the Matching Grant program challenged The Salvation Army to initiate new approaches to raising funds for development activities. In addition to raising private sector funds in excess of \$3.1 million to surpass the 50% match requirement through its annual World Services Appeal, The Salvation Army:
- Established cooperative funding arrangements with private donors targeted to specific projects.
 - Hired a Development Officer in December, 1983 to seek corporate and foundation contributions. Since that appointment \$440,000 has been raised.
- F. Participation in the Matching Grant fostered an increased philosophical and practical commitment to evaluation. From administrative policy deliberations down to specific project decision making, the initiative was taken to use evaluation as a tool to improve institutional effectiveness. Specific steps taken by SAWSO to improve its evaluation system are described in Section III.A.2.

III. PROGRESS REPORT

A. Management and Support Systems

The management of the Matching Grant program and of other negotiated grants is the responsibility of SAWSO's director, assistant director, and program staff--all of whom are based in Washington, D.C. The program staff consists of four development professionals, each responsible for directing Matching Grant activities in one of the four regions in which SAWSO operates, i.e., Africa, Asia, Far East/South Pacific, and Latin America/Caribbean. Oversight for policy matters and fiscal management is provided by SAWSO's corporate headquarters in Verona, New Jersey.

Project proposals generated from the field are analyzed by SAWSO/Washington for their adherence to established development criteria. Projects meeting those criteria are recommended to SAWSO's Board of Trustees for funding through the Matching Grant.

During the Matching Grant period, numerous improvements were made in SAWSO's management and support systems. These are detailed below under the categories of technical assistance, evaluation and financial management.

1. Technical Assistance

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

- During two recent technical assistance visits to the Caribbean, SAWSO's assistant director and Caribbean project officer conducted formal training seminars for 50 middle level officers in problem solving, program planning and design. Follow-up visits by SAWSO staff were made to field sites to review project plans presented during the workshop. The anticipated result will be new project proposals submitted to SAWSO or other donor agencies.

- During a technical assistance visit to Pakistan in the Fall of 1983, the South Asia project officer conducted a workshop on proposal writing. SAWSO has subsequently received four well-elaborated proposals for major (\$100,000 plus) projects from local staff. Three of the four are presently under consideration by potential donors.
- In February 1983, SAWSO's Africa project officer was invited to initiate the first of what will be a continuing dialogue with the Kenyan Salvation Army cadets (officers in training). Coordinated with the training principal and the territory's rural development coordinator, the session involved a discussion of the philosophy of development, basic principles of community organization and needs identification. Since these 60 cadets represent the future of the Kenyan Salvation Army, it is expected that the emphasis on development skills in the curriculum will have significant impact on the quality of development activities in the East Africa Territory.

In addition to field visits, SAWSO staff provided support to Matching Grant projects from the Washington, D.C. office. This included dissemination of technical information and materials to projects, networking with government and other PVOs, and identifying additional technical, human and financial resources.

2. Evaluation

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

- a. A process for organizational review was established.

In May of 1983, the SAWSO staff held a 4-day retreat to conduct an intensive review of organizational goals and objectives, procedures, as well as the present status and future possibilities of world-wide projects. The retreat provided an opportunity for staff to think evaluatively about a broad range of organizational priorities and activities. An opportunity for such thinking will be institutionalized through an annual retreat. Outputs from the 1983 retreat included:

- Redefinition of SAWSO Purpose, Goals and Objectives (see Appendix A).
- A review and revision of proposed guidelines for coordinating development assistance within the international Salvation Army.

- The reorganization of the accounting and financial reporting system (see Financial Management, Section III.A.3).
- A review of present and future project activity. Each project officer, responsible for one of the four geographical regions, presented the entire staff with an update on the status of projects in his portfolio. Projections for implementation changes, expansion of target areas and opportunities for replication were discussed. Exchange between project officers provided an excellent opportunity to gather lessons learned and share relevant experience to help improve overall program effectiveness.

b. A series of case study evaluations was designed.

In 1982, SAWSO contracted independent professionals to conduct case studies of two projects. The purpose of this was a) to widen the scope and objectivity of SAWSO's project evaluation methodology beyond that used in year 1 of the Matching Grant; b) to identify evaluators in the host country so as to ensure local perspective and familiarity with cultural and social context; and c) to support individuals and agencies engaged in evaluation activities in developing countries.

This year the experiment was repeated and expanded to include eight projects. For each case study, evaluators were identified who resided in, or had extensive experience in the particular host country. The SAWSO project officers concerned participated in the evaluation design along with the evaluator and project managers. A major objective was to design an evaluation that would produce information relevant and useful to all project stakeholders.

c. An evaluation review process was established.

Once submitted to the home office, the case studies become the focus of an intensive two-day review by the entire professional staff. Lessons learned by the individual projects as well as about the evaluation process as a whole were compiled, and action was taken where appropriate. (See Appendix D, Summary of Evaluation Recommendations and SAWSO Responses.)

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- d. Emphasis on the iterative evaluation cycle was augmented.

Increased attention was given to including the iterative evaluation cycle in the design of new projects and in the redesign of on-going projects. Special emphasis is being placed on establishing congruence among objectives, targets, strategies, and baseline survey and program reporting formats. For elaboration of the role of evaluation in the project cycle, see Appendix E.

- e. Participation in community dialogue on evaluation was increased.

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

- "Approaches to Evaluation" - Workshop sponsored by American Council for Voluntary Agencies for Foreign Service (ACVAFS), September, 1983, New York City and January, 1984, Washington, D.C.
 - "Reporting on Primary Health Care Projects" - Workshop sponsored by National Council for International Health, April, 1983, Washington, D.C.
 - "Assessing the Cost Effectiveness of PVO Projects" - Workshop sponsored by Agency for International Development, September, 1983, Washington, D.C.
 - "Approaches to Assisting the Smallest Economic Activities of the Poor" - PISCES II Workshop - February, 1984, Manila, Philippines.
 - "Evaluating the PVO Experience in Development: What Have We Learned?" - P.A.I.D. Annual Forum, May, 1983, Washington, D.C.
- f. SAWSO collaborated with FVA/PVC in its evaluation of PVO health sector activities.

An evaluation team consisting of AID contractors (Management Sciences for Health), the SAWSO project officer for South Asia and a local Salvation Army consultant for primary health care training, conducted a two-week, in-depth evaluation of SAWSO's Comprehensive Primary Health Care Project in Pakistan. SAWSO's participation stemmed from its interest in

improving project implementation, health sector programming and staff expertise in primary health care evaluation. While the contractor's report has not been finalized, the evaluation team's input has already resulted in more precisely defined project objectives and achievement indicators, and an improved information management system.

3. Financial Management

SAWSO program capabilities were enhanced by five specific steps which were taken during the reporting period to improve financial management. These steps greatly improved SAWSO's ability to closely monitor field expenditures, make budget projections and conduct financial planning.

- a. SAWSO contracted a financial management consultant who was recommended by FVA/PVC staff and whose services were paid in part by New TransCentury's Management Development Services. Drawing upon his qualifications as a CPA and his experience with PVO and AID fiscal requirements, the consultant worked with SAWSO executives, financial managers, and program staff to develop and implement a revised accounting system.
 - Procedures were established for program staff to coordinate fiscal matters with its corporate headquarters' financial management office (e.g., field report information of expenditures, request for project advances, authorization for invoice payment, instructions for receipt of income).
 - The consultant conducted a seminar/workshop with SAWSO staff on financial and contractual requirements.
- b. A full-time accountant was assigned to the SAWSO/Washington office to work directly with program staff.
 - The accountant, trained by SAWSO's financial management consultant, assures that all procedures meet accounting standards, SAWSO requirements and donor provisions.
 - SAWSO accountant and project officers collaborate in monitoring Matching Grant reporting and expenditures, thus ensuring coordination between financial and programmatic needs of projects.
- c. The field financial reporting system was revised and put on a monthly instead of quarterly basis. As a result, SAWSO has been able to identify and respond to field needs quickly and accurately.

- d. SAWSO's chart of accounts was revised.
 - Reorganization of its chart of accounts has improved SAWSO's ability to track overall Matching Grant programs as well as individual projects within that program.
 - Standardization of the chart of accounts for each Matching Grant project has facilitated comparison of project budgets and has established a framework for new project budgeting.
- e. Financial records were computerized, resulting in SAWSO's ability to process data, respond to needs and report to donors in a timely and accurate manner.

3. Field Programs

The following pages highlight SAWSO strategies and achievements in comprehensive health care, vocational training/income generation, and corps community center program development.

1. Comprehensive Health Care

This program strategy focuses on decreasing the incidence of malnutrition, morbidity and mortality among children and their families in low income urban and rural areas.

SAWSO Matching Grant funds were allocated to selected projects which incorporated one or more program components: primary health care, selected communicable disease control, potable water and sanitation, and food production and preservation.

a. Primary Health Care

Primary health care includes maternal and child health, nutrition, health education, and family planning. Particular emphasis is placed upon the "at risk" population of children under five and women of child-bearing age.

- In Pakistan, village health workers (VHWs) provided regular nutrition education/food preparation classes for mothers of malnourished children and maintained up-to-date "road to health" charts for under-fives through monthly weighing programs. Diarrhea cases were identified through home visitations and word of mouth and parents were taught to recognize diarrheal diseases and to replace lost fluids through the preparation and use of home-made oral rehydration salts. Ante-natal care was

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provided through home visitations and ante-natal clinics and VHWs cooperated with local Dais (midwives), training them in clean delivery practices and providing them with delivery kits that could be readily sterilized. Staff recently committed themselves to a 30% reduction in second and third degree malnutrition cases over the next three years. They also established the goal of ensuring treatment of 100% of identified diarrheal disease cases and ante-natal care for 30% of all pregnant women. Despite the obstacles to family planning acceptance in Moslem societies, they set a three-year target of achieving a 15% rate of family planning acceptors among women of child-bearing age in all outreach villages.

- The nutrition project in the Philippines grew to include over 400 children in 14 rural and urban day care centers. Activities included physical examinations, de-worming, monthly weighing, nutrition classes for mothers, supplemental feeding to children, and home visits by health care workers. A representative sampling of statistics shows that 47% of children surveyed improved their nutritional status by at least one level.
- Through increased food production, weight monitoring of children, and oral rehydration therapy, a significant decrease in child malnutrition was registered in Ibbwe Munyama, Zambia. Infant mortality also dropped from over 50% to less than 5% over the two years of project implementation.
- Despite extremely difficult conditions of political tension and the third year drought in Zimbabwe, considerable progress was achieved at the health care project in Tshelenyemba. The construction of the nurse's training center is now 75% complete. Fifty-eight existing rural outposts will become an integral part of the clinical training of Enrolled Nurses at the Center. At present, these outposts receive monthly visits from a mobile health clinic which conducts nutritional monitoring, supplemental feeding and maternal child health care.

b. Selected Disease Control

SAWSO's health projects are making a concerted effort to combat the major infectious diseases in target areas.

- A 1983 health survey in Ibbwe Munyama identified malaria and bilharziasis as the major diseases endemic to the population. Malaria prevention programs for children under five were implemented while older children and adults received curative treatments. Though treatment for bilharziasis has been successful, vector presence in river water demands further work in education and providing alternative water sources.
- In Pakistan, 32% of under five deaths are caused by diseases preventable by immunization including diphtheria, pertussis, tetanus, measles and poliomyelitis. In 1983, all base dispensaries in the Comprehensive PHC project were certified by GOP as Expanded Program of Immunization (EPI) Centers. Village health workers conducted small group discussions on the importance of vaccinations and a house-to-house check of vaccination records. Staff committed themselves to ensuring the complete vaccination of 80% of all children under five in every target area within three years of initiating outreach operations. (Complete vaccinations is defined as 1 dose of BCG, 3 doses of DPT, 1 dose of measles, and 3 doses of oral polio.)

c. Potable Water and Sanitation

Water related diseases are a major source of morbidity and mortality in developing countries. Access to potable water, maintenance of water systems and adequate means of waste disposal are crucial to improving community health levels.

- Water storage and delivery systems in three impact areas in Kenya are now complete and serving an estimated 6,500 beneficiaries. Rainfall catchment systems in use in Western Province show promise for replication in other areas.

Village water committees are taking an active role in planning and decision making. In Kaweithi village, community members determined a need for servicing two additional centers. Since this required expenditures beyond SAWSO budget allocations, they used local initiative to raise necessary funds.

- In the Fall of 1983, a water and sanitation component was incorporated into the Pakistan Comprehensive PHC project. Environmental health workers were recruited to assist village headmen and village health committees (VHCs) to assess needs and initiate activities. In the outreach village of Shantinagar, the VHC identified the installation of under-road drainage culverts as their first priority. Eleven culverts are presently under construction. All labor and half the cost of construction materials has been donated by the community. A Salvation Army seed grant covers the other half of material costs. Water and sanitation activities will increase under Matching Grant 11 as project staff committed themselves to ensuring the availability of at least one public source of potable water in every outreach village by 1987.
- As a result of building a water storage and reticulation system at Chikankata Mission in Southern Zambia, 2,500 patients, students, nursing trainees and mission residents now have access to clean water.
- Two wells were hand dug by Ibbwe Munyama community members this year. A total of 20 wells will be dug in the target area in the next two years.
- Ten villages in the State of Kerala, India, constructed community wells and pit latrines. Education on proper sanitation methods occurs at the corps community centers.

d. Food Production and Preservation

Wherever possible, SAWSO projects encourage increased and diversified food production in an effort to improve nutrition and provide additional sources of cash income to poor families.

- At Ibbwe Munyama, Zambia, innovative farming practices, diversified crop varieties and provision of marketing services in 1982/83 enabled farmers to increase production 87% over the 1981/82 season. Despite below average rainfall this year, sufficient grain was produced for local consumption and for market. Surpluses even permitted sale of grain at concessional prices to villages more severely affected by drought conditions.

- New animal husbandry techniques were introduced to tribespeople on the islands of Mindanao and Mindoro, Philippines. Program participants received animals (ducks, pigs, goats) for breeding. When the animals produced offspring, each participant delivered one weanling animal to The Salvation Army as payment. These, in turn, were loaned out to other participants.

2. Vocational Training and Income Generation

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

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

a. Skills Training

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

- One hundred thirty-five trainees in Guatemala learned construction and masonry skills. The project generated income locally through the sale of cement blocks. This year blocks were sold to an urban housing project for self-help construction of 400 homes.
- At Lautoka on the western coast of Fiji, 94 men have received on-the-job-training in a fishing enterprise. Gross earnings from daily fishing expeditions (\$30 per trip) paid for maintenance and overhead of equipment, boats and administration, with profit left over going to supplement participants' incomes. Land based activities included training in speargun manufacture, boat building, engine and machine maintenance, and business administration. Recently, new activities in handicraft production

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for tourist markets, furniture building and metalworking were added to diversify the training capability of the project.

- In Cebu City, Philippines, 69 under and unemployed youth completed training courses in the fields of electronics, dressmaking, tailoring and cosmetology. Before training, 73% of the trainees were unemployed while 27% were underemployed. The skills training project provided immediate job opportunities for 50% of the graduates. Of those, 74% are self-employed while 20% are salaried. The non-employed graduates are seeking employment opportunities with staff assistance.
- Seminars on various aspects of small-scale farming were conducted for 20 men in Lomaivuna, Fiji. A model farm facility is being designed with input from the Department of Agriculture to incorporate animal husbandry and production of vegetable crops for import substitution.
- The vocational training program in Costa Rica offered training in auto mechanics, upholstery, crafts, wood-working, and agriculture. Ways of increasing the production of marketable goods are being explored in order to improve the economic viability of the training center.

b. Working Capital

Recognizing that for most small-scale enterprises, working capital presents the main financial bottleneck, SAWSO directs funds into loan and/or cooperative plans.

- The Philippines Women's Income Generation project expanded from 6 to 13 centers where 331 women received loans totaling approximately \$13,000. Credit was provided to support small-scale enterprises involved in food production, animal husbandry, services, sewing, handicrafts and vending/trading. Loan repayment rates are over 90%.
- Small loans were extended to graduates of the woodworking course in Fiji to begin their own small handicraft and furniture business. Two of the businesses formed are experiencing difficulties and will receive management assistance and follow-up.

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- Members of the Ibbwe, Zambia cooperative received credit to purchase seed, oxen and ploughs from a revolving loan fund. Repayment rate is 96%.

c. Management Training

To ensure success of income generation projects, management training complements job skills training and the provision of working capital.

- Upgrading of basic management skills occurred through regular informal interchanges between staff members and program participants in Fiji, the Philippines and Zambia.
- Members of the Mapenzi cooperative in Ibbwe exchanged ideas and technical information with each other on crop production, agricultural techniques, personnel management, record keeping and budgeting.

d. Marketing

For many small enterprises and income generation projects, marketing problems form a constraint to their growth and prosperity. Marketing assistance is provided as an essential support mechanism.

- A major problem confronting the Lautoka, Fiji fishing enterprise was preservation of the fish until they could be marketed. This was resolved by putting an ice chest on board the boat which allowed longer trips, and a deep freezer to store accumulated fish at the home base until marketing.
- Through the intervention of The Salvation Army, wood-working trainees and two individual businesses that manufactured small tables, tea pot stands, bread/cheese boards and hanging pictures, were able to market their products through a local wholesaler and exporter of Fijian handicrafts.
- The upgrading of an access road by community members in Ibbwe, Zambia allowed for a greater amount of crops to be transported to the regional market at lower cost. Similarly, agricultural inputs arrived on a timely basis at reduced cost to the farmers.

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3. Corps Community Center Program Development

In 1983/84, Matching Grant funds were used to expand or improve Salvation Army outreach to the poor in both rural and urban areas by supporting both the construction and renovation of Corps Community Centers as well as their ongoing programs. These centers, open to all who desire to participate, serve as focal points for community development activities.

- Built in 1982 with self-help labor, the center in Ibbwe Munyama houses the activities of the corps women's group. The women are producing vegetables for home use and market, teaching sewing and basic bookkeeping, and sponsoring literacy classes.
- In Zimbabwe, funds were used to renovate community buildings damaged during the liberation struggle.
- At the corps community center in Lomaivuna, Fiji, The Salvation Army is sponsoring seminars on various aspects of farming and community development for 100 men and women. The center was built in 1982 with SAWSO funds and local contribution of labor.
- Nutrition/day care and womens income generation programs are implemented in the recently built center in Morong, Philippines.
- Construction was initiated on a Corps Community Center for Hur Camp, Pakistan, where nutrition education and literacy classes will be implemented under Matching Grant II. It will also serve as a base for and back-up to PHC teams making twice weekly outreach visits from the Hyderabad dispensary.
- Nkaba center in Zambia was constructed in the Fall of 1983. Eighteen members of the corps' recently organized farmer's club are growing maize and experimenting with sunflowers and vegetables in an effort to diversify food production and improve nutrition.
- Construction progressed to 75% of completion at the Corps Community Center in Darlawn, India. The practically completed center is already a regular meeting place for some 25 women engaged in income producing handicraft activities.
- At the Corps Community Center in Tecpan, Guatemala, a group of Indian women, widowed as a result of recent political violence, produced native weavings as a means of support. The Salvation Army assisted with materials, technical advice and marketing in Guatemala and abroad.

SAWSO Matching Grant Activities
Year 3 (December 15, 1982 - May 31, 1984)

<u>Country Program</u>	<u>Comprehensive Health</u>				<u>Vocational Training/ Income Operation</u>				<u>Corps Community Center Program Development</u>
	<u>PHC</u>	<u>Disease Control</u>	<u>Water & Sanitation</u>	<u>Food Production</u>	<u>Skills Training</u>	<u>Working Capital</u>	<u>Mgt. Training</u>	<u>Marketing</u>	
Caribbean	X	X							X
Costa Rica	X			X	X			X	X
Fiji					X	X	X	X	X
Guatemala	X	X	X	X	X			X	X
India	X	X	X		X			X	X
Kenya	X		X		X			X	X
Malawi									X
Pakistan	X	X	X	X					X
Philippines	X			X	X	X	X	X	X
Zambia	X	X	X	X					X
Zimbabwe	X								X

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IV. KEY ISSUES

In the course of Matching Grant I, certain issues have emerged which merit elaboration. All of these issues have relevance to the development community at large. Several are of particular importance to SAWSO, as their significance has been amplified by organizational characteristics that are unique to The Salvation Army.

This section examines the major issues of benefit distribution, participation, sustainability, collaboration with other agencies and replication. In each case, an effort has been made to articulate both the lessons learned as well as the course corrections or new directions that will be pursued in the future.

A. Benefit Distribution

For much of the development community, reaching directly out to the poorest of the poor is a relatively recent concern -- one that arose with an increasing disillusionment in the 1970's with trickle-down approaches to development. In contrast, since its founding in 1865, The Salvation Army's history has been one of an unwavering commitment to minister to those with the fewest resources and to those whose special conditions have caused them to be written off by the larger society, e.g., untouchables, lepers, alcoholics and ex-offenders. In the process of assisting local Salvation Army officers to establish development projects that will benefit these traditional Army constituencies, SAWSO has learned that targeting special populations and the asset-less poor can also mean encountering additional hurdles in achieving project success.

- In Vatuwaqa, Fiji, skills training in woodworking, welding, mechanics, and driver education was provided over a two-year period to 86 ex-offenders. Given the trainees' police records or histories of low motivation, job placement has been difficult and not based on the skills they have learned in the training program. To date only nine trainees have been placed in full-time employment situations. In the future, strengthened job placement and intensified follow-up efforts will be used to achieve a higher percentage of post-graduate employment.
- In the Punjab, Pakistan, the selection of the most remote, most illiterate, and most destitute villages for PHC outreach services has also meant increased transportation costs for supervising personnel, an inability to recruit readily qualifiable village health workers locally, and minimal cash or in-kind contributions on the part of the beneficiary populations. Based on input from SAWSO and the MSH consultants, project staff are now defining specific criteria (preferred village characteristics) for

selecting outreach areas in the future. This will allow/assist project staff to identify and plan for the additional inputs that selected areas may require.

- In the Guatemala and Costa Rica vocational training programs the target group is alcoholics. Because of the special needs of this group, extra inputs are required. In addition to the usual skills training, job placement and follow-up support, alcoholic rehabilitation necessitates medical services and special counseling, both during and after the program. Therefore, the cost of these training programs are higher than those serving other target populations.

B. Participation

Beneficiary participation in development projects has become an increasingly important goal for SAWSO under the Matching Grant. Experience has shown the advantages of local involvement. Costs can be lowered as a result of resources donated or generated. When skills are transferred, the need for outside supervision and technical assistance is reduced. A spread or multiplier effect is started in motion because, as examples of local initiative, the people responsible for success provide important role models. They are also more likely to remain in country than foreign "experts."

The project in Ibbwe Munyama provides several examples:

- Over \$10,000 worth of labor, materials and technical expertise were donated in kind by the villagers for construction of a clinic, school, grain storage facilities, and the upgrading of the access road. Nearly 100% of the adults participated.
- Testing and extension of improved farming practices were carried out by the farmers themselves and as a result, techniques of dry plowing and planting were adopted almost universally.
- Based on observation of the success of crop and livestock husbandry innovations at Ibbwe, farmers from neighboring villages requested assistance in setting up similar programs. The extension project, proposed for funding in 1984, will be implemented largely by farmer/extension agents from Ibbwe.

However, though the participatory approach may hold high potential for effectiveness and efficiency, it is not without difficulties or implications not originally foreseen. As a result of the experience gained in working with this approach, SAWSO has learned a number of lessons which will be taken into account in the future.

Participation is, to a large extent, a culturally loaded issue. It takes on different meanings and connotations in different countries and cultures or as viewed by different religions, subcultures, etc. It is imperative that approaches to participation are appropriate to the cultural/social context.

- In striving to achieve their objective of a 15% literacy rate for women in targeted villages, Pakistani staff have been obliged to be sensitive to Islamic views on sex roles. In certain locations, classes for men had to be established before village leaders would permit the formation of women's classes.

Management based on broad participation or consensus is, by definition, a lengthy process. This is especially true in traditional cultures which have concepts of time, organization and efficiency different from western societies. Project planning must allow a longer timeframe for accomplishing objectives. Outputs will, in general, be lower in the start-up of any new activity. However, once the activity has been accepted, results indicate that outputs over the long term will be more stable, consistent, and perhaps even greater than if a less participatory model is used.

The issue of absorptive capacity can be greatly affected by the level of participation. At the community level, greater participation means focusing on smaller initial target areas. This requires sensitivity to cultural and linguistic concerns, micro-climates and economic and market forces which can be overlooked from a macro perspective. As a result, the absorptive capacity of external inputs is lower at the grassroots level.

- In Ibbwe, poor rainfall conditions reduced farmers' credit capacity thereby bringing about a decision to reduce by 40% the amount of capital which was to be invested in the cooperative for the purchase of agricultural inputs. Instead, extension work will emphasize diversification of crops to drought resistance cereals which require little capital outlay.

While the absorptive capacity may be lower at the village level, it can be increased at the intermediate levels. Participation requires investments in human resources and infrastructures. Training, the contracting of specialists or consultants to conduct baseline studies, environmental impact or market surveys, evaluation and technical assistance are all activities which directly benefit village level projects without flooding communities with cash, credit, technology or services which they may be unable to absorb, operate or support.

C. Sustainability

As SAWSO perceives this issue, there are two central aspects to project sustainability. One is financial. How will the activity which a project initiates obtain the income necessary to continue operation once project funds are withdrawn? The second has to do with people and organizations. Are we, as a development agency, creating or supporting indigenous institutions which have 1) viable systems of internal operations, 2) adequate knowledge of basic organizational and planning skills, and 3) sufficient access to technical expertise to continue operating beyond our own involvement?

The Salvation Army has shown a remarkable degree of self-sustainability for more than 100 years. Historically, the activities and services sponsored by The Army are located at the first rung of the organizational ladder, the Corps Community Center. Utilizing locally generated financial and human resources, the center is responsible for maintaining its own activities. Support for management and administrative operations above the local level flows from the bottom up as opposed to the top down.

This Salvation Army model, so successful in Europe, North America and other "northern" areas, has been difficult to transfer to less developed countries. The range of problems including lack of infrastructure, education, basic services, climatic difficulties, colonial histories, etc., has tended to make development activities in LDCs recipients rather than generators of financial and institutional support.

SAWSO's attempts at setting up self-sustaining programs in LDCs have met with mixed success. The following examples highlight some of the complexities involved in the move toward increased sustainability.

- SAWSO has found that the shift in focus from strictly curative towards preventive activities has had a mixed effect on the sustainability of Salvation Army medical clinics. On the one hand, decreased reliance on prescriptive medicines has reduced large and costly drug inventories. On the other, income derived from fees charged for curative services has been reduced.
- In Zimbabwe, the government is attempting to guarantee access to health care to all citizens and thus, prohibits charges for medicines or services. As a result, The Salvation Army must seek alternatives to users fees to underwrite the cost of health activities.

Despite the complexities and difficulties, SAWSO's field experience has initiated some positive steps which are resulting in financial and/or institutional sustainability.

- The Philippines' Women's Income Generation Project has built-in self-support mechanisms at the local corps community level. During the first year of project implementation, a participating corps community center receives enough funds to capitalize a revolving loan fund and to cover up-front administrative and training costs. During the second and subsequent years of operation, interest repayments and volunteer labor cover administrative costs of the project in each center. To date, loan repayment rate is over 90%, which is also allowing for a reflow of loan funds. Community members voluntarily serve on the loan review committee and assist in loan collection. Also, wherever possible, project staff make use of local community business people, barangay leaders and other development assistance organizations to provide management and/or marketing assistance to the income generation projects.
- In Pakistan, the comprehensive PHC project established a three-year objective of achieving 100% Pakistan staffing in all dispensary and outreach programs from village health workers through nurse-in-charge levels. Their strategies include recruiting and training 39 young Pakistanis to assume staff positions as Village health workers, environmental health workers and laboratory technicians; upgrading the skills of the 33 Pakistanis presently on staff; and moving 8 expatriate nurses-in-charge into training and supervisory roles.
- At Ibbwe Munyama village committees began to assume responsibility for oversight of project activities formerly run by project managers. The process, undertaken at their request, is a gradual one, and is occurring with the requisite technical assistance and training inputs. The hoped for results will be institutional sustainability within two to three years.

Various methods are used to finance activities. Self-help labor cuts costs on road work and building construction. Agricultural inputs are provided to farmers at market interest rates, ensuring the financial solvency of the cooperative. Food production, including both field crops and vegetable gardens, reduces the percentage of income spent on food and increases family income. The government pays the salaries of the clinic nurses and school teachers. Thus, by combining resources from different sources, financial sustainability is within reach.

There is no question that SAWSO must maintain sustainability as a priority objective. Not only will fully sustainable projects produce longer lasting results, but they allow SAWSO to extend its areas of operation and increase cost effectiveness. Achieving this, however, is not an easy task. In the future, SAWSO will pursue various methods to achieve this objective.

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- Community participation will be encouraged. Local resources, self-help labor, local materials and expertise and appropriate technologies will be used to reduce costs and enhance "ownership" of project activities by communities.
- Income generation will be initiated as a complement to service oriented activities to help defray recurrent cost.
- Relations with Host Country Governments will be maintained and enhanced so that programs consistent with national priorities can be eligible for support.
- A significant investment will be made in training and the transfer of skills. This will include Salvation Army personnel at all levels as well as project participants. A recent conference of executive level Army representatives has confirmed the commitment to this initiative.

D. Cooperation with Other Agencies

The Salvation Army's long history of social service programming has made it a credible partner in numerous cooperative relationships with other agencies, both public and private, national and foreign. Examples of mutually beneficial collaboration are manifest throughout the SAWSO project portfolio.

- In Pakistan, the comprehensive PHC project turned to the recruitment network of the Christian Hospitals Association of Pakistan for assistance in locating and hiring qualified staff. Reciprocal arrangements resulted in training in sputum testing for staff lab assistants at Bethania Hospital and opportunities for environmental health workers to observe first-hand the advances made by the Sialkot Rural Health Care Project in developing community-based sanitation projects. The outreach programs' base dispensaries were designated as EPI (World Health Organization/Government of Pakistan Expanded Program of Immunization) Centers. The project coordinates with the Family Planning Association of Pakistan (FPAP); its literacy component employs the methodology of the Gujranwala Adult Basic Education Society, and its handicapped component has a reciprocal referral relationship with Catholic Medical Facilities and the Khyber Hospital.
- In Lomaivuna, Fiji, resource people from government agencies including the Department of Agriculture, Ministry of Health and Social Welfare, the Women's Interest Office and the Police Department, along with the Center for Appropriate Technology in Development, have collaborated with The Salvation Army in sponsoring seminars on various aspects of community development

and farming for community members. These seminars are held at The Army's corps community center, which is the only building in which developmental related activities can be conducted. Other buildings of suitable size are churches. Unfortunately, their congregations refuse to allow secular activities to take place in them.

- Curriculum planning for the Tshelenyemba Nurses Training Center in Zimbabwe has been carried out in conjunction with the Ministry of Health and other PVOs. The project manager serves on both the Medical Assistants Training Commission of Zimbabwe and the Health Education Committee. These bodies have been designing the syllabus, texts and curriculum for the training of Zimbabwe Enrolled Nurses. The final products, which will be used at Tshelenyemba and throughout the country, will focus on primary health care.

While the advantages of cooperation are many, SAWSO learned that cooperation can sometimes require compromise and considerable programming flexibility.

- Given the prohibitive costs of purchasing vaccines of U.S. source and origin (as well as the difficulties of cold-chain maintenance, PHC staff in Pakistan saw the designation of Salvation Army dispensaries as EPI centers and subsequent access to free vaccines as a strategy key to achieving their objective of immunizing 80% of children under five in target areas. Unfortunately, variances in the implementation policies of local health officials has diminished the overall effectiveness of the cooperative strategy in the area. In certain locations, this has necessitated a rethinking in approach. In lieu of initiating their own vaccination program, staff will have to be content with a rigorous checkup of vaccination records and a "mop-up" approach to achieving their immunization objective.
- In the Philippines, the results of an evaluation report on the Practical Skills Development program in Cebu City were shared with the local USAID mission. The PVO office raised issues about the appropriateness of SAWSO's strategy to meet the needs of out-of-school youths and unemployed adults in Cebu. It was suggested that SAWSO take advantage of existing mechanisms to reach its objectives and not duplicate efforts given limited resources. After reviewing and discussing the issues and recommendations with AID, SAWSO will conduct a new survey of needs and existing resources. The survey results will assist SAWSO to plan appropriate strategies for meeting the needs of the target population.

E. Replicat'on

Frequently SAWSO's decision to invest in a proposed activity has been guided not only by a positive assessment of cost-effective impact on targeted beneficiaries, but also by a belief that the project will have even wider impact via its potentiality as a replicable model. Two projects funded under the present Matching Grant are already being replicated.

- In Pakistan, the PHC outreach methodology developed in pilot programs in Lahore, Faisalabad, Jhang and Khanewal will be replicated over the course of Matching Grant II at Salvation Army dispensaries located in Hyderabad, Qazipur, Thal, Orangi, Saddar and Azam Town.
- The Day Care Nutrition project in the Philippines will be replicated in Swaziland. Weight monitoring, nutrition education methods and home visit systems proven effective in the Philippines will be adopted for use in the Swaziland program. Documents and report results are currently being shared between country staff.

The Salvation Army's vocational training/alcoholic rehabilitation program in Costa Rica is also a likely model for duplication. Officials from both the Pan American Health Organization and the Brazilian Ministry of Health have visited the center with an eye to replication. While the compliment of being copied by other organizations is always welcomed, SAWSO has come to realize that the greatest potential for the replication of its Matching Grant funded projects lies within The Salvation Army itself. The magnitude of possible replication opportunities are suggested by the simple fact that not only does The Salvation Army have an operative organizational infrastructure in some 51 developing countries, but approximately two-thirds of its 15,335 Corps Community Centers and Outposts, 16,348 active officers and 53,904 employees are located in the LDCs. In the future, SAWSO will give increased attention to exploring replication opportunities through two of The Salvation Army's existing worldwide networks: Home Leagues and medical services.

- Salvation Army Home Leagues are women's clubs which operate in most of the Army's corps community centers. There are an estimated 200,000 Home League members in LDCs. They provide ready access to women in poor communities and an organizational structure which can engage them in a variety of development

activities. In the future, a greater effort will be made to work through these groups to facilitate the participation of women in the development process.

Salvation Army hospitals and clinics are providing health services to rural and urban populations throughout the developing world. Frequently providing the only services available, programs have, of necessity, tended towards curative care. This infrastructure holds tremendous potential for an expansion of primary health care outreach.

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IV. FINANCIAL REPORT

Financial Statement - Year 3
(December 15, 1982 - May 31, 1984)

INCOME

	USAID	SAWSO	TOTAL
Salvation Army World Service Sources		\$1,261,496	\$1,261,496
AID Matching Grant Funds	\$1,250,000		1,250,000
TOTAL INCOME	\$1,250,000	\$1,261,496	\$2,511,496

EXPENSES

	USAID	SAWSO	TOTAL
<u>Health Services</u>			
Costa Rica: Comprehensive Family Health	\$	\$ 35,821	\$
Guatemala: Comprehensive Family Health	12,200	98,635	
India: Village Water Supply & Sanitation		9,520	
India: Nutrition		20,856	
India: Public Health		20,000	
India: Rural Health Centers		22,472	
India: Community Health		107,719	
India: Cochin Health		56,000	
Jamaica: Rae Town Health Clinic	11,970		
Kenya: Water Supply	34,000		
Kenya: Nutrition		28,719	
Kenya: Kolanya Clinic		5,825	
Pakistan: Comprehensive PHC	142,814	105,642	
Philippines: Nutrition/Day Care	132,158	2,500	
Zambia: Ibbwe Community Development	57,030	22,334	
Zimbabwe: Tshelenyemba Nurses Training		8,360	
Zimbabwe: Nutrition		3,000	
Zimbabwe: Mazoe Water Supply		20,000	
Sub-Total	\$ 390,172	\$ 547,403	\$ 937,575

Vocational Training/Income Generation

Costa Rica: Tres Rios	142,774		
Fiji: Suva, Lautoka, Lomaivuna	127,621		
Guatemala: Tierra Nueva	131,000		
India: Nagercoil/Trivandrum		14,009	
Kenya: Nairobi		23,882	
Philippines: Animal Husbandry	9,178		
Philippines: Women's Income Generation	21,276		
Philippines: Practical Skills Development	20,470		
Sub-Total	\$ 452,319	\$ 37,891	\$ 490,210

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Community Center Program Development

Guyana: Georgetown		155,000	
India: Mizoram		30,030	
India: Kerala		36,456	
India: Andhra Prackesh		30,000	
India: Gujarat		48,825	
India: Tamil Nadu		40,000	
Zambia: Southern Province		13,500	
Zimbabwe: Umfure		52,000	
		<hr/>	<hr/>
Sub-Total	\$	\$ 405,811	\$ 405,811

Field Assistance and
Administrative Support

Salaries and Benefits	118,386		
Consultants	5,641		
Travel and Per Diem	68,839		
Field Project Support		270,391	
Other Direct Costs	14,340		
Indirect Costs	200,303		
	<hr/>	<hr/>	<hr/>
Sub-Total	\$ 407,509	\$ 270,391	\$ 677,900
TOTAL EXPENSES	<u>\$1,250,000</u>	<u>\$1,261,496</u>	<u>\$2,511,496</u>

VI. APPENDICES

- A. SAWSO Purpose, Goals and Objectives
- B. Overview of SAWSO
- C. AID Project Sheets
- D. Summary of Evaluation Recommendations and SAWSO Responses
- E. Evaluation in the SAWSO Project Cycle

Purpose, Goals and Objectives
Of
The Salvation Army World Service Office (SAWSO)

PURPOSE

TO BUILD THE KINGDOM OF JUSTICE AND PEACE

GOALS

- I. To assist in meeting Salvation Army development goals.
- II. To assist in meeting Salvation Army relief and reconstruction goals.
- III. To work in partnership with the disadvantaged in meeting their basic human needs for food, shelter, work, health, education, and a sense of fulfillment and self worth.

OBJECTIVES

- I. To work in the program areas of public health, income generation, food production and preservation, vocational training, housing, non-formal education, environmental stewardship.
 - II. To engage only in programs which are based on the principles of beneficiary participation, self-help, cooperation, and mutual respect.
 - III. To engage only in programs which benefit the disadvantaged.
 - IV. To train indigenous Salvation Army officers and personnel in program skills, planning, management and evaluation.
 - V. To facilitate interchange of program/technical information and evaluations among Salvation Army territories.
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Overview of The Salvation Army World Service Office (SAWSO)

Since its founding in 1865, The Salvation Army has been recognized for its commitment to helping the poor help themselves. That commitment has resulted in the establishment of programs throughout the world that improve work skills, instill self-confidence, increase productivity, and raise living standards.

The Salvation Army World Service Office (SAWSO) was incorporated in 1976. Its mandate is to assist in The Salvation Army's efforts to establish self-help programs that attack the underlying causes of poverty in less developed nations. To this end, SAWSO:

- o generates funding from private and government sources;
- o maintains a system of accountability to donors and to the public;
- o institutionalizes the development planning process through training of administrative and project staff, especially indigenous leaders;
- o institutionalizes project concepts and implementation methods by promoting application of lessons learned for improvement of existing projects and/or replication of successful programs;
- o establishes and promotes collaboration of The Salvation Army with other PVOs, local governments and both local and international donor agencies.

SAWSO utilizes The Salvation Army's worldwide network of personnel and program to create and expand development projects. Salvation Army indigenous officers, as well as indigenous employees and professional workers, are presently working in developing countries where, in many instances, Salvation Army initiative began over 100 years ago.

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: _____
 Project/Grant No. _____
 Grant Dates _____
 Funding Mechanism _____
 (i.e., MG, OPG, Contract, CA, Etc.) _____
 COUNTRY _____

Project Purpose: (limit to 40 words or less)

Project Implementation

Start Date: _____ Estimated Completion Date: _____
 Status: (limit to 25 words or less)

Project Funding Information

Year _____	Year _____	Year _____	Year _____
AID\$ _____	AID\$ _____	AID\$ _____	AID\$ _____
PVO\$ _____	PVO\$ _____	PVO\$ _____	PVO\$ _____
INKIND _____	INKIND _____	INKIND _____	INKIND _____
LOCAL _____	LOCAL _____	LOCAL _____	LOCAL _____
TOTAL _____	TOTAL _____	TOTAL _____	TOTAL _____

Location in Country (Region, District, Village - Be Specific)

PVO Representative in Country (if any)

(name)
 (address)
 (phone)

Local Counterpart/Host Country Agency (If no PVO representative)

*Complete separate sheet for each project/activity in a country

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: COSTA RICA

Project Title: Comprehensive Family Health

Project Purpose:

To provide health care, day care and nutritious food to 1,500 children. To allow single parents the opportunity to work by providing quality care for their children.

Project Implementation:

Start Date: 09/01/83 Estimated Completion Date: 05/31/87
Status: This project just started in September, 1984. The number of children and families reached has been growing rapidly to over 1,500.

Project Funding Information:

Year	1983	Year	1984
AID\$		AID\$	
PVO\$	8,267	PVO\$	27,554
TOTAL	8,267	TOTAL	27,554

Location in Country:

San Jose and Puerto Limon

PVO Representative in Country:

Major Bernard Smith
Divisional Commander
The Salvation Army
Apartado 6227
San Jose, Costa Rica

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: COSTA RICA

Project Title: Tres Rios Vocational Training

Project Purpose:

To provide marketable job skills training and employment training to at least 140 unskilled adults in the period of one year. To provide rehabilitation to drug and alcohol addicts in the program.

Project Implementation:

Start Date: 12/15/80 Estimated Completion Date: 05/31/87
Status: The program is presently serving about 80 men in the six month training program. The project is strong on quality vocational training in many fields and is now focusing on production of goods to become more viable economically.

Project Funding Information:

Year 1981	Year 1982	Year 1983	Year 1984
AID\$ 35,000	AID\$ 84,140	AID\$ 116,774	AID\$ 26,000
PVO\$	PVO\$	PVO\$	PVO\$
TOTAL 35,000	TOTAL 84,140	TOTAL 180,047	TOTAL 26,000

Location in Country:

Concepcion de Tres Rios

PVO Representative in Country:

Major Bernard Smith
Divisional Commander
The Salvation Army
Apartado 6227
San Jose, Costa Rica

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: FIJI

Project Title: Red Shield Vocational Training

Project Purpose:

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

Project Implementation:

Start Date: 12/15/80 Estimated Completion Date: 05/31/87
Status: Project implementation hampered in early 1983 due to Cyclone Oscar.
Efforts were directed at reconstruction of damaged homes on the island.
Post Cyclone activities resumed normal pace.

Project Funding Information:

Year	1981	Year	1982	Year	1983	Year	1984
AID\$	112,500	AID\$	90,000	AID\$	99,108	AID\$	28,513
PVO\$		PVO\$		PVO\$		PVO\$	
TOTAL	112,500	TOTAL	90,000	TOTAL	99,108	TOTAL	28,513

Location in Country:

Suva, Lautoka, Lomaivuna

PVO Representative in Country:

Major Wesley Rabbitts
The Salvation Army
54 MacGregor Road
Suva, Fiji

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: GUATEMALA

Project Title: Comprehensive Family Health

Project Purpose:

To provide health care, day care and nutritious food to 1,500 children. To allow single parents the opportunity to work by providing quality care for their children.

Project Implementation:

Start Date: 1982 Estimated Completion Date: 05/31/87
Status: Two new day care centers have been opened in Guatemala City. A Center in Tecpan and another in the center of Guatemala City continue to operate.

Project Funding Information:

Year	1982	Year	1983	Year	1984
AID\$		AID\$	10,500	AID\$	1,700
PVO\$	7,500	PVO\$	51,774	PVO\$	46,861
TOTAL		TOTAL	62,274	TOTAL	48,561

Location in Country:

Support is given throughout the country but the majority of the assistance is concentrated in Guatemala City.

PVO Representative in Country:

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

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: GUATEMALA

Project Title: Tierra Nueva Vocational Training

Project Purpose:

To provide marketable job skills training and employment training to 90 unemployed, unskilled adults in the period of one year. To provide rehabilitation to alcoholics in the program.

Project Implementation:

Start Date: 12/15/80 Estimated Completion Date: 05/31/87
Status: The program is operating at full capacity. Production of cement blocks has increased. Program is now focusing on diversification of training and economic self sufficiency.

Project Funding Information:

Year	1981	Year	1982	Year	1983	Year	1984
AID\$	70,000	AID\$	133,332	AID\$	100,000	AID\$	31,000
PVO\$		PVO\$		PVO\$		PVO\$	
TOTAL	70,000	TOTAL	133,332	TOTAL	100,000	TOTAL	31,000

Location in Country:

Guatemala City

PVO Representative in Country:

Major Stanley Melton
Regional Commander
The Salvation Army
Apartado 1881
Guatemala, Guatemala

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: GUYANA

Project Title: Corps Community Center Program Development
MP 84/42

Project Purpose:

To construct a multi-purpose facility to accommodate a variety of community development activities such as literacy classes, senior citizens' programs, nutrition and health care education for women and children and family counseling.

Project Implementation:

Start Date: 12/15/82 Estimated Completion Date: 05/30/87
Status: This allocation is for the first stage of implementation which includes purchase of property and partial construction.

Project Funding Information:

Year	1983
AID\$	
PVO\$	155,000
TOTAL	155,000

Location in Country:

Georgetown

PVO Representative in Country:

Captain Murphy John
Divisional Commander
The Salvation Army
5 Church Street
Georgetown, Guyana

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: INDIA

Project Title: Village Water Supply and Sanitation
MP 81/28C, 82/17C, 84/30, 84/31

Project Purpose:

To reduce the incidence of water-borne diseases in 25 rural villages in southwestern India.

Project Implementation:

Start Date: 11/01/81 Estimated Completion Date: 03/31/84
Status: Wells and pit latrines were constructed. Health education classes are conducted at corps community centers.

Project Funding Information:

Year	1981	Year	1982	Year	1983
AID\$		AID\$		AID\$	
PVO\$	3,500	PVO\$	6,944	PVO\$	9,520
TOTAL	3,500	TOTAL	6,944	TOTAL	9,520

Location in Country:

Kerala

PVO Representative in Country:

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

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: INDIA

Project Title: Nutrition

Project Purpose:

To increase the nutritional status of children, the elderly and destitute.

Project Implementation:

Start Date: 12/15/80 Estimated Completion Date: 05/31/87
Status: Nutrition monitoring and supplemental feeding for 2,000 participants is ongoing.

Project Funding Information:

Year	1981	Year	1982	Year	1983	Year	1984
AID\$		AID\$		AID\$		AID\$	
PVO\$	14,222	PVO\$	6,963	PVO\$	19,080	PVO\$	1,776
TOTAL	14,222	TOTAL	6,963	TOTAL	19,080	TOTAL	1,776

Location in Country:

Bombay, Calcutta, Madras, Tamil Nadu

PVO Representative in Country:

Commissioner Mannam Samuel
The Salvation Army
37 Lenin Saranee
Calcutta
India

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: INDIA

Project Title: Public Health/Child Care
MP 83/33

Project Purpose:

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

Project Implementation:

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

Project Funding Information:

Year	1981	Year	1982	Year	1983	Year	1984
AID\$		AID\$		AID\$		AID\$	
PVO\$	26,636	PVO\$	5,423	PVO\$	15,000	PVO\$	5,000
TOTAL	26,636	TOTAL	5,423	TOTAL	15,000	TOTAL	5,000

Location in Country:

Palayamcottiah, Tamil Nadu

PVO Representative in Country:

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

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: INDIA

Project Title: Rural Health Centers

Project Purpose:

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

Project Implementation:

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

Project Funding Information:

Year	1981	Year	1983	Year	1984
AID\$		AID\$		AID\$	
PVO\$	27,226	PVO\$	25,317	PVO\$	8,459
TOTAL	27,226	TOTAL	25,317	TOTAL	8,459

Location in Country:

Panacoole, Konchira, Melpadam, Kagazha

PVO Representative in Country:

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

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Appendix C

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: INDIA

Project Title: Community Health

Project Purpose:

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

Project Implementation:

Start Date: 12/15/80 Estimated Completion Date: 05/31/87
Status: Clinic and outreach services are being provided to approximately 37,000 villagers on a systematic basis.

Project Funding Information:

Year	1981	Year	1983	Year	1984
AID\$		AID\$		AID\$	
PVO\$	105,928	PVO\$	80,856	PVO\$	26,863
TOTAL	105,928	TOTAL	80,856	TOTAL	26,863

Location in Country:

Bapatla, Nidubrolu - Andhra Pradesh; Nagercoil - Tamil Nadu; Ahmednagar - Maharashtra; Anand - Gujarat

PVO Representative in Country:

Lt. Colonel Manuel Bhagianathen
The Salvation Army
P. O. Box 4510
Bombay
India

Appendix C

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: INDIA

Project Title: Cochin Health
MP 84/54

Project Purpose:

To provide health and day care services to children under five at the Cochin Children's center, and to expand outreach PHC.

Project Implementation:

Start Date: 09/26/83 Estimated Completion Date: 05/31/87
Status: Construction of the children's center is 25% complete. Following the construction, plans are to establish health and day care services to resident children as well as a clinic-based outreach program.

Project Funding Information:

Year	1983
AID\$	
PVO\$	56,000
TOTAL	56,000

Location in Country:

Cochin - Kerala

PVO Representative in Country:

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

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: INDIA

Project Title: Nagercoil/Trivandrum Skills Training

Project Purpose:

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

Project Implementation:

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

Project Funding Information:

Year	1981	Year	1983	Year	1984
AID\$		AID\$		AID\$	
PVO\$	18,445	PVO\$	11,213	PVO\$	2,796
TOTAL	18,445	TOTAL	11,213	TOTAL	2,796

Location in Country:

Nagercoil - Tamil Nadu
Trivandrum - Kerala

PVO Representative in Country:

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

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

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: INDIA

Project Title: Corps Community Center Program Development
MP 83/22, 83/51, 84/47

Project Purpose:

To support both the construction and renovation of Corps Community Centers as well as their ongoing programs.

Project Implementation:

Start Date: 06/14/83 Estimated Completion Date: 12/31/84
Status: Construction of the Champai center is completed. The Darlawn center is 75% completed. In each center, 25 women gather weekly for social and income generation activities. In Kolasib, construction has just begun.

Project Funding Information:

Year	1983
AID\$	
PVO\$	30,030
TOTAL	30,030

Location in Country:

Darlawn, Champai, Kolasib - Mizoram

PVO Representative in Country:

Commissioner Mannam Samuel
The Salvation Army
37 Lenin Saranee
Calcutta
India

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: INDIA

Project Title: Corps Community Center Program Development
MP 83/50, 83/38, 83/39

Project Purpose:

To support both the construction and renovation of Corps Community Centers as well as their ongoing programs.

Project Implementation:

Start Date: 02/15/82 Estimated Completion Date: 12/31/84
Status: Twelve community centers were restored and constructed. Small grants were made to each center which are matched with local resources including donated cash, material, skills, and labor.

Project Funding Information:

Year	1982	Year	1983
AID\$		AID\$	
PVO\$	47,306	PVO\$	36,456
TOTAL	47,306	TOTAL	36,456

Location in Country:

Kerala

PVO Representative in Country:

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

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: INDIA

Project Title: Corps Community Center Program Development
Andhra Pradesh, MP 84/39

Project Purpose:

To support the renovation of centers damaged by cyclones.

Project Implementation:

Start Date: 11/15/83 Estimated Completion Date: 12/31/84
Status: Renovation of the centers is 25% complete. The communities are
contributing labor and materials.

Project Funding Information:

Year	1983	Year	1984
AID\$		AID\$	
PVO\$	22,500	PVO\$	7,500
TOTAL	22,500	TOTAL	7,500

Location in Country:

Andhra Pradesh

PVO Representative in Country:

Colonel N. J. Samuel
The Salvation Army
15 Ritherdon Road
Madras
India

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: INDIA

Project Title: Corps Community Center Program Development
Gujarat, MP 83/47, 83/23, 83/24

Project Purpose:

To support the construction of a community center and to support new community development programs.

Project Implementation:

Start Date: 11/15/83 Estimated Completion Date: 12/31/84
Status: Construction of the centers in the target communities has just begun.

Project Funding Information:

Year	1983	Year	1984
AID\$		AID\$	
PVO\$	16,275	PVO\$	32,550
TOTAL	16,275	TOTAL	32,550

Location in Country:

Cambay, Nadiad, Sokhada

PVO Representative in Country:

Lt. Colonel Manuel Bhagianathen
The Salvation Army
P. O. Box 4510
Bombay
India

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: INDIA

Project Title: Corps Community Center Program Development
Tamil Nadu, MP 84/28

Project Purpose:

To support the renovation of eight centers as well as their ongoing community development programs.

Project Implementation:

Start Date: 06/28/83 Estimated Completion Date: 12/31/84
Status: Renovation of the centers has just begun.

Project Funding Information:

Year	1983
AID\$	
PVO\$	40,000
TOTAL	40,000

Location in Country:

Tamil Nadu

PVO Representative in Country:

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

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: JAMAICA

Project Title: Rae Town Health Clinic

Project Purpose:

To enable the clinic to improve its facilities and increase its outreach, education and preventive health facilities.

Project Implementation:

Start Date: 12/12/81 Estimated Completion Date: 05/31/87
Status: The facilities have been improved. Outreach and preventive health has increased and is being systemized.

Project Funding Information:

Year	1982	Year	1983	Year	1984
AID\$	3,000	AID\$	10,470	AID\$	1,500
PVO\$		PVO\$		PVO\$	
TOTAL	3,000	TOTAL	10,470	TOTAL	1,500

Location in Country:

Rae Town, Kingston

PVO Representative in Country:

Lt.-Colonel David Edwards
Chief Secretary
The Salvation Army
P. O. Box 378
Kingston 10, Jamaica

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: KENYA

Project Title: Water Supply

Project Purpose:

Provide year-round sources of potable water in drought stricken or water deficit areas using borehole wells and rainfall storage tanks. Increase water available to local residents and institutions such as primary and secondary schools and rural health clinics. Decrease dependence on contaminated water sources.

Project Implementation:

Start Date: 09/15/81 Estimated Completion Date: 03/31/84
Status: Water sources operational in three impact areas serving 10,000 beneficiaries. In Kawethei village residents used own initiative to increase the number of beneficiaries threefold from original target by raising local funds and contributing local labor. Village water committees are organized and taking over responsibility for maintenance and recurring costs.

Project Funding Information:

Year	1981	Year	1982	Year	1983	Year	1984
AID\$	95,000	AID\$	77,234	AID\$	10,000	AID\$	24,000
PVO\$		PVO\$		PVO\$		PVO\$	
TOTAL	95,000	TOTAL	77,234	TOTAL	10,000	TOTAL	24,000

Location in Country:

Impact Area I. Kolanya Village, Kisumu District, Western Province
Impact Area II. Katine and Kawethei Villages, Kangundo District, Eastern Province

PVO Representative in Country:

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

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: KENYA

Project Title: Nutrition Program

Project Purpose:

To provide nutritional supplements to infants and children in urban and rural families of food deficit areas. Program combines distribution of locally procured food stuffs with nutrition education for mothers of malnourished and undernourished children.

Project Implementation:

Start Date: 12/15/82 Estimated Completion Date: 03/31/86
Status: Food distribution began late in 1982. First quarter activities consisted of enrollments and regularization of the program. Though observable progress in weight gain and decrease in nutrition related disease is evident, better systems of nutrition monitoring need to be devised and implemented. SAWSO plans to emphasize this aspect as well as concentration on home follow-up next year.

Project Funding Information:

Year	1982	Year	1983	Year	1984
AID\$		AID\$		AID\$	
PVO\$	17,824	PVO\$	15,696	PVO\$	13,023
TOTAL	17,824	TOTAL	15,696	TOTAL	13,023

Location in Country:

Multiple target areas in Eastern and Western Province

PVO Representative in Country:

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

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: KENYA

Project Title: Kolanya Clinic

Project Purpose:

To provide regular ante-natal and post-natal care, nutrition, surveillance, immunizations against communicable diseases through PHC services to the Kolanya village. Project is implemented in conjunction with Kenya Water Supply.

Project Implementation:

Start Date: 03/11/83 Estimated Completion Date: 03/31/87
Status: Clinic programs are functioning well and the number of service users has increased by 30% since the project began upgrading equipment and facilities.

Project Funding Information:

Year	1983
AID\$	
PVO\$	5,825
TOTAL	5,825

Location in Country:

Kolanya Village, Kisumu District, Western Province

PVO Representative in Country:

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

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: KENYA

Project Title: Vocational Training

Project Purpose:

Provide training in marketable vocational skills to unemployed youths in two training centers. At Nairobi Girls Center, teenage school leavers are instructed in tailoring, dressmaking, secretarial and domestic skills. Parking Boys Center trains boys in auto mechanics, carpentry and metalurgy. Job placement services are also provided.

Project Implementation:

Start Date: 12/01/82 Estimated Completion Date: 03/31/87
Status: Both Centers have shown high success rates in enabling former unemployed and in some cases delinquent youths obtain skills and employment. Nairobi Girls Center has developed an excellent reputation and has a waiting list of requests. Parking boys is a newer facility and will require additional time to establish full potential.

Project Funding Information:

Year	1982	Year	1983	Year	1984
AID\$		AID\$		AID\$	
PVO\$	2,500	PVO\$	12,882	PVO\$	11,000
TOTAL	2,500	TOTAL	12,882	TOTAL	11,000

Location in Country:

Nairobi

PVO Representative in Country:

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

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: PAKISTAN

Project Title: Comprehensive Primary Health Care

Project Purpose:

To provide regular ante-natal and post-natal care, immunizations against selected communicable diseases, systematic testing for tuberculosis, and services for the physically handicapped through PHC outreach services to nine rural villages from four base dispensaries.

Project Implementation:

Start Date: 08/15/82 Estimated Completion Date: 05/31/87
Status: First year evaluation found understaffing at Jhang. Problem addressed; overall program well organized and expanding. 1984-87 plan includes replication of PHC outreach methodology at six existing curative dispensaries in Sind and NWFP. USAID/MSH evaluation scheduled for March 1984.

Project Funding Information:

Year	1982	Year	1983	Year	1984
AID\$	109,066	AID\$	70,160	AID\$	72,204
PVO\$	15,712	PVO\$	88,064	PVO\$	17,578
TOTAL	114,778	TOTAL	158,674	TOTAL	89,782

Location in Country:

Lahore, Sadhoke, Nizampura, and Essen; Khanewal, Shantinager, and Ariangar; Jhang, Christian Busti, and Chak 180; Faisalabad, Guliabah, and Chakazzo

PVO Representative in Country:

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

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: PHILIPPINES

Project Title: Nutrition/Day Care

Project Purpose:

To bring the nutritional level of 300 children who are underweight up to normal weight and to give mothers the opportunity to work while their children are being cared for.

Project Implementation:

Start Date: 12/15/80 Estimated Completion Date: 05/31/87
Status: Over 400 children in 14 centers receive nutrition and day care services including feeding, monthly weighing, de-worming. Evaluation of July, 1983 indicated that nutritional status of children is improving. Intervention strategies are being reviewed so that program will be more cost-effective and focus more attention on institutionalizing nutritional care in the home.

Project Funding Information:

Year	1981	Year	1982	Year	1983	Year	1984
AID\$	35,167	AID\$	74,993	AID\$	123,466	AID\$	8,692
PVO\$		PVO\$	64,037	PVO\$	2,500	PVO\$	
TOTAL	35,167	TOTAL	139,030	TOTAL	125,966	TOTAL	8,692

Location in Country:

Bacolod, Bulalacao, Nasukob, Cantamuak, Laoag, Morong, Quezon City, Pandanan, Pasig, La Paz, Malingao, Santiago, Sta. Barbara, Wali

PVO Representative in Country:

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

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: PHILIPPINES

Project Title: Women's Income Generation

Project Purpose:

To assist 150 under- and unemployed women to become self-employed and to increase family income by over 50%.

Project Implementation:

Start Date: 12/15/80 Estimated Completion Date: 05/31/87
Status: 332 women in 13 rural and urban centers have received loans totaling \$13,000 for food production, handicrafts, vending/trading, animal husbandry, sewing and services. Repayment rate is approximately 90%.

Project Funding Information:

Year	1981	Year	1982	Year	1983	Year	1984
AID\$	13,406	AID\$	13,406	AID\$	19,335	AID\$	1,941
PVO\$		PVO\$	18,250	PVO\$		PVO\$	
TOTAL	13,406	TOTAL	31,656	TOTAL	19,335	TOTAL	1,941

Location in Country:

Metro Manila, La Paz, Bacolod, Baguio, Morong, Santiago, Sinamar

PVO Representative in Country:

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

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: PHILIPPINES

Project Title: Practical Skills Development

Project Purpose:

To provide practical skills training for 400 out-of-school youth over a period of five years.

Project Implementation:

Start Date: 12/15/80 Estimated Completion Date: 05/31/87
Status: 110 students have enrolled in electronics, dressmaking, tailoring, and cosmetology courses. Evaluation in September, 1984 raised questions about the appropriateness of SAWSO strategy. Staff will conduct survey of needs of out-of-school youth and unemployed adults as well as existing services.

Project Funding Information:

Year	1981	Year	1982	Year	1983
AID\$	10,515	AID\$	13,123	AID\$	20,470
PVO\$		PVO\$	542	PVO\$	
TOTAL	10,515	TOTAL	13,665	TOTAL	20,470

Location in Country:

Cebu City, Lapu-Lapu

PVO Representative in Country:

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

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: PHILIPPINES

Project Title: Animal Husbandry

Project Purpose:

To raise the protein intake and family income of the tribespeople on the islands of Mindoro and Mindanao through teaching animal husbandry techniques and sale of animals.

Project Implementation:

Start Date: 12/15/80 Estimated Completion Date: 03/31/84
Status: Four tribespeople were trained in the African-based "butchershop in your backyard" concept who then served as trainers in their villages.

Project Funding Information:

Year	1981	Year	1982	Year	1983
AID\$	16,362	AID\$	5,000	AID\$	9,178
PVO\$		PVO\$		PVO\$	
TOTAL	16,362	TOTAL	5,000	TOTAL	9,178

Location in Country:

Mindoro, Mindanao

PVO Representative in Country:

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

Appendix C

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: ZAMBIA

Project Title: Chikankata Water Supply

Project Purpose:

Renovate water reticulation and purification system at Chikankata Mission to increase system capacity from 125,000 to 225,000 imperial gallons serving 6,500 beneficiaries, hospital, leprosarium, secondary school.

Project Implementation:

Start Date: 09/15/80 Estimated Completion Date: 03/31/84
Status: Complete. System is operational, projected capacity attained and delivery system functioning.

Project Funding Information:

Year	1981	Year	1982
AID\$	57,790	AID\$	
PVO\$		PVO\$	43,000
TOTAL	57,790	TOTAL	43,000

Location in Country:

Chikankata Village, Mazabuka District, Southern Province

PVO Representative in Country:

Colonel Geoffery T. Perry
The Salvation Army
P. O. Box 34542
Lusaka, Zambia

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: ZAMBIA

Project Title: Ibbwe Munyama Community Development

Project Purpose:

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

Project Implementation:

Start Date: 09/15/81 Estimated Completion Date: 04/01/86
Status: Infant mortality now less than 5%, overall health status greatly improved, grain production increased more than 100%, community institutions now taking responsibility for planning and implementation. Continued funding proposed for 2 years at reduced level.

Project Funding Information:

Year	1981	Year	1982	Year	1983	Year	1984
AID\$	65,000	AID\$	44,223	AID\$	40,600	AID\$	16,430
PVO\$		PVO\$		PVO\$	22,334	PVO\$	
TOTAL	65,000	TOTAL	44,223	TOTAL	62,934	TOTAL	16,430

Location in Country:

Ibbwe Munyama Village, Mazabuka District, Southern Province

PVO Representative in Country:

Colonel Geoffery T. Perry
The Salvation Army
P. O. Box 34542
Lusaka, Zambia

Appendix C

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: ZAMBIA

Project Title: Corps Community Center Program Development

Project Purpose:

Facilitate provision of community services and initiation of local development projects in 3 rural impact areas.

Project Implementation:

Start Date: 10/26/83 Estimated Completion Date: 08/15/84
Status: Project funds were used to assist self-help building efforts at community centers by providing materials and equipment which are out of reach of local resources. Project is complete in two impact areas. Corps center at Nkaba has begun farmers club with 18 members involved in maize, sunflower, vegetable and fruit tree production. Construction has begun George village, completion projected for July 1984.

Project Funding Information:

Year	1983
AID\$	
PVO\$	13,500
TOTAL	13,500

Location in Country:

Nkaba Village, Mazabuka District, Southern Province
Chikankata Village, Mazabuka District, Southern Province
George Village, Mazabuka District, Southern Province
Syakalyabanyama Village, Mazabuka District, Southern Province

PVO Representative in Country:

Lt.-Colonel Geoffery T. Perry
The Salvation Army
P. O. Box 34542
Lusaka, Zambia

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: ZIMBABWE

Project Title: Tshelenyemba Nurses Training Center

Project Purpose:

Construct and equip a Training Center for Zimbabwe Enrolled Nurses, to train 20 nurses in 2 year curriculum based on primary/preventive health care as part of G.O.Z. program to provide health care personnel for national health plan.

Project Implementation:

Start Date: 12/01/82 Estimated Completion Date: 05/01/85
Status: Despite delays caused by political situation and drought conditions construction of the center has reached roof line. Depending on local situation, completion estimated by May 1984. Curriculum design is being undertaken by project manager in collaboration with Ministry of Health.

Project Funding Information:

Year	1982	Year	1983	Year	1984
AID\$	120,246	AID\$		AID\$	
PVO\$		PVO\$		PVO\$	8,360
TOTAL	120,246	TOTAL		TOTAL	8,360

Location in Country:

Tshelenyemba Village, Semukwe Communal Area, Matebeleland

PVO Representative in Country:

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

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: ZIMBABWE

Project Title: Nutrition

Project Purpose:

To improve the nutritional status of children under five years of age in drought-stricken Tshelenyemba area of Matebeleland.

Project Implementation:

Start Date: 06/14/83 Estimated Completion Date: on-going
Status: Distribution of nutritional supplements effected through mother-child health clinic and mobil outreach clinics from Tshelenyemba Hospital.

Project Funding Information:

Year	1983
AID\$	
PVO\$	3,000
TOTAL	3,000

Location in Country:

Tshelenyemba, Semukwe Communal Area, Matebeleland

PVO Representative in Country:

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

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: ZIMBABWE

Project Title: Mazoe Water Supply

Project Purpose:

Drill permanent water supply, install delivery and storage system at Mazoe secondary school. Supply will provide potable water to school facilities as well as water for irrigation for the school's agricultural production unit in compliance with G.O.Z. strategy.

Project Implementation:

Start Date: 11/15/83 Estimated Completion Date: 03/31/84
Status: Complete. Water supply system functioning. Students contributed self-help labor to digging and laying of pipe. Vegetable production for school consumption has begun.

Project Funding Information:

Year	1983
AID\$	
PVO\$	20,000
TOTAL	20,000

Location in Country:

Mazoe, Mazoe District, Central Mashonaland

PVO Representative in Country:

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

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0147-G-00-1019-00
Grant Dates: 12/15/80 to 05/31/84
Funding Mechanism: Matching Grant

COUNTRY: ZIMBABWE

Project Title: Umfure Corps Community Center Program Development
MP 83/42, 84/50

Project Purpose:

Facilitate provision of community services and initiation of local development projects in new impact area.

Project Implementation:

Start Date: 11/15/83 Estimated Completion Date: 03/31/84
Status: Project funds were used to assist self-help building efforts at community centers by providing materials and equipment which are out of reach of local resources. Building complete. Program start-up projected for quarter 2 CY 1984.

Project Funding Information:

Year	1983
AID\$	
PVO\$	52,000
TOTAL	52,000

Location in Country:

Umfure, Darwin District, Northern Mashonaland

PVO Representative in Country:

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

The Salvation Army
WORLD SERVICE OFFICE
Matching Grant Report
April, 1984

Appendix D

Project Title: TRES RIOS VOCATIONAL TRAINING
Costa Rica

Nature and Timing
of Evaluation: Independent evaluation in the third year of the project.

About the
Evaluator: George Weinand is an independent missionary working in
Costa Rica. He was a member of the New York Stock
Exchange and vice president of Morgan, Olmstead, Kennedy
and Gardner.

Evaluator's
Recommendations
and SAWSO
Responses: See SAWSO project officer's letter to Major Bernard Smith,
Divisional Commander of The Salvation Army in Costa Rica.
Complete text of evaluation is on file at SAWSO.

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JARL WAHLSTROM
General

NORMAN S. MARSHALL
National Commander



THE SALVATION ARMY

(Founded in 1865)

WILLIAM BOOTH, FOUNDER

ERNEST A. MILLER
National Consultant
Washington, D.C.

JOHN W. WIGGINS
Director, SAWSO
Washington, D.C.

JOAN E. ROBINSON
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Phone (202) 833-5646
TELEX Salvation Wsh 89-460

March 30, 1984

Major Bernard Smith
Divisional Commander
The Salvation Army
Apartado 6227
San Jose, Costa Rica

RE: Costa Rica PD 19, Evaluation of
Tres Rios Vocational Training Project

Dear Major Smith:

I have the October, 1983 evaluation by George Weinand. I would like to review his recommendations and make some comments. I welcome your response and further comments in the hope that the ensuing dialogue will result in a better program for the beneficiaries.

- I. Recommendation: Existing facilities and work areas need to be amplified.
 - A. Agriculture - needs additional property in order to expand both the training program and the production capability.
 - B. Auto Mechanics - enlarge work area to allow sufficient space for welding and body-shop areas.
 - C. Poultry - acquire additional space to place three more chicken houses (production style of 1000-1500 birds each) in operation. This will help with the overall income generation.
 - D. Cabinet Making - needs to be enlarged to allow space for the finishing of end products.
 - E. Cement Block and Construction - purchase the existing rented facilities and update block making machines.

SAWSO Response: I agree in principal that existing facilities and work areas could be amplified. However, this would involve a considerable outlay of capital. Considerable Capital has been provided by CIDA, ICCO, SAWSO and others for the existing facilities. Perhaps the income from the present operation needs to be increased before expanding. What follows are comments on each of the areas:

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Major Bernard Smith

March 30, 1984

Page 2

- A. Agriculture: Missionary Project money has been provided for purchase of the Kelley property. This would provide some more land but probably not enough. Is it realistic to expect that the men trained will find jobs in agriculture?
- B. Auto Mechanics: What is the economic viability of the existing mechanics operation?
- C. Aviculture: This has been a good income generating scheme. What is the market for jobs in this sector?
- D. Cabinet Making: How are the cabinets being marketed. Are they competitive with the mass produced products?
- E. Cement Block and Construction: What is the construction industry outlook given Costa Rica's economic problems? How much will the rented facilities cost and where will the money come from?

II. Recommendation: Equipment - acquire necessary equipment to replace that which has worn out from use and up-date where it is possible: cement block machines, welders, sewing machines, wood-working machines, etc.

SAWSO Response: We agree but question where the money will come from and to what extent replacement is necessary. Each area would need to be studied individually.

III. Recommendation: Staffing.

- A. Acting director - needs to be appointed as the director of the Model Center. An assistant needs to be appointed to serve under him to relieve some of the administrative burden.
- B. Follow-up counselor - full time employee to follow-up with the men during their first year out of the program. This would provide statistical data and a continuing contact and encouragement to the men.
- C. Teaching staff - to be added as needed providing ongoing stability to the program.

SAWSO Response:

- A. The Acting Director has been acting in that capacity for well over a year. It would seem logical to formalize the title. An Assistant Director would be beneficial. The question is whether there is sufficient income to pay for the support/administrative costs.
- B. I agree with this and made the same recommendation in my evaluation dated January 25, 1983. The follow up person could assist in the job search. A support group of graduates could meet regularly along the lines of Alcoholic Anonymous.
- C. The staff ratio needs to be analyzed for cost effectiveness as well as good pedagogy.

IV. Recommendation: Planning and Management.

- A. Develop an ongoing relationship with the local management training group INCAE to provide guidance, evaluation and development for the future. INCAE is the Instituto de Administracion de Empresas (Central American Institute of Business Administration).
- B. Plan and implement a means for the retail sales of products made in the Model Center.
 1. Open a retail store
 2. Export products to other countries
 3. Other means of sales
- C. Develop additional means to generate income for self-sufficiency through:
 1. Animal Husbandry
 - a. cattle
 - b. goats
 - c. sheep
 - d. pigs
 2. Leather Shop: shoe making and repair
 3. Silk Screen
 - a. t-shirts
 - b. souvenirs
 4. Tailor shop

SAWSO Response:

- A. INCAE certainly is one of the groups in Costa Rica which can offer guidance for planning and management.
 - B. Retail sales of products. A store and export are real possibilities, both need to be studied carefully as to their feasibility. Another option is wholesale sales.
 - C. Additional income possibilities.
 - 1.) Animal Husbandry. Land seems to be a limiting factor in this area.
 - 2.) Shoe making and repair seems viable as there is a low capital investment needed.
 - 3.) Silk Screen. This could be done by the existing craft workshop.
 - 4.) Tailor Shop. This is another possibility in which graduates could start their own business, without a large capital outlay.
- V. Recommendation: Develop Administrative Training Program as outlined in the CIDA project presented in October, 1982.
- A. Name of project: Los Naranjos Educational Center.

Major Bernard Smith
March 30, 1984
Page 4

V.

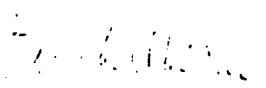
- B. Purpose: To expand existing educational area, providing classroom and laboratory facilities to house three to six additional classrooms. In addition to the education center, apartments will be constructed (see attached architectural plans).
- 1.) Program of job training for national pastors - local Seminaries and Bible Institutes have expressed interest.
 - 2.) Specialized training for missionary candidates to third world countries, language, culture, etc.
 - 3.) Administrative training for other Model Centers.

SAWSO Response: I agree with this in principal. The Model Center has much to share with local pastors and others in Latin America who are concerned about alcoholic rehabilitation and vocational training. Missionaries would benefit from the combination of language training and participation in the rehabilitation program. The plan as presented in the appendix of the evaluation consists of building classrooms and living quarters which SAWSO would not be able to finance. Perhaps a rotating internship could be offered for training. The intern would help with administration and counseling. A training program on this limited scale would not require more building. If a new missionary is being trained, he/she would learn more Spanish by living with a family in the community. These remarks are made in the light of limitations on SAWSO funding. What is the status of the CIDA request?

I have two questions which have come up in reviewing the project. Does the Ministry of Transportation cover some of the costs for rehabilitation of their personnel? The capacity of the Center is 104. What is the economically optimum number of trainees given the present staff level?

I congratulate you and the staff of the Center for the fine work being done. I am impressed by the efforts to find alternative means of funding and for improved management. The project is a model for rehabilitation in Latin America. I look forward to discussing this with you.

Sincerely,


Patrick Ahern
Project Officer

PA/eh

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The Salvation Army
WORLD SERVICE OFFICE
Matching Grant Report
April, 1984

Appendix D

Project Title: RED SHIELD VOCATIONAL TRAINING
Fiji

Nature and Timing
of Evaluation: Independent evaluation at end of second year of
implementation.

About the
Evaluator: Evaluation was conducted by Tina Ralston. A generalist,
with strong business and marketing skills, Ms. Ralston has
24 years of experience in the management of U.S. domestic
and international social service programs.

Evaluator's
Recommendations
and SAWSO
Responses: See SAWSO project officer's letter to Captain David Major,
Regional Commander of The Salvation Army in Fiji beginning
on the following page. Complete text of evaluation is on
file at SAWSO.

JARL WAHLSTROM
General

NORMAN S. MARSHALL
National Commander



THE SALVATION ARMY

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WILLIAM BOOTH, FOUNDER

ERNEST A MILLER
National Consultant
Washington D C

JOHN W WIGGINS
Director SAWSO
Washington, D C

JOAN E. ROBINSON
Assistant Director SAWSO
Washington, D C

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WORLD SERVICE OFFICE (SAWSO)
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Washington, D.C. 20005
Phone (202) 833-5646
TELEX Salvation Wsh 89-460

January 19, 1984

*Captain David Major
The Salvation Army
P.O. Box 1458
Suva, Fiji*

*Re: PD 130
Fiji Vocational Training Evaluation
by Tina Ralston*

Dear Captain Major:

On January 10 of this year the Vocational Training evaluation prepared by Tina Ralston last July was read and discussed in detail by the SAWSO staff. During this technical assistance you and I have had an opportunity to discuss the evaluation findings and recommendations in detail. I would like to take this opportunity to respond to some of the major recommendations presented by Tina Ralston.

General

Recommendation: *Specific training should be undertaken with project staff on the principles of management by objectives.*

SAWSO Response: *We realize that 1983 was a difficult year for the region to conduct previously planned training programs for project staff due to Hurricane Oscar relief activities, your extended illness, the 10th Anniversary Celebration of The Army in Fiji, and a tour to New Zealand by SA staff. As you, your successor Major Rabbitts and I discussed, SAWSO will conduct a 3-4 day training workshop on program planning, design and evaluation for SA staff in early June 1984. During MG II (1984-87) SAWSO will provide budgetary support for additional in-country training activities (business management, accounting, etc.).*

Lautoka

Recommendation: *To improve documentation of baseline data and follow-up information.*

SAWSO Response: I am in complete agreement with the evaluator on this point. Without good record keeping, base line information and follow up information, it becomes very difficult to determine 1) whether we are achieving stated objectives and 2) what impact the program has had on project beneficiaries. Methods of gathering base line data, record keeping and follow-up information should be included during the June, 1984 staff training workshop. In addition to staff training, it will be necessary to continue with training of participants to help them to continually assess and evaluate their own effectiveness.

Lomaiivuna

Recommendation: Now that the physical plant (community center) is in place, it is important to set the farming component in motion as further tangible evidence to the community that more advanced methods of farming are practical and will increase income.

SAWSO Response: During our recent visit to the Lomaiivuna farm I was pleased to see that the six resident men, with the assistance of the Agricultural Officer, have planted ginger, cassava, corn, taro, and pineapple on several acres of land. We want to encourage and support your efforts towards making the farm more productive and for this farm to become a model with various new projects (land contouring, small livestock raising) taking place to stimulate the interest of other farmers. However, this is a slow process and it would be wise to ensure that the new technologies/methodologies introduced be appropriate and within the resources of the local community and leadership.

Recommendation: The tendency in Fiji is to think of one project at a time, i.e., "the hall is finished - rest awhile." These men should be encouraged to see the whole picture and not as the hall, the land clearing, the planting, etc., as single objectives.

SAWSO Response: It is a fair comment to say that rural Fijians think in terms of one project at a time. This situation will probably not change dramatically in the near future. However, we should encourage SA officer and program participants to view the total picture while simultaneously establishing attainable objectives and targets.

Vatuwaga

Recommendation: To strengthen the counseling component by increasing staff. This will leave the instructor (s) free to instruct those men who are better motivated.

Captain David Major
January 19, 1984
Page 3

SAWSO Response: The counseling component of The Army's Rehabilitation Program for Young Men is based at the Raiwai Hostel, which is not funded by SAWSO. The Vatuwaqa workshop focuses on skills training. Instead of hiring more staff, emphasis should be placed on improving coordination between Hostel/ counseling and workshop staff.

Recommendation: It is unrealistic to try to teach easy quickly implemented mechanical skills in a society where the number of automobiles leaves little opportunity to put those skills into practical use.

SAWSO Response: Given that the issue of appropriate skills training activities was raised by SAWSO on previous occasions (during SAWSO t.a./evaluation visits in October, 1982 and February, 1983), I am in agreement with the evaluator's comment. I note that during the most recent technical assistance visits (August, 1983 and January 1984), more emphasis has been placed on teaching general overall mechanical skills so that a program participant has the basic know-how to repair a motorbike, motor mower, outboard engine or car.

Recommendation: Individual businesses at this point in time are somewhat inappropriate for the Fijian lifestyle. While it can be encouraged, it will be a long time in the future before the necessary expertise is widespread enough to be of any practical use. As part of the solution to this problem, some management training must be incorporated if this is to be a priority goal of the vocational school.

SAWSO Response: The pressure of traditional social values and competition from the Indian and European communities has meant that most ethnic Fijians have been excluded from Fiji's economic and commercial development. The Fiji government is attempting to deal with this problem through legislation and the establishment of statutory bodies (i.e. BOMAS) SAWSO believes that the program should attempt to support and encourage the establishment of micro-enterprises among ethnic Fijians. The challenge facing the Government, SAWSO and other agencies is great. The delivery of training, financial and technical assistance services will be incorporated into the program. SA staff will receive training in providing business management assistance.

I would appreciate your sharing these responses with your successor, Major Wesley Rabbitts, and members of the project staff you feel appropriate.

I look forward to continuing our support of The Army's outstanding efforts to integrate ex-offenders into Fijian society.

Sincerely,

Alex Costas, Project Officer

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The Salvation Army
WORLD SERVICE OFFICE
Matching Grant Report
April, 1984

Appendix D

Project Title: TIERRA NUEVA VOCATIONAL TRAINING
Guatemala

Nature and Timing
of Evaluation: Independent evaluation in third year of project.

About the
Evaluator: Arnoldo Ortiz Moscoso was the Vice Minister of Economy in
Guatemala and the Director of the National Office of Civil
Service. He teaches law and public administration at the
University of San Carlos in Guatemala. Mr. Ortiz has been
a consultant for the Inter American Development Bank and
the National Secretariat of Economic Planning.

Evaluator's
Recommendations
and SAWSO
Responses: See attached SAWSO project officer's letter to Major
Stanley Melton, Regional Commander of The Salvation Army
in Guatemala. Complete text of evaluation is on file at
SAWSO.

Alex

JARL WAHLSTROM
General

NORMAN S. MARSHALL
National Commander



THE SALVATION ARMY

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WILLIAM BOOTH, FOUNDER

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Phone (202) 833-5646
TELEX Salvation: Wsh 89-460

JOHN W. WIGGINS
Director SAWSO
Washington, D.C.

JOAN E. ROBINSON
Assistant Director, SAWSO
Washington, D.C.

March 29, 1984

Major Stanley Melton
Regional Commander
The Salvation Army
Apartado 1881
Guatemala, Guatemala

RE: PD 194 Guatemala - Tierra Nueva Evaluation

Dear Major Melton:

I have the final copy of the evaluation submitted by Arnoldo Ortiz Moscoso on September 19, 1983. I would like to review his recommendations and make some comments. I welcome your response and further comments in the hope that the ensuing dialogue will result in a better program for the beneficiaries.

1. Recommendation: A follow up phase for the trainees who have graduated from the program seems important in order to give them support after they leave the Center. There is no evidence that this is presently being done in a systematic manner.

SAWSO Response: I concur with this and also made the same recommendation in my evaluation report of January 26, 1983. It would be helpful to have a person to assist in finding jobs and to support the men in their struggle to stay sober and hold down a job. A support group similar to Alcoholics Anonymous might be encouraged for the graduates of the program. The job placement and follow through person might also be combined with the job of marketing the blocks. Contractors who need blocks may also need workers. I realize that funding such a position may be a problem, but we should consider it seriously.

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Major Stanley Melton
March 29, 1984
Page 2

2. Recommendation: It was an excellent decision to designate a young Guatemalan with adequate training to conduct and manage the day to day operations of the Center. Having a Guatemalan helps the participants adjust to their new environment during their training. It is highly recommended that this organizational policy be reinforced.

SAWSO Response: I concur in commending your efforts to develop local leadership. It is essential that these young leaders be given guidance, training and support to fully develop their potential. I understand that the trip in November to see the vocational training project in Costa Rica was beneficial to the two young local officers.

3. Recommendation: In order to reduce costs and to improve the overall program the water and electric service problems must be solved. A detailed study of the costs of production of cement blocks is recommended as well as a study of the commercialization and marketing of blocks. There are indications that in the short run there will be a sharp increase in construction materials in Guatemala.

SAWSO Response: I second this and am also aware of all the efforts you have made to solve the problems. Trucking in water and using your own generator is very costly and slows production as in the cases when the generator breaks down. Perhaps Mr. Moscoso could assist you in getting the government to provide the services you have already paid for. A marketing person could do a study on the costs of production and marketing. Have construction materials risen rapidly as Mr. Moscoso predicted? Has this improved or hurt your financial picture?

The above are SAWSO's responses to the three recommendations of the evaluator. I would like to add a few recommendations based on my visits to the Center and in anticipation of my upcoming visit.

Major Stanley Melton
March 29, 1984
Page 3

1. That there be more diversity in the vocational training than that involved only in the block making process. This would enhance the graduates' ability to find employment. We have discussed this and I realize that this is a major objective of the new grant.
2. That an assessment be made of the counselling and direct rehabilitative program for the trainees.
3. That efforts be made to gradually increase the freedom and responsibility of the trainees so that their ability to gradually make it on their own is increasingly tested as they progress.

I want to commend you and all of the staff of the Center for the great strides you have made in building this program from scratch. I look forward to discussing this with you.

Sincerely,

Patrick Ahern
Project Officer

PA/eh

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Appendix D

Project Title: COMPREHENSIVE PRIMARY HEALTH CARE
 Pakistan

Nature and Timing
of Evaluation: Independent evaluation of project at end of first year of
 implementation.

About the
Evaluator: Evaluation was conducted by David Aston, RN, OC, CPH. A
 registered nurse since 1954, Mr. Aston also holds a
 Certificate in Public Health from the University of Ottawa
 and a Doctor of Chiropractic Medicine degree from the
 Cleveland College of Chiropractic Medicine of Kansas
 City. He has participated in community health programs in
 Canada (serving Eskimo populations), the Middle East,
 Congo, Gabon and Sudan. He presently serves as the
 Director of the Rural Health Care Project at the Memorial
 Christian Hospital in Sialkot, Pakistan.

Evaluator's
Recommendations
and SAWSO
Responses: See SAWSO project officer's letter to Col. Gordon Bevan,
 Territorial Commander of The Salvation Army in Pakistan
 beginning on following page. Complete text of evaluation
 is on file at SAWSO.

JARL WAHLSTROM
General

NORMAN S. MARSHALL
National Commander



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TELEX Salvation Wsh 89-460

January 16, 1984

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

Re: PD 270, 273-6
Pakistan Preventive Health Evaluation by David Aston

Dear Colonel Bevan:

Thank you for forwarding a copy of David Aston's evaluation of this project to us at SAWSO. Received on December 16, it was read with interest not only by John Wiggins, Joan Robinson and myself, but by all my fellow project officers as well. While I am sure there will be opportunities to review the document in detail with members of the project staff on my next technical assistance visit, I would like to take this opportunity to respond in writing to some of the major recommendations put forth by Mr. Aston. Specifically:

Recommendation: Project management needs to place PHC outreach supervisors at Jhang and Faisalabad clinics or take other actions that will expedite the achievement of objectives at those locations (see cover page) and, additionally, a local person should be hired to assist the nurse at Jhang in health outreach (page 43).

SAWSO Response: Given that the issue of uneven clinic performance in general (and low output at Jhang, in particular) was raised by SAWSO on two previous occasions (with the project consultant, Mr. McClure, last July, and with project staff during my visit last October), I am in complete agreement with the evaluator's recommendations here. I note in your program report covering the September 16 to December 15 period (received January 3) that three persons were recruited at some point during the quarter to assist in village public health work at Jhang. I want to commend you on this action and am hopeful that it will precipitate a measurable improvement in the clinic's outreach operations during the next quarter. As I recall from our October discussions, part of the problem at Jhang was that the nurse in charge of the PHC effort was also responsible for running the boys hostel at that location. We had discussed the possibility of relieving her of the latter burden so that her attention to the PHC effort could be full rather than half-time. Has any action been taken in this regard?

AS

Colonel Gordon Bevan
January 16, 1984
Page 2

Re: PD 270, 273-6

Recommendation: There is a need for additional training of local staff in public health/sanitation, and that an expatriate nurse with post-graduate qualifications be hired for a one to two year period to assist the Project Coordinator in this area -- with the understanding that the local workers presently on staff would move up to training and supervisory roles by the end of this period (pages 56-57).

SAWSO Response: I heartily concur on this point as Sue Allibone will be increasingly stretched as Project Coordinator if the project assists additional Army dispensaries in Pakistan to make the shift from strictly curative to the combined curative/preventive approach. However, I am not sure that it is necessary that such a person have an extensive medical background or that they be expatriate. The most essential qualifications for a "training organizer" or "training assistant" would be strong training skills, an ability to relate well with (if not, in fact, share the same cultural/social/linguistics background as) the local health workers recruited in the villages, and a familiarity with PHC. Of course, if such a person is not available to you locally, SAWSO would be able to assist with recruitment by contacting one of several talent banks that specialize in locating development workers for overseas assignment.

Given the lack of potable water and the non-existent or clogged drains that I observed in the outreach villages I visited in October, it might be advisable to recruit two persons at this level. One to focus on training and motivating the village health workers recruited for the clinics and their PHC outreach (as envisioned in the preceding paragraph), the other, with a background in community organization and sanitation, to recruit and train local (Corps, if possible) youth to organize sanitation teams within each village.

-There are, of course, both procedural and budgetary considerations in hiring either (or both) person(s). Procedurally, a letter should go from THQ through the I.S. for South Asia to Commissioner Scott, the new I.S. for Development, requesting SAWSO's assistance in recruiting for and/or funding such positions.

Budgetarily, while the \$103,942 in USAID funds projected for this project from April 1, 1984 to March 31, 1985 include \$10,000 for professional services, these funds were, by mutual agreement, earmarked for the Territory's management consultant, Mr. McClure, for his services to this project. Unless USAID were to make some additional funds available for SAWSO's health sector projects this year, the only other immediate solution would be a reallocation of some of the remaining funds (\$93,942) to this category. We can discuss this during my March visit. In preparation for that discussion, I would appreciate you asking Sue to develop a 12-month project plan (with output indicators and budget breakdown) based on the \$103,942 figure that we can review and finalize at that time. I will be sending her some of my notes and projections regarding this subject under separate cover.

Colonel Gordon Bevan
January 16, 1984
Page 3

Re: PD 270, 273-6

Recommendation: Consideration be given to recruiting male health workers from base clinic villages who, fluent in English and with a Matric level of education, would compliment and extend the role of the nurse-in-charge and serve as liaison with village traders facilitating the participation and cooperation of village males in sanitation projects and family planning activities.

SAWSO Response: There are strong arguments in favor of the female composition of PD 270, 273-6 health teams. Women and children are the most needy recipients of health services in Pakistan and make up the vast majority of the beneficiary population. And women usually prefer health workers who are women. Women health workers also constitute important role models in a society that has tended to denigrate the potential contributions of the gender. However, the point is well taken that in activities where the participation of village males is requisite (e.g., the village sanitation projects envisioned), a male health worker may be better accepted in a leader/organizer role. Before deciding on recruiting males for the health teams, we need to make a programmatic decision on the amount of PHC resources we want to put into sanitation activities over the next three years. If the allocation is as considerable as it is in the Afghan Refugee Assistance Project, then it might be appropriate to consider establishing separate but complimentary teams of female PHC and male sanitation workers as exist in that other project. Should males eventually be recruited, it might be advisable to recruit from the outreach villages themselves rather than the base clinic villages.

Recommendation: In order for the Territory to recruit and retain qualified staff for this project, a longer term (i.e., minimum three year) funding commitment is required on SAWSO's part.

SAWSO Response: Provided that USAID signs the second three-year Matching Grant and SAWSO passes muster at each end-of-the-year review, SAWSO is committed to programming USAID funds to PD 270, 273-6 for the duration of that grant. While we were not able to indicate specific second and third year figures in our last communication on the subject, we presently project proposing SAWSO Executive Committee approval for allocations of \$165,568 and \$181,770 in the second and third years respectively. Note that SAWSO revises budgets annually and actual allocations can vary considerably based on a number of factors. These include: changes in USAID's annual allocation to SAWSO and in the number of health sector projects among which SAWSO funds are to be divided, as well as changes in the project in question (e.g., performance against objectives, envisioned expansion, increased self-sustainability).

I would appreciate your sharing these responses with Sue Allibone and any other members of the project staff you feel appropriate. We can discuss

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Colonel Gordon Bevan
January 16, 1984
Page 4

Re: PD 270, 273-6

these and any other issues raised in David Aston's evaluation at greater length in March.

Until then, best wishes.

Sincerely,

Doug Hill
Project Officer

DH:kg



Appendix D

Project Title: NUTRITION/DAY CARE
PRACTICAL SKILLS DEVELOPMENT
Philippines

Nature and Timing
of Evaluation: Independent evaluation of two projects at end of second
year of implementation.

About the
Evaluator: Evaluation was conducted by the Philippine Business for
Social Progress (PBSP). PBSP is a private, non-profit
foundation which provides financial and technical
assistance to food production, small business, and human
resource development projects. PBSP conducts
USAID-financed staff training programs for PVO's as well
as research and evaluation studies.

Evaluator's
Recommendations
and SAWSO
Responses: See SAWSO project officer's letter to Major Ron Johnson,
General Secretary of The Salvation Army in the Philippines
beginning on the following page. Complete text of
evaluation is on file at SAWSO.

JARL WAHLSTROM
General

NORMAN S. MARSHALL
National Commander



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TELEX Salvation Wsh 89-460

February 17, 1984

Major Ron Johnson
The Salvation Army
P.O. Box 3830
Manila 2800
Philippines

Re: PD 179 Nutrition/Day Care
PD 199 Practical Skills Development
Evaluation conducted by PBSP

Dear Major Johnson:

Following our discussions on the evaluation report of the above captioned projects, I would like to take this opportunity to respond to some of the major recommendations and observations presented by the Philippine Business for Social Progress (PBSP) and the USAID Mission in the Philippines.

NUTRITION/DAY CARE

Recommendations: The Salvation Army should determine whether it wants to continue a feeding program, which seems to be the nature of the present project, or a nutrition program where the focus is on institutionalizing nutritional care of children in the home situation.

SAWSO Response: We discussed this important issue at length during my visit. As we agreed, during the next 3 years THQ staff, the SA nutritionist and field staff with PBSP technical assistance will review and revise intervention strategies so that the program will focus more attention on institutionalizing nutritional care of children in the home. Appropriateness of inputs (i.e. food, personnel) and cost effectiveness will be assessed and community participation will be explored.

Recommendations: In setting the objectives, realistic and appropriate targets and time frame should be stated. Also different rates of improvement among the nutritional levels should be determined.

- SAWSO Response: In the project proposal for Matching Grant 2, Captain E. Urbien presented targets of improvement for each nutritional level each year. I understand that these projections were shared with the Nutrition Foundation of the Philippines and PBSP and both organizations felt that the targets are attainable if sufficient intervention strategies are provided. By establishing targets within a specific time frame, we will be able to determine project progress and impact.
- Recommendation: The Nutrition/Day Care centers need a systematic and organized program to help mothers augment their income.
- SAWSO Response: As we discussed SAWSO will support the Women's Income Generation Program wherever there is a nutrition/day care center.
- Recommendation: Monitoring or follow-up of beneficiaries needs strengthening. Records should be organized and complete. Intake forms and records of children should be standardized.
- SAWSO Response: As we discussed, THQ/Manila staff, the SA nutritionist (to be hired), field staff and PBSP will work together in addressing the above recommendation. By closely monitoring a child's growth, SA staff can counsel mothers as to the amount of attention and care needed. Good record keeping and standardization of information gathered minimizes the differences in the methods of assessment between centers and facilitates the evaluation of the entire program.
- Recommendation: There should be clear communication and common understanding among SAWSO, THQ and local centers of the project objectives.
- SAWSO Response: During my technical assistance visit in September 1983, Captain E. Urbien and I discussed this matter and clarified some procedures. After SAWSO receives a project proposal through IHQ, it is reviewed with the submitting territory. Following review and revision (if any) a grant agreement is signed by SAWSO and the submitting territory. The grant agreement and its attachments (project summary sheet, revised project proposal, etc.) become the official documents outlining goal, objective (s), targets, implementation plan and budget. These documents are the basic for program monitoring and evaluation. Any major changes in goal, objectives, implementation and/or budget should be proposed to SAWSO through standard Salvation Army procedures. The amended grant agreement between THQ and SAWSO should then be communicated with the local centers.

PRACTICAL SKILLS DEVELOPMENT

Recommendation (USAID/P): Many urban areas have adequate vocational schools. Therefore, a project such as this, must complete with existing vocational schools. It seems it would be more cost effective to use these existing schools rather than to set up separate and special vocational projects. Based on the evaluation findings, there may be a need for career counseling and guidance (perhaps with referral assistance) and scholarship programs which would tie into existing local vocational schools.

SAWSO Response: USAID/P has raised an important issue. Given the current economic difficulties in the Philippines and the limited amount of financial resources available to PVOs it is important that we coordinate our activities with other groups and programs to avoid duplication and overlap. Before the new Matching Grant begins, we should review the appropriateness of our strategy to meet the needs of out-of-schools youths and unemployed adults. As we discussed and agreed during the next quarter, SA/Cebu staff will conduct a survey of the target population as well as existing community resources (i.e., vocational training schools, skills training programs, etc.). Cebu will then present THQ/Manila with new baseline data, revised objective and a list of alternative strategies. For each strategy a force-field analysis will be conducted. A memo from Cebu to THQ will outline which strategy would be most appropriate and the justification for it.

Recommendation: Implement a built-in program monitoring and evaluation scheme and maintain an effective record keeping system.

SAWSO Response: I see this has been addressed in the new project proposal.

Recommendation: Incorporate a workable job placement program, conduct simple pre-employment seminars, and determine the appropriate duration of each training course.

SAWSO Response: I assume these suggestions will be addressed during the planning stage.

I would appreciate your sharing these responses with Capt. Emeline Urbien and any other of the project staff you feel appropriate. I am pleased that we had the opportunity to discuss these recommendations at length during this technical assistance visit. In addressing the recommendations we should be able to improve program effectiveness and impact.

Best wishes.

Sincerely,

Alex Costas, Project Officer

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Appendix D

Project Title: CHIKANKATA WATER SUPPLY
Zambia

Nature and Timing
of Evaluation: Independent evaluation at end of second year of
implementation and first funding cycle.

About the
Evaluator: Evaluation was conducted by Mr. Mutaba Mwali who was on
the faculty of the University of Zambia as a lecturer on
the Economics of Rural Development at the time of this
evaluation. Mr. Mwali holds a Bachelor of Social Work
from UNZA and an M.S. in Economics from the University of
Wales. He has worked in the field of rural development
since 1977 as a rural sociologist for the Zambian Ministry
of Agriculture and Water Development and as a research
fellow at the Rural Development Studies Bureau (UNZA). He
has conducted evaluations previously of the Kapini Human
Development Project, the SIDA Integrated Rural Development
Programme in the Eastern, Northern and Luapula Provinces
of Zambia (Team leader), as well as an evaluator of the
Ibbwe Munyama Community Development Project in 1982. Mr.
Mwali is presently pursuing doctoral studies in economics
in the United Kingdom.

Evaluator's
Recommendations
and SAWSO
Responses:

See SAWSO project officer's letter to Lieutenant Colonel
Geoffery T. Perry, Officer Commanding of The Salvation
Army in Zambia beginning on the following page. Complete
text of evaluation is on file at SAWSO.

JARL WAHLSTROM
General

NORMAN S. MARSHALL
National Commander



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TELEX Salvation Wsh 89-460

March 14, 1984

Lieutenant Colonel Geoffery T. Perry
Officer Commanding
The Salvation Army
P.O. Box 34352
Lusaka, Zambia

Re: PD 203 Chikankata Water Supply
Evaluation by Mutaba Mwali

Dear Colonel Perry:

The evaluation of the water supply project has been reviewed by myself and the SAWSO staff. Below I have written our responses to some of the comments made by Mr. Mwali.

Comment: Potability of the water is not guaranteed.

SAWSO Response: Potability was dependent upon an effective chlorination system. As of February 1984, a source of chlorine gas has been identified and the chlorination system is operational. Previous delays were related to the unavailability of the gas in Zambia due to lack of foreign exchange.

Comment: The number of local residents utilizing the new water source is estimate at 500 as opposed to 5,000 as projected.

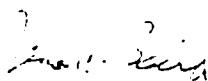
Lt.-Colonel Geoffery T. Perry
March 14, 1984
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SAWSO Response: The priority beneficiaries of the system were the staff and users of the Chikankata facilities, a total numbering 1500. Although implementation plans included expansion of the system to include a wider target area actual implementation fell short of reaching the projected outside users. Resources simply proved inadequate to extend the system far enough. However, it should be noted that the actual number of beneficiaries is somewhat higher than culculated in the evaluation report. Though the hospitals in-patient capacity is 250, patient turn-over will significantly increase the number of beneficiaries over time to approximately 500-1000 per year. Secondly, the hospital also provides out-patients facilities. All of those using such services also benefit from a regular supply of potable water.

Comment: There is a need for the mission to start looking at how it addresses itself to the needs of the immediate local community.

SAWSO Response: This is indeed an important issue. The mission has, for years now, provided essential, high-quality services to the larger population of the Southern Province of Zambia. It has been somewhat limited in its involvement with development issues confronting areas in the immediate environs, but situation is changing. Local Salvation Army administration is examining more closely the desirability and extent of local action. Such discussions have been facilitated by SAWSO staff on technical assistance visits, though this has not been the sole source of input. Movement in this direction should continue to be a priority for future work at Chikankata and will receive the active support of SAWSO.

Sincerely,



James H. Baird
Project Officer

JHB/gt

Appendix D

Project Title: IBBWE MUNYAMA COMMUNITY DEVELOPMENT PROJECT
Zambia

Nature and Timing
of Evaluation: Independent evaluation at end of second year of
implementation and first funding cycle.

About the
Evaluator: Evaluation was conducted by Mr. Mutaba Mwali who was on
the faculty of the University of Zambia as a lecturer on
the Economics of Rural Development at the time of this
evaluation. Mr. Mwali holds a Bachelor of Social Work
from UNZA and an M.S. in Economics from the University of
Wales. He has worked in the field of rural development
since 1977 as a rural sociologist for the Zambian Ministry
of Agriculture and Water Development and as a research
fellow at the Rural Development Studies Bureau (UNZA). He
has conducted evaluations previously of the Kapini Human
Development Project, the SIDA Integrated Rural Development
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of Zambia (Team leader), as well as an evaluator of the
Ibbwe Munyama Community Development Project in 1982. Mr.
Mwali is presently pursuing doctoral studies in economics
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Evaluator's
Recommendations
and SAWSO
Responses:

See SAWSO project officer's letter to Lieutenant Colonel
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text of evaluation is on file at SAWSO.

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TELEX Salvation Wsh 89-460

March 14, 1984

Lt.-Colonel Geoffery T. Perry
Officer Commanding
The Salvation Army
P.O. Box 34352
Lusaka, Zambia

Re: PD 202
Ibbwe Munyama Community Development
Evaluation by Mutaba Mwali

Dear Colonel Perry:

On January 10 of this year, the evaluation of the Ibbwe project submitted by Mr. Mwali last fall was read and discussed in detail by the SAWSO staff. Since the purpose of evaluation is to assist those most closely involved with the project to improve program effectiveness, I wanted to share with you in writing some of our responses to the major conclusions and recommendations of Mr. Mwali. Much of this will be familiar to you I am sure, owing to our discussions during my visit in February.

Recommendation: The cooperative needs to be strengthened. The ability of the community to sustain development progress will depend to a large extent on the performance of the cooperative.

SAWSO Response: I concur in large part with the observation (see other issues and actions B) below)

The cooperative has emerged as the principal organizing and motivating structure in the community. It will continue to play a pivotal role in further development. Specific areas which need strengthening are accounting and financial management skills and providing agricultural services.

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Lt.-Colonel Geoffery T. Perry
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As I indicated in the trip report for my last technical assistance visit, an appropriate accounting system needs to be devised to meet the needs of the co-op. Training will also have to be provided to ensure that the co-op leaders will be capable to managing and tracking their income and expenses. Captain Sewell and I contacted possible trainers and financial consultants in Februray.

I discussed with the coop leaders the need to collect production data in greater detail. This will enable them to evaluate the impact of innovations such as crop diversification, small-scale irrigation and the use of an ox-drawn cultivator, all of which are planned for the next two-years.

Increasing planning will aid in assuring that agricultural inputs are available to farmers on a timely basis.

Recommendation: Is the cooperative the best institution to meet the needs of the noorer weaker and less articulate members of the population (i.e., women, poor farmers, elderly, etc.)?

SAWSO Response: This question must be addressed by the community as a whole. The tendency for already influential, or economically advanced elements of the community to monopolize benefits must be mitigated and the needs of the less well-off provided for.

This is a sensitive issue economically and socially. In the first instance, the cooperative's economic solvency could be threatened if it is forced to make loans to high risk candidates. On the cultural issue, if SAWSO or the project managers, were to insist that, for example, women must represent 50% of coop membership, we would run the risk of imposing outside cultural mores unacceptable objectives. This subject has been raised in my discussions with the community. SAWSO will work with the project managers to encourage just, yet viable solutions. Solutions to this problem must be arrived at through discussion and thoughtful deliberation and above all with full participation of the community.

One possibility might be the provision of special funds to the cooperative which could be loaned at discretionary rates to high risk candidates.

cfb

Recommendation: The clinic needs; a vehicle to transport sick patients and enable staff increase out-reach; a refrigerator for vaccine storage; and the assistance of village health workers and traditional birth attendants.

SAWSO Action: I concur with all three suggestions. Happily, as you know, the first two have been taken care of. The ambulance has been obtained and the Embassy of the United Kingdom donated a gas refrigerator. I discussed the possibility of training village health workers and traditional birth attendants the clinic nurse. Provisional plans have been made to train 20 traditional birth attendants in 1984-85. Specifics of the training will need to be developed in conjunction with Chikankata hospital (in view of their supervisory role) in the course of the continued project.

Recommendation: Further up grading of the access road is necessary.

SAWSO Response: In view of the importance attached to this by the community and project managers, continued road work is proposed under the second Matching Grant.

Plans have been discussed with project managers to pave an additional 1.5 kilometers of road and to provide 7 drainage pipes. The result will be increased access to local markets and decreased repair and maintenance costs for vehicles.

Once completed, the community will have to assume responsibility for upkeep and maintenance of the road. SAWSO will assist the project managers and villagers to devise adequate plans for this.

Other Issues and Actions

Certain issues were not specifically cited in the evaluation but have been raised in its review by the SAWSO staff.

A) While improvement in the over-all health of the target population is plainly evident to the observer, the evaluation did not provide statistical data regarding health out-puts. Records presently being kept at the clinic can provide such information however, no specific reporting system has been devised as yet. SAWSO plans to work with the clinic nurse to establish community health target indicators and a system of measuring out-puts versus projected goals.

CFP

Lt.-Colonel Geoffery T. Perry

March 14, 1984

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B) As pointed out in the evaluation, strengthening of village institutions needs to take place. At the time of the evaluation, the agricultural cooperative was the principal institution. Now however, the villagers have expressed a desire to take over greater responsibility for project management, planning etc. In view of the variety of project activities the cooperative is not broad enough to assume these responsibilities. For this reason a new local administrative structure is being developed. The local leaders are attempting to devise this system at present. SAWSO views this effort as the logical and necessary step to community development and will continue to assist and support the progress.

C) Future efforts at evaluation need to provide better data and analysis of the processes involved in project activities. More input from the beneficiaries and project managers will be solicited in designing and carrying out evaluation. This will help to ensure the usefulness of data, conclusions and recommendations and their relevancy to local concerns and informational needs.

Let me say Colonel, that it is indeed a pleasure and an inspiration to collaborate with you on this project. I hope that you will consider my comments in conjunction with your staff and I look forward to hearing your reactions so that we can continue this work so well begun.

Sincerely,

James H. Baird
Project Officer

JHB/gt

Attachment

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Evaluation in the SAWSO Project Cycle

I. Project Design

- A. Collection of baseline data at or prior to project start-up
- B. Inclusion of evaluation system into project design
 - 1) Establishment of achievement indicators and reporting system
 - 2) Schedule for quarterly progress report
 - 3) Schedule for year-end evaluations
 - 4) Budgeting for evaluation costs

II. Project Implementation

- A. Quarterly Progress reports
- B. Monthly financial reports
- C. 2-3 technical assistance visits to project site by SAWSO project officer
 - 1) First-hand observation of project activities
 - 2) Review of records
 - 3) On-going discussions with project managers and beneficiaries about progress and need for evaluation/monitoring
- D. Annual evaluation conducted by SAWSO, local staff or outside independent evaluator
- E. Review of evaluation by SAWSO staff, project staff and beneficiaries. Feedback of lessons learned to project; changes in implementation, schedule or project objectives

III. Budget Review Process

- A. Annual review of project budget in context of overall SAWSO program
- B. Submission of annual budget and objectives to SAWSO Board of Trustees for approval