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Salesian Missions

of the

Salesian Society, Inc.

ANNUAL REPORT

A.I.D. Grant No. OTR-0158-A-00-9078-00

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EXECUTIVE SUMMARY

This report covers the first year of AID Matching Grant Number OTR-0158-A-00-9078-00. The purpose of the grant is to upgrade the institutional capabilities of the Salesians to undertake development activities, to improve the impact of their activities and to enhance Salesians' ability to attract support for their development work.

The project contains three separate activities:

1. support to Salesian Missions to help sustain and expand the work of program development, coordination and funding begun in our first matching grant which ended in August 1989;
2. development of a set of methodologies for overseas Salesians in project management, implementation and evaluation and presentation of a series of training courses in these methodologies;
3. funding for overseas projects developed by or in conjunction with overseas Salesians.

Good progress has been made in Activity 1, strengthening the headquarters capabilities of Salesian Missions. The Overseas Programs Office is fully staffed and staff training is underway. Discussions have been held with a number of counterpart Salesian offices in the United States, Canada, Europe and Australia to seek ways for joint cooperation in project funding development and funding. Good progress has been made in the preparation of materials for our office operations manual, particularly on guidelines and documentation for preparation of project proposals and financial management. Consultations have been held with a large number of public and private sector donor groups, as well as PVO's and NGO's, to explore possibilities for long-term cooperation. A program to improve the quality of agricultural education and extension to campesinos in Latin America has begun with the support of the Kellogg Foundation. The program totals over \$4.2 million dollars with the Foundations' contribution in excess of \$2.8 million dollars.

Under Activity 2, we have developed and are in the process of refining a series of methodologies for project design and management with the cooperation of Management Systems International (MSI). MSI has conducted two training courses for over 70 Salesian men and women. Representatives have participated from countries of the Caribbean, Central and South America. Future courses have been scheduled for Central America and Asia and the contract for the Asian course has been signed. The courses, evaluated against the satisfaction of the participants, have been very successful. We must now develop a system evaluate the long-term impact of this training.

Activity 3 provides financing principally for projects developed by participants in the training courses and for leveraging donations from other public and private U.S. and international donor groups. Several projects are in the discussion stage, and while no monies have yet been dispursed, we expect during the second project year to see substantial activity in project development and financing under Activity 3.

The Overseas Programs Office, as a result of institutional support from the U.S. Agency for International Development, has secured commitments for projects totaling over \$7.7 million dollars since establishment in March 1987, and we have projects totaling approximately \$3 million additional pending with the Kellogg Foundation and individual USAID missions.

The financial condition of Salesian Mission is very sound. AID support of \$400,000 per year represents approximately 1.3% of total support and revenue of Salesian Missions in 1989, but its impact on Salesian Missions has been in far greater proportion. With AID support over the past three and half years, Salesian Missions has established its Overseas Programs Office with branches in the Washington D.C. area and New Rochelle, New York. We have acquired a staff of mature, seasoned and experienced development personnel which form an important and integral part of the total operation of Salesian Missions. Perhaps more important, this work has had a substantial impact on the worldwide outlook of key members of the Congregation, from the superior staff in Rome to the heads of Salesian provinces around the world and thence to the directors of individual Salesian works and communities. We have been instrumental in the establishment of several new project and finance offices around the world, we have been asked to give presentations on our work at international meetings of representatives of our counterpart offices, and we have been instrumental in the recognition of the need for further professionalization of Salesians at all levels in planning, management and administration, a trend that we will continue to encourage and support under our current matching grant.

I. BACKGROUND TO GRANT AND PROJECT CONTEXT

Salesian Missions provides administrative support and managerial training and obtains financial support for the development projects of the Salesians of Don Bosco, the second largest missionary order in the Roman Catholic Church.

Salesian Missions is an office of the Salesian Society, Inc. (SSI), the Eastern United States province of the order. SSI is headquartered in New Rochelle, New York, and was incorporated as a private, non-profit corporation in the State of New York in 1907. It is a tax-exempt 501(c)(3) organization.

The Salesians were founded in 1864 by Giovanni Bosco in Turin, Italy, and were named after St. Francis de Sales, a man admired for his kindness. The Salesian family consists of several affiliated religious and lay organizations. In all, there are over 40,000 priests, brothers, sisters and lay cooperators carrying out humanitarian and development activities in 100 countries around the world.

Salesians work in many of the most economically deprived areas of the world. Their activities typically are located in areas where poverty is the norm, hunger and malnutrition common, illiteracy high, average life expectancy low and average annual income only a fraction of that of developed countries.

Salesian development work assists poor people to achieve economic self-sufficiency, improve their lives and participate in the benefits of growth. The Salesians' principal development work is to provide technical or agricultural vocational education to poor, orphaned and/or abandoned urban and rural youth through formal and non-formal programs in their schools and training centers. The Salesian system of education provides occupational skills training coupled with personal development. It enhances young peoples' understanding of their civic and societal responsibilities and of their contribution through honest work to the well-being of their families and their communities.

In addition to their work in vocational education, Salesians are also active in fields such as health, nutrition, cooperatives, community development, micro enterprise, refugee services, resettlement and emergency assistance.

In 1985, A.I.D.'s Office of Private and Voluntary Cooperation (PVC) determined that the Salesians merited A.I.D. support because of their extensive outreach in developing countries and because of the many overlapping areas of interest with A.I.D. including job creation, technical training, institution building, technology transfer and increasing agriculture production. In order to enhance Salesian

Missions' capabilities, a matching grant agreement was concluded in August 1986 to provide \$450,000 over three years to support and strengthen Salesian Missions' programming and administrative capabilities as well as its ability to generate and manage an expanded development assistance program. The Salesians' match for the project was \$502,000.

Included in the program was assistance to three Salesian adult non-formal education programs: one at the Salesian agricultural school at Montero outside Santa Cruz, Bolivia; a second at the Don Bosco technical school in the city of Santa Cruz; and a third at St. Luke's Mission School in Maputsoe, Lesotho. These sites were chosen because there was a great need for vocational education for young men and women in each of these localities. Funds were provided to equip and staff non-formal or non-traditional training programs at each of these schools.

In August 1988, the grant agreement was amended to provide an additional \$215,000 from the resources of USAID/Kenya to finance a sub-project in Kenya. The purpose of the sub-project, referred as the Kenya "add-on", was to provide financing to strengthen the faculty of the Salesian Boys' Town Training Center in Nairobi and to assist the Salesians in extending the technical training provided at Boys' Town through a number of satellite workshops located in slum areas around the city.

With the exception of the Kenya sub-project, all elements of the original matching grant terminated in August 1989. A report covering only those project activities financed by the Kenya "add-on" and covering the period from September 1, 1989 through June 30, 1990, has been submitted to AID under separate cover.

Based on the progress made in institutional development by Salesian Missions with the support of AID's first matching grant, in August 1989, FVA approved a second grant to Salesian Mission. The current Cooperative Agreement provides \$1.2 million to Salesian Missions for a period of three years to continue the process of institution building by supporting program operations, training and field projects. Salesian Missions agreed to an equal amount as its match in carrying out this agreement.

The project contains three separate components: 1) support to Salesian Missions to help sustain and expand the work of program development, coordination and funding begun with the first grant; 2) development of a set of methodologies for overseas Salesians in project management, implementation, and evaluation, including a series of training courses in these methodologies; and 3) funding for overseas projects developed by or in conjunction with overseas Salesians.

The emphasis of the grant is to help strengthen the capacity of Salesian Missions as well as those of Salesian provinces and communities in Latin America, Asia and Africa. These overseas provinces and communities are independent non-governmental organizations, and support is directed toward helping them do a better job of analyzing development problems,

planning projects, formulating proposals, identifying appropriate assistance agencies to support these projects, and managing and evaluating projects once they enter implementation. The overall objective is to realize both qualitative and quantitative gains in the development work of the 40,000 Salesian men and women around the world.

There is a consensus between PVC and Salesian Missions that while the work of overseas Salesians is generally of a very high standard, it could be improved with better planning and management. Nowhere in the training of Salesians are these skills expressly taught. As a consequence, otherwise worthy development programs remain unfunded for lack of planning and management skills at a level sufficient to meet the expectations and requirements of public and private funding organizations.

Generally resources are not available at the local level for professional upgrading, nor frequently is there adequate in-country training available. For these reasons, Salesian Missions proposed to AID, and AID accepted, a program to develop appropriate methodologies in project development and management and a training program which could be offered to Salesians in key management positions in Latin America, Africa and Asia to improve their capabilities. Recognizing that there would be a need for financing projects which would follow from these training programs, the project also provides funds for projects developed by, or in conjunction with, overseas Salesians.

Because of Salesian Missions' concern that women benefit equally from the training program, the current cooperative agreement expressly provides that training will be provided equally to male and female Salesians. This also recognizes the fact that within the Salesian family, priests and brothers generally provide care and training to boys and young men, while the Salesian sisters usually direct their efforts to girls and young women, although there are many exceptions to the general rule.

II. PROJECT METHODOLOGY

The goal of this grant is to increase income, employment, health and community leadership capabilities of the poor in Latin America, Africa, Asia and the Near East in communities where Salesians work. The purpose of the grant is to upgrade the institutional capabilities of Salesians to do development work, to improve the impact of this work, and to enhance Salesians' ability to attract support for their development projects. As indicated above, the project contains three separate activities, and each is described in more detail in the following paragraphs.

Activity 1 continues supports for strengthening the headquarters of Salesian Missions. Under the previous matching grant, Salesian Missions established its Overseas Programs Office in Washington, D.C. This office has primary responsibility for the activities to be carried out under the grant. It is supported by a senior development professional, a Salesian priest, resident in New Rochelle, New York. The New Rochelle office also provides accounting and financial management support to the project. In keeping with the goal and purpose of the project, the end of project status of Activity 1 should reflect significant improvements in Salesian headquarters' technical and managerial capacity to carry out a worldwide development program; to assist field Salesians to identify, formulate, develop, implement and evaluate development projects; and to access financing and generate financial leverage for projects from private and public sources worldwide.

Under Activity 1, there are basically three areas of support:

1. Support for salaries, office expenses, travel and periodic evaluations.
2. Staff training, including costs of travel, fees and other costs for courses, seminars and conferences related to Salesian Missions' work. One of the principal objectives of this sub-activity is to increase the donor base of Salesian Missions by developing relationships with other institutional donors, and staff training focuses especially on marketing, proposal development, management and evaluation when working with other donors such as foundations and corporations.
3. Improving coordination and cooperation among the various Salesian overseas support offices located in the United States, Canada, Europe and elsewhere to better share information and to increase assistance from the international donor community.

Activity 2 relates to development of methodologies in project planning, management and evaluation, and training in these methodologies for key Salesians from provinces and communities in Latin America, Asia and Africa. Under this activity, Salesian Missions entered into a contract for the development of a pilot training course for Salesians in Latin America. That course was given in December, 1989 in Santiago, Chile, to a group of 35 Salesians. It was then modified and offered to a second group of Latin American Salesians. During the life of the project a total of five such training programs will be conducted in Latin America, Asia and Africa for approximately 150 participants. To date, course participants have rated the course very highly. The Rome-based headquarters of both Salesian congregations have endorsed the program to provinces around the world and have asked that the training be offered to many more participants. Another indicator of the success of the program is the fact that the participants themselves, recognizing that a brief course is not sufficient to learn all aspects of project planning and management, have asked for a second course to be developed which would focus more deeply on management and administration of both projects, including financial management. At present, there are no plans for such a modification in the project, but the question will be reviewed as a part of the mid-term project evaluation scheduled for March 1991.

Inasmuch as the number of people who can be trained in relation to the number of Salesians worldwide is relatively small, attempts have been made to focus on key personnel, particularly those charged with overall project and/or financial management at the provincial level. (In the Salesian order, a province is an organizational and geographic division of the worldwide order. For example, most of the countries of Latin America constitute a single province except for Brazil, Argentina and Colombia each of which have as many as five provinces. Regions are sometimes organized into single provinces, e.g., all of Central America including Panama, is a single province. East Africa, Southern Africa and the Philippines all include more than one country in their respective provinces.)

Another expected result of this activity is to increase the number of projects Salesian Missions can present to U.S. and international public and private financing agencies. Our staff is not sufficiently large to develop all of the excellent project ideas we encounter. However, with an enhanced capability on the part of overseas Salesians to conceptualize and develop project proposals, we hope that Salesian Missions staff will be able to devote more time to broadening the base of donor organizations through expanded contacts and marketing of Salesians' works to potential new donors.

The primary target group of Activity 2 is a group of at least 150 Salesian men and women who will participate in the training programs. The group also includes lay people, either in the employ of Salesians or working as volunteer cooperators, who are also involved in the identification and development of projects. On a very limited basis, we are also planning to include in future courses representatives of one or two indigenous or international PVO's resident in the countries where the training will be offered. The purpose of this small expansion is two-fold:

1. To provide resource persons in the course who can help broaden the vision of participating Salesians to activities of other like groups of PVOs and NGOs, so that they can understand better the activities of other NGOs and benefit from their experience.
2. It would be our hope that by carefully selecting PVO and NGO participants we will foment direct cooperation between Salesians and other PVOs and NGOs, both broadening Salesians' view of development and bringing to bear increased resources for their activities.

As noted above, it is our intention that approximately one-half of the participants in the training courses be Salesian women, or others involved in providing services and support to activities to improve the lot of women in developing countries.

Activity 3 of the project is funding of field projects developed during the life of the project. Funds are provided for several different purposes:

1. As leverage money as we attempt to diversify the base of donors for Salesian overseas activities. The idea is to use AID money as matching funds, preferably low percentage matches (10-30%), to attract funding from new donors.
2. To support projects developed by participants in the Activity 2 training courses. The project plan anticipates funding two projects resulting from the pilot training course offered in Santiago, Chile in December 1989, and two or more projects from later training courses. These are relatively modest goals, and project funds are somewhat limited, a total of \$907,000, but we believe that by directing project funds to smaller projects, and especially using them to leverage other donor support when possible, we can considerably increase the number of projects from course participants supported by Activity 3 funds.
3. For projects which respond to special needs or opportunities and which help to strengthen the planning and/or management capabilities of overseas Salesians. They provide sufficient flexibility within the project so that should either Salesian Missions or AID identify a particularity worthwhile activity which Salesians overseas might undertake, there will be funds available for an immediate response.

The beneficiaries of projects undertaken under Activity 3 obviously will be the people served by the projects. However, as no Activity 3 projects have yet been funded, and it is not possible to give even a preliminary idea of future beneficiaries. Beneficiary information will be one focus of the mid-course project evaluation and the next annual project report.

Annex C contains the revised Program Description for the grant. This Program Description is essentially the same as Enclosure 2 of the original Cooperative Agreement, dated September 1, 1989, except that it has been modified to include the changes agreed upon in the December 4, 1989, project review held between representatives of AID/FVA/PVC and Salesian Missions and subsequently set forth in a letter to the FVA project officer dated December 6, 1989. This letter is included as Annex D of this report. The outputs and principal activities of this project are set forth in Section IV of Annex C, and in Annex E, the revised Project Implementation Schedule. Progress in carrying out these principal activities and realizing the outputs is described in Section IV below.

III. MONITORING AND EVALUATION

The original Salesian Missions' grant proposal was for a five-year period and contained other activities not included in the final approved three-year project. These changes were reflected in the original program description as well as the revised Program Description (Annex C). Therefore, the project has not changed substantially, nor have plans for monitoring and evaluation.

In accordance with the grant agreement, an independent mid-term evaluation will be carried out in February or March 1991 by an evaluator approved by PVC. A representative of Salesian Missions will participate in the evaluation, if possible, and the PVC project office will participate in the pre-and-post evaluation briefings with Salesian Missions staff and the independent evaluator.

The evaluation will be based on the original Salesian Missions proposal as modified by the grant agreement; decisions made at the December 4, 1989 joint meeting between PVC and Salesian Missions' staff; and consultations which will be carried out with AID on the basis of this report and embodied in a post-meeting report of decisions taken at that meeting. The primary documents to guide the evaluation will be the program proposal, the revised program description, the project logical framework and the project implementation schedule.

A current implementation schedule reflecting all of the agreed upon activities under the project is attached herewith as Annex E. A revised logical framework has not yet been prepared for the project. However, much of the information for the logical framework is contained in the revised program description and implementation plan, and the logframe will be revised upon completion of AID's review of this report and prior to the mid-term evaluation.

IV. REVIEW AND ANALYSIS OF SPECIFIC PROJECT ACTIVITIES

This section describes progress made in each of the project's three separate activities.

ACTIVITY 1 - Modernizing Headquarters Operations to Manage a Worldwide Development Program

- A. Increase in Program and Administrative Staff. At the beginning of this project, Salesian Missions' staff consisted of two full-time and one part-time persons: a Salesian priest and a part-time administrative assistant in New Rochelle, and one full-time program director in Washington. In recognition of the progress made by Salesian Missions in establishing a capability for project development and management and in negotiating a number of USAID-funded OPGs during 1987 and 1988, the new grant provided support for the expansion of Salesian Missions' staff. As of January 1, 1990, the Washington staff was increased to three full-time program personnel supported by a full-time secretary/administrative assistant. The staff in New Rochelle remained the same. In Washington, each program officer has a regional responsibility, i.e., Africa, Asia and Latin America. The full-time New Rochelle program person also assists in Latin America and has been solely responsible for planning and negotiating a major new program in agricultural education with the Kellogg Foundation. In this, he has been supported by the part-time administrative assistant and some consultant personnel.

Because our work concentrates so heavily on Latin America, the Washington-based secretary/administrative assistant initially hired was bilingual and this assisted greatly in preparing translations of documents being sent to Salesians in Latin America. Unfortunately, in July this employee resigned. We have since hired a new bilingual secretary/administrative assistant who joined us on September 10.

- B. Development of a Consultant Roster. Because of our small staff and fluctuating workload, we continue to use consultants, especially when we need a particular technical capability. We have used a native Spanish-speaking consultant expert in adult education to help prepare a program of non-formal vocational education for presentation to USAID/Nicaragua in response to requests both from AID and the Government in Nicaragua. We have used a Guatemalan consultant to help us prepare several of the projects presented to Kellogg, and we continue to use a Chilean consultant to assist in the management of a natural resources conservation center project being funded by a USAID/Paraguay OPG. We also used this consultant to assist us in background research prior to the proposition of a project in Argentina for submission to the Kellogg foundation. Currently, we are using another consultant of Guatemalan origin to help us prepare a village water supply project in Paraguay.

In Africa, we have entered into arrangements with part-time consultants in both Zambia and Kenya to assist us with project preparation and management. Unfortunately, because of communications difficulties, these arrangements have not been as effective as we would like. We are currently reviewing these contracts to determine whether they should be continued or whether we should seek alternative means of extending our work in Africa.

Although the highest proportion of our USAID-funded work in the last year has been in Asia, we have not used consultants there. We have been able to extend our capabilities, however, by persuading the Philippines Province to hire a very competent lay professional, recently retired from the Development Bank of the Philippines, to work in the Provincial Office. She will assist a newly-appointed Salesian priest who will be in charge of projects for the Philippines Province. She has assisted in the preparation of implementation plans, financial and narrative reports and new project proposals over the past year. Her work is of a very high quality, and we are very pleased with the results of this arrangement and the obvious commitment by the Philippines Province to collaborate with us and to upgrade its professional capabilities.

In East Timor, Indonesia, we have relied on training resident Salesians who manage our two large USAID-funded projects there. We have been able to take advantage of financial management training offered by USAID/Indonesia and we have also provided on-the-job training through frequent project site visits by our staff.

During the past year, we have identified individuals with particular expertise in vocational education, project design, procurement, law and other skills, and have interviewed and performed reference checks on many of these. The number is not so large that we have had to set up a formal computer-based roster which can be accessed by, for example, language, area and technical expertise. This may be desirable in the future, but for now, we are not planning to do this.

With a small staff it is important to have the capability to quickly respond to opportunities for new projects with competent, proven professionals. We will continue to build our roster of consulting professionals, seeking to identify those with both the technical competence and sensitivity to work with the particular cultures of the Salesians overseas and the poor communities where they work.

- C. Staff Training and Development. Since our staff has considerable experience in working within U.S. public sector assistance organizations, the IBRD and the regional banks in project design and management, the limited training we have undertaken has been directed more to broadening our knowledge of how to work with private donors, especially foundations. We have also taken some courses or attended seminars on subjects where we are not as strong as we would like to be, such as debt for development, project evaluation and U.S. Government audits of grants to private voluntary organizations.

During the year staff attended one-day workshops in these areas sponsored by PACT, InterAction and the Support Center of Washington. Our new administrative assistant attended both the AID Project Design Course as well as the training program offered to overseas Salesians in Santiago, Chile in June 1990. Finally, we sponsored the attendance of the newly-named Salesian director of our counterpart office in the Philippines at the five-day Grantsmanship Training Program sponsored by the Grantsmanship Center of Los Angeles, California. The development of persons in our counterpart offices is consistent with the purposes of the grant, especially as this supports our attempts to improve the quality of proposals we receive so that Salesian Missions' staff can spend more time on developing new sources of funding and on project management, as opposed to actually preparing proposals.

- D. Operations Manual Development.

An important output of this activity will be an operations manual incorporating management systems and program and project guidelines for the use of our office and cooperating overseas Salesian offices. Although the manual will not be complete until the end of the project, we made a good start on this effort during the year.

The manual used in our course in project planning, management and evaluation will be the core of the operations manual. It is constantly under review and is changed and improved before each course in consultation with the contractor. Changes are made based on recommendations from course participants, Salesian Missions' personnel who attend and observe the courses and the contractor's own staff.

In addition, working with our public accounting firm we have been perfecting financial reporting systems to be used by our overseas

grantees. In turn, we use these reports to prepare the more detailed and difficult reports required by AID and other donors. In the future, they will also be used by our public accounting firm in conducting A-133 audits.

Much work remains to be done, but at the end of the project we expect to have in hand a manual which will not only direct the program and accounting offices of Salesian Missions, but also will be used by our overseas cooperating Salesian provinces.

- E. Program to Diversify Sources and Leverage Grants for Development Projects from Private and Public Donors. Over the last year, Salesian Missions personnel have made contact with a broad range of international public and private organizations. In most cases, it is too early to forecast the long-term results of these contacts in terms of receiving concrete funding for projects, exchange of information or other kinds of collaboration. On the U.S. front, we find that a good many private funders are facing a shrinkage in available resources. On all fronts, we often find a hesitancy to channel funding to Salesian projects abroad through the Salesian Missions. Annex F is a report in alphabetical order of institutional contacts we have made since September, 1989 for donor diversification purposes.

By far, the most important work done in attempting to diversify our donor base has been with the Kellogg Foundation. This work has almost totally occupied the program director resident in New Rochelle, Father James Chiosso. There follows a narrative of his work in developing the program of assistance for improving Salesian agricultural education and campesino outreach in Latin America.

In the first half of 1989, Salesian Missions cooperated with the W. K. Kellogg Foundation, working on a joint task force composed of six representatives of the two institutions to conduct a study of secondary level agricultural education in Latin America. The report strongly recommended that Kellogg seek ways to work with Salesian agricultural schools in programs to deliver education, extension and other services to campesinos.

The report was accepted and approved by the Foundation in August 1989. In commenting on the team's report, Foundation representatives wrote "...their assessment and suggestions will help us in our search for better ways to assist needy people in Latin America. ...the central idea is to develop programs to help Salesian schools to become models of how a secondary agricultural school should be, with regard to involvement with the rural community and relevancy of the training to solve their problems."

Based on the team's report, and in response to the Foundation's interest, in September 1989, Salesian Missions began to work with Salesian Provinces in Argentina, Bolivia, Brazil, Central America, Chile, Colombia, Ecuador, Paraguay and Uruguay, visiting agricultural sites and assessing the possibility of developing projects to respond to their most urgent needs as well as to the interests of the Foundation. This preliminary work resulted in the preparation of eight concept papers for schools and other Salesian community agriculture works located in Argentina, Bolivia, Brazil, Chile, Guatemala and Venezuela. In October 1989, concept papers were submitted for projects at the following sites:

- Argentina - San José, Misiones
 Uribelarrea, La Plata
- Bolivia - Muyurina and San Carlos, Santa Cruz, and Escoma, La Paz
- Brazil - Silvania, Goias and Cachoeira do Campo, Minas Gerais
- Chile - Catemu, Valparaiso
 Colín, Talca
- Guatemala - Alta Verapaz
- Venezuela - Barinas, Barinas and Carrasquero, Zulia

The proposals cover a spectrum of activities in Latin America ranging from secondary level agricultural education for poor girls in central Chile to integrated rural community development for the Kechí Indians in the Guatemalan highlands. In all, the profile of the project's beneficiaries is almost the same: the poor campesino, the disadvantaged native Indian, and most special to the hearts of Salesians, the needy young. Part of the thrust of the development work proposed in the concept papers is to insure that women too have an independent source of cash income from employment, gardening or home-based micro enterprises. An important emphasis is on helping increase food production and household income, which benefits all household members.

The reaction of the Foundation to the concept papers was very positive, and in January 1990, Salesian Missions provided detailed guidance for final project design and presentation to the schools which had submitted concept papers. Some of the Salesians involved had by this time successfully participated in the first course in project development, management and evaluation given in Santiago, Chile in December 1989, and this greatly helped them in the design effort.

In March 1990, projects began to arrive at Salesian Missions. A lengthy process of assistance was then begun to provide each school the means of clarifying and perfecting its proposal. Upon receipt of the proposals in Spanish, Salesian Missions prepared project synopses in English, as required for official presentation to the Foundation. There follows a table of projects which have been approved to date by the Kellogg Foundation:

Summary of Salesian Projects Financed by the Kellogg Foundation

	<u>Salesians</u>	<u>Kellogg</u>	<u>TOTAL</u>
Guatemala	\$ 841,779	\$ 998,184	\$ 1,839,963
Argentina-San José	180,625	657,340	837,965
Chile - Colín	145,000	279,632	424,632
Chile - Catemu	36,500	364,500	401,000
Venezuela - Barinas	67,080	335,402	402,482
Venezuela - Carrasquero	164,600	194,251	358,851
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TOTALS	\$ 1,435,584	\$ 2,829,309	\$ 4,264,893
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We are currently working with the Salesians in Argentina (Uribelarrea), Bolivia and Brazil, to complete their proposals. These will be presented to the Foundation in the fall. First disbursements under the projects listed above have been made, and all approved projects have begun or will begin before October 1 of this year.

Our success with the Kellogg Foundation is major step in our donor diversification efforts. Within the foundation community there is much sharing of information on grantees, and we believe Kellogg's acceptance of this large and complex program indicates its confidence in the Salesian Congregation's commitments and capabilities.

F. Coordination Among Salesian Support Offices. Over the past year we have contacted Salesian Missions' counterpart offices in Canada, Germany, Italy, the Philippines, Australia and the United Kingdom. A description of our work with each of these offices follows.

1. Canada. In November 1989, we met with Father Maurice Petit, the Salesian in charge of project activities in Montreal. The Province of Canada is new, recently separated from the Eastern U.S. Province, and is still being organized. Father Petit has been named to head the projects office, but he still carries several other demanding responsibilities.

During our visit with Father Petit in Montreal, we met with a representative of CIDA's NGO programs office to discuss registration with CIDA. The CIDA representative, after learning of Salesian development activities overseas and support by Canadian Salesians for these activities, strongly encouraged the Canadian Province to register with CIDA as a Canadian NGO.

Based on this encouragement, we have indicated to Father Petit our willingness to help develop and manage projects which could be presented to CIDA for funding. (CIDA will not accept project proposals from U.S.-based NGOs.) Father Petit is still attempting to set up his office, but hopes that by the end of this year he will be in a position to begin more active work in supporting Salesian overseas development activities, and this should include collaboration with our office.

2. Germany. We have established a good relationship with our counterpart office which also manages the Jugend Dritte Welt (JDW), an NGO registered with the German Government. This office also has strong ties with Misereor, a private organization through which German Government money is channelled for overseas activities carried out by German Catholic NGOs.

We have proposed joint project funding to our German counterparts with AID funds being used to provide required counterpart contributions which otherwise might not be available. As yet, no specific projects have been agreed upon, but discussions continue and we are hopeful that in the next year several projects can be jointly funded between our offices. (See Annex F for more information on our contacts with Misereor and JDW.)

3. Italy. At the beginning of 1990, the Salesian Society created a new project financing office for all of Italy in Turin. Appointed to the position was a very capable Salesian with whom we worked closely in his former position as finance director and project coordinator for the Philippines Province. Although he is still in the process of establishing the new office, we expect that we will be able to cooperate closely with him to secure funding from Italian sources with which he has a broad range of contacts.
4. Philippines. Our counterpart office in the Philippines is a bit different from the Western European offices in that it also actually prepares and implements projects. We have actively supported this office since its establishment in 1988. With the transfer of the director of that office to head the new Italian office, we have worked with the newly-appointed director and others in the office to develop project proposals for submission to USAID/Philippines. In FY 1989 USAID/Philippines financed a project to support placement of Salesian-trained personnel in Cebu. At the time of this writing, we are awaiting word from USAID/Philippines regarding approval of a \$250,000 project in women's technical training, agricultural education and outreach, and general training for Philippines Salesians in project planning, management and evaluation. This latter part of the project would be an extension of activities funded under this grant and would allow us to train many more Salesians in the Philippines Province.
5. Australia. In June, we communicated with the Salesian provincial headquarters for Australia, which is registered with the foreign aid program of the Government of Australia as a national PVO. In early July, we had meetings with them in Melbourne to explore ways in which we could mutually reinforce our efforts to upgrade Salesian planning and administration in the developing countries and to secure new sources of funding for well-conceived projects and programs.

We are actively supporting the Australian Salesians in their efforts to extend and expand the work begun under a USAID-funded project at the Salesian agricultural school in Fuiloro, East Timor. An example of how project activities interrelate can be found in this work. The director of Fuiloro agricultural school will attend the projects course in the Philippines in September. Our purpose is not only to help him to do a better job managing the current AID project, but also allow him to take primary responsibility for developing, or directing development of the project to be presented to the Australian government. This is all a part of professionalizing the work of overseas Salesians in project design and management so that their work in these areas will be as professional as their work as educators of poor youth.

6. **United Kingdom.** A representative from Salesian Missions together with the director of the Salesian support office in England visited the Overseas Development Administration (ODA) and submitted a project proposal for its consideration. The ODA finances a "Joint Funding Scheme" to assist non-government organizations implementing development projects in countries belonging to the British Commonwealth.

The project we submitted is the Chingola Youth Center for which the Salesians received a small grant from the Canadian High Commissioner, and for which Salesian Missions purchased Zambian kwacha through a blocked debt purchase sponsored by PAID (Private Agencies In Development) in 1988.

This approach to ODA represents the first time Salesian Missions has attempted to coordinate its activities with its counterpart Salesian office in England. If our project proposal is accepted by ODA, we hope to be able to continue working with our English counterpart on other joint projects.

7. **Other.** Coordinating efforts with our other counterpart European offices, and particularly identifying opportunities for joint project financing using AID funds to leverage European donor support, is slow going. It is very difficult to meld AID's requirements for project design, management, reporting and accountability with those of European donors. In our constantly shrinking world, however, it is important that official public sector donors learn to cooperate, and we will continue to actively promote this through U.S.-European (Salesian) NGO collaboration.

- G. **Financial Management.** At the time current cooperative agreement got under way, Salesian Missions in New Rochelle had just installed a new computer-based accounting system. Over the course of this year we have worked closely with our finance office in New Rochelle to debug the system and set up a chart of accounts which will support expenditure control, accounting and reporting for our grants. The next step during the coming year will be to extend this effort to begin to produce reports of expenditures against budget. We believe the system will accommodate this, but we have not yet performed the study to understand all the problems involved. If we can in the next year produce a system to report expenditures against budget for this cooperative agreement, we would then plan to extend it to the management of other AID OPGs and projects funded by other donors. As indicated in an earlier section, we have also implemented for both AID and Kellogg projects simplified overseas reporting systems which allow us to monitor expenditures of funds against project budgets and activities and also to prepare external financial reports.

ACTIVITY 2 - Training Key Field Staff in Project Development and Management

Activity 2 consists of the preparation of materials appropriate to Salesians' needs and capabilities for project development and management and the use of these materials to conduct training programs for Salesians in Latin America, Asia and Africa.

- A. **Development of Training Materials.** One of the first actions taken after approval of this project was the issuance of a request for proposals to present the course in project planning and management, and invitation to a number of small and/or disadvantaged businesses, colleges and universities and other consulting firms and individuals to present proposals for the course. The issuance date of the request for proposal was August 25; closing date was September 28, 1989. Six proposals were actually received and were considered following normal AID competitive contracting procedures. Annex G is a copy to the proposed course content and objectives which was included in the RFP, and will give the reader detailed background on the course.

The firm chosen to conduct the course was Management Systems International (MSI) of Washington, D.C. MSI's program proposal was evaluated the best by a proposal evaluation committee. Its cost proposal also was lower than that of any of the other proposers. A contract was signed with MSI on October 24, 1989, to prepare the training manual to be used in the course and to offer the first course in Santiago, Chile in December. Prior to the conduct of the course, Salesian Missions reviewed the manual prepared by MSI and made comments and suggestions for its improvement.

- B. **Conduct of Pilot Course.** The course was offered in Santiago December 10-16, 1989. Attending were 19 men and 16 women from 13 Latin American countries as well as Italy. (The Mother Superior of the Salesian Sisters in Rome sent her personal representative both to endorse and to evaluate the course.)

The course received a very positive evaluation from the participants. Since the trainers' report on the course was provided to our FVA Project Manager under cover of a letter dated January 31, 1990, we will not repeat much of that evaluation here. In summary, it is useful to note that the trainers in their report stated that "all indicators suggested the content areas, the general training

methodology, and the sequence of course activities are substantially appropriate for the needs of Salesians in the field." The participants gave the course a general satisfaction rate of 99.4%. They also made many useful comments regarding the length and content of the course which were taken into account in revising and preparing plans for the second course.

The impact of the course reaches well beyond the individual participants or the provinces they represent. As noted above, the Salesian Sisters sent a representative from their Rome headquarters to determine whether the course would be appropriate for continued participation by the sisters. She was very enthusiastic in her endorsement of the course, and Salesian sisters will continue to participate in future courses. Likewise, the Salesian Superior in charge of project development and financing worldwide has demonstrated a strong and continuing interest in the course and expressed his satisfaction at its outcome.

The contract with MSI to conduct the course provided that, at its option, Salesian Missions could contract up to four more similar courses. Based on the success of the first course, we planned two additional courses for South and Central America; one course for the Philippines Province, including Indonesia and Papua New Guinea; and a course in East Africa for Salesians from southern and eastern Africa.

The second course was held in June 1990 in Santiago, Chile for 34 men and women from seven South American countries. (Central America and northern South America were not included because another course is planned for representatives from these areas in November-December 1990.) At this course were 22 men and 12 women. An interesting change in participation was that five lay people who work with Salesians were among the participants. In addition, representatives from five of the schools in Argentina, Bolivia and Chile which will receive funding under the Kellogg Foundation grant program were included at our request to help them to better understand the process of project development, management and evaluation. Future courses should include representatives from Guatemala and Venezuela where Kellogg activities have been approved for implementation.

In summary, some 70 persons have received training to date. Another group of 31 has been invited to attend the next training course in the Philippines, September 25 to October 4, 1990. These will include

Salesians from the Philippines, Indonesia, Papua New Guinea, Thailand, Sri Lanka and India. We have invited to this course the Salesian priest in charge of project development for the Salesian Australian Province to aid him in his efforts to work with the Australian Government as an indigenous NGO and to begin taking advantage of the Australian program of assistance to NGO's. We are also inviting a member of Childhope and a member of the National Council of Social Development in the Philippines. We believe that, based on our experience in prior courses, it will be useful to have several participants from other NGOs in attendance to help enrich the training experience of the Salesians by helping them understand the work, problems and possibilities for collaboration of other NGOs. Moreover, since the work of Salesians focuses primarily on youth, we have been developing a relationship with Childhope which we hope will result in mutual benefit in our programs to work with street children in the Philippines and elsewhere.

At our courses we have invited presentations by representatives of donor and development organizations. At the first course, a representative of USAID/Chile made a presentation on AID's activities with PVOs and NGOs. A member of our organization, recently retired from the Inter-American Foundation (IAF), spoke on IAF's program which has been quite forthcoming in supporting Salesian activities in the past. At the second course, we were able to spend an afternoon observing and understanding the work of a Chilean NGO involved in renewable and sustainable agriculture for small farmers in Chile. This proved to be one of the high points of the course and we noted that course participants, particularly those involved in agriculture, were very interested in learning about the activities and programs of the center.

We have been actively seeking the participation of donor representatives to be present as resource persons in the Philippines course. We hope to attract a sufficient number of qualified donor representatives to enrich the course and further enlighten participants on how to approach and work with donor organizations.

We have been quite gratified by the quality of participants nominated by the various provinces. By and large, the people nominated for the course are either those in charge of financial management or project planning for the provinces, representatives of Salesian works where there is or will be large on-going donor activities, and others who we believe are "fast-trackers" in their respective provinces. In invitations for the Philippines and Guatemala courses we have stressed the necessity to nominate people who will be active participants and either hold or will hold positions of responsibility of their provinces.

We are presently translating the course handbook into English for use in the Philippines training course. Upon completion of the course in the Philippines, we will again evaluate the training materials and make appropriate adjustments and changes to refine both the Spanish and the English language versions. The handbook is a living document which will change and develop as our training program progresses. At the end, the handbook will be a part of the operations manual of our office and copies of the final document will be provided to all previous course participants for their future use.

We are quite pleased with the progress we have made in the training program. By the end of this calendar year, four of the projected five training programs will have been completed, all on schedule. The course for Africa has not yet been scheduled, but is tentatively planned for April 1991. By that time we also will have completed our first independent evaluation of the project, and based upon its conclusions, our experience and consultations with Provincials and Salesian Superiors in Rome, we will determine whether it would be appropriate to reprogram funds within the project to offer additional training courses. If this seems to be an appropriate way to proceed, we will, of course, present a proposal to FVA for whatever changes we then think would be appropriate.

A major question which now must be faced is, aside from the very positive evaluation given by participants immediately upon completion of the course, what is the impact of the course in the longer term? Prior to conduct of the mid-course evaluation of the project, we will have developed and distributed a survey questionnaire for participants in the courses to try to determine how effective the course has been in helping them prepare proposals, identify donors, and successfully present and negotiate projects. To date, we do not have much information on this from the participants of the December 1989, course. Of course, given the time required to prepare proposals and for the donor community to review them and respond, it is still a bit early to expect responses from our participants. However, this will be a major concern and focus of our efforts in Activity 2 in the coming year.

Our original proposal to FVA stated that training in project planning, management and evaluation is not provided to Salesians in their preparation to become Salesians or in their subsequent training. Therefore, this training program is quite unique in the Salesians' organization culture. We have been most gratified by its success, not only because participants have evaluated the course so highly, but also because of preliminary indications of their willingness to use their training and their requests for additional

management training. Participants in the second course in Santiago strongly endorsed another course which would focus more on general management to help them to better direct all of the activities they administer. This, we think, is a very positive reaction, and we will be discussing this recommendation with a member of the Superior Council from the Salesian Generalate House in Rome this coming October. For now, we are not proposing to change the current project to add any such training, but we will encourage the Congregation to direct more attention to meeting this need expressed by course participants.

Over the longer term we do not rule out providing additional training programs to Salesians because this is very consistent with the institution strengthening aspects of the grant. However, no provision was made for additional training in the grant proposal or agreement, and if additional funds are available, we think in the short term they would be better directed to continuing to train more Salesians in project development and management.

ACTIVITY 3 - Implementation of Field Projects

The principal outputs of this activity are the development of policies and procedures for administering AID and Salesian funds for field projects, the development of a model agreement between Salesian Missions and participating Salesian communities to govern sub-projects funded under this grant, and the development and implementation of field projects which will: 1) encourage the diversification of organizations which will be providing support for Salesian Missions and overseas Salesians; 2) finance projects developed by Salesians who have attended the training courses in project development and management; and/or 3) respond to unique needs or opportunities during the life of the grant which also provides opportunities for institutional strengthening.

To date, no funds have been used for projects under Activity 3. We are now developing the policies, procedures and a model agreement for the administration of project funds. These activities can only be done by Salesian Missions' staff, not by contractors or others, because they draw upon our unique understanding of the culture, capabilities, practices and policies of the Salesian Congregation and our experience working with donor organizations and overseas Salesians.

Our estimate of time to complete these activities, i.e., in the first three months of the project, was far too optimistic. We were not fully staffed until the end of the fourth month of the first year of the project, and our first training course was not held until the second quarter of the first project year. Therefore, we did not, and have not as yet, felt the need to press ahead with these activities, although they must be completed in the next several months because we will begin to identify and/or receive requests for project funding, both as leverage for other donors' contributions as well as for projects prepared by

participants in our training courses.

Our original grant proposal requires that any sub-project funded under this grant be approved both by the cognizant AID Mission as well as by FVA. To date, only one such activity has been proposed. We have contacted USAID/Lesotho asking to use project funds to leverage a grant from the Genesis Foundation. The concept of the project is to restructure a non-formal technical program begun with AID's assistance under the previous matching grant to Salesian Missions in order that there be more structure in the program that students receive and that they be trained for a longer period of time, including both theory and practice, to enable them to pass the grade "C" certification examination administered by the government's Technical and Vocational Education Department. Genesis Foundation funds would be for increasing storage areas, acquisition of additional basic tools and shop equipment and bursaries for trainees. We might also wish to request the use of AID funds to finance a revolving loan fund for tool-kits for graduates similar to the tool program in Kenya, if that program is determined to be effective in helping graduates find employment.

A critical element of this project will be the hiring of a technically-qualified director to manage the project. Genesis Foundation does not provide funds for salaries, and the idea would be to use AID funds to support this operating cost in order that the Genesis grant could be made.

Following the procedure agreed to with FVA, we wrote the AID Mission in Lesotho describing the project and asking its approval. We understand that approval has been given and transmitted to FVA. We are working on the proposal to Genesis and hope to complete it soon. With this, and subject to the Genesis Foundation actually making the grant, we will enter into an agreement with the Salesians in Lesotho which will specify the terms and conditions of the grant, including an implementation schedule, statement of goals, activities, objectives and outputs, the basis for evaluation, financial accounting, reporting procedures, etc. Through this work we will have developed the first model agreement for use with sub-recipients.

As noted earlier in the report, we also have been exploring with representatives of the German NGO, Jugend Dritte Welt, possibilities of joint financing with AID funds being used to provide the required 10-25% counterpart required by the German Government for grants made through German NGOs. At such time as an appropriate project has been identified and designed, the process described above, involving presentation both to the appropriate AID Mission and our FVA Project Officer, will be undertaken.

While we have not as yet received a project proposal from any of the trainees in our first two courses, we understand that some are in preparation. We have had discussions with Salesian personnel in the Dominican Republic, Ecuador, El Salvador, Paraguay, Peru and Uruguay and expect to receive proposals from Salesians in several of these countries who participated in the first courses in project development and management.

It is important to recognize that although funds have not be drawn down for Activity 3 projects, we have been very successful in our work with the Kellogg Foundation in beginning to diversify our donor base. Our original plan was to use funds from Activity 3 as seed money for the Kellogg project, but this proved not to be necessary as the Foundation indicated its willingness to fund the entire cost of the project with our local Salesian institutions providing counterpart matches of varying sizes. A small amount of the funds set aside for Activity 3 programs were used in support of the Kellogg effort for payment of travel of Salesian Missions personnel and contracting costs to assist in the development of some of the final proposals as well as for their translation into English, as Kellogg accepts proposals only in the English language.

V. MANAGEMENT: REVIEW AND ANALYSIS OF HEADQUARTERS/SUPPORT FUNCTIONS

Since in great part this grant is to strengthen the institutional capacities of the Salesians, much of the material related to management is contained in Section IV above. This section touches on other matters not covered on Section IV.

A. Project Planning and Management Activities. During the project year we concentrated our project planning efforts on the Kellogg program and on OPG projects in the Phillipines, Indonesia, and Nicaragua.

1. **Philippines.** In the Philippines we have submitted a project for \$250,000 to the USAID. The project is composed of four parts:
 - A. **Women's Development Center.** This is a project totaling \$166,876, of which \$66,806 has been requested of the USAID/Philippines to set up a program to train young women in culinary arts, dress making and high speed sewing at the Salesian Sisters' training center in Manglanilla, Cebu. The project, as proposed to the USAID, also included components for training in basic office practice, typing and computers. Unaccountably, USAID/Philippines rejected this portion of the training without giving us a reason. After repeated unsuccessful requests for clarification of the USAID's refusal, we reluctantly agreed to proceed with a training program which would not include basic office practices, typing and computers. We will seek to clarify the USAID's decision during a visit to Manila in late September 1990.

- B. The second part of the program is for a diversified farm training and animal credit program for poor farmers in Dumaguete in Negros Oriental. The total program would be \$225,911, of which the USAID portion would be \$131,360. The project is a training program in diversified farming for out-of-school youth. It provides for short courses for production of a variety of agricultural products with subsequent in-kind credit for graduates to grubstake their beginning production on their own farms.
- C. The third part of this project is conduct of a training course in project planning, management and evaluation. This would replicate the course being financed under this Cooperative Agreement. The Philippines Province has indicated strong interest in training a large number of its personnel, and because the Cooperative Agreement provides for only a total of five courses in three regions of the world, we requested that the Mission fund an additional course from its co-financing project. The total program would cost \$44,550, including travel and lodging, of which \$35,500 is requested of the USAID.
- D. In lieu of overhead, the proposal includes \$16,334 to offset Salesian Missions' cost of travel and transportation in administering this rather complex project.

During the past several months there has been a great deal of interchange among the USAID, Salesian Missions, the Salesian Provincial Houses in Manila for both the Salesians and the Salesian Sisters, and the two project sites. We believe that USAID will approve the project, and at this point we are awaiting a final decision and the grant documents for review and signature.

- 2. Indonesia. In FY 1989 we received a grant of \$505,282 for support of three orphanages in East Timor which house children who have been orphaned or separated from their parents as a result of the long-term civil war on the island. This money was made available from an earmark for displaced children which was included in the FY 1989 AID appropriation. The same earmark was included in AID's FY 1990 appropriation, and because funds were not sufficient to complete the project, we solicited an additional grant from USAID. The additional amount requested is \$268,000. The Salesians will provide \$55,260 for a total of project cost of \$323,260. The project will allow orphans who otherwise would have been housed in crowded and rudimentary conditions at the orphanages in Los Palos to be housed in better quarters. It will also allow an increase in the total number of orphans to be housed at Los Palos. Again, we are waiting a final decision from the USAID, but we believe that there will be no problems with ultimate approval of this project.

3. Nicaragua. On August 20, 1990, we submitted a project to USAID/Nicaragua for a program of non-formal vocational education for young men and women at five Salesian sites throughout the country. The total project is \$2,102,355 of which \$1,527,455 has been requested of AID.

The request is in direct response to an invitation to submit a project extended to us by LAC/DR. The Latin American Bureau of AID initially supported the project because of an urgent request from the Vice Minister of Education of Nicaragua that the Salesians mount a large non-formal training program for unemployed youths. The idea is to provide not only vocational education, but also education in ethics, moral values and civic responsibility to young people who are leaving either the Sandinista or Contra armed forces and for other youths who fled the cities to avoid being drafted by either side or who in other ways were deprived of adequate education and formation during the Sandinista period.

In summary, the project will provide education to approximately 7,400 young people over a period of 30 months in eleven different skills areas at five Salesian schools. We are currently awaiting AID's response to our proposal. We have been told informally, however, that AID may prefer to wait until a sector study of education has been conducted in the country. This is a matter of some preoccupation for us, both because we have raised the expectations of both the Government of Nicaragua and the Salesians, and more important, because this is an emergency training program which the sector study might delay several months. Both the Government of Nicaragua and the Salesians have stressed that this is an urgent short-term program which requires an immediate response, and we continue to hope that USAID/Nicaragua will agree.

We are concerned at the mounting administrative workload which our past success in obtaining project funding from AID and the Kellogg Foundation has created. AID programs in particular impose a heavy workload of oversight, monitoring and reporting which increasingly makes it difficult for staff to travel to identify new project activities in other countries and develop proposals with field Salesians for presentations to donors.

This experience is a natural progression in the development of a PVO, and we are not planning to increase direct hire U.S.-based staff substantially to meet this need. Rather, we will continue to try to develop the skills of Salesians in-country to more efficiently plan and manage programs. If we can rely on them for well-prepared, accurate and timely reporting, accounting, monitoring and evaluation work, we believe we will be able to extend our portfolio of overseas activities without substantially increasing our direct hire staff,

although increased use of local consultants for certain in-country activities may be necessary. This is all in accordance with the institutional strengthening aspects of this grant which focus not only on Salesian Missions in the United States, but also on development of independent Salesian institutions overseas, some of which are already registered with AID as indigenous NGOs.

- B. **Fund Raising and Marketing.** As can be seen in Annex B, the steep decline in cash contributions to Salesian Missions from the public between 1987 and 1988 did not continue in 1989. General contributions diminished very little in 1989, and preliminary indications are that in 1990 they are strengthening again. Moreover, in 1990, U.S. Government and Kellogg Foundation grants should increase the total support level of Salesian Missions. Taken together, however, AID and Kellogg contributions to Salesian Missions activities represent a proportion of less than 10% of total support, and the overall financial condition of Salesian Missions is very sound.
- C. **Roll of the Board of Directors.** The Board of Directors for the Salesian Society, Inc., is concerned not only with work of Salesian Missions and that small part of it which is the Overseas Programs Office, but also all Salesian activities in eastern United States. The Board of Directors is regularly apprised of our activities and has been very supportive. We have no problems or concerns outstanding with the Board.
- D. **Development Education.** In previous years we have attempted to mount development education activities, but have not been able to proceed because of our inability to obtain the services of a well-qualified consultant. Moreover, Salesian activities in United States tend to be quite concentrated in half a dozen major cities, and for example, an extensive school or parish-based education program would be difficult to conduct.

Video tapes produced by Salesian Missions for fund raising and educational purposes are broadly exhibited at schools, colleges and universities as well as on private television stations, but we do this primarily to support our fund raising activities. From time to time we have thought it might be possible to use these films and our distribution process for development education, but lacking professional expertise to develop or rework materials so that they would satisfy AID's requirements for development education as well as in-house staff to manage another major program, we have decided not to try to conduct development education activities beyond those which are implicit in the distribution of our videos.

VI. FINANCIAL REPORT

Annex A shows that as of June 30, 1990, two months before the end of the project year, expenditures were less than budget. Projecting expenses to the end of the project year, it appears that expenditure of funds provided by AID will be approximately \$250,000 or 63% of AID's grant for the first project year. There are a number of reasons for this lag, the most important being that \$103,000 of AID's contribution, a bit over 25%, was reserved for financing projects. While some of these funds have been drawn down for project preparation, as yet no AID funds have been used to support overseas projects growing out of the Salesian training or donor diversification activities. The remaining unspent funds result from a combination of factors including the fact that salaried personnel did not come on board until January 1, 1990, four months after the beginning of the project year. Travel and per diem expenses have been somewhat less than planned because many of these costs have been covered by funds in other OPG programs with USAIDs, because we purchase airline tickets from ticket consolidators at deep discounts and because we frequently stay in Salesian houses, thus saving on per diem. Office expenses, equipment and training costs likewise also were lower than projected.

Salesian Missions' projected contribution to the project, based on ten months expenditures, will be approximately \$175,000 as contrasted with the \$311,700 budgeted, a difference of approximately \$136,000. This is almost exactly the amount budgeted for Salesian contributions for projects. As noted above, no overseas projects have as yet been funded. These figures do not include, however, grants which Salesian Missions have collected through its donor diversification activities, almost entirely from the Kellogg Foundation.

To date, projects approved by the Kellogg Foundation equal over \$2.8 million. No AID or Salesian funds are being used for counterpart financing for these projects, however, AID funds were expended for direct hire and consultant travel in conjunction with the design of these projects as well as for consultant services in preparation and translation of the projects prior to their presentation to Kellogg. Actual cash received by Salesian Missions for these projects to date is \$1,752,696.

During the coming year, as projects growing out of our activities to train Salesians in project design as well as to diversify and leverage funds of other donors begin to be presented to FVA and individual AID field missions, we expect that draw-down of both funds contributed by AID and by Salesian sources will increase markedly. It would not be useful at this point, however, to try to estimate what those amounts will be, because we do not as yet have any firm project proposals in hand.

VII. LESSONS LEARNED AND LONG-TERM PROJECT IMPLICATIONS

At the end of the first year of the project there is not a great deal to be said on lessons learned or long-term implications of the project. It is clear that we were too optimistic in estimating the rapidity with which funds would begin to flow for projects under Activity 3. Funds were to be used primarily for two type of projects: those developed by graduates of the Activity 2 training programs in project planning and management, and those funded primarily by other donors with AID funds used to attract and leverage this support.

At the time of this writing only eight months have elapsed since the first course. If one takes into account that trainees must go through a process of identifying and cultivating donor sources, conceptualizing and developing project proposals, and presenting these proposals to potential donors, it is perhaps not too surprising that we have not yet received project proposals from our participants. Moreover, we do not have a good feedback system to help us to query our graduates periodically on how they are doing in developing and obtaining funding for projects. We are planning to develop such a system and to begin gathering data before the mid-course project evaluation, both to help us make any necessary adjustments in management of the project and to ensure that data is available to the independent evaluator.

Concerning the identification of new donors and the presentation of projects to them, perhaps our experience with Kellogg is a good indicator of how long this process can take. Our work with the Kellogg Foundations took nearly three years before the first project was approved. Of course, our experience with Kellogg was different than what one might normally expect in working with a foundation in that after making our initial presentation to Kellogg in mid-1987, the Foundation decided to defer consideration of specific project requests until we had jointly conducted a study of the state of secondary agricultural vocational education in Latin America. That study was completed in July 1989, and projects were approved for funding approximately one year later. Therefore, it is probably fair to conclude that the period of time required to cultivate a potential large donor and secure project approval should be about eighteen months.

With respect to institution building, we believe Salesian Missions has made enormous progress. The Overseas Program Office of Salesian Missions was established only at the beginning of March 1987. After three and a half years, we have on board an experienced professional staff. Including the Kellogg Foundation program, we have secured commitments for projects totalling over \$7,700,000. We also have projects totalling \$3,000,000 more pending with Kellogg and individual USAID Missions. We

have trained over 60 Salesian personnel in project planning and management, and perhaps more important, in our travel to both assess new projects and manage ongoing projects, we have seen a considerable increase in commitment to a more professional approach to project planning and management.

The establishment of the new project office in the Philippines Province was as a direct result of our advice and assistance to the Philippines Province. Likewise, the establishment of a new planning and financing office for Italy grew out of our efforts. We have been assisting our Canadian counterpart office in registration as a Canadian NGO. We were largely responsible for the establishment of a new position in the Provincial headquarters for Central America for a Salesian to take responsibility for project planning activity for projects in the six countries in Central America. Finally, from our own resources we made a \$40,000 grant to the Salesian Provincial Office in South Africa to establish a new position and to hire an experienced person to take responsibility for the preparation and presentation of grant requests for the province which includes South Africa, Swaziland and Lesotho.

With respect to sustainability, Salesian Missions is deeply committed to maintaining and expanding the operations of the Overseas Programs Office. Over the past three years we have continually demonstrated this commitment, and have been quite successful in establishing a solid reputation for performance and dependability with AID, and now with the Kellogg Foundation. Salesians have a clear focus in their efforts to assist poor, orphaned and abandoned youth, and are responding to a problem which increasingly is of concern to both the developing and the developed world, as witness the upcoming World Summit on the Rights of the Child. Vocational education and civic and moral formation, the two main thrusts of Salesians work with youth, are viewed as important to the process of economic and development, and therefore Salesian work continues to be very attractive to the European donor community. While our work appears to fit less well with the priorities of many AID Missions, AID's increasing attention to education we hope will result in increasing the number of partnerships between overseas Salesian Provinces and AID Missions through the catalytic efforts of our office.

Concerning collaboration and networking with other agencies, Annex F is a good clear indicator of our efforts to reach out to other PVOs, NGOs and donors to increase collaboration. This is a long term process, but we expect during the life of the project to be successful developing new collaborative relations with a number of organization which share common goals and values, particularly those which focus their efforts on young people.

VIII. RECOMMENDATIONS

As noted above, and as requested by our FVA project officer earlier, it will be necessary to develop an evaluation instrument to measure the impact of our training program for overseas Salesians. We will be working on this in the coming months and will present a plan FVA.

Another matter requiring our attention is the development of a model sub-grant agreement for projects undertaken with Activity 3 funds. This agreement must ensure understanding of, and clear commitment to, project goals, purposes, activities and outputs. It must also spell out responsibilities and standards for administrative policies and procedures relating to, for example, procurement, accounting and reporting.

It is important that Salesian Missions and FVA agree on an approach for the approval of sub-grants under Activity 3. As indicated in our initial project proposal, all sub-projects will be presented to FVA and the appropriate USAID Mission for approval. Rather than propose here a procedure, we plan further discussions with our PVC project officer to jointly developing a written procedure for approving Activity 3 projects.

Lastly, a revised logical framework must be prepared for the project drawing on the Revised Project Description and Implementation Plan, Annexes C and E to this report. This will also be done by the end of November and presented to PVC prior to developing the scope of work for the project mid-course evaluation.

ANNEXES

Salesian Missions Financial Profile

Sources of Funds	1987	1988	1989
Support			
General Contributions	29,166,057	26,277,673	26,194,300
U.S. Government Grants-AID	752,503	1,499,414	939,256
Legacies & Bequests	927,471	417,213	1,361,698
Other Than Cash	<u>6,002,397</u>	<u>1,314,202</u>	<u>469,795</u>
Total Support	36,848,428	29,508,502	28,965,049
Revenue			
Investment Income	419,811	279,007	952,485
Other	<u>11,188</u>	<u>-0-</u>	<u>1,021,063</u>
Total Revenue	<u>430,999</u>	<u>279,007</u>	<u>1,973,548</u>
Total Support & Revenue	37,279,427	29,787,509	30,938,597
Expenditures			
Program Services			
Mission Support	12,125,460	15,008,207	18,892,141
Mission Education	2,740,773	2,388,104	2,166,716
Religious Ministries	<u>9,873,397</u>	<u>7,649,323</u>	<u>6,349,660</u>
Total Program Services	24,739,630	25,045,634	27,408,517
Support Services			
Management & General	635,787	562,914	507,844
Fund Raising	<u>7,047,001</u>	<u>4,288,679</u>	<u>4,058,608</u>
Total Support Services	<u>7,682,788</u>	<u>4,851,593</u>	<u>4,566,452</u>
Total Expenditures	<u>32,422,418</u>	<u>29,897,227</u>	<u>31,974,969</u>
Excess (deficiency) of support and revenue over expenditures	<u>4,857,009</u>	<u>(109,718)</u>	<u>(1,036,372)</u>

FINANCIAL PROFILE OF THE PROJECT

September 1, 1989 - June 30, 1990

A. Budgeted Versus Actual Expenditures

<u>Project Elements</u>	A.I.D.		Salesian Missions	
	<u>Budget</u>	<u>Expense</u>	<u>Budget</u>	<u>Expense</u>
Program Costs	\$252,212	\$111,406	\$140,500	\$ 63,786
Procurement	147,788	55,738	171,200	82,295
	<hr/>	<hr/>	<hr/>	<hr/>
Total Project	\$400,000	\$167,144	\$311,700	\$146,081

B. Sources of Project Funds for Salesian Missions

A.I.D. Matching Grant	\$167,144
Private - Cash	146,080
	<hr/>
Total	\$313,224

Note: Budget figures are for the full project year whereas Expenditure figures are for the first ten months of the project year.

AID Cooperative Agreement No. OTR-0158-A-00-9878-00

Revised Program Description

I. Program Goal:

The goal of the proposed grant is to increase income, employment, health and community leadership capability of the poor in Latin America, Africa, Asia and the Near East.

II. Program Purpose:

The purpose of the proposed grant is to improve the institutional capabilities of the Salesians to do development work and to improve the impact, sustainability and leverage of Salesian development projects and activities.

III. Principal Activities:

In accomplishing the goal and purpose, SSI's End of Project Status will reflect:

- o Significant improvements in Salesian headquarters staff technical and managerial capacity to:
 - manage a worldwide development program;
 - assist field Salesians to identify, formulate, develop, implement and evaluate development projects;
 - access financing and generate financial leverage for projects from private and public sources worldwide.
- o The institutionalization of a comprehensive set of methodologies for planning and managing development activities.
- o Salesian development projects achieving greater impact, sustainability and leverage because of improved planning and management.

IV. Outputs/Principal Activities:

The outputs of SSI's matching grant will be:

- o Headquarters modernization:
 - program and administrative staff increased to seven persons

 - consultant roster
 - OPO staff training and development (estimated 44 persons/weeks)
 - OPO development operations manual incorporating management systems, program and project guidelines and methodologies
 - study on donor diversification and leverage
 - funding source guidelines for operations manual
 - improved coordination among Salesian support offices
 - support office coordination guidelines for operations manual
 - financial management guidelines for operations manual

- o Development of the "Salesian Approach" to development activity:
 - a set of development methodologies for project planning and management appropriate to Salesians' needs and capabilities
 - 150 Salesians from at least 15 countries trained in these methodologies in five training programs in project design, management and evaluation

- o Implementation of development projects:
 - policies and procedures for project fund
 - donor diversification/leverage projects
 - two pilot projects resulting from training and other support activities in pilot phase of the program to develop the "Salesian Approach"
 - two or more projects resulting from training and other support activities in the extension phase of the program
 - development projects responding to special needs or opportunities during the life of the project

7/31/90



SALESIAN  MISSIONS

December 6, 1989

Ms. Donna Frago
FVA/PVC
Room 343, as 8
Agency for International Development
Washington, D.C. 20523

Dear Ms. Frago:

In accordance with our discussions at our annual program review with your office on December 4, 1989, I am writing you to discuss several probable changes in our implementation plan for Cooperative Agreement OTR-0158-A-00-9078-00.

The mechanization of Salesian Missions' accounting system is nearly complete. With full mechanization, it appears unlikely that we will need to hire a part-time accountant for our New Rochelle office. Therefore, we would propose to use the funds budgetted for this purpose either to contribute to the costs of the current accounting staff or to help pay for a portion of the services of our public accounting firm. In both instances, the amount of money would be proportional to the efforts directly applicable to the work of the Overseas Programs Office of the Salesians Missions in managing our portfolio of development projects.

A second change deals with the program to improve communication and other linkages among U.S., European and developing country Salesian offices. This effort envisioned a feasibility study for improved coordination among Salesian offices engaged in obtaining funds for development activities around the world and for subsequent workshops to discuss and implement these recommendations.

Since preparation of our proposal in the summer of 1988, however, it has become increasingly likely that Salesian offices which work with donor agencies in Europe

MAIN OFFICE

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will undergo substantial operating changes as a result of the closer integration of the European Economic Community in 1992. Our Executive Director, after consultations with senior Salesian officials at our Generalate in Rome, have concluded that the time is not now ripe for an overall effort to coordinate the work of U.S., European and other Salesian offices engaged in obtaining funds for Salesian development activities. Therefore, we are planning a more modest effort whereby we will direct our efforts at specific Salesian offices in Canada, Germany, Italy, and perhaps England and Holland.

To determine how our office can improve coordination with each of these Mission offices and to try to develop plans, procedures, and projects for collaborative funding, which was one of the objectives of our original proposal, we propose to conduct a series of individual consultations with these counterpart offices and work out separate agreements for pilot efforts.

We are currently preparing our annual plan, a part of which will be a revised project budget. When that budget is completed, we will submit it to you for approval. The budget will reflect the use of funds for the activities described above. We also hope that some of the savings we realize from this rebudgetting effort can be used to support a larger number of training programs in project planning, management and evaluation as we discussed at our meeting.

I trust these changes will be acceptable to AID. If you have any questions on the matters discussed herein, please let me know.

Sincerely,

William A. Sigler
Director, Overseas Development Programs

WAS:mas
cc: Rev. E.J. Cappelletti, S.D.B.

IMPLEMENTATION SCHEDULE
(As of 7/31/90)
COOPERATIVE AGREEMENT NO. OTR-0158-A-00-9078-00

IMPLEMENTATION SCHEDULE
(as of 7/31/90)

COOPERATIVE AGREEMENT NO. OTR-0158-A-00-9078-00

	YEAR 1				YEAR 2				YEAR 3			
	1	2	3	4	1	2	3	4	1	2	3	4
I. Modernizing headquarters operations to manage a worldwide development program including:												
A. Upgrading the effectiveness of the Overseas Programs Office (OPO) by increasing both direct hire and contractor resources:												
1. preparation of development plan for OPO operations; annual review and update		XXXXX				X				X		
2. hire secretary/administrative assistants in New Rochelle and Washington offices		X										
3. hire two additional Washington office program staff members		XX										
4. development of consultant roster		XXXXXXXXXXXXXXXXXXXX										
5. review of workload and staffing against development plan							X					
6. hire fourth Washington office program staff member when necessary								XXXXXXXXXXXX				
B. Improve capabilities to identify, analyze, develop, locate sources of financing, implement and evaluate development projects:												
1. staff training and development		XXXXXXXXXXXXXXXXXXXX										
2. publication of preliminary program guidelines (see II.A.); final review and update												
a. policy guidelines											X	
b. project development guidelines											X	
c. project financing guidelines											X	
d. project implementation guidelines											X	
e. project evaluation guidelines											X	
3. new management systems fully operational with guidelines incorporated into OPO development operations manual												

YEAR 1				YEAR 2				YEAR 3			
1	2	3	4	1	2	3	4	1	2	3	4

D. Programs to diversify sources and leverage for development projects from private and public donors:

1. prepare study of funding sources for development activity
2. discussion with promising sources
3. projects incorporating Salesian field activity, AID matching grant funds, and other public and private funding sources
4. evaluate results of experimental projects
5. incorporate information on financing in project guidelines

XXXXXXXXXXXXXX												
XXXXXXXXXXXXXXXXXXXX												
XX												
								XXXXXXXXXXXXXXXXXXXXXXXXXXXX				
											X	

E. Implementing programs to improve communication and other linkages among U.S., European and developing country Salesian offices:

1. consultations with counterpart Salesian fund raising offices in Australia, Canada, Germany, Italy, England, South Africa, Philippines and possibly Holland
2. evaluate feasibility of improved coordination with each
3. attempt joint funding of projects with counterpart offices where feasible
4. evaluate coordination experience
5. prepare coordination guidelines and agreements as appropriate

XXXXXX												
								X				
									XXXXXXXXXXXXXXXXXXXXXXXXXXXX			
											X	
												X
												XX

II. Training key field staff in methodologies to develop, formulate, implement and evaluate development projects, including:

A. Articulate a development methodology and apply to pilot projects in Central and South America:

1. preparation of materials on a "Salesian Approach" to project development and management
2. contract for a pilot training workshop for Salesians from Central and South America
3. conduct pilot training course
4. revise training materials
5. apply methodology in pilot projects

X												
X												
						X						
						X						
							XXXXXXXXXXXXXXXXXXXXXXXXXXXX					

YEAR 1				YEAR 2				YEAR 3			
1	2	3	4	1	2	3	4	1	2	3	4

B. Extend methodology to the English-speaking provinces, including: India, East Africa (Sudan, Kenya Tanzania and Uganda), Southern Africa (South Africa, Losotho and Swaziland) and Philippines (Philippines, Indonesia and Papua New Guinea):

1. training workshops; on going materials revisions
2. development of projects for financing
3. identification of prospective donors, presentation and negotiation of youth products
4. project implementation
5. evaluation of projects
6. linking to Peace Corps, foundations and other U.S. and international volunteer technical assistance agencies

X	X	X	X								
XXXXXXXXXXXXXXXXXXXXXXXXXXXX											
XXXXXXXXXXXXXXXXXXXXXXXXXXXX											
XXXXXXXXXXXXXXXXXXXXXXXXXXXX											
XXXXXXXXXXXXXXXXXXXX											
XXXXXXXXXXXXXXXXXXXXXXXXXXXX											

III. Financing field projects and activities utilizing private donations and AID matching funds to leverage other U.S. and foreign public and private agency contributions, including:

- A. Developing policies and procedures for the fund a model agreement between OPO and participating Salesian communities
- B. Design and implementing four categories of field projects in accord and with matching grant commitments:
 1. donor diversification projects
 2. Activity II. A. development phase pilot projects
 3. Activity II. B. projects
 4. special projects fund

										X	
								X			
XXXXXXXXXXXXXXXXXXXXXXXXXXXX											
XXXXXXXXXXXX											
XXXXXXXXXXXXXXXXXXXXXXXXXXXX											
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**Report of Salesian Missions'
Institutional Contacts for Donor Diversification
September 1989 - August 1990**

Australian Government

In June, we communicated with the Salesian provincial headquarters for Australia, which is registered with the foreign aid program of the Government of Australia as a national PVO. In early July, we had meetings with them in Melbourne to explore ways in which we can mutually reinforce our efforts to upgrade Salesian planning and administration in the developing countries and to secure new sources of funding for well-conceived projects and programs.

Barclay's Bank

In connection with the development of the Salesian training center project in Zambia, Salesian Missions has held a series of discussions with Barclays Bank. The discussions include the local bank manager in Lusaka as well as the officer responsible for community relations in Barclays Bank, London. As a result of these talks, the Barclays local branch in Lusaka has committed itself to make a grant of up to five thousand pounds in local currency for the purpose of buying equipment manufactured in-country for use in the training center. Barclays Bank, London has not yet indicated whether it will be able to provide additional funds in pounds sterling to support the project.

Canada Fund

In the last half of 1989, we visited the country representatives of the Canada Fund in the Philippines and in Thailand. The Fund is a source of grant financing for smaller projects (grants of \$5,000 to \$30,000), administered directly by the embassies of Canada. We have distributed guidelines and application forms to the Salesian communities in a number of countries and have alerted Salesians in other countries to the Canada Fund's existence. A request for starting up agricultural training and production activities for the Don Bosco Boys' Home in Cebu City, Philippines was submitted to the Canada Fund in Manila in June. As a result of our efforts in South Africa, the Salesians received a Canada Fund grant for scholarships for black children entering the integrated Salesian high school outside Johannesburg.

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Canadian International Development Agency (CIDA)

In November a representative of our office and the Canadian Salesian recently named to head the Provincial programs office in Montreal, met with a representative of the CIDA NGO program to discuss requirements for registering the Salesian Canadian Province as an NGO. The meeting was very positive, and we were encouraged to begin the registration process. Once this has been accomplished, we believe there are good prospects for joint cooperation with Canadian Salesians, whereby our office can help prepare projects which would then be submitted to CIDA by our counterpart office in Canada.

Catholic Relief Service (CRS)

We have had meetings with CRS country representatives in Haiti, the Dominican Republic, Kenya, Tanzania and the Philippines. Whereas over the years there has been some CRS support for Salesian programs, we think that there are possibilities for much more. Although the program priorities and programming in CRS appear to be greatly decentralized to the country level, we plan to have a meeting with CRS management in the near future in order to discuss their interest in an overall program dealing with disadvantaged youth.

Childhope

We met with Childhope representatives in New York in February, Manila in March, and Rio de Janeiro in June. This worldwide network, supported by UNICEF, is one of the leading organizations bringing to the attention of the world and its leaders the desperate state of hundreds of millions of poor youth. Its international board of directors includes two Salesian priests with exemplary programs for street children: Fr. Javier de Nicoló of Colombia and Fr. Bruno Secchi of Brazil. Although Childhope is not a funding organization, we believe there is good potential for cooperation in information exchange, training, and joint ventures in program development.

Children International

This organization, headquartered in Kansas City, Missouri, raises money in the United States in order to sustain poverty-stricken children in the poorest countries--by 1990, some 130,000 at \$12 a month each. We made initial contact with them by telephone in March, but because of busy travel schedules were not able to meet the management of this organization in Kansas City until early August.

For years, they have been operating a child sponsorship program with Salesians in Calcutta, India. However, their modus operandi has shifted over time from working through local indigenous organizations to setting up their own program operating organization in each country where they are active, and working in situations where a broad cross-section of a community is represented rather than only those who belong to, or are served by, one local organization. Thus, depending on local circumstances, Salesians may become a part of a larger community-based child sponsorship program. However, the circumstances are probably limited in that their program begins with young children (3-8 years old) while Salesian programs most often serve children of school age, and while the Salesians serve orphan children, Children International is looking preferably at situations in which the children sponsored are in a family setting.

Coca Cola

In the first quarter of 1990, Salesian Missions contacted the Coca Cola Foundation about its interest in education programs. The Foundation indicated that education programs are of priority concern to the Foundation, especially education programs in Southern Africa. The Foundation invited Salesian Missions to submit proposals for consideration. In July 1990, shortly after the visit of Nelson Mandela to the U.S., Salesian Missions submitted three small projects located in Southern Africa to the foundation for consideration. We have received a response telling us our proposals are under consideration.

CODEL (Coordination in Development)

We met with representatives of CODEL at their New York offices in February. This ecumenical body funds modest sized projects which reflect the cooperation of at least two distinct religious sects in a development project. Thus, we are watching for the project of right size in which Salesians are working with members of another religion in carrying out a project for submission to CODEL.

Christian Children's Fund

Early in 1990, we made initial contact with this Richmond-based organization for supporting destitute children in the poorest countries. A meeting is to be scheduled for September for concrete exploration of areas of mutual interest.

Christian Foundation for Children and Aging

This is another Kansas City-based children sponsorship program, whose founders also did the pioneering work in setting up Children International. This program largely works with Catholic organizations, sponsoring annually some 15,000 children in various countries of Latin America, Asia, and Africa. We met with them in Kansas City in early August. They are familiar with and enthusiastic about Salesian work; in fact, all of their programs in the Dominican Republic and Bolivia are operated with and by Salesians. They are very open to new program possibilities, limited only by resources constraints, and in the coming year we will attempt to identify at least one opportunity for collaboration.

Foundation for the Peoples of the South Pacific (FSP)

We visited FSP headquarters in New York City in February. This organization, focussing on the peoples of Papua New Guinea and the lesser island nations of the South Pacific, is not a funder, but rather also has to seek financing for projects. We believe in certain project cases it may be possible to collaborate with them, e.g., in fisheries training. We plan to discuss this possibility further in Manila in September with a Salesian representative from Papua New Guinea.

German Agro-Action (Deutsche Welthungerhilfe)

At the turn of the year, we attempted to capitalize on personal acquaintance with one of the directors by referring an agricultural training proposal from East Timor, Indonesia to this entity. However, they told us they did not have room for the project in its current program. We may follow in Europe later in 1990.

The Hackett Foundation

This small Catholic family foundation, located in New Jersey, has in the past funded small projects of the Salesians. In February, we secured their agreement to consider one proposal a year for both the Salesians and the Salesian Sisters. Working with the Salesian Sisters' Province for the Eastern U.S., we obtained in July a grant for \$13,408 on behalf of a home and training center for street girls in Santo Domingo, Dominican Republic. The grant is for furnishings and equipment for the home. The director is a nun who participated in the first training course given in Santiago, Chile in December 1989.

Heifer International

In May, we contacted Heifer International in order to interest them in providing assistance to the Don Bosco Agricultural School at Fuiloro, East Timor, Indonesia. Although they professed that their resources are virtually allocated for 1990 and 1991, they showed interest and are having their regional representative for Asia visit Fuiloro in August.

Inter-American Agricultural Institute (IICA)

We have attempted to tap the informational (and possibly exchange) resources of IICA through correspondence, but thus far without success. On a next visit to San José, Costa Rica, possibly in the August/September period, we will arrange for meetings.

Inter-American Foundation (IAF)

Over the years, the IAF has supported Salesian projects in Latin America, primarily Colombia, Ecuador and the Dominican Republic. We maintain close contact with IAF through the monthly Development Breakfast it hosts for executives of Washington-based development organizations working with Latin America and the Caribbean, through the personal contacts of Robert Mashek of our office who is a former executive of IAF, and through referral and recommendation of projects (from Ecuador, Paraguay, Uruguay and Haiti in recent months). All Salesian participants of the training courses have been briefed on the IAF's program and have been put on IAF's mailing list of development publications. IAF is currently supporting programs in Colombia and the work of graduates of the well-known Bosconia street children program in Bogotá. The Salesians in the Dominican Republic are in the process of planning a large program for street children with the IAF in mind for financing.

International Labor Organization (ILO)

We have attempted to establish communication with ILO in Geneva through correspondence, but have not as yet been successful. We plan to attempt direct contact in a visit to Europe later in 1990. Information on skills training experiences, available to ILO, should be of value to the Salesians.

Italy - Salesian Procurator

At the beginning of 1990, the Salesian Society created a new projects office for Italy in Turin. Appointed to the position is a most capable Salesian, who we have known well in his former position as finance director and project coordinator in the Philippines. Although he is still organizing the new office, we expect that we will be able to cooperate closely with him to secure funding from Italian sources.

Japanese Foreign Ministry

During late 1989 and early 1990, we had conversations with representatives of the Japanese Embassies in the United States, the Philippines, Indonesia, and Thailand regarding Japan's new program (in 1989) of support for small projects of non-governmental organizations. In early March we met with officials of the Grant Aid Division, Economic Cooperation Bureau of the Foreign Ministry in Tokyo. This program is a small fund of about \$2.0 million in 1990 for use in 40 countries, operated by the Japanese embassies in those countries. The Foreign Ministry official encouraged us to have Salesian organizations approach the embassies in their countries with small requests, generally in the \$5,000 to \$15,000 range. They were quite clear that they had no prejudice against religious organizations that carry out non-sectarian development programs. We have circulated information on the program, application forms, and a sample of a grant contract to Salesians in selected countries. Although the program is very small, our thinking is that it may introduce the Japanese to the Salesian training programs, and thus open greater possibilities in the future.

Japan International Cooperation Agency (JICA)

In May 1990, after our meetings with the Japanese Foreign Ministry, we contacted the JICA office in Washington, D.C., in order to see what interest JICA might have in a program of equipment and machinery for the Salesian training institutes. We intend to be somewhat persistent with the Japanese because there seems to be a felicitous coincidence of interest between the Salesians (who are continuously in need of equipment and machinery, not only to replace depreciated items, but also to keep up with technological innovations) and the Japanese, whose companies abroad increasingly are hiring graduates of Salesian technical schools. JICA support would result in better trained workers, and trade and investment would be promoted over the longer term by placing equipment, especially in electronics, auto mechanics, computing, where there is none now.

We sent JICA/Washington a written presentation in June, 1990, and met with the Assistant Resident Representative in early August. We learned that Salesian projects may very well be considered for support on a country-by-country basis when included with an approved government-to-government bilateral program. We will be pursuing this line in a few countries in the next year.

Jugend Dritte Welt (JDW)

This German organization, translated as Third World Youth, works hand-in-hand with the Salesian project support office for West Germany and has excellent contacts with both public and private German foreign assistance organizations. We have referred to them selected projects for which there is no known funder in the United States, and they have acted upon them with impressive willingness and speed. Last fall, we helped Salesians in southern Thailand sketch out a large post-hurricane reconstruction and development program, which JDW assumed and found funding for--about \$50,000 immediately and some \$400,000 for a longer term program. JDW is also in the process of finding funding of some \$150,000 for new workshops at the Salesian skills training school at Cap-Haitien, Haiti.

Luso-American Development Foundation, Portugal

In response to a notice placed in the bi-weekly InterAction newsletter, "Monday Developments", Salesian Missions contacted the Luso-American Development Foundation (LADF) headquartered in Lisbon, Portugal. LADF indicated that it was interested in cooperating with U.S. and African institutions on development programs in Portuguese-speaking African countries.

The Executive Director for LADF indicated that it had only \$80,000 budgeted for programs in Portuguese-speaking Africa in 1990. However, he expected this amount to increase in future years. Inasmuch as the Salesians have been working in Mozambique, Angola and the Cape Verde Islands since the early 1900's, we expressed our interest in working with LADF in these countries. However, because of the low amount of funds budgeted by LADF for these countries this year, it was agreed that the Salesians would attempt to identify appropriate projects during the course of 1990 with the expectation that proposals could be submitted to LADF for possible funding in 1991. We are planning a visit to LADF in conjunction with a visit to Mozambique in September 1990.

Misereor

Although Salesian Missions, as a United States technical assistance and fund-raising organization, does not have formal ties to Misereor, nor does it make requests to it directly on behalf of Salesian organizations in the developing countries, Misereor continues to be a steady funder of Salesian projects, and we often refer Salesians to Misereor. In 1989, our staff helped plan a project for the Don Bosco Technical School of Bangkok for about \$50,000, which Misereor funded. As well, the reconstruction program in southern Thailand, mentioned above, is receiving funding from Misereor. We have recommended direct contact between Salesians in a number of countries and Misereor: the Dominican Republic, Haiti, the Philippines and Indonesia.

The Netherlands, Ministry of Development Cooperation

On the basis of personal acquaintance, we referred an agricultural training project in Indonesia to a director at the ministry, but received a negative response. We may follow up on a visit to Europe later in 1990, depending upon the advice of the Salesian projects office for the Netherlands.

With Salesians in Indonesia and Thailand, we made contact with the Embassies of the Netherlands, which handle project requests both through a small projects fund and the official program for larger NGO programs. The Salesian training schools of Thailand have submitted a large request for training scholarships for both teachers in upgrading their skills and for beginning trainees too poor to attend training courses even gratis.

The Pan-American Development Foundation (PADF)

Although PADF apparently has very limited resources, they are very well disposed toward Salesian activities and actively seek ways to collaborate. In the past year, PADF obtained a special contribution of \$5,000 for our technical high school in Panama and is working on our request to find medical supplies and equipment for Salesian-run dispensaries in Nicaragua.

The Partners of the Americas

Although the Partners cannot be expected to be a "donor" organization for cash resources, the network of contacts, experience, and programs it represents can be an important resource on occasion. We have encouraged Salesians in such countries as Bolivia, Nicaragua and Paraguay to make contact with the local representatives of the Partners to explore the kinds of exchanges that may be offered or created.

The L. J. Skaggs and Mary C. Skaggs Foundation

We contacted this family foundation, based in Oakland, California, in February and March, because of its announced interest in the South Pacific and in women's and food production projects. We gave them examples of projects we thought might interest them; however, they responded that they were outside Skaggs' purview and that nearly all of their funding was now confined to the Bay area.

Taiwanese Government

At the beginning of the year, we received word through intermediaries that the Taiwanese were studying alternative strategies for its foreign assistance program, and that they were doing so quietly without wanting to enter into direct contact with potential recipients as yet. They requested samples of Salesian projects in developing countries of Latin America and Africa. In February we sent summaries of about eight projects being planned by Salesian organizations. Since then, we understand that the Taiwanese are still considering the matter and have not as yet made any decisions.

We have also consulted the Salesians of Hong Kong, the provincial headquarters for Taiwan. They in turn consulted Church authorities in Taiwan. They are not optimistic that the Government of Taiwan would want to support a Christian network of organizations, but we feel that the Government is looking at the possibility from a much too narrow, religious point of view rather than as a developmental self-interest in somewhat the same vein as the Japanese case explained above. For now, we are not actively following up on a Taiwanese link.

Trust Funds Incorporated

We met with the Chairman of this small, Catholic-oriented, San Francisco-based foundation in February, 1990, to explore their possible interest in Salesian activities overseas. We were told that: their resources are few; they try to fund small projects that "will make a real difference"; that most of their funding is domestic; but they would not say "no" in principle and beforehand to something very special. We are on the lookout for a project we believe might be attractive to this foundation.

UNICEF

We met with UNICEF representatives at the New York headquarters in February and in Manila in March. Although Salesian work with poor and disadvantaged children the world over would seem to be a natural source of interest to UNICEF, most of their programs are run on a government-to-government basis. The process and procedures for direct support to NGOs are not clearly defined. The contacts require follow-up, especially on the country level, for it appears that Salesian programs would have to be included in overall government plans negotiated and funded by UNICEF.

United Kingdom - Overseas Development Administration (ODA)

The ODA finances a "Joint Funding Scheme" to assist non-government organizations implementing development projects in countries belonging to the British Commonwealth. Our work with ODA is described in the main text of this report.

United Nations Development Fund for Women (UNIFEM)

We met with a UNIFEM representative at their UN headquarters in New York City in February and in Manila with the regional representative for Southeast Asia. UNIFEM is open to receiving proposals from the Salesians, but they also seek unique or model projects, and as yet the "right" kind of project has not surfaced.

United Nations Development Programme (UNDP)

We met with UNDP officials for their NGO program in New York City in February to find that their program, as many others, is for small projects and decided and administered largely at the country level. We have distributed their information and forms to Salesians in the Philippines, Indonesia and the countries of South America, but the size of projects funded by the UNDP NGO program is too small for our office to actively pursue.

USAID Missions

We have been and are dealing with USAID missions on specific projects as follows:

- Indonesia: additional construction of orphanages
- Kenya: training for women
- Nicaragua: emergency skills training program
- El Salvador: program for orphans
- Philippines: a three-part project including training for women; agricultural production training for Salesians in project planning, administration and evaluation.

- Sri Lanka: program for orphans

The most advanced of these efforts are described in greater detail elsewhere in this report.

World Mercy Fund

Salesian Missions contacted the World Mercy Fund (WMF), based in Alexandria, Virginia. The WMF supports Third World development and social projects, funding projects in health, water, education, modern methods of agriculture and self-help program assistance. In addition, the fund is devoting more attention to projects which can be financed through debt swap arrangements. Salesian Missions has submitted a proposal to the fund for consideration and are awaiting a response.

Footnote: We have tried to contact by telephone and/or mail, a number of small foundations oriented toward supporting activities of Catholic organizations abroad, but with little success. Among these are: the Katherine Gleason Foundation of San Francisco, the Homeland Foundation of New York City, and the Leonardt Foundation of Los Angeles. These are small, frequently family-run foundations. Because of their small staff and the large number of requests they receive, they discourage--sometimes avoid--personal contact. For our part, it is not cost-effective to spend time pursuing small grants, although we will continue to do so selectively where this would support the objectives of our cooperative agreement.

Proposed Course Content and Objectives

A. Purpose and Scope

1. The project development and management course is a part of Salesian Missions' efforts to upgrade the ability of Salesian missionaries working in the developing world to conceptualize, prepare, present, negotiate, manage and evaluate economic and social development projects funded by outside public and private donors. This training should provide course participants with a basic understanding of the fundamentals of these various steps in the preparation, funding and management of development projects. The course addresses a need expressed by overseas senior Salesian managers that Salesians obtain basic skills in the project process.

2. While the course will not necessarily prepare Salesians to develop perfected project proposals nor to deal with all aspects of project management according to a variety of donors' policies and procedures, it is intended to give a common understanding to Salesians of what a "development project" is and what donors' expectations are with respect to project planning, management and evaluation.

3. The training should also familiarize Salesians with the various considerations involved in presenting funding proposals to donors, in recognizing donors' policy and program interests, and in meshing Salesian objectives with those of prospective donors.

4. There is at present no inhouse training or written guidance on these matters provided to Salesians anywhere in the world.

B. Target Group

1. The project development and management course is directed primarily toward Salesians who have administrative or financial management responsibility or for developing projects for consideration by potential donors. These would include senior administrators of Provinces, including Provincials, the senior Salesians chosen to head geographic areas; Provincial Vicars, who act as Provincials' representatives in the absence of Provincials; Economers, who are normally in charge of all project and financial management activities of a Province; the heads of individual Salesian communities, for example, parishes, schools and hospitals; and those Salesians who have been identified as having the potential to utilize this training in either current or in future more responsible assignments. The selection of course participants will be the responsibility of the heads of individual Salesian Provinces and shall be subject to the approval of Salesian Missions.

2. Course participants may include both men and women religious (priests, brothers, and sisters) as well as lay people involved in the management of Salesian lay organizations or who work for Salesians in positions related to the development and management of projects.

3. Previous formal training in project design or management cannot be a prerequisite for participation in the course. While most participants will have had responsibility in directing Salesian development programs, they will normally not tend to think in management terms. They also normally will not view a project as an integrated set of activities having defined purposes, activities, budgets and time-phased implementation plans. Most will not be skilled in maintaining project accounts nor in preparing written reports to donors on project progress. Most participants will have not been involved in any type of formal evaluation activity and subsequent reporting to donors.

4. In particular, Salesians participating in the course will not have a good sense of how identify and develop institutional donors. Typically, they will be accustomed to having others do this on their behalf, for example, OPO and Salesian offices in Western Europe that deal with development organizations and which prepare and present projects on behalf of Salesians working in the developing world.

5. This will be a full-time, 6 and 1/2 day course with a heavy workload, including required evening sessions or assignments. Therefore, participant will be relieved of all other duties while attending the course. All participants will be expected to attend all sessions, and practice punctuality and positive participation.

C. Course Outline

1. Because most participants will lack experience and understanding of the process of planning, funding and managing projects, it is not the expectation of Salesian Missions that this brief training program will make participants fully proficient in these processes. The minimum objective is to familiarize participants with all the considerations involved in all phases of the project process enumerated in paragraph A.1., and to help them work more effectively with representatives of Salesian Missions and other organizations which may either help Salesians to prepare projects or to fund them.

2. At the end of the program, Salesians should have a good grasp of all the considerations and steps involved in the process beginning with the conceptualization of a development project and ending with the final project evaluation. Course materials should touch on all of these steps and should provide participants with a stand-alone manual they can use for preparing project proposals, presenting them for funding, practicing

project accounting and accountability, reporting project progress and evaluating projects against goals and objectives laid out in the initial plan.

3. In addition, course participants should become sensitive to donors' policies, needs and concerns so that their requests for funding will not be based solely on the needs of their good works, but also on donors' policies, programs, needs, expectations and requirements.

4. Although not exclusively, discussions, case studies, videos and other visual training aids, and simulation and other small group exercises might be used to help participants develop and practice skills acquired in the course.

5. Although not an exhaustive listing, the project development and management course should include the following:

a. Preparing a Project

- o Defining project purposes.
- o Developing realistic project objectives.
- o Viewing the project as an integrated set of activities undertaken to achieve specified objectives.
- o Ensuring that project activities are consonant with project objectives.
- o Developing where possible and appropriate objective and/or quantifiable indicators which can serve as measures of achievement and as a basis for evaluation.
- o Identifying project inputs, i.e., persons, funds, materials.
- o Developing a project budget.
- o Developing time-phased implementation plans.
- o Ensuring proper project management; use of outside experts; budgeting for these services.
- o Examples of varying degrees of complexity of donors' requirements for project proposals.
- o Understanding economies of scale in project preparation, i.e., how to develop a modular, time-phased plan which can be presented to more than one donor.

b. Identifying and Negotiating with Prospective Donors

- o Obtaining information on U.S. and European donor organizations.
- o Examples of information sources on U.S. and European donors.
- o Assessing donor policies and guidelines to determine the fit between Salesian goals, objectives and requirements and donors' interests.
- o How to approach donors.
- o How to achieve closure with a donor.

- o Examples of more or less complex donor requirements; why donors impose seemingly "bureaucratic" requirements.
- o Getting help to satisfy donor requirements, e.g., Salesian Missions, local contractors, volunteers.
- o How to maintain good relationships with donors.

c. Implementing the Project

- o Developing time-phased implementation plans; involving the donor; obtaining donor approval.
- o Assigning responsibilities and delegating authorities for project management.
- o Tracking and recording project progress.
- o Use of periodic reports and progress meetings.
- o Anticipating and identifying problems.
- o Maintaining financial accounts.
- o Meshing accounting systems and donor financial reporting requirements.
- o Preparing narrative progress reports related to the project proposal and implementation plan.
- o Keeping the donor informed and involved and cultivating the follow-on grant.

d. Project Evaluation

- o Using the project proposal and the donor agreement as the basis for evaluation.
- o Preparing evaluation plans and criteria.
- o Conducting project evaluations.
- o Preparing evaluation reports.

6. While the preceding paragraph 5. outlines the most basic matters to be covered in the course, Salesian Missions is interested in creative and innovative proposals. Proposers are encouraged to suggest other topics to be covered in the course. Proposals which provide for advance readings or other types of preparation on the part of participants or which outline approaches to elicit and satisfy participants' concerns during the course are encouraged. Work with participants on projects they currently are planning might be appropriate to allow participants to apply their newly-acquired skills immediately and in the context of their training experience. Because all course participants at one time or another will have attempted to obtain funding for projects, participants also might be encouraged to bring presentations they have made to potential donors and discuss and draw conclusions from their dealings with donors, both positive and negative.

7. Salesian Missions' expectation is that the course will be highly interactive with participants actively involved in presentations, discussions, case studies and other course activities. Salesians are accustomed to working long days, and if properly stimulated, active participation should not be a

problem. Nonetheless, the course should provide opportunities for rest and relaxation. It will be necessary for the contractor be able to conduct all course discussions and present all training materials in fluent and correct Spanish.

8. It is imperative that course participants' needs and expectations be met. Therefore, the course schedule should provide participants opportunities and appropriate means to express these needs and expectations and to give periodic feedback to instructors on whether they are being met. In particular, participants' suggestions should be taken into account in the design or redesign of course materials, particularly the take-home manual.

ANNEX H
PVO Project Reporting Information Form

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

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

FOR OFFICIAL USE ONLY

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

PROJECT INFORMATION (PRIMARY)

Name of Organization Salesian Missions		Grant/Contract Number 526-0616-G-55-9002-00
Start Date (MM/DD/YY) 08-30-89	End Date (MM/DD/YY) 09-30-92	AID Project Officer's Name Peter Orr

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1989	\$ 200,000		
LOP	\$ 200,000		

Activity Description

This project supports the establishment of a natural resources conservation center at the Salesian Agricultural Institute "Carlos Pfannl" (IAS) to demonstrate and train farmers in agricultural practices appropriate for the rational management of Paraguay's natural resources. The school will devote 110 hectares to establish model agro-forestry and crop production demonstration plots, both irrigated and not. Applied research in new technologies will be conducted and a variety of outreach activities are planned, e.g., short courses, field days and publications.

Status

Although the grant was approved in September, 1989, problems in finding qualified technical personnel delayed the project's start until December. Natural resources surveys of the project areas have been completed. Based on these surveys, detailed planning of 20 agro-forestry and crop production demonstration sub-projects is underway.

COUNTRY INFORMATION (SECONDARY)

Country Paraguay	Location in Country (Region, District, Village) Coronel Oviedo
PVO Representative's Name William A. Sigler	Local Counterpart/Host Country Agency Carlos Pfannl Institute

COUNTRY FUNDING INFORMATION (\$000)

YEAR	CY 1989	CY 1990	CY 1991	CY 1992
AID \$	\$ 3,204	\$ 133,765	\$ 52,931	\$ 10,100
PVO \$				
INKIND				
LOCAL	753	73,895	96,830	77,713
TOTAL	\$ 3,957	\$ 207,660	\$ 149,761	\$ 87,813

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

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

FOR OFFICIAL USE ONLY

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

PROJECT INFORMATION (PRIMARY)

Name of Organization Salesian Missions		Grant/Contract Number LAC-0616-A-00-6076-00
Start Date (MM/DD/YY) 09/15/86	End Date (MM/DD/YY) 05/31/90	AID Project Officer's Name Peter Orr

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1986	\$ 210,000		
1987	190,000		
LOP	\$ 400,000		

Activity Description

The purpose of this project is to provide support to the Carlos Pfannl Institute to develop a permanent capacity to: (1) prepare, execute, implement curriculum improvements; (2) prepare, execute and evaluate investment and operational plans for commercial, revenue producing programs, and (3) administer education and commercial operations based on full information regarding costs and other management criteria. The school's commercial agricultural operations also will be upgraded and expanded.

Status

All project activities have been completed. We are awaiting receipt of the project evaluation.

COUNTRY INFORMATION (SECONDARY)

Country Paraguay	Location in Country (Region, District, Village) Coronel Oviedo
PVO Representative's Name William A. Sigler	Local Counterpart/Host Country Agency Carlos Pfannl Institute

COUNTRY FUNDING INFORMATION (\$000)

YEAR	FY 1987	FY 1988	FY 1989	FY 1990
AID \$	107,110	123,444	125,876	43,570
PVO \$				
IN KIND				
LOCAL	59,903	61,597	113,000	58,497
TOTAL	167,013	185,041	238,876	102,067

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

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

FOR OFFICIAL USE ONLY

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

PROJECT INFORMATION (PRIMARY)

Name of Organization Salesian Missions		Grant/Contract Number 879-00019G-00-5009
Start Date (MM/DD/YY) 10/1/84	End Date (MM/DD/YY) 7/31/90	AID Project Officer's Name Louis Kuhn

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1985	\$652,275		
1986	441,154		
1989	150,000		
LOP	\$1,550,000		

Activity Description

The purpose of this grant is to provide partial support to the Salesian Society for the construction, furnishing, equipping, and management of a manual skills training school in Port Morseby, Papua New Guinea.

Status
All classrooms, shop buildings, and a gymnasium/cafeteria have been built, and are in use with tools and equipment provided by the Salesians and the German Government. There is an attendance demand far beyond the school's capacity, and the drop-out rate is low. It has both a formal high school level program as well as shorter, less formal courses for youth who cannot attend fulltime. All but the additional \$150,000 from AID-financed tools and equipment was installed and in use by mid-1989. AID/Fiji has expressed its satisfaction with the project, which seems to have surpassed expectations.

COUNTRY INFORMATION (SECONDARY)

Country Papua New Guinea	Location in Country (Region, District, Village) Port Morseby
PVO Representative's Name Robert W. Mashek	Local Counterpart/Host Country Agency Don Bosco Technical School

COUNTRY FUNDING INFORMATION (\$000)

	FY 1985	FY 1986	FY 1987	FY 1988	FY 1989
AID \$		\$350,000	\$260,000	\$435,000	\$505,000
PVO \$					
IN kind	\$340,000				
LOCAL	\$160,000	160,000			
TOTAL	\$500,000	\$510,000	\$260,000	\$435,000	\$505,000

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

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Expiration Date: 03/31/89

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

PROJECT INFORMATION (PRIMARY)

Name of Organization Salesian Missions		Grant/Contract Number 497-0336-G-SS-9160-00	
Start Date (MM/DD/YY) 09/29/89	End Date (MM/DD/YY) 09/28/91	AID Project Officer's Name William Carter	

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1989	\$505,282		
LOP	\$505,282		

Activity Description

The objective of the project is to improve the living conditions for 450 children left orphaned by civil strife in East Timor and now in the care of the Salesians. Funds will pay in part for the construction of new facilities at three locations and some furnishings at a third.

Status

The architectural designs in all detail have been approved, all preliminary soil and environmental tests done, final costing completed, and the construction contracts are about to be approved and signed. Construction is expected to begin in mid-1990.

COUNTRY INFORMATION (SECONDARY)

Country Indonesia	Location in Country (Region, District, Village) Los Palos, Venilale, & Laga East Timor
PVO Representative's Name Robert W. Mashek	Local Counterpart/Host Country Agency Salesian Delegation

COUNTRY FUNDING INFORMATION (\$000)

YEAR	CY 1989	CY 1990	CY 1991		
AID \$	---	\$350,000	\$155,282		
PVO \$	4,000	132,181	85,000		
INKIND					
LOCAL					
TOTAL	\$4,000	\$482,181	\$240,282		

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

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

FOR OFFICIAL USE ONLY

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

PROJECT INFORMATION (PRIMARY)

Name of Organization Salesian Society (Salesian Missions)		Grant/Contract Number AID 492-0419-G-SS-9080-00
Start Date (MM/DD/YY) 08/09/89	End Date (MM/DD/YY) 08/08/91	AID Project Officer's Name Bryant George

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1989	\$68,000		
LOP	\$68,000		

Activity Description

The objective of the project is to provide assistance to the graduates of five Salesian skills training institutions in Cebu, in finding gainful employment and adjusting well to the world of work. Specific results expected are: 1) placement in jobs of 90% of the 420 graduates annually; 2) special monetary assistance to 40 graduates annually to help in especially difficult circumstances of job entry; and 3) making at least 10 microenterprise plans for graduates to set up their own business shops.

Status

The job placement office has been set up and is functioning out of the Pasil training center. A selected survey of the graduates of 1987 and 1988 has been made and is being fed into a computer system and is being analyzed as baseline data. A program of job education (lectures and talks) has been established, and links with local industry and commerce are being broadened. Forty especially difficult cases for transition from training to jobs have been selected and are receiving special monetary and counseling assistance.

COUNTRY INFORMATION (SECONDARY)

Country Philippines	Location in Country (Region, District, Village) Cebu City, Cebu
PVO Representative's Name Robert W. Mashek	Local Counterpart/Host Country Agency Don Bosco Boys' Home

COUNTRY FUNDING INFORMATION (\$000)

YEAR	CY 1989	CY 1990	CY 1991		
AID \$	2,800	40,000	25,200		
PVO \$	3,000	15,000	4,700		
INKIND					
LOCAL					
TOTAL	\$5,800	\$55,000	\$29,700		

**PVO PROJECT REPORTING INFORMATION
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Expiration Date: 03/31/89

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

PROJECT INFORMATION (PRIMARY)

Name of Organization <u>Salesian Missions</u>	Grant/Contract Number AID 497-0336-G-SS-9128-00
Start Date (MM/DD/YY) 08/15/89	End Date (MM/DD/YY) 08/14/91
AID Project Officer's Name William Carter	

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1989	\$218,268		
LOP	\$218,268		

Activity Description

The purpose of the grant is to help put back into operational shape a secondary-level agricultural training school, after years of neglect and vandalization in a civil war zone. This means: renovation of buildings, restocking with animals, equipping with farm implements and laboratory supplies, fencing, and bringing in electricity. Overall objectives are to admit 150 students annually into the three-year program (thus totalling 450 students) and to provide extension services to farmers in the nearby surrounding areas.

Status

The renovation of buildings is nearly complete. The schools is operating its second year with 135 2nd year students and about 90 1st year students. Admission was limited to 90 by the Provincial Government because it thought the school could not handle more until it was fully equipped and established. The Government also supports the school with technical assistance, cattle purchases, and other minor expenses. 30 hectares have been cultivated and harvested. Offices and labs are in the process of being adequately equipped. Extension services have begun in the form of animal vaccinations and land preparation for local farmers with the school's tractor.

COUNTRY INFORMATION (SECONDARY)

Country Indonesia	Location in Country (Region, District, Village) Fuiloro, Los Palos, East Timor
PVO Representative's Name Robert W. Mashek	Local Counterpart/Host Country Agency Don Bosco Agricultural School

COUNTRY FUNDING INFORMATION (\$000)

YEAR	CY 1989	CY 1990	CY1991
AID \$	40,000	168,268	10,000
PVO \$	70,000	39,000	
INKIND			
LOCAL			
TOTAL	\$110,000	\$207,268	\$10,000

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

PROJECT INFORMATION (PRIMARY)

Name of Organization Salesian Society Inc. (Salesian Missions)		Grant/Contract Number 493-03420-G-SS-8052-00
Start Date (MM/DD/YY) 10/01/88	End Date (MM/DD/YY) 09/30/91	AID Project Officer's Name Lawrence M. E. Brown

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1988	\$177,000		
LOP	\$177,000		

Activity Description

This three-year project provides support for a training program to make disadvantaged, unschooled, and unskilled Thai youth employable. Its two purpose are: 1) to train these youth in skills and improve their general attitudes and abilities so that they can qualify for jobs; and 2) to assist them in job placement. The project aims to retain key instructional staff at the School, enhance the quality of its technical training, increase shop income in order to support a greater degree of the School's operating expenses, increase admissions in non-formal programs, increase the numbers of youth who complete training, and establish and operate a job placement service.

Status

The project is proceeding on target, except for delays in finding personnel to handle the job placement office. Key instructional faculty have remained in higher percentage. Admissions and completions have expanded in accordance with goals. Shop income has fluctuated because of centralization of authority to shop-heads and reorganizations of shop to make them more efficient over the long run. The School's allocation of its own resources has far outpaced budgetary projections. An evaluation, mid-term, is scheduled to be completed in mid-1990.

COUNTRY INFORMATION (SECONDARY)

Country Thailand	Location in Country (Region, District, Village) Bangkok
PVO Representative's Name Robert W. Mashek	Local Counterpart/Host Country Agency Don Bosco Technical School

COUNTRY FUNDING INFORMATION (\$000)

YEAR	CY 1988	CY 1989	CY 1990	CY 1991
AID \$	21,570	48,957	60,000	46,473
PVO \$	334,032	1,215,613	1,000,000	459,000
INKIND				
LOCAL				
TOTAL	\$355,602	\$1,264,570	\$1,060,000	\$505,473

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

PROJECT INFORMATION (PRIMARY)

Name of Organization Salesian Society		Grant/Contract Number PDC-0281-A-00-6199-00
Start Date (MM/DD/YY) 09/01/86	End Date (MM/DD/YY) 08/31/91	AID Project Officer's Name Donna Frago

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1986	\$150,000		
1987	150,000		
1988	365,000		
LOP	\$665,000		

Activity Description

The purpose of this grant was to provide support for an expansion and strengthening of the planning, programming, financial management and general administrative capabilities of the Salesian Society. The goal was to enable the Salesians to generate and manage an expanded development assistance program. The Grant also financed three small field activities: two technical schools in Montero and Santa Cruz, Bolivia; and a non-formal technical training program in Maputsoe, Lesotho. A program to support technical training at the Don Bosco Boys' Town and in several slums in Nairobi, Kenya was added to the Grant in August 1988. (The PAGD for the Grant was extended to 8/31/91 to cover the Kenya "buy-in.")

Status

With the exception of the program in support of the Salesian technical training activities in Nairobi, Kenya, all activities financed under this grant were completed in August 1989. Under the Kenya buy-in, the Salesians have constructed and are managing satellite workshops in four of the poorest areas of the city, viz., Maraku, Dagoretti, Kibera, and Kiserian--two were self-financed by the Salesians. The Salesians are also providing management support and instructors for a fifth workshop in Kiambu financed by the Diocese of Nairobi. At present, 200 trainees are receiving instruction in the five satellites and another 320 are being trained at the Don Bosco Boys' Town.

AID Funds to finance the construction of another workshop have been reprogrammed to establish a revolving fund for the purchase of tool-kits for graduates of the training programs.

COUNTRY INFORMATION (SECONDARY)

Country 1. Bolivia, 2. Lesotho, 3. Kenya	Location in Country (Region, District, Village) 1. Santa Cruz and Monteiro 2. Maputsoe, 3. Nairobi
PVO Representative's Name William A. Sigler	Local Counterpart/Host Country Agency /each country. Director of technical school in /

COUNTRY FUNDING INFORMATION (\$000)

YEAR	9/1/86-8/31/87	9/87-8/31/88	9/88-9/89	10/1/89-9/90	10/1/90-7/8/31/91
AID \$	119,962	180,038	184,687	100,000	80,313
PVO \$	99,673	232,577	268,260	30,365	27,830
IN KIND					
LOCAL					
TOTAL	219,635	412,615	452,947	130,365	108,143

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

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

FOR OFFICIAL USE ONLY

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

PROJECT INFORMATION (PRIMARY)

Name of Organization Salesian Missions		Grant/Contract Number OTR-0158-A-00-9078-00	
Start Date (MM/DD/YY) 08/31/89	End Date (MM/DD/YY) 08/31/92	AID Project Officer's Name Donna Frago	

AID OBLIGATION BY AID FY (\$000)

FY	AMOUNT	FY	AMOUNT
1989	\$ 400,000		
1990	400,000		
LOP	\$ 1,200,000		

Activity Description

The purpose of this grant is to improve the institutional capability of Salesians to do development work and to strengthen the impact, sustainability and leverage of Salesian development projects and activities. To accomplish this purpose, the following activities are being undertaken: 1) augmentation and further professionalization of headquarters staff; 2) diversification of donors to Salesian activities; 3) development of an operations manual; 4) improved coordination among Salesian financial offices; 5) development of a project handbook and training in project preparation and management for overseas Salesians; and 6) preparation, financing and implementation of a selected number of overseas projects.

Status

Headquarters staff was increased from two to five professionals as of January and a program of on-the-job and outside training has begun. Various initiatives have been undertaken to diversify donors and five new projects have been approved by the Kellogg Foundation. Guidelines for project design and financial management have been developed and are in use. Efforts to improve coordination with other Salesian financial offices are underway, but no joint projects have been funded as yet. A contract for preparation and conduct of project design and management course was completed and two courses were offered to 71 Salesian personnel from Latin America.

COUNTRY INFORMATION (SECONDARY)

Country U.S. and various Latin American countries	Location in Country (Region, District, Village) N/A
PVO Representative's Name William A. Sigler	Local Counterpart/Host Country Agency Officer Salesian Provinces

COUNTRY FUNDING INFORMATION (\$000)

YEAR	CY 1989	CY 1990	CY 1991	CY 1992
AID \$	13,720	445,000	445,000	296,280
PVO \$	75,240	422,000	422,000	280,760
INKIND				
LOCAL				
TOTAL	88,960			

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