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MIDTERM REPORT
on the
MATCHING GRANT
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UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

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LIST OF ABBREVIATIONS

AID - Agency for International Development
DHQ - Divisional Headquarters
HORD - Human and Organizational Resource Development
HRD - Human Resource Development
IHQ - International Headquarters
KSAs - Knowledge, skills and attitudes
M&E - Monitoring and evaluation
MGIII - JAWSO's third matching grant from AID/FVA/PVC
OD - Organization Development
RC - Regional Coordinator
SALT - Salvation Army Leadership Training
SAWSO - Salvation Army World Service Office
SFOT - School for Officer Training (Training College)
TA - Technical Assistance
THQ - Territorial Headquarters
TOT - Training of Trainers
TRAINFO - Data base on people trained under MGIII

EXECUTIVE SUMMARY

The United States Agency for International Development (AID) awarded a Matching grant to The Salvation Army World Service Office (SAWSO) on September 1, 1987. This report covers the first three and one half years of grant implementation.

The focus of SAWSO's Matching Grant III is human and organizational resource development (HORD). The strategy of this new phase in SAWSO's evolving approach is to build or strengthen both individual skills and organizational management capacity within The Salvation Army and in communities. Our expectation is that this strengthened capacity will promote and more fully sustain the development efforts of The Salvation Army's operational network of service delivery and community development programs.

The activities under this grant represent a significant departure for SAWSO's role within The Salvation Army and the kind of assistance we have provided. SAWSO's role has evolved from that of a donor to partner and resource -- from being fairly directive to more consultative. Moving into a more consultative role has prompted SAWSO to reorganize, hire additional staff, strengthen the training and consulting skills of staff, and develop a new computerized grant-wide monitoring system. SAWSO technical assistance to field offices has focused more attention on training and organizational needs assessment, strategic planning and program development, and facilitating seminars and workshops.

SAWSO technical assistance, training, and funds for Salvation Army field offices has produced the following major outputs in 21 countries: 5,600 Salvation Army officers and staff have participated in a variety of skills training activities, with 51% of all trainees being women; 50 manuals have been developed by SAWSO for leadership management and administration, community development and training of trainers skill areas; 15 country/regional headquarters have conducted strategic or long range planning which address their training and leadership development needs.

I. BACKGROUND

In the Fall of 1986, SAWSO submitted its proposal to AID for a third Matching Grant. This proposal reflected the evolution in SAWSO's approach to understanding and addressing interrelated problems affecting the disadvantaged around the world.

A. Key Constraints to Development

Locally individualized and varied programs around the world combine to reflect The Salvation Army's century-old war against poverty, hunger, disease and early death--problems central to much of human misery.

Previous Matching Grants have helped develop and support some of these diversified programs. From our experience we now perceive an underlying cause which often impedes progress of development programs. There exists a lack of human power and awareness needed for the poor to overcome constraints to their development.

The poor are often unable to identify their problems and to develop a plan for the necessary steps to resolve them. Thus, there is insufficient foundation upon which to build development efforts. The causes contributing to this lack of human power and awareness are common in the developing world: the poor feel powerless and victimized because of their lack of knowledge and skills; groups or communities need to improve systems for decision making, allocating and using resources, and implementing development activities; development planners, at the community level, frequently do not involve the poor in the planning process.

Considering our learnings, SAWSO's role and approach have been modified to better address this underlying barrier to development.

B. SAWSO's Role

SAWSO's mandate is to assist The Salvation Army to promote self-help efforts that address the underlying causes of poverty in developing countries. SAWSO's role in this worldwide effort is to provide technical assistance, training, and funds to Salvation Army field offices which are directly responsible for program implementation. SAWSO staff function as facilitators and consultants to Salvation Army country directors and International Headquarters (IHQ) at their request. Policy, personnel and programmatic decisions in the territories are determined by the territorial commanders (country directors) and/or International Headquarters.

C. SAWSO's Development Philosophy and Approach

SAWSO's philosophy is that local leaders must become directly involved in the design and implementation of programs, working with Salvation Army field staff to identify causes of their problems, to begin solving those problems themselves, and then to develop the planning and management skills necessary to continue the programs.

SAWSO's development approach has evolved to our present focus on human and organizational resource development (HORD). This approach involves building or strengthening the capacity of both communities and The Salvation Army to engender and sustain the development process.

Matching Grant III was proposed to enable SAWSO and The Salvation Army to strengthen its expertise in training and institutional strengthening. The expectation was that, in turn, The Salvation Army's would be able to more fully sustain the development efforts of its operational network of service delivery and community development programs.

D. Expressed Needs of Beneficiaries, Participants, the PVO, etc.

The evolution of SAWSO's approach to HORD, which culminated in the 1986 proposal for MGIII, was shaped by Salvation Army leadership interest in and demand for staff development at national and international levels.

In part, this interest was the outcome of a needs assessment and planning process undertaken in various countries and at regional levels (notably Africa and South Asia). In addition there was pressure from several host countries to nationalize staff in private enterprises, both profit and nonprofit.

SAWSO's previous efforts at leadership and management training under MGII also helped to increase interest and demand.

Finally, greater demand on the part of local communities for services from the Army and increased requirements for specialization and technical expertise have led to a need for more technical and management skills on the part of Army officers and staff.

Thus, a variety of forces combined to create active interest in and demand for HORD activities. This was communicated to SAWSO from the lowest to the highest levels of The Salvation Army. During the Matching Grant, these needs have continued to be expressed and demand has even increased. This is due in part to the greater availability and success of human and organizational development activities.

E. Gender Concerns

The general lack of recognition of the pivotal social and economic role of women in all societies means that gender must always be a concern in any program of human assistance. Without some form of special attention, the structural imbalances which disfavor women can be perpetuated if not exacerbated. This is as true in the field of human and organizational resource development as for any other.

The Salvation Army has historically emphasized the role of women in its work. For example, men and women have equal responsibilities in Army ministry and community service roles. A long tradition of women officers with high professional competence has contributed much to the Army's work, particularly in health and social service fields. The current international leader of The Salvation Army is a woman officer.

However, in developing HORD programs with The Salvation Army, several concerns do arise. First, women officers in the developing countries share many of the disadvantages of the general female population in these countries: less formal education, fewer opportunities for skills development, high frequency of pregnancy, little access to the formal economy, less knowledge of "official languages" such as English, French, etc., as compared with males.

Another concern is that, in The Salvation Army, appointments of officer couples to positions of leadership are usually made on the basis of the husband's skills, experience, etc. Some women officers then find themselves placed in leadership positions without having had the opportunity to gain adequate skills.

SAWSO is aware of these and other gender concerns. Some are particular to the Army, but most are not. Strategies for addressing them are discussed at various points in the report which follows. (See particularly Part II. "Program Methodology," Paragraph E.)

G. Resources

In the proposed countries and communities, there are varying degrees of existing local resources or assets including:

- o skills in such areas as traditional construction, farming or home health care practices;
- o local labor, materials and limited cash;
- o Salvation Army infrastructure including facilities such as clinics, corps community centers, or offices for administration, as well as the extensive network of officers, employees and existing community groups (e.g., women, youth);
- o host-country groups and individuals with expertise in program development, monitoring and evaluation and human and organizational resource development.

H. External Funding Rationale

A responsible development approach needs to recognize that at times inputs are needed which are beyond the reach of local people or institutions. In this situation, external funding was essential.

The grant combined funds from both AID and SAWSO. While SAWSO's private resources were available to underwrite aspects of the program, they could not have supported the Salvation Army's global effort. Such funds were either tied to specific countries or certain kinds of activities. By combining private funds in the Matching Grant program, it has been possible to increase their impact.

AID/PVC's recognition of the importance of institution building and willingness to fund the strengthening of human and organizational capacity provided SAWSO with a lever in facilitating the SA's move toward HORD. Too often donors and even development organizations themselves have an easier time raising funds for program implementation than for investing in the implementing structure of people and systems.

II. PROGRAM METHODOLOGY

This section presents a summary of the grant purpose, objectives, methodology and expected outcomes. It also describes SAWSO's evolving approach for human and organizational resource development (HORD).

A. Overview

Purpose:

To increase the ability of the poor to identify, articulate and act on constraints to development in selected countries in Africa, Asia, Latin America, the Caribbean and the Pacific.

Goal:

To increase The Salvation Army's ability to assist the poor to act on constraints to their development.

Objective 1:

By September 1, 1992, 3,000 Salvation Army officers and staff (which is 30% of target group) and 800 community members will have been introduced to, or become more proficient in, development-related skills.

Objective 2:

Salvation Army management and administrative capacity to foster development will have been strengthened in 13 countries.

B. General Strategy

SAWSO's focus in the Matching Grant is on: human and organizational resource development (HORD). This represents a new phase in the evolution of SAWSO's approach to development. Underlying SAWSO's strategy in this grant is the hypothesis that by building or strengthening these capacities within The Salvation Army, as well as within communities, development will be initiated and sustained.

1. Human Resource Development (HRD)

Through grant activities, SAWSO and The Salvation Army seek to maximize the human potential of Salvation Army officers and staff. In addition to skill building in management, leadership, and sectorial areas, SAWSO is working with the Army to increase The Salvation Army's capacity to design, implement, and assess their own HORD efforts. Specifically, SAWSO technical assistance and interventions in human resource development assist The Salvation Army to:

- o assess human resource development needs;

- o design and conduct training for diverse officer and staff groups using new ideas, and nonformal adult education methods;
- o develop and use their own training materials;
- o transfer technical skills to Salvation Army officers; and,
- o appropriately use local (in-country) resource persons.

2. Organization Development (OD)

SAWSO's technical assistance in organization development is a long range effort to help The Salvation Army be more effective in reaching its goals. SAWSO OD interventions focus on the development of groups, the organization and individuals as required to improve organizational functioning.

OD interventions used by SAWSO include strategic planning, organizational needs assessment, team building, futuring, evaluation, networking, one-on-one consultation, counseling and training.

C. Methodology

SAWSO's assistance to the Salvation Army takes three basic forms; training, technical assistance/consulting and funding (See Appendix A for a copy of SAWSO's Capability Statement). The assistance, implemented as appropriate to the context of each country, concentrates on eight areas of resource and skills development: Training of Trainers, Management and Administration, Leadership Development, Community Development, Health, Income Generation, Literacy, and Agriculture.

In addition, SAWSO is developing curricula for training-of-trainers, management, planning, leadership development, and other areas. By the end of the grant, culturally-appropriate and field-tested materials will be published (or ready for publication), in one key skill area, either training of trainers or planning for development. (Appendix B contains excerpts from a SAWSO developed training manual on Planning for Community Development.)

1. Interventions

SAWSO has collaborated with and assisted International Headquarters and individual Territorial Headquarters to plan and implement projects and processes to accomplish their country-specific HORD objectives through the following types of interventions:

- o technical assistance to on-going projects;

- o individual consultation with officers and staff on HRD and OD issues and interventions;
- o technical assistance to territories to develop ongoing staff development programs or projects;
- o regional and in-country seminars and workshops sponsored by The Salvation Army and facilitated by Salvation Army staff, SAWSO staff or outside facilitators;
- o participation by Salvation Army officers and lay staff in workshops, seminars, and courses sponsored by other institutions such as NGOs, government ministries, universities or private firms;
- o regular in-service training for the technical staff of projects;
- o training programs for community members in technical areas;
- o project management, through which project staff and community members learn experientially about needs assessment, planning, budgeting, evaluation, etc.;
- o funding of sectorial activities which provide "laboratory learning" opportunities for new skills learned through HORD.

2. Training/Consulting Approach

Whenever possible and appropriate, SAWSO uses and advocates an experiential learning model. While this approach is seen most clearly in SAWSO's training interventions, SAWSO applies this experiential, participatory approach to all HORD interventions, e.g. evaluation, needs assessment, planning.

This approach has the following qualities and values:

- o creates a highly participatory and experiential learning atmosphere which emphasizes "learning by doing;"
- o increases individuals' responsibility for their own learning;
- o respects individual and cultural differences and approaches;
- o encourages shared leadership and group decision-making;
- o is rooted in familiar experiences and validates individual worth.

In applying this approach to non-training activities, SAWSO emphasizes a joint diagnosis of territories' organizational needs. Staff gather information on the problems from all parties involved. They help clients build skills to define and resolve these problems.

We have found this approach to learning most appropriate for Salvation Army field staff as well as for SAWSO. This method not only builds skills, but also strengthens individuals (and thereby their organizations) and prepares them to learn how to learn, to be change agents, planners, and implementors.

3. HORD Coordination

Since the first 18-month report, SAWSO has put into effect its plan for upgrading HORD coordination. Three staff positions were created: Coordinator for HORD, Assistant Coordinator for HORD and Office Assistant for HORD. The individuals responsible have been active for two years. Coordination efforts focus on five main areas.

o Consultation

The HORD staff consults with Regional Coordinators and other SAWSO staff as needed to assist them with formulation and implementation of HORD activities. The Hord Coordinator also works closely with Salvation Army's International Headquarters on matters concerning overall coordination of HORD.

o HORD Resource Library

The HORD unit maintains an extensive resource library of over 380 publications, articles, training manuals and activities. They assist SAWSO staff to use this information in developing OD interventions, training activities, providing handouts and additional reading for training participants, setting up resource libraries in the field and developing SAWSO and field staff expertise.

o 12-Step Training Model

The HORD coordination unit has further refined the use of SAWSO's 12-step training model (Appendix C). This model outlines SAWSO's role and responsibilities in the delivery of training in the field. Files in the HORD Resource Library for each of the 12 steps are kept updated with copies of training activities, articles and instruments. This information serves as an important resource for Regional Coordinators and the field in designing new training.

- o **Field Testing and Revision of Training Manuals**
A field testing instrument, developed by the HORD unit before the 18-month report, is now included for each activity in all SAWSO delivered training manuals (See instruments included in Appendix B). Facilitators evaluate the activities and suggest changes and adaptations. This information is used in developing new activities and will be an important input into the development of the TOT and Planning for Development manuals.
- o **HORD Information Exchanges**
Each quarter, the unit facilitates a one to two day meeting of program staff to share information and experiences related to HORD. Staff discuss experiences they have had in facilitating HRD and OD interventions in the field as well as in their own professional development activities. A 12-month HORD calendar is updated each quarter with all planned activities. This enables the unit to program their time to meet the needs of staff. A Technical Assistance Checklist has also been developed and is being used before and after TA visits to help to ensure the quality and consistency of SAWSO HORD interventions.
- o **OD Strategy Outline**
SAWSO has been working to develop a conceptual framework for working in OD. It serves as background and guidance for SAWSO staff as they provide OD assistance in the field. At present we have an outline of steps in an OD process, description of the steps and a compilation of background materials. Further development and use of this strategy will be an on-going activity. (Appendix D includes the current draft outline and background information).

D. Target Groups

The direct beneficiaries in Matching Grant III consist of two main groups: 1) Salvation Army officers and staff and 2) community members. The grant will monitor effects upon direct beneficiaries. Our assumption is that the impact upon indirect beneficiaries will be expanded far beyond grant activities through the Army's community assistance programs.

E. Women as Participants and Beneficiaries

At both the Salvation Army organizational level and the community level, women form an integral part of the target groups. On the organizational level, more than half of the Army's officers and staff are women and are targeted on at least a 50/50 basis. Culture and tradition often have been responsible for women having a lower leadership skills base, or less access to leadership training, than their male counterparts. The Salvation Army is attempting to counter this and to better use this under-utilized resource. The Matching Grant is providing opportunities for women officers and staff to gain new access to management and leadership skills. In addition, some programs, such as health services, are traditionally staffed by women. SAWSO's support of in-service training of these projects therefore targets women almost exclusively.

F. Expected Outputs

For ease of comparison, we have included a listing of expected outputs in our discussion of actual outputs and accomplishments to date. Please refer to Section IV, Paragraph A, "Review and Analysis of Results."

III. MONITORING AND EVALUATION

During the reporting period, SAWSO continued its work to establish a comprehensive monitoring and evaluation (M&E) system which meets information needs at two levels.

A. Project Level

SAWSO's primary emphasis in monitoring and evaluation has always been on improving project management and implementation effectiveness. Staff in the MGIII projects have been helped to design information systems. These systems help staff to assess performance, identify problems, develop solutions and consider future directions. Four components make up the basic project monitoring and evaluation system:

- o Field Monitoring by project staff
- o Status Reports from the field to SAWSO
- o SAWSO Technical Assistance Visits to the field
- o Periodic Evaluations by internal and/or external evaluators

The MGIII-assisted programs vary in the extent to which they have implemented the four basic components. Such variation in stages of implementation is consistent with SAWSO's approach to working with the field. SAWSO favors working with the staff of individual projects using their own experiential and knowledge base as a starting point. Thus, the M&E systems at a given time will reflect the staff's evolving capacity. The system will be revised and modified as their capacity and desire to use more complex systems increases. Several factors have been shown to influence how the basic M&E components are implemented in different projects.

1. In general, sector programs in health, agriculture, and income generation are somewhat easier to evaluate. Such activities usually have tangible products or results that people are used to measuring. Measuring change in programs focusing on management or leadership training is more difficult. Much of the impact involves attitude change, and people are less familiar with identifying indicators of performance change in these areas.
2. The amount of experience and skill level project staff have with M&E is also a critical factor. When staff have had extensive programming experience, they have been able to develop quite sophisticated systems. In contrast, there are a number of projects where the M&E system is simpler and more likely to be used by the program staff.

3. For monitoring to be an effective and sustainable activity, the information system must meet perceived needs for management.

B. Grant Level

In addition to working with individual programs and projects, SAWSO has devoted considerable attention to monitoring the MGIII program on a grant-wide basis. Grant-level monitoring and evaluation has three main components.

1. Information on Training Events and Participants (See Appendix E for a more detailed description and copies of the data collection instruments)

Basic data about the training events and the trainees who participate is collected to monitor outputs. Trainers submit information on standardized forms with their quarterly status reports. This data has been entered into a master data base which SAWSO has developed and modified with assistance from a computer consulting firm.

Reports which aggregate the data by country have been developed through several iterations. The reports are sent to the field twice a year. (See Appendix F for an example of this report).

The system is designed to track individuals. Currently, more than 5000 individuals participating in some 900 training events have been entered. SAWSO has faced many of the problems facing any large data base system. Of primary concern has been the consistency with which individuals are entered. The international and multi-cultural nature of the program has introduced many problems, such as conventions in the use of names and inconsistent spelling in non- or semi-literate cultures. The Salvation Army system of promotions based on seniority and performance result in changes in rank for individuals over time, which has also added to the complexity.

However, by combining diligent editing, software programming, and guidance and feedback between SAWSO and the field, a reasonably accurate data base now exists. One of the challenges for the future will be to decentralize the system so that in-country staff take a larger role in data entry, tracking and analysis. The field would send output data to SAWSO.

2. Information on Changes in Management Practices at Headquarters Level

The Headquarters Survey (a copy of survey form was included in the 18th month report) was developed in the first year of MGIII. The questionnaire contains some 40 items intended to serve as indicators of change in basic management systems and

practices. Data collection was planned to take place in the first, third and fifth years of MGIII at each Salvation Army headquarters where MGIII funds were being used.

The system has proved to be unwieldy and ineffective. The survey has been administered twice. The response rate has been less than 50 percent each time. Motivation to complete the questionnaire was not high on the part of the field or of SAWSO staff given the extremely busy schedules of TA visits during which data was collected. The validity of the indicators themselves was threatened by a number of factors:

- o The indicators were not necessarily meaningful to field staff as measures of management performance.
- o The qualitative questions, asking staff to rate the of their work or capacity to do certain tasks, were subject to varying interpretations.
- o Staff turnover at SAWSO and in the field meant that often some or all the individuals administering or responding were different.

Due to these and other factors, the data collected is inconclusive. While changes are indicated in the six cases where headquarters responded twice, the validity concerns make any useful interpretation impossible. A number of considerations need to be looked into before attempting another such measure of change in organizational variables across countries and administrative units.

- o SAWSO developed indicators which the staff felt would show change. These had different meaning (or no meaning) in different places. It may be possible to identify indicators which more adequately reflect a consensus of opinion. Some indicators may be found in existing Army record keeping systems.
- o The whole effort requires greater participation and input from Army field headquarters and IHQ. This would help build interest and commitment to the task. Also, it would greatly improve the validity of the indicators.
- o Although the Headquarters survey was pretested and revised, greater efforts in this area would be needed. Total length, language used, and appropriateness of the questions all require greater scrutiny.

C. Mid-Point Evaluation Effort: Case Studies of MG III Activities in Selected Countries. (Appendix G provides a complete draft of the case study reports and a summary)

In its proposal to AID for Matching Grant III (MGIII), and the subsequent 18-month report, SAWSO outlined a midterm evaluation process which included case studies of a few countries as its primary component.

1. Design and Data Collection

The concept and budget for the case study process were reviewed and approved by AID/PVC in August 1989. The initial planning began with a survey of priority program stakeholders at SAWSO and IHQ. Based on the responses to that survey, and some information from territorial leaders, a series of case study questions were developed (Appendix H). Using these questions as a basic framework, SAWSO hired a consultant and held discussions with the Director of IHQ's Development Services Office to outline the evaluation methodology.

Four countries were selected, one from each of the four regions into which The Salvation Army (SA) divides its international operations. The countries, Papua New Guinea, Pakistan, Ghana and Costa Rica, were selected on the basis of having implemented the most program activity relative to the other countries in that region.

The case studies each lasted about three weeks. They were conducted by teams of IHQ, local Salvation Army and SAWSO representatives. The consultant was team leader on two case studies and the SAWSO Evaluation Coordinator was team leader on the other two. Each team used comparable methods of data collection which focused primarily on individual and group interviews supplemented by a review of documents, observation, and site visits. (A copy of the team member manual used in Ghana is appended to the Case Study Summary. Similar manuals were used in each country to provide guidance to team members.)

Data collection lasted an average of ten days. The case study team then reviewed and analyzed the findings and wrote a draft report while still in country. Presentation/discussions were held with the local Salvation Army headquarters staff and an initial draft shared with territorial leaders. Subsequent drafts of the individual case study reports were shared with the field and team members for input.

2. Lessons regarding the Case Study Process.

It is important to emphasize that the case study countries are not representative, in a research sense, of the whole of The Salvation Army's and SAWSO's experience with HORD activities supported by this grant. The methodology was intended to provide in-depth information about the experience of four countries in order to gain insight into the kinds of issues that different programs face. Where the four shared very similar experience, some cautious generalizations may be useful. However, the utility of the case study information lies in other countries and programs being able to learn from and apply learnings which they feel are relevant to their own experience.

Planning and implementing the case studies provided an opportunity for considerable collaboration among IHQ, the territories and SAWSO. Such arrangements are increasing as the Salvation Army and SAWSO get further involved in HORD. The case studies added to the collective experience of both the difficulties and benefits of such collaboration.

The process provided considerable information about the four countries. Each of the four has indicated that the reports provided useful learnings and have helped in setting future program agendas. The studies also helped to support or clarify some of SAWSO's assumptions about HORD.

The process also had its difficult aspects. The in-country activities were a heavy burden on field staff. Planning and logistics were costly in time and resources. The selection of four countries provided a limited view of what is taking place in the grant. SAWSO will be reviewing the methodology and process to attempt to learn how the shortcomings in the experience can be addressed and whether another method would better serve our purposes.

IV. REVIEW AND ANALYSIS OF PROGRAM RESULTS

This portion of the report focuses on the results and outputs which have been achieved in the grant in the first 3½ years. Section A presents summary information on expected outcomes and actual results for the grant as a whole. Sections B through E give narrative descriptions of results by country. Appendix I provides information on each project funded by the grant. Table 1 on pages 20 and 21 presents quantitative data about training activities in each country.

A. Summary

As described in Part II, Program Methodology, a number of principle outputs were expected to result from implementation of grant activities. A comparison of expected, revised and actual outcomes is presented below.

Countries:

SAWSO planned to employ Matching Grant funds in 16 primary and 11 secondary countries. Primary countries meet the following criteria:

- o SAWSO programs a substantial amount of Matching Grant funds to develop human and institutional resources.
- o Funds are allocated to projects that would serve as models for HORD.
- o Support is provided each year.

Secondary countries meet the following criteria:

- o Salvation Army representatives from these countries participate in regional training seminars.
- o In-country activities may be phased in during the second or third years of program.
- o SAWSO provides limited technical assistance as a follow-up to regional training.

	<u>Expected</u>	<u>Revised</u>	<u>Actual</u>
Funds employed in Primary countries	16	16	16
Funds employed in Secondary countries	11	15	15

Projects

	<u>Expected</u>	<u>On-line</u>
Number of projects funded	46	39

While the number of on-line projects, defined as discrete budget entities, will not reach what was expected, we have not found this indicator to be particularly helpful. The budget categories do not reflect actual program realities. Several "projects" actually consist of more than one program.

<u>Skill Development:</u>	<u>Expected</u>	<u>Total MGIII</u>	<u>SA Officers</u>
Percentage of total person days in skill areas:			
Training of Trainers	10%	2%	9%
Management and Administration	45%	9%	40%
Leadership Development	NA	9%	32%
Community Development	15%	3%	10%
Health	13%	41%	4%
Income Generating	10%	1%	.5%
Agriculture	7%	1%	.5%
Literacy	NA	34%	5%

The column for Total MGIII shows large percentages for health and literacy mainly because of participation by a relatively large number of community members on a monthly basis in a few projects (Table 1). The column giving percentages for Salvation Army officers gives a more balanced picture of the core of grant activities as a whole.

Participants introduced to different skill areas:

	<u>Expected End Grant</u>	<u>Actual</u>	<u>%</u>
Salvation Army officers and employees introduced to development related skills.	3000	3100	103%
Lay leaders introduced to development related skills (originally part of Officers and Staff)	NA	800	NA
Community members introduced to development related skills.	800	1700	213%

The total number of individuals attending training has exceeded expectations. These numbers will continue to increase as time goes on. Some additional figures indicate the amount of time spent in training by different groups:

<u>Type of Trainee</u>	<u>Average No. of Events</u>	<u>Average No. of Days</u>
SA Officers	2	7
Employees	2	7
Lay Leaders	1	3.5
Community Members	2	29

Women as Beneficiaries:

	<u>Expected</u>	<u>Actual</u>
Percentage of all trainees who are women	50%	51%
Percentage of person days of training by women	NA	55%

Women are participating as much or more than expected in grant-assisted training overall. In different categories of trainees, participation by women varies. It is highest for community members and employees (around 60%). For officers, women account for about 40% of the trainees and of the time spent in training. Participation by women local officers is less than 40%.

Women have participated in all eight skill areas. Their percentages are highest in health and literacy (90% of person days) and income generation (50%). Women have lower percentages of the time spent in TOT, management and leadership (around 40%). About half of the Salvation Army trainers have been women.

Materials Production:

	<u>Expected</u>	<u>Actual</u>
Number of manuals developed by SAWSO for leadership, management and administration, community development, and training of trainers skill areas.	Not specified	50

On the following two pages, Table 1 presents information about staff development activities for each country in the grant. Grant countries (or Salvation Army administrative headquarters, i.e., India) are listed in the left vertical column.

M A T C H I N G G R A N T I I I

S U M M A R Y S T A T I S T I C S F R O M S E P T E M B E R 1 , 1 9 8 7 T O D E C E M B E R 3 1 , 1 9 9 0

COUNTRY	1 TOTAL TRAINEES & STAFF	2 OFFICERS	3 COMMUNITY MEMBERS	4 % WOMEN	5 % MEN	6 TOTAL EVENT DAYS	7 TOTAL PERSON DAYS	8 Skill Areas As Percentage of Total Person Days								
								TRAINING	MGT-ADM	LEADRSH	COMM DEV	HEALTH	INCOME GEN	AGRICULT	LITERACY	
AFRICA	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:
Ghana	: 1219	: 725	: 494	: 39%	: 61%	: 402	: 5725	: 2%	: 18%	: 31%	: 6%	: 14%	: 3%	: 16%	: 9%	
Kenya	: 180	: 180	: 0	: 29%	: 71%	: 100	: 1025	: 1%	: 55%	: 40%	:	:	:	: 4%	:	
Swaziland	: 0	: 0	: 0	: 0%	: 0%	: 0	: 0	:	:	:	:	:	:	:	:	
Tanzania	: 0	: 0	: 0	: 0%	: 0%	: 0	: 0	:	:	:	:	:	:	:	:	
Zaire	: 2	: 2	: 0	: 50%	: 50%	: 0	: 8	: 100%	:	:	:	:	:	:	:	
Zambia	: 621	: 615	: 6	: 40%	: 60%	: 211	: 3445	: 6%	: 57%	: 33%	:	:	: 2%	:	: 2%	
Zimbabwe	: 825	: 670	: 155	: 57%	: 43%	: 106	: 1895	: 1%	: 31%	: 61%	: 6%	:	:	: 1%	:	
FAR EAST & PACIFIC	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	
Indonesia	: 9	: 9	: 0	: 11%	: 89%	: 2	: 18	:	: 100%	:	:	:	:	:	:	
PNG	: 312	: 240	: 72	: 75%	: 25%	: 300	: 2180	: 12%	: 13%	: 29%	: 2%	: 44%	:	:	:	
Philippines	: 148	: 144	: 4	: 60%	: 40%	: 20	: 483	:	: 55%	: 20%	: 25%	:	:	:	:	
Tonga	: 0	: 0	: 0	: 0%	: 0%	: 0	: 0	:	:	:	:	:	:	:	:	
LATIN AMERICA & CARIBBEAN	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	
Antigua	: 18	: 18	: 0	: 67%	: 33%	: 2	: 35	:	:	: 52%	: 48%	:	:	:	:	
Barbados	: 22	: 22	: 0	: 55%	: 45%	: 3	: 66	:	:	: 54%	:	: 46%	:	:	:	
Belize	: 1	: 1	: 0	: 0%	: 100%	: 0	: 3	:	:	: 100%	:	:	:	:	:	
Bolivia	: 30	: 30	: 0	: 43%	: 57%	: 8	: 189	: 2%	: 50%	: 48%	:	:	:	:	:	
Colombia	: 6	: 6	: 0	: 50%	: 50%	: 0	: 38	: 18%	: 68%	:	:	: 14%	:	:	:	
Costa Rica	: 63	: 63	: 0	: 52%	: 48%	: 45	: 795	: 1%	: 85%	:	:	: 11%	: 3%	:	:	
Ecuador	: 3	: 3	: 0	: 0%	: 100%	: 0	: 29	: 12%	: 50%	: 38%	:	:	:	:	:	
El Salvador	: 3	: 3	: 0	: 67%	: 33%	: 0	: 11	: 0%	: 65%	: 35%	:	:	:	:	:	
Grenada	: 1	: 1	: 0	: 0%	: 100%	: 60	: 66	: 87%	: 0%	: 9%	:	: 4%	:	:	:	
Guatemala	: 100	: 65	: 35	: 74%	: 26%	: 51	: 813	: 1%	: 59%	: 14%	:	: 27%	:	:	:	
Haiti	: 4	: 4	: 0	: 25%	: 75%	: 0	: 12	:	: 100%	:	:	:	:	:	:	
Jamaica	: 49	: 49	: 0	: 39%	: 61%	: 113	: 266	:	: 22%	: 56%	:	: 22%	:	:	:	

SUMMARY STATISTICS FROM SEPTEMBER 1, 1987 TO DECEMBER 31, 1990 CONTINUED

COUNTRY	1 TOTAL TRAINEES & STAFF	2 OFFICERS & STAFF	3 COMMUNITY MEMBERS	4 % WOMEN	5 % MEN	6 TOTAL EVENT DAYS	7 TOTAL PERSON DAYS	9 Skill Areas As Percentage of Total Person Days							
								TRAINING	MGT-ADM	LEADRSH	COMM	DEV	HEALTH	INCOME	GEN
Panama	2	2	0	50%	50%	0	27			75%					25%
Peru	13	13	0	38%	62%	0	92	8%	50%	42%					
St. Kitts	0	0	0	0%	0%	0	4			50%	50%				
St. Lucia	0	0	0	0%	0%	0	6			50%		50%			
St. Vincent	1	1	0	0%	100%	0	6			67%		33%			
SOUTH ASIA															
Burma	45	45	0	51%	49%	9	275			50%	35%			15%	
India MA	58	57	1	48%	52%	9	306	3%	8%	14%	74%				
India N	56	56	0	11%	89%	10	333	3%	6%	51%	41%				
India SE	24	24	0	8%	92%	9	165	5%	67%	23%	5%				
India SW	21	21	0	24%	76%	7	132	6%	66%	24%	5%				
India W	210	171	39	40%	60%	51	906	2%	33%	35%	30%				
Pakistan	1581	680	901	67%	33%	4031	55171	1%	2%	2%	2%	49%			44%
Sri Lanka	27	27	0	15%	85%	11	139	4%	43%	19%	34%				
TOTALS	5654	3947	1707	51%	49%	5557	74663	2%	9%	9%	3%	41%	1%	1%	34%

NOTES

* Please note that all figures are approximate, reflecting training information received at SAWSO to date.
Lag time in receiving reports may mean that figures reported here differ somewhat from actual outputs in the field.

The Table columns contain the following data:

1. The total number of individuals attending at least 1 training seminar in the reporting period. Countries showing "0" have not sent any individuals for training.
2. Officers and staff includes all SA officer ranks, cadets, local officers and employees or volunteers in service-delivery activities.
3. Community members are individuals who attend training but do not have a position in the SA organizational structure.
- 4&5. These two columns disaggregate the total in column 1 by gender.
6. Total event days is the cumulative number of days in which training was conducted in that country.
7. Person days is the number of days spent in training by all individuals combined. It is a measure of the commitment of human resources to training.
8. This column breaks the total person days into different skill areas by percentage.

B. Africa

The Salvation Army Leadership Training (SALT)

The SALT Program in Africa was designed to accelerate the management and leadership capabilities of nationals. Its initiation involved a significant commitment from the highest levels of The Salvation Army.

Three steps which were taken to implement the SALT program demonstrate the magnitude of change.

1. The Matching Grant funded the creation of new infrastructures in six Salvation Army territories to support the SALT Program. Extension Training Offices staffed by expatriate Extension Training Officers (ETOs) and national assistant ETOs were put in place in each territory. To date two of the six expatriate ETOs have been succeeded by national officers.
2. Territorial SALT Councils, consisting of senior Headquarters staff members, were initiated to provide direction and oversight to the respective SALT programs.
3. Communication channels were devised for the ETOs to communicate directly with International Headquarters, due to its strong interest in monitoring program development.

SAWSO's role has been twofold: 1) consultant to the territories and IHQ in initiating the SALT Program, and 2) trainers for the ETOs in adult education concepts, experiential training design, specific training skills and program development.

The Pan-Africa SALT Program is having a major impact on Salvation Army organizational structure and skills base in the region. As the Army learns "what works", the program continues to evolve to better meet identified needs. Key challenges for the remainder of the grant will be:

- o to institutionalize the SALT Program in each territory;
- o to determine indicators that translate training goals into field or program effectiveness;
- o to consolidate the skills of the ETOs and their assistants.

GHANA

Results and trends in Human Resource Development: The Ghana Territory is working with national officers at all levels, youth, staff, and community members to increase their development-related skills (1,200 participants since the beginning of Matching Grant III). Thirty-nine percent of the participants being trained are women. The course subjects include: leadership, basic management, health, agriculture, and literacy. Practical on-the-job experience and follow-up workshops serve to reinforce the learning from each course. A recent trend in these programs is an increase in cross-training among the programs (e.g. small animal husbandry courses for health clinic compound workers).

Results and Trends in Organizational Development: While there is a growing awareness and appreciation of the role of HRD within The Salvation Army/Ghana through programs supported by SAWSO, the activities so far have not included an organizational development component that goes beyond the scope of an individual program. Within specific programs, however, technical assistance visits have occasionally addressed organizational and structural issues on an informal basis, e.g. when the Health Staff Training Program needed to be restructured.

SWAZILAND

Results and Trends in Human Resource Development: Serving a population of 20,000, The Msunduzi Clinic, continues to contribute to human resource development in several ways:

- o Patient contacts. Contacts with patients who receive health education in hygiene, pre- and post-natal care, water and sanitation, etc., have increased to approximately 120 per day. Staff have initiated community outreach and home visiting.
- o Staff training. The nurse supervisor has trained the predominately young, national clinic staff in community health concepts.
- o Nursing skills training. The Ministry of Health uses the clinic and its patients to train student nurses in peri-urban nursing skills.

Results and Trends in Organizational Resource Development: The Salvation Army's commitment to community health services has had a significant impact on the organization:

- o Recognized as a positive force in Swaziland, the Army is consistently petitioned by the Government to initiate additional health and social service programs.

The well-equipped Salvation Army Training Center which opened in Fall 1987, is a significant development towards long-term institutionalization. The Center provides training opportunities for personnel from Salvation Army and other organizations. Fees for the Center's use will help support the continuing operation of the SALT program.

- o A local fund-raising program has developed to provide on-going support to the clinic; e.g., the Rotary Club of Roseland in Johannesburg, who donated equipment to the clinic.
- o The Salvation Army is considering developing a similar initiative in Lesotho.

ZAMBIA

Results and Trends in Human Resource Development: To date, 246 officers at all staff levels, 37% of them women, have participated in training activities for an average 10 days per officer. In addition, 375 community members have participated in training, 42% of them women.

The Zambia SALT Program has continued to focus on basic skills training in management, leadership, office skills, community organization, simple bookkeeping, literacy. Activities for working with youth, mothers and children, and the elderly, have been recently included along income with generation and training-of-trainers skills.

Ten senior officers have participated in an advanced training course in management and leadership at ZIMCO, a local commercial institution that provides management training. Plans are being developed to pursue additional courses at ZIMCO.

The Primary Health Care/Rural Development Program based at Chikankata Hospital has worked with 31 villages to train health workers, community leaders, corps officers, and mothers, in basic health concepts, including sanitation. Supplementing the work of the Primary Health Care Team, the Rural Development Program has worked with youth on agricultural and vocational training.

Results and Trends in Organizational Development: The grant is assisting The Salvation Army/Zambia to identify its training and leadership needs. The staff have begun to address organizational issues such as developing a comprehensive HRD plan and improving communications among headquarters staff. Consulting assistance will be obtained from ZIMCO as well as SAWSO.

The Primary Health Care network has established ORT community level units and groups which have had a significant impact on the health life of the communities. They include PHC teams, Village Health Advisory Committees (VHACs) and Village Health Clinics.

KENYA

Results and Trends in Human Resource Development: The Territory designed the first phase of its human resource development program to target leaders in key program roles: senior managers, territorial headquarters senior staff, rural development officers, and women officers in agriculture.

Staff are trained in a core management skills curriculum which includes planning and basic office organization skills. Additional course content includes leadership development, community organization, adult literacy, rural development, general agriculture, and youth polytechnics. One-on-one follow-up, at trainee home sites or offices, has been conducted to reinforce training content and to promote the application of skills.

SAWSO data showing 180 officers and staff trained only includes training conducted through Fall 1989. A great deal has taken place which will be documented when project reporting systems have been revised.

The Territory's second phase, to begin in early 1991, will focus primarily on community development skills.

Results and Trends in Organizational Resource Development: A Development Office has been established to coordinate the planning and implementation of development programs. During his 18 months in the position, the Development Officer's primary responsibility has been to familiarize himself with the scope of programs and to render technical assistance, including several field visits to monitor program progress. In addition, he has established liaison with national organizations and community groups, donors, government, social services and development groups.

Training to strengthen his own capacity, and that of the Development Office staff in the assistance and coordination role includes: local institute and university courses and in-service training in Management for Development, computer science, etc.

To further strengthen The Salvation Army's human and organizational resource capability, a training center complex was constructed. The center provides offices, classrooms, dormitory and cafeteria, and will assist to institutionalize training functions.

ZAIRE

Results and trends in Human Resource Development: As of September 1990, SAWSO has begun funding SALT program activities in Zaire. This program has so far focused on basic management, book-keeping, language (French and English), and community development skills. The Extension Training Office has developed a computerized tracking system to record all training activities.

In addition, SAWSO is facilitating two seminars to be attended by selected Salvation Army officers from Zaire and Congo. Topics for these seminars include planning for development (with an emphasis on community needs assessment skills), management and communications skills for executive officers.

Results and Trends in Organizational Development: SAWSO's involvement with Zaire has begun only recently and so far has been confined to planning for the seminars. Therefore we are not able to report about OD activities that the territory has been engaged in.

ZIMBABWE

Results and Trends in Human Resource Development: Zimbabwe Territory undertook a comprehensive survey of its officers to assess skills gaps in their educational backgrounds. In addition, educational and training resources throughout Zimbabwe were assessed to determine suitability for Salvation Army use.

To date 825 officers, staff and community members have participated in management and leadership skills. 57% of the trainees were women.

Officers and staff have attended 21 specialized courses (including labor relations, accounting, legislation practice, supervision and management) offered by local, accredited training institutes and organizations.

The Murimi Rural Development Salvation Army Training Center trains both officers and community members in agriculture and related skills and has made a concerted effort to extend its programs to women.

Additionally, Salvation Army/Zimbabwe is supporting programs in health care, education, elder care, water development, community development and child care. Though training is not their primary function, these programs significantly contribute to overall human resource development.

Results and Trends in Organizational Resource Development: The Salvation Army/Zimbabwe's primary strategy is to institutionalize a national training capacity during the grant period. A Zimbabwean couple has taken the position as Extension Training Officers. Zimbabwean officer couples will become the core team primarily responsible for working with colleagues on management and leadership concepts.

In addition, a Development Coordinator has recently been assigned to coordinate the territory's development programs.

The Murimi Training Center has made significant progress toward institutionalization. The Center's production activities and course fees provide 75% of the Center's operational costs. The Center receives strong support from the farmers it serves as well as Government of Zimbabwe (GOZ) agricultural agents. It is anticipated the Center will become totally self-sufficient within the next year.

C. Far East and Pacific

PAPUA NEW GUINEA

Results and Trends in Human and Organizational Resource Development: In 1986, The Salvation Army in Papua New Guinea (PNG) commissioned staff to examine all aspects of The Army's activity and program, and to develop a five-year plan. The commission recommended that: 1) an increasing percentage of leadership positions be filled by national staff, 2) areas of expertise and personnel development be identified, and 3) the appropriate training programs be developed.

In following through with these recommendations, key positions were filled by national staff, training needs were identified and training strategies developed. Within this broad context of nationalization and personnel development, SAWSO is supporting training for officers, local officers, employees and community members. Subject areas include program planning, on-the-job training of subordinates, financial management, computer literacy, child care administration, cross cultural training, village leadership, community development, and leadership styles.

In 1990, Salvation Army Headquarters commissioned another five-year plan for the period 1991-1995. The commission recommended that: 1) the principle of localization continue; 2) officers continue to be given specialized training; 3) the curriculums of the School for Officer Training (SFOT) and Salvation Army Leadership Training (SALT) be reviewed.

At the community level one focus of human resource development is to increase the capacity of villagers to improve their health status. The Army has identified and trained key individuals in each community as village health helpers (VHH). The VHH is responsible for promoting good health and recognizing health problems that need referral. The Army has also provided training in health education for Salvation Army women's organization leaders. As a result, 875 women in 35 communities discuss health issues each month. The Army has embarked on a child-to-child health education program.

PHILIPPINES

Results and Trends in Human and Organizational Development: The Salvation Army Philippines is providing multiple services to 51 low-income urban and rural communities located throughout the country from northern Luzon to southern Mindanao. Matching Grant activities have focused on Salvation Army personnel in all those communities being served.

In early 1988, Salvation Army Philippines identified personnel development needs and the administrative/management systems to be strengthened as they relate to development programs. This was done for every level of Salvation Army administration. A five-year plan was developed to improve personnel skills and to strengthen management systems. The following strategies are being implemented:

- o A broad range of Salvation Army personnel are being trained, including officers, lay members and employees. They have received training in project planning, community needs assessment, decision making, community organization, financial management and budgeting.
- o Regional councils for Salvation Army officers have been held to share and disseminate knowledge, techniques, and experience. Also, regional needs have been identified and strategies developed.
- o Salvation Army headquarters in Manila has worked with SAWSO on human resource development planning, analyzing performance problems, and curriculum development.

INDONESIA

Results and Trends in Human and Organizational Development: SAWSO helped Salvation Army headquarters develop a five-year human resource and organization development plan. This program will upgrade the skills of 400 officers and over 300 lay workers. Another component will strengthen the territory's management information and financial management systems.

The total cost of the five-year program is approximately \$1 million. Long term financing is being identified by IHQ. SAWSO provided seed capital for the creation of an Education Office and training of hospital administrators. SAWSO has also provided training in proposal writing to key administrative staff.

TONGA

SAWSO is providing technical assistance and guidance to the leadership development efforts of The Salvation Army in Tonga. This program involves skills training for Salvation Army officers and lay volunteers. To date, Salvation Army leadership has conducted training activities in planning, budgeting and youth leadership.

D. Latin America & the Caribbean

Several important accomplishments have taken place in all three of the territories participating in the grant. Five year plans have been developed by each territory through a participatory process. Each territory now has or is about to have a projects officer responsible for monitoring and providing technical assistance to development programs. Initial training activities are expanding to include specialized skills, and Training of Trainers is becoming a priority throughout the region.

CARIBBEAN

Results and Trends in Human and Organizational Resource Development:

The grant's activities in the Caribbean were initially planned as a regional leadership training program for senior and mid-level Salvation Army management personnel. However, due to several factors, the program has remained rather limited in scope. Instead of conducting a series of regional seminars, individual officers have attended selected courses at local management institutes and universities, primarily in Jamaica.

The vast majority of training activities have addressed the Army's work with youth, focusing on drug abuse prevention. Six regional seminars were held in Barbados, Jamaica and Antigua. The Barbados seminar was jointly sponsored by the USAID mission, while the training in Antigua included representatives from the Ministries of Home Affairs and Education, various churches, and other community leaders.

The Caribbean territory is in the process of planning a region-wide training needs assessment that will provide the information necessary to finally implement the original leadership training program mentioned above. Their goal is to develop a comprehensive training plan for improving the administrative and development-related skills of both officers and staff throughout the Caribbean. This will complement the five year plan that was recently completed. In addition, the territory's first Training of Trainers workshop will be held shortly.

CENTRAL AMERICA

Results and Trends in Human and Organizational Resource Development:

The Salvation Army in Central America is in the process of implementing a wide-ranging officer training program, with most of the training focused on developing administrative and leadership skills. Regional seminars have been held in Costa Rica, Guatemala, and Mexico, with all of the grant countries attending. A first group of officers has completed a two week Training of Trainers workshop, and a second group will begin shortly. A large part of the training in the region is now being conducted by this first group of TOT graduates.

An education officer has been designated to administer this regional training program, and an education advisory committee has been established to make implementation and policy recommendations to the territorial commander. In addition, the grant has assisted the territory to conduct needs assessments and feasibility studies before initiating new development activities.

Maternal and child health education (such as nutrition information and breast-feeding promotion) is being provided to local community women through the Army's Home Leagues (women's groups) in Guatemala. Also, in both Guatemala and Costa Rica community-level income generating activities are being carried out under the supervision of Salvation Army officers. These projects are providing officers with hands-on project management experience, complementing the training they receive in seminars and workshops.

SOUTH AMERICA

Results and Trends in Human and Organizational Resource Development: The comprehensive officers training program which has been providing new officers with management and leadership skills has been expanded to include mid-level officers responsible for managing Salvation Army social programs. A TOT workshop is also being planned in order to increase national training expertise. Short term technical assistance, apart from on-going SAWSO TA, has assisted the territory in conducting a needs assessment for their alcohol rehabilitation programs.

The grant has assisted the territory to establish and operate a projects office, which monitors and provides technical assistance to development projects in all three of the grant countries. At The Salvation Army hospital in Bolivia, SAWSO is assisting with the design of a community health survey which will be used to develop a community outreach maternal and child health program.

E. South Asia

INDIA AND BANGLADESH

Results and Trends in Human Resource Development: SAWSO continues to collaborate with International Headquarters and Salvation Army leadership from India and Bangladesh to design and implement a staff development program. Delegates from each of the five territories and the Eastern Command, representing over 2000 officers and nearly 2000 employees, have participated in both regional and territorial seminars and follow-up activities.

To date, eight territorial seminars have been conducted on planning for development with an emphasis on needs assessment. Two more are scheduled to occur by December 1991. Delegates have included senior leaders at headquarters and field levels who are key to implementation of development activities.

Regional seminars have also been held in development and planning, creative problem solving, executive management skills and women's leadership skills. These seminars have been targeted at top leadership (territorial commanders, chief secretaries, territorial presidents of women's organizations and territorial home league secretaries) and selected senior and mid-level officers (future leaders). A second phase of executive management and women leaders seminars is scheduled for early 1992.

Results and Trends in Organizational Development: SAWSO reorganized its staff resources in 1988 in order to respond to the region's request for greater SAWSO involvement in planning and follow-up. All seminars are now preceded by a planning session with SAWSO and key territory staff. A follow-up workshop is also held approximately six months after the seminar.

To date, the focus has been on the needs assessment phase of the planning process. A strategy of training trainers in nonformal education methods in some parts of India has expanded access to training in development skills to the community level. Those who participated in the seminars have carried out community-based needs assessments covering a considerable range of development problems. As assessments are completed, territories have found themselves overwhelmed by the needs they face. Therefore, the next emphasis will be on establishing clear goals for each territory. As territorial development goals are defined, priorities can be established and an appropriate response may be identified within the context of those goals.

SRI LANKA

The officers in Sri Lanka participated in territorial and regional seminars until 1987. Due to renewed violence in the country, SAWSO's involvement has been limited. However, plans are now under way to reassess and resume SAWSO's involvement in The Salvation Army's development work in Sri Lanka.

PAKISTAN

Results and Trends in Human Resource Development: This grant has enabled The Salvation Army in Pakistan to provide staff development activities to more people than any other MGIII-assisted country in nearly every category of trainees, 1,581 officers, staff and community members. Training of officers in management and leadership has focused on senior and mid-management levels, particularly at Territorial Headquarters. This effort is now being extended to the corps level as well. Employees have participated in a broad range of in-house seminars and Government of Pakistan courses. Pakistan also has the largest community-level skills development programs focused on literacy and health.

One hundred and seventeen individuals have conducted training in Pakistan. The majority are Salvation Army officers and employees. In addition, staff from seven different outside agencies have delivered training.

Results and Trends in Organizational Development: Pakistan has taken a number of important steps in organizational development. A territory mission statement was developed which addressed the needs for literacy, health and income for all of the Army's constituency. A Projects Council and Projects Coordinating Board have been organized to improve coordination and planning and provide assistance in implementation.

Management and leadership training have positively affected the wider institutional character of the Army in Pakistan. The case study documented improvements in performance at the headquarters level and greater use of planning and participation in management decision making. The grant has also enabled the territory to strengthen overall evaluation, monitoring and supervisory capacities.

BURMA

Result and Trends in Human Resource Development: Officers in Burma have participated in a community assessment process which has resulted in preparation of income generation projects. They have received specialized training in conducting a feasibility study and were in the process of conducting their studies when Burma exploded with civil disruption. Since then, SAWSO has not been able to return to Burma and communication has been minimal.

Plans are underway to reassess and resume involvement as soon as we are allowed.

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

All of SAWSO's work is accomplished through, and in collaboration with, local organizations in developing countries. As a U.S. PVO, SAWSO provides the means of U.S. private and government support to indigenous Salvation Army programs.

As mandated by The Salvation Army's International Headquarters, SAWSO works directly with local project personnel and the appropriate Army administrative offices to manage grant activities and programs.

A. Program Planning and Management Activities

SAWSO and Salvation Army activities since the last report have been marked by a significant increase in program planning.

International Headquarters

SAWSO is building its collaboration with IHQ in program planning.

- o International Headquarters and SAWSO continue to develop and implement jointly an integrated pan-Africa Salvation Army Leadership (SALT) program and an all-India leadership development program.
- o SAWSO staff participated in the 1990 Development Conference for 80 top Salvation Army leaders focused on work in southern territories. In addition to assistance with overall planning, SAWSO facilitated a session on Training for Development.
- o IHQ and SAWSO are discussing several initiatives which may lead to additional joint planning for senior executive and leadership development regionally and internationally.
- o IHQ representatives were closely involved in planning and conducting the case study evaluations.
- o The mutual planning process was initiated during a three-day planning session with top leaders facilitated by SAWSO staff at IHQ in London.

Territories

In its work with individual programs and projects, SAWSO has continued its emphasis on planning human resource development efforts as part of an overall program strategy. As a result, a number of projects which had begun as ad hoc training efforts have now been reorganized and consolidated into more comprehensive programs.

There has also been a greater level of attention given by territories to strategic and long-range planning which transcends individual projects. SAWSO has been directly involved in several such efforts.

In the Spring of 1991, SAWSO initiated a Mutual Planning Process with 18 territories. The purpose was to identify and prioritize development problems the Army is dealing with, examine the current capacity to address these problems and begin developing program concepts which can improve development impact.

SAWSO Office

In addition to all usual management practices, e.g., financial and status reports from projects, grant analysis by a budget review committee and semiannual technical assistance visits by SAWSO staff to projects, several new or adapted initiatives have been developed for Matching Grant management during this reporting period:

- o SAWSO's annual retreat and several days of follow-up at regular intervals have focused on SAWSO's own strategic planning process. HORD has emerged as central to SAWSO's organizational goals.
- o In addition to working on SAWSO's 12-step model for training, the HORD unit has begun to meet with Regional Coordinators before and after TA visits. A checklist has been developed to guide this collaboration to help ensure that basic HORD issues are addressed and that lessons learned in one region can be documented and shared with other regions.
- o Reports from the grant-wide data base are generated biannually. The evaluation Coordinator discusses relevant issues with the RC before these are sent to the field.
- o As part of its consultation with IHQ staff in March 1991, SAWSO developed a capabilities statement to clarify the kinds of services SAWSO is capable of delivering (Appendix A).
- o SAWSO recently completed a second iteration of a budgeting packet which provides guidance to RCs and the field on budgeting for MGIII-assisted activities.

B. Staff Resources

The technical and administrative support of this program, as with other negotiated grants, is the responsibility of SAWSO's director, assistant director, and program staff, all of whom are based in Washington, D.C. Oversight for policy matters and fiscal management is provided by SAWSO's corporate headquarters in New Jersey.

SAWSO's current staff consists of the following positions:

Executive Director
Assistant Executive Director

Regional Coordinator for East and Southern Africa
Regional Coordinator for West and Central Africa (half time position)
Regional Coordinator for Far East and Pacific
Regional Coordinator for Latin America and the Caribbean
Regional Coordinator for South Asia (India and Bangladesh)
Regional Coordinator for South Asia (Pakistan and Sri Lanka)

Coordinator for Evaluation
Coordinator for Health Education
Coordinator for Human and Organizational Resource Development
Assistant Coordinator for HORD (half time position)
Financial Director

Senior Secretary
Office Assistant for HORD
Receptionist/Secretary (half time position)

Of the 15 SAWSO staff positions, nine are currently held by women. Biographical data on each staff member is included in Appendix J.

C. Professional Development

Parallel to the focus of the Matching Grant on human and organization development is SAWSO's commitment to the continuing development of all of its staff. As part of this commitment, both administrative and program staff have participated in several in-house skills building activities facilitated by SAWSO staff members. These have included: two week-long workshops on training of trainers and training design; a one-day session on the MBTI type-indicator; a one day session on the gender analysis matrix.

In addition, a personal/professional continuing education plan, with corresponding budget allocation, is now approved for each staff member annually. Since the start of the grant, staff have participated in the following professional development activities:

Course Title	Organization	No. staff Attended
Introduction to Organizational Development	NTL Institute	1
Senior Executives' Conference	NTL Institute	1
Managing Work Unit Reorganization	NTL Institute	1
Management Work Conference	NTL Institute	2
Consultation Skills	NTL Institute	2
Human Interaction Lab	NTL Institute	3
Self Differentiation Lab	NTL Institute	1
Managing Conflict	NTL Institute	1
Intercultural Communication Institute	NTL Institute	1
Training and Consultation Skills for International HRD Specialists	NTL Institute	5
Creative Training Techniques	NTL Institute	1
Integrating Training and Consultation	NTL Institute	1
Intervention Skillshop for Trainers and Consultants	NTL Institute	1
Myers-Briggs Type Indicator	Otto Kroeger Associates	1
Team Building	NTL Institute	1
Graduate Studies in Program Evaluation (32 credits)	University of MD	1
Spanish Language Course	Linguex	1
Flexible Spending Plans	PACT	1
Understanding and Working with Adult Learners	ASTD	3
Essentials of Organization Development	University Associates	1

Finally, SAWSO staff have attended a number of conferences related to their professional areas. These have included: Organizational Development Network, National Council for International Health (NCIH), University Associates, American Society for Training and Development (ASTD).

D. Logistical Support

Because of the nature of the Matching Grant program and of SAWSO's relationship with, and assistance to, field projects, the necessity for logistical support from SAWSO is minimal.

Assistance being provided by SAWSO is primarily training and training consultancy where the logistical support is shared between SAWSO and the field. In-country Salvation Army units arrange the appropriate logistics for local consultants, trainee costs, etc., and SAWSO arranges logistics for its share of workshop participation, e.g., international travel, curriculum materials and translations.

Logistical support appropriate to various situations is facilitated by the fact that the program is being implemented within an international network that has resources which can be utilized and mobilized as necessary.

E. Technical Assistance

In addition to the ongoing monitoring, curriculum development and technical assistance provided from the Washington office during the reporting period, SAWSO staff annually provided two on-site technical assistance visits to Matching Grant projects in each of their respective regions. They worked with local staff as follows:

- o gathering baseline data
- o refining objectives and implementation strategies
- o budgeting
- o identifying new projects
- o networking with government and private agencies
- o strategic planning and program development
- o facilitating seminars and workshops

The grant also supported technical assistance provided by local consultants and by local Salvation Army technical/management personnel in workshops and in-service training settings.

F. Fund raising and Marketing

SAWSO funds contributing to the Matching Grant program were raised through 1) The Salvation Army's World Service appeal to its constituency and to the general public and 2) contributions from corporations, foundations and individuals. In addition, cooperative arrangements with private donor agencies provide monies usually designated for specific projects. (See further discussion in VI. "Financial Management.")

G. Role of Board of Directors

SAWSO's Board of Trustees, comprised of senior leadership of The Salvation Army in the U.S., holds three meetings annually to discuss and decide policy matters, funding strategies and future directions for SAWSO. Through monthly meetings of its Executive Committee, the Board reviews SAWSO's program issues and ongoing operation and procedures.

SAWSO's access to The Salvation Army's U.S. constituency, and its support and funding, is through the Board of Trustees. The Board also provides access for SAWSO to The Salvation Army's International Headquarters in England. Thus, the SAWSO Board of Trustees is SAWSO's link to both U.S. support and to The Salvation Army's programs worldwide.

H. Development Education

For the most part SAWSO relies upon The Salvation Army's communication network as the means for development education. Several publications with varied emphasis upon international development activities are published regionally, nationally and internationally and are distributed in the U.S. to The Salvation Army's constituency and to the general public. A media office in the U.S. provides additional development information to Salvation Army headquarters and units throughout the U.S. in the form of films, video cassettes, etc.

During the grant period SAWSO has taken some limited steps to increase its involvement in development education. SAWSO's Executive Director regularly provides information on development issues in conferences for selected groups of Salvation Army officers and advisory board members around the country. In the last two years, 24 such presentations were made in the U.S. and the U.K.

VI. FINANCIAL MANAGEMENT

SAWSO combines private and government funding on a 50/50 basis to support its development programs under the Matching Grant. AID funds over a five year period will match SAWSO expenditures to a maximum of \$4,500,000, with AID providing an additional unmatched \$100,000 for Evaluation, \$50,000 under the original grant award and another \$50,000 which A.I.D. will add by amendment. The period of the grant runs from 1 September 1987 through 31 August 1992, for a total program of \$9,050,000.

SAWSO funds used as Match under the program are raised through 1) The Salvation Army World Services Appeal in the United States to its constituency and the general public and 2) contributions from corporations, foundations and individuals. In addition, cooperative arrangements with private donor agencies provide funding usually designated for specific projects.

In the past ten years, The Salvation Army has placed increasing emphasis on its worldwide development programs. The constant challenge has been to increase funding in order to promote that emphasis, yet not dilute the existing funding base that maintains and expands the multifaceted services and organizational network that is the hallmark of the international efforts of The Salvation Army. It is that strong worldwide network, utilized by SAWSO to build its developmental programs, which provides the means by which sustainability and replicability can be achieved.

The Matching Grant has proven to be a significant factor for increasing resources, including those from the private sector which are directed towards developmental activities. A keen awareness has surfaced within Salvation Army leadership circles of the necessity to embrace and expanding the HORD efforts of the organization, and the Matching Grant has played an important part in fostering these efforts to expand this important segment of activities and interest. Although not used in calculating SAWSO's financial contribution to the Matching Grant Program, in-country funding, (in addition to in-kind donations), has increased as a result of the grant projects.

Following are the financial statements in the format suggested in AID's reporting guidelines. SAWSO planning indicates no major shifts or variances from the established budgets. The one exception to this is that the budget for evaluation will be increased by \$50,000 of A.I.D. funding, when the grant agreement is amended to cover a midterm case study evaluation to which the Agency agreed in 1989.

The draw-down program is working satisfactorily and it is expected that it will continue in a normal fashion as planned. The Salvation Army has no major plans affecting its fundraising programs, and to date, no problems have surfaced that would indicate other than routine continuation of the generous support enjoyed by The Salvation Army through the years from the general public and other donors. SAWSO expects no problems in meeting all the matching requirements set forth by AID.

FINANCIAL PROFILE OF THE MATCHING GRANT

A. Budgeted Versus Actual Expenditures

	Actuals		Obligations	
	9/1/87 to 12/31/91	12/31/91	1/91 to 8/31/91	8/31/91
	AID	SAWSO	AID	SAWSO
Country Program Costs	1,909,804	1,935,992	119,604	370,708
Procurement	298,574	990,367	194,646	197,933
Evaluation	153,917	0	(10,873)	0
Indirect Cost	834,467	100,000	99,861	0
Totals	----- 3,196,762	----- 3,026,359	----- 403,238	----- 573,641

	Budgets		Expenditures	
	9/1/87 to 8/31/91	8/31/91	9/1/91 to 8/31/92	8/31/92
	AID	SAWSO	AID	SAWSO
Country Program Costs	2,029,408	2,306,700	407,694	577,500
Procurement	493,220	1,188,300	210,024	297,500
Evaluation	143,044	5,000	21,956	0
Indirect Cost	934,328	100,000	310,326	25,000
Totals	----- 3,600,000	----- 3,600,000	----- 950,000	----- 950,000

	Total Agreement Budget		
	AID	SAWSO	Total
Country Program Costs	2,437,102	2,884,200	5,321,302
Procurement	703,244	1,485,800	2,189,044
Evaluation	165,000	5,000	170,000
Indirect Cost	1,244,654	125,000	1,369,654
Totals	----- 4,550,000	----- 4,500,000	----- 9,050,000

B. Sources of Project Funds and for PVO

	F Y 8/31/88	F Y 8/31/89	F Y 8/31/90
A. I. D. Matching Grant	900,000	900,000	950,000
The Salvation Army	900,000	900,000	900,000
	-----	-----	-----
Totals	1,800,000	1,800,000	1,850,000

	F Y 8/31/91	F Y 8/31/91	Grand Total
A. I. D. Matching Grant	900,000	900,000	4,550,000
The Salvation Army	900,000	900,000	4,500,000
	-----	-----	-----
Totals	1,800,000	1,800,000	9,050,000

FINANCIAL PROFILE OF SAWSO

A. Program Expenses	Year 1	Year 2	Year 3	Year 4	Year 5
Health Services	1,433,785	938,941	639,042	765,913	800,000
Vocational Training	329,573	92,714	62,546	174,354	150,000
Community Development	142,110	43,572	135,844	216,523	200,000
Leadership Training	220,784	456,648	750,511	1,417,445	900,000
Refugee/Relief	840,209	662,159	690,763	628,248	302,398
Grants to Affiliates	10,726,694	8,674,876	14,159,525	15,496,913	15,247,602
Management & General	369,472	384,644	406,956	402,633	400,000
Totals	<u>14,062,627</u>	<u>11,253,554</u>	<u>16,845,187</u>	<u>19,102,029</u>	<u>18,000,000</u>
B. Sources of Funds					
A I D Matching Grant	900,000	900,000	900,000	900,000	950,000
Other A I D Grants	551,638	361,448	185,942	133,601	143,360
State Department	705,408	677,918	708,556	642,635	302,398
Private (Cash)	11,905,581	9,314,188	15,050,689	17,425,793	16,604,242
Totals	<u>14,062,627</u>	<u>11,253,554</u>	<u>16,845,187</u>	<u>19,102,029</u>	<u>18,000,000</u>

VII. KEY ISSUES

A. Costs

As stated above, the HORD focus represents a new phase of SAWSO's approach to working with The Army. Just as HORD has required changes and adjustments in program implementation and technical assistance, it also presents new challenges in analyzing costs and outcomes. This section presents some observations which give a picture of our learning curve so far.

1. Expanding the "start-up" phase.

Ordinarily, the cycle in a five-year grant consists of higher initial costs, during the start-up phase, and then a leveling off into an operational stage. However, SAWSO's MGIII program costs have continued the upward trend, and spending in the final period of the grant is likely to continue to increase. We now believe that the nature of this grant program requires a different time horizon than five years.

The MGIII program is a significant commitment by The Salvation Army to large-scale organizational change. The Army is in the process of introducing or expanding its organizational and human resource development infrastructure globally. SAWSO's view is that a leveling of the cost, indicating the end of the start-up phase, is more likely to require five to seven years rather than two to three. At the end of that time one may expect to see a more stable operational cost factor.

2. Trends in cost and program outcomes

Annual expenditures in the Matching Grant have increased during the reporting period. Both field and home office costs have gone up each year. To determine the benefits of investment, SAWSO has looked at some output indicators. When compared against the increase of expenditure, the indicators which increase in parallel fashion are those related to institution building and improved quality of training rather than those associated specifically with increased training output. For example:

- o 231 trainers have taken part in delivering training. This number has grown each year. Most of the trainers are national officers and staff and nearly 50% are women.
- o The percentage of co-facilitated training events is increasing annually. Events with two trainers has gone up from 27% to 39% and the percentage of events with at least three trainers has gone from 4% to 20%.
- o The average length of training events has increases from five to 6.1 days per event.

- o The number of publications annually sent to the field by SAWSO in support of OD and HRD interventions rose 14% in year two and 48% in year three.

We believe that these indicators are related to the quality of training and the extent to which the technologies of training and OD are becoming institutionalized.

Indicators of the quantity of training output do not show change which correlates with costs. The number of total training events, days of training and person days of training peaked in the middle of the reporting period and are, in some cases, lower in the last calendar year than they were in 1988. We may conclude that the cost of training is less related to the overall amount of events or participants than it is to the quality and thoroughness of support, planning and follow up activities. SAWSO's view is that these investments are extremely important to achieving lasting impact from HORD activities. Experience from the case studies emphasizes particularly the importance of needs assessment and follow-up.

3. Starting at the top

One of the difficulties in assessing cost/benefit is that many of SAWSO's interventions in MGIII target the upper levels of the organization in the countries and focus on wider OD issues and interventions than training alone. Working on strategic and program planning, diagnosis and interventions on organizational issues are part of the assistance regional coordinators increasingly provide. Such investments often take a longer time to realize impact and resulting benefits can be widely diffused over the broad range of programming.

SAWSO believes, however, that in the long-run, such activities are essential for lasting and effective change. Case study data was clear that the level of visible support by top management has profound impact on the availability of training opportunities and the application of KSAs in the work context. These factors ultimately increase the sustainability of the program and the spread of benefits.

B. Organization Development (OD)

Organization development is a process of planned change through which an organization can remain viable, adapt to new conditions, solve problems, learn from experience and move toward greater organizational maturity. (Gordon Lippitt) In the context of the Matching Grant, OD is a long-range effort to improve The Salvation Army's effectiveness and ability to sustain the development process.

SAWSO's assistance in The Salvation Army's process of organization development is influenced by our role as internal consultant at both the field and IHQ levels. This relationship of SAWSO as consultant and The Salvation Army as client gives rise to several issues.

1. Organization Development Strategy

SAWSO's experience in MGIII has helped to clarify what we mean by OD and what its implications are for The Salvation Army. In the last 12 months, SAWSO has developed a strategy outline explaining how and why OD is relevant to the Salvation Army and what steps SAWSO needs to take to provide OD services to the Army (Appendix D). The SAWSO approach focuses on process rather than a predetermined output. Such an approach allows for:

- o identification and use of culturally appropriate interventions;
- o interventions at several levels, depending on the identified needs and readiness of the parties involved.

Applying the OD model requires client involvement in all aspects of the OD assistance, beginning with the process of diagnosis. Client involvement ensures that the client owns the process, the intervention and the result. Including the client begins with buy-in from the top leadership, and then intervening at appropriate levels.

2. SAWSO - Field Relationship

OD interventions can take many forms. In working with the field, as well as in its own internal OD process, SAWSO has provided assistance in team building, strategic planning, HRD (including training), and one-on-one consultations. Of these different interventions, SAWSO and the Salvation Army have most frequently been involved in strategic planning and HRD.

- o Many territories are now conducting strategic planning exercises, or are beginning to realize the need for strategic planning to make best use of their capacities. SAWSO's OD model recognizes, however, that strategic planning is not always the most appropriate intervention. Initial technical assistance and/or training interventions are often necessary to build receptivity to strategic planning.

- o SAWSO's OD model views HRD, including training, as one component of OD. Often, requests for HRD programs served as the entry point for SAWSO's involvement with territories under MGIII. While this can be a useful starting point, we recognize that training is less effective if viewed as an end in itself. Rather, HRD and training should be one strategy towards achieving broader organizational goals. When HRD interventions are designed to contribute appropriately to clearly articulated organizational goals, they are more effective.

3. SAWSO - IHQ Relationship

IHQ has conducted its own strategic planning process resulting in a major reorganization. As it goes through this process, IHQ is becoming more responsive in meeting the needs of territories and is encouraging their efforts to conduct long range planning and develop human resources. As a result, IHQ is increasing its consultative and facilitator role with the territories and working to improve its own skills for that purpose.

These changes are concurrent with and support increasing SAWSO-IHQ collaboration. Examples of recent joint activities were described in Section V, A, Program Planning and Management Activities.

C. Sustainability

In the context of the HORD program, sustainability means two things. First, will the structures and processes put in place to carry out human resource and organization development continue to operate in the future? Second, will the outcomes of HORD, KSAs gained by individuals and improved organizational capacity, last, or will they diminish over time? The last three years have provided some important insights in these two areas.

1. Sustaining the HORD process

With some assistance from the MGIII program, Salvation Army territories have made impressive strides in designing and operating planning processes, training programs and new management structures. Three factors are critical if these changes are to be sustained: commitment, capacity and finance.

- o Commitment to HORD has been amply demonstrated. Information from the case studies, interaction with other territories and IHQ clearly show that the Army is strongly committed to improving skill levels and making the organizational changes which will improve performance. This is true at all levels of the organization. It includes officers and staff from northern and southern territories.

- o The capacity to sustain present efforts is building. Much depends on the success of the technology transfer issues discussed in Part E of this section. Important elements such as training of trainers, curriculum development, establishing strategic plans and training plans and involving national officers are being addressed. There is also a great deal left to do. Most of the programs require more time to consolidate the gains they have made and acquire more experience about what approaches work best. There is also need for continuing professional development for program implementors.
- o Financial resources will be needed to support HORD efforts over the long-term. At present, three sources fund the programs. First, the programs themselves generate a small amount in-country through cash and in-kind contributions by individual participants or the Salvation Army corps. Cost-recovery of this kind occurs in several programs and could be explored further.

The second source is Salvation Army funds. These are generated by national Salvation Army fund-raising in MGIII participating countries or elsewhere in the Salvation Army and allocated by IHQ. The Army is committing funds of this type to most programs in the grant. Often they count as part of the matching component. Because of demands on the SA's resources, this type of funding is limited. However, Salvation Army leaders have shown the commitment to use Army funds for HORD both before and during the MGIII period.

The third source is funds from outside donors. MGIII is the principal but not the only source of such money. External donors are becoming more receptive to including training costs as part of program funding proposals. The Army needs to work with its donors to further develop this practice since some form of external support will undoubtedly be needed.

It appears that the HORD programs initiated in MGIII can and will be sustained over the long term, requiring, however, the partnership of donor agencies.

2. Sustainability of HORD Outcomes

Judging from the case studies and other data, the HORD programs are resulting in changes at the individual and organizational level. People have learned new KSAs and are using them. Management practices such as strategic planning are being adopted and used. It is too early to tell whether these outcomes will continue or begin to fade out. However, two factors can improve the likelihood of sustainability.

- o How well new KSAs are learned is a critical factor. This is affected by the many components of training design and methodology which SAWSO is transferring.
- o Second, the opportunities and encouragement to put learning into practice is also important. Respondents in the case study countries emphasized the importance of having the opportunity to use what they learned and to get assistance when they encountered difficulties. Support and commitment from top management and middle management was essential in allowing this to happen.
- o The technology needs to be an integral part of a larger OD process if the outcomes are to be sustained. Training and management interventions can be short lived and ineffectual unless they are based on organizational needs assessment and clearly contribute to defined goals.

These factors are important foci for the Salvation Army and SAWSO in the remaining grant period and beyond.

D. Benefit Distribution

MGIII-supported HORD efforts have an impact on four principal groups of beneficiaries: Salvation Army officers, employees, local lay leaders and community members. Grant activities have had both direct and indirect impact on these groups. This section briefly considers how benefits have been distributed across target groups and gender given that different countries and territories have structured their programs to meet their own perceptions of need.

1. Direct benefits.

The HORD programs have approached target groups in two major ways. Some territories have focused mainly on officers and have not as yet, targeted other groups. Others have consciously developed programs to involve these non-officer groups directly.

Officers

Salvation Army officers (95% of whom are host-country nationals) have been the most consistent beneficiaries of training activities across the 23 territories which have such programs. Mid-level officers have participated the most. Captains, having from five to 20 years of service, are the most numerous of all officer trainees and have spent the most amount of time in training. Some territories have made a clear effort to begin at the top of the organizational hierarchy. Others are focusing most attention on the mid-to junior levels.

Staff, Lay Leaders and Community Members

Training of the other target groups has been less consistent across territories. About half of the territories have developed programs to train staff, lay leaders and community members. These same eight or nine territories account for the majority of training in these groups.

Gender

Overall, women have participated in training slightly more than men both in numbers and in amount of time in training. This represents a major increase in the training opportunities available to women officers, staff and community members. The impact of training for women was described in the case study countries as quite striking. Both men and women felt that women had gained much confidence and were becoming more active in their roles.

Women have participated more at the staff and community levels than among officers. While women account for about 60 percent of the time spent by both staff and community members, among officers it is about 40%. These percentages have remained consistent in each year of the grant.

There is also some difference in the skill areas men and women are being trained in. In health and literacy, women account for 90% of the training time. In the areas of management, leadership, and training of trainers, it is 40%.

These differences reflect some of the existing differences in gender roles within the Army. Certain spheres such as health care, involve women to a greater extent. Also, male officers predominate in positions of management responsibility. There may well be some barriers to women's participation in some training since, taken as a whole, women officers' educational levels are lower than that of men.

2. Indirect benefits

MGIII programs are having an impact on beneficiaries beyond the individuals directly participating, through a spread or multiplier effect. Such an effect has been observed in at least three ways:

- o The MGIII programs have shared resources among each other and had beneficial crossover effects. In more than one instance, training by one program has helped to bring new skills and attitudes to activities in another.
- o The Salvation Army schools for officers' training have benefited. The schools in several countries report adopting some of the methods and curriculum promoted by

the HORD programs. Some are also benefitting from better caliber entrants who have participated in MGIII sponsored training.

- o At the community level, the sectoral programs are introducing useful skills and knowledge to people beyond those who participate directly in training. Traditional Salvation Army community outreach activities have increased as people have gained skills, self-confidence and a better understanding of their roles.

E. Technology Transfer

Matching Grant III is SAWSO's first concerted attempt at technology transfer. While projects assisted in previous Matching Grants did use and adapt new technologies, they were highly project specific, rather than grant wide. Thus, SAWSO did not see itself as being in the technology transfer business.

In general, technology is defined as the application of scientific knowledge to solve practical problems. During the grant, SAWSO has been applying knowledge from the behavioral sciences to meet The Salvation Army's staff and organizational needs. This has taken the form of experiential learning and process consultation. The basic purpose of the Grant, however, is not simply to conduct training and OD interventions but to assist the Army to build the capacity to use this technology.

What technology is being transferred?

The basis of SAWSO's approach to HORD is experiential learning - learning through direct experience, rather than primarily through lectures or reading. Research has found this approach to be the most effective form of adult education.

To apply experiential learning effectively requires a systematic approach to training program design. SAWSO has developed a 12-step model for delivering effective training to the field. In addition, SAWSO has developed a model for designing effective training (Appendix K). Both tools emphasize the importance of needs assessment, matching design aspects to the learners, and evaluation in an iterative process.

SAWSO's process consulting approach builds on the experiential learning model. SAWSO emphasizes a joint diagnosis of organizational needs. SAWSO staff "listen" to the problems as expressed by all the parties involved and help the "clients" build skills to define and resolve the problems. The Salvation Army field office is the "content expert" (it knows the culture, context, issues, etc.) and SAWSO facilitates the process. SAWSO has developed an Organization Development Model that outlines the steps in greater detail (see Appendix D).

How is the technology transferred?

- o When Regional Coordinators conduct seminars and provide consulting assistance to territories, they model SAWSO's approach to HORD. Army personnel become familiar with the efficacy of the technology.
- o Training trainers helps territories internalize the technology. SAWSO has conducted eight training of trainers workshops to develop the skills of local trainers in seven countries. An additional 50 training events in TOT have been conducted in those countries.
- o In countries where territorial training efforts have been established, placing of assistant trainers, usually national officers, is occurring. 115 Salvation Army officers and 116 employees delivered training in the last 3½ years.
- o Co-training is an effective way to train trainers. SAWSO staff have co-facilitated 28 training events with local Salvation Army or International Headquarters staff. This represents 50% of all the events in which SAWSO staff have participated.
- o Matching Grant funds are being used to establish and expand libraries of training and organization development resources and materials. We identify materials from the U.S. and host countries and provide them to The Salvation Army headquarters for adaptation and use. To date, 21 countries have received 2,334 copies of 186 titles.

Reactions to the technology

There is a definite trend towards the use of participatory and experiential learning methods. The case studies clearly showed that participants, from community members to senior level officers, preferred the experiential learning methods promoted by MGIII-assisted programs. At the outset of MGIII, reservations were expressed by some that such methods might be inappropriate due to the culture, experience and educational background of participants. In fact, experiential learning methods did prove appropriate across cultures, educational levels and organizational levels.

Salvation Army leaders are responding positively to the process consultation approach. The approach was enthusiastically received in the recent mutual planning process conducted in 18 territories. SAWSO is receiving increasing numbers of requests for OD interventions and OD concepts are becoming internalized in many territories.

What have we learned about successful transfer of the technology?

- o Support from the higher levels of management and authority within The Salvation Army at national and international levels is crucial to successful transfer. Without comprehension and acceptance by the upper administrative levels, participants have difficulty in applying the skills they have learned and/or in obtaining resources required to build local training capacity. Without commitment and support, it is impossible to follow up and evaluate participants.
- o The technology needs to be adapted to the culture as well as to individual and group learning styles. In the field, SAWSO facilitates adaptation by helping to identify local individuals and materials to be used as resources. Investments are made in translation of training materials and using local translators for training events. Several efforts have been made to conduct training on a regional basis to facilitate cross-fertilization among trainers or Army staff.
- o Salvation Army staff need opportunities to apply and test the technologies in real-life situations.
- o Systematic follow-up by SAWSO and other trainers reinforces training content and process gives an opportunity for guidance in real-life situations, and provides evaluation information regarding the effectiveness of the approach.

F. Leadership Development

SAWSO views leadership development as a process through which people acquire skills and self-confidence, and take an active role in their personal, organizational or community development. SAWSO does not view leadership as something pertaining solely to formal positions in a hierarchy. Leadership potential is present in all individuals. MGIII-sponsored training and practical experience are helping to activate this potential.

Over the past 3½ years, SAWSO and The Salvation Army have been addressing the following leadership development issues:

1. Nationalization within an International Organization

The commitment which The Salvation Army is making to HORD, through MGIII and other activities, reflects a priority to nationalize leadership. This commitment results from the Army's own needs assessment as well as pressure from within many developing countries themselves.

In the past, low skill levels of many of the officers in "southern" territories and certain organizational perspectives have resulted in a heavy reliance on expatriate "northern" officers in senior management positions. Leadership development efforts are addressing some of these constraints. As a result, national officers and staff are gaining greater responsibility in Salvation Army administration as well as in administration of sectoral programs.

It is important, however, to understand that the Army, as an international movement, places high value on its trans-national character. While an effort is being made to increase the number of "southern" officers in top leadership in their own country, the Army resists any tendency for the organization to divide itself into purely national units.

2. Women in Leadership

The Salvation Army has historically emphasized a strong role for women in its work. Unfortunately, in many countries, for cultural, historical and other reasons, women in the Army have not always had equal leadership opportunities or responsibilities.

Women have had greater opportunities to participate in training as a result of the MGIII program. The impact on officers, in particular, has been quite striking. Repeatedly, women have noted increased self-confidence and a more active role in their appointments following training. This observation has been corroborated by supervisors and Salvation Army leaders.

In countries where women are already in leadership positions, they contribute greatly to the Army and the communities which they serve. They also serve as role models to other female officers and community members. Male officers are increasing their awareness of the need and importance of female leadership in the Army administration and in communities.

One of the Army women's organization, The Home League, is being used as a vehicle for increasing the knowledge and skills of women in communities worldwide. MGIII funds such projects in Pakistan, Papua New Guinea, Guatemala and Kenya.

3. Local Leadership

While The Salvation Army officer remains the core of the Army's strategy in implementing development programs, increased programming responsibility is being turned over to local and community counterparts. Appropriate training, funded by MGIII, is taking place in the interest of continuity and sustainability in eight territories. In the last 3½ years 800 local lay leaders participated in skills development training.

4. Changing Role of Salvation Army Officer

Even as Salvation Army officers hand over more leadership responsibilities to community members, their own leadership roles are increasing. The traditional role of an officer as a minister has been expanding to include trainer, consultant, counselor, manager, community development agent, financial manager, conflict resolver. Training efforts are being made for officers to become adept in many or all of these roles. Officers are reported to be more professional, self-confident and more aware of their roles.

Some MGIII-assisted training has promoted a participatory approach for decision makers which encourages greater input when gathering information for decision making. Reports from the case studies and other sources indicate that attitudinal change is taking place. Some officers are finding these new approaches to be increasingly effective in dealing with fellow officers as well as with community members.

G. Collaboration

Recognizing the advantages of collaborating with other agencies working in our field, SAWSO is developing new and increased collaborative relationships at home and supporting such efforts in the field.

Home Office

SAWSO has been able to develop a number of collaborative relationships with outside organizations such as the following:

- o Membership in InterAction. SAWSO's active role in the Professional & Organization Development Committee includes HORD networking, exchanges of ideas, discussions of state of the art approaches, sharing of lessons learned, etc. This committee has taken an active role in contributing ideas about organization development methodology and experiential learning to the PVO community.
- o Advice provided to PACT and OEF International on their institution building project.
- o Contribution provided to the Advisory Committee on Voluntary Foreign Aid (ACVFA) concerning PVO effectiveness.
- o Membership in SEEP network.
- o Membership in NCIH

Through membership in various development organizations, SAWSO staff participate in a variety of information exchange activities (meetings, conferences, workshops) in order to share its lessons learned, to learn from the experience of others and to be aware of new thinking in development.

Field

The extent of collaboration with other development organizations is varied. The Army has traditionally had strong links with other agencies, both governmental and non-governmental, in areas of long standing program activity (e.g., health, relief, education). Yet, in its approach to implementation and reliance on technical assistance resources, The Salvation Army often looks within for approaches and help rather than externally. Linkages with other non-governmental development agencies have not been a priority historically.

SAWSO has tended to see collaboration as intrinsically desirable. RCs often attempt to increase cost effectiveness and cultural appropriateness by identifying local resources for assistance. Such efforts have paid off in a number of countries. In Pakistan, the Salvation Army has many strong links with other organizations representing the national development community which have assisted with training, consulting, conducting evaluations and needs assessments. Four other countries have established a pattern of seeking assistance from outside agencies to conduct MGIII-sponsored training.

SAWSO plays a crucial role in facilitating collaboration by identifying common agenda and highlighting program relevance. The HRD effort has also directly increased officer self esteem, thus increasing the likelihood of reaching out to other organizations for assistance or sharing its own achievements and learnings. Although there is still room for forging new links, the territories are continually increasing contact with other indigenous organizations.

Meetings with USAID and other foreign donors represent a particularly difficult challenge as such visits can be a cross-cultural challenge for Salvation Army officers. In these cases SAWSO plays an important role in encouraging more contact with organizations that are considerably different by accompanying officers on such visits.

VIII. RECOMMENDATIONS

This section outlines recommendations for SAWSO over the remaining grant period. In keeping with SAWSO's approach to HORD in which the "client" is actively involved in assessing the information and developing action steps, we have not included recommendations for IHQ and Salvation Army field offices at this time. In reviewing the report and its findings, the Army and SAWSO together will determine appropriate those recommendations and actions.

SAWSO's recommendations for our action are as follows:

1. Cost analysis for strategic planning

The programs assisted by MGIII are part of the Army's unprecedented effort to improve organizational capacity through HRD and building management systems. For SAWSO and the Army, the cost dynamics of these programs are as yet imperfectly understood. Future maintenance of HORD systems and overall planning will require more comprehensive projections of costs and outputs. To this end, SAWSO will take the following actions:

- o Conduct analysis of existing financial information in greater depth.
- o Modify tracking and reporting systems for financial data to facilitate the required analysis.
- o Exchange cost analysis information with other organizations which are committed to HRD and OD programs. SAWSO can learn from this body of experience in the nonprofit and for-profit sectors, as well as contribute to the knowledge base.
- o Work with IHQ and the field to determine costs and outputs as appropriate.

2. Developing HORD interventions from a systems perspective

SAWSO's models for both OD and HRD emphasize that HORD interventions need to be developed in a process which considers and links with components of the organizational system. Such a process helps avoid quick-fix interventions, which address issues in an isolated fashion. To promote this systems perspective in its own interventions and in consulting with the field on local initiatives, SAWSO will take the following actions:

- o Further refine the existing models for OD and training design, developing usable guidelines for systems-oriented information collection, intervention design and implementation.

- o Ensure that all interventions in which SAWSO has an implementing role have, or will work toward, adequately assessed system linkages.
 - o Work with the field to increase understanding of the effectiveness of the systems approach to HORD.
 - o Increase emphasis with the field upon training-of-trainers as a key element in an effective systems approach.
3. Improving SAWSO capacity to meet technical assistance demands

As capacity in the field grows, the demands for technical assistance from SAWSO change. In particular SAWSO is seeing more requests for TOT and non-HRD OD consultation. SAWSO will take the following steps to keep up with changes in client needs:

- o Continue the current program of professional development for all staff.
- o Establish minimum standards for competency in growing areas such as consulting skills and strategic planning.
- o Conduct office in-service training in key areas.
- o Maintain and increase dialogue with IHQ and the field in determining priority skills for SAWSO staff.

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TRAINING MANUAL:
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(PVO PROJECT REPORTING INFORMATION
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