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SUMMARY

The Agency for International Development (AID) awarded The Salvation Army World Service Office (SAWSO) its second Matching Grant on June 1, 1984 for a three-year period. In May of 1987, AID approved a no-cost extension to the grant through September 30, 1987. This document is the second and final narrative report on Matching Grant II.

This report is divided into eight sections plus appendices. Section I describes the background to the grant, focusing on the context in which the proposal was written in 1983. Section II describes SAWSO's development approach to carrying out the grant objectives. In Section III, results from activities in each Matching Grant country are presented. Section IV discusses SAWSO management and reviews headquarters support functions. Section V describes the components of SAWSO's monitoring and evaluation system as it has evolved over the last three years. Section VI, the financial report, details expenditures through May 31, 1987 by sector and project. The narrative portion of this section describes trends in mobilization of private support. Section VII analyzes SAWSO's experience with seven issues which are key to effective development programming. Finally, Section VIII presents recommendations for SAWSO, the field and the donor agency.

As noted in Section V (Monitoring and Evaluation), reports on Matching Grant activities have become an integral part of SAWSO's internal institutional review. This report has been particularly important this year given that three new program staff members have joined the office since the last major report.

Coinciding, with the end of SAWSO's first decade of operations, this final report has assisted the office to assess previous activities and chart new directions for the future.

I. BACKGROUND TO THE GRANT AND PROGRAM CONTEXT

In the Fall of 1983, SAWSO submitted its proposal to AID for a second Matching Grant. The needs of the beneficiaries targeted by the proposed activities were shaped by many complex factors. These factors included the world economy, the economic realities of the countries in which SAWSO proposed to work, and the micro-economies which The Salvation Army constituencies were facing. The Matching Grant proposal also reflected The Salvation Army's and SAWSO's approach to development at that time.

This section describes the background of the external and internal factors which prompted SAWSO to compete for Matching Grant funds. The final part of this section addresses the rationale for use of external funds.

A. World and National Economies

In 1983, the global economy was still reeling from the 1980-82 recession. The developing nations were devastated by reduced exports of commodities to the industrial nations, high oil prices, soaring inflation, and high interest rates. These contributed to declines in revenues and donor support while at the same time increasing costs of debt servicing and imports. The resultant shortage of funds to finance economic and development activities affected the poorest countries the most. Where austerity measures were seen as the appropriate economic remedies, countries experienced high human and social costs.

Of the 14 countries proposed in the Matching Grant, five were classified as low income (per capita GNP less than US \$410) according to the World Bank. The average per capita GNP of all 14 was only \$745, well below the average of "middle income" countries. The resources these countries had available to encourage development were few. In the countries for which there was any data in 1983, eight dollars was the average amount spent on education per capita and six dollars on health care.

B. Salvation Army Presence and the Problem

Due to The Salvation Army's historical commitment to serve the poor, the people with whom SAWSO proposed to work were even more disadvantaged than the averages or national statistics indicate. Working in the slums of Kingston or Port au Prince or the shantytowns of Nairobi, on remote islands of the Philippines or the rural Punjab, Salvation Army officers saw not only the usual problems of poor health and poverty, they saw how these problems impacted those who were least able to cope with the economic downturn which was beyond their control.

It was through The Salvation Army in the field that SAWSO perceived the extent of poor health and poverty of less developed countries (LDCs). These problems became the focus of SAWSO's plan because they are crucial to underdevelopment.

- Poverty impacts across the spectrum of basic needs such as health, adequate food, housing, human dignity, and a sense of self-worth. Unemployment and underemployment, unequal opportunities for women, low productivity of workers, an unskilled labor force, and low agricultural production all contribute to low earnings. Unless people can become more productive and self-reliant, the cycle of poverty cannot be broken.
- Hunger, disease and early death not only bring tragedy to the poor but, deprive nations of productive human resources. It is estimated that over 40,000 children die every day from malnutrition and disease. In developing nations these deaths are caused by diarrheal dehydration, respiratory illness including tuberculosis, and infectious diseases preventable by immunization. Other factors affecting the health environment include the absence of potable water, poor sanitation, lack of nutrition and health education, illiteracy, and nonexistent or inadequate health services.

C. Project Funding

In 1983, SAWSO's capacity to address these problems had evolved into a particular mode of operation. As discussed in further detail below (Section II, PVO APPROACH), the evolution of SAWSO's mandate to assist in The Salvation Army's achievement of its development goals had reached the stage of funding specific projects. By working through the Army's established network in the proposed countries, SAWSO could deliver technical and financial assistance to where it was most needed. The Matching Grant provided the mechanism to support a flexible system of developing local plans in conjunction with local people and then tailor the resources which each activity required for that project.

This responsive "umbrella" approach promised to be an effective design. It was, in one way, a reaction against the "blueprint planning approach" ¹ which the World Bank noted in its World Development Report 1983, as having experienced a lack of success in effecting people-centered development. The Matching Grant design appeared to be the most appropriate and effective means to meet the needs which The Salvation Army was confronting in the field.

¹This term refers to the use of a single model for planning activities in various areas.

D. External Funding Rationale

Wherever SAWSO supports project activities, there are existing local resources or assets. Some communities are contributing skills such as traditional construction, farming or home health care practices. At other times, they supply labor, materials and even cash. In other cases, projects benefit from infrastructure in which The Salvation Army may have already invested. This includes facilities such as clinics, corps community centers, or offices for administration, as well as the extensive network of officers and employees.

SAWSO feels that it is most important to underscore the fact that in almost no situation are people completely without assets. Project beneficiaries bring to the projects elements that no amount of funding or technical assistance can provide. SAWSO stresses helping people to recognize their assets or resources and use them effectively. SAWSO also emphasizes its expectation that there will be an initial and increasing commitment of resources by the target group.

A responsible development approach needs to recognize, however, that at times inputs are needed which are beyond the reach of the people or institutions. In such situations, external funding is essential. Requirements can include initial or pre-project costs, e.g., surveys or feasibility studies. Often outside technical assistance, project supplies such as medicines or seeds, and transport are also necessary. Since a surfeit of cash or goods can cause distortions and disruptions in a local economy, the use of external funds can be problematic. The aim is to use funding in ways which will enhance effectiveness and catalyze the potential of local resources and initiative.

The source of these external funds would obviously be from both AID and SAWSO. While SAWSO's private resources were available to underwrite aspects of the program, they could not have supported the global effort SAWSO proposed to implement. Such funds are either tied to specific countries or certain kinds of activities. By combining these private funds in the Matching Grant program, it was possible to greatly increase their impact.

II. PVO APPROACH

A. SAWSO's Role

The Salvation Army World Service Office's mandate is to assist in The Salvation Army's efforts to promote self-help efforts that address the underlying causes of poverty in less developed 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 project implementation. SAWSO assists field offices to identify and to utilize appropriate in-country resources and if necessary, to arrange outside consultant assistance. SAWSO staff function as facilitators or consultants to Salvation Army country directors and International Headquarters (IHQ) at their request. Policy, personnel and programmatic decisions are determined by the Territorial Commanders (Country Directors) and/or International Headquarters.

B. SAWSO's Philosophy

In the course of supporting Salvation Army activities worldwide, a fundamental principle has shaped SAWSO's development approach. Coinciding with The Salvation Army's one-word motto "Others," SAWSO believes that "People are--and should be--the starting point, the center, and the end goal of each development 'intervention'."² In practical terms, this has meant a commitment to design development projects sensitive and responsive to the cultural patterns, needs and potential of the people in the project areas.

Local leaders and citizens are encouraged to become directly involved in the design and implementation of the various programs. They work 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.

To ensure that limited resources will be utilized effectively, SAWSO has developed a set of criteria to determine precisely where and how activities will be supported. (See Appendix B)

²Putting People First: Sociological Variables in Rural Development,
Edited by Michael M. Cerna, World Bank, 1985.

C. SAWSO's Development Approach

SAWSO's development approach has evolved through three phases. The first phase focused on building a receptive framework for development at the upper levels of The Salvation Army. From 1977 to 1980, over 80 Salvation Army administrative officers from Asia, Africa, the Pacific, Latin America and the Caribbean participated in a series of 19 seminars on development theory and practice. Follow-up technical assistance was provided directly by SAWSO to 39 countries. Participation in the training seminars and the follow-up technical assistance resulted in 42 projects designed and submitted to AID missions for funding and 104 additional projects designed and proposed for funding from other donors.

Phase two, which began in late 1980, operationalized development principles by supporting the design and implementation of grassroots projects. The previous and current Matching Grant programs were instrumental during this phase, supporting projects in health, vocational training, income generation, and staff development. These projects had a positive impact on the health, income and employment status of rural and urban communities. Simultaneously, by providing concrete examples, these projects further enhanced the receptive framework within the Army.

In response to requests from the field, SAWSO began to modify its development approach. More attention was placed on building or strengthening the institutional capacity of The Salvation Army. During the second Matching Grant, SAWSO increased its emphasis on training and strengthening the management and support systems.

This evolution in SAWSO's approach has resulted in the emergence of a third phase which focuses on human and institutional resource development (HIRD). This is an approach that seeks to develop the knowledge and skills of individuals to overcome the constraints to their development.

Matching Grant III, currently being negotiated with AID's FVA/PVC office, will enable SAWSO to strengthen its expertise in training and institution building. The expectation is that, in turn, The Salvation Army's strengthened human and institutional resource capacity will more fully sustain development efforts.

D. SAWSO's Sectoral Areas

The goal of the Matching Grant program is to improve the quality of life of the poorest people in less developed countries by addressing the issues of poor health and poverty. SAWSO's approach to achieving this goal was to focus its energies on four programmatic areas: comprehensive health care, vocational training/income generation, corps community center program development, and LDC staff development.

1. Comprehensive Health Care

A central emphasis of SAWSO's programming was to assist The Salvation Army to deliver comprehensive health care to the poor. This program strategy focused on decreasing the incidence of malnutrition, morbidity and mortality among children and their families in low income urban and rural areas. SAWSO's strategy was to allocate Matching Grant funds to selected projects which incorporated one or more program components: primary health care, selected communicable disease control, potable water and sanitation, and food production and preservation. Particular emphasis was placed upon the "at risk" population of children under-five through the GOBI-F strategies and women of childbearing age.

In the last several years, SAWSO has added new emphasis to its health programming by concentrating on and investing in health education of project beneficiaries and staff training. The aim is to increase the capacity of those who are closest to the health problems to make timely, effective interventions.

2. Vocational Training and Income Generation

This program strategy concentrates on increasing employment opportunities for the unskilled and individuals involved in rural and urban income producing activities. Programming emphasis was placed on youth, women and such neglected segments of society as alcoholics and ex-offenders.

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

3. Corps Community Center Program Development

The underlying foundation of the major portion of Salvation Army programs is its network of over 15,000 corps community centers throughout the world. The centers are an extension of The Salvation Army's fundamental commitment to serve the poor at the grassroots level. As such, activities which involve community participation to meet basic human needs are integral to their function. In many less developed countries they house community development programs such as farmers' training, literacy classes, income generation activities, family life education, skills and handicrafts training, education in health and nutrition, and employment services which respond to various needs.

The corps community center serves as a catalyst which brings people together for common social and economic concerns. SAWSO's strategy was to use Matching Grant funds to expand or upgrade Salvation Army community centers in selected areas. The Army's work, cannot grow without the support supplied by the foundation the community center provides. SAWSO's support helped The Salvation Army to utilize the center and its various activities to promote development programs. Investment in building or upgrading facilities became an investment in both present and future development projects.

4. LDC Staff Development

SAWSO's fourth programmatic area, key to achieving project sustainability, focused on training and skills transfer. Targets for this strategy were Salvation Army officers, lay personnel, and project participants. Activities funded under this include: SAWSO technical assistance visits, SAWSO training workshops, exchange of program and technical information among Salvation Army personnel, and budgeting for formal and nonformal training in projects.

During technical assistance visits, SAWSO worked with local staff in defining beneficiary needs, refining reporting requirements, designing implementation plans, modifying budgets, making provisions for self-sufficiency, assessing project progress, impact, etc.

Program and technical exchange was another component of SAWSO's efforts to promote LDC staff development. At periodic country or regional meetings, officers had an opportunity to exchange program, administrative and technical information. SAWSO participated in and supported many of these gatherings. The strategy involved identifying, reviewing, and providing state-of-the-art information to the field.

Because projects often require specific skills, training for key staff or community members is necessary to ensure successful implementation and project sustainability. SAWSO provided or assisted territories in identifying and securing needed training. This formal and nonformal training frequently included further skills development in one or more of the following areas: project planning, administration, financial management, health, management information systems, evaluation, and training.

III. RESULTS BY COUNTRY

This section presents results from Matching Grant activities in each of the countries where SAWSO had active projects during the grant period. The section is arranged by region: Africa, Far East and the Pacific, Latin America and the Caribbean, South Asia and then alphabetically by country.

In SAWSO's 18-Month report on Matching Grant II (submitted in December 1985), this section focused mainly on project outputs. In this final report, we present more of an analysis of the effects that the projects and the grant, in general, have had on the countries. To accomplish this, the staff examined the results in SAWSO's four sector areas: comprehensive health care, vocational training/income generation, corps community center development and LDC staff development; focusing primarily on the following two principle effects:

- The impact on beneficiaries, The Salvation Army, and either private or public local agencies.
- The future directions for the projects or sector involved.

This format has enabled SAWSO to consider the grant's effects more analytically than before. It has also facilitated "lessons learned" across regions.

Appendix A contains information on each Matching Grant-funded activity. If the reader wishes to know more about specific projects and their outputs, please refer to that section.

AFRICA

A. Overview

1. Leadership Development

Since the inception of Matching Grant II, The Salvation Army in Africa has made significant strides in consolidating programming, and increasing its awareness of the need for skills training. This awareness led to the concept of The Salvation Army Leadership Training Program (SALT), a Salvation Army initiative proposed under MG III for SAWSO technical assistance and funding.

In each country in which SAWSO has worked, Ghana, Zambia, Kenya, Zimbabwe and Swaziland, demand has turned from project specific assistance to training skills that can be incorporated into project specific events: training in skills that emphasizes hands-on experience in planning, management, community organization, rural development, and health; training that requires not a degree, but a committed interest in learning and a willingness to apply skills; training that, in turn, is able to be passed on to others. Training of this nature has the potential to strengthen institutional capability at all levels.

2. Collaboration/Resource Networking With Other Agencies

Another noteworthy development during the past three years has been the increased collaboration and resource networking instigated by Salvation Army project personnel. In many African countries, The Salvation Army historically has tended to work within its own resources. However, recently, in country after country project personnel were reporting their initiatives to discover what other organizations had undertaken and then either incorporated those learnings into their programs, or collaborated, if possible. The significance of these new resource networking skills will be realized in time.

3. Replication

Replication and lessons learned from projects have become a keystone to new Matching Grant work in Africa.

In agriculture, farmers' training programs have been replicated from one country to the next. Concepts used successfully within one country program have been incorporated into programs in other countries. Lucaena tree planting for soil conservation and rejuvenation is a good example of a concept that has passed from one country to the next for replication. An additional example is the use of Salvation Army youth groups as a means through which to teach basic agricultural and small animal husbandry projects for income generation.

In health, Matching Grant II funded a health clinic/corps community hall on the edge of a peri-urban slum in Msunduza, Swaziland. Throughout Africa, people are migrating to exactly such Peri-urban areas which lack essential services where they become trapped by socioeconomic conditions. The purpose of the combined health/corps community hall is to provide an integrated approach into the community that will improve health status through curative care, preventive health outreach services and community social service programming. Whether this is a realistic model for replication will become known during Matching Grant III.

As a result of the work in the above two project areas, health and agriculture, a natural integration of programming has evolved. In the Kenya Child Survival Program the long term needs of the project area are greater than health interventions alone can address. As a result, a rural development program is planning to become actively involved working alongside health project leaders to promote sound agricultural principles. In Matching Grant III in Zambia, the Primary Health Care Rural Development Project proposal is a direct result of learning that integrated programming is superior for long term community development.

In sum, the past three years have witnessed a great deal of change and learning for The Salvation Army territories in Africa. The Matching Grant impacted this trend significantly by supporting projects in which important lessons were learned, providing assistance for new creative initiatives and facilitating active interchange within the region

B. Ghana

Using Matching Grant funds, The Salvation Army has promoted community-based programming and human and institutional resource development. Program activities have taken place in rural development, health, and training. In its areas of influence, The Salvation Army provides an infrastructure where others do not exist.

1. Comprehensive Health Care

The Salvation Army supports a system of six clinics in Ghana. A community-based polio rehabilitation program has been incorporated into this established system.

The impact of this rehabilitation program on identified target areas has been immediate. Over 157 children have been identified as needing polio rehabilitation assistance. The first 12 volunteer community workers trained referred 90 new cases within the first month after returning to their communities. Six hundred children are projected to benefit by September 1988. Needs assessment surveys are currently underway to identify areas for polio vaccination campaigns. The goal is to vaccinate 75% of all children in 12 target areas.

Since this is the first project of this nature in Ghana, the government is showing considerable interest and support by providing polio vaccines and dispatching immunization teams to identified areas. Future project activities will be continued through private funding sources.

2. LDC Staff Development

The goal of Salvation Army Leadership Training (SALT) is to strengthen the institutional and personnel development capability of The Salvation Army in Ghana through training in leadership, management, community organization, rural development and other relevant technical skills.

SALT programming was initiated in October 1986. The goal for this first year of funding was to conduct training needs assessment and to prepare country training plans. Work has proceeded in this capacity and in addition a project administrative framework is being established. SALT project activity will continue under the new Matching Grant.

In-country training will be on going not only through SALT, but also through a health training project proposed under the new Matching Grant. The project purpose is to strengthen nationals' technical skills in clinic supervision and health management skills.

Additional training activities are being undertaken to establish a rural agricultural development resource training center in Wenchi, Central Ghana. This project, funded through CIDA, received technical assistance under the Matching Grant II.

C. Kenya

SAWSO strategy for support of work in Kenya has been an integrated development approach that has emphasized agriculture, health, income generation and vocational training to assist individuals and communities to become self-sufficient. Especially during this past year, The Salvation Army has consolidated its activities and worked on developing resource networks to maximize benefits from its resources and personnel. An immediate impact of these activities has been requests from The Salvation Army Kenya for additional training resources for their personnel. These training resources will strengthen the overall institution, improve personnel performance, and therefore, its overall development capability.

1. Comprehensive Health Care

The Salvation Army activities in health care are diverse and range from villages in Northern Turkana to Kolanya Rural Health Center near the Ugandan border.

Kolanya Rural Health Center monitors 270 children. An associated nutritional rehabilitation component has also had impact in working with teenage mothers in this area. In Narok Region, Child Health Through the Home Leagues has been initiated. Over 850 children and 2,000 immediate family members have benefited from programming established at diverse sites.

Funding for these activities will continue under Matching Grant III. Because of the belief that health without rural development and agricultural is using resources to less than optimum benefit, future health and agricultural activities will be closely integrated.

2. Vocational Training/Income Generation

Since 1964, The Salvation Army has supported the Nairobi Girls School to provide vocational training and income generation skills to early school-leavers. Each year, 60 girls receive training in marketable skills. Job placement is almost 90% after program completion. Biannually, 300 applicants compete for the 60 positions. The immediate impact is to provide qualified candidates for an expanding secretarial need in Kenya as well as to enable young women to become self-supporting. Funding for this project will be continued under Matching Grant III.

The 4K/Rural Development Program assists rural youth to engage in agricultural activities, reforestation and small animal husbandry projects. An evaluation, undertaken during the Matching Grant (See Appendix C-1), proved critical in worriments the project and providing immediate and long-term direction. The evaluation noted that the 4K clubs have tremendous potential to organize youth. At the same time, it questioned the lack of technical expertise imparted to the youth. This is being remedied through a reorganization of the program and implementation of countrywide training through the resources of a local nonprofit training institute.

An additional evaluation recommendation stressed the need for more stability through the use and training of local counterparts. This should assist the 4K Clubs to become self-reliant. While the 4K Clubs are not as yet self-supporting, they have the potential to become so within the next three to four years. Future funding will be provided by private sources during this interim period.

3. LDC Staff Development

A training component has evolved for each project funded under the existing Matching Grant.

- The 4K/Rural Development Program has initiated, as a result of the evaluation recommendations, training for the coordinator, area coordinators, corps officers and youth leaders involved in the program. Additionally, women are being trained under the umbrella of the Rural Development Program to work with Home Leagues in agricultural concepts in tandem with health programming.
- As a result of Kenya's CSI grant, a woman has been trained to work in the Narok project to initiate similar health and agricultural programming and training with Home League leaders.
- The Salvation Army Leadership Training Program (SALT) was initiated in October 1986 to implement institutional training programs.

Training, institutional, and personnel development will continue to have a major role during the initiation of the new Matching Grant.

D. Swaziland

The Salvation Army work in Swaziland is located in the peri-urban area, Msunduza. The Msunduza community is predominantly composed of women and their children. The women work during the day leaving their children with other children or elderly dependents. This has contributed to poor child health and overall poor child care. Furthermore, the community lacks essential services such as sanitation facilities, schools, and health services.

1. Comprehensive Health Care

Since Msunduza lacked basic health services, The Salvation Army constructed a clinic which is equipped to provide secondary health care services. In addition to curative services, an important clinic component will be outreach services into the community to provide health education and preventive health activities through the formation of 'Care' groups. Since the clinic's official opening on May 9, 1987, it is treating an average of 25 patients per day.

The Ministry of Health (MOH) and the community is taking great pride in the clinic. It is clear the clinic will be used by both to great advantage. Future MOH plans include using the clinic for peri-urban nurses' training.

2. Corps Community Center Development

Since the needs of Msunduza were considered so extensive, a corps community hall was attached to the clinic in order to provide a base from which to undertake community development activities.

For example, there are plans to initiate community projects including a feeding program for destitute elderly and a creche or after school day-care program. The impact on the community should be considerable.

Rosebank Rotary in Johannesburg has indicated they are interested in funding construction of a satellite clinic/corps community hall 35 kilometers from Msunduza.

MOH and the Ministry of Interior considers this clinic/corps community hall as a focal point from which to implement and experiment with new concepts in peri-urban community services. Private funding for this project will continue under Matching Grant III.

E. Zambia

Zambia has a large rural-based subsistence farmer population that has many needs. Primary among them are food security, improved agricultural production, health care, and a roads infrastructure in order to increase access into their regions. However, The Salvation Army has had a long-term presence in this region through its established corps halls in some of the most isolated regions as well as through its Chikankata Hospital Program. This has provided an infrastructure from which to undertake project activity and will provide for a continuity of activity after completion of Matching Grant II funding.

1. Comprehensive Health Care

The inclusion of Ibbwe Munyama into the Chikankata Hospital service area has made a significant improvement in overall family health and a reduction in infant mortality.

Over the past eighteen months, the clinic built at Ibbwe Munyama has received Government of Zambia registration and is now part of the Primary Health Care (PHC) health service system. The total number of beneficiaries has increased from 2,500 to 3,500 as the community has grown with families returning to live in the area. The clinic is regularly visited by representatives of the PHC program based at Chikankata Hospital which is developing a comprehensive training and community health education program.

Beginning with the new Matching Grant III, a rural development component will be closely integrated with the PHC program at Ibbwe to ensure that nutrition education, agricultural development and health concepts will be closely monitored. Building on experience from Ibbwe Munyama, community health training has been incorporated into the Gwembe Valley project.

2. Vocational Training/Income Generation

Improved agricultural practices that were introduced as a result of Matching Grant II funds enabled agricultural production to increase dramatically.

Key activities carried out under the Matching Grant included the organization of farmers' cooperatives and youth clubs at Ibbwe Munyama and in the Gwembe Valley. At the close of this period, 14 cooperatives had been formed with an average of 50 members each, in addition to 12 youth clubs.

As a result of Matching Grant II activity, there is steady demand for the formation of cooperatives and outstanding requests for the formation of an additional 20 youth groups. This need will be met through both the Matching Grant III PHC Rural Development Program and the Gwembe Valley Lake Project. The latter was initiated as a result of Matching Grant activities, but will be funded through non-Matching Grant sources in the future.

3. LDC Staff Development

As a direct result of Matching Grant II monies, human and institutional resource development has assumed primary importance. This includes working to train cooperative members, youth clubs, or individuals to manage projects.

A Zambian who has been trained in advanced program management is now able to conceptualize, implement, and monitor development projects. Committees of seven have been trained in each of the cooperatives in cooperative management. Systematic seminar series have been initiated in rural development, animal husbandry, cooperative management and primary health care.

Training will continue to assume a high priority; workshops will continue on a regularly scheduled basis in rural development, cooperative management, and health care.

The demand for training and personnel development is reflected in the Matching Grant III proposal.

F. Zimbabwe

The Salvation Army Zimbabwe has established core areas from which to provide outreach services to isolated rural areas. Programming strategies, integrating health, nutrition and agricultural interventions, have contributed to improved use of resources and personnel.

1. Comprehensive Health Care

Tshelanyemba Hospital provides maternal and child health outreach services to Tshelanyemba, Semukwe and Matabeleland. High-risk mothers are able to deliver safely as a result of available, simple prenatal living accommodations provided at the hospital compound. These women also receive essential health education and food supplements during the waiting period. In addition, 5,021 children receive monthly health care monitoring and 2,500 (average) children receive food supplements as well as 2,111 mothers.

The institutional framework for project implementation has been established through existing Matching Grant activity which will be continued into Matching Grant III. There is potential that this simple model for improved maternal health care could be replicated at Salvation Army hospital centers elsewhere in Africa.

2. Vocational Training/Income Generation

The farmers' training program based at Howard institute has provided courses in beekeeping, poultry, improved livestock care, cash cropping, and wattle management for soil conservation and income have proven highly popular with local farmers. There is a strong demand for additional extension and outreach services.

Over 150 farmers have directly benefitted. Training participants included 18 Salvation Army youth officers who are responsible for over 500 youth in their respective corps.

Involving women in programming and in training has had a significant impact in increasing the number of women beneficiaries.

Improved small farm management skills have increased income through agricultural production and small animal husbandry.

The 4K/Rural Development Program Project Director from The Salvation Army Kenya travelled to Zimbabwe to observe the

training center's work with the intention of incorporating concepts into the Kenyan program where applicable. Of particular interest is tree planting for soil conservation and rejuvenation.

3. Corps Community Center Development

Corps community halls are a key focal point by which The Salvation Army Zimbabwe undertakes its community service and social welfare programming. Community program activity in the corps halls includes day-care, adult literacy, youth programming, women's clubs, primary health care activities which include well-baby weighing sessions as well as the use of corps halls by other community groups. Communities which used local means to construct centers were allocated small grants for roofing materials under MG II.

This project will continue under the new Matching Grant III.

4. LDC Staff Development

LDC staff development is a high priority in Zimbabwe Territory as a result of Government of Zimbabwe nationalization pressures. In this first year of The Salvation Army Leadership Training program (SALT), a needs assessment has been undertaken to identify those candidates most likely to assume leadership positions as well as to identify long-term training needs at all levels.

The long-term impact in developing and strengthening the institutional structure of The Salvation Army Zimbabwe should be significant. LDC Staff Development will continue on a systematic basis during Matching Grant III.

FAR EAST AND SOUTH PACIFIC

A. Fiji

1. Vocational Training/Income Generation

SAWSO's Matching Grant program in Fiji targets youth during the critical years between 15-30 when antisocial behavior is most likely to occur. The Salvation Army gives constructive support to two highrisk groups; ex-offenders trying to find their way back into society, and unskilled youth seeking a place in the mainstream work force. They are provided with vocational training and assisted to identify gainful employment.

An evaluation conducted in August 1986 identified the economic and social impact of the Matching Grant program in Fiji. (See

Appendix C-2) It was found that participants who have been through the program are better prepared to support themselves, and graduate "job ready". It is felt that those youths who complete the program do indeed come out with skills that make employment much more likely. Also, most participants are now earning incomes at least to the national minimum wage level of \$1.75/hr.

The social impact, on both ex-offenders and youth at risk, is unquestionably positive. Those participants enrolled in the work order scheme remain in productive work outside of prison. They can see to the needs of their families and receive a small stipend for work performed. Project participants learn valuable work skills and experience the benefits of self-support.

The evaluation states that, "it is unfortunate that there is no formal comparative study measuring success of graduating participants against those who drop out. Undoubtedly, this would strongly support the validity of The Salvation Army's approach in dealing with this target group."

2. LDC Staff Development

According to the evaluation report, The Salvation Army Fiji has progressed as an institutional force in a short span of three years. Its record for localization is laudable, with most local staff performing well in their areas of responsibility and working with much greater confidence as compared to three years ago. The Matching Grant program provides experience for field staff in management and reporting which will ensure continuity as expatriate staff are rotated in and out of the program.

SAWSO provided workshops in management training in 1984 and 1985 which profoundly improved understanding of management concepts. The Salvation Army Fiji has reinforced this by encouraging more active participation by local staff in the decision making and implementation process. The Fiji program provides opportunity for continuing in-service education and individual growth, thereby ensuring upward mobility for capable staff who show leadership qualities. Although full localization is in the distant future, there is provision for it in the Fiji organizational plan. SAWSO's role has been instrumental in providing technical training to facilitate this process.

B. Papua New Guinea

In May 1985, SAWSO's Matching Grant was amended to include Papua New Guinea (PNG). Responding to a request from The Salvation Army Papua New Guinea for technical and financial assistance, SAWSO has supported the following program areas:

1. Comprehensive Health Care

A new health concept was introduced and is being tested: the Village Health Helper (VHH). The VHH, a village-based individual, is responsible for promoting good health, recognizing health problems that need referral, and giving special attention to under-fives that have been referred by the Community Health Sister during her visits of every two months.

In the project to date, ten VHHs have been identified and taught the following basic skills: motivation, how to use the Road-to-Health chart, nutrition, hygiene, diarrhea, oral rehydration (ORT), sexually transmitted diseases, and the responsibilities of a VHH.

Two health educators were hired and are delivering health education during mobile clinic visits to villages as well as at primary schools in the area.

2. LDC Staff Development

In 1986, The Salvation Army in 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, and 2) areas of expertise and personnel development be identified, and 3) the appropriate training programs developed.

Within this broad context of localization and personnel development, SAWSO was asked to conduct a training workshop in project planning for 18 key Salvation Army officers in February 1987. During his normally scheduled technical assistance visit in September 1987, the SAWSO project officer will assess the workshop's effectiveness and appropriateness. Future training needs will also be identified and appropriate activities designed.

C. Philippines

The Salvation Army Philippines is providing multiple services to 43 low-income urban and rural communities located throughout the country from northern Luzon to southern Mindanao. Matching Grant activities affect 90% of those communities being served.

1. Comprehensive Health Care

A final evaluation conducted in late 1986 (See Appendix (C-3), showed that 298 of 700 children between the ages of 3 and 5 reached normal weight. Although not all children improved in nutritional status, over 80% did gain weight.

During the evaluation, community members requested Salvation Army assistance in addressing other community health needs. The experience gained by Army staff during implementation of this project, combined with documented need and desire for expansion of health education and other services by the beneficiary population, has led to the Army's decision to change the focus of its work. The new thrust will be to expand service provision from only families enrolled in day-care to include all members of the targeted community. In addition, emphasis will be placed on improving other health-related service deliveries such as nutrition, immunizations and ORT. A proposal has been submitted to USAID/Philippines for OPG support.

2. Vocational Training/Income Generation

An impact evaluation of the practical skills training program conducted in December 1986 (See Appendix C-4) indicated that the program significantly improved the employment status of graduated trainees. Sixty-three percent of the graduates are employed, with 47% of those having realized an increase in their monthly income. However, due to the lack of financial, managerial or material resources, a majority of the unemployed trainees were unable to be employed or start up their own enterprises. The evaluators and project staff recommended the following:

- to go beyond the provision of skills training and focus efforts on increasing incomes of community members;
- to allocate increased resources for capital assistance;
- to extend coverage beyond the current neighborhoods;
- to add a new module, industrial sewing, and discontinue tailoring/dressmaking; and
- to provide technical and managerial assistance to the self-employed.

The project has been redesigned and a proposal submitted to USAID/Philippines. Project outputs will include: technical skills training in electronics, industrial sewing and cosmetology, management skills training, human resource development activities, capital assistance, marketing assistance and job placement.

In another income generating activity, 3,507 women in 36 rural and peri-urban centers have received loans totaling \$42,500 for food production, handicrafts, vending/trading, animal husbandry, sewing, and services. Repayment rate is approximately 40%. An evaluation, completed in early 1987, (See Appendix C-5) recommended that efforts be made to improve the analysis of loans and the loan collection system, as well as strengthen the skills of the loan panel members. Program staff are reviewing the evaluation results and recommendations, and are developing strategies that will be implemented under MG III.

3. Corps Community Center Development

Unlike the Army in many countries, The Salvation Army Philippines does not have a large number of institutions. As a result, most activities take place in or around the corps community center. During the grant period, construction of a corps community center in Olongapo was completed. Implementation of SAWSO supported health/nutrition and other community development activities began in January 1986.

4. LDC Staff Development

During technical assistance visits to the Philippines in March 1985 and February 1987, the SAWSO project officer conducted two day and three day workshops on planning and development for 28 and 32 officers-in-training, respectively. The purpose of the workshops was to acquaint the participants with the planning process as well as international donor requirements.

In March 1986, SAWSO prepared a training manual on project planning that was used during three separate two day regional Salvation Army officers' councils. The workshops were delivered by local officers.

Over the years, The Salvation Army Philippines has received support from donor agencies to implement a broad range of development activities. During the implementation of these activities, the local staff has gained experience in program management. This work experience has been complemented by the above-mentioned training workshops and technical assistance visits conducted by SAWSO and Salvation Army International Headquarters staff. Salvation Army Territorial headquarters in Manila has designed a program that will be funded under MG III. They propose to strengthen the capacity of both Salvation Army officers and communities to sustain development activities, independent of outside donor support, in the following ways:

- A broad range of people will be considered for training, including officers, lay members and employees. Training activities will include short-term seminars, training workshops, business school and/or university courses.
- Regional councils for Salvation Army officers will be held to share and disseminate knowledge, techniques, and experience as well as to identify regional needs and develop appropriate strategies.
- Salvation Army headquarters in Manila will commission working groups to study various aspects of Salvation Army work such as strategic planning, financial sustainability, human resource development and administration.

LATIN AMERICA AND CARIBBEAN

Several training programs have been conducted for Salvation Army officers at the regional level. A four day seminar was held for officers and cadets from Costa Rica and Guatemala at the School for Officers' Training in Mexico City in May 1986. The seminar, entitled "Planning for Development," presented topics such as needs assessment, problem definition and establishing objectives. These types of training programs are being requested more frequently by the territories in this region as they begin to recognize the benefits of developing Salvation Army staff potential. Plans are underway to continue these programs and expand into other topics in the areas of management and development.

A. Costa Rica

1. Comprehensive Health Care

Up to December 1986, the Comprehensive Family Health Project provided health care, day-care and nutritious food to approximately 3,500 children in San José, Puerto Limón, and six other communities. Since quality care was available for their children, parents were able to work and increase family incomes. Unfortunately, a dramatic decrease in private funding for the program forced a substantial reduction in services to the point where the project was discontinued.

While the project may be renewed through alternative funding sources, it appears unlikely at present. Nevertheless, a revised program offering day-care services only is operating in a few of the original sites, providing to parents a needed service and an opportunity to seek employment.

2. Vocational Training/Income Generation

The Tres Rios Vocational Training Program has provided work therapy and job skills training to approximately 500 recovering alcoholics over the three year grant period. The project forms an integral part of the overall residential treatment and rehabilitation program of the Centro Modelo in Concepción de Tres Rios, outside of San José. Training areas include animal husbandry, carpentry and furniture repair, auto mechanics, and welding. These skills training programs produce income for the center, contributing to operational costs and assisting the program in reaching its goal of economic self-sufficiency.

The vocational training component of the center has been institutionalized into the overall rehabilitation program and will continue with Salvation Army funding following the termination of this grant. An evaluation of the project utilizing outside consultants with expertise in the areas of alcoholism rehabilitation and vocational training has been scheduled for September 1987. It is anticipated that this evaluation will provide useful information which will be valuable to the Salvation Army both in improving this program and in working with similar programs throughout Latin America and the developing world.

B. Guatemala

1. Comprehensive Health Care

The Comprehensive Family Health Project has expanded considerably from its beginnings in 1982. Nearly 7,500 children are involved in day-care, nutrition and education programs. This project allows parents to work while leaving their children in a safe and secure environment; provides supplemental food and prepared meals to children and their families; and offers both pre-school and elementary education in Salvation Army schools.

While the majority of these centers are based in urban and peri-urban areas of Guatemala City, assistance is also provided in the Department of Chimaltenango, approximately 50 miles from the capital. Since funding for this project is not dependent upon the Matching Grant, all phases are expected to continue after grant funding ends.

2. Vocational Training/Income Generation

The Tierra Nueva Vocational Training Program is very similar to the Tres Rios Vocational Training Program in Costa Rica. The project has provided work therapy and job skills training to

several hundred recovering alcoholics over the three year grant period, and is an integral part of the overall residential treatment and rehabilitation program outside of Guatemala City. Training areas include animal husbandry, carpentry, cement block production, and welding. These skills training programs produce income for the center, contributing to operational costs and assisting the program in reaching its goal of economic self-sufficiency. This project will participate in the September 1987 evaluation as described above in the Costa Rica Section.

C. Haiti

1. Vocational Training/Income Generation

The Agricultural Development in Schools Project has significantly contributed to the agricultural training curriculum in The Salvation Army's ten schools in Haiti. There have been 26 young men trained as agricultural extensionists, of which six are employed by The Salvation Army as instructors at the schools. They have established demonstration programs in farming and animal husbandry, and approximately 1,000 students are currently enrolled in agricultural classes. Expectations are that these extensionists currently employed by The Salvation Army will continue to work as instructors offering training in both theory and practice.

By offering this type of training in rural areas, young men are provided with incentives to remain in their home villages instead of migrating to the capital to compete for few available jobs. Also, by sharing their knowledge with other family members and neighbors, a "ripple effect" will increase the program's impact.

C. Jamaica

1. Comprehensive Health Care

For many years, the Raetown Health Clinic, located in a low-income area in Kingston, has provided approximately 25,000 people with the only publicly available health care. While the main focus of the clinic is the provision of primary health care to the community, funds from this grant were used to establish health education and outreach activities aimed at the reduction of disease, malnutrition, and unwanted pregnancies.

While it is unlikely that outreach activities will continue following the termination of funding through this grant, the health education component will continue to operate to a limited extent at the clinic. Mother/child health classes will

be held, and family planning information will continue to be disseminated at regularly held education sessions offered at the clinic.

SOUTH ASIA

A. India

For over one hundred years The Salvation Army has been working in India to help overcome the problems which directly and indirectly result from poverty. Through improved health and education the Army continues to help Indians improve their standard of living and increase control over their lives. The Salvation Army's International Headquarters (IHQ) is very committed to increasing the management, leadership, and development skills and capabilities of Indian officers and staff. IHQ, SAWSO and the AID Country Development Strategy Statement concur that it is through human development and investment in human resources that people can begin to break the cycle of poverty, poor health, unemployment, and early death.

Through private funds, health and vocational training activities throughout India have been developed and strengthened. Because of Government of India restrictions, no AID funds have been spent in India. Only SAWSO technical assistance has been covered with MG AID funds.

1. Comprehensive Health Care

Even though the Army has a long history of working in the health field in India, the emphasis has been, and continues to be, hospital-based curative care. However, in parts of India interest is growing in further developing preventive outreach services from existing hospitals and clinics. Private match funds continue to be used to support these activities.

SAWSO's Health Educator made an exploratory visit to southern India at the request of The Salvation Army's International Headquarter's Medical Advisor. This visit enabled SAWSO to become more familiar with the Army's preventive outreach work and to identify ways that SAWSO can provide further health technical assistance.

2. Vocational Training and Income Generation

Private Army funds continue to support vocational training activities for rural youth. SAWSO's Project Officer for South Asia, responding to a request from the Southwestern Territory, visited India and met with Salvation Army officers in Trivandrum. Together, SAWSO and the Army explored ways that

SAWSO could provide technical assistance to the Territory in designing and implementing a leadership development/income generating scheme for poor rural women. This project is pending.

3. LDC Staff Development

In 1985 and 1987 The Project Officer for South Asia made a series of presentations to delegates of the South Asia College for Officers in Colombo, Sri Lanka. The delegates, officers selected for their leadership potential, are all nationals serving in their home countries of Burma, Sri Lanka, Pakistan and India. The participatory training sessions included an introduction to development, needs assessment, and an orientation to SAWSO's role in development.

SAWSO will continue to participate in the annual South Asia College for Officers program, upon invitation. SAWSO will also be collaborating with IHQ and CIDA (the Canadian International Development Agency) to plan and implement a series of all-India seminars and follow-up technical assistance visits to individual territories. This program is being designed to upgrade the leadership and management skills of indigenous Salvation Army leaders.

SAWSO will be working with IHQ and participants to develop an evaluation and monitoring system for this leadership and management project.

B. Pakistan

The Salvation Army has utilized Matching Grant II funds in Pakistan to strengthen integrated programs in primary health care outreach, literacy, sanitation, health education and training, and staff development.

The Matching Grant has also had an overall effect on the Army's work in terms of stimulating top leadership to strengthen the application of improved management and development principles to other aspects of the Army's work in the territory. In the past, the development projects in the territory, mainly funded through SAWSO, have remained somewhat isolated in terms of management and administration from other Salvation Army projects and activities. However, leadership in the territory sees the benefits of improved management, assessment, supervision, and monitoring and seeks to implement a comprehensive human and institutional resource development program for the entire territory.

1. Comprehensive Health Care

One of the major effects of this Matching Grant (and the previous one) has been the development of a preventive health outreach model which has now been replicated in three other areas in Sind Province, one in Punjab, and one in the Northwest Frontier Province through an AID Child Survival Grant. A recent CSI evaluation conducted in Pakistan states that an important strength of the design of the CSI project is that it was built on the experience of the MG project, thus enabling the staff to draw valuable lessons both in planning and implementation of services. The evaluation also notes that the design appears to be a workable and appropriate plan that has the potential for providing a structure within which project goals and objectives can be accomplished.

The Army has implemented most of the recommendations made in the 1984 evaluation conducted by Management Systems for Health (MSH). However, there are still improvements to be made in the area of data collection and management in order to provide systematic feedback to the field. Project staff in the territory see this as a high priority and have requested technical assistance in this area. Two data management workshops to help develop a more useful and comprehensive reporting/health information system are planned for Fall 1987, and will also benefit these MG sites.

Another overall lesson has been the demonstration of increased benefits of integrated development programming. The project's four components - primary health care service delivery, sanitation, literacy, and health training - have been interrelated and mutually beneficial. For example, in areas where traditional birth attendants have participated in the training program, staff have also noted an increase in attendance in the BHU (Basic Health Unit, or clinic) ante-natal program.

Staff felt greatest progress has been in the areas of growth monitoring and weight gain, immunization, ante-natal care, and training. The literacy program has also exceeded its targets and has contributed to other GOBI and private literacy programs through participation in health related literacy materials. The sanitation program was not as successful as hoped because of lack of interest, cooperation, and problems with physical structure of some villages.

Staff development, training, supervision, and monitoring activities of all four components will be revised, strengthened and implemented through three new projects under the upcoming Matching Grant. AID funds will no longer be used to support the actual health delivery services. The territory has submitted a proposal to an interested private funding organization for consideration.

The Army has also been able to increase its health education coverage through the implementation of the Health Education Through the Home Leagues Project. This project, which serves 25 villages, was intentionally designed to reach areas not served by any other Salvation Army, Government of Pakistan (GOP), or private health services.

In addition to training Home League Leaders and village leaders in GOBI-F who in turn train village women, the project is also increasing awareness among Army leadership in the territory of the role the Home League can play to improve the lives of rural families. Under the new Matching Grant, the Home League project will continue, but with an expanded focus. The new project, Development Activities Through the Home League, will include the GOBI-F project as well as a four-month needs assessment period during which the Home Leagues will determine what new areas of leadership and community development they wish to pursue.

2. LDC Staff Development

Matching Grant monies have supported courses for Pakistani staff at the Pakistan Institute of Management. Funds have also been used for in-country SAWSO-conducted workshops on project management, evaluation, and training of trainers. Seminars conducted by the SAWSO project officer for department heads on management topics selected by the participants have become a regular part of SAWSO technical assistance visits.

Pakistan is a leader among Salvation Army countries in terms of the leadership training which they have designed and implemented. The territory is one of the first to initiate its own program and to establish a leadership training and resource center.

Funds through Matching Grant III will enable the territory to expand its staff development activities to include, in some capacity, all officers and staff in the territory.

(N.B. Appendix C-6 consists of comments from the Pakistan Territory concerning outputs and learnings from the Matching Grant projects and activities)

IV. MANAGEMENT: Review and Analysis of Headquarters/Support Functions

A. Management Functions of SAWSO

The needs and demands of The Salvation Army are varied. The Army's unique structure allows territories to be autonomous on a national level yet ensures that they act within the organization's international policies. Final authority for approval of development projects resides with International Headquarters while project planning and implementation responsibilities reside in the respective territories. In this organizational scheme, SAWSO's role and actual functioning is that of consultant. The functions SAWSO assumes as in-house consultants and as a resource to the overall Army are diverse, yet complementary and can be grouped into the following categories:

- **Field Technical Assistance**

SAWSO ensures effective program management by providing support to local project staff. During the reporting period, SAWSO staff provided two on-site technical assistance visits to Matching Grant projects in their respective regions. They worked with local project staff on gathering baseline data; refining objectives and implementation strategies; standardizing narrative and financial reporting; budgeting; designing and conducting project evaluations; planning for self-sufficiency; identifying new projects; and networking with government and private agencies.

- **Human and Institutional Resource Development**

SAWSO promotes institutionalizing the development planning process through training of administrative and project staff, especially indigenous leaders. SAWSO also encourages the acceptance of project concepts and implementation methods by promoting applications of lessons learned for improvement of existing, or replication of successful, projects.

- **Resource Networking**

SAWSO assists respective country personnel in resource networking and encourages government and private agency collaboration in areas of SAWSO supported activities.

- **Information Management**

SAWSO works closely with respective projects to assist them in establishing relevant management information systems. Furthermore, SAWSO facilitates and conducts the collection, analysis, and dissemination of information which is of interest to different territories.

- **Field Accountability**

SAWSO provides donor agencies and supporting public with responsible grants management and project oversight. Salvation Army has a long history of established credibility preceding SAWSO's involvement in international affairs. This established credibility and public trust necessitates that extra care be taken to ensure that The Salvation Army's reputation for excellence is maintained.

- **Evaluation and Monitoring**

SAWSO works at several levels to support and implement monitoring and evaluation systems: project specific, regionally, internationally, and institutionally. (See Section V)

- **Catalyst**

SAWSO, in its role as consultant, is able to bring an insider's outside viewpoint to project administration and implementation.

The management of the Matching Grant program and of other negotiated grants is the responsibility of SAWSO's director, assistant director, and seven program staff, all of whom are based in Washington, D.C. Four of the program staff are responsible for directing Matching Grant activities on a regional basis, i.e., Africa, South Asia, Far East and the Pacific, and Latin America and the Caribbean. The other three are an evaluation specialist, health educator and assistant coordinator for training. Oversight for policy matters and fiscal management is provided by SAWSO's corporate headquarters in Verona, New Jersey.

B. SAWSO Attributes

There are five attributes that characterize SAWSO's management style. Pursuit of these attributes has made SAWSO a more effective and efficient organization. These are: bias for action, closeness to its constituency, participatory process, value driven institutional framework, simple form and an efficient staff.

- SAWSO has a bias for action. Because of its unique relationship within The Salvation Army's international network, SAWSO can respond unusually quickly to changing needs. Predetermined program objectives allow SAWSO to seize opportunities when they arise and to avoid allocating its resources and energies to incompatible areas.

- SAWSO is close to its constituency. We define our constituency as project beneficiaries and Salvation Army personnel including policy makers, country directors, field staff and administrators. Because SAWSO project officers visit the beneficiary territories on a semi annual basis, they are able to participate in ongoing beneficiary, field personnel and administration needs assessments and to respond to those needs in a more effective and efficient manner.
- A central element to SAWSO's development philosophy is that of beneficiary participation. If the beneficiaries have a voice in community/project decision making and take an active role, the chances for success increase proportionately. At the Washington, D.C. office, that same principle applies. All employees are aware of how vital their particular role is to the success of the office. Everyone participates in and contributes to the decisions that affect their work environment. Everyone is important.
- SAWSO is value driven. The mission of The Salvation Army and SAWSO are clear and followed closely at all levels. SAWSO staff strive to practice what SAWSO preaches about development philosophy.
- SAWSO's underlying structural forms and systems are simple and the number of staff is limited. A staff of thirteen provides technical, administrative and financial support to projects in 19 countries with an operating budget of over \$5 million per year. This small staff allows for a continuous and consistent flow of information essential for organizational and program planning as well as for project replication.

C. Management Issues

During the reporting period, SAWSO addressed five predominant management issues. These are detailed below under the categories of technical skills, program support, management information systems, and collaboration with counterpart Salvation Army offices.

1. Technical Skills

As Matching Grant projects have become more sophisticated, SAWSO has found it necessary to improve its technical capabilities in order to better assist field personnel in the realization of their development projects.

Health activities have long been a priority for The Salvation Army. Health projects constitute a majority of SAWSO's entire project portfolio. This includes the Child Survival Initiative, a State Department-funded refugee project, several health related operating program grants (OPG) and the large proportion of health projects under MG II. In 1985, SAWSO hired Ms. K. Mona Moore to assist SAWSO supported health education/training activities. In this new position, Ms. Moore devotes 90% of her time to Child Survival activities and 10% to MG health education/training activities.

SAWSO's capacity to plan and monitor health projects in Africa was increased in late 1986 when a new project officer for this region was hired. Ms. Rebecca Stiles, who holds an MPH, has had twelve years experience in international and domestic health activities including program planning, management, evaluation, training/human resource development, materials development, women in development, and design and implementation of service delivery systems.

During the first eighteen months of MG II, Salvation Army territorial headquarters in six countries had requested SAWSO project officers to conduct training seminars in program planning, monitoring and evaluation. Positive reaction to these seminars sparked requests for at least 12 more workshops in eight countries. Realizing that management training activities would increase during and after MG II, SAWSO hired a project officer for South Asia, Ms. Dian Seslar Svendsen, whose training expertise could be shared with other regional project officers. Ms. Svendsen has over sixteen years' experience in project management and training and materials development, including work in income generation, health, women in development, leadership development and management at the grassroots level.

In order to improve its technical capabilities in training, SAWSO assigned Dian Svendsen and Alex Costas, Project Officers for South Asia and the Far East/South Pacific respectively, as co-coordinators for human and institutional resource development. They will develop and oversee mechanisms for identifying training needs and resources; assist SAWSO staff in training issues related to field projects; prepare reference and training materials on the concept, theory and management of development; develop and coordinate an internal clearinghouse on training actions, materials, methods and evaluations.

2. Program Support

An increased need to strengthen SAWSO's monitoring and evaluation systems led SAWSO to hire an evaluation officer to assist SAWSO's regional project officers in vetting the evaluation components of their proposals and project plans. Jim Baird, previously SAWSO's Project Officer for Africa, accepted this new position.

To strengthen SAWSO's ability to implement training activities, an assistant coordinator for training, Ms. Susan Jeffreys was hired in May 1987. She has four years' domestic and international experience in curriculum development and training, including work in income generation and women in development in Zaire.

Furthermore, SAWSO's training manual on project planning has been revised and improved with each training workshop conducted by SAWSO Project Officers. Other agencies such as the Adventist Development and Relief Agency, the Overseas Development Office of the Episcopal Church Center and the International Women's Tribune Center provided valuable input and advice.

During the grant period, SAWSO has gathered training materials, categorized information, and has distributed these to the field, as appropriate.

3. Management Information Systems

A computerized data base software was purchased and a program is being designed to track and monitor information on SAWSO supported training activities around the world.

4. Collaboration with Counterpart Salvation Army Offices

SAWSO participate in, and helped to facilitate, the second Salvation Army International Development Conference in London in September 1986. This Conference brought together representatives from The Salvation Army donor territories with central administrators and policy makers to discuss practical and conceptual aspects of the Army's work in development. Outcomes included:

- The Salvation Army's definition and position on "development" was considered and an official statement was recommended (see Appendix D);

- A clearer understanding of the role, responsibilities and functions of all offices involved in development activities was established;
- A better identification and use of financial resources was determined.

In 1986, SAWSO received several requests from its counterpart offices in Australia and Canada to follow-up and provide technical assistance to projects funded by their respective donors. SAWSO is currently negotiating with these offices to selectively provide such services.

V. MONITORING AND EVALUATION

SAWSO emphasizes a systematic approach to field-based monitoring and evaluation. SAWSO encourages collecting data on a few relevant indicators on a regular on-going basis, to enable the community and program staff at all levels to assess performance, identify problems, develop solutions and consider future directions. We believe this approach can greatly improve program implementation, hence effectiveness and impact. Areas which have received particular attention include:

- increased use of self-evaluation techniques to facilitate participation;
- evaluation as a management tool;
- the iterative nature of the monitoring and evaluation process;
- and the institutionalization of evaluation learnings among SAWSO-assisted projects as well as within The International Salvation Army.

SAWSO has developed a monitoring and evaluation system which incorporates the following components: field monitoring, quarterly reports, technical assistance visits, formal evaluations, grant management monitoring, and institutional review. Each of these is described briefly below, followed by an account of outputs and learnings in that particular area. In addition, future steps are discussed.

A. Field Monitoring

Central to field monitoring are the management information systems which are used by in-country project staff and managers.

Over the grant period, improvements in field monitoring have resulted from modifications to those systems and their use. In many cases, this involved revision of objectives and indicators which led to collection of more relevant data. Analysis of that data which enables project staff to manage their own projects effectively is the next step in field monitoring. Several project are beginning to reach this stage.

Improvements are particularly evident where project personnel have attended SAWSO - or other agency-sponsored management training, or where SAWSO has had a long-standing relationship with projects. As field personnel and SAWSO staff work with the continuing issue of field monitoring, we recognize: that it is difficult 1) to achieve a balance of views and opinions of field staff, SAWSO and technical experts to achieve appropriate, measurable objectives, and 2) to develop simple monitoring and evaluation systems which are useful to field, SAWSO and donors.

To address these challenges, SAWSO will increase the emphasis on evaluation in workshops and will revise this component of the SAWSO training manual. For specific projects, project officers will continue to work with field staffs (primarily through technical assistance visits), and increasingly with the SAWSO evaluation officer, to review monitoring and evaluation plans for all projects and to assess their appropriateness, measurability, and effectiveness.

B. Quarterly Reports

Quarterly reports are submitted to SAWSO on project activities. These reports monitor progress towards the achievement of project objectives, detailing problems encountered, changes in implementation schedules, and future plans.

As planned during SAWSO's 1985 staff self-evaluation, the quarterly reporting system was revised incorporating comments from field offices. (See Appendix E for a copy of SAWSO's current Quarterly Status Report Form)

The experience in using this reporting format has been varied. In the best cases, reporting has become a regular and useful tool for program management.

In some projects, the commitment towards monitoring and evaluation is present, but the real purpose of this reporting exercise has yet to be fully realized. At this level, such projects may submit a great deal of raw data which is of limited value to the field and to SAWSO because it is not aggregated nor analyzed by field staff.

In some cases, reporting is sporadic because requirements are either unclear or day-to-day operations take precedence.

SAWSO intends to take the following actions: The quarterly reporting form will be reevaluated to identify improvements. As discussed above in Field Monitoring, SAWSO will continue working with the field to improve their management and information system. In addition, every effort will be made to keep reporting simple and to a minimum.

C. Technical Assistance Visits

At least twice a year, SAWSO project officers conduct technical assistance visits to the field to monitor project progress. In conjunction with local field staff, project officers refine reporting procedures, expand or redesign implementation plans, review budget projections and expenditures, analyze objectives and consider lessons learned.

SAWSO technical assistance visits serve as a consistent and effective evaluative activity. The periodic visits provide one of the rare opportunities for field staff to step away from daily operations crises and reflect on project work. The discussions often bring together staff members who seldom have the opportunity to meet together. Since the SAWSO project officer is usually known by the staff and is familiar with both the specific work and The Salvation Army, open dialogue is usually easier than during either a formal evaluation or when filling out report forms. During these reviews, the project officer often plays a catalytic role, facilitating the exchange of new ideas and problem solving.

Trip reports, written by the project officers, document deliberations, highlight project strengths and weaknesses, and raise issues which require action by the field, SAWSO or THQ. The reports are always shared with International Headquarters and often relevant segments are shared with similar projects in other countries. Thus, the reports help in information exchange and dissemination.

D. Formal Evaluations and Reports

In selected projects and all major grants, SAWSO conducts mid-term and final evaluations. SAWSOs experience with formal evaluations has evolved during the past six years.

In Matching Grant I, SAWSO relied heavily on consultants to conduct evaluations. Consultants would visit project sites, gather and analyze data, prepare a report, and after a month or more submit a report with conclusions and recommendations.

In an effort to promote greater participation in evaluation, SAWSO then began to conduct its own evaluations with field staff. While this approach promoted self-assessment, it increased in-house workloads and missed the objective input of consultants.

SAWSO is now experimenting with a team approach to evaluation. The team usually includes project staff, a SAWSO project officer, and a consultant who is familiar with both the region or country and the technical area.

SAWSO is finding that as part of a team, consultants can contribute towards a balanced approach. SAWSO can benefit from a consultant's objectivity, expertise in the technical field and assistance in drafting the final report. SAWSO has learned that it is important to be specific in its expectations of the consultant's role from the outset of an evaluation.

In addition to clarifying the consultant's role, SAWSO has increased project staff participation in the planning and conducting of evaluations. Increasingly, initial designs and scopes of work are reviewed jointly with project staff. SAWSO has found that input increases their ownership and makes the process less threatening.

When possible, SAWSO schedules time to analyze evaluation results in the field before drafting the report. Major conclusions and recommendations are shared and discussed as part of the evaluation and thus introduced into the management process of the project at the earliest point. This team review enhances ownership of the evaluation process.

Draft versions are shared with all team members. This has helped assure that the reports are balanced, accurate, and that the various parties are committed to implementing the recommendations.

Although this means greater initial time and expense SAWSO, field staff and consultants, the benefits for project implementation increases.

Helping project staff to become comfortable with the evaluation process takes time. This process could include disseminating evaluation results, stressing the evaluation component of workshops, and working directly with field staff to design or develop monitoring plans.

E. Grant Monitoring

In the MG II proposal, the principle instrument designed for grant-wide planning and monitoring was based on the logical framework (See Appendix F). In reviewing our progress and achievements in the reporting period, it is clear that the manner in which the log frame was used was inappropriate. The log frame as designed for the Matching Grant is more appropriate to local project management as opposed to institutional grant management. SAWSO established indicators of project effectiveness instead of those which would measure SAWSO management effectiveness and resultant institutional development.

As a result of this experience SAWSO has determined the need to design a system with which to monitor our role and effectiveness. This will be particularly important in SAWSO's new Matching Grant since it will be even more focused on institutional development. A number of factors have already emerged which will be considered in designing an effective system:

- SAWSO will conduct a review of its past efforts in human and institutional resource development early in the grant period. This review will provide lessons learned and also assist in determining how best to evaluate our work in these areas.
- SAWSO will continue to assist individual territories and/or projects in designing project-specific monitoring and evaluation systems. These systems will provide solid data on service outputs and process indicators necessary for project management. SAWSO will monitor this information periodically during technical assistance visits or in formal evaluations.

- In order to assess SAWSO's grant management effectiveness, we will need regular information that will feed into various levels. First, minimum indicators of institutional development and training impact will need to be determined. Secondly, it will be necessary to integrate project information systems so that the minimum indicators can be aggregated. As necessary, SAWSO will seek outside technical assistance in designing this system. A data base program will be developed to aggregate and analyze information submitted from the field.

F. Institutional Review

SAWSO's evaluation system is based on the premise that it is essential to employ the same procedures of review and analysis for improved management to the home office as to projects. Historically, SAWSO has utilized two methods to achieve this goal.

SAWSO has conducted an annual self-evaluation since 1983. The self-evaluations culminate in a three day retreat where all staff assesses past and present issues and concerns.

This has proven to be an important time for assessment and planning and has contributed a great deal to the cohesiveness of the office.

Institutional review also occurs when evaluations of major grants are undertaken. All program staff participate in deciding on the report format and content. Writing and editing of the major sections, in particular those dealing with lessons learned, are done in a group process.

Although this process is time-consuming, it has served an important function in the office by providing an opportunity for the staff to review and evaluate the full range of project activities and issues. Often major redefinitions of approach and practice result from these efforts.

VI. FINANCIAL REPORT

The Salvation Army and AID have combined forces under the Matching Grant program to initiate and expand community development programs beyond the level that either organization might have been able to accomplish alone. AID funds matched SAWSO expenditures of \$3.4 million over the three year period of June 1, 1984, through September 30, 1987, to make a combined program of \$6.8 million.

SAWSO funds contributing to the Matching Grant program are raised through:

- The Salvation Army's World Service Appeal to its constituency and to the general public,
- contributions from corporations, foundations and individuals, and
- cooperative arrangements with private donor agencies in North America, Europe, and in developing countries, to provide monies that are usually designated for specific projects.

Over the past decade, The Salvation Army has increased its emphasis on worldwide development work. It has been a challenge to increase funding in order to promote this emphasis while not diluting the existing funding that maintains and expands the multifaceted service and organizational network of The Salvation Army. That network provides the foundation upon which SAWSO builds development programs and is the means through which sustainability and replicability can be achieved.

The Matching Grant has proved to be a significant factor for increasing resources, including those from the private sector, which are directed towards development assistance. The following are some examples.

- An increase in SAWSO's total revenue and support reflects an increase in the support by Salvation Army constituency and the general public. This results from a combination of factors. One factor is SAWSO's dissemination of specific information to its constituency about the projects it supports. Another is the fact that a dollar given to support development work has the potential of generating a dollar from the U.S. Government, which has an important multiplier effect on fund-raising efforts.
- In December 1983, consistent with SAWSO's commitment to increase its private resources, a development officer was hired with the responsibility to expand SAWSO's funding base to encompass corporations, foundations, private donor agencies, etc. This officer based at National Headquarters (NHQ) in New Jersey, has a mandate to raise funds for the Matching Grant projects. To date, the fund-raising effort totals \$ 4 million. Of that amount, approximately half is designated for support of Matching Grant projects.

- The flexibility of the Matching Grant funding mechanism has enabled SAWSO to enter into collaborative arrangements with private agencies to fund components of projects. Thus, in numerous cases, counterpart funding has enabled SAWSO and other agencies to support work they would not have been able to because of limited funding or donor restrictions.
- 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 grant projects.

During the grant, SAWSO entered the computer age. Currently, all office accounting and word processing are done on computers as a result of funding provided by The Salvation Army (NHQ). This has improved effectiveness in the administration of SAWSO's affairs. In conjunction with the financial officers at the NHQ and a technical consultant, the accounting system is being redesigned to improve grant management information flow and analysis.

The attached schedule provides details of the actual expenditure during this reporting period.

FINANCIAL REPORT

Financial Statement
June 1, 1984 - September 30, 1987

| | YEAR 1 6-1-84 to 5-31-85 ACTUALS | | YEAR 2 6-1-85 to 5-31-86 ACTUALS | | YEAR 3 6-1-86 to 5-31-87 ACTUALS | | | | 6-1-87 to 9-30-87 PROJECTIONS | | TOTAL 3 YEARS | |
|--|--|---------------------|--|---------------------|--|-------------------|-------------------|------------------|----------------------------------|-------|---------------------|---------------------|
| | USAID | SAWSO | USAID | SAWSO | USAID | SAWSO | USAID | SAWSO | USAID | SAWSO | USAID | SAWSO |
| INCOME | | | | | | | | | | | | |
| Salvation Army World Service Sources | | 1,284,817.93 | | 1,254,060.27 | | 817,516.41 | | 43,605.39 | | | | 3,400,000.00 |
| AID Matching Grant Funds | 990,705.37 | | 1,042,716.21 | | 1,094,988.84 | | 271,589.58 | | | | | 3,400,000.00 |
| TOTAL INCOME | 990,705.37 | 1,284,817.93 | 1,042,716.21 | 1,254,060.27 | 1,094,988.84 | 817,516.41 | 271,589.58 | 43,605.39 | | | 3,400,000.00 | 3,400,000.00 |
| EXPENSES | | | | | | | | | | | | |
| Comprehensive Health Services | | | | | | | | | | | | |
| Costa Rica: Comprehensive Family Health | 9,049.49 | 176,153.06 | 7,500.38 | 112,671.39 | | | | | | | 16,549.87 | 288,824.45 |
| Ghana: CRMT | | | 6,124.45 | | 37,943.82 | | 5,977.85 | | | | 50,046.12 | 0.00 |
| Ghana: BA Nutrition | | | 2,471.50 | 15,000.00 | 1,536.50 | 20.00 | | | | | 4,008.00 | 15,020.00 |
| Guatemala: Comp. Family Health | 10,018.55 | 199,185.52 | 17,852.66 | 313,734.49 | 5,757.88 | 57,665.77 | | | | | 33,629.09 | 570,585.78 |
| India: Public Health | 1,802.89 | 3,917.00 | 1,752.11 | 1,028.00 | | | | | | | 3,555.00 | 4,945.00 |
| India: Rural Health | 2,982.39 | 31,951.00 | 2,653.81 | 18,541.00 | | | | | | | 5,636.20 | 50,492.00 |
| India: Community Health | 8,433.91 | 161,522.00 | 6,242.39 | 88,238.71 | 2,011.03 | 6,500.00 | | | | | 16,687.33 | 256,260.71 |
| India: Child Health | 3,161.49 | 36,208.00 | 7,766.08 | 117,832.00 | | | | | | | 10,927.57 | 154,040.00 |
| Jamaica: Rae Town Clinic | 27,520.44 | | 23,086.54 | | 23,465.92 | | | | | | 74,072.90 | 0.00 |
| Kenya: Kolony Rural Health | 2,148.32 | 12,127.06 | 1,901.47 | 3,928.95 | 2,040.32 | 6,900.00 | | | | | 6,090.11 | 22,956.01 |
| Kenya: Marok Comm. Dev. | 3,783.85 | 51,000.00 | | | | | | | | | 3,783.85 | 51,000.00 |
| Kenya: Nutrition/Comm. Dev. | 7,197.00 | 132,123.26 | 5,462.74 | 73,096.26 | 4,930.73 | 46,370.50 | | | | | 17,590.47 | 251,590.02 |
| Pakistan: Comprehensive PHC | 155,982.59 | 38,227.22 | 172,905.40 | 72,638.74 | 168,905.62 | 96,687.34 | 62,056.49 | 26,169.26 | | | 559,850.10 | 233,722.56 |
| Pakistan: H. Ed. Thru H.L. | | | | | 12,410.12 | | 9,697.77 | | | | 22,107.89 | 0.00 |
| Papua New Guinea | | | 3,573.64 | | 25,411.26 | | 10,036.60 | | | | 39,021.50 | 0.00 |
| Philippines: Nutrition | 76,747.52 | 11,333.00 | 70,356.80 | 4,009.71 | 93,127.46 | 8,524.21 | 18,261.10 | | | | 258,492.88 | 23,866.92 |
| Swaziland: PHC Clinic | | | 3,614.01 | | 113,704.04 | | 32,689.77 | | | | 150,007.82 | 0.00 |
| Zambia: Ibbwe Comm. Dev. | 53,000.00 | 6,250.00 | 33,172.24 | 53,400.00 | 7,382.25 | | 2,110.17 | | | | 95,668.49 | 59,650.00 |
| Zimbabwe: Med. Asst. Training | 22,740.00 | 145,974.93 | 19,746.21 | 22,364.68 | 7,653.72 | 47,127.06 | | | | | 50,143.09 | 215,466.67 |
| Zimbabwe: Tshelenyamba Outreach | | | 1,956.54 | 4,998.53 | 2,466.68 | 12,722.13 | 3,236.00 | 3,546.10 | | | 7,659.22 | 21,266.76 |
| Zimbabwe: Water Supply | 2,016.45 | 8,992.81 | 1,938.50 | 4,648.07 | 9,234.97 | 105,147.72 | | | | | 13,189.92 | 118,788.60 |
| Zimbabwe: Ante-Natal Program | 2,222.45 | 13,888.89 | | | | | | | | | 2,222.45 | 13,888.89 |
| Sub-Total | 388,814.33 | 1,028,853.75 | 390,077.47 | 906,130.53 | 517,982.32 | 387,664.73 | 144,065.75 | 29,715.36 | | | 1,440,939.87 | 2,352,364.37 |
| Vocational Training/Income Generation | | | | | | | | | | | | |
| Costa Rica: Tres Rios | 83,766.71 | | 67,824.74 | 7,500.00 | 43,723.56 | 7,500.00 | | | | | 195,315.01 | 15,000.00 |
| Fiji: Red Shield Voc. Training | 82,417.40 | | 94,525.77 | 3,000.00 | 65,650.47 | | 33,768.58 | | | | 276,362.22 | 3,000.00 |
| Ghana: Farmers Training | | | 2,728.93 | 20,000.00 | | | | | | | 2,728.93 | 20,000.00 |
| Guatemala: Tierra Nueva | 67,673.39 | 5,200.00 | 57,672.90 | | 38,378.11 | | | | | | 163,724.40 | 5,200.00 |
| Haiti: Rural Schools Ag. | 14,112.02 | | 27,895.94 | | 22,346.20 | | 2,316.77 | | | | 66,670.93 | 0.00 |
| India: Magercoil, Trivandrum | 2,225.19 | 13,954.00 | 2,213.04 | 9,980.25 | 3,853.45 | 31,659.50 | 2,967.85 | 3,051.50 | | | 11,259.53 | 58,645.25 |
| India: Meduengad | 2,513.01 | 20,795.00 | | | | | | | | | 2,513.01 | 20,795.00 |
| India: School Program | 2,126.57 | 11,610.00 | 2,412.49 | 13,854.00 | 1,945.86 | 5,610.00 | 2,614.90 | 2,400.50 | | | 9,099.82 | 33,474.50 |

| | | | | | | | | | | |
|---|-------------------|---------------------|---------------------|---------------------|---------------------|-------------------|-------------------|------------------|---------------------|---------------------|
| Kenya: 4-K Rural Dev | 1,638.09 | | 3,648.56 | 37,861.00 | 48,618.00 | 11,913.42 | | 65,818.07 | 37,861.00 | |
| Kenya: Turkana | 1,848.46 | 5,000.00 | 4,398.73 | 52,430.84 | | | | 6,247.19 | 57,430.84 | |
| Kenya: Nairobi | 2,184.42 | 12,985.00 | 1,948.12 | 4,835.00 | 1,674.18 | 1,900.00 | | 5,806.72 | 19,720.00 | |
| Philippines: NIGP | 28,551.36 | 11,334.00 | 30,176.27 | | 18,705.92 | | 15,128.37 | 92,561.92 | 11,334.00 | |
| Philippines:Cebu | 23,253.47 | 11,333.00 | 27,273.44 | | 22,741.75 | | 7,787.93 | 81,056.59 | 11,333.00 | |
| Zambia: Chikankata Y. Farm | 2,009.28 | 8,822.27 | 2,471.50 | 15,000.00 | | | | 4,480.78 | 23,822.27 | |
| Zambia: Gwembe | 56,743.89 | | 12,787.61 | | 16,801.27 | | | 86,332.77 | 0.00 | |
| Zimbabwe: Agricultural Extension | 1,748.43 | 2,622.58 | 8,701.40 | 31,844.82 | 6,927.32 | 24,558.59 | 1,954.28 | 1,182.03 | 60,208.02 | |
| Zimbabwe: Tshelenyoba Ag. Ext. | | | 7,249.99 | 10,000.00 | 20,608.63 | | | 27,858.62 | 10,000.00 | |
| Sub-Total | 372,811.69 | 103,655.85 | 353,929.43 | 206,305.91 | 311,974.72 | 71,228.09 | 78,452.10 | 6,634.03 | 1,117,167.94 | 387,823.88 |
| Corps Community Center Program Development | | | | | | | | | | |
| Kenya | | | | | 5,672.51 | 56,500.00 | | 5,672.51 | 56,500.00 | |
| Philippines | 5,513.07 | 92,100.00 | 7,105.39 | 105,000.00 | 7,137.11 | 76,500.00 | | 19,755.57 | 273,600.00 | |
| Zambia | | | | | 4,757.14 | 44,000.00 | | 4,757.14 | 44,000.00 | |
| Zimbabwe | 4,171.30 | 60,208.33 | | | 4,866.99 | 45,500.00 | | 9,038.29 | 105,708.33 | |
| Sub-Total | 9,684.37 | 152,308.33 | 7,105.39 | 105,000.00 | 22,433.75 | 222,500.00 | 0.00 | 0.00 | 39,223.51 | 479,808.33 |
| LDC Staff Development | | | | | | | | | | |
| General Training | | | | | 15,977.29 | 41,447.90 | 8,313.42 | 24,290.71 | 41,447.90 | |
| Ghana: SALT | | | | | 2,066.39 | 7,756.00 | 5,247.31 | 7,256.00 | 7,313.70 | |
| Kenya: Officers Skill Training | | | 1,951.47 | 4,900.00 | 2,884.81 | 18,632.00 | | 4,836.28 | 23,332.00 | |
| Zambia: SALT | | | 3,332.48 | 31,723.83 | 2,329.93 | 10,854.77 | | 5,662.41 | 42,578.60 | |
| Zimbabwe: SALT | | | | | 4,907.20 | 46,049.06 | | 4,907.20 | 46,049.06 | |
| Zimbabwe: Officers Skill Training | | | | | 2,419.83 | 12,083.86 | | 2,419.83 | 12,083.86 | |
| Sub-Total | 0.00 | 0.00 | 5,283.95 | 36,623.83 | 30,585.45 | 136,123.59 | 13,560.73 | 7,256.00 | 49,430.13 | 180,003.42 |
| Indirect Costs | 219,394.98 | | 286,319.97 | | 212,012.60 | | 35,511.00 | | 753,238.55 | |
| TOTAL EXPENSES | 990,705.37 | 1,284,817.93 | 1,042,716.21 | 1,254,060.27 | 1,094,988.84 | 817,516.41 | 271,589.58 | 43,605.39 | 3,400,000.00 | 3,400,000.00 |

VII. KEY ISSUES

SAWSO's last two reports to AID on Matching Grant activities (MG I Final Report, June 1983 and MG II 18-month report, December 1985) deal with lessons learned in a section called Key Issues. The subjects included were participation, sustainability, institution building, leadership development, benefit distribution, collaboration with other agencies, and replication. SAWSO makes no claim to innovative break throughs, as these subjects have received considerable attention in development literature. However, the exercise has proved useful in allowing us to examine and articulate our learnings in these areas and to see how our own situation and organizational dynamics relate to them.

In reviewing the key issues for this report, we have made adjustments to reflect new experience and understanding. The most significant modification in our thinking is that we have concluded that one issue, sustainability, is of a different order of importance than the other issues. Sustainability is, in fact, the overriding concern of all our work. The other issues, while important, support or enhance sustainability.

We have, therefore, reorganized this section to reflect this learning by first defining the central issue and then describing what we have learned in the subsequent areas which contribute to sustaining development.

Perhaps the simplest definition of sustainability is, "the persistence of some outcome, originally intended by the project or program, over time and after the period of assistance is over".¹ Sustainability is the ultimate criterion for judging the success of development activities; that some part of our work will remain and continue.

Sustainability most often refers to projects or programs. It can also occur when outcomes may not be confined to specific project structures such as in institution building or human resource development. SAWSO has begun to experience examples of this latter type more often in the last half of MG II.

SAWSO's perception of sustainability has focused on two central aspects.

- The first aspect is human resource development. In order for the people and organizations with which we work to sustain the outcomes of SAWSO-supported activities, they need to develop a) their self-confidence and awareness of their own skills and resources, b) viable systems for internal operations, c) adequate knowledge of basic organizational and planning skills, and d) sufficient access to technical expertise.

¹Dictor, Thomas, W. Discussion Paper for Meeting On PVO Effectiveness Study, 6/11/87.

- The second aspect is financial. The activity which is initiated with SAWSO support should obtain the income necessary to continue operation once SAWSO funds are terminated.

SAWSO has come to see the human resource aspect of sustainability as paramount. This is not because money is not essential. On the contrary, few activities can continue without funds, but no amount of money can perpetuate a project or outcome, if there is not the human and organizational capacity, and commitment to continue.

SAWSO's mandate is to assist The Salvation Army to engender and sustain the development process in the communities and institutions with which it works. At SAWSO's present stage of organizational development, SAWSO has come to see the other key issues as supporting or enhancing that essential goal. Institution building, leadership development, participation, benefit distributing, collaborating with other organizations, and replication are integrated and mutually reinforcing. For example, participatory methods enhance training in leadership, which strengthens the institution, which in turn can allow greater participation. All can be tools for ensuring that the impact of development activities continues.

In the following pages, each key issue is discussed in this order: SAWSO's definition and philosophy; the outcomes which have resulted during the grant period; and finally, the future direction of each specific key issue.

A. Institution Building

An important aspect of sustainability is strengthening the institutions in and through which the development process can operate. In the context of the Matching Grant, SAWSO defines institution building as The Salvation Army's strengthening its capacity to plan, implement, and monitor development activities and to integrate the development process with its work in general.

Through experience, SAWSO has developed a philosophy which it applies to this aspect of its development work with the Army. Key aspects of this philosophy are:

- A receptive framework for development is necessary for successful development activities and the establishment of this receptivity must precede the sign of management systems required for implementing project activities.
- Institution building, like other aspects of development, is a process, not simply a final product or outcome.
- If development activities are to strengthen the institution, all decision makers should be involved in the planning, implementation, and evaluation of the activities or projects.

- Interventions must be appropriate to the local context.

Within this philosophical context, striving for an ideal, SAWSO supports and works with The Salvation Army's strategy to strengthen its development infrastructure so that the probability of the continuation of development activities will be increased.

The following are indicators that The Salvation Army is progressing in its learning about institution building through Matching Grant activities.

- In September 1986, an international development conference was organized and sponsored by the Development Department of International Headquarters (IHQ). The conference, held in England, brought together representatives from the Army's overseas development offices, key personnel from IHQ, and representatives from supporting territories responsible for the negotiation of project funding from donor agencies. According to IHQ's report from the conference, "Looking back over some years of development projects, it has become evident that the administrative demands of projects has exposed shortcomings in the management capacity of Third World territories...revealing a need for the training of personnel required for this purpose." The conference resulted in a set of recommendations regarding planning, disaster assistance, training and personnel, and finance (See Appendix G)
- Requests from territories and regions for SAWSO conducted or assisted training have increased.
- The Salvation Army Home League, a strong and wide-reaching women's organization, is being increasingly utilized by the Army as a vehicle for improving health and decreasing poverty through Home League health and income generation activities.
- In some regions, territorial leadership is beginning to apply the principles of development and sound project management to other areas of the Army's work, not just to projects sponsored by outside donors through groups such as SAWSO.

As reflected by the quote from the development conference, a shift in emphasis is occurring in the assistance needed and requested by some territories and projects. Assisting territories to plan, implement, monitor and evaluate projects and other development activities, remains a priority with SAWSO and The Salvation Army. However, in response to increased requests for staff development assistance and an interest from the territories in strengthening their own capabilities, we feel, at this stage, that one of the best

ways we can assist is to strengthen the Army's ability to provide this assistance itself. Thus the focus of the new Matching Grant, which SAWSO is currently negotiating with AID, is human and institutional resource development (HIRD).

B. 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.

Fundamentally, SAWSO adheres to the following tenets:

- o SAWSO emphasizes leadership development at three levels: the institutional/organizational, project specific, and community.
- o SAWSO believes leadership skills are created through training opportunities, self-esteem building experiences, and hands-on practical experience gained through community organizing and project activities.
- o SAWSO has learned that leadership development is not a static process but dynamic and continuous. Opportunities and new experiences must continuously and systematically be provided to sustain strong leadership development.
- o The ideal internationalism of The Salvation Army requires committed leaders who can be placed where their skills can best be utilized regardless of ethnic origin.
- o Each individual has the right to develop themselves to the fullest extent possible. Identifying, acknowledging, and building upon existing skills are effective means to increase individual awareness.

The past three-year Matching Grant period has shown unparalleled growth in the recognition of the need for leadership development skills. This recognition has been the result of three primary influences which have encouraged The Salvation Army to respond and reassess the means by which it could rapidly build and strengthen its worldwide leadership development capability.

- o Realities of the nationalization process.

Worldwide pressures have caused The Salvation Army to reassess its policies regarding national personnel development and how it might be accelerated, particularly in Africa and Asia.

- Growth in the strength of the private voluntary organizations (PVOs) in developing countries.

There is increased international acknowledgment of the strength of indigenous organizations as the means through which sustainable development programming is most likely to occur.

- Staff changes.

The Salvation Army system of periodic staff changes has encouraged a greater emphasis on local leadership development in order to provide more stable program continuity.

As a result of the above influences, The Salvation Army and/or SAWSO responded to increased leadership development needs in the following manner:

- Management training workshops were held in the Far East and Pacific, Latin America and the Caribbean, and South Asia.
- The Salvation Army Leadership Training (SALT) program was initiated in Africa and began its first year of pilot project implementation.
- There is an increasing trend for nationals to assume new leadership roles vis-a-vis the Army.
- While The Salvation Army officer remains the core of the Army's strategy in implementing development programming, increased programming responsibility has been turned over to local and community counterparts in the interest of continuity and sustainability.

Matching Grant III responds to the forces that have been influencing The Salvation Army by articulating a strong movement to support leadership development. This will be implemented by emphasizing the following areas:

- Community level support and encouraging the leadership development potential of community leaders;
- The reservoir potential of existing Salvation Army community organizations such as the Home Leagues, youth groups and corps councils;
- Corps community development activities as the means to sustainable development.

C. Local Participation

Local participation strengthens the interrelationship among institution building, leadership development, benefit distribution, and replication. SAWSO has, from its beginnings, had a firm philosophical commitment to beneficiary participation in the planning, implementation and evaluation of development activities. The following are premises under which SAWSO addresses this issue:

- Staff and community leaders must first understand, adapt, and become comfortable with the participatory approach before they will be open to accepting it as appropriate for their given situation.
- When participants "own" the project the probability of sustainability is increased.
- Projects or activities are more appropriate when the beneficiaries participate in the development process of planning, implementation and evaluation.
- Self-worth and confidence increase in direct proportion to the amount of participation and responsibility individuals take for development activities.
- The participatory process cannot be applied universally for its appropriateness must be considered within a cultural context.

SAWSO's initial efforts to reinforce and encourage community participation have focused on Salvation Army staff worldwide. SAWSO has attempted to model appropriate participatory process through training, planning and evaluation activities. Also, SAWSO has played a role in supporting Salvation Army leadership who are experimenting with greater participation in shared decision making.

Under the Matching Grant, local participation in the development process has varied from country to country as well as from community to community. Below are lessons learned as a result of Matching Grant activity:

- Initially, local participation takes more effort and time than centralized project decision making. Also, benefits of local participation are not always immediately apparent. Therefore, to realize the long-term benefits of local participation, perseverance, patience, and optimism are necessary.
- Often times people are unwilling to assume additional or changed responsibilities for cultural or social reasons.

The proposed five-year plan of Matching Grant III will provide The Salvation Army opportunity and time to further reinforce and encourage community participation.

D. Collaboration/Networking with Other Agencies

SAWSO has identified two specific types of collaboration with outside organizations: 1) contacts with other PVOs, and 2) contacts with host government agencies.

SAWSO has found that both in the United States and the field, collaboration with other PVOs is much more effective when benefits are available to both parties involved, and when there is a shared objective of contributing to and sustaining the development process. Both parties must have resources that can be contributed to the relationship that are useful or needed by the other. Specific agendas contribute to successful collaboration.

Relationships between PVOs cannot be forced or mandated without creating significant organizational resistance. A certain level of trust must first be established between the organizations, and only then can effective communication and exchange take place. Even then, time pressures of ongoing project responsibilities, an unwillingness to be flexible, or even an organizational desire to remain insular, can prevent successful collaboration. The fact that most PVOs are in a sense "businesses" that are competing for the same funds, can also present obstacles that can be difficult to overcome.

The Salvation Army and SAWSO recognize that effective collaboration with host government agencies can significantly contribute to successful project implementation. In many cases, however, attempts at collaboration can be problematic due to the political and economic realities of the developing world. In some countries, for example, field staff are reluctant to appear too closely aligned with a current administration that might suddenly change, leaving the Army in a more difficult position with its successors. In addition, relationships with ministries and other government bureaucracies have in the past sometimes placed requirements or restrictions on PVO activities which have been seen as unreasonable and/or unnecessary.

Nevertheless, SAWSO has noted a direct link between project sustainability and successful collaboration with host governments. The sharing of resources, such as supplies and personnel, can reduce project costs and increase the impact of project interventions. SAWSO feels that these relationships should be evaluated on a country by country, or even project by project basis, maintaining relations whenever feasible so that programs can be consistent with national priorities.

E. Replication

Replication, as SAWSO views it, is not the wholesale transfer of a project concept or design from one area to another. Rather, it is the sharing and adaptation of methods or systems. As such, replication is the means by which activities proven successful in one place, can spread to new areas.

The need for appropriate adaptation cannot be overemphasized. Success in one place does not guarantee success in another. Close collaboration with counterparts in each location and active participation among the local officers is necessary to avoid the transfer of inappropriate models.

The Salvation Army's structure and SAWSO's role within it is highly conducive to replicating successful models. The Army's organizational structure exists in similar forms in 89 countries. This includes not only administrative systems, but also organizations such as women's groups (Home Leagues), youth groups, clinics, hospitals, and institutions which provide social services. Many of these systems and structures often share similar aims and components so that innovations developed in one place can be adapted for use in others.

SAWSO's role within the Army, as a consulting body (described in Section II PVO Approach), is particularly well-adapted to transferring knowledge and experience within countries, and across regions.

The Salvation Army and SAWSO experience with replication evidences several important benefits:

- When a project or a portion of a project is effective, its impact and cost effectiveness are greatly enhanced if lessons learned can be shared and adapted to other situations.
- Mutual reinforcement occurs for both the original and new project. In order to transfer a technology or approach, one must first examine its strengths and weaknesses. This is a useful evaluative activity in and of itself. When the component is then transferred and adapted to the new situation, further refinements and improvements can be made. This knowledge then can be reintroduced to the model, further strengthening the original activity.
- By transferring strengths within the organization, the institutional capacity of The Salvation Army is increased.

In order to further support replication among Army activities, SAWSO will increase its efforts to facilitate the sharing and transfer of knowledge:

- SAWSO is increasing its capacity as an information clearinghouse by upgrading its technical library and compiling a data base of all publications and training materials sent to various countries and projects. Materials developed by Salvation Army projects will also be part of this data base. Field staff will evaluate materials in order to help identify publications which are appropriate for sharing in different regions.
- In continuing management training under Matching Grant III, SAWSO will conduct regional training in Africa, Central America, the Caribbean, and South Asia, enabling Salvation Army officers from different countries to learn together.
- SAWSO's increasing commitment to better documentation and sharing of project concepts and approaches is reflected by the establishment of the evaluation officer position.

F. Benefit Distribution

In previous reports and proposals to AID, SAWSO has described The Salvation Army's unwavering commitment to minister to those with the fewest resources and to those whose special conditions have resulted in discrimination and unfair treatment by society. The Salvation Army continues to focus its energy and resources on helping the most disadvantaged.

We continue to examine the question of benefit distribution mainly from the perspective of the criteria for choosing target groups.

- During the Matching Grant period, women and children, in particular, have benefitted from increased programming through outreach health programs and Home League health and income generation activities. Women and children are often most adversely affected by skewed benefit distribution.
- One issue often raised regarding the Army's work with untouchables, lepers, alcoholics, ex-offenders, handicapped persons, and poor living in isolated rural areas, is that of cost benefit. We recognize that choosing to work with such groups sometimes results in special difficulties and extra costs.

SAWSO strives to strike a balance between the Army's commitment to working with certain beneficiary groups and AID's concern that United States Government funds be spent in ways that can evidence greatest impact. SAWSO and The Salvation Army will continue to consider both sets of factors when selecting target groups. In September 1987, SAWSO will be conducting two evaluations of alcoholic vocational rehabilitation projects. These evaluations should provide additional insight into the question of benefit distribution.

VIII. RECOMMENDATIONS

Based on learnings from the key issue section, the following recommendations are made for:

A. Project Leadership and PVO

1. SAWSO

- Structure the planning and implementation of projects in order to maximize participation by field staff and communities.
- Conduct more long range planning for office growth and to accomplish our major objectives.
- Insure that office staffing patterns continue to meet field and home office needs. This refers to the total number of staff and their technical background and expertise.
- Achieve a standard approach to planning and training for SAWSO in conjunction with IHQ Development Services Section.

2. To Salvation Army Field Offices

- Increase dialogue and networking with other organizations at the country level and with other Salvation Army programs concerning development activities.
- Continue to improve efforts at using project monitoring information as a management tool for project implementation.
- Continue and increase support for developing the leadership skills of Salvation Army officers.
- Encourage greater investment in the lay resources of The Salvation Army in the interests of sustainability and continuity of programs. This could include development of local officers, establishing counterparts for corps officers who organize community projects and greater use of existing organizations e.g. Home Leagues, youth groups, corps councils.

B. To Country and Local Leaders

- Government agencies need to clarify goals of long-term support for essential services. Private resources at SAWSO's disposition can be used more efficiently and effectively when working within long-term plans.

C. Donor: AID

- Maintain Matching Grant program. The matching aspect has assisted SAWSO to leverage private funds for development efforts. The flexibility of this program allows SAWSO to be responsive to shifting needs in the field. The flexibility of Matching Grant reporting requirements enables SAWSO to furnish reports which are well-adapted to its program and approach.
- Increase the number of fora for discussion of particular sectoral and management areas, thus promoting exchange among PVOs and Agency representatives.

APPENDIX A

COUNTRY DATA SHEETS

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: GHANA

Project Title: Community Rehabilitation Worker Training Program

Project Purpose:

To increase efforts to prevent polio in the target areas, identify polio cases prior to onset of contractures, train community rehabilitation workers (CRWs) to identify cases, and along with mothers, to provide treatment therapy. Furthermore, promotion of local manufacture of handicap aids will be initiated.

Project Implementation:

Start Date: 10/01/85 Estimated Completion Date: 05/31/87

Status: The project director completed training in community-based rehabilitation in October 1986. Since then, an associate Ghanaian director has been employed, the first class of community rehabilitation workers have been trained, needs assessment surveys are in progress, and a records keeping system has been implemented; over 157 children have been identified as needing rehabilitation therapy. A regular schedule of supervision and follow-up has been established. Parent education and training of mothers in rehabilitation therapy is underway. A repair workshop has been established to provide handicap aids.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|---------|----------|-----------|
| AID\$ | -0- | 6,124.45 | 43,921.67 |
| PVO\$ | -0- | -0- | -0- |
| TOTAL | -0- | 6,124.45 | 43,921.67 |

Location in Country:

Duakwa, Ashanti Region

PVO Representative in Country:

Colonel Edward F. Cotterill
The Salvation Army
P.O. Box 320
Accra, Ghana

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
 Project/Grant No.: PDC-0249-G-SS-4078-00
 Proposed Dates: 6/1/84 to 8/31/87
 Funding Mechanism: Matching Grant

COUNTRY: GHANA

Project Title: Farmers' Training Program

Project Purpose:

To promote agricultural self-sufficiency and soil conservation practices through schools, clinics and extension outreach services to farmers and communities. The infrastructure of the Salvation Army will be additionally used to promote above practices. School gardens, small animal husbandry projects and lucaena tree planting among other activities will be promoted.

Project Implementation

Start Date: 10/01/86 Estimated Completion Date: 05/31/87
 Status: Systematic seminars in soil conservation practices and sound agricultural cropping techniques are held in selected communities, schools and clinics. Over 15,000 lucaena trees have been planted in the region and lucaena tree nurseries have been developed at selected sites. Clubs have been organized in schools and through the Salvation Army youth corps to encourage youth involvement and to promote soil conservation practices, agriculture and small animal husbandry projects as a alternative means for self-sufficiency rather than moving to urban areas.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|--------|---------|-----------|---------|
| AID \$ | -0- | 2,728.93 | -0- |
| PVO | -0- | 20,000.00 | -0- |
| TOTAL | -0- | 22,728.93 | -0- |

Location in Country:

Locations throughout the country.

PVO Representative in Country:

Colonel Edward F. Cotterill
 The Salvation Army
 P.O. Box 320
 Accra, Ghana

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0249-G-SS-4078-00
Proposed Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: GHANA

Project Title: Salvation Army Leadership Training (SALT)

Project Purpose:

To establish a Salvation Army Leadership Training (SALT) program to enable The Salvation Army to develop its leadership potential at all levels and to strengthen the indigenous institutional capacity of The Salvation Army to undertake development activities. SALT will be implemented and coordinated countrywide under the direction of an Extension Training Officer and counterpart assistant.

Project Implementation

Start Date: 10/01/86 Estimated Completion Date: 05/31/87
Status: The Extension Training Officer has established an office and has begun to establish an organizational framework from which to work. A systematic training program in English literacy has begun for 26 women officers; other programs have involved leadership training for youth and corps officers.

Project Funding Information:

| | | | |
|--------|---------|---------|-----------|
| Year | 1984/85 | 1985/86 | 1986/87 |
| AID \$ | -0- | -0- | 7,313.70 |
| PVO | | | 14,512.00 |
| TOTAL | | | 21,825.70 |

Location in Country:

Country-wide.

PVO Representative in Country:

Colonel Edward F. Cotterill
The Salvation Army
P.O. Box 320
Accra, Ghana

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0249-G-SS-4078-00
Proposed Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: GHANA

Project Title: Ba Nutritional Rehabilitation Center

Project Purpose:

To establish a nutritional rehabilitation center in an area with greater than average health needs due to economic underdevelopment. Program interventions would involve mothers in appropriate child care, nutrition and health education. Concurrent with health services, community outreach, home health services, and agricultural activity for food self-sufficiency will be promoted.

Project Implementation

Start Date: 10/01/86 Estimated Completion Date: 05/31/87
Status: A multi-purpose building has been constructed to provide clinic services and the nutritional rehabilitation program services. Outreach services by Village Health Workers are conducted in Ba and nearby communities which include antenatal and under-five clinics and follow-up to former nutritional rehabilitation patients. Agricultural activity emphasizes food production, small animal husbandry and lucaena tree planting.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|--------|---------|-----------|----------|
| AID \$ | -0- | 2,471.50 | 1,536.50 |
| PVO | -0- | 15,000.00 | 20.00 |
| TOTAL | -0- | 17,471.50 | 1,556.50 |

Location in Country:

Ba, nearby communities in the Central region

PVO Representative in Country:

Colonel Edward F. Cotterill
The Salvation Army
P.O. Box 320
Accra, Ghana

APPENDIX A

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

COUNTRY: KENYA

Project Title: Rural Development Program
Kenya 4K Clubs

Project Purpose:

Assist rural youths to undertake agricultural activities in gardening, small animal husbandry and reforestation. Serve as focal point for community activity and learning about improved agricultural practices.

Project Implementation:

Start Date: 03/07/83 Estimated Completion Date: 05/31/87
Status: An outside project evaluation conducted in December 1986 reported that the project had made significant progress in promoting the early stages of the development process through social reorganization. The report also noted that 'the main effects of the 4K Program are increased enthusiasm among young people for farming and a greater awareness among parents of the ability of young people to generate their own contribution to the family economy. The program also probably helps to resist the urban drift of young people. A significant number of past members help with the training of present members.' Key recommendations centered on strengthening the Rural Development Officers to increase their farming skills, their ability to train others in farming and to facilitate self-help "functional" groups. Action has been taken to implement these recommendations. Total clubs number 193 with 12,173 members. A competency based curriculum and a supervision system are also being designed.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|----------|-----------|-----------|
| AID\$ | 1,638.09 | 3,648.56 | 60,531.42 |
| PVO\$ | -0- | 37,861.00 | -0- |
| TOTAL | 1,638.09 | 41,509.56 | 60,531.42 |

Location in Country:

Rural areas throughout Kenya

PVO Representative in Country:

Colonel Wycliffe Angoya
The Salvation Army
P.O. Box 40575
Nairobi, Kenya

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
 Project/Grant No.: PDC-0249-G-SS-4078-00
 Proposed Dates: 6/1/84 to 8/31/87
 Funding Mechanism: Matching Grant

COUNTRY: KENYA

Project Title: Salvation Army Leadership Training (SALT)

Project Purpose:

To establish a Salvation Army Leadership Training (SALT) program to enable The Salvation Army to develop its leadership potential at all levels and to strengthen the indigenous institutional capacity of The Salvation Army to undertake development activities. SALT will be implemented and coordinated countrywide under the direction of an Extension Training Officer and counterpart assistant.

Project Implementation

Start Date: 10/01/86 Estimated Completion Date: 05/31/87
 Status: The Extension Training Officer has established her office and basic infrastructure; an assistant has been hired and is assisting with program implementation. 256 participants have received finance, leadership, women's leadership skills and English literacy training.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|--------|---------|----------|-----------|
| AID \$ | -0- | 1,951.47 | 2,884.81 |
| PVO \$ | -0- | 4,900.00 | 18,432.00 |
| TOTAL | -0- | 6,851.47 | 21,316.81 |

Location in Country:

Country-wide.

PVO Representative in Country:

Colonel Wycliffe Angoya
 The Salvation Army
 P.O. Box 40575
 Nairobi, Kenya

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

COUNTRY: KENYA

Project Title: Nutrition/Community Development Program

Project Purpose:

Since project start up in late 1982 the project purpose has been able to shift from immediate relief to intermediate and longer term efforts to provide food, water and education to rural and urban children with the primary project objective to create self-reliance. Emphasis is on small livestock, community water projects and assisting with costs of primary schooling.

Project Implementation:

Start Date: 12/15/82 Estimated Completion Date: 03/01/87
Status: Approximately 665 children and 1995 immediate family members are the immediate beneficiaries. Families are registered with the 4K program and through this sponsorship have received training in small animal husbandry, breeding stock and agricultural production. This has allowed families to increase herds and to trade goats for milk cows, which then have provided additional family income. Five village polytechnics with an average of 15 students per year have received artisan and agricultural training. Income generated from these courses have purchased basic tools and equipment. Eight nursery schools comprising 504 children, received much needed equipment and allowed mothers to work worry free.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|------------|-----------|-----------|
| AID\$ | 7,197.00 | 5,462.74 | 4,930.73 |
| PVO\$ | 132,123.26 | 73,096.26 | 46,370.50 |
| TOTAL | 139,320.26 | 78,559.00 | 51,301.23 |

Location in Country:

30 target villages in Eastern and Western Province.

PVO Representative in Country:

Colonel Wycliffe Angoya
The Salvation Army
P.O. Box 40575
Nairobi, Kenya

APPENDIX A

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

COUNTRY: KENYA

Project Title: Kolanya Rural Health Clinic

Project Purpose:

To provide regular ante-natal and post-natal care, nutrition surveillance and education in addition to immunization against communicable diseases through PHC services.

Project Implementation:

Start Date: 03/11/83 Estimated Completion Date: 05/31/87
Status: Current clinic staff include an administrator, registered nursing sister, two qualified nurses and nursing aides. A daily clinic is conducted with an average attendance of 40-45 patients. A nutrition monitoring program that includes vaccinations involves 270 children monthly. Food supplements are provided to badly malnourished children along with nutrition education to mothers. A three-week resident nutrition training program supplements the nutrition monitoring program by working intensively with mothers on child health concepts. Home follow-up is a key project concept.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|-----------|----------|----------|
| AID\$ | 2,148.32 | 1,901.47 | 2,040.32 |
| PVO\$ | 12,127.06 | 3,928.95 | 6,900.00 |
| TOTAL | 14,275.38 | 5,830.42 | 8,940.32 |

Location in Country:

Kolanya Village Kisumu District, Western Province

PVO Representative in Country:

Colonel Wycliffe Angoya
The Salvation Army
P.O. Box 40575
Nairobi, Kenya

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

COUNTRY: KENYA

Project Title: Turkana Rehabilitation Project

Project Purpose:

School reconstruction/employment effort in the drought-stricken Lokitaung area. Project funds provide building materials for self-help school construction, while the government provides local labor with food-for-work payments.

Project Implementation:

Start Date: 06/01/85 Estimated Completion Date: 05/31/87
Status: Lokitaung Primary School has a new dormitory, whereas another has been repaired, floors reconditioned, the school repainted. The Lokitaung Secondary School has also received complete renovation as have the teachers' houses and the corps hall. At Kaleng, four teachers' houses have been built. 390 primary students have been the immediate beneficiaries as have 97 secondary students. Lokitaung is the only secondary school in all of Northern Turkana. Six students graduated from Form VI this past year and received University of Nairobi admittance. Sixty men were employed on a regular basis in the food-for-work program along with one craftsman who trained four additional men in artisan skills.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|----------|-----------|---------|
| AID\$ | 1,848.46 | 4,398.73 | -0- |
| PVO\$ | 5,000.00 | 52,430.84 | -0- |
| TOTAL | 6,848.46 | 56,829.57 | -0- |

Location in Country:

Lokitang, Turkana

PVO Representative in Country:

Colonel Wycliffe Angoya
The Salvation Army
P.O. Box 40575
Nairobi, Kenya

APPENDIX A

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

COUNTRY: KENYA

Project Title: Vocational Training, Nairobi Girls Center

Project Purpose:

To provide training in marketable vocational skills to unemployed women in Nairobi. Teenage school leavers are instructed in dressmaking, secretarial and domestic skills.

Project Implementation:

Start Date: 12/01/82 Estimated Completion Date: 05/31/87
Status: The center continues to be extremely popular, job placement is almost assured upon graduation due to the quality of the training. 300 applicants apply regularly for the 60 positions. A secretarial program has also been initiated for fees which is popular and has brought in income for the school.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|-----------|----------|----------|
| AID\$ | 2,184.42 | 1,948.12 | 1,674.18 |
| PVO\$ | 12,985.00 | 4,835.00 | 1,900.00 |
| TOTAL | 15,169.42 | 6,783.12 | 3,574.18 |

Location in Country:

Quarry Road, Nairobi

PVO Representative in Country:

Colonel Wycliffe Angoya
The Salvation Army
P.O. Box 40575
Nairobi, Kenya

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
 Project/Grant No: PDC-0249-G-SS-4078-00
 Grant Dates: 6/1/84 to 5/31/87
 Funding Mechanism: Matching Grant

COUNTRY: KENYA

Project Title: Narok Community Development

Project Purpose:

To initiate and support community development work among the Massai and Massai-Kikuyu people of Olipito. Project eventually will provide water for human and animal consumption.

Project Implementation:

Start Date: 09/01/85 Estimated Completion Date: 05/31/87
 Status: Community members requested expansion and construction of six additional classrooms which has been completed. The Rural Development Program has expanded to the area and has begun training in agriculture and livestock care. The MOH has begun vaccinations in the area. Child Health through the Home Leagues and nutrition training has begun. Despite hydrological surveys indicating water in the region, drilling has as yet been unsuccessful. Alternative plans are now to pipe water from a distant river.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|-----------|---------|---------|
| AID\$ | 3,783.85 | -0- | -0- |
| PVO\$ | 51,000.00 | -0- | -0- |
| TOTAL | 54,783.85 | -0- | -0- |

Location in Country:

Olipito, Narok

PVO Representative in Country:

Colonel Wycliffe Angoya
 The Salvation Army
 P.O. Box 40575
 Nairobi, Kenya

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0249-G-SS-4078-00
Proposed Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: KENYA

Project Title: Corps Community Center Program Development

Project Purpose:

To construct corps community halls as the means to facilitate provision of community services, including initiation of local development projects and their management.

Project Implementation

Start Date: 10/01/86 Estimated Completion Date: 05/31/87
Status: A corps community center program promotes construction of corps community halls for community activities. Programming activities include daycare centers, 4K agricultural youth clubs, womens' programs, literacy training programs, adult education, and skills based training in income generation projects.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|--------|---------|---------|-----------|
| AID \$ | -0- | -0- | 5,672.51 |
| PVO \$ | -0- | -0- | 56,500.00 |
| TOTAL | -0- | -0- | 62,172.51 |

Location in Country:

Country-wide.

PVO Representative in Country:

Colonel Wycliffe Angoya
The Salvation Army
P.O. Box 40575
Nairobi, Kenya

APPENDIX A

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: SWAZILAND

Project Title: Salvation Army Community and Primary Health Care Clinic

Project Purpose:

To improve the overall health status of a peri-urban community through a multi-purpose strategy of provision of secondary clinic services, health education in the community, and community service activities through Salvation Army Corps members.

Project Implementation:

Start Date: 06/1/84

Estimated Completion Date: 05/31/87

Status: A combined clinic and community corps hall were built which provide the framework for provision of secondary health care services and community outreach efforts. Primary health care focus is on GOBI-F, at-risk child health and maternal health activities. Salvation Army community service programming and the formation of CARE groups within the community support and reinforce health service initiatives.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|---------|----------|------------|
| AID\$ | -0- | 3,614.01 | 146,393.81 |
| PVO\$ | -0- | -0- | -0- |
| TOTAL | -0- | 3,614.01 | 146,393.81 |

Location in Country:

Msunduzi, Swaziland

PVO Representative in Country:

Commissioner Stanley G. Walter
The Salvation Army
PO Box 1918
Johannesburg 2000
South Africa

APPENDIX A

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

COUNTRY: ZAMBIA

Project Title: Ibbwe Munyama Community Development

Project Purpose:

To improve health status for 3,500 beneficiaries by increasing food production and food security through training farmers in improved rural development practices; better access to agricultural inputs and local markets and the establishment of a cooperative.

Project Implementation:

Start Date: 09/15/81 Estimated Completion Date: 05/31/86
Status: Twenty-five hundred surplus bags of maize were sold to the Government of Zambia Marketing Board through the cooperative; K60,000, in turn, was paid out to farmers for crops, seeds and fertilizers. Crop diversification/community gardening continue to prove popular. Access roads totalling 67 km have been constructed; an additional 10km road will be completed shortly. Systematic training in cooperative management, veterinary skills/animal husbandry and community health has begun and will be on-going. The clinic is now registered with the MOH and part of the PHC services network. As a result of this project, individuals have become skilled in bricklaying, carpentry, and associated artisan areas.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|-----------|-----------|----------|
| AID\$ | 53,003.83 | 33,172.24 | 9,492.42 |
| PVO\$ | 6,250.00 | 53,400.00 | -0- |
| TOTAL | 59,253.83 | 86,572.24 | 9,492.42 |

Location in Country:

Ibbwe Munyama Village, Mazabuka District, Southern Province

PVO Representative in Country:

Lt. Colonel William Norris
The Salvation Army
P.O. Box 34352
Lusaka, Zambia

APPENDIX A

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

COUNTRY: ZAMBIA

Project Title: Gwembe Valley Agricultural Extension

Project Purpose:

To improve the quality of life and food security for 15,000 beneficiaries by assisting farmers to organize livestock disease prevention activities, develop cooperative structures and use new varieties of drought resistant grain.

Project Implementation:

Start Date: 06/01/84 Estimated Completion Date: 05/31/87
Status: Fourteen cooperatives have been formed consisting of an average of 50 members each. Cooperative committees have been organized to oversee drug and vaccine supplies to farmers with revolving loan funds established for drug provision. Five veterinary assistants have been trained to work with the cooperatives. Systematic seminars are being conducted for assistants and cooperatives in animal husbandry, cooperative management and veterinary skills. Two Government of Zambia extension officers and one Inspector of Schools collaborate closely with the project.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|-----------|-----------|-----------|
| AID\$ | 56,743.89 | 12,787.61 | 16,801.27 |
| FVO\$ | -0- | -0- | -0- |
| TOTAL | 56,743.89 | 12,787.61 | 16,801.27 |

Location in Country:

Gwembe Valley North, Southern Province

PVO Representative in Country:

Lt. Colonel William Norris
The Salvation Army
P.O. Box 34352
Lusaka, Zambia

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

COUNTRY: ZAMBIA

Project Title: Chikankata Young Farmers Clubs

Project Purpose:

To organize young farmers' clubs which are able to assist youth with loan schemes for agricultural activity and to work with youth on sound agricultural skills development.

Project Implementation:

Start Date: 06/01/84 Estimated Completion Date: 05/31/87
Status: Twelve young farmers' clubs received loan assistance this year; requests are outstanding for the formation of eighteen more. The loan repayment rate is over 80%. Priority subjects taught to the clubs include tree planting, experimental crop production with new varieties, alley cropping, crop rotation and improving soil structure. A demonstration and teaching area has been developed at Chikankata. Future plans include the addition of small animal husbandry and artisan skills development.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|-----------|-----------|---------|
| AID\$ | 2,009.28 | 2,471.50 | -0- |
| PVO\$ | 8,822.27 | 15,000.00 | -0- |
| TOTAL | 10,831.55 | 17,471.50 | -0- |

Location in Country:

Mazabuka District, Southern Province

PVO Representative in Country:

Lt. Colonel William Norris
The Salvation Army
P.O. Box 34352
Lusaka, Zambia

APPENDIX A

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0249-G-SS-4078-00
Proposed Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: ZAMBIA

Project Title: Corps Community Center Program Development

Project Purpose:

To construct corps community halls as the means to facilitate provision of community services, including initiation of local development projects and their management.

Project Implementation

Start Date: 10/01/86 Estimated Completion Date: 05/31/87
Status: A corps community center program promotes construction of corps community halls for community activities. Programming activities include primary health care under-fives clinics, daycare centers, agricultural youth clubs, womens' programs, literacy training programs, adult education, and skills based training in income generation projects.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|--------|---------|---------|-----------|
| AID \$ | -0- | -0- | 4,757.14 |
| PVO \$ | -0- | -0- | 44,000.00 |
| TOTAL | -0- | -0- | 48,757.14 |

Location in Country:

Country-wide.

PVO Representative in Country:

Lt. Col. William Norris
The Salvation Army
P.O. Box 34352
Lusaka, Zambia

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

COUNTRY: ZIMBABWE

Project Title: Agricultural Extension, Animal Husbandry

Project Purpose:

Improve crop and livestock husbandry techniques used by farmers in Chiweshe Communal area by establishing a training center and extension-visit system. Concentration on gardening, soil conservation, reforestation, small animal husbandry, and bee-keeping.

Project Implementation:

Start Date: 01/01/85 Estimated Completion Date: 05/31/87
Status: Training center construction is complete. Demonstration plots, and systematic training programs are conducted in diverse small animal husbandry and agriculture subjects. A total of 136 farmers have completed one-week training seminars. An average of four farmer demonstration field days are held per quarter; average attendance is over 100 farmers. Over 15,000 lucaena trees have been planted for soil conservation. Youth and small farmer extension activities predominate with cooperative marketing activities receiving primary emphasis. New programs are planned in welding, piggery and cash cropping.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|----------|-----------|-----------|
| AID\$ | 1,748.43 | 8,701.40 | 8,881.60 |
| PVO\$ | 2,622.58 | 31,844.82 | 25,740.62 |
| TOTAL | 4,371.01 | 40,546.22 | 34,622.22 |

Location in Country:

Chiweshe Communal Area, Mashonaland North

PVO Representative in Country:

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

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

COUNTRY: ZIMBABWE

Project Title: Tshelanyemba Nurses Training Center

Project Purpose:

To construct and equip a training center for Zimbabwean Enrolled Nurses which will accommodate 20 trainees in a two-year cycle based on primary/preventive health care as part of Government of Zimbabwe's program to provide health care personnel to rural areas.

Project Implementation:

Start Date: 12/01/82 Estimated Completion Date: 03/01/86
Status: Construction was completed and the center officially opened in March of 1985. Difficulties in recruiting staff have precluded initiation of the training center operations, though the center is now fully equipped and ready to take students. The first intake of trainees is tentatively planned for March 1988. Collaborative curriculum developed with Ministry of Health (MOH) which emphasizes primary health care and community health care. Staffing agreed upon by the MOH, includes 1 doctor, 3 SRNs; 4 SCNs and Medical Assistants.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|------------|-----------|-----------|
| AID\$ | 22,743.16 | 19,746.21 | 7,653.72 |
| PVO\$ | 145,974.93 | 22,364.68 | 47,127.06 |
| TOTAL | 168,718.09 | 42,110.89 | 54,780.78 |

Location in Country:

Tshelanyemba Village, Semukwe Communal Area, Matebeleland

PVO Representative in Country:

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

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

COUNTRY: ZIMBABWE

Project Title: Tshelanyemba Mobile Outreach

Project Purpose:

To provide maternal and child health services to isolated communities in Southern Matabeleland by making regular visits to rally points.

Project Implementation:

Start Date: 09/01/85 Estimated Completion Date: 05/31/87
Status: Mobile outreach effort has been expanded from 63 to 80 health centers. Five days per week the centers function as daycare centers. On designated days, immunization, child weighing and health education activities are undertaken. Activities are substantially organized and maintained by parent involvement. Due to consistent drought in the region, supplemental feeding activity continues. Approximately 5021 children are served by overall program activities; between 4393 to 1811 children and an average of 2000 mothers receive monthly food supplements.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|---------|----------|-----------|
| AID\$ | -0- | 1,956.54 | 5,702.68 |
| PVO\$ | -0- | 4,998.53 | 16,268.23 |
| TOTAL | -0- | 6,955.07 | 21,970.91 |

Location in Country:

Tshelanyemba Area, Semukwe and Mbongold Communal Areas, Matabeleland

PVO Representative in Country:

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

APPENDIX A

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0249-G-SS-4078-00
Proposed Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: ZIMBABWE

Project Title: Salvation Army Leadership Training (SALT)

Project Purpose:

To establish a Salvation Army leadership Training (SALT) program to enable The Salvation Army to develop its leadership potential at all levels and to strengthen the indigenous institutional capacity of The Salvation Army to undertake development activities. SALT will be implemented and coordinated countrywide under the direction of an Extension Training Officer and counterpart assistant.

Project Implementation:

Start Date: 10/01/86 Estimated Completion Date: 05/31/87
Status: The Extension Training Officer (ETO) has been conducting a needs assessment survey among all Salvation Army personnel regarding training needs. An additional component to this survey is to identify potential candidates for advanced training. The ETO is involved in resource networking in Zimbabwe, identifying training resources and programs.

Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|--------|---------|---------|-----------|
| AID \$ | -0- | -0- | 4,907.20 |
| PVO \$ | -0- | -0- | 46,049.06 |
| TOTAL | -0- | -0- | 50,956.26 |

Location in Country:

Harare, Zimbabwe

PVO Representative in Country:

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

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
 Project/Grant No.: PDC-0249-G-SS-4078-00
 Proposed Dates: 6/1/84 to 8/31/87
 Funding Mechanism: Matching Grant

COUNTRY: ZIMBABWE

Project Title: Salvation Army Leadership Training (SALT) College

Project Purpose:

To establish a SALT College in Harare to serve as a coordinating center, technical assistance backstop and consultant resource for respective country programs and Extension Training Officers. The SALT College will assist in the preparation of appropriate and culturally sensitive training materials for pan-Africa distribution.

Project Implementation:

Start Date: 10/01/86 Estimated Completion Date: 09/31/91
 Status: The administrative framework for program implementation has been established. Material preparation has been initiated. Supplies and printing equipment have been ordered.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|--------|---------|---------|-----------|
| AID \$ | -0- | -0- | 2,419.83 |
| PVO \$ | -0- | -0- | 12,083.86 |
| TOTAL | -0- | -0- | 14,503.69 |

Location in Country:

Country-wide.

PVO Representative in Country:

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

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0249-G-SS-4078-00
Proposed Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: ZIMBABWE

Project Title: Community Water Supply

Project Purpose:

To provide potable water for sanitation and for agricultural irrigation at selected sites in Zimbabwe including Mazoe Secondary School and Howard Institute.

Project Implementation:

Start Date: 10/01/86 Estimated Completion Date: 05/31/87
Status: 500 plus students and faculty benefit from a reliable potable water supply at Mazoe Secondary School. Irrigation lines from the borehole support the school's agricultural programming including tree planting, small animal husbandry, maize and vegetable gardening activities. A water system constructed at Howard Institute supports hospital and associated services, agricultural production, and provides clean water sources to the nearby community.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|--------|-----------|----------|------------|
| AID \$ | 2,016.45 | 1,938.50 | 9,234.97 |
| PVO \$ | 8,992.81 | 4,648.07 | 105,147.72 |
| TOTAL | 11,009.26 | 6,586.57 | 114,382.69 |

Location in Country:

Harare, Zimbabwe

PVO Representative in Country:

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

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

COUNTRY: ZIMBABWE

Project Title: Howard Hospital ante-natal program

Project Purpose:

To provide ante-natal care for women in the Chiweshe communal area to reduce risks for birth-related deaths of infant and mother.

Project Implementation:

Start Date: 09/01/85 Estimated Completion Date: 05/31/86
Status: Forty-eight shelters have been constructed for use by high risk mothers to use as temporary living quarters until the birth of their children. During this time prior to delivery, the mothers receive good ante-natal care and health education as well as supplemental food supplies.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|-----------|---------|---------|
| AID\$ | 2,222.45 | -0- | -0- |
| PVO\$ | 13,888.89 | -0- | -0- |
| TOTAL | 16,111.34 | -0- | -0- |

Location in Country:

Howard hospital, Chiweshe Communal Area

PVO Representative in Country:

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

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 5/31/87
Funding Mechanism: Matching Grant

COUNTRY: ZIMBABWE

Project Title: Corps Community Center Program Development

Project Purpose:

To facilitate provision of community services, initiation of local development projects and their management.

Project Implementation:

Start Date: 08/04/84 Estimated Completion Date: Completed
Status: Corps Community Center and Divisional Administrative Offices are complete. Semukwe is a designated rural growth point for this area of Southern Matabeleland. Young farmers training activities have been initiated and will dovetail with other health/agriculture work underway in nearby Tshelanyemba. The corps community center functions as a pre-school center and provides additional programming in adult education, youth groups and women's clubs.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|-----------|---------|-----------|
| AID\$ | 4,171.30 | -0- | 4,866.99 |
| PVO\$ | 60,208.33 | -0- | 45,500.00 |
| TOTAL | 64,379.63 | -0- | 50,366.99 |

Location in Country:

Semukwe, Southern Matabeleland

PVO Representative in Country:

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

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: PHILIPPINES

Project Title: Corps Community Center Development

Project Purpose:

To provide a venue for skills training and health and nutrition services to low income families in Olongapo, Urdaneta, and Guadalupe.

Project Implementation:

Start Date: 04/01/85 Estimated Completion Date: 08/31/87
Status: Construction of the Olongapo corps community center, where training activities will take place, is complete. Implementation of health/nutrition and other community development activities began in January 1986. In Urdaneta, construction is 30% complete and in Guadalupe, just beginning.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|-----------|------------|-----------|
| AID\$ | 5,513.07 | 7,105.39 | 7,137.11 |
| PVO\$ | 92,100.00 | 105,000.00 | 76,500.00 |
| TOTAL | 97,613.07 | 112,105.39 | 83,637.11 |

Location in Country:

Olongapo, Urdaneta, Guadalupe

PVO Representative in Country:

Colonel Earle Maxwell
The Salvation Army
1414 Leon Guinto St.
Ermita, Manila
Philippines

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: PHILIPPINES

Project Title: Health and Nutrition

Project Purpose:

To bring the nutritional level of 985 children who are underweight up to normal weight and to give mothers the opportunity to work while their children are being cared for.

Project Implementation:

Start Date: 06/01/84 Estimated Completion Date: 08/31/87
Status: In October, 1985 project objectives were redefined in clearer statements with indicators. Monitoring and recording systems were improved and standardized, and staff training was conducted. As of September, 1986 activities were taking place in 26 rural centers.

An evaluation conducted in late 1986 showed that 298 of 782 children assisted reached normal weight, 69% of 443 mothers were applying various knowledge areas taught to them during nutrition education classes. As a result of the evaluation, objectives and intervention strategies are being revised.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|-----------|-----------|------------|
| AID\$ | 76,747.52 | 70,356.80 | 111,388.56 |
| PVO\$ | 11,333.00 | 4,009.71 | 8,524.21 |
| TOTAL | 88,080.52 | 74,366.51 | 119,912.77 |

Location in Country:

Agusan, Alcala, Bacolod, Baguio City, Bulalacao, Cantamuak, Davao City, Guadalupe, Hermoza, Laoag, La Paz, Legaspi, Malingao, Morong, Nasukob, Orani, Pandanan, Patnongon, San Jose, Sta Barbara, Wali

PVO Representative in Country:

Colonel Earle Maxwell
The Salvation Army
1414 Leon Guinto St
Ermita, Manila
Philippines

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: PHILIPPINES

Project Title: Women's Income Generation

Project Purpose:

To augment the income of 1,000 women over a period of 5 years by 30-50%.

Project Implementation:

Start Date: 06/01/84 Estimated Completion Date: 08/31/87
Status: 3,507 women in 36 rural and peri-urban centers have received loans totaling \$42,500 for food production, handicrafts, vending/trading, animal husbandry, sewing and services. Repayment rate is approximately 40%. Efforts are being made to improve the analysis of loans, loan collection system, as well as strengthen the skills of the loan panel members.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|-----------|-----------|-----------|
| AID\$ | 28,551.36 | 30,176.27 | 33,834.29 |
| PVO\$ | 11,334.00 | -0- | -0- |
| TOTAL | 39,885.36 | 30,176.27 | 33,834.29 |

Location in Country:

Luzon, Visayas, Mindanao

PVO Representative in Country:

Colonel Earle Maxwell
The Salvation Army
1414 Leon Guinto St
Ermita, Manila
Philippines

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: PHILIPPINES

Project Title: Practical Skills Development

Project Purpose:

To provide practical skills training for 420 out-of-school youth over a period of five years.

Project Implementation:

Start Date: 06/01/84 Estimated Completion Date: 08/31/87
Status: Students are enrolled in electronics, dressmaking, tailoring, and cosmetology courses. An evaluation in late 1986 found that within a 2 year period (5/84-5/86) 290 participants graduated from the program. At the time of the survey, 63% were employed and family incomes increased 5 to 15%.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|-----------|-----------|-----------|
| AID\$ | 23,253.47 | 27,273.44 | 30,529.68 |
| PVO\$ | 11,333.00 | -0- | -0- |
| TOTAL | 34,586.47 | 27,273.44 | 30,529.68 |

Location in Country:

Cebu City, Lapu-Lapu

PVO Representative in Country:

Colonel Earle Maxwell
The Salvation Army
1414 Leon Guinto St
Ermita, Manila
Philippines

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: PAPUA NEW GUINEA

Project Title: Village Health Project

Project Purpose:

To improve the health status of under-fives, mothers and school age children in the Eastern Highlands as well as strengthen The Salvation Army's community health services.

Project Implementation:

Start Date: 05/01/86 Estimated Completion Date: 08/31/87
Status: A new health concept was introduced and is being tested: the Village Health Helper (VHH). The VHH, a village-based individual, is responsible for promoting good health, recognizing health problems that need referral and give special attention to under-fives that have been referred by the Community Health Sister during her two-monthly visits.

To date 10 VHHs have been identified and taught the following basic skill areas: motivation, how to use the road-to-health chart, nutrition, hygiene, diarrhea, oral rehydration, VD, and responsibilities of a VHH.

Two health educators were hired and are delivering health education activities during mobile clinic visits to villages as well as at primary schools in the area.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|---------|----------|-----------|
| AID\$ | -0- | 3,573.64 | 35,447.86 |
| PVO\$ | -0- | -0- | -0- |
| TOTAL | -0- | 3,573.64 | 35,447.86 |

Location in Country:

Onamuga, Goroka, Eastern Highlands Province

PVO Representative in Country:

Lt. Col. Cecil Williams
The Salvation Army
Angua Drive, Boroko
Papua New Guinea

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84/ to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: FIJI

Project Title: Red Shield Vocational Training

Project Purpose:

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

Project Implementation:

Start Date: 06/1/84 Estimated Completion Date: 08/31/87
Status: 276 young men and women located in 4 target areas received skills training in welding, woodworking, sewing, fishing and agricultural production. 57% of those trained are now involved in gainful employment at average earning of \$50 per week. Program effectiveness has improved due to nationalizing the supervision of the Vatuwaqa workshop and Togalevu farm.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|-----------|-----------|-----------|
| AID\$ | 82,417.40 | 94,525.77 | 99,419.05 |
| PVO\$ | -0- | 3,000.00 | -0- |
| TOTAL | 82,417.40 | 97,525.77 | 99,419.05 |

Location in Country:

Suva, Lautoka, Lomaivuna, Togalevu

PVO Representative in Country:

Major Allan Tong
The Salvation Army
54 MacGregor Road
Suva, Fiji

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: COSTA RICA

Project Title: Comprehensive Family Health

Project Purpose:

To provide health care, day care and nutritious food to 3,500 children. To allow parents the opportunity to work by providing quality care for their children.

Project Implementation:

Start Date: 09/01/83 Completion Date: 01/31/86
Status: Due to various factors, The Salvation Army daycare/
nutrition program was ended in 1986. Up to that time, however, the
project provided health care, daycare, and nutritious food to
approximately 3,500 children.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|------------|------------|---------|
| AID\$ | 9,049.49 | 7,500.38 | -0- |
| PVO\$ | 176,153.06 | 112,671.39 | -0- |
| TOTAL | 185,202.55 | 120,171.77 | -0- |

Location in Country:

San Jose, Puerto Limon and six other small rural and urban
communities

PVO Representative in Country:

Lt. Colonel Bernard Smith
The Salvation Army
Apartado 6227
San Jose, Costa Rica

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
 Project/Grant No: PDC-0249-G-SS-4078-00
 Grant Dates: 6/1/84 to 8/31/87
 Funding Mechanism: Matching Grant

COUNTRY: JAMAICA

Project Title: Raetown Health Clinic

Project Purpose:

To support the community health/outreach activities of The Salvation Army Raetown Health Clinic with the purpose of reducing disease, malnutrition and unwanted pregnancies.

Project Implementation:

Start Date: 06/01/84

Estimated Completion Date: 08/31/87

Health education and outreach activities have been ongoing and are continuing.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|-----------|-----------|-----------|
| AID\$ | 27,520.44 | 23,086.54 | 23,465.92 |
| PVO\$ | -0- | -0- | -0- |
| TOTAL | 27,520.44 | 23,086.54 | 23,465.92 |

Location in Country:

Kingston, Jamaica

PVO Representative in Country:

Captain Osbourne Mills
 Raetown Corps
 24 Tower Street
 Kingston, Jamaica

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: HAITI

Project Title: Agricultural Developments in Schools

Project Purpose:

To encourage students to practice agriculture to improve school nutrition and to generate income for student and family.

Project Implementation:

Start Date: 06/01/84

Estimated Completion Date: 08/31/87

26 agricultural extensionists/instructors have been trained, and six of these are providing agricultural training to approximately 1,000 students in a total of ten Salvation Army schools.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|-----------|-----------|-----------|
| AID\$ | 14,112.02 | 27,895.94 | 24,662.97 |
| PVO\$ | -0- | -0- | -0- |
| TOTAL | 14,112.02 | 27,895.94 | 24,662.97 |

Location in Country:

Ten Salvation Army schools throughout Haiti

PVO Representative in Country:

Captain Jonas Georges
Armee du Salut
Boite Postal 301
Port-au-Prince, Haiti

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COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: COSTA RICA

Project Title: Tres Rios Vocational Training Program

Project Purpose:

To provide alcoholic rehabilitation and job skills training to 160 unskilled adults each year, with the goal of attaining self-sufficiency for the program over a three year period.

Project Implementation:

Start Date: 06/01/84

Estimated Completion Date: 08/31/87

While training and production activities are ongoing at the center, approximately 500 men have been trained during the 3 year funding period. Complete self-sufficiency has not yet been achieved, but the income-producing activities have significantly contributed towards this goal.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|-----------|-----------|-----------|
| AID\$ | 83,766.71 | 67,824.74 | 43,723.56 |
| PVO\$ | -0- | 7,500.00 | 7,500.00 |
| TOTAL | 83,766.71 | 75,324.74 | 51,223.56 |

Location in Country:

Concepcion de Tres Rios
Costa Rica

PVO Representative in Country:

Lt. Colonel Bernard Smith
The Salvation Army
Apartado 6227
San Jose, Costa Rica

APPENDIX A

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: Guatemala

Project Title: Tierra Nueva Vocational Training Program

Project Purpose:

To provide job skills training for alcoholic men in a rehabilitation program, and to provide means for the program in Tierra Nueva to achieve self-sufficiency.

Project Implementation:

Start Date: 06/01/84

Estimated Completion Date: 08/31/87

While training and production activities are ongoing at the center, several hundred men have been trained during the 3 year funding period. Complete self-sufficiency has not yet been achieved, but the income-producing activities have significantly contributed towards this goal.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|-----------|-----------|-----------|
| AID\$ | 67,673.39 | 57,672.90 | 38,378.11 |
| PVO\$ | 5,200.00 | -0- | -0- |
| TOTAL | 72,873.39 | 57,672.90 | 38,378.11 |

Location in Country:

Guatemala City

PVO Representative in Country:

Major Stanley Melton
The Salvation Army
Apartado 1881
Guatemala City, Guatemala

APPENDIX A

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: GUATEMALA

Project Title: Comprehensive Family Health

Project Purpose:

To provide day care, health care and nutritious food to 7,500 children. To allow parents the opportunity to work by providing quality care for their children.

Project Implementation:

Start Date: 1982

Estimated Completion Date: 08/31/87

Status: This program has expanded considerably from its beginnings in 1982. By the end of this grant, nearly 7,500 children were involved in the day care, nutrition and education programs conducted in conjunction with The Salvation Army. New centers have been opened and existing centers have been expanded.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|------------|------------|-----------|
| AID\$ | 10,013.55 | 17,852.66 | 5,575.88 |
| PVO\$ | 199,185.52 | 313,734.49 | 57,665.77 |
| TOTAL | 209,204.07 | 331,587.15 | 63,423.65 |

Location in Country:

Support is provided to centers based in both rural and urban areas of Guatemala, with the majority concentrated in Guatemala City.

PVO Representative in Country:

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

APPENDIX A

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: INDIA

Project Title: Community Health

Project Purpose:

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

Project Implementation:

Start Date: 12/15/80 Estimated Completion Date: 08/31/87
Status: Clinic and outreach services are being provided to villagers on a systematic basis.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|------------|-----------|----------|
| AID\$ | 8,433.91 | 6,242.39 | 2,011.03 |
| PVO\$ | 161,522.00 | 88,238.71 | 6,500.00 |
| TOTAL | 169,955.91 | 94,481.10 | 8,511.03 |

Location in Country:

Bapatla, Nidubrolu, and Andhra Pradesh; Nagercoil (Catherine Booth Hospital), Tamil Nadu; Ahmednagar, Maharashtra; and Dhariwal, Punjab

PVO Representative in Country:

Commissioner Varampettan Sughanantham
The Salvation Army
Higher Ground Road
Tamil Nadu
India

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APPENDIX A

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: INDIA

Project Title: Rural Health Centers

Project Purpose:

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

Project Implementation:

Start Date: 11/01/81 Estimated Completion Date: 08/31/87
Status: Clinic and outreach programs are functioning and the number of service users has increased since the centers were constructed in 1981.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|-----------|-----------|---------|
| AID\$ | 2,982.39 | 2,653.81 | -0- |
| PVO\$ | 31,951.00 | 18,541.00 | -0- |
| TOTAL | 34,933.39 | 21,194.81 | -0- |

Location in Country:

Konchira, Melpadam, Kagazha, Pathencruz, Panacoole

PVO Representative in Country:

Colonel Kenneth Tutton
The Salvation Army
Kowdiar, Trivandrum
69003,
Kerala State
India

APPENDIX A

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-C249-G-SS-4078-00
Grant Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: INDIA

Project Title: Vocational Training through Boarding School Programs

Project Purpose:

To provide training in employment skills to youth, (mainly rural youth.)

Project Implementation:

Start Date: 6/1/84

Estimated Completion Date: 08/31/87

Status: Salvation Army boarding schools in three states are improving youths' chances of becoming employed by providing marketable skills training.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|-----------|-----------|-----------|
| AID\$ | 2,126.57 | 2,412.49 | 4,560.76 |
| PVO\$ | 11,610.00 | 13,854.00 | 8,010.50 |
| TOTAL | 13,736.57 | 16,266.49 | 12,571.26 |

Location in Country:

Valliyoor, Tamil Nadu; Batala, Punjab; and Ahand, Gujarat

PVO Representative in Country:

Commissioner Mannam Samuel
The Salvation Army
H-15 Green Park Extension
New Delhi 110 016
India

Commissioner Varampettan Sughanantham
High Ground Road
Maharaja Nager
Tirunelveli 627011
Tamil Nadu , India

Colonel Chiangnuna
Sheikh Hafizuddin Marg
Bycullu
P.O. Box 4510
Bombay 400 008

APPENDIX A

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: INDIA

Project Title: Nedumangad Vocational Training

Project Purpose:

To provide skills training for rural youth.

Project Implementation:

Start Date: 8/10/84 Estimated Completion Date: 8/31/87
Status: The Salvation Army Vocational Center at Nedumangad is providing employment skills training for rural youth. Skills being taught include secretarial, typing, and dress-making.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|-----------|---------|---------|
| AID\$ | 2,513.01 | -0- | -0- |
| PVO\$ | 20,795.00 | -0- | -0- |
| TOTAL | 23,308.01 | -0- | -0- |

Location in Country:

Nedumangad, Kerala

PVO Representative in Country:

Colonel Kenneth Tutton
The Salvation Army
Kowdiar, Trivandrum
695003, Kerala State
India

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APPENDIX A

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: INDIA

Project Title: Nagercoil/Trivandrum Skills Training

Project Purpose:

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

Project Implementation:

Start Date: 12/15/80

Estimated Completion Date: 08/31/87

Status: The Salvation Army Vocational Training Centers in Nagercoil and Trivandrum have provided training in secretarial, tailoring, book-binding, weaving and printing skills as well as in poultry and dairy farming.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|-----------|-----------|-----------|
| AID\$ | 2,225.19 | 2,213.04 | 6,821.30 |
| PVO\$ | 13,954.00 | 9,980.25 | 34,711.00 |
| TOTAL | 16,179.19 | 12,193.29 | 41,532.30 |

Location in Country:

Nagercoil, Tamil Nadu
Trivandrum, Kerala

PVO Representative in Country:

Colonel Kenneth Tutton
The Salvation Army
Kowdiar, Trivandrum
695003, Kerala State
India

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

APPENDIX A

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: INDIA

Project Title: Public Health/Child Care

Project Purpose:

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

Project Implementation:

Start Date: 11/01/81 Estimated Completion Date: 08/31/87
Status: Nutrition monitoring, health education, immunization, and simple curative care is ongoing.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|----------|----------|---------|
| AID\$ | 1,802.89 | 1,752.11 | -0- |
| PVO\$ | 3,917.00 | 1,028.00 | -0- |
| TOTAL | 5,719.89 | 2,780.11 | -0- |

Location in Country:

Palayamcottiah, Tamil Nadu

PVO Representative in Country:

Commissioner Varampettan Sughanantham
The Salvation Army
Higher Ground Road
Tamil Nadu
India

APPENDIX A

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: INDIA

Project Title: Child Health

Project Purpose:

To provide reconstructive surgery for handicapped children.

Project Implementation:

Start Date: 06/01/84 Estimated Completion Date: 08/31/87
Status: Work is underway in a major Salvation Army medical center to
rehabilitate facilities which will enable visiting medical teams to
provide needed medical treatment for handicapped children.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|-----------|------------|---------|
| AID\$ | 3,161.49 | 7,766.08 | -0- |
| PVO\$ | 36,208.00 | 117,832.00 | -0- |
| TOTAL | 39,369.49 | 125,598.08 | -0- |

Location in Country:

Anand, Gujarat

PVO Representative in Country:

Commissioner Mannam Samuel
Salvation Army
Territorial Headquarters: H-15 Green Park Extension
New Delhi 110 016
India

APPENDIX A

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No.: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: Pakistan

Project Title: Comprehensive Primary Health Care

Project Purpose:

To provide major preventive health outreach to unserved rural populations; to utilize literacy training to decrease ignorance of health and nutrition; to train village dais (traditional midwives); and to organize sanitation projects.

Project Implementation:

Start Date: 08/15/82

Estimated Completion Date: 8/31/87

Status: Outreach areas from 5 basic health units (BHUs) are in full operation. Staff has implemented most recommendations from a Management Systems for Health (MSH) 1984 evaluation. A two-year VHW training curriculum has been developed and is used in these five BHU areas as well as in the new CSI sites. Environmental health workers have been trained and are operating in all outreach areas from all five sites. Traditional birth attendants have been trained and a dais training manual has been developed and is in use.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|------------|------------|------------|
| AID\$ | 155,982.59 | 172,905.40 | 230,962.11 |
| PVO\$ | 38,227.22 | 72,638.74 | 122,856.60 |
| TOTAL | 194,209.81 | 245,544.14 | 353,818.71 |

Location in Country:

Outreach areas from Lahore, Faisalabad, Jhang, Khanewal, and Hyderabad

PVO Representative in Country:

Colonel John Nelson
Territorial Commander
The Salvation Army
P.O. Box 242
Lahore 4
Pakistan

APPENDIX A

COUNTRY INFORMATION FOR
AID-SUPPORTED PVO PROJECTS

Organization: Salvation Army World Service Office
Project/Grant No: PDC-0249-G-SS-4078-00
Grant Dates: 6/1/84 to 8/31/87
Funding Mechanism: Matching Grant

COUNTRY: PAKISTAN

Project Title: Improving Child Survival Through the Home League

Project Purpose:

To support the training and supervision of The Salvation Army Home League leadership and members to improve child survival through the use of GOBI-F interventions. As a result of this effort, the network of Home Leagues will be used to introduce these simple health interventions at the community level.

Project Implementation:

Start Date: 06/01/86 Estimated Completion Date: 05/31/87

Status: Fifty-six Salvation Army officers and 29 co-workers (non-officer village women) have been trained and are teaching village women the benefits of GOBI-F through regular Home League meetings. A Home League Leaders' manual (curriculum) has been developed and is in use. The project also benefits from visual aids developed by The Salvation Army in Pakistan through other Matching Grant health and CSI activities.

Project Funding Information:

| Year | 1984/85 | 1985/86 | 1986/87 |
|-------|---------|---------|-----------|
| AID\$ | -0- | -0- | 22,107.89 |
| PVO\$ | -0- | -0- | -0- |
| TOTAL | -0- | -0- | 22,107.89 |

Location in Country:

Twenty five villages in the Punjab.

PVO Representative in Country:

Colonel John Nelson
Territorial Commander
The Salvation Army
P.O. Box 242
Lahore 4, Pakistan

APPENDIX B

DEVELOPMENT CRITERIA
FOR
ESTABLISHING PROGRAM PRIORITIES



WORLD SERVICE OFFICE

1025 Vermont Avenue, NW
Washington, DC 20005, USA
Phone (202) 737-3330
TELEX Salvation Wsh 89-460

Development Criteria for Establishing Program Priorities

SAWSO supported activities should:

1. assist the disadvantaged to improve their spiritual, civic, economic and physical wellbeing
2. respond to community identified needs and be initiated, designed, implemented and evaluated in conjunction with the intended beneficiaries
3. emphasize the role and importance of women in the development process
4. promote community "ownership"/sustainable development by anticipating an initial and increasing commitment of resources by beneficiaries
5. involve only culturally, institutionally and environmentally appropriate interventions and inputs
6. embody a commitment to "extending the gift" thus encouraging beneficiaries to become agents of change
7. be an opportunity for Christian witness
8. focus resources on program content, not physical structure. An investment in construction is never approached as an end in itself but as a means for providing an essential physical setting for self-help development efforts
9. maximize limited resources and avoid duplication of efforts by encouraging collaboration and cooperation with other agencies and churches
10. promote local self management/sustainable development by providing appropriate training and skills transfer

APPENDIX C

EVALUATION REPORTS

APPENDIX C-1

EVALUATION REPORT ON THE SALVATION ARMY
RURAL DEVELOPMENT PROGRAM
KENYA
1986

EVALUATION REPORT
on
THE SALVATION ARMY RURAL DEVELOPMENT PROGRAMME
KENYA

Draft Report
December '86

Prepared by Adrian Sharp MSc
and David Payne MA MBA
of:-

Mustard Seed Agri-Tech Ltd
11 Station Road
Hampton Wick
Kingston on Thames
Surrey

Job No SA/86/01

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THE 4-K CHANT

Mimi ni Mwana Kenya
Mimi nataka kujitegemea
Nikiwa Mwana Kenya.
Nikisoma hapa shuleni
Kazi yangu ni kujitegemea.
Hata nikikosa kazi
Shamba ni utajiri mwema.

I am a son of Kenya
I want to be self reliant
as a son of Kenya.
While I learn here at school
my work is to be selfreliant.
Even if I lack employment
The farm is rich source of
wealth.

PSALM 100 vs 3

Know that the Lord is good
It is he who made us and we are his;
We are his people, the sheep of His pastures.

SLOGAN ON THE TAIL GATE OF A RURAL PEUGEOT PICK-UP

Kuteswa ni kufundishwa

To suffer is to learn.

THE 4-K MEMBER HAS TO LIVE THE 4-K WAY

- KUUNGANA I will unite with other club members to learn
better farming and home-making methods.
- KUFANYA I will do work with my hands for myself, my
family, and my community.
- KUSAIDIA I will aid my country by becoming a better farmer
or home-maker.
- KENYA I will help to develop Kenya's greatest resource
- its rural youth - to improve their minds,
hearts and health.

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1. EXECUTIVE SUMMARY

The Salvation Army Rural Development Programme is well integrated in the life of the church and community. It has made significant progress in promoting the early stages of the development process through social reorganisation. Although large numbers of beneficiaries have been contacted and many clubs and Groups formed, the programme has failed to make much impact on the quality of crops and livestock. The main effects of the 4-K Programme are increased enthusiasm among young people for farming' and a greater awareness among parents of the ability of young people to generate their own contribution to the family economy. Rural Development Officers and Local Leaders need technical agricultural training to make use of this opportunity for influencing change in farming methods. A structured system of Farm Skills Tests should be introduced to monitor the progress of the young people.

The Programme's initiative with Youth Polytechnics has pioneered an excellent Apprenticeship Scheme for training school-leavers in rural trades. Significant numbers of youth have been given trade skills as apprentices almost entirely from local resources. This scheme is highly replicable; it needs to be strengthened with business management training and by developing local tool-making skills.

Some Women Groups have started in response to the coming together of their children in the 4-K Clubs. A healthy emphasis has been put on the importance of traditional crafts and foods. The nutrition programme concentrates on promoting the use of indigenous vegetables. The potential that these Women groups have for self-help needs to be developed through facilitating the setting of priorities and implementation of local group projects.

Expansion of the Programme should be resisted until a firm base of trained personnel has been established. At present this is hindered by the Headquarters policy of transferring about half the Rural Development Officers to other duties every two years. RDO'S should concentrate their energies on a limited area and a maximum of beneficiaries. Once a structured training programme has been established, the Programme could be gradually increased to other Sections.

2. Acknowledgements

Our thanks are due to the many people whose help has contributed in one way or another to the writing of this Report.

To the Coordinator, Capt. Daniel Musasia, and the two Area Officers. Capt. Andolo and Capt. Kortin for their planning of the safaris and arrangements with many other people.

To the Rural Development Officers, Corps officers and local leaders who patiently answered our many questions and managed (often at short notice) to show us so much of what they are doing.

To the 4 K members, Youth trainees and Women Group/Home League members who welcomed us to their Corps and farms and homes and allowed us to use their projects.

To all those who kindly provided us with such generous hospitality in their homes.

To the Territorial Commander and his staff at THQ for giving us the privilege of an insight into the operation of the Salvation Army Rural Development Programme, and for making available vehicles and office facilities when requested.

And lastly (a personal word from David) I am grateful to my wife, Betty, for her encouragement and support, and to Mrs Jacqui Sharp for providing me with a home from home in Nairobi.

David Payne
Adrian Sharp

APPENDIX C-2

EVALUATION REPORT
RED SHIELD VOCATIONAL TRAINING
THE SALVATION ARMY FIJI
1986

EVALUATION REPORT
RED SHIELD VOCATIONAL TRAINING
THE SALVATION ARMY FIJI

Prepared by:

Ms. Tina Ralston
September 30, 1986

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I. INTRODUCTION

Fiji, like many developing countries, is faced with serious displacement of some of its youth in the newly emerging society brought about by economic development. The promise of a "better life in the city" often acts as a magnet, drawing large numbers of young people from rural villages into urban centers, where without job skills or adequate education they are forced to drift hopelessly without resources for employment. Frustration and desperation often lead these young people into criminal activities in an attempt to provide for their own basic human needs, and once this cycle is set in motion, it manifests itself in growing prison populations and intractable recidivism.

The Salvation Army recognized early in its involvement in Fiji that these youths were frequently being ostracized and abandoned at a time when support was most needed, and chose to focus on this problem in its social service ministry.

As experience with the problem grew, it became apparent that there was a direct correlation between rising crime statistics and the lack of job skills among young offenders. The next step was to begin an integrated rehabilitation program incorporating counselling, spiritual development, and vocational training in a process for changing attitudes and lifestyles.

At this point (1980) The Salvation Army Fiji entered into a partnership with The Salvation Army World Service Office to provide funding and technical assistance to facilitate implementation of its vocational training program. The project has now been in operation for six years and has proven valid as an effective approach to rehabilitation of ex-offenders. Services have been expanded to include youth at risk as a preventative measure in addressing the problem of crime in Fiji.

Because The Salvation Army Fiji is dealing with an unorthodox segment of the population, it has been necessary to create flexible and sometimes non-traditional curricula that is relevant and will hold the interest of participants enrolled in the program. They have had marked success in dealing with resistant unemployment among "hard core" unemployed youth, who without assistance would be lost to Fiji as productive citizens, perhaps forever.

II. BACKGROUND

The Salvation Army has provided services to the disadvantaged people in Fiji since 1973. Of major concern were the inordinately high crime statistics and rising prison populations among young men 15-30 years old. Unemployment among school drop-outs is over 70%. Five percent of all Fijian males over 17 years of age have served time in jail; prison recidivism for men between 17 and 35 is at 60%. The Salvation Army focused on this problem by providing opportunities to this target group through an integrated program incorporating rehabilitation, spiritual development, and vocational training through its social service ministry.

In 1980, the Regional Commander in Fiji approached SAWSO with a plan to implement vocational programs in Fiji using funding provided by SAWSO through a USAID matching grant. SAWSO began support in 1980 for vocational programs in farming, fishing, and industrial skills, and provided assistance for leadership and management training in conjunction with the integrated program to strengthen the infrastructure of The Salvation Army in Fiji.

Funding support was continued in 1984 under a second matching grant and the program was expanded to include vocational training for women. The emphasis in institutional strengthening was directed toward management training for local officers in budgeting, strategies in implementing projects, standardizing narrative and financial reporting, and designing and conducting project evaluation. All of these were seen to be a priority for successfully continuing projects already begun under the matching grant in 1980.

III. SUMMARY

The Salvation Army Fiji has been involved in job skills training for ex-offenders and youth at risk since 1980. With funding assistance from SAWSO, six projects have been implemented in four geographic locations in Fiji which provide training in fishing, farming and poultry raising, sewing, and industrial vocations. Stated objectives of the project are:

1. To train the Fijian Youth in income generating skills.
2. To assist them in securing employment and a place in Fijian society.

There have been a total of 226 young people trained since June 1984, with 57% of the participants involved in gainful employment at average earnings of \$50/week.

A disproportionate amount of the funding has been allocated to recurrent expenses in salaries and occupancy and this evaluation attempts to identify ways to improve productivity and cost effectiveness in the effort to attain self-sufficiency in the projects.

Objectives of The Salvation Army Fiji vocational program are being met adequately, however, the project is facing budget cuts which will require re-distribution of available funds in order to maintain current levels of production and services in the training project components.

APPENDIX C-3

EVALUATION STUDY
OF THE
SALVATION ARMY
HEALTH AND NUTRITION PROJECT
PHILIPPINES
1987

**AN EVALUATION STUDY
OF THE
SALVATION ARMY'S
HEALTH AND NUTRITION
PROJECT**



1987

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I. EXECUTIVE SUMMARY

The Health and Nutrition Project (HNP) started operations in late 1981 after the SAWSO-USAID matching grant for four projects of the Salvation Army, Philippine Territory became operative. In a span of five years, the project was implemented in 25 SA corps scattered throughout the country. In the 25 centers, a total of 2,162 children beneficiaries were reached. Of them, about 24 percent were moved to normal nutrition level and at least 69 percent were either mildly or moderately malnourished. Some six percent remained severely malnourished.

Other beneficiaries of the project, i.e., mothers and pregnant women, were difficult to quantify, and therefore gauge the extent of the project's reach due to absence of records. Verbal accounting made by the project staff were unreliable.

Throughout its life duration, two sets of objectives were defined at different points in time. On the whole, all these defined objectives were partly achieved. Details of this account are narrated in the findings of the study.

Just like other projects, the implementors of the HNP encountered some difficulties which were attributed to the beneficiaries, the field project staff and to the project design as well.

For similar future undertakings, recommendations were defined as drawn from the conclusions and analysis of findings of the study. These are spelled out in detail in the last section of this report.

APPENDIX C-4

IMPACT EVALUATION OF
THE SALVATION ARMY'S
PRACTICAL SKILLS DEVELOPMENT PROJECT
PHILIPPINES
1986

**IMPACT
EVALUATION**

The Salvation Arm

**PRACTICAL
SKILLS
DEVELOPMENT
PROJECT**

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CEBU CITY, PHILIPPINES**

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I. INTRODUCTION

In 1980, two non-governmental groups and one governmental organization (GO) have agreed to pool their resources and efforts to undertake a Practical Skills Training Program for some Cebu communities that needed such intervention. These are the Salvation Army (Philippine Branch), the Salvation Army World Service Office (SAWSO), and the United States Agency for International Development (USAID).

A spiritual movement originally started by British Methodist Minister - William Booth, in 1835, the Salvation Army has expanded and has included in its apostolic ministry social and other basic services geared more towards the needy of the world.

The Salvation Army World Service Office is a private voluntary organization (PVO or NGO) which serves as the Salvation Army's major source of project assistance.

A USAID grant for SAWSO in 1980 was dispensed for some services/projects in the Philippines which included the administration of practical skills development. This 2nd evaluative study is undertaken to review the subject project and determine its macro impact in the environment where it has been implemented since 1982. The project has completed its first two years for the second phase thrust, thus, this impact assessment.

I I. EXECUTIVE SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

In line with humanist development goals, Salvation Army has adopted the following objectives which mirror the specific objectives of its practical skills training program (PSDP) and the Army's pastoral goals:

- a) To provide practical skills training for adults and out-of-school youths that will prepare them for greater chances of employment.
- b) To develop them into responsible citizens with productive habits.
- c) To strengthen their lives spiritually, socially, and economically by providing them a peaceful leeway to fulfill their plans and aspirations.

Since 1981 when the skills training project of the Salvation Army was initialized, it entered its second phase with the primary objective of equipping inexperienced and hard-to-employ adults and out-of-school youths with practical skills in order to enhance their employability and productivity. The PSDP focuses on the enhancement of skills of the out-of-school youths and unemployed adults for both wage and self-employment aspects. The courses under the PSDP are namely: (1) electronics (2) dressmaking (3) tailoring (4) cosmetology. Classes are conducted in two in-center venues: Cebu City and Lapulapu City.

The first two years of the second phase thrust turned a total of 290 graduates with a per capita cost of P1,218.67 per trainee-graduate. Of this number, 30 were Electronics graduates, 76 were Dressmaking, 70 were Tailoring, and 114 were Cosmetology graduates. As to how efficient and effective the program is in meeting its purported objective(s) is the main concern of this study. Termed as impact evaluation, this study is geared towards assessing whether training has resulted in changes

or modifications consistent with the objective of the training program or to see if the results achieved are indeed attributable to the program.

This evaluation study was guided with the following specific objectives: 1) To determine the effect of the training program on the employability of the trainee-graduates in terms of the following parameters - absorption rate, changes in labor market status 2) To determine the effect of the training program on the productivity of the trainee-graduates using incremental changes in income as the basic parameter 3) To determine the relationship between the graduates' employment status and their personal characteristics, educational background, and type of skills learned from the training program 4) To assess the respondents' benefits derived from the training program in terms of their social and spiritual value 5) To identify the strengths and weaknesses of the project.

Respondents' Profile

Slightly more than five-sixth (88.68 percent) of total respondents are females while only 11.32 percent are males. Generally, the respondents belong to the middle age and slightly below middle age groups because 67.55 percent had the age range of 25 to 46 years during the time of training (1984). Majority (68.30 percent) of them are married, 28.68 percent are single while only 3.02 percent are widows. Their average monthly family income is P674.30 which is less than the average monthly family income (1,982) required to satisfy the basic needs of a family of six (6) (IBON Facts and Figures, 1986).

Of the total respondents, 29.19 percent have attended high school; 23.24 are high school graduates; 5.41 percent and 11.39 percent have attended and graduated from elementary, respectively, while only 6.49 percent have graduated from college. However, a sizeable proportion (23.78 percent) have reached college. Only 42 respondents or 15.35 percent have attended other vocational/technical training prior to their participation in the 1984 PSDP.

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At entry level to training, there are 68 employed respondents or 25.66 percent of which 46 persons or 67.65 percent are married, 20 persons or 29.41 percent are single while the rest (2.94 percent) are widows. At the time of survey, there are already 167 employed respondents or 63.02 percent of the total respondents, 70.66 percent are married, 46 persons or 27.54 percent are single, while the rest (1.80 percent) are widows.

Among the various reasons for not being employed, "skills not appropriate for jobs available" ranks as the most common for both male and female respondents.

Training Particulars

Majority or 55.86 percent of the respondents claimed that they know about the training program through their friends and relatives "wanted to be self-employed" appears to be their most common reason for enrolling in the courses and "new knowledge and skills" their most common expectation of the gain(s) they would derive from the program.

About 90.83 percent of expectations have been fulfilled. The percentage figure of expectations against fulfilled expectations did not vary much: 92.16 percent for Tailoring, 91.60 percent for Dress-making, 91.23 percent for Cosmetology, and 83.72 for Electronics.

Program Effects on the Employability and Productivity of the Trainee-Graduates

At the time of survey, 63.02 percent of the total respondents were employed and 36.98 percent were unemployed.

By type of course taken, the highest rate (40.72 percent) of being employed was in Cosmetology and the lowest (4th and 6.59 percent) was in Electronics; second was Dressmaking followed closely by Tailoring. The "lack of resources to start business" has probably contributed to the difficulty of those who had taken Electronics to be self-employed

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since even basic electronic tools specially for TV are already quite expensive.

Analysis of employment status by age showed that more (68.86 percent) were employed from the older age group of 25 and above than those who are younger belonging to 24 years old and below who constitute 34.69 percent.

Of the employed respondents, 70.66 percent have married status while only 27.54 were single.

Majority of the respondents representing 59.62 percent have family income of less than P1,000.00. It should be noted that head of the family with income level of less than P1,000 constitute 61.90 percent of the total head of the family respondents. Comparative figure for non-head of the family was only 59.43 percent.

Literacy for the respondents was quite high. All have undergone schooling. In fact, 81.13 percent have attained high school and above. The educational attainment of the unemployed were relatively higher compared to the employed. 84.69 percent of the unemployed have attended high school and above compared to 79.05 percent of the employed.

About 2.40 percent of the total employed have undergone other training and a great percentage (98.96 percent) of the unemployed have not taken any other training.

Conclusions:

Based on the findings of this study the following conclusions are drawn:

1. The employed graduate-respondents has significantly increased from 25.66 percent at entry level training to 63.02 percent at time survey or after they have undergone the Salvation Army's practical skills training.

2. The employment status of the trainee-graduates is significantly influenced by their sex and family positions. Between the employed and unemployed, there are more employed females than the unemployed ones; there are vice-versa more unemployed males than those of their sex who are employed.

On the other hand, there are more employed non-family heads who are employed, than those of their kind who are not employed, while there are more unemployed family heads compared to the same family position who are employed.

3. Training intervention significantly effected positive results in the employment status of the trainee-graduates. It increases the chances of the trainee-graduates to land a job and/or to retain that job if they are already in the job (McNemar Test at .05 level of significant).
4. Of the 265 total respondents, 79 experienced positive increase in their monthly income while only 14 experienced reduction. The McNemar Test indicated that the probability of gaining an increase in their income is greater than the probability that their income would be constant or reduced after the training.

Recommendations:

Based on our conclusions, the following sets of recommendations are in order to strengthen or enhance the effectiveness of the PSDP:

1. Continuance of the Practical Skills Development Project inasmuch as the PSDP's objectives seem to be fairly fulfilled.
2. The allocation of more funds for loan assistance to the trainee-graduates. SA's Financial Report showed that there was a weaker provision for a post-training loan assistance. Since the project appears to be more attuned towards transforming the beneficiaries into productive self-employed entities, such developmental thrust

may only be effective if backstopped by an easy-to-pay-back loan portfolio the recipient may avail to put his/her skills into practical use. Vigorous promotion and dissemination of information regarding the loan program should also be done (as promo rider info)

3. Recruitment and selection of the prospective trainees/participants should be improved. The idea here is to minimize drop-outs so that more trainee-graduates will settle down for self-employment after the training.

III. BACKGROUND OF THE STUDY

The Visayas Cooperative Development Center, Incorporated (VICDC) undertook the study under the commissionship granted by the Salvation Army (Philippine Branch). This was done with the cooperation of the latter's Cebu City Corps.

The specific objectives of the study are the following:

1. To determine the effect of the training program on the employability of the trainee-graduates in terms of the following parameters:
 - a) absorption rate
 - b) changes in labor market status
2. To determine the effect of the training program on the productivity of the trainee-graduates using incremental changes in income as the basic parameter;
3. To determine the relationship between the graduates' employment status and their personal characteristics, educational background, and type of skills learned from the Practical Skills Development Project;
4. To identify the strengths and weaknesses of the project.

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APPENDIX C-5

EVALUATION STUDY
ON THE SALVATION ARMY'S
WOMEN'S INCOME GENERATION PROJECT
PHILIPPINES
1987

EVALUATION STUDY ON THE SALVATION ARMY'S
WOMEN'S INCOME GENERATION PROJECT

AN EVALUATION REPORT

THE SALVATION ARMY
Philippine Territory

March 1987

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I. EXECUTIVE SUMMARY

A. Background

The Women's Income Generation Project (WIGP) is one of four project types implemented by the Salvation Army Philippine Territory using a Matching Grant from the SAWSO-USAID. Made operative starting late 1981, the project has been aimed at raising the standard of living of members of the Home League as well as mothers of children beneficiaries of the Health and Nutrition Project (HNP), especially those who come from poverty-stricken families. From its inception up to 1986 the project has been implemented in 36 SA corps.

B. Project Operations

SAWSO-USAID invested a total amount of P/1,367,375.65 grant funds to facilitate the SA Philippine Territory's efforts in translating the project's design and plan into operational terms even while objectives were being redefined almost yearly. Managed by staff members who practically lacked or had no experience in undertaking a social credit project, defined implementing guidelines were not realistically followed. Participation of community residents, other than those who had some affiliation with the SA, was absent. The beneficiaries implemented their respective projects on their own, with very limited technical assistance and monitoring from the SA staff.

Overall management was done fairly well. Reports emanating from the implementing corps were almost always received by the SA THQ as required by the project, but these were rarely used as tools and bases for improving direction and operations.

C. Project Results/Study Findings

There was a total of 634 loan disbursements to the same number of beneficiaries in a span of five years, at eight sample project sites. Average loan provided to each beneficiary was computed at P420. Loan repayment was placed at 37 percent. Loan funds were spent by the beneficiaries to finance survival-oriented small scale projects like mending/trading and swine/poultry raising. Most of the projects initiated by the beneficiaries were short lived. Minimal increases in family income were reported to have accrued to the beneficiaries during the life duration of their respective projects.

The beneficiaries were disorganized. There were no efforts to institutionalize the project at the level of the beneficiaries. Its sustainability is at stake.

On the whole, all the sets of objectives defined for the project at different points in time were partially achieved.

D. Recommendations

If the project is to be continued by the SA, the basic requirements, systems and procedures needed to operationalize a social credit project should be in place and operative. Project assistance should be a balance between financial and technical components. It should be managed by staff members who have had some practical experiences and/or training in similar undertakings.

APPENDIX C-6

MATCHING GRANT FINAL REPORT

COMMENTS FROM THE FIELD

PAKISTAN

1987

COMMENTS - MATCHING GRANT '2' FINAL REPORT

PD 270 Reporting Format - Please note that in attached Appendix 'A' are the attached statistics covering the 5 Basic Health Units and 13 Associated Outreach Areas funded through the said grant. Much has been stated with regard to the relevance of the reporting formats designed and utilized within the project, it is now understood that this is being reviewed and possibly revised. There appears to be a misunderstanding at the field level in the methods of collection of basic data and a tendency to overlook the base line data when the forms are completed and forwarded to the THQ Project Office. Efforts have been made and are in hand to ensure that there is more exchange in statistical information being collected thus enabling all staff involved in the project to utilize it as a tool of management. In the earlier evaluation it was stated that project information should be shared more effectively among all project workers - this is now in the initial stages of implementation however as a workshop is in the process of being arranged the total question of information and data systems will be studied carefully so that all supervision levels of staff will have a fuller understanding of how best to use the data available and thereby measure with a greater degree of accuracy the overall achievements in successive projects.

Training Consultant/Health Trainers - Miss Susan Allibone the project training consultant concluded her contract at the 30 June 1986 when she fulfilled the requirements expected of her - mainly producing manuals for training and guidelines of operation and the recruiting and training of indigenous staff to succeed her as trainers in the field of operations. As of 1 July 1986, Mrs. Nasreen Zia-ul-Haq and Miss Elizabeth Fazall assumed the title of Field Health Trainer in the Comprehensive Primary Health Care Project and G.O.B.I. Project respectively. Both these ladies had the full confidence of Miss Allibone and have the confidence of the THQ Administration now. Prior to the departure of Miss Allibone it was clearly stated that a large amount of the ongoing in-service training would be undertaken by the Basic Health Unit Superintendents with regular visits from the Field Health Trainer as it related to Comprehensive Primary Health Care. It was not and is not the intention of the THQ Administration to replace Miss Allibone with a permanent/temporary expatriate trainer. We would of course utilize any expertise within Pakistan to assist us in the mammoth task of training within the ongoing programmes, always ensuring that the programme has the widest and most beneficial input possible. A new position created within the programme is that of a Provincial Supervisor - Health Services for the Punjab/N.W.F.P. who would also be heavily involved in training and technical assistance at a field level and be based at field level also though reporting back to THQ on a regular basis.

Training

Dai Training - This commenced in October 1985 with a syllabus of 22 lectures, the first being given in November 1985. The course was scheduled for one year but along the way holidays and the illiteracy of the dais extended this initial training period. There were two areas of operation - Khanewal and Lahore with 16 and 13 candidates respectively - the classes were held twice a month. In total there were 29 successful graduates who were examined by Miss C. Robertson off the Family Planning Association of Pakistan. All candidates are from the Basic Health Unit/ Outreach Areas in Khanewal and Lahore, this ensures a continuing supervision of the acquired skills of each Dai. Candidates are normally Traditional Birth Attendants who have had no recognized training, they are contacted through the headman of their village by the Basic Health Unit staff. The Training is given from the Dai Training Manual prepared by Miss Allibone and Mrs. Nasreen who added additional information to the Government Manual thereby giving fuller explanation to crisis situations and what ought to be done in the crisis. Plans are in hand to extend this training to the Faisalabad and Hyderabad areas later in 1987.

In-Service Training - The Field Health Trainer visits the BHU's on a monthly basis initially to go through the training manual, this then becomes the responsibility for each BHU to devise their own training programme utilizing - Where There is NO Doctor
Helping Health Workers Learn
Village Health Workers Training Manual

In Khanewal Captain Sandra Bailey has devised her own course for a period of one year utilizing resource materials within the BHU and then conducts a final examination and presents a certificate to the successful candidates. To date the Matching Grant project has seen 31 village health workers trained with 26 being currently employed in the various BHU areas funded under this grant. A move towards the full nationalization of the BHU's.

Training Manuals - The following were prepared by Miss S. Allibone with assistance from Mrs. Nasreen Zia-ul-Haq and Captain S. Bailey:

Village Health Workers Training Manual
Standard Procedures for Basic Health Units
Dai Training Manual
Pharmaceutical Recipes
Guidelines for Improving Child Survival through The Home League

These are being utilized throughout Pakistan within the BHU's and The Home League as appropriate. The latter manual has been translated into Urdu thereby being utilized to fuller benefit. Plans are in hand to have the other relevant ones translated also thereby ensuring they can be better utilized by all staff.

Internal Technical Assistance - Captain S. Bailey spent six weeks in the Karachi area assisting the BHU Superintendent of the Karachi Saddar BHU to implement the CSI programme effectively in the outreach areas. Mrs. Captain J. Burrows and her Outreach Team spent a week in Thal with the express purpose of assisting the Thal BHU Superintendent to start his CSI programme in the Thal village. Both these efforts reflect the project's desire to assist the ongoing programme throughout the Territory by giving the necessary practical inputs from their own area of experience. Dr. Qamar-uz-Zaman of the Qazipur BHU also visited the Lahore BHU programme to familiarize himself with programmatic and project activities as they related to Primary Health Care concepts.

Management Training - In November 1986, Majors Burt and Haines with Captain D. Burrows met to discuss this aspect of training as it is related to the leadership of the BHU's and their Superintendents. It was noted at this time that there was the need for personnel trained in the areas of basic administration to assist the new Superintendents. There the following schedule has been drawn up for the period 1987-1989:

1987

| | |
|------------------|--|
| 28 - 30 January | Simple SA Administration (Admin. Assistants) |
| 17 - 20 August | Motivation/Delegation (BHU Superintendents) |
| 10 - 13 November | Decision Making/Problem Solving (BHU Superintendents plus Leaders) |

1988

| | |
|------------------|---------------------------------------|
| February | Training of Trainers (Training Staff) |
| 8 - 11 March | Budgeting (BHU Superintendents) |
| 10 - 13 May | Human Relations (BHU Superintendents) |
| 15 - 18 November | Time Management (BHU Superintendents) |

1989

| | |
|------------------|--|
| 7 - 10 March | Skills in Supervision (BHU Superintendents) |
| 9 - 12 May | Leadership Development (BHU Superintendents) |
| 16 - 19 November | Communications (BHU Superintendents) |
| Throughout Year | Team Building |

In addition there will be a special course in late 1987 in the area of evaluation and reporting analysis.

It should be noted that as skills are acquired by individuals they will be able to share that skill with others within the organization.

Health Seminars - These have continued as in previous years but with the one change in that relevant staff attended a seminar related to their field and the same is planned for 1987. An effort has been made to make these times more of a workshop type seminar with the expectation that staff will be more practically involved throughout and thus relate the training to their work situation. In the times of sharing together the field staff have been encouraged to share their views of the current situation within their programmes - more two way communication to try and ensure positive planning and input for future seminars/workshops.

Special Workshops - In this reporting period there have been two such sessions:

September 1986 - Time Management for expatriate and national staff in institutional or BHU leadership

November 1986 - Training of Trainers for expatriate and national staff in institutional or BHU/Project leadership

The first seminar conducted by Major M. Burt of the Leadership Training Centre and the second by Mrs. Dian S. Svendsen of the SAWSO office.

In addition to these workshops Captain D. Burrows attended an International Conference on Social Welfare in Tokyo, Japan and Captain I. Ogilvie attended an International Conference on Rehabilitation in Bombay, India, in 1986.

Related Leadership Training - Over and above the training thus far mentioned other areas of training have been undertaken covering the whole range of leadership needs within the Pakistan Territory and also covering a wide range of activities.

7 Salvation Army Officers have completed the territory's basic course in leadership through the Leadership Training Centre in Lahore.

23 Salvation Army Officers have attended Heads of Department training sessions covering the following topics - Communications, Motivation of Others, Delegation, Christian Counselling, Decision Making, Self Development, Human Relations, Role of the Pastor and Leadership as it relates to Serving.

17 Salvation Army Officers involved in Youth work have attended a seminar on Counselling.

6 Salvation Army Officers serving as Divisional Commanders have attended training sessions covering the following topics - Introduction to Leadership, Leadership Development, Styles of Leadership, Motivation, Time Management, Budgeting, Body Life, Job Descriptions and Church Growth.

18 Salvation Army Officers/Lay Workers serving in various capacities within The Salvation Army have attended courses in The Pakistan Institute of Management - Karachi/Lahore for the following subjects - Personnel Management Course, Skills in Administration, Development Course for Managers, Executive Secretaries Course, Effective Communication Skills, Skills in Supervision, Management Course for Junior Executives, Management of Training Function, Human Relations and CPM/PERT for Budget Control.

There will be a Time Management Seminar for those involved in Hostel and Institutional Care - there will be 12 delegates who are Salvation Army Officers/Lay Workers. This ensures ongoing training through our centre.

Staffing - In keeping with the proposal that The Salvation Army would move towards 100% national staffing, it is worthy to note that in the current reporting period (June '86 - May '87), seven of the total ten Basic Health Units in Pakistan are now 100% nationally staffed. Out of the five matching grant funded centres Jhang, Faisalabad and Hyderabad are totally staffed by Pakistanis with Lahore considering national leadership by mid 1988. Expatriates have moved into a technical role or have left the country to serve in other centres. Continual efforts for identifying staff and recruiting staff are underway, as is also identification of potential leadership within each centre. Training of such staff when identified remains a priority as does the identification of internal and regional training resource centres.

Updates on Matching Grant Centres

Faisalabad - Presently this centre employs 5 village health workers and 1 environmental health worker. This centre commenced its service in mid 1974 as a curative clinic it now has three outreach areas - Galilabad, Harisinghwala and Chak 7, the latter being covered in part. According to the survey figures on file on file and approximate population of 5154 are being served through outreach activities. A drainage project has been successfully completed in Galilabad with the community being responsible for its maintenance. A literacy project has also been in operation with the initial group of students graduating, being able to basically read and write with a second group about to graduate later in 1987. It is the opinion of the medical officer giving oversight to the project that immunization status has improved and it is claimed that this could be as high as 90% coverage overall - a glimpse at the statistical report does not reflect this however - probably due in the main to poor reporting/recording. There has been good maintenance of growth charts however and it is noted that improve weights are a result of feeding programmes and the teaching of oral rehydration. In the last few months in Harisinghwala it has been noted that from a 24% rate of malnourishment there is at the time of reporting only a 4.4% malnourishment rate whilst in Chak 7 it has been reduced from 40% to 24%. Demonstration of food preparation is however felt to be more important than feeding programmes and is therefore encouraged. One of the constraints felt has been that of community participation and relationships. It is felt this will only diminish over a period of time and that there are no quick solutions to overcoming this problem.

Hyderabad - Presently this centre employs 3 village health workers and has 2 environmental health workers on its staff, only 1 actively engaged in outreach activity as the second one is now the Administrative Assistant. There are three areas of outreach activity encompassing a number of tiny hamlets within a given area - the total population that is being served currently numbers 2220. In one area four hand pumps have been installed thus ensuring a potable source of water supply to the community. Unrest in the area particularly during the latter half of 1986 hindered the work of the Basic Health Unit and the outreach areas hence the poor statistical result as it relates to accomplished goals.

Jhang - This centre commenced on a part time basis in mid 1977 giving curative services only. There are now 7 village health workers and 1 environmental health worker employed within the project. There are 2 areas of outreach activity - Chak 424 and Chak 430 with a population of 6081 being served. Literacy classes have featured in this programme in an effort to assist the graduates to be better able to grasp the health concepts promoted by the project as it relates to health issues. It is noted that daily feeding programmes are a feature of this programme and an improvement has been noted in the growth monitoring of the children. Work in Chak 92 was discontinued through lack of support and this area was replaced by Chak 430 in May 1986. Again constraints to the project were noted in community relations which is felt will improve over a period of time when trust and confidence has been built upon.

Khanewal - This centre commenced its activities in 1980 however the staff had worked in a rural village of Shantinagar for several years prior to this and therefore community relations were relatively good compared to other areas. In this centre there are 2 Community Health Supervisors who are responsible for 6 village health workers and 2 environmental health workers who work in three outreach areas - Shantinagar Chak 72/10R, Tibba and Chak 75/86 adjacent to Khanewal. Work in Chak 81/82 was commenced and discontinued in a short space of time due to the fact that there was no cooperation extended by the villagers at all. At the conclusion of the funding period work in Chak 75/86 has also been discontinued mainly due to the difficult accessibility in inclement weather resulting in mud packed roads, it is also noted that certain personalities and factional politics have resulted in adverse programmatic effects. This decision has in no way affected the relationships of the Basic Health Unit staff or the village leadership, in fact the village have continued to ask the help of the environmental health workers as they continue to install latrines and drainage in the village. The project has installed 20 latrines in that village to date. In Tibba a latrine has been installed in the school as an example/model hopefully to be replicated by others in due course. In Shantinagar supplies have been purchased for latrine installation and is therefore being actively pursued. Literacy continues to have good support and there continues to be good results at each graduation - again this in turn will enforce health teaching being done by the health workers on a regular area wise basis. In this area local health committees have been formed in each outreach area - a male and a female one in each area. The felt major accomplishments have been in the areas of growth in attendance at ante-natal clinics and the immunization. An approximate population according to survey figures, is 6764 currently being served. Possibly all these areas will need to have updated, specified surveys to ascertain real impacts which have not been adequately highlighted in reporting to date.

Lahore - There are now 3 village health workers and 1 environmental health worker along with 2 community health supervisors currently being employed within the project. Whilst the team are doing outreach in areas not covered under matching grant funding they are responsible for the remaining two areas of grant designated areas - Essen and Toluwala, the area of Aurora was discontinued in August 1986 owing to a total lack of support from the villagers and the village health workers. To date the project is responsible for a population from survey figures of 2774. There have been 10 pit latrines installed in Essen village and literacy programmes in Essen and Toluwala which have achieved good results. This unit staff have been able to offer technical assistance to other units who have recently commenced activities in primary health concepts. Again re-surveying will be important in order to assess current status as it relates to immunization impacts particularly.

In all the above areas relationships with Government agencies have been maintained with relatively good results in that supplies have been made available to the programme on a regular basis and necessary reports have been forwarded to the respective Government offices. The overall relationships are healthy.

One project that has been supported in part is that of the Rural Rehabilitation Training Centre in Lahore where village girls have been trained in basic physiotherapy exercises and recognition of symptomless which can lead to prevention of handicaps in children under five. Both the Hyderabad and Lahore Basic Health Units have such trained technicians on their staff which have proved to be an asset to the work in each area. The technicians work is to examine new born children, treat patients who require exercise and refer patients for hospitalization and treatment of a surgical nature. The target groups continue to be children under five and women (culturally acceptable). It is the aim to have such staff in each centre. This work is rapidly growing and the Director serves as the coordinator of such services throughout the territory, also delivers lectures at the annual health workshops to all staff working in BHU's. See Appendix 'B' attached.

MSH Evaluation Recommendations

General

There has been a growing recognition that certain CPHC activities are more cost effective than others - where possible we have and are continuing to utilize staff and funds judiciously, endeavouring to share costs particularly with communities and to avail ourselves of materials from Government/Semi-Government groups.

We disagreed with the evaluators about confining the services to our Matching Grant funded areas only - experience has now taught us that this has not been a mistake but a very experiential learning period vital to the ongoing programme. In that our areas are diverse we are now being required to address the poignant needs which would not have become apparent had we not proceeded as we felt we ought.

Relationships have been maintained and are continually being improved on it relates to our links with Government and Non-Government groups. This is providing to be mutually beneficial to all concerned.

Job descriptions and assignments are currently being reviewed bearing in mind that these should not become heavily detailed thereby giving rise to their being overlooked because of the said detail.

Selection criteria will be reviewed for VHW and EHW categories of staff with emphasis on these period being from the community served. Community participation is also being looked at objectively but it is being borne in mind that such relationship are very long term and not easily accomplished given project time constraints.

Nationalization we feel is progressing well, we are mindful of all the necessary support and training required by those assuming leadership roles at whatever level of operation.

Training

We are continually looking to utilization of resources within the country to prepare staff adequately for the tasks required of them. Within the report there are evidence that this is receiving priority status.

Furthermore materials and methods are being sought in the vernacular to ensure maximum understanding and transfer of skills - our own materials are being translated where appropriate.

Information Systems

We understand that SAWSO are looking into reporting formats which are more relevant to our requirements and workshops will be held to help staff gain more which will prove to be useful in the dissemination of data collected.

Project information and input is being sought from all levels of BHU staff.

It is felt that many of the recommendations have been implemented and whilst some are in the initial stages there is a commitment from the Territory to carry these through for we realize the benefits to the ongoing work within the centres.

Relation of Project Activities In the main the BHU's are independent institutions and in most outreach areas do not utilize Corps Halls for health related activities with the exception of those areas where the G.O.B.I. concepts are taught through the Home Leagues. The latter are usually held on a weekly basis and as part of the meeting some health concept relating to GOBI is taught. Funds for approximately 100 pit latrines have been set aside for installation of latrines in areas that are GOBI sites - they would be either in a Corps compound or the home of a local home league leader. Literacy of a health related nature is held in Corps compounds and is therefore related to ongoing activity within the communities served. Community support in this way will take a long time to establish - it is a confidence building task achieved over years and not months.

SAWSO Technical Assistance - This has been of paramount importance from the inception of project related activities within the Territory. The seminars have enabled staff to acquire insight and skills into areas of importance as they relate to programmatic success. The visits have also enabled key management staff to adequately address ongoing needs, prepare reports and project proposals. They have heightened the awareness of all to activities which ultimately lead to self sufficiency and capability of indigenous staff and communities thereby ensuring dignity and self respect. Without this influence the progress to date of activities would not have been seen to the extent that it has.

This concludes the comments for the final report, it is felt that the necessary details have been highlighted appropriately. Comments and/or criticisms are welcome.

APPENDIX D

MISSION STATEMENT
FOR
SALVATION ARMY DEVELOPMENT PROGRAM
MARCH 1987



The Salvation Army, commenced in London, England, in 1865, is an international religious and charitable organisation. "Its objects are the advancement of the Christian religion, of education, the relief of poverty, and other charitable objects beneficial to society or the community of mankind as a whole." (Salvation Army Act, 1980) An expression of its spiritual emphasis is concern for the poor, the disadvantaged and the alienated, to improve the conditions of people affected by extreme poverty.

The Salvation Army recognises man as created in the image of God, and at the same time, as the agent of the processes of change in society. We believe that the philosophy expressed by our founder, William Booth, in 1890 ("In Darkest England and the Way Out") remains valid.

"The first essential that must be borne in mind as covering every scheme that may be put forward is that it must change the man, when it is his character and conduct which constitute the reasons for his failure in the battle of life.

The remedy, to be effectual, must change the circumstances of the individual when they are the cause of his wretched condition and lie beyond his control."

Development is something which God desires for the world. It is seen as essentially the unfolding of peoples' potential. We recognise how far short we are from the ideal, and strive to participate with God in the restoration of what should be.

Salvation Army response to human need may necessitate primary relief and assistance. Very often the response leads on to development programmes.

Salvation Army programmes are for all people without discrimination. They are a service to the community as an expression of the love of God for the world.

The Salvation Army sustains its presence in development programmes, by local and international support both spiritual and material, by the involvement of Salvation Army Officers and Soldiers, Christians and others in sympathy with the Salvation Army's mission.

Since people are the agents of the processes of change in society, the participation of people is vital for development. We see the process of development as working in partnership with people in meeting their basic human needs for food, shelter, work, health, education, a sense of self worth, and interdependence. Programmes are to be based on the principles of beneficiary participation, self help, co-operation, and mutual respect.

APPENDIX E

SAWSO QUARTERLY PROJECT STATUS FORM



WORLD SERVICE OFFICE

1025 Vermont Avenue, NW
Washington, DC 20005, USA
Phone (202) 737-3330
TELEX Salvation Wsh 89-460

QUARTERLY PROJECT STATUS REPORT

PD No.: _____

Project Title: _____

Location: _____

Grantee: _____

Grant Period: Start: _____

End: _____

Period covered by this report: From: _____

Through: _____

Date report submitted to SAWSO: _____

Report submitted by: (Name) _____

(Title) _____

(Signature) _____

The Salvation Army
WORLD SERVICE OFFICE

SAWSO: PS-001

S T A T U S R E P O R T G U I D E L I N E S

1. A Status Report is to be submitted at the end of each calendar quarter.
2. The Status Report is to be mailed no later than fourteen (14) days after the close of the period you are reporting.
3. To prepare the Status Report, look over the report format to see what questions are asked. Answer the questions by using data collected from your project's records and by analyzing your experiences in carrying out project activities during this report period.
4. Three (3) copies of the Report are required. One copy is sent to SAWSO/Washington. Another is sent to your Territorial Commander's Office. The third is for you to keep for your records. SAWSO will make an additional copy and forward it to IHQ. Information included in the report, or the report itself, will also be forwarded by SAWSO to the donor agency, as per donor requirements.
5. If the space provided to answer any questions is insufficient, you may add additional sheets.

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S T A T U S R E P O R T

1. OBJECTIVE(S): For each of your project objectives:
 - a. State the objective (e.g., build a corps community center; vaccinate 80% of under-fives).
 - b. Indicate status (e.g., construction of corps community center is 60% completed; the coverage rate for completely vaccinated under 5s is 42% in new outreach areas and 62% in old outreach areas).

S T A T U S R E P O R T

2. INFORMATION AS A MANAGEMENT TOOL:

Are there any managerial steps to be taken based on the information you have provided in #1 above? For example, if some targets have been exceeded and others haven't, is there a need for redeployment of resources between either objectives or project locations? Or a need for staff retraining in a particular function? Or a need for outside technical expertise? Or have targets been set unrealistically high or low? Other?

S T A T U S R E P O R T

3. List ACTIVITIES accomplished during these three months. If conferences or training activities conducted or attended by project staff are included, please indicate # of staff attending, duration and location and subjects and skills taught.

The Salvation Army
WORLD SERVICE OFFICE

SAWSO: PS-005

S T A T U S R E P O R T

4. List planned ACTIVITIES not accomplished during these three months. Have they been rescheduled or cancelled?

S T A T U S R E P O R T

5. What ACTIVITIES are planned for the next three months?

S T A T U S R E P O R T

6. PROBLEMS ENCOUNTERED:

What were the most difficult problems that you encountered during the reporting period, (e.g., availability of supplies, adverse weather conditions, relations with government, local community, personnel or SAWSO)? Have you been able to resolve them? If so, how?

APPENDIX F

LOGICAL FRAMEWORK

1991

LOGICAL FRAMEWORK
FOR
SUMMARIZING PROJECT DESIGN

Project Title: The Salvation Army World Service Office Matching Grant

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|---|---|---|---|
| <p>Program Goal (A-1)</p> <p>To improve the quality of life for the poorest people in less developed countries.</p> | <p>Measures of Goal Achievement (A-2)</p> <p>The poor in less developed countries within the areas of SAMSU influence are employed, and their health status has improved.</p> | <p>(A-3)</p> <ol style="list-style-type: none"> 1. National/regional/community statistics. 2. Health/nutrition surveys. 3. Case studies by international agencies. | <p>(A-4)</p> <ul style="list-style-type: none"> - National governments will continue to look favorably at foreign assistance. - The economies of LDCs and the industrialized countries continue to grow. - Political situation in countries remain stable. - Climatic or geographic conditions do not change radically. |

LOGICAL FRAMEWORK
FOR
SUMMARIZING PROJECT DESIGN

Project Title: The Salvation Army World Service Office Matching Grant

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|--|--|---|---|
| Project Purpose (B-1) | Conditions that will indicate purpose has been achieved: End of project status (B-2) | (B-3) | (B-4) |
| 1. To decrease the incidence of malnutrition, morbidity and mortality among urban and rural poor, with emphasis on the "at risk" population of children under five and women of child-bearing age. | <p>1. a. Ensure treatment of 80% of identified diarrheal diseases.</p> <p>b. Ensure complete vaccination of 80% of all children under five.</p> <p>c. Reduce the number of second and third degree malnourished children under five by 30%.</p> <p>d. Provide treatment and follow-up on 25% of all identified pulmonary tuberculosis cases.</p> <p>e. Ensure ante-natal care for 30% of all pregnant women.</p> | <p>1. Field reports</p> <p>2. Case studies</p> <p>3. Evaluation reports</p> | <p>- The target population will have access to the national or other health services.</p> <p>- Local and national governments want development institutions at the community level.</p> <p>- Markets exist or can be created for the goods and services produced.</p> |

f. Achieve a 15% rate of family spacing acceptors among women of child-bearing age.

g. Ensure the availability of at least five public sources of potable water.

h. Increase the literacy rate for women to 15%.

i. Ensure family application of preventive therapy in 70% of all cases of identified incipient physical handicaps resulting from poliomyelitis in children under five.

2. To increase the number of poor employed at wages above the poverty level.

2. At least 2,500 unemployed and underemployed will have been employed at above the poverty level wages.

3. To increase the SA field staffs' expertise in program concepts, techniques, methodologies and technologies.

3. a. 30 instances where successful concepts, techniques, methodologies and technologies have been applied and replicated in other target areas.

b. 80 field staff participate in and/or conduct project evaluations.

c. 85% projects completing and submitting narrative and financial reports on a timely basis.

d. 60% project staff able to conduct community needs assessment.

LOGICAL FRAMEWORK
FOR
SUMMARIZING PROJECT DESIGN

Project Title: The Salvation Army World Service Office Matching Grant

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|--|--|--|--|
| (C-1) | (C-2) | (C-3) | (C-4) |
| 1. Comprehensive health services for the poor. | <p>1. a. Health & nutrition</p> <ul style="list-style-type: none"> # 6,000 maternal care services # 60,000 child care services # 3,000 ORT treatments # 1,700 chloroquine treatments # 15,700 immunizations # 600 de-worming treatments # 1,800 TB treatments # 30,000 other clinic/health services and treatments <p>b. Family spacing</p> <ul style="list-style-type: none"> # 1,100 family planning services <p>c. Education</p> <ul style="list-style-type: none"> # 300 health & nutrition education classes # 7,000 participants <p>d. Rehabilitation</p> <ul style="list-style-type: none"> # 20 handicapped patients served <p>e. Community & domestic environment</p> <ul style="list-style-type: none"> # 5 potable water connections # 2 villages receiving seed grants for self-help sanitation projects <p>f. Training</p> <ul style="list-style-type: none"> # 15 traditional birth attendants trained # 20 village health workers trained # 20 nurses trained # 09 Salvation Army staff | <p>1. Existence of program plans.</p> <p>2. Existence of feasibility and baseline studies and benchmark surveys.</p> <p>3. Field reports.</p> <p>4. Evaluation reports.</p> <p>5. Field visits by Salvation Army leaders and local officers.</p> <p>6. Field visits by SANSO.</p> <p>7. Follow-up records and reports.</p> | <ul style="list-style-type: none"> - Cooperation of host country infrastructure. - Outputs are not appropriated by non-poor population. - Participation of communities is active, not passive. - New techniques can successfully be transferred to different cultures. - Training is relevant, effective, and culturally appropriate. - Staff turnover is not substantial. |

g. Institutional development

- 4 health service facilities upgraded or expanded
- 4 curative clinics adopting FHC programs

2. Vocational training and income generation projects.

2. a. 1,800 unemployed and underemployed receive skills training.

b. 1,700 unemployed and underemployed are placed in jobs.

c. 700 underemployed receive loans for self managed income generating activities.

d. 80% of trainees perceive notable difference in family income.

3. LOC staff development activities.

3. a. 20 requests for SAMSU technical assistance/training.

b. 30 SAMSU technical assistance visits to the field.

c. 17 SAMSU project management workshops conducted.

d. 220 SA staff participate in SAMSU training workshops.

e. 25 country specific and regional SA seminars.

f. 20 SA field staff attend specific skills courses.

69)

MISSION FRAMEWORK
FOR
SUMMARIZING PROJECT DESIGN

Project Title: The Salvation Army World Service Office Matching Grant

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|--|--|--|---|
| Inputs (D-1) | Level of Effort/Expenditure (D-2) | (D-3) | (D-4) |
| <p>1. Expertise of SANSO International staff</p> <p>2. Salvation Army Matching Grant Funds</p> <p>3. AID Matching Grant Funds</p> <p>4. Network of Salvation Army personnel, experience, facilities and credibility in host countries.</p> | <p>Comprehensive health</p> <p>1. Personnel</p> <p style="margin-left: 20px;">a. 3 MDs</p> <p style="margin-left: 20px;">b. 11 RNs</p> <p style="margin-left: 20px;">c. 20 public health workers</p> <p style="margin-left: 20px;">d. 3 nutritionists</p> <p style="margin-left: 20px;">e. 72 child care specialists</p> <p style="margin-left: 20px;">f. 4 project officers</p> <p style="margin-left: 20px;">g. 1 health educator</p> <p style="margin-left: 20px;">h. 26 management/administrative staff</p> <p>2. Salvation Army Matching Grant funds</p> <p>3. USAID Matching Grant funds</p> <p>4. Facilities</p> <p style="margin-left: 20px;">a. 7 clinics</p> <p style="margin-left: 20px;">b. 1 nurses training center</p> <p style="margin-left: 20px;">c. 1 hospital</p> <p style="margin-left: 20px;">d. 14 corps community centers</p> <p>5. Technical assistance/training (see LOC staff development inputs)</p> <p>Vocational training/income generation</p> <p>1. Personnel</p> <p style="margin-left: 20px;">a. 12 instructors</p> <p style="margin-left: 20px;">b. 4 project officers</p> <p style="margin-left: 20px;">c. 11 management/administrative staff</p> | <p>1. Financial reports</p> <p>2. SANSO reporting system</p> <p>3. Annual audit report</p> | <p>- USAID missions accept SANSO country proposed activities.</p> <p>- USAID and SANSO funds available on a timely basis.</p> <p>- Disbursement of project funds and technical assistance to field operations will enable The Salvation Army in LDCs to plan and implement successful development projects.</p> <p>- National governments will continue to look favorably at Salvation Army as a vehicle for meeting basic human needs.</p> |

2. Salvation Army Matching Grant funds

3. USAID Matching Grant funds

- 4. Facilities
 - a. 8 training workshops
 - b. 45 corps community centers

5. Technical assistance/training
(see LDC staff development inputs:

LDC staff development

- 1. Personnel
 - a. 10 training facilitators
 - b. 20 instructors

2. Salvation Army Matching Grant funds

3. USAID Matching Grant funds

- 4. Facilities
 - a. 20 SA training colleges
 - b. 60 corps community centers
 - c. 35 territorial/divisional HUs
 - d. 3 training institutes

APPENDIX G

THE SALVATION ARMY
INTERNATIONAL DEVELOPMENT CONFERENCE
REPORT RECOMMENDATIONS
LONDON 1986



Recommendations on 'The Planning Process'

- 1 That a forum for discussion of Development issues be convened at IHQ, to include the Overseas Departments, plus representatives from Finance, Audit, and others as appropriate.
- 2 That there be greater co-ordination between Overseas Departments at IHQ to better define and create a consistent approach to planning, project review and assessment.
- 3 That training in planning skills for Salvation Army staff at IHQ and in the Territories/Commands be recognised as a priority need for which funds should be sought.
- 4 That funds be made available for Overseas Departments' staff to travel to supported Territories/Commands specifically for planning assistance.
- 5 That in order for Overseas Departments and the representatives from the supporting territories to carry out their respective planning functions, the approval and co-ordination of travel schedules be examined.
- 6 That a 5 year planning process be considered for Territories/Commands as an ongoing administrative activity.
- 7 The Conference recognised that the primary responsibility for the planning of development programmes is at the Territorial/Command level. It is recommended that a formal statement be issued enunciating that fact.

It is also recognised that the Overseas Departments have an important role in assisting the territories in this planning. Representatives from supporting territories are available as a resource to the various parties.



Recommendations on 'Disaster Assistance'

Disaster assistance frequently occurs in three phases, one growing out of the other:

- 1 Emergency Aid
- 2 Reconstruction and Rehabilitation
- 3 Development

The Army is involved, and will continue to be involved, in one or more of these phases, depending on the circumstances surrounding a particular disaster. Because of funding and manpower constraints, it is most likely that the Army's main focus in disaster assistance will remain upon the first phase, emergency aid. Recognising this focus, the Conference recommends that:

- 1 There be a central reference point at IHQ, which all territories recognise, for co-ordination of disaster information and response.
- 2 There be a mechanism at IHQ which assigns someone the responsibility for dissemination of disaster information throughout the Army.
- 3 IHQ develops, with the co-operation of the overseas territories, a disaster preparedness manual.
- 4 An IHQ appointee identify, and establish access to, possible donors and source of relief assistance, equipment, and supplies.
- 5 An in-country disaster preparedness plan, including the training of a local relief team, be developed in each country or territory, and IHQ co-ordinate information regarding these preparedness plans in order to assess the needs in each disaster situation.
- 6 Disaster prone areas be identified and given priority for development of a disaster preparedness plan.



Recommendations on 'Finance'

- 1 That encouragement should be given to the employment and use of skilled lay and professional assistance in supported Territories/Commands where Officer staff is in short supply. Also the use of local accounting firms as an alternative, if appropriate. Funding for this to be built into project budgets.
- 2 That every effort be made to train National Officers and accounting personnel, with further education opportunities wherever possible.
- 3 That maximum use be made of co-operative funding opportunities, taking advantage of the differing criteria of agencies to work in tandem as projects allow. This vehicle can be used to solve 'match' requirements, enhance and build towards better projects.
- 4 That Territorial/Command needs be considered in totality. Development programmes should be integrated into the total Army activity. Development programmes should not be thought of in any way except in the total context of the Army.
- 5 That all technical assistance visitors into a Territory should, as a matter of policy, visit the Financial Secretary to review project accounting, as well as any other problems where they might be able to render assistance.
- 6 That each donor country provide to the IHQ Development Department a copy of their reporting requirements with the thought in mind of making an effort to provide the field with a common reporting form, covering financial and programme requirements of any agency.
- 7 That careful study be given in the preparation and submission of all projects in relationship to the continuation of these projects at the end of the stated initial funding period. Ideally, the project should be planned to be self-sustaining, but in reality, this is seldom attained. A study committee should be convened within the Army to examine this problem.



Recommendations of 'Training and Personnel'

- 1 That the following definition of training and ongoing education be accepted:

"Training and ongoing education is the process whereby all persons involved in Salvation Army enterprise have the opportunity to enhance and complement existing skills, and develop new and increased capacity to better plan, organise, implement, manage and evaluate development programmes and activities of the Army."
- 2 That a training manual on concept, theory, and management of development programmes, be developed.
- 3 That a reference manual on concept, theory, and management of development programmes, be developed.
- 4 That, as all Army Officers at commissioning are charged with the Scriptural development mandate to "feed the hungry and clothe the naked", the concept and theory of development become a required course of study at all Officer Training Colleges.
- 5 That "concept, theory, and management of development", become a part of the Salvation Army Leadership Training (SALT) curriculum.
- 6 It is recognised that training and ongoing education for development inevitably overlaps with the overall process of training and ongoing education of Officers, lay Salvationists and others. The emphasis on Salvation Army leadership training is welcomed, and it is recommended that a reference point be established at IHQ (probably in the Development Department/Overseas Projects Council) to co-ordinate and contribute development issues in leadership training.