

PD-ABK-596
93525



W O R L D
SHARE

*6950 Friars Road
San Diego CA 92108
Elisa Sabatini: (619) 220-6235
Mary Truax: (619) 220-6224
FAX (619) 686-5830*

ANNUAL PROGRESS REPORT/FINAL REPORT

INSTITUTIONAL SUPPORT GRANT

FISCAL YEAR 1994

**Annual Progress/Final Report
Institutional Support Grant**

**World SHARE, Inc.
6950 Friars Rd.
San Diego, CA 92108
(619) 220-6224**

Annual Progress Report/Final Report OCT. 1, 1993-SEPT 30, 1994

I. Summary of Grant

World SHARE was granted an Institutional Support Grant for the fiscal year 1994 in the amount of \$100,000 for support of its Title II program and food aid management in SHARE-Guatemala. This \$100,000 was used to completely fund the positions of Compliance Specialist and Program Officer and to partially fund the position of Regional Director for Latin America. Additionally, \$11,000 was used for general administrative support as specified in the grant agreement.

The I.S.G. grant covered the period October 1, 1994 through September 30, 1994. All funds were spent during this period.

II. Background Information of Grant

The overall goal of the I.S.G. has been to strengthen internal control and monitoring systems for SHARE-Guatemala and provide support from headquarters to its field office.

World SHARE views the building and strengthening of local communities to be key to meeting the long term objectives of alleviating hunger and promoting community development. The staff at SHARE-Guatemala provide not only the physical resources, but also the technical training to local institutions to develop institutional capacity, fiscal responsibility, and program management. Local institutions receive training in all aspects of program implementation. Because the role of SHARE-Guatemala is so key in maintaining this network of local organizations, it is critical that it receive the necessary support from the headquarters office to maintain its monitoring and control systems.

It is a fundamental part of the World SHARE mission to create sustainable institutions. With this aim, World SHARE provides the support and training to SHARE-Guatemala it needs to provide resources to a network of local organizations. It is World SHARE's intent that in the event that World SHARE no longer operates the Title II program in Guatemala, SHARE-Guatemala would be able to continue operations as a local entity. To this end, World SHARE offers technical support to field personnel and works to strengthen internal control systems. Past I.S.G. funding allowed for the implementation of a computer network in Guatemala that provides for internal communication as well as a link to headquarters. Documents, spreadsheets, and communications all are sent via electronic mail. This allows SHARE-Guatemala staff to receive timely information, advice and technical assistance from headquarters. Several staff at the headquarters office, as well as key personnel assigned to the Title II program, either directly or indirectly support activities in Guatemala. These staff members include the President, VP of Finance and Administration, Assistant Controller, MIS Director, and MIS Assistant. A portion

of the FY 1994 I.S.G. funding (\$11,000) was used for general administrative support as outlined in the grant document.

III Program Implementation

A. Performance Assessment

FY 1994 I.S.G. funding provided for the positions of Compliance Specialist and Program Officer. It also funded a portion of the Regional Director for Latin America position:

COMPLIANCE SPECIALIST:

The main duty of the Compliance Specialist has been to assure adherence to federal regulations for Title II food aid principally found in OMB Circulars A-110, A-122, A-133 and Regulation 11 governing program implementation, monetization, distribution and tracking of commodities, and disposal of commodities found unfit for human consumption. The Compliance Specialist worked with the field office to assure adequate use and care of Title II resources and has assisted in the development of internal control procedures to track food distribution. The Compliance Specialist has also served as liaison between AID/Washington and the field office for food tracking issues and other program activities.

Specific projects and achievements include the following:

The Compliance Specialist traveled to Guatemala to assist in supervising a training seminar on government regulations relevant to the Title II program. She was responsible for preparing the Scope of Work that was sent out to prospective consulting firms. This training was one of the final conditions to be met to receive an unconditional certification of SHARE-Guatemala's accounting and management systems by the USAID/Mission in Guatemala. SHARE has recently received its second unconditional certification letter to conduct Title II food aid projects in Guatemala.

The Compliance Specialist worked with the Resource Department in the Guatemala field office to develop spreadsheet capabilities for budget comparisons, audit preparation, and food control including the implementation of GACAP procedures. She trained members of the logistics department in electronic spreadsheet use. This led to an increase in electronic spreadsheet use by the Logistics Supervisor who passes this information to the Accounting Department where it is used to record the value of commodities received. This strengthens the internal monitoring and control of Title II commodities.

The Compliance Specialist initiated the documentation of a formalized logistics process. Working with the Program Officer, she began an analysis of existing food movement and documentation flows. Adjustments were made to the existing system to help integrate commodity logistics into the record keeping process to account for food value. By the end of the period the logistics department and resource department worked together to implement this system.

During FY 1994, the Compliance Specialist gathered data and completed field work for a logistics manual that will document all procedures associated with food movement for the Title II program in Guatemala, including the integration of commodity logistics and accounting.

PROGRAM OFFICER:

The Program Officer has been located at the field office in Guatemala. His primary duties include the tracking of food distribution, handling loss or spoilage of commodities, and the development of systems to comply with federal regulations governing these activities. The Program Officer has worked closely with the resource department to analyze and implement systems to track Title II commodities. Additionally, the Program Officer has been responsible for coordinating training activities and program evaluations. This has involved the supervision of a Training Coordinator and oversight to evaluations, respectively.

Specific projects and achievements include the following:

The Program Officer and his department worked with the Compliance Specialist to analyze current practices for food movement, storage, inventory control and recording procedures. The result of this work will be reflected in the logistics manual.

The Program Officer stabilized the flow of commodities for future distributions by creating pipeline projections and documenting commodity flows. Additionally, he formalized procedures for the proper disposal or sale of commodities unfit for program distribution.

The Program Officer supervised the training activities in SHARE-Guatemala. Working under direct supervision of the Program Officer, the Training Coordinator provided necessary coordination linkages for all training activities. Additionally, the Program Officer participated and instructed in training sessions where objectives were to motivate and strengthen the technical capacity of SHARE de Guatemala as well as technical sessions for the Natural Resource Conservation Program and the care of Title II resources. The Program Officer also provides technical assistance directly to Cooperating Institutions, when needed, in the area of commodity management and warehousing.

REGIONAL DIRECTOR FOR LATIN AMERICA:

The primary responsibility of the Regional Director, as it relates to Guatemala, has been to provide management support for all activities of the local SHARE de Guatemala office, through the Country Director, assuring implementation and fiscal oversight of the Title II program. Additionally, the Regional Director maintains the headquarters relationship with AID and oversees reporting and liaison with Washington. The Regional Director has also been responsible for the investigation of new country expansion using the capacity SHARE has developed through Title II operations in Guatemala.

Following are some specific projects and achievements in this period:

The Regional Director prepared a participatory presentation for 70 World SHARE affiliate members. These members are the directors of the World SHARE affiliates in the United States. The affiliate organizations have a combined constituency of 350,000 U.S. participants. This kind of education helped to promote understanding of the development programs in Guatemala and generates support for specific projects.

The Regional Director has worked extensively with the Country Director to create a time line for local board development activities. This includes involving the board in long-range planning for

SHARE de Guatemala and determining strategies for strengthening the local institution. Specific objectives of board activity include: a) Expand the Board of Directors, b) Seek additional sources of economic support for the organization with a focus on seeking local support, and c) Transform the Board from a consultative, advisory group to one that is a decision-making body with fiduciary responsibilities.

The Regional Director has worked with the Country Director to plan and conduct staff development workshops. Additionally, the Regional Director has provided leadership development to the Country Director and Program Officer. Management evaluations have been conducted discussing performance based on a series of criteria designed in accordance with the World SHARE mission and vision.

The Regional Director, as liaison with Washington, traveled to Washington, D.C. on several occasions in support of the Title II program, as well as visiting other multi-national institutions. This involved discussing the MYOP Update for 1995, audit funding, grant funding, AID strategic objectives and future plans for SHARE-Guatemala.

B. Monitoring, Evaluation, and Impact

A major impact these activities have had toward achieving Title II objectives has been to strengthen the local institution of SHARE de Guatemala and improve the oversight and training of the over 40 local organizations SHARE de Guatemala works with as Cooperating Institutions.

The analysis and standardization of food management procedures has led to a systematic process used to record and distribute Title II commodities. Each Cooperating Institution has now been assigned a number in anticipation of the creation of a database. This number reflects its geographic location and the projects/programs carried out by the organization. Members of the logistics department have been trained on the appropriate software. The logistic departments and accounting department now use the same electronic spreadsheet which means data is more accurate. The Program Officer has created a Commodity Pipeline Projection and the flow of food into and out of the warehouse is planned and calculated more accurately. All of this has meant better data and more time for staff members to supervise and conduct workshops for the Cooperating Institutions.

Assistance given to the accounting department and the purchase of a local accounting software will allow the accounting department to create reports that best reflect the needs of the institution, as well as allow flexibility to react quickly to generate reports that meet the needs of the Country Director, Projects Department and others who may need detailed analysis of expenses, cash flows or budget-to-actual comparisons. This will be especially important for upcoming budget presentations as the budget format has been changed substantially.

The Board and staff development in Guatemala has led to the creation of a shared vision statement by the SHARE-Guatemala staff. This statement and the process leading to it has served to integrate the departments of SHARE-Guatemala and promote a shared motivation in reaching Guatemalan communities and implementing program components. These activities have also been instrumental in creating a strategic plan for the future of SHARE-Guatemala which incorporates the views of the Cooperating Institutions.

C. Financial Report

See Appendix A.

APPENDIX A

'94 ISG

BUDGET TO ACTUAL THROUGH SEPTEMBER 1994

World SHARE, Inc.
Grant Period: Oct 1, 93-Sept 30, 94
INSTITUTIONAL SUPPORT GRANT

PROGRAM TO DATE

	FY94 TOTALS	TOTALS	BUDGET	VARIANCE
TOTAL PERSONNEL	89,000.00	89,000.00	89,000.00	.00
Administrative Support:				
World SHARE Overhead (Grant)	11,000.00	11,000.00		
TOTAL ADMINISTRATIVE SUPPPORT	11,000.00	11,000.00	11,000.00	.00
Total Outlay	100,000.00	100,000.00	100,000.00	.00