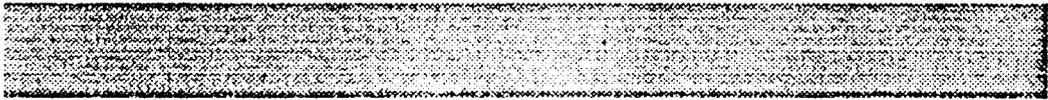


**DESARROLLO
JUVENIL
COMUNITARIO**

**Save the Children
Federation/El Salvador**



**Project Assistance
Completion Report
(PACR)**

**OPG III:
519-0364-G-00-9422-00**

March, 1995

PROJECT ASSISTANCE COMPLETION REPORT
SAVE THE CHILDREN FEDERATION/EL SALVADOR
OPG III: 519-0364-G-00-9422-00

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(in a Separate Volume with this Report)

PROJECT ASSISTANCE COMPLETION REPORT

SAVE THE CHILDREN FEDERATION/EL SALVADOR OPG III: 519-0364-G-00-9422-00

I. PROJECT SUMMARY

On May 18, 1989, Desarrollo Juvenil Comunitario (DJC) and the United States Agency for International Development (USAID), signed an Operational Program Grant (OPG) to allow DJC to continue and expand its operations in the Republic of El Salvador for a period of 5 years. The estimated total amount of the grant at that time was \$7,300,000 and the amount obligated was \$2,480,000. The original expiration date of this grant was August 31, 1994. The grant was amended several times to increase the obligated funds amount from USAID, to incorporate program changes, to revise the indirect cost rate, and to extend the completion date as follows:

- ◆ On April 4, 1990, Amendment No.1 obligated the additional sum of \$2,525,000 for a new total obligation of \$5,005,000 for the grant. The total life of grant budget was increased to \$8,540,000.
- ◆ On August 8, 1990, Amendment No.2 included the special provision authorizing U.S. citizen employees of the Grant to have access to the commissary operated by the American Employees Association of El Salvador (AEAES).
- ◆ On January 16, 1991, Amendment No.3 incorporated the new negotiated indirect cost rate of 25.13%, in accordance with the terms and conditions of the original agreement.
- ◆ On March 22, 1991, Amendment No.4 added an additional obligation of \$1,550,000 to increase the total obligated amount to \$6,555,000.
- ◆ On July 19, 1991, Amendment No.5 incorporated the new negotiated indirect cost rate of 26.26%, in accordance with the terms and conditions of the original agreement.
- ◆ On February 16, 1993, Amendment No.6 added "Voluntary Population Planning" and "Prohibition on Abortion-Related Activities" provisions which are applicable to all grants involving any aspects of voluntary population planning activities. DJC agreed to take any steps necessary to ensure that funds made

available under this grant will not be used to coerce any individual to practice methods of family planning inconsistent with such individual's moral, philosophical, or religious beliefs. DJC was required to conduct activities in a manner which safeguards the rights, health and welfare of all individuals who take part in the program.

- ◆ On April 22, 1993, Amendment No.7 incorporated the new negotiated indirect cost rate of 26.78%. Also, the project description was revised significantly to reflect the adjustments of DJC activities and impact indicators under this grant in light of the mid-term evaluation. Funds under this grant were authorized to be used to pay 50% or \$1,500,000, whichever was less, of the total cost of repair and reconstruction required to make the "El Carpintero-El Sauce" water system operational. An additional obligation of \$1,985,000 was incorporated to bring the obligated amount up to the total budget amount of \$8,540,000.
- ◆ On April 11, 1994, Amendment No.8 incorporated the new negotiated indirect cost rate of 28.85%, in accordance with the terms and conditions of the original agreement.
- ◆ On May 6, 1994, Amendment No.9 deleted the figure of "\$1,500,000" of the Amendment No.7 for the "El Carpintero-El Sauce" water project and substituted the amount of "\$1,650,000" for the same project.
- ◆ On June 14, 1994, Amendment No.10 extended the project completion date of this grant to December 31, 1994.
- ◆ On December 14, 1994, Amendment No.11 incorporated the new negotiated indirect cost rate of 25.26%, in accordance with the terms and conditions of the original agreement.

All activities under the Grant were completed on December 31, 1994. During the period of the grant, the program concentrated its technical assistance and field activities in a total of 139 communities with 15 types of sub-projects, in four program sectors in two new Impact Areas and four follow-up Impact Areas. Two of the existing Impact Areas, Ilobasco & San Alejo, were closed-out in March of 1994, as required by the original agreement. The two new Impact Areas created under the OPG, Anamoros & San Jose la Fuente/Bolivar, were phased out over the course of the final 4 months of the grant.

A. GOAL AND OBJECTIVES OF GRANT

1. Goal

To improve the social and economic conditions of low income families, especially women and children in two new impact areas of La Unión; to reinforce the analytical, organizational and operational capacity of community groups and programs in four other impact areas; and to assure the sustainability of the development processes in all of these communities.

2. Objectives

The grant has four principal objectives:

- To increase the real income of targeted households;
- To decrease child morbidity and mortality;
- To increase local access to educational and training activities which encourage participants to achieve their full physical and intellectual potential and to participate in a democratic process;
- To create and strengthen grassroots organizations.

B. PROJECT METHODOLOGY

The project implemented Save the Children's Community Based Integrated Rural Development Strategy (CBIRD) consisting of six major components:

Training and Technical Assistance

This component was designed to establish a sequence of learning that creates a multiplier effect. There were four distinct audiences for DJC's training and technical assistance:

- a) The participating community in general;
- b) Selected community members who, as volunteers, have assumed specific responsibilities in their communities;
- c) Technicians and field workers from DJC who in the vast majority were persons from the region or near by;

- d) Staff of cooperating Ministries of the Government of El Salvador and local organizations when such training would foster dissemination and replication.

2. Community Organization

Upon beginning activities in a new impact area, informal, temporary committees were formed around specific project activities. This initial experience provided the opportunity for individuals to come forward and to begin exercising their new found leadership skills. These small groups eventually became incorporated into legal organizations which developed their own long-term community development plans.

3. Financial and Material Resources

DJC trained and supported community committees in the management of all resources to be applied to activities. Resources were also mobilized and managed from three sources:

- a) outside institutions
- b) the community itself
- c) DJC (Save the Children).

The objective of helping community groups develop their own community organizations is to prepare them for an independent and continuing role after DJC has left the impact area.

4. Project Management

DJC trained communities over the period to manage the projects. This process was gradual and reflected four stages which all groups passed through:

First Stage: DJC helped to clarify priorities, made connections to resources, and provided a high degree of training and technical assistance.

Second Stage: The group had limited but defined objectives in the short term. DJC provided a high degree of training and technical assistance. Plus emphasis was placed on increasing the base of community participation and resources.

Third Stage: The groups evolved into formal committees with moderately well-defined objectives, experience in project implementation, and specific responsibilities. Community participation is strong at this stage. Some committees have acquired legal status. DJC introduced new management, planning and evaluation techniques and made contacts for the groups with needed resources in other institutions.

Fourth Stage: The community organizations have very well defined objectives. Projects are carried out in an organized multi-sectorial manner and good planning and evaluation techniques are demonstrated. During this final stage, DJC played only a peripheral role.

Through this component, DJC emphasized the transient nature of its presence and prepared the community groups for an independent and a continuing role after DJC had left the impact area.

5. Phase-up/Phase-over

Phase-up: During this stage, DJC began to establish full programmatic presence in an impact area. This included renting offices, purchasing vehicles, hiring and training staff, and conducting the baseline surveys.

Phase-over: In this final period, DJC left the impact area and provided minimal support staff for the follow-up period, in order to assure technical support to the programs and liaison with other development resources. This strategy enhances the sustainability and long-term effectiveness of these programs.

6. Outreach and Dissemination

The goal of this component is to promote diffusion and replication of the CBIRD model's sector strategies in different levels/groups. This component addressed three target audiences:

Community People: They are the program's primary beneficiaries.

Nearby Communities: They are impacted by the DJC's work in adjacent communities and requested DJC programs like those they had seen or heard about.

Other Institutions: These are the institutions with the potential for replicating the different aspects of the sector strategies. This target is focussed on the creation of counterpart relationships.

C. PRESENT STATUS OF GRANT ACTIVITIES

The project was substantially completed on August 31, 1994 and extended to December/94 for a three month follow-up period.

Below is a table showing the 4 principal target conditions/activities to be achieved by the end of the grant through the implementation of the field activities. These targets are compared with the actual, present status of each one.

A further discussion of activities and results in the various program sectors of the project is included in Section III of this report, Major Project Accomplishments.

Expected End Grant Status	Present, Final Grant Status	Observations
<p>1. 3,500 small-scale farmers will achieve increases in production and/or real income through credit and/or technical assistance in one or more of the following areas:</p> <ul style="list-style-type: none"> a) Basic grain production, b) Animal husbandry, c) Credit Administration, d) Crop storage and marketing, e) Resource Conservation, f) Irrigation, g) Crop diversification and h) Development of new, small scale enterprises. 	<p>1. 2,737 small-scale farmers increased production and real income through technical assistance in the following areas:</p> <ul style="list-style-type: none"> a)Basic grain production b)Animal Husbandry, c)Soil conservation, d)Crop diversification. 	<p>* As a result of the recommendations made in the mid-term grant evaluation, Amendment No.7 decreased the goal of 3,500 small-scale farmers to 3,000 and reduced the number of specific activities to the four shown.</p>
<p>2. 1,500 village families will have been reached through a comprehensive primary health care program based on a system that encourages community acceptance of ten behaviors to raise child survival rates. The program will include the following elements: oral rehydration, family registry, family planning, breast feeding, clean/potable water, growth monitoring, vaccination, basic medical attention, environmental sanitation and latrine construction.</p>	<p>2. 4,361 children have been reached through a comprehensive primary health program through the following elements: oral rehydration, family planning, breast feeding, growth monitoring & vaccination, environmental sanitation.</p>	<p>* As a result of the recommendations made in the mid-term grant evaluation, Amendment No.7 revised the strategy to focus on only five health behaviors instead of ten and take as a base children and not families.</p>
<p>3. Community access to educational opportunities will be increased through programs that introduce the Active School Methodology to five additional school districts plus one education circle and parent committee per community. In addition 100 teachers will be trained, innovative and appropriate packages of educational materials will be available, and school attendance will be increased.</p>	<p>3. About 4,520 additional children had access to school (kindergarten and primary school) in 142 schools in 83 communities. 203 teachers were trained in coordination with the Ministry of Education through the EDUCO program.</p>	<p>* The Active School methodology was eliminated in 1991 as a part of the restructuring of Ministry of Education activities in coordination with other agencies.</p>
<p>4. The community development committees and the sectorally focussed project committees will be actively involved in planning, implementation and evaluation of development projects that improve local social and economic conditions.</p>	<p>4. 104 rural communities were trained in leadership and community organizations. 39 of these community organizations have their legal status and a long-term plan to continue working for the social & economic conditions of their communities. And 22 additional community organizations are in the process of legalization.</p>	

II. FINANCIAL STATUS

The total authorized and obligated amount of this Grant for the period May, 1989 through December, 1994 was \$8,540,000.00. This obligated amount was reached through a series of cumulative amendments.

A. GRANT EXPENDITURES

The grant budget was broken down into 4 major line items which are explained below:

FIELD OFFICE SERVICES - This category included general support and administration expenses; Personnel, Other Expenses (communications, supplies, maintenance of vehicles and equipment), and Travel.

DIRECT AID - This category covered all expenses incurred in providing benefits to the communities in the Impact Areas; Consultants and Technical Assistance, Training, Impact Area Personnel, Project Funds, Evaluation, Impact Area Travel, and Other Impact Area Expenses (expenses in support of maintaining Impact Area office operations).

OVERHEAD - This category is based on the Negotiated Indirect Cost Rate (NICRA) which is agreed annually by SCF/Westport and USAID/Washington. The approved rate is applied retroactively to program direct costs. Successive, revised rates were incorporated via grant amendments.

CAPITAL ASSETS - This category included all vehicles, furniture equipment and audiovisuals purchased for the program with an acquired cost of over U.S.\$500. Capital assets expenses were excluded from direct costs in the application of the overhead rate.

On the following page is a report showing the Final Approved Grant Budget (Amendment No.11) versus Final Grant Expenditures by Line Item. This is based on the records here in the Field Office. The "Official" Final Financial Report for the Grant will be submitted on form SF-269 by the Home Office of Save the Children in Westport, CT directly to USAID/Washington.

B. COUNTERPART CONTRIBUTIONS

The initial OPG Budget called for a total counterpart contribution of US \$ 4,746,559.00 or 35.72% of the total project. This, in and of itself, was significantly higher than the usual 25% contribution required by USAID. The final result for counterpart contributions as a part of the OPG was US \$ 6,182,906.00, an increase of 30.26% over the planned contribution and representing a total of 42% of total expenditures. The USAID portion of total expenditures was thus reduced from 64.28% to 58%.

The counterpart contribution was sub-divided into 3 different categories as specified below:

SAVE THE CHILDREN FEDERATION - This amount represented the US Dollar funds provided by Save the Children, principally for the sponsors of individual Salvadoran children, which were used to support the El Salvador Field Office activities over the course of the OPG.

The target amount for this category was US \$ 1,909,759.00. The final contribution was US \$ 2,306,080.00. Almost half of this amount was the investment of Save the Children private resources in the water project rehabilitation/repair.

COMMUNITY CONTRIBUTIONS - Community contributions were to include both cash and in-kind contributions. In many cases, communities provided funds directly for project activities. Often, a much more important contribution was the time which was devoted to activities such as training and project construction. The hours contributed in this way were carefully documented and valued at minimum wage rates in effect at the time.

The amount of counterpart budgeted initially from Community resources was US \$186,800. The final contribution was US \$1,842,126. Of this amount, US \$144,107 was in the form of cash contributions and US 1,698,019 in the form of in kind resources.

OTHER - The category of other includes any additional resources provided to support project efforts or as a result of DJC interventions with the communities.

In some cases, cooperatives or community organizations developed and/or trained by DJC were able to apply for and receive grants from the Inter-American

Foundation, the Social Investment Fund, etc. These amounts appear in the category of "other" counterpart funds.

The largest single source in this category is the Social Investment fund, with an amount of US \$ 954,940.00. Almost half of this amount is for the water project. This does not include the full amount which was approved by the FIS for this project, but only the amount spent prior to the end of the OPG. In addition to the water project, the FIS funded many infrastructure projects in a number of communities.

The total planned counterpart from "other" sources for the life of the OPG as specified in the original grant budget was US \$ 2,650,000. The actual final amount was US \$2,034,699.

Contributions in colones were converted to US Dollars at a rate of 5 colones = 1 USD, the rate in effect at the time of the grant award in May of 1989. This is in keeping with USAID Mission policy on counterpart contribution conversion.

The optional standard provision for "Cost Sharing/Matching" was specifically excluded from the OPG at the time of award. None-the-less, as the original budget was submitted with the project counterpart amounts, these contributions were duly tracked and reported to the USAID Mission through-out the life of the grant. Because the standard provision did not apply, these amounts were not reported to USAID Washington as a part of the quarterly financial reports.

A copy of the final counterpart contribution report is included on the following page.

**QUARTERLY REPORT ON COUNTERPART CONTRIBUTION
FOR THE QUARTER ENDING DEC. 31ST, 1994 (IN DOLLARS)**

USAID LOP: Five Years and three months
 COUNTERPART LOP: \$ 4,746,559.00
 TOTAL PROJECT: \$ 13,286,559.00
 % COUNTERPART: 35.72%

PROJECT NAME: Community Based Integrated Rural Development
 PROJECT NUMBER: 519 - 0364
 PACD: B-31-94 Amended to 12-31-94
 PROJECT EXCHANGE RATE: £ 5.00 x US \$1.00

DESCRIPTION	(1)	(2)	(3)	(4)	(5)
	PLANNED LOP	COUNTERPART ESTIMATED TO DATE	ACTUAL THIS QUARTER	COUNTERPART CUMULATIVE TO DATE	(4) - (2) ESTIMATED <SHORTAGE> OR EXCESS
Cash by Source of Contribution:					
Save the Children Federation	\$1,909,759.00	\$1,909,759.00	\$185,313.00	\$2,306,080.00	\$396,321.00
Community Contributions	\$186,800.00	\$186,800.00	\$6,972.00	\$144,107.00 *	(\$42,693.00)
Social Investment Fund			\$672,164.10	\$954,940.12 *	\$954,940.12
The Health Foundation			\$5,220.00	\$5,220.00 *	\$5,220.00
Inter American Foundation			\$155,200.00	\$155,200.00	\$155,200.00
Subtotal of Cash Counterpart	\$2,096,559.00	\$2,096,559.00	\$1,024,869.10	\$3,565,547.12	\$1,468,988.12
In- Kind by Nature:					
Community In - Kind			\$981.01	\$206,563.84 *	\$206,563.84
Community Labor Hours			\$23,508.61	\$1,491,455.41 *	\$1,491,455.41
Agriculture Ministry			\$159.99	\$38,715.77 *	\$38,715.77
Education Ministry			\$360.00	\$552,980.83 *	\$552,980.83
Health Ministry			\$630.00	\$171,984.67 *	\$171,984.67
Public Works Ministry			\$0.00	\$29,225.23 *	\$29,225.23
Labor Ministry			\$0.00	\$6,197.99 *	\$6,197.99
ACDI			\$0.00	\$13,848.13 *	\$13,848.13
FEPADE			\$0.00	\$1,383.61 *	\$1,383.61
PRODERE			\$0.00	\$1,769.32 *	\$1,769.32
Various			\$100.00	\$3,233.63 *	\$3,233.63
Secretariat of national reconstruction			\$100,000.00	\$100,000.00 *	\$100,000.00
Subtotal of in - Kind Counterpart	\$2,650,000.00	\$2,650,000.00	\$125,939.61	\$2,617,358.43	(\$32,641.57)
TOTAL COUNTERPART	\$4,746,559.00	\$4,746,559.00	\$1,150,808.71	\$6,182,905.55	\$1,436,346.55
Counterpart as a Percent of LOP Planned Counterpart		100%		130.26%	30.26%
Counterpart as a Percent of To Date Planned Counterpart		(Col 2/Col 1)		(Col 4/ Col 1)	(Col 5/ Col 1)
				130.26%	30.26%
				(Col 4/ Col 2)	(Col 5/ Col 2)

Comments:

The undersigned certifies:

* Exchange Rate: £5.00 = US \$1.00 - As of May '89 date of grant agreement.

- (1) That the expenditures and in-kind contribution information reported herein has been valued in accordance with USAID guidelines;
- (2) That contributions being reported were made in accordance with the agreement;
- (3) That all supporting documentation will be maintained in our files and will be furnished upon request of USAID or its representatives for review or audit; and
- (4) That if at the end of any year (or funding period) the grantee has expended an amount of counterpart contribution less than the agreed - upon percentage of total expenditures and no waiver has been granted, among the remedies available to USAID is to apply the difference to reduce the amount of USAID funding the following year, or the difference may be refunded to USAID.

 Grantee's Signature

03-08-95

 Date

C. CAPITAL ASSETS

This OPG is the third in a series of Multi-Year Grants provided by the USAID Mission in El Salvador to Save the Children/El Salvador. Over the course of these 3 grants, a number of fixed assets have been acquired to support the program efforts. As each of the first two grants were completed, the assets acquired were "rolled over" to continue to use in support of the following grant.

Now that the third OPG has closed out, Save the Children does not have a current USAID Mission grant in El Salvador. Consequently, as a part of this PACR, a final inventory list of all assets with an acquisition value of greater than U.S. \$ 1,000.00 is included here. This includes assets which have been purchased under all three OPG's. In many cases, assets which had reached their useful lives or were no longer useful for the project were sold off or donated to local community groups or organizations. In every such case, written authorization and instructions were obtained from USAID regarding the use of proceeds or authorization for donations.

The following four pages show a complete list of all assets with an acquisition value of over U.S. \$ 1,000.00 which were purchased under all 3 grants and the current condition or disposition date of the asset. Those assets which are still in our possession continue to be used in support of Save the Children's community development activities here in El Salvador. They are important to us in our ability to continue this work which is currently funded almost 100% by private contributions. In a separate letter, we have requested authorization from the Contract Officer to continue to use these assets for as long as we continue our community development activities in El Salvador.

INVENTORY REPORTS OF NON-EXPENDABLE PROPERTY PURCHASED UNDER ALL OPG'S (I, II AND III)

DATE OF PURCHASE	ITEM DESCRIPTION	MAKE	MODEL OR ENGINE	COST \$	CONDITION	DATE DISPOSED	PRICE SOLD	REIMB TO AID
OPG I								
02/13/80	JEEP CAPE	JEEP CJ7	210C06210C06	7,920 00	SOLD	MAY/82	2,000 00	2,000 00
09/20/82	PICK-UP	JEEP CJ9	7CT023909	11,066 00	SOLD	JUNE/84	2,500 00	2,500 00
06/30/84	MOTOCICLETA	JAMAHA	196-000609	1,422 00	SOLD	APRIL/80	393 6	200 63
06/30/84	CHEROKEE	JEEP	1JEYL7916FT050124	14,900 00	SOLD	MARCH/89	9,000 00	9,000 00
02/29/80	CAMARA DE CINE CTRIFODE	DAVID y SAMFORD	CP-HY	4,033 00	BROKEN			
06/14/84	TEODOLITO DE ESCALA	WILD	T-16	4,636 00	SOLD	MAY/84	913 43	913.43
03/21/84	MAQUINA DE ESCRIBIR	IBM	1966-T-6703	1,220 00	GOOD			

INVENTORY REPORTS OF NON-EXPENDABLE PROPERTY PURCHASED UNDER ALL OPG'S (I, II AND III)

DATE OF PURCHASE	ITEM DESCRIPTION	MAKE	MODEL OR ENGINE	COST \$	CONDITION	DATE DISPOSED	PRICE SOLD	REIMB TO AID
OPG II								
02/08/88	JUEGO 23 DIVISIONES DE MADERA		4' X 6'	1,586 00	GOOD			
03/31/89	JUEGO DE BALA C/3 MESAS	CALIFORNIA		1,374 84	GOOD			
04/28/89	LAVADORA	GRAL ELECTRIC	WWA5809	1,104 00	GOOD			
06/11/86	TERRENO DE 541 06 METROS				GOOD			
	CUADRADOS CON CONSTRUCCION				GOOD			
	SISTEMA MIXTO			72,827 10	GOOD			
08/24/85	FOTOCOPIADORA	3M	570	4,888 90	SOLD	JULY/90	1146 5	745 23
09/09/85	COMPAÑADOR	3M	574-AG	1,649 48	GOOD			
11/13/85	SISTEMA TELEFONICO	SIEMENS	SATURN	3,883 81	GOOD			
09/05/86	MAQ DE ESCRIBIR C/ADAPTADOR	IBM	5 513T 2000	1,838 75	GOOD			
06/10/89	COMPUTADOR CPU	IBM-PS/2	60	6,488 00	BROKEN			
06/10/88	MONITOR MONOCROMATICO	IBM	6503-001	0 00	GOOD			
06/10/88	TECLADO ENHANCE	IBM	60 SHIP(M)0000	0 00	GOOD			
09/01/88	SISTEMA DE POTENCIA UPS	EMERSON	AP-1000	1,382 20	BROKEN			
09/01/88	SISTEMA DE POT UPS	EMERSON	AP-1000	1,382 20	BROKEN			
10/21/88	FACSIMILE	HARRIS 5M	111-AD	2,000 00	GOOD			
10/26/88	COMPUTADOR SUPERSPORT	ZENITH	ZWL-184-20	2,575 00	GOOD			
10/26/88	COMPUTADOR SUPERSPORT	ZENITH	ZWL-184-20	2,575 00	GOOD			
10/26/88	COMPUTADOR SUPERSPORT	ZENITH	ZWL-184-20	2,575 00	SOLD	APRIL/89	2,575 00	2,575 00
08/15/85	JEEP BLANCO	JEEP CJ7	1JECF87E0GTO92589	11,649 00	SOLD	FEBRUARY/89	3,200 00	3,200 00
08/15/85	JEEP BLANCO	JEEP CJ7	1JEPF87E5GTO92590	11,649 00	SOLD	MARCH/89	3,600 00	3,600 00
09/24/85	MOTOCICLETA	YAMAHA	186-101774		SOLD	NOVEMBER/88	600 00	600 00
09/06/85	MOTOCICLETA	YAMAHA	186-101771	1,782 47	SOLD	APRIL/90	604 11	392 67
09/06/85	MOTOCICLETA	YAMAHA	186-101746	1,782 47	SOLD	NOVEMBER/88	700 00	700 00

INVENTORY REPORTS OF NON-EXPENDABLE PROPERTY PURCHASED UNDER ALL OPG'S (I, II AND III)

DATE OF PURCHASE	ITEM DESCRIPTION	MAKE	MODEL OR ENGINE	COST \$	CONDITION	DATE DISPOSED	PRICE SOLD	REIMB TO AID
09/06/85	MOTOCICLETA	YAMAHA	1B3-101747	1,782.47	GOLD	JUNE/92	544.14	353.69
03/31/86	MOTOCICLETA	YAMAHA	1B3-102591	1,880.00	GOLD	MARCH/91	313.28	203.63
03/31/86	MOTOCICLETA	YAMAHA	1B3-102636	1,880.00	GOLD	AUGUST/92	649.35	422.08
03/31/86	MOTOCICLETA	YAMAHA	1B3-102594	1,880.00	GOLD	NOVEMBER/88	700.00	700.00
03/31/86	MOTOCICLETA	YAMAHA	1B3-102638	1,880.00	GOLD	JUNE/92	544.14	353.69
03/31/86	MOTOCICLETA	YAMAHA	1B3-102635	1,880.00	GOLD	MAY/92	720.39	468.25
03/31/86	MOTOCICLETA	YAMAHA	1B3-102529	1,880.00	GOLD	AUGUST/92	649.35	422.08
06/30/86	PICK-UP 4 X 4	TOYOTA	2H-1125265	12,200.00	GOLD	MARCH/91	7017.54	4561.4
06/30/86	PICK-UP 4 X 4	TOYOTA	2H-1125321	12,200.00	GOLD	MARCH/91	7080.2	4602.13
09/30/86	JEEP CAMIONETA	CHEROKEE	TO327UCA	15,030.00	GOLD	JANUARY/91	8823.82	4495.48
11/30/86	CAMION	FORD	08G0149807	29,081.00	GOLD	MAY/92	6,349.20	4126.99
02/29/88	PICK-UP 4 X 4	TOYOTA	2L-1554137	13,190.00	GOLD	NOVEMBER/93	7137.93	4639.65
02/29/88	PICK-UP 4 X 4	TOYOTA	2L1554517	13,190.00	STOLEN	JUNE/89	7492.74	7492.74
05/05/85	MOTOCICLETA	YAMAHA	1B3-106356	2,004.00	GOLD	MAY/92	732.60	476.19
05/05/85	MOTOCICLETA	YAMAHA	1B3-106394	2,004.00	GOLD	JANUARY/94	973.65	632.87
05/05/85	MOTOCICLETA	YAMAHA	1B3-106397	2,004.00	GOLD	AUGUST/92	767.42	498.82
10/31/88	MOTOCICLETA	HONDA	CG125BRE1595612	1,750.00	GOOD			
12/21/88	PICK-UP 4 X 4	TOYOTA	2L-1727561	15,477.00	DONADO	ACCPAD		
12/21/89	JEEP LAND CRUISER	TOYOTA	3B-1017340	16,623.00	GOLD	DECEMBER/94	9748.28	8773.45
06/20/89	CAMIONETA LAND CRUISER	TOYOTA	2H-1212194	21,589.28	GOLD	FEBRUARY/92	19193.03	12475.47

INVENTORY REPORTS OF NON-EXPENDABLE PROPERTY PURCHASED UNDER ALL OPG'S (I, II AND III)

DATE OF PURCHASE	ITEM DESCRIPTION	MAKE	MODEL OR ENGINE	COST \$	CONDITION	DATE DISPOSED	PRICE SOLD	REIMB TO AID
OPG III								
11/09/89	MIMEOGRAFO	REX ROTARY	RR-450	1383 07	GOOD			
03/29/90	FOTOCOPIADORA	HARRIS 3M	6020	2313 62	GOOD			
07/12/90	MIMEOGRAFO	REX ROTARY	RR-245E	1,587 90	GOOD			
08/30/90	COMPUTADOR CPU	A5T	PREMIUM 386SX/16	4,324 90	GOOD			
08/30/90	TECLADO	A5T	PREMIUM 386SX/16	0 00	GOOD			
04/30/91	COMPUTADOR SUPER3-CRT	ZENITH	ZWL-0200-21-20	2,321 21	GOOD			
08/20/91	COMPUTADOR CPU	AM3	XT-8088	1,251 08	GOOD			
08/20/91	MONITOR MONOCROMATICO	SAMTRON	GM-125FA-7	0 00	GOOD			
01/31/92	PRINTER LAGER JET III	HEWLETT PACKARD	33449A	1,685 88	GOOD			
02/28/92	COMPUTADOR CPU/MONITOR	GATEWAY 2000	386/25	1,885 00	GOOD			
02/28/92	COMPUTADOR CPU/MONITOR	GATEWAY 2000	386/25	1,885 00	GOOD			
02/28/92	COMPUTADOR CPU/MONITOR	GATEWAY 2000	386/25	1,885 00	GOOD			
02/28/92	COMPUTADOR CPU/MONITOR	GATEWAY 2000	386/25	1,885 00	GOOD			
02/28/92	COMPUTADOR CPU/MONITOR	GATEWAY 2000	386/25	1,885 00	GOOD			
01/31/92	COMPUTADOR CPU/MONITOR	GATEWAY 2000	386/25	1,885 00	GOOD			
05/29/92	DIESEL ELECTRIC GENERATOR	JOHN DEERE	DMT-20J	10270 22	GOOD			
10/06/89	MOTOCICLETA	YAMAHA	3TT-000101	1,604 98	SOLD	MARCH/94	1144 16	743 70
10/06/89	MOTOCICLETA	YAMAHA	3TT-000110	1,604 98	SOLD	NOVEMBER/93	979 38	636 60
10/06/89	MOTOCICLETA	YAMAHA	3TT-000124	1,604 93	SOLD	JANUARY/94	979 38	636 60
10/06/89	MOTOCICLETA	YAMAHA	3TT-000127	1,604 98	SOLD	MARCH/94	1144 17	743 71
10/06/89	MOTOCICLETA	YAMAHA	3TT-000132	1,604 98	SOLD	NOVEMBER/93	942 53	612 64
10/06/89	MOTOCICLETA	YAMAHA	3TT-000139	1,604 98	SOLD	OCTOBER/92	340 91	221 59
10/06/89	MOTOCICLETA	YAMAHA	3TT-000141	1,604 98	SOLD	JANUARY/94	973 63	632 87
10/06/89	MOTOCICLETA	YAMAHA	3TT-000150	1,604 97	SOLD	JANUARY/94	973 68	632 88
10/06/89	MOTOCICLETA	YAMAHA	3TT-000151	1,604 97	SOLD	NOVEMBER/93	977 01	635 66
10/06/89	MOTOCICLETA	YAMAHA	3TT-000160	1,604 97	SOLD	JANUARY/94	973 63	632 87
04/26/90	MOTOCICLETA	YAMAHA	3TT-001561	1,580 00	GOOD			
04/26/90	MOTOCICLETA	YAMAHA	3TT-001562	1,580 00	GOOD			
04/26/90	MOTOCICLETA	YAMAHA	3TT-001563	1,580 00	GOOD			
04/26/90	MOTOCICLETA	YAMAHA	3TT-001564	1,580 00	GOOD			
03/07/91	MOTOCICLETA	YAMAHA	3TT-004749	1,719 17	GOOD			
03/07/91	MOTOCICLETA	YAMAHA	3TT-004750	1,719 17	GOOD			
03/07/91	MOTOCICLETA	YAMAHA	3TT-004919	1,719 17	GOOD			
03/07/91	MOTOCICLETA	YAMAHA	3TT-004920	1,719 19	GOOD			
09/23/93	MOTOCICLETA	YAMAHA	3TT-024361	1958 98	GOOD			
09/23/93	MOTOCICLETA	YAMAHA	3TT-024364	1958 98	GOOD			
09/23/93	MOTOCICLETA	YAMAHA	3TT-024367	1958 98	GOOD			
09/23/93	MOTOCICLETA	YAMAHA	3TT-024368	1958 97	GOOD			
09/23/93	MOTOCICLETA	YAMAHA	3TT-024369	1958 97	GOOD			

III. MAJOR ACCOMPLISHMENTS

In accordance with Amendment No.7 to the OPG, dated April 22, 1993, the Grant required DJC to carry out field activities in three sectors in approximately 10 different projects. At end of the Grant period, based on this amendment, the activities implemented by DJC were to have achieved specific targets by project/sector. The following tables by sector show the targeted goals versus the actual, final project status.

A. HEALTH/NUTRITION

General Objective: Support the participation of rural families in a primary health care program based on the adoption of 5 behaviors which place emphasis on principal problems facing young children and women of child-bearing age.

Sectorial Projects: Center for Nutrition Education and Early Childhood Development (CENET); Training of Midwives; and Environmental Sanitation.

SECTOR CONDITION	PLANNED	ACCOMPLISHED
Children will have been reached by a comprehensive primary health care program.	1,500 children	4,361* children

* This data includes the children listed below plus 781 children improved respiratory illness and 450 children improved diharrea disease.

The specific numerical targets for this sector's outcomes versus actual achievements were as follows:

SECTOR MAJOR ACTIVITIES	PLANNED	ACCOMPLISHED
1. Under-nourished children in the program will attain a normal nutritional status.	872 children	1,400 children
2. Children monitored in the program will have been completely vaccinated - five vaccinations.	1,296 children	1,730 children
3. Pregnant women receiving pre and post natal care under the program will have a trained mid-wife deliver their children.	156 Pregnant women	749 Pregnant women

There were two major interventions which proved quite successful in achieving and greatly exceeding the goals of the grant in the area of Health & Nutrition. The first was the Center for Nutrition Education Early Childhood Stimulation, known as the CENET, its acronym in Spanish.

The CENET was successful for a number of reasons;

Intensive training on the part of the staff

Involvement of the community, both in terms of volunteers and mothers participating and also usually providing a locale for the activities

Visible, positive results in the children participating and an information system that clearly documented these for the community

Coordination with other resources to help assure sustainability

In some areas where we implemented the project, neighboring communities started their own CENET's over and above the number planned in our activities. They saw the impact and the importance of this activity. That type of spontaneous replication is a good sign that the project had great value for the communities.

The other important activity was in the training of traditional mid-wives. More than a few communities have commented that since DJC began working with them, **NO BABIES HAVE DIED!** That's is a very positive change. The pre and post-natal care and monitoring and attendance at the birth provided by trained mid-wives is largely responsible for this.

Here again, the thoroughness of the training, which included practical training at a Ministry of Health hospital, was an important factor. The fact that the mid-wives are recognized by the Ministry and authorized to refer women at risk to the Ministry's facilities also helps to make the program effective and sustainable. It helps the community and at the same time helps the Ministry to improve their performance through the incorporation of these trained resources.

B. EDUCATION

General Objective: Support the access to education for children and the development of youth and adults in the community as a basis for increased capacity for leadership and organized efforts in the process of development at the community level.

Sectoral Projects: Community Organization & Leadership Development; Pre-School and Primary School; and Skills Training.

SECTOR CONDITION	PLANNED	ACCOMPLISHED
Rural communities will have organized community development committees with trained leadership that actively take part in on-going activities.	80 communities	71 communities

The specific numerical targets for this sector's outcomes versus actual achievements were as follows:

SECTOR MAJOR ACTIVITIES	PLANNED	ACCOMPLISHED
1. Promoting the role of women as community leaders and increasing their representation on the Boards of Directors of the 60 Community Development Committees.	72 women in 60 Committees	292 women in 60 Committees
2. Teaching methodologies for obtaining financial and technical assistance from other donors/institutions with the expectation that the communities will be designing or implementing projects with other sources of funding.	29 communities	136 communities
3. Increasing the attendance rates in kindergartens and primary schools of children ages 4-10.	3,440 children	4,520 children

Perhaps the most lasting impact from the interventions of Save the Children in these communities is one that is not very well documented. It is the change in attitude, self-confidence, and responsibility for their own futures which occurs in many of the community members through their participation in program activities. This is not a coincidence. It is the over-all goal. But it is rarely specified or measured exactly.

Much of the work in organizational training and development for community committees and the involvement of women is focussed on achieving this outcome. Thus the indicators selected, all of which were greatly exceeded, reflect indirectly the success of this component. Helping communities to access resources from other institutions was a very important and successful element of our work, especially in terms of sustainability. These skills will continue to be used by the communities long after we are gone.

The goal of "organized community development committees" shows a shortfall, with only 71 of a targeted 80. In fact, we worked with, organized and trained 136 community development committees. But for reporting purposes, we are including only those which at the close of the grant had obtained legal status or were in the process of doing so. Many of the others continue to exist and function for the benefit of their respective communities.

The more "direct" education activity, increasing access to primary and pre-school education was also very much tied into the previous point. Rather than just provide a teacher so that children could attend school, we provided resources to the community, based on a scholarship per child amount, so that the teacher could be hired by the community. This created a strong incentive on the part of the community (and the teacher!) to make sure that ALL children attended classes or risk losing part of the income needed to pay the teacher's salary.

This structure also created strong involvement and responsibility for the community in running their own school. This approach was coordinated with the Ministry of Education's EDUCO model. A signed agreement guaranteed that the Ministry would absorb these class sections into their program, assuring continuity. But in the case of our communities, a lot more work and training were done with the community leaders to help them assume and exercise their responsibilities towards their schools.

DJC also worked with the teachers to provide additional training and help create more dynamic, active classrooms to contribute to the development of the children at the earliest possible stage of their schooling.

C. SUSTAINABLE AGRICULTURE/NATURAL RESOURCES MANAGEMENT

General Objective: The application of soil conservation techniques and the adoption of alternative crops, along with improved animal husbandry, to increase the productivity of small-scale farmers.

Sectorial Projects: Agroforestry; and Animal Husbandry.

SECTOR CONDITION	PLANNED	ACCOMPLISHED
Small-scale farmers will have improved their productivity by adopting soil conservation methodologies and environmentally sound farming practices.	3,000 small farmers	2,841* small farmers

* This data is approximate.

The specific numerical targets for this sector's outcomes versus actual achievements were as follows:

SECTOR MAJOR ACTIVITIES	PLANNED	ACCOMPLISHED
1. Farmers will implement new soil conservation techniques.	592 farmers	1,061 farmers
2. Farmers will vaccinate their animals	352 farmers	1,780 farmers

In spite of reducing the goal of farmers with improved production from 3,500 in the original grant agreement to 3,000 in amendment number 7, this is the one target that was not completely reached. There are a couple of reasons why that occurred.

One is just the strictness of the information system. The only farmers who are included in this number are those for whom we were able to document the results and/or who participated in "official" program activities. Not included are others who adopted the same techniques and increased their own production through replicating the activities we were supporting. We certainly reached and worked with many more farmers over the

course of the 5 years of the OPG. But we take a very conservative approach to adding numbers in target achievements.

And as is always the case in farming, the weather was a factor. Two years of very poor rains made it difficult to improve productivity. And exact measurement of productivity was also a difficult task. We found this indicator, corn yield/manzana, to be the most troublesome one in the impact indicator system.

A final difficulty in implementing some of the conservation and reforestation activities was a shortage of seeds and seedlings. DJC worked closely with the Central American Madeleña III project in these activities. They were unable to meet the demand for seeds to support our activities with the communities.

D. "EL CARPINTERO-EL SAUCE" POTABLE WATER PROJECT

General Objective: Approximately 15,000 people will have access to potable water through the completion of the project. The system will eventually serve 20,000 due to future population growth.

Rehabilitation & Repair: A major element of the final 2 years of this Grant was the rehabilitation and repair of this large gravity fed system in which DJC was permitted to use up to \$1,650,000 from Grant funds and agreed to obtain funding sources (either external or internal Save the Children resources) to cover 50% or the rest of the total cost of this project.

Funding was also approved from OPG resources for the engineering study to determine the extent of the problems involved and the rework necessary to make the system completely functional. This study was completed in mid-1991. After discussions with USAID to determine how to proceed, DJC contracted the services of the U.S. Army Corps of Engineers to oversee the bidding process and re-construction of the main line, secondary lines, and 2 of the 10 sub-systems. The Corps of Engineers were paid for their services using private Save the Children funds. Most of the primary contract, carried out by Constructora Siman, S.A., was paid for with OPG funding. This work was completed in early 1994.

A decision was made to remove the 10th and final sub-system from the main line and provide an alternative source of water for the town of El Sauce. In January of 1994, the water system for the town of El Sauce was turned over to CADSES, the local

organization which was formed to operate the system. The project consists of a 50 meter deep well equipped with a submersible pump, an emergency generating plant, water storage tank and distribution network. The water system in El Sauce has been functioning continuously and is currently serving 160 households. Also, DJC assisted CADSES with a feasibility study for a second well which would be financed by the Social Investment Fund (FIS).

The remaining 7 sub-systems are currently being completed. The work for these was partially financed by the Social Investment Fund (FIS). In coordination with the Social Investment Fund (FIS) and DJC, 3 private companies were contracted for the repair/rehabilitation of the remaining 7 sub-systems of the El Carpintero-El Sauce water project. The 3 contractors selected began work in the field on all 7 sub-systems in August/94.

During 1993/1994 organizational support was provided to the area communities which are direct beneficiaries of the water project. The goals of this support have been to establish the legal entities required to assume control of and operate the systems and to provide the needed training and organizational development. The two Community Organizations which were created are CADSES (Administration & Development Committee for the El Sauce Water Subsystem) and ACCPAD (Community Association for Water & Development EL Carpintero-Pitahaya). Support was also provided to the contractor on the main line of the project, Constructora Siman, S.A., and to the supervisory institution, the U.S. Army Corps of Engineers. Constructora SIMAN completed essentially all of the work defined, allowing water to reach successfully all 9 tanks of the system and the main line was tested and repaired as required. The SIMAN contract also included repair/rehabilitation of 2 of the 9 subsystems.

In the month of May, 1994, the first phase of the main project was turned over to ACCPAD. This included the spring, primary and secondary lines, the 9 tanks and two of the 9 distribution sub-systems, Malalaja and Güeripe. The chart on the following page shows the current status of the work remaining to have the system completely operational.

PROYECTO DE AGUA EL CARPINTERO - EL SAUCE
HASTA MARZO 31 DE 1994

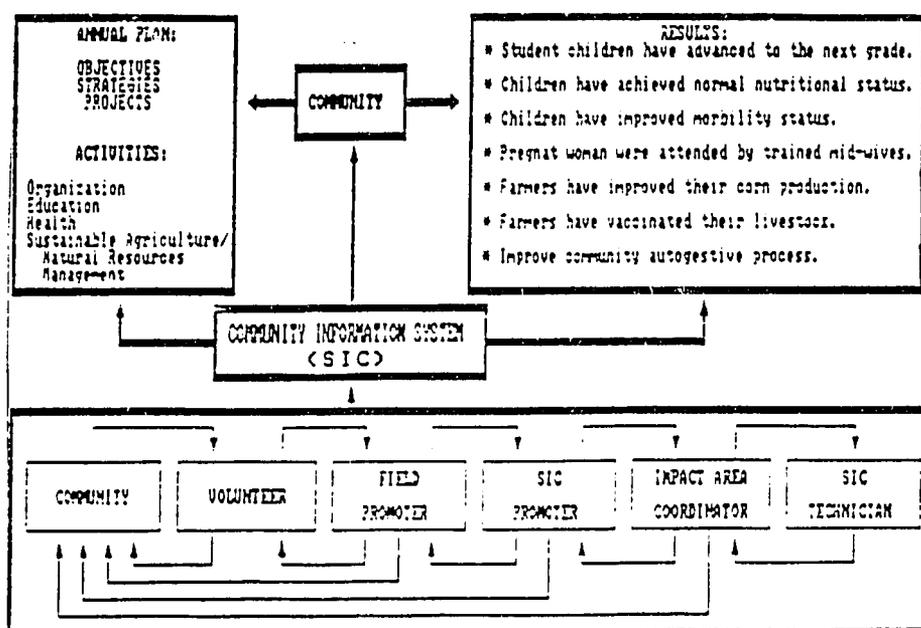
CODIGO DEL PROYECTO	NOMBRE DEL SUBSISTEMA	MUNICIPIO	NOMBRE DEL REALIZADOR	% AVANCE FISICO		VALOR CONTRATADO ₡		Avance Financiero				FECHA DE ENTREGA	NUMERO DE FAMILIAS BENEFICIADAS	OBSERVACIONES
				FIS	DJC	FIS	DJC	FIS *	%	DJC	%			
04374-0	La Pitahaya	Polorós	KAPRA, S.A. de C.V.	75	70	\$1,430,310.00	\$141,948.00	\$1,158,551.00	81	\$64,175.34	45	Pendiente	80	* Datos al 31 de Marzo/95, proporcionados por el ing Oscar Vargas, inspector del FIS, el día 27-03-95 (1) Incluye ₡5,700 de imprevistos. (2) Incluye ₡265,000 de imprevistos. (3) Incluye ₡336,000 de imprevistos. Nota: DJC ha contratado a un supervisor con un costo inicial de ₡50,000, que pueden llegar a los ₡75,000
04375-0	El Talquezal	Concepción Ote	Jorge T. Arias	97	98	\$701,904.00	\$125,560.00	\$610,656.00	87	\$47,886.50 (1)	34	Pendiente	116	
04376-0	El Molino	Concepción Ote	MAXPA, S.A. de C.V	99	80	\$1,331,735.00	\$133,016.00	\$1,158,609.00	87	\$0.00		Pendiente	186	
04377-0	El Guayabo	Concepción Ote	Jorge T. Arias	95	98	\$958,469.00	\$264,833.00	\$805,114.00	84	\$324,000.00 (2)	22	Pendiente	224	
04378-0	Ojo de Agua	Concepción Ote	KAPRA, S.A. de C.V.	90	95	\$674,445.00	\$185,781.00	\$539,556.00	80	\$60,072.71	32	Pendiente	180	
04379-0	El Zapote	Concepción Ote	Jorge T. Arias	98	98	\$470,018.00	\$99,228.00	\$352,513.00	75	\$379,300.00 (3)	44	Pendiente	52	
04380-0	El Rincón (Yurumela)	El Sauce	KAPRA, S.A. de C.V	97	95	\$69,468.00	\$49,072.00	\$39,597.00	57	\$0.00		Pendiente	21	
TOTALES				93	90	\$5,636,349.00	\$999,438.00	\$4,664,596.00	83	\$875,434.55	43			
	Güerpe	Polorós	Simán, S.A de C.V.	FUNCIONANDO								Mayo de 1994	185	Los subsistemas son administrados por la Asociación El Carpintero-La Pitahaya de Aguas y Desarrollo (ACCPAD). La cuota que pagan los usuarios por el servicio es de ₡20.00 mensuales
	Malalaja	Polorós	Simán, S.A de C.V.	FUNCIONANDO								Mayo de 1994	59	
	El Sauce	El Sauce	EYCO, S.A. de C.V.	FUNCIONANDO								Enero de 1994	160	El subsistema es administrado por el Comité de Aguas y Desarrollo Subsistema El Sauce (CADSES). La cuota que pagan los usuarios por el servicio es de ₡30.00 mensuales.
TOTAL FAMILIAS BENEFICIADAS ...												1263 *		

Un promedio de 6 personas por familia = 7,578 beneficiarios directos hasta la fecha, que son los que están inscritos en los listados de cobro. Sin embargo, se beneficiará indirectamente a un promedio de 6,000 personas, que son quienes viven en las comunidades vecinas y que obtienen agua. Uno de los objetivos del comité comunal será incluir a estas personas también en los listados de cobro.

E. EVALUATION/IMPACT MEASUREMENT

As a result of the mid-term evaluation, Amendment No.7 was incorporated into the OPG to put into place a system to provide on-going measurement of program impact based on defined indicators.

DJC contracted an external consultant in December 1992 to design/create a Community Information System (SIC) in response to the above recommendation. The SIC is a response to the need to record and demonstrate the results of the activities which DJC carries out in the communities. Below is a schematic drawing representing the system's operational process.



The system provides continuous monitoring to evaluate the progress of the program towards achieving the goals and objectives set with-in the pre-determined time frame. That is, the system establishes a process for the regular collection of selected primary information through which the impact indicator values are determined. This demonstrates in a concise form the achievement of program targets.

On the following page is a chart showing the impact indicators as they are currently defined and used. Over time, with the experience of implementation, the system has been modified from the original design.

**INDICADORES DE IMPACTO
SEGUN ENMIENDA No.7 DEL OPG III**

DESCRIPCION DEL IMPACTO	AÑO 1993			AÑO 1994			AÑOS 93/94		
	Proyecto	Real	Diferencia	Proyecto	Real	Diferencia	Proyecto	Real	Diferencia
Educación									
1. Mujeres participando en cargo directivos en la organización comunal.	33	128	95(+)	39	164	125(+)	72	292	220(+)
2. Comunidades que han realizado gestiones para obtener apoyo técnico y financiero.	14	53	39(+)	15	83	68(+)	29	136	107(+)
3. Niños han asistido a escuelas parvularias y básicas.	2040	2356	316(+)	1400	2164	764(+)	3440	4520	1080(+)
Salud y Nutrición									
1. Niños que han alcanzado estado nutricional normal.	436	492	56(+)	436	908	472(+)	872	1400	528(+)
2. Niños que tienen vacunación completa de acuerdo a su edad.	648	557	91(-)	648	1173	525(+)	1296	1730	434(+)
3. Niños que han superado su estado de morbilidad por IRA.	243	320	72(+)	186	461	275(+)	434	781	347(+)
4. Niños que han superado su estado de morbilidad por diarrea.	165	197	32(+)	149	253	104(+)	314	450	136(+)
5. Mujeres que han sido atendidas por parteras capacitadas.	89	397	308(+)	67	352	285(+)	156	749	593(+)
Agricultura Sostenible/ Conservación de los Recursos Naturales									
1. Agricultores que están utilizando técnicas de conservación de suelos.	250	477	227(+)	342	584	242(+)	592	1061	469(+)
2. Manzanas en proceso de recuperación.	150	293	143(+)	146	267	121(+)	296	560	264(+)
3. Agricultores que han vacunado a sus animales.	176	767	591(+)	176	1013	837(+)	352	1780	1428(+)
4. Quintales de maíz en exceso por incremento productividad en cultivos.	500	626	126(+)	684	747	63(+)	1184	1373	189(+)

** LAS CIFRAS ESTAN ACTUALIZADAS HASTA DICIEMBRE/94.

F. FIVE CASE HISTORIES

1. Health/Nutrition

"LET'S MAKE A HEALTHY HOUSEHOLD"

We'd like to share with you the following story about what has happened and what is happening in the community of "El Terrero Blanco", located about 4 km. outside of the city of San Alejo in the Department of La Union.

The story is about the activities carried out by Rosita and her family in order to achieve better health for their family. They all work enthusiastically in these activities which are focussed primarily on better nutrition and disease prevention.

Rosita, as she is called affectionately by her family and the community members, is a 41 year old woman from the same community. She moved away for a while to a community near Santa Rosa de Lima, but later returned. Her family includes her husband and 7 children, 4 girls and 2 boys, including 2 children who suffer from congenital blindness. In spite of her own problems and the work involved in taking care of her own family, she agreed to work as a health volunteer in her community. At first, the family lived in a very small, one-room house. But through the training in health which she received as a volunteer, she became aware of the need to improve her own living situation. They added on a kitchen and a bedroom, leaving the original room as a living room space.

They also had a pit latrine. But the characteristics of the soil were not adequate for this solution. They lined the pit with bricks and concrete, but that didn't work either. One day, in a training course about dry compost latrines, Rosita found the solution to their problem. Her husband and oldest son built the dry compost latrine, using local materials. The housing is built with adobe. To date, they have been using this latrine with no problems at all. All of the family members use the latrine and it is always kept very clean. They are also able to produce organic fertilizer using the human wastes. Another part of the environmental improvement of the home environment has been the construction of a pig-pen using local materials.

Improved nutrition has also been a big change for Rosita and her family. Her husband is producing a variety of garden crops for the family's use. He also planted soybeans which are used to produce various products (milk, bread, sweets, etc). Rosita promotes these ideas about sanitation and nutrition among others in the community so that they can benefit from the same changes in their lives.

It is obvious that Rosita and her family are involved in changing the conditions of their own community through their efforts at promotion. They also make themselves available to participate in training activities with DJC whenever possible. Rosita is very happy with the results she sees, including the construction of additional dry compost latrines and the addition of new crops such as soybeans and garden vegetables. Through the good example set by Rosita and her family, other families are changing and improving their lives as well.



2. Education/Community Organization

"THE STORY OF LA CAÑADA"

La Cañada is a community in the municipality of El Carmen, located 16 km. to the south of San Alejo. It is on a small, rugged table land know as "Juana Pancha".

The community consists of 52 houses which are located with-in a large "hacienda", the owner of which is constantly threatening the inhabitants with eviction. But these inhabitants continue in their day to day efforts to live and improve their lot in life each day.

The houses are made of walls mud and sticks or of sorghum stalks and the roofing is generally thatch. There is a large infant population and a lack of basic health and sanitation services or educational opportunities.

Through the initiative of a group of volunteers, the community organized a Community Development Committee (CDC) and they began to undertake a series of projects to improve conditions in their own community including;

- A Community Well
- Household Latrines
- Road Repairs
- School Construction - The community organized fund-raising activities to build a small house in which a school could function. The walls were made of adobe and the roof of clay tiles.

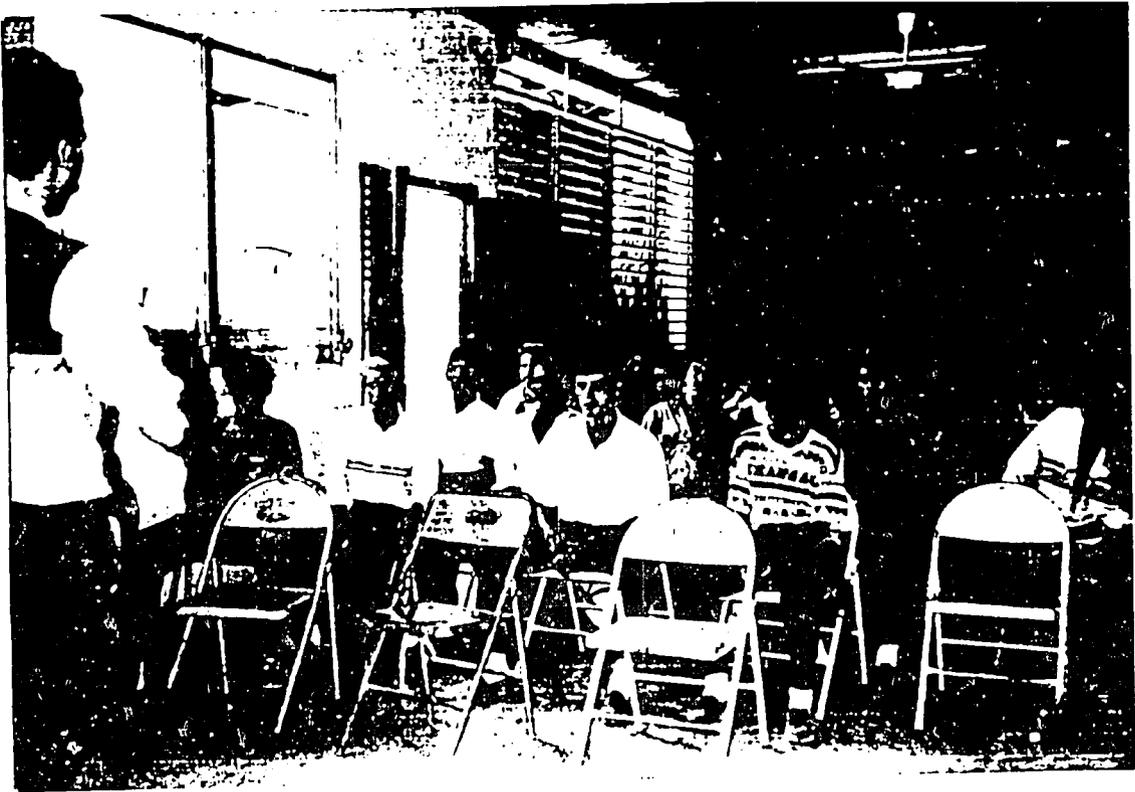
These activities included the participation of almost all of the community members (Women, Children, and Older residents carried water and materials) because the whole community became aware of the need and opportunity to improve their own lives through changing their way of thinking and acting.

These achievements were especially the result of the enthusiasm and dedication of a few key volunteers such as; Felipe Quintanilla, Jose Angel Mejia, Angela Ponce, Mariana de Jesus Ponce, Adriana Solis, and others. Some of these no longer reside in the community and some have passed away. But Felipe Quintanilla continues the struggle and now, at 42 years of age, is receiving a course in masonry construction which is being offered by DJC and on the week-ends he works in the fields on his subsistence crops.

One of the biggest achievements for the community of La Cañada was the establishment of an Early Childhood Development Center (CET). This center is staffed by 5 trained, community volunteers and serves a population of 45 children. Working with DJC, the community was able to have the Ministry of Education absorb the center into their official pre-school program, first with the same volunteer staff and later with a salaried teacher from the Ministry.

As was mentioned above, some of the initial leaders have died or moved on from the community. So the community members had to look for new leaders to take their places. This meant getting young people more involved to develop future leaders. That is why Angelita Ponce first invited 22 year old Saul Romero to take part in a training course for a community pharmacy project. This served to awaken his interest in the problems of his community. He began to take part in other courses and activities including leadership development and economic development and he began to encourage his friends to take part as well and to pay attention to the problems and conditions which affected their community. Now we can name several others who have accepted leadership responsibilities and have come to fill the places left by their predecessors.

A final example from the community, Jorge Reyes Romero, was trained in basic electrical installations in a course sponsored by DJC. He has recently received his certification from the National Office of Energy and Mineral Resources as an electrician, 5th class.



3. Sustainable Agriculture/Natural Resources Management

"A COMMUNITY DAM PROJECT"

The community of Tularcillo is located in the canton of Talpetate and the Municipality of Nueva Esparta in the Department of La Union. It is about 10 kms. south-east of Nueva Esparta. There is a 5 km. dirt access road which permits entry by vehicle in the dry season and with great difficulty in the rainy season.

About 400 meters from the center of the community, in the channel of the Nueva Esparta River, there is a dam which measure 4 m. high by 13 m. wide and has a removable center gate section for drainage and cleaning.

The story of this dam tells about an effort to help solve the problems of a community which just a year before was almost totally isolated. The community decided in a meeting of the members that one of the greatest problems they faced was the lack of water. The sources of water were particularly limited and seriously contaminated during the dry season. (in 1990, there was a severe outbreak of gastro-enteritis in the community).

The newly formed Community Development Organization decided to come to DJC to look for possible solutions to their problems. After a brief technical study, the recommended solution was to construct a dam which would provide water for domestic use, cultivation of fish, water for animals, and perhaps in the future a source of water for crop irrigation and, with treatment, potable water for consumption. The initial idea was a shared effort of 4 key members of the Community Development Committee, since many people believed that the strong currents during the rainy season would wash away "the wall" as they called this project.

After a number of meetings on the topic, and with the support of DJC, the project got under way. Most of the families and people of all ages and sizes took part in the effort. The first step was to remove a large amount of loose material down to a level of 1.5 m to reach a solid base for the construction. This was the first big test of participation to see if people would really do their part. But little by little, men, women and children of all ages began to arrive to fulfill their individual commitments to participate. Eventually the project was completed in "record" time relative to the size of the effort.

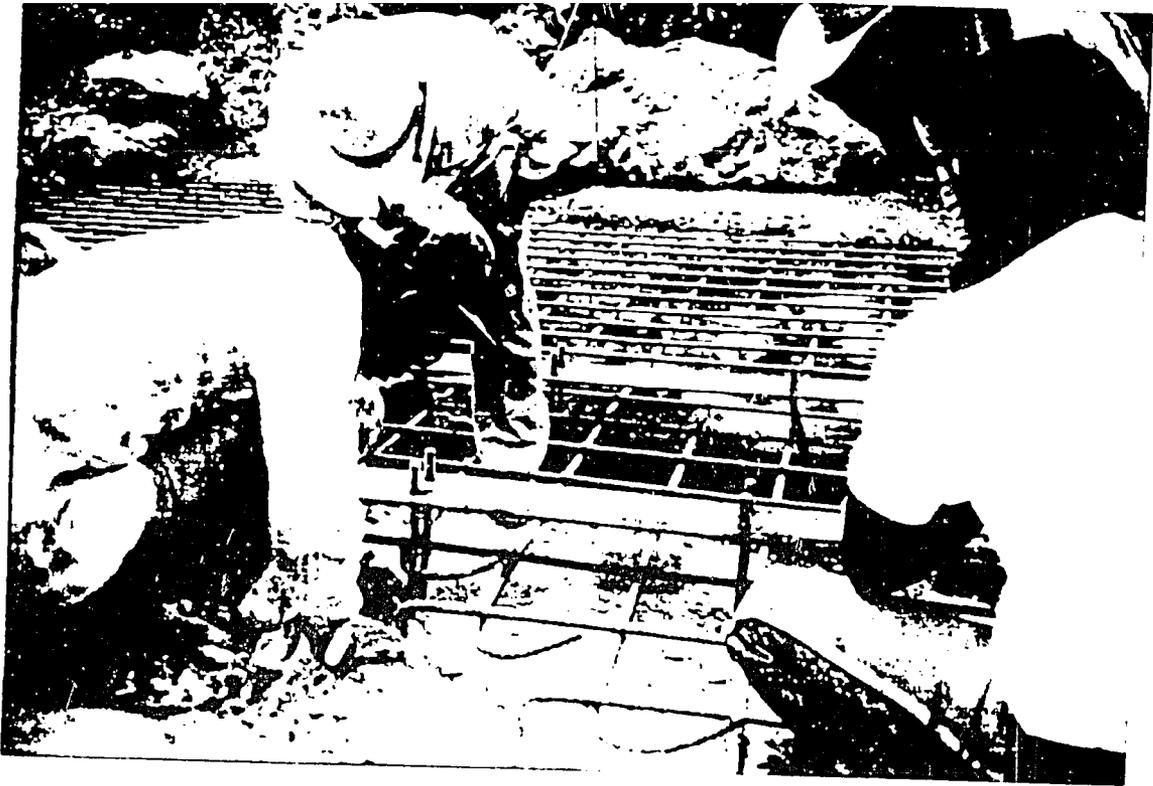
Mr. Serapio Fuentes, a 49 year old community resident, commented that the effort was very impressive, especially since there were many murmurings that "the wall" would

disappear with the first big storm. But the need for water was great enough to overcome these doubts and get people working. Now people have a different opinion of the project, especially after the first big storms came and covered the dam completely, but did not affect it. "The wall" resisted the river. The people really began to believe after that, according to Serapio.

"By the way", Serapio was asked, "who do you think this dam belongs to?" "The dam belongs to the people", he said. "Because it is well planted there and because the people worked like mules to build it!" People in the community, especially the women, are very pleased because now they have water in the dry season. Before they had to walk a long distance to bring water. They were scared to go, even in groups, because it was a dangerous place. Now they don't have to go.

The men are glad because they have water for their animals and because they have fish. There is still a possibility to build a small irrigation project down below the dam. And Serapio says, "If we work hard enough and smart enough, maybe we'll even get water piped into each and every house one day."

At first, the need for water and the possibility of this project were not clear to the community. The water seemed to be too little and too dirty. And at the same time, they didn't have a school or a good road. But eventually they understood the importance of the project and they supported it. It took a lot of work on the part of the community and on the part of DJC. Now the people are very proud of their project and of what they have been able to do by working together. They have written several songs to sing about their dam and its building!



"YOUNG PEOPLE IN ACTION"

The present case is about the motivation and the changes in a Youth Environmental Protection Brigade (GJPA) in the community of San Francisco. This community is located in the municipality of San Pedro Perulapan, in the department of Cuscatlan, about 8 km north of San Martin.

The community is divided into 2 separate zones, San Francisco de Asis y San Francisco Candelaria. Both of these areas are made up of very rugged terrain with a variety of soil types from lime soils to clay soils. The general region is volcanic in origin with a predominance of "talpetate" a soft porous stone. DJC has worked primarily with the residents of San Francisco Candelaria.

Our initial efforts in this community began in 1992 with projects in the areas of Health/Nutrition, Education and Natural Resources. One of the activities, combining Health/Nutrition and Natural Resources activities, was the organization of a GJPA. The primary objective of this project was to achieve greater involvement on the part of young people in the improvement of the environment in their communities. The young people in the group ranged in age from 12-24 years old.

During 1994, one of the objectives in the plans of the Natural Resources sector was the establishment of a tree nursery by the GJPA. This nursery was to produce 1,000 tree seedlings to be used in reforestation projects in the community.

At the same time, the Community Development Committee in San Francisco included the establishment of a tree nursery in their plans for 1994. So it made sense to select this community and to train a group which included the GJPA and some of the Community Development Committee leaders in a training course on the establishment and maintenance of forest nurseries. We also provided the basic seeds and plastic bags required for the project.

One of the members of the CDC provided a space on his property to establish the project, which produced a total of 1,800 seedlings divided between Leucaena and Teak species. The young people of the GJPA were active and enthusiastic participants, taking turns in checking on the plants and providing the water and other inputs necessary to get the seedlings through the critical early stage of growth. They put to practical use all of the things they had learned in their training.

When the seedlings were ready to be planted, many of them were distributed to schoolchildren to take home and plant in their homes. Others were used to re-forest a parcel of land in the community. The GJPA members also worked with the local schools to educate the children about how to plant their trees and why it was so important to the community. As a part of this activity, a field trip was arranged to the botanical gardens in "La Laguna: in Antiguo Cuscatlan. This was a very positive educational experience for the GJPA members.

The success of the nursery project and the inspiration of the field trip have caused the GJPA to continue to work together on this and other projects. In 1995, they plan to establish additional demonstration plots to show some of the techniques they have learned about, including mixed use forestry plots and home vegetable production. They also plan to implement fund-raising activities to help them obtain resources for their projects.

One of the most important achievements of the project was the degree of motivation and enthusiasm created in the GJPA members. This was especially notable in the commitment developed on their part for protecting and improving the natural environment in their community.

On the other hand, a spirit of "social responsibility" has developed in the group as well. They express this by saying, " It is a good thing for the group to continue to keep on doing the things we have learned, such as; planting trees, establishing demonstration plots and nurseries, etc. If someone cuts down a tree, s/he should plant 3 more in its place. No one should cut down trees without planting new ones, because that is what is drying up our water sources."

The GJPA members are happy that they are able to participate in these programs which provide a way for them to be identified with the development of their community.



"GJPA members showing the tree seedlings produced in the nursery."



"Members of the GJPA weeding and thinning the tree seedlings in the nursery."

4. Integrated Case History

"LOS JIOTES COOPERATIVE"

1993 REPORT OF THE EXECUTIVE COMMITTEE
ACRAPROMARJI DE R.L.

First General Assembly Meeting

Dear Associates;

Welcome to our first General Assembly of the membership. We are very pleased to be able to share with you the ideas and principles of the Cooperative movement, in this case the free and open access and egress and democratic organization and control, a basic principle which all of us will put into action today through our participation in this assembly.

As the Executive Committee, and in keeping with the responsibility entrusted to us when we were elected as administrators of the cooperative, which we proudly serve, we would like to present to the full membership the following report on our period of management, corresponding to the year 1993. It should be noted here that the life of this cooperative actually began in 1990 with the creation of a village bank through the support of Desarrollo Juvenil comunitario (DJC).

Later, in 1991, the bank became an independent entity with the support of a ¢7,500.00 loan provided by DJC and a "pre-cooperative" group was formed with the technical assistance of DJC as well. In this present report, there are some results which are not directly from 1993, but given that this is the first General Assembly ever convened, in keeping with the law, we wish to make mention of some of the previously realized activities so that our members will be aware of them and to show that perseverance is important in accomplishing your goals. It was in this way that the cooperative, always accompanied by it's strong "right arm" of DJC and through the financial support which they helped to obtain from the Canadian Association for International Development, was able to start the construction of the salt evaporation ponds. ACDI provided an amount of ¢118,000.00 (\$15,000.00) to begin this project in commercialization of salt. With the assistance and advice of INSAFOCOOP we were able to incorporate on June 15, 1991 in an initial General Assembly meeting, the Asociacion Cooperativa de Comercializacion, Ahorro, Credito y Procesamiento de Productos de Mar Los Jiotes (ACAPROMARJI DE R.L.) with a total of 21 members and ¢4,200.00 in capital. Later we were able to request

and obtain the required authorization for the construction of solar drying ponds in the area know as "Playa El Conchal", located in the Bay of La Union in the jurisdiction of San Alejo in the department of La Union. The project has an area of 10.13 manzanas (17.22 acres), which is the area we are still working today. In the same period of time, on September 17, 1991, the cooperative received its "personeria juridica" (legal status) and as of that date the members of the Executive Committee began to visit the offices of the "Departamento de Investigacion y Consultoria Tecnica, S.A." (DEICO) in San Salvador. This institution provided economic support from the Inter-American Foundation in the amount of ¢42,500.00, with which we were able to construct part of the infrastructure of the drying ponds and purchase a boat and a Yamaha No. 15 outboard motor. A second request remained pending through the course of the year with a number of amendments, revisions and annexes being incorporated. This second request is for an amount of ¢520,000.00 which, upon approval, will be used for the construction of drying tanks of brick and concrete and, it is worth mentioning, the project received a visit from a representative of the U.S. Senate from whom we expect to receive a response.

REPORT CORRESPONDING TO 1993

As a first step this year, we requested credit from the "Banco de Fomento Agropequario" through its branch office in Santa Rosa de Lima and this credit was approved in the amount of ¢229,766.00, which was sufficient to provide working capital for the 1993 season. With these funds, we were able to complete the infrastructure construction, purchase; nylon packaging material, a boat with 8,000 lb. capacity and a 25 horsepower outboard motor, a second motor, a milling machine, two package sealing machines, two 5 horsepower honda pumps, and two work tables for packaging. In addition we were able to add a 10 meter extension to the warehouse for additional storage capacity. Electrical installations were added to the exiting structures and preparations were begun for the 1993-1994 season. Finally, credit applications were prepared for the "Banco de Fomento Agropequario" in Santa Rosa de Lima for an increased credit amount of ¢3,639,378.50.

The requested amount is intended to cover the working capital requirements of the cooperative overall and the individual needs of its 23 members at the same time. In addition to operational costs, this amount includes the construction of a new warehouse of the size of the current one, the purchase of additional machinery, and the costs of direct marketing which would free the cooperative from control on the part of intermediaries, who currently receive most of the profit. Unfortunately, this loan was turned down by someone. Taking into account the objections raised, but continuing in our efforts to achieve our goals, we have resubmitted the loan application, this time

taking into account only the needs of the cooperative for an amount of ₡1,704,942.00. If this is approved, it will be used for the purchase of additional machinery, 220 volt electrical installations, and the implementation of the marketing plan.

We would like to emphasize that 1993 was a year in which our previously proposed plans were carried out and while we didn't achieve all of our targets we are continuing to hammer away at them because we know that "perseverance is important in accomplishing your goals", and because we base ourselves in the principles of morality and responsibility, with a strong foundation for development and growth.

We wish to thank all of the members for their support and assistance, but we also ask for even more support, more solidarity, and a greater cooperative spirit. We thank all of the members for the confidence which you have placed in us.

Cooperatively;

The Executive Committee

P.S. - Attached is a letter from the Inter-American Foundation approving a donation in the amount of U.S. \$66,200.00 to the Los Jíotes Cooperative, ACAPROMARJI DE R.L.

ACAPROMARJI DE R.L.
ADMINISTRATIVE BODIES AND MEMBERS

EXECUTIVE COMMITTEE

President;	Pedro Angel Palacios Cruz
Vice President;	Miguel Angel Cruz
Secretary;	Carmen Meléndez
Treasurer;	Miguel Angel Santos
First Alternate;	Eugenio Herrera Castro
Second Alternate;	Fausto Canales
Third Alternate;	Jorge Alberto Berríos

OVERSIGHT COMMITTEE

President;	José Marcelino Cárcamo
Vice President;	Medardo Amaya
Member	Paulino Torres
First Alternate;	Gustavo Salomón Turcios
Second Alternate;	Roberto Chávez

SUPPLY & MARKETING COMMITTEE

President;	Tomás Romero Martínez
Vice President;	José Heriberto Canales
Member	Reinaldo del Carmen Ríos

CREDIT COMMITTEE

President;	Isidoro Manzano
Vice President;	Eugenio Herrera Castro
Member	Jorge Alberto Berríos

EDUCATION COMMITTEE

President;	Julio Flores
Vice President;	Tomás Lazo Flores
Member	Ramón Ernesto Granados

"Working together for a better world"

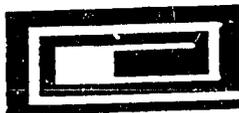
ACAPROMARJI DE R.L.
ADMINISTRATIVE PERSONNEL OF ACAPROMARJI DE R. L.

Manager;	Julio Flores
Secretary;	Aracely Flores
Accountant;	José del Carmen Paz

Humility is necessary in order to understand that the work and progress of the struggles of the people are the result of the efforts made together by the proletariat classes.

Humility consists in eliminating from with-in ourselves anything which causes us to put ourselves over others; to give ourselves more importance than we actually have, which reflects an individualistic or an egotistical spirit, and NOT that of a strong cooperative personality.





INTER-AMERICAN FOUNDATION

3 de mayo de 1994

Pedro Angel Palacios Cruz
Presidente y Representante Legal
Asociación Cooperativa de Comercialización, Ahorro, Crédito y
Procesamiento de Productos del Mar Los Jiotos de R.L.
Cantón Los Jiotos
Jurisdicción de San Alejo
Departamento de la Unión
El Salvador

Ref: Convenio de Subvención ES-143

Estimado Sr. Palacios Cruz:

Me complace informarle que la Fundación Interamericana aprobó el otorgamiento de una subvención de US\$66.200 a la Asociación Cooperativa de Comercialización, Ahorro, Crédito y Procesamiento de Productos del Mar Los Jiotos de R.L. (JIOTES) para poner en marcha las actividades de proyecto descritas en el Convenio de Subvención adjunto.

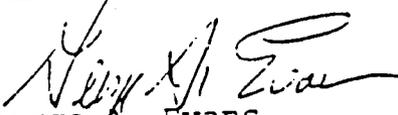
Adjuntas a la presente le enviamos tres copias en inglés y tres en español del Convenio de Subvención entre nuestras instituciones. A fin de indicar su conformidad con los términos del mismo, sírvase firmar y fechar todas las copias y devolvernos dos copias en cada idioma. Si desea hacer correcciones, modificaciones o adiciones, sírvase hacerlas en cada una de las copias y poner sus iniciales al lado de cada una.

También se adjunta una copia de la Declaración Pública sobre el proyecto. En caso de que desee hacer correcciones o modificaciones, sírvase hacerlas y devolvérselas con las copias del Convenio. Si está de acuerdo con el texto, por favor comuníquenos su conformidad. La versión final se usará para información al público en general.

La Fundación efectuará el desembolso inicial de los fondos cuando reciba las copias del Convenio de Subvención debidamente firmadas y una copia del Apéndice B.

Aprovecho la oportunidad para hacerle llegar mis felicitaciones y desearle éxito completo en la ejecución del proyecto.

Atentamente,


George A. Evans
Presidente
Adjuntos

IV. EVALUATIONS

A. MID-TERM EVALUATION

Objective: As a part of USAID/El Salvador's strategy to promote rural development, Save the Children Federation (SCF) was selected to carry out a program to improve the condition of children in poor, rural communities in El Salvador. This was particularly important at a time when the country was in the middle of an armed conflict and many areas were effectively cut off from basic government services. The rural poor were particularly hard hit.

SCF believes that the conditions leading to child poverty and ill health are complex and need to be addressed in a comprehensive manner. SCF described its program as community based integrated rural development (CBIRD). OPG III was the third in a series of 3 five year grants which began in 1979. The terms of this OPG, signed in 1989, required a midterm evaluation of progress towards program goals. Under contract to SCF, the Development Economics Group, a division of Louis Berger International, carried out an evaluation of the program during the period February 24 to April 25, 1992.

Purpose of Evaluation and Methodology: The evaluation terms of reference included determining project progress towards the above goals, undertaking a cost benefit analysis, evaluating the current status of SCF organizations in Impact Area No.1 from which SCF had departed in December 1990 and recommending changes in the program if appropriate.

The major findings and conclusions and resulting recommendations from this mid-term evaluation are summarized on the following page.

Major Findings/Conclusions	Recommendations
<ul style="list-style-type: none"> ● The program has reached about 8,000 families in generally isolated rural areas to promote community organization, health, nutrition, education and increase income consistent with preserving the environment. ● Progress towards project goals, defined as quantifiable changes in income and behavior, could not be measured owing to the lack of quantitative data. Based on field estimates, the team concluded that progress had been made towards health, education and community development goals but that the goal for increased real income would not be met. ● The program comprises a wide range of activities over four program sectors: further consolidation into fewer but better activities was recommended as well as programmatic changes involving data collection, personnel practices and the issue of phasing out of communities. ● Mission and implementing agency review was recommended to modify the project in light of the evaluation findings and recent changes in the political/economic environment. 	<ul style="list-style-type: none"> ● That SCF and USAID undertake a thorough review of the OPG III program to define and modify program objectives in keeping with project experience to date. ● That SCF develop and implement a coherent phase-over policy utilizing effective criteria of community character, size and state of development before undertaking further geographic expansion. ● That SCF overhaul its management information and planning systems to match data collection and analysis with agreed program goals. If the goals include increased income, for example, then the data system must be geared to measuring changes of income.

B. FOLLOW-ON EVALUATION

Objective: To analyze the progress made by Save the Children Federation in the implementation of the changes recommended in the mid-term evaluation, as well as to verify the progress towards the achievement of the goals established between Save the Children Federation and USAID as specified in OPG III Amendment No.7, signed on April, 1993.

Under contract to SCF, HECO Consultants carried out a follow-on evaluation during the month of October, 1993.

Methodology of the Evaluation:

Reading and analysis of documents;
participation in work meetings with Save the Children and USAID staff;
interviews with Institutional personnel, volunteers and beneficiaries;
visits to the communities and to co-ordinating institutions.

The findings and recommendations of this follow-on evaluation are summarized in the following chart:

Major Findings/Conclusions	Recommendations
<ul style="list-style-type: none">● Save the Children and USAID have restated the objectives of the program complying with the recommendations of the mid-term evaluation.● The stated objectives are based on Save the Children experience. Those objectives are precise, realistic, easy to measure and basically suitable to the needs of the recipient population.● The objectives are consistent with the reality in which Save the Children works.	<ul style="list-style-type: none">● SCF documents the methodology employed to elaborate the new objectives in order to keep it as the base for future operations.● SCF widen the the coverage of vaccination to swine, horses and poultry, and promote the application of a complete treatment of those vaccines necessary to protect cattle against most common diseases.● SCF should prepare an instruction manual to interpret and apply the established criteria and take them into consideration to exit from the communities, standardizing therefore the application of the criteria.

- Save the Children has incorporated in its work the rules and procedures that will be the base to exit from the Impact Areas implementing therefore the recommendation of the mid-term.

- Save the Children has complied with the recommendation made by the mid-term evaluation in having implemented a Data Monitoring System for twelve Impact Indicators.

- The data collection process is adequate because it involves people participating directly in the field work.

- The Data Monitoring System allows to analyze, globally and partially, the situation of each sector; to easily control the progress towards the accomplishment of the established goals, to rationalized the distribution of the available resources, and to introduce timely changes in accordance with the reality. This System collects the same data commonly used by the Ministries of Education and Public Health and Social Welfare.

It is expected that the communities will be able to continue using the same system when SCF leaves them, and/or ministries retake them. The information provided by the system is highly reliable because in more than 90% of the cases (11 out of the 12 impact indicators) precise and actual data are obtained.

- SCF has improved substantially its planning process in the sense that such a process coincides with the clear and precise objectives and involves field and administrative personnel who bring their experience and knowledge to their own areas.

- SCF should review the content and design of the forms used in the Monitoring System in order to introduce changes and improvements to make them more useful and practical.

- SCF should prepare a manual for the use of the forms of the Monitoring System and distribute it in the communities where the institution works.

- SCF should incorporate in the forms, whenever possible, the variables necessary to obtain qualitative information to give a more general idea about specific points such as: what kind of vaccines and how frequently they have been given the cattle, swine and poultry.

- Instructions should be prepared on how to use the forms in order to unify the interpretation of the variables under investigation.

- In order to guarantee the success of the water works, the elaboration of a study to determine the appropriate kind of organization and management of the operation and maintenance of the potable water system is recommended.

This study should include among other activities; payment capacity of the users, tariffs, administrative records, payment collection system, personnel, income and outcome projection, etc.

<ul style="list-style-type: none">• The present situation of "El Carpintero-El Sauce" potable water project (covering the installation of the main and secondary pipe lines of "El Carpintero-Pitahaya", the Gueripe and Malalaja subsystems, and filling-up nine water tanks) let foresee the completion of this development no later than the end of January 1995.• SCF has surpassed the goals established in Amendment No.7 of OPG III in eight of the eleven Impact Indicators for which information was available. <p>The trends observed in 1993 allows to conclude that the goals programmed for 1994 will be accomplished.</p>	
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V. AUDITS

During the course of the 5+ year OPG, the El Salvador country program of Save the Children Federation/USA was included in 2 of the annual A-133 Audits which were carried out by an independent accounting firm, KPMG Peat Marwick. Those audits were conducted for fiscal year 1990 (Oct. 1, 1989 - Sept. 31, 1990) and fiscal year 1993 (Oct. 1, 1992 - Sept. 31, 1993).

The DRAFT summary findings related to the El Salvador Field Office for these two audits are attached as Appendix D with this report. The full reports of these audits are available through the Save the Children home office in Westport, CT, USA.

In neither case were any major issues identified regarding the accounting operations of the El Salvador Field Office. The various points which were identified as requiring attention were responded to. Appropriate changes were implemented as required to resolve the issues in the future.

VI. INTER-INSTITUTIONAL COORDINATIONS

Desarrollo Juvenil Comunitario has made ever increasing efforts to collaborate with other agencies/institutions and share its own experiences as well as learning from others and avoiding duplication. Some examples in the various sectors include:

Education: DJC is one of the institutions participating in the Inter-Institutional Committee on Early Childhood Education. In fact, DJC is the coordinating institution for this work. The committee has developed a plan for early childhood education which is being studied by the Ministry of Education.

DJC was contacted by both the Social Investment Fund (FIS) and the World Bank Education Project (EDUCO) to discuss our work in the organization of community groups in support of educational activities. Both agencies recognize that community organization and training are a key elements for their own projects. As a result, EDUCO contracted the DJC Education Specialist to carry out a study on this subject to help them in developing educational activities with the communities.

Also, agreements were signed with the Ministry of Education to train and absorb community teachers funded by the OPG and take over the educational activities once DJC leaves the communities.

Health and Nutrition: Formal agreements were signed with two regional offices of the Ministry of Health. The real cooperation was more at the local level and continues to be very positive.

DJC is a member of the Inter-Institutional Child Survival Committee (CISI) and coordinates very closely in the field with the Salvadoran Demographic Society (ADS) regarding family planning activities.

Currently the Ministry of Health is implementing a series of Rural Health Centers which are very similar to DJC's CENET project. All of these results demonstrate that our Health/Nutrition Sector projects are having impact and sparking interest among other private or public institutions.

Natural Resources: The cooperation with the regional reforestation project, Madeleña III, managed by CATIE, was the principal institutional linkage in this area. DJC was the only non-governmental organization participating as a project implementor in El Salvador.

Summary Institutional Collaboration charts by sector are included in order to show the major sectoral linkage activities during the life of the grant.

EDUCATION: SECTOR COLLABORATION

INSTITUTION	PARTICIPATING ACTIVITIES
Ministry of Internal Affairs	To legalize "ADESCOS" (Community Development Organizations)
Ministry of Education	<ul style="list-style-type: none"> ● Support for teachers. ● Training teachers and facilitating school materials. ● Training, supervision, approve results, take over the projects once DJC leaves the communities.
Social Investment Fund (FIS)	<ul style="list-style-type: none"> ● Building school rooms in some communities. ● Facilitate materials for schools.
The Vocational Training Institute (FEPADE)	Vocational Training Workshops
The Construction Industry Vocational Training Center (IOPIC)	Vocational Training Workshops
Inter-institutional Committee for Salvadoran Children Attention	Integral Plan for Attention to Salvadoran children.

HEALTH AND NUTRITION: SECTOR COLLABORATION

INSTITUTION	PROJECTS	
	CENET	Mid-Wife Training
Ministry of Health & Public Assistance	<ul style="list-style-type: none"> ● Health Material ● Training ● Immunizations 	<ul style="list-style-type: none"> ● Health Material ● Internships in Hospitals
FUSAL	<ul style="list-style-type: none"> ● Building construction for clinics and medicines. 	
World Vision	<ul style="list-style-type: none"> ● Improved water quality. 	
Soybean Nutrition Program	<ul style="list-style-type: none"> ● Facilitate soybeans. 	
National Family Secretariat	<ul style="list-style-type: none"> ● Facilitate food for CENET's. 	
Social Investment Fund (FIS) and National Water Company (ANDA)	<ul style="list-style-type: none"> ● Compost Latrine Construction 	
Salvadoran Demographic Association	<ul style="list-style-type: none"> ● Information ● Referrals 	<ul style="list-style-type: none"> ● Information ● Referrals
Salvadoran Women's Dev. Foundation (FUDEM)	"Attention to Children"	
Salvadoran University - Odontology Faculty Health Foundation Children's Hospital "Benjamín Bloom"	<ul style="list-style-type: none"> ● Special programs for Children; 	<ul style="list-style-type: none"> ● Dental Care ● Vision Screening ● Hearing Exams

NATURAL RESOURCES: SECTOR COLLABORATION

INSTITUTION	COORDINATION
Ministry of Agriculture (MAG)	<ul style="list-style-type: none"> ● Improved seeds ● Staff Support ● Agricultural Materials & Equipment
Tropical Agronomic Center of Investigation & Teaching (CATIE)	<ul style="list-style-type: none"> ● Training ● Forestry seeds ● Forestry materials ● Technical Assistance ● Agricultural Information ● Visits to Forestry Plots
Dev. Program for Refugee, Displaced and Repatriated (PRODERE)	<ul style="list-style-type: none"> ● Educational Material ● Agroforestry Material for Projects ● Agriculture material
MAG/Center for the Development of Fish Cultivation (CENDEPEZCA)	<ul style="list-style-type: none"> ● Fish Cultivation ● Technical Assistance
Agricultural Vocational School (ENA)	<ul style="list-style-type: none"> ● Training courses for the staff.
MAG/Cattle Center (CEGA)	<ul style="list-style-type: none"> ● Vaccination Campaigns ● Technical Assistance ● Extension Material

Through these inter-institutional coordinations, Desarrollo Juvenil Comunitario has facilitated relations with the GOES, NGO's, and other institutions to provide technical/financial support for the communities. This helps to assure the sustainability of the development process in the communities once Desarrollo Juvenil Comunitario leaves.

VII. SUMMARY OF LESSONS LEARNED

The five year course of the OPG was an opportunity to learn through experience how to continue to improve in our efforts to help the rural, poor communities in El Salvador to help themselves. Through the mid-term evaluation, the follow-on evaluation, the implementation of the Impact Monitoring system, and just our day-in day-out presence in the communities, we have learned a lot. Much of the learning and results have been covered in previous sections of this report. This section is intended to be only a brief summary to highlight those items.

A. FOCUS ON DOING A FEW THINGS WELL

One of the very important changes which was already underway but was reinforced by the mid-term evaluation was the importance of focussing on a smaller number of activities and doing them very well. In the early stages of the OPG there were as many as 7 different program sectors and 30-40 defined project activities. As such, it was difficult to monitor and to define real progress. By the time the mid-term evaluation took place, the number of sectors had been reduced to 4 and the projects to 12. After the evaluation, these were further reduced to 3 and 10, respectively.

One important factor in the reduction in sectors and activities is the importance of choosing well. That is, if you are going to do a limited number of things, you should choose those which will have the greatest and most lasting impact. And if the projects are in different program sectors, try to choose complementary activities which will reinforce each other. For example, promotion of home vegetable gardens may increase family incomes while at the same time promoting improved child nutrition.

The issue of focus and reduction of activities was important at the community level as well. In the earlier stages of the project, we tried to promote a large number of specific health related behavioral changes. The messages were too complex and varied for the community volunteers and leaders. The time needed to cover so many different behaviors all at once was more than they had available as volunteers. Reducing the number of specific items to focus on was both more successful and more respectful of their available time.

B. SELECT AND MONITOR IMPACT INDICATORS

The design and adoption of an Impact Indicator and Monitoring system was closely related to the previous point. As the system was developed and put into place, the staff became more and more aware of progress towards achieving specific targets. This in turn caused them to focus their time and efforts more directly on those activities which would help to achieve the desired impact and to spend less and less time on any activities which would not contribute to the stated goals.

Once again, the selection of the right indicators is very important as is the selection of a very limited number of indicators. These indicators were to be first and foremost a tool for the community to apply. That meant they had to be easily understood and perceived to be useful. There is a tendency to add more and more indicators to the system because we as program implementors are interested in the data and documentation. But for a system to remain effective at the community level, it should be short and sweet (easy).

Over the course of implementation of the Impact Monitoring System, we found that some indicators were difficult to obtain and/or quantify and that others were repetitious. Many of these were removed or changed as the system evolved.

The "automation" of the system also proved to be a challenge. A lesson learned here is that for the community what really counts is an effective, easy to use manual system. The focus should be on that, with automation for summary and reporting purposes being added as a later stage once a fully operational manual system exists.

C. INTER-INSTITUTIONAL COORDINATION/COOPERATION - FOCUS ON PROCESS

One of the things that makes us feel good about the sustainability of our efforts in the communities is the large degree of involvement by other agencies/organizations. This coordination/cooperation is more completely documented in section VI. of this final report. It was a result of a very conscious effort on our part. But it was also required by the financial realities of the grant.

In the early stages of the OPG, the amount of resources relative to the number of communities was fairly high. This in turn caused a certain emphasis on projects that were resource intensive. The emphasis was more on expending the resources than on work with the community leaders. Later in the OPG, as a result of the need for resources to

complete the "El Carpintero-El Sauce" Potable Water Project, there were fewer financial resources available for projects and the emphasis was on helping the community access resources available from other governmental or non-governmental sources.

As it turned out, this was a programmatically superior approach. Under the previous model, the day that DJC left the community, they would feel that the "project" was over, because we provided ALL of the resources ourselves. Under the new approach, we worked with the community members to go to other funding sources and lead them through the process of obtaining resources. After our departure, they could continue to use this process which was learned by working with us.

In a similar way, our willingness and openness to work with other organizations rather than try to control a given community was a good lesson and left continuing relationships. For instance, we got out of the village banking business by bringing in FINCA to provide support to banks. We referred women to ADS for family planning services. We brought in FUSADES to carry out vocational training programs. All of these collaborative efforts helped to increase the resources brought into the communities while at the same time modeling a cooperative model for them to use in the future after our departure.

D. COMMUNITY PARTICIPATION IS IMPORTANT FOR SUSTAINABILITY

This is a direct result of the previous lesson learned. When we began to focus more on the process of community organization and leadership development rather than the physical projects, we began to see more of the real change in individuals which will remain after we're gone. Much of that was also the result of our own staff training and development and even of changes in the way the Save the Children organization in El Salvador was run. We began to empower our own staff and they, in turn, used an empowerment model with the communities. Getting our own personnel more involved in taking responsibility and initiative in their work proved to be contagious. They applied the same approaches to the communities.

E. HIGHLY TECHNICAL PROJECTS REQUIRE TECHNICAL EXPERTISE

When it comes to lessons learned, it would be unfair to leave out the water project. And it is very important that the lesson learned be the proper one. In many ways, this extremely large, ambitious project was much more of a challenge than anyone ever thought it would be. And had anyone realized that, it might have never been attempted. But saying the project was too big and shouldn't have been done would be the wrong lesson.

The right lesson is to make sure that the proper technical expertise is on hand (or is brought in) to assure that such projects are done correctly the FIRST time. The real problem is that no one realized how technically difficult the project truly was. There was an assumption that since it was an all gravity system, all you had to do was hook the pipes together and the water would flow.

In fact, the system has some very demanding technical criteria. Decisions were being made by people who not only didn't understand the technical dimensions of the project, they didn't even know that such technical dimensions existed. And even many of the very basic installation practices in the field were ignored because no one with the proper background was in place to supervise. But that goes right back to the issue of not knowing what kind of background would have been the proper one.

Knowing what everyone now knows, perhaps a much less ambitious project would have been attempted. But the real lesson learned here is simply, *"Make sure you do it right the first time!"*

APPENDICES

- A * El Salvador map, showing Impact Areas.
- B * List of communities where DJC worked during the Grant period.
- C * Project photos
- D * Draft Audit Reports

- E * Close-out reports from Impact Areas #'s 1, 3, 4, 6 & 7.
(in a Separate Volume with this Report)

APPENDIX A



1: Impact Area 001
 El Sauce, Concepción de Oriente

3: Impact Area 003
 San Alejo and El Carmen

6: Impact Area 006
 Polorós, Anamorós and Nueva Esparta

2: Impact Area 002
 San Martín, Perulapán, Perulapán
 and Santa Cruz Michapa

4: Impact Area 004
 Hlobasco

7: Impact Area 007
 San José La Fuente, Bolívar
 and Yocumquín

APPENDIX B

DESARROLLO JUVENIL COMUNITARIO

LIST OF COMMUNITIES PER IMPACT AREA WORKED DURING THE OPG III

IMPACT AREA No.1 EL SAUCE/CONCEPCION DE ORIENTE

- | | | | |
|-----|---------------|-----|----------------|
| 01. | EL AMATILLO | 12. | EL MOLINO |
| 02. | TALPETATE | 13. | ALTO ABAJO |
| 03. | PAPALAMBRE | 14. | GUERIPE |
| 04. | CANTARERA | 15. | PUEBLO NUEVO |
| 05. | EL SAUCE | 16. | CARBONES |
| 06. | VIROLA | 17. | PIEDRA GORDA |
| 07. | MANAGUA | 18. | EL GUAYABO |
| 08. | AGUA CALIENTE | 19. | TALQUEZAL |
| 09. | LA MESA | 20. | EL ZAPOTE |
| 10. | EL RINCON | 21. | CUEVAS |
| 11. | BOQUIN | 22. | TERRERO PRIETO |

TOTAL: 22 COMMUNITIES

IMPACT AREA No.2 SAN MARTIN

- | | | | |
|-----|--------------------|-----|----------------|
| 01. | EL RODEO | 16. | ANEMONA |
| 02. | LA ESPERANZA | 17. | FENADESAL |
| 03. | TECOLUCO | 18. | LA FLOR |
| 04. | HUIZILTEPEQUE | 19. | LA CRUZ |
| 05. | LA LOMA | 20. | SAN AGUSTIN |
| 06. | EL PINO | 21. | PERULAPAN |
| 07. | ROSALES | 22. | SANTA ELENA |
| 08. | SANTA CRUZ MICHAPA | 23. | PERULAPIA |
| 09. | EL CENTRO | 24. | LOS PLANES |
| 10. | EL ESPINO | 25. | LAS LOMAS |
| 11. | LA PALMA | 26. | EL TRIUNFO |
| 12. | PALO BLANCO | 27. | HACIENDA NUEVA |
| 13. | ROSARIO TABLON | 28. | MIRAFLORES |
| 14. | CORRAL VIEJO | 29. | BUENA VISTA |
| 15. | JINUCO | 30. | AJULUCO |

TOTAL: 30 COMMUNITIES

IMPACT AREA No.3 SAN ALEJO

- | | | | |
|-----|---------------|-----|----------------|
| 01. | LOS JIOTES | 14. | LA CAÑADA |
| 02. | EL CHAPERNA | 15. | PIEDRA GORDA |
| 03. | BOBADILLA | 16. | TERRERO BLANCO |
| 04. | ALTO EL ROBLE | 17. | EL PAPALON |
| 05. | SANTA CRUCITA | 18. | LAS MARIAS |
| 06. | EL NARANJO | 19. | BENAVIDES |
| 07. | MOGOTILLO "A" | 20. | EL COPALIO |
| 08. | MOGOTILLO "B" | 21. | EL CAPITAN |
| 09. | EL CARAON | 22. | LAS HUERTAS |
| 10. | EL TEMPIZQUE | 23. | CEIBILLAS |
| 11. | AGUA FRIA | 24. | EL CRUCILLAL |
| 12. | TRINCHERA | 25. | LA BARAHONA |
| 13. | SAN JOSE | | |

TOTAL: 25 COMMUNITIES

IMPACT AREA No.4 ILOBASCO

- | | | | |
|-----|-------------------------|-----|-----------------|
| 01. | NUEVO TEPEYAC | 11. | SANTA CRUZ |
| 02. | BUENOS AIRES | 12. | QUESERA ABAJO |
| 03. | AZACUALPA | 13. | QUESERA ARRIBA |
| 04. | HUERTAS | 14. | SAYULAPA |
| 05. | MENJIVAR | 15. | CAROLINA |
| 06. | HOYOS | 16. | MESTIZO |
| 07. | ISLETAS PIRAGUA | 17. | SAN LUIS GRAMAL |
| 08. | SAN FRANCISCO DEL MONTE | 18. | SAN VICENTE |
| 09. | PEÑAS BLANCAS | 19. | MINAS |
| 10. | SAN FRANCISCO IRAHETA | | |

TOTAL: 19 COMMUNITIES

IMPACT AREA No.6 ANAMOROS

- | | | | |
|-----|---------------------|-----|------------------|
| 01. | HONDURITAS | 14. | EL PORTILLO |
| 02. | EL CHAGUITE | 15. | VELASQUEZ/GARCIA |
| 03. | EL AMATAL | 16. | EL BAÑADERO |
| 04. | ESCUELA AGUA BLANCA | 17. | BUENA VISTA |
| 05. | CARRISAL/JOCOMICO | 18. | LOS VASQUEZ |
| 06. | CHAPARRO | 19. | BENITEZ/MEDRANO |
| 07. | LAJA BLANCA | 20. | LOS BENITEZ |
| 08. | T.U.P.S. | 21. | LOS CRUCES |
| 09. | LA ESPERANZA | 22. | EL SALITRE |
| 10. | LOS VILLATORO | 23. | ALTO DE HUERTOS |
| 11. | LOS GUTIERREZ | 24. | RIO ARRIBA |
| 12. | TULARCILLO | 25. | LOS ZETINO |
| 13. | EL ALTO | | |

TOTAL: 25 COMMUNITIES

IMPACT AREA No.7 SAN JOSE LA FUENTE

- | | | | |
|-----|---------------------|-----|--------------|
| 01. | LA BOLSA | 10. | LA RINCONADA |
| 02. | LA JOYA | 11. | LLANO GRANDE |
| 03. | JOYA DE LAS TUNAS | 12. | LOS PILONES |
| 04. | VALLE DE LOS CRUCES | 13. | LOS PEREIRA |
| 05. | NACIMIENTO | 14. | LOS MAJANITO |
| 06. | VALLE NUEVO | 15. | CHAGUITILLO |
| 07. | CANDELARIA-ALBORNOZ | 16. | HATILLOS |
| 08. | LOS CARBAJAL | 17. | TEPEMECHIN |
| 09. | EL CIRICUARIO | 18. | GUADALUPE |

TOTAL: 18 COMMUNITIES

APPENDIX C

HEALTH & NUTRITION



"A midwife taking a prenatal control"



"Children attending the CENET received their daily nutritional food from community leaders"

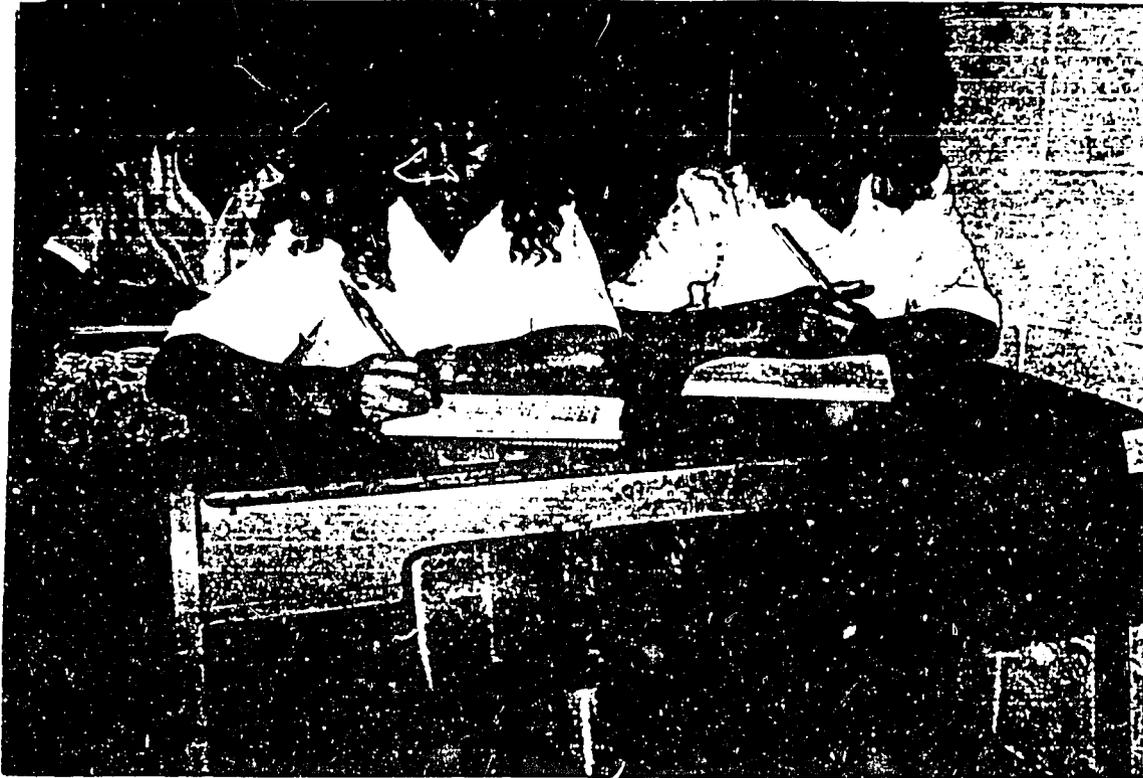


"Rosita and her husband were active leaders at their community. She participated in health community activities, especially with the maintenance and use of the latrines constructed".

EDUCATION



"Ms. Reyna has four children and was a very shy person. After she took some leadership courses with SCF she is now an open and outstanding person and likes to participate in community activities. She was a student of the Electricity Vocational Workshop developed at her community. Now she is helping others to solve electricity problems and so she is getting some additional income".



"Students attending the community school through the Scholarship Program. Otherwise, they wouldn't have the opportunity to study".



"Young people using their free time to learn carpentry skills through the different vocational workshops carried out".

SUSTAINABLE AGRICULTURE/ NATURAL RESOURCES MANAGEMENT

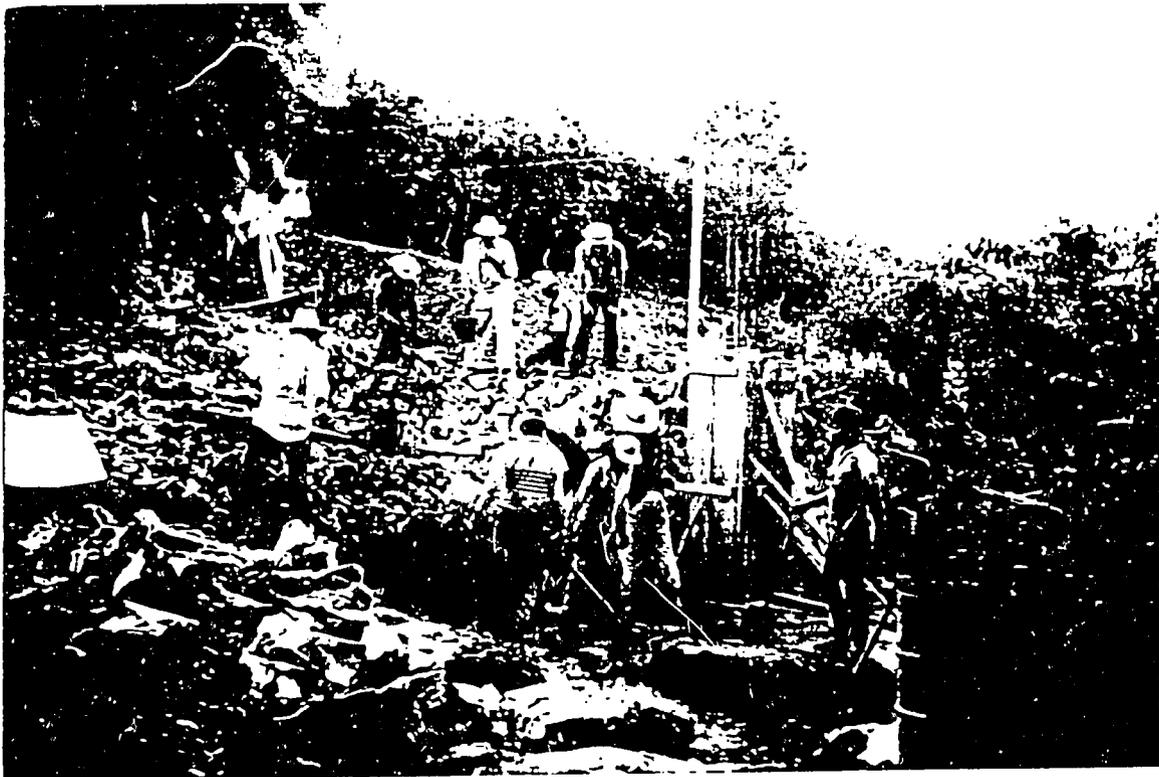


"Community Children from schools and the Youth Environmental Protection Groups carried out clean-up campaigns and planted trees in their communities".





"Two small farmers are working in 'rock barriers' to avoid soil erosion where they grow corn and beans".



"Active community leaders are helping to build a dam which will benefit hundreds of people with drinking water, irrigation for home gardens, and water for their animals".

APPENDIX D

COMMENTS RELATING TO EL SALVADOR FIELD OFFICE

CASH

A) Situation Noted:

Lack of adequate controls over authorized signatures on bank accounts. Mr. Ruben Martinez Dominguez, Administrative Coordinator of San Martin's impact area, is still listed as an authorized person for issuing checks on the existing account of Banco Capitalizador even though he resigned on December 31, 1989. His notice of withdrawal as a signatory was not sent until February 8, 1990; however, the bank confirmation received as of May 31, 1990 from the Banco Capitalizador still had Mr. Martinez Dominguez listed as an authorized signer.

Recommendation:

We recommend that when an employee has an authorized signature and resigns from SC, the annulment notification of that signature should be submitted to the corresponding bank at the time of resignation. Furthermore, a periodic solicitation of the statement of authorized persons for issuance of checks should be made in order to ensure that they are up to date.

Benefit Derived:

The potential for misappropriation of funds by former employees of SC would be avoided.

Comments of Field Office Director:

It is our understanding that to modify signatories, the old signature cards must be cancelled and replaced by new cards. During this period, the Director was out of the country. When the Director arrived on the 5th of February, the new cards were submitted with her authorization.

B) Situation Noted:

Inadequate control over the issuance of checks. In the examination of the checks issued per the auxiliary bank ledger, we noted that certain checks of bank account No. 0384-0948 of the PVT funds were not issued in numerical order.

Recommendation:

We suggest that an adequate numerical control over checks be implemented.

Benefit Derived:

This suggestion would allow for an effective control over issued checks, which would help to ensure that SC's funds are used properly.

Comments of Field Office Director:

Agreed

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EL SALVADOR FIELD OFFICE

FIELD OFFICE SERVICES

A) Situation Noted: Lack of an Internal Regulations Labor Code. The FO has not established an Internal Regulations Labor Code which is required by the local labor laws (Work Code of the Ministry of Labor).

Recommendation: An Internal Regulations Labor Code, which would define the rights and obligations of the employees and FO, should be developed.

Benefit Derived: This would ensure compliance with local labor laws, thereby avoiding the possibility of incurring any penalties.

Comments of Field Office Director: We believe that the administrative section of the field office manual on personnel adequately covers the requirements of the local labor laws.

B) Situation Noted: Lack of fulfillment of penalty clauses in contracts with consultants. The work contracts entered into with consultants do not include penalty clauses in the event that the consultants are unable to fulfill the requirements of the contract.

Recommendation: Penalty clauses should be included in the contracts, in order to ensure that the contractors fulfill their contractual obligations or that SC does not incur any losses as a result of their inability to fulfill such contracts.

Benefit Derived: This would help to ensure that contracts are completed on time or that SC is duly compensated for any delays.

Comments of Field Office Director: Agreed. We will include penalty clauses in all contracts.

PROJECT COSTS (DIRECT AID)

A) Situation Noted: Inadequate control over community fund. During our visits to the impact areas, we noted that the treasurers of some communities do not use appropriate ledgers to record receipts and disbursements. Instead, loose sheets of paper are used to record the transactions, which could be easily lost.

Recommendation: The FO should ensure that all communities are using ledgers to record receipts and disbursements.

Benefit Derived: This would ensure that the accounting records are complete and avoid unnecessary losses of such records.

EL SALVADOR FIELD OFFICE

Comments of Field Office Director:

Agreed. We do have a policy that treasurers keep simple registers, however, compliance is not uniform.

B) Situation Noted:

Lack of control over medicine stock. In El Pino of San Martin's impact area No. 2, we observed that the person responsible for the community's first aid kit does not maintain any control over the medicine stock.

Recommendation:

We recommend that all communities that handle first aid kit community projects prepare stock control cards in which all transactions related to medicine be recorded.

Benefit Derived:

The preparation of stock control cards would lead to better control over the stock of medicine. Periodic inventories could be performed in order to determine possible shortages.

Comments of Field Office Director:

Agreed. Promoters are responsible for training community members to keep records; however, training does not guarantee compliance. In fiscal 1991 managers who do not keep records after receiving training will not be resupplied.

C) Situation Noted:

Lack of proper approval on the Sub FORS 06F's. We noted that some sub FORS 06F's were not signed by the president or the treasurer of the respective sectorial committees.

Recommendation:

We recommend that the sub FORS 06F's be signed consistently by the president and the treasurer of the corresponding sectorial committee.

Benefit Derived:

This would help to improve controls over the funds managed by the community.

Comments of Field Office Director:

This is a recurring problem. Financial management procedures are being revised to deal with this problem among others.

D) Situation Noted:

Lack of proper documentation of approved expenses. We noted that the sectorial promoters review the receipts and invoices that support the expenses reported in the Sub FORS 06F; however, in most cases, they do not sign the receipts or the invoices as evidence that they have been reviewed.

EL SALVADOR FIELD OFFICE

Recommendation: We recommend that the sectorial promoters sign the receipts and invoices that support the expenses reported in the Sub-FORS 06F, and they should note the date of their review.

Benefit Derived: This will help to reduce the possibility of improper expenses being reported on the Sub FORS 06F. In addition, the duplication of expenses already reported in past reports or an expense being left out would be avoided.

Comments of Field Office Director: Agreed. This problem is also being taken into consideration in the revision of procedures.

CAPITAL ASSETS

A) **Situation Noted:** Lack of evidence supporting the determination of sales price on assets sold. We noted that the interim FO Director determines the price that capital assets are sold at; however, no written evidence exists supporting the criteria in the determination of sales price.

Recommendation: We recommend that evidence supporting the sales price determination be left in writing and approved by the FO Director.

Benefit Derived: This would lead to better control over the sale of capital assets.

Comments of Field Office Director: Agreed. This process will be documented.

B) **Situation Noted:** Lack of documentation relating to the purchase of capital assets. We noted that with certain capital asset additions tested the FO was not able to locate documentation supporting the fact that price quotes were obtained. In addition, no written evidence was found to support the selection of the supplier.

Recommendation: Without exception, all capital asset acquisitions should be supported with written quotations as required by OMB Circular A-110 and the record retention policy of SC. In addition, the selection of the supplier should be documented in writing.

Benefit Derived: This would lead to better control over capital asset purchases and ensure compliance with OMB Circular A-110.

EL SALVADOR FIELD OFFICE

Comments of Field
Office Director:

Agreed. Quotations were filed, but, due to a change in personnel and moving of offices, we were not able to readily locate the documents for the auditors.

C) Situation Noted:

Improper recognition. We noted during our audit of capital asset additions that the FO has recorded certain assets prior to them being received.

Recommendation:

We recommend that the FO not record a purchase as an asset until the asset is actually received.

Benefit Derived:

Provide for a more accurate assessment of assets on-hand at any given point in time.

Comments of Field
Office Director:

We will discuss with HO the possibility of recording these outlays as advances until the assets are received.

GENERAL MATTERS

A) Situation Noted:

Lack of signatures on revised reports sent to Home Office. During our review of the monthly reports submitted to HO, we observed that some of the reports are not signed by the individual who prepared, revised and/or authorized them.

Recommendation:

We recommend the FO provide written evidence to HO that the reports have been revised and authorized by responsible officials.

Benefit Derived:

This would enable HO to rely on the information submitted.

Comments of Field
Office Director:

We have complied with the requirements of HO. We will consult with them on the need to sign other forms submitted in the financial report.

B) Situation Noted:

Noncompliance with local labor laws. The FO has not submitted a copy of the individual work contracts to the Ministry of Labor which is required by local labor laws.

Recommendation:

We recommend that SC send signed copies of the individual contracts to the Ministry of Labor in order to comply with local labor laws.

Benefit Derived:

This would lead to an avoidance of possible penalties being imposed by the regulatory authorities.

EL SALVADOR FIELD OFFICE

Comments of Field
Office Director:

We have considered it unnecessary in the past to send copies to the Ministry of Labor; however, we will review with HO to determine if we should change current practices.

TRAVEL COSTS

Situation Noted:

Lack of supporting documents for travel costs. During our audit we noted one instance in which an airline ticket purchase for U.S. \$45 could not be located.

Recommendation:

All payment vouchers related to travel costs should be supported with appropriate documentation.

Benefit Derived:

This would allow for better control over travel costs.

Comments of Field
Office Director:

The ticket was lost.

DESARROLLO JUVENIL COMUNITARIO
A SAVE THE CHILDREN PROGRAM

A-133 FINDINGS

Assignment Name : OPG N° 3
Assignment Number : 519-0364-G-00-9422
Donor : 411-DC
Finding : Improperly Prepared Bank Reconciliations in Impact Areas.

In our review of the bank reconciliations prepared during the period from October, 1992 to May, 1993 on each one of the impact areas, we observed the banking balance is reconciled with the balance according to the checkbook and not with the balance according to records.

Recommendation

Our recommendation is that the bank reconciliations be prepared in accordance with the objective which is reconciling the balances in records with the balances sent by the bank in the monthly statement.

Management Comments:

Reconciliation of bank balances is performed using the balance on the ledger and not the balance of the checkbook, though in fact it is standard practice for us to ensure that the ledger and checkbook balances agree. The incorrect item here is that the reporting form lists the "balance as per checkbook" as the comparison figure. The form will be revised to list "balance per ledger" in keeping with the actual procedure.

DESARROLLO JUVENIL COMUNITARIO
A SAVE THE CHILDREN PROGRAM

A-133 FINDINGS

Assignment Name : OPG N° 3
Assignment Number : 519-0364-G-00-9422
Donor : AID-DC
Finding : Lack of Comparison Between the Different Exchange Rates.

Currently no comparisons are made with official publications of the type of exchanges to which currency is sold to the exchange houses, neither for that used in monthly closings.

This may cause losses in the currency conversion or distorted financial information.

Recommendation

We recommend that the type of exchange used for the monthly closing of operations and the selling of currency be compared with other exchange rates published by the Central Reserve Bank of El Salvador.

Management Comments:

We disagree with the finding as stated. The official exchange rate according to the Central Bank is always checked at the time of exchanging Dollars for Colones. However, we have not included documentation of the official rate in the files. These rates can be checked and verified as a matter of record.

We obtain quotes from two private sector sources for each exchange and these rates are documented on the form used. The private sector rates have always been more favorable than the official Central Bank rates.

The recommendation to compare the rates used for closing the accounts at the end of the month is not relevant because the official policy of Save the Children is to use the actual rate obtained in the last transaction during the month.



DESARROLLO JUVENIL COMUNITARIO
A SAVE THE CHILDREN PROGRAM

MANAGEMENT LETTER

1. Situation Found: Check Vouchers with no Evidence of Reception

In our review of the expenditures made by the Institution, we observed the existence of vouchers with no proof of being received by the check beneficiary.

Recommendation

Our recommendation is that for every check issued a signature as proof of reception is required.

Benefit Derived

To assure that the check was received by the beneficiary avoiding possible claims or improper use of such funds.

Management Comments:

Adequate procedures are in place to assure that payments are made only to the authorized parties and receipt of payment is thoroughly documented.

Invoices are signed and stamped to acknowledge full payment. Payment is not made to anyone without complete and proper identification. A "countersign of receipt" document is returned to us from the suppliers upon payment.

With these procedures in place and functioning well, there have been no problems to date. An additional signature on the check voucher would only be a duplication of these safeguards.

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DESARROLLO JUVENIL COMUNITARIO
A SAVE THE CHILDREN PROGRAM

2. Situation Found : No Competitive bid for Purchases Have Been Performed

In our examination of the purchase process, we observed that the Institution has short cut in some instances the procedure to obtain competitive bids from different vendors for the acquisition of goods and services.

As an example are the following cases:

<u>Date</u>	<u>Check</u>	<u>Amount</u>
11/24/92	4297	¢ 71,760
12/16/92	4332	5,000
11/25/92	4298	<u>40,000</u>
		¢ <u>116,760</u>

This situation does not ensure that the purchases are being done at the price and quality most convenient to the Institution, which could result in the acquisition of products and services of the same quality at higher prices.

Recommendation

We recommend to obtain three competitive bids established for the purpose of assuring a purchase at a better option.

Benefit Derived

This will allow the Institution to compare and make the best choice to obtain a better use for the resources assigned to them.

Management Comments:

It is standard practice to obtain competitive bids for purchases made by Desarrollo Juvenil Comunitario. In the first two cases cited, alternative sources declined to bid.

α The third case was negotiated extension of an existing contract and proper steps were taken to assure reasonable pricing.

The problem which we will acknowledge in all 3 cases is that the particular situations should have been documented in the financial files.

DESARROLLO JUVENIL COMUNITARIO
A SAVE THE CHILDREN PROGRAM

3. Situation Found: FQRS 06-F Without Signature of Authorization

We observed that certain Foms-06-F reports attached to the accounting records in the impact area of Anamorós, do not have the signature as evidence of authorization.

Recommendation:

We recommend that the Foms-06-F documents being filed as originals be signed for authorization as in the original document to fully evidence the execution or the control procedure by the authorized official.

Benefit Derived

This recommendation will ensure proper authorization of the Foms-06-F, and of its proper preparation, assuring with it the confidence in the information provided.

Management Comments:

Agreed. We will follow up with the field staff to assure compliance.

4. Situation Found: Support Documentation Without "Paid" Stamp

We observed that the support documentation for the expenditures made in the impact areas and communities, do not show the "paid" stamp to prove the payment made, which creates the risk of being reclaimed, either intentionally or by error.
Examples:

<u>Communities</u>	<u>Date</u>	<u>Check</u>	<u>Amount</u>
Tupos	05/20/93	60793	¢ 1,897
Tupos	05/20/93	60812	1,600
Salitre	11/20/93	60583	1,600

85
100

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Recommendation

We recommend that the expenditures documentation be stamped with "paid", in order to leave evidence of payment, avoiding future uses of the documentation.

Benefit Derived

This recommendation will allow the Institution to obtain greater security on the payments of expenditures, because it will avoid possible double payments.

Management Comments:

Agreed. We will follow up with the field staff to assure compliance.

5. Situation Found : Inadequate Support Documentation

During our review of the expenditures support documentation in the impact area of Anamorós, we observed expenditures of the education section, specifically teachers salaries, with informal receipts, such as cut paper, dirty paper, notebook pages, etc., at giving way to misinterpretations.

Recommendation

We recommend the use of a standard form for payment receipts for all communities which it will accomplish uniformity and formality in the presentation of the support document lowering the risk of it being questioned.

Benefit Derived

The above mentioned will provide appropriate documentation for those payments.

Management Comments:

Agreed. We will provide standard blank forms for the use of the communities.

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6. Situation Found: Unknown Signatures by the Members of Boards of Directors

The Staff from DJC could not identify the signature of the person who approved the Fons-06-F from January, 1993 of the Health and Nutrition Section of the San Francisco Community, due to the lack of a list of signatures of the members of the boards.

Recommendation:

We recommend that DJC obtains a list of names and signatures of the members for each of the communities board of directors, and to keep it up to date.

Benefit Derived

This list will allow the person at DJC to identify the people who sign all the documentation pertinent to transactions performed by the boards of the communities and to know if the person signing the documents is the properly authorized.

Management Comments:

Agreed. All authorized signatures should be on file.

7. Situation Found: Lack of Timely recording in the Journal Entries

The reduction of the revolving fund as it was informed by the Home Office in commitment N° 104 received by DJC on March 2, 1993, was not recorded in the auxiliary books. The daily receipt was prepared on February 26, of the same year, but this record was not documented in the books on that date, but at the time of our visit.

Recommendation

Our recommendation is that the journal entries be done in the time of transaction to avoid later errors.

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Benefit Derived

The timely recording of entries allows to count with information that is real and trustworthy, supported in the accounting records.

Management Comments:

Agreed. The balance was revised without the corresponding entry.

8. Situation Found : Acceptance of a Quotation Without a Proper Justification

In our review of expenditures we observed that for a request of services to be rendered, three quotations were requested as it should be done, and evidence of this has been provided; however, the highest quotation was accepted without evidence of the reasons considered for such decision.

Recommendation

We recommend that when quotations are requested DJC must comply to the established procedures in the manuals, or to show documents of which reasons were adopted for a determined quotation for a best credibility for the decisions taken.

Benefit Derived

This will assure the compliance with the established controls and to obtain a better benefit of the established process.

Management Comments:

Agreed. Written justification should have been included in the file.

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9. Situation Found : Checks out of Records at the end of the Month

One of the policies of Desarrollo Juvenil Comunitario is that the impact areas make a report with a closing date the 25th of each month; this practice results in checks issued after that date are not recorded in the same period; but recorded in the following month; however some were found with prior dates to closing.

As reference, we mention:

<u>Account No</u>	<u>Date</u>	<u>Check</u>	<u>Amount</u>
1604-100182	05/20/93	70706	\$ 233
	05/21/93	70714	2,630
	05/24/93	70714	102

The situation above causes a distortion in the records of bank balances at a particular date since these checks issued and paid are not included in the monthly report.

Recommendation

We recommend that all checks issued prior to closing are included in the closing of every 25th of each month so that the balance in the bank account appears in the bank statement.

Benefit Derived

An exact cut of monthly transaction provides useful information.

Management Comments:

Agreed. The staff member involved has been advised regarding the correct procedures to be followed.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
UNITED STATES OF AMERICA A. I. D. MISSION
TO EL SALVADOR
C/O AMERICAN EMBASSY.
SAN SALVADOR, EL SALVADOR, C. A.

ACTION MEMORANDUM FOR THE MISSION DIRECTOR

FROM : JACOBO HARROUCH, Project Manager

SUBJECT : Project Closeout for Operational Program Grant
519-0364-G-00-9422

In accordance with Handbook 3, Chapter 14, and USAID/San Salvador policy, attached is the Project Assistance Completion Report (PACR) for the Operational Program Grant 519-0364-G-00-9422. The purpose is to inform you about the closing of this project which has supported the Mission strategic objective # 4 IMPROVE QUALITY WITH EQUITY IN HEALTH AND EDUCATION.

The PACR summarizes the accomplishment of the OPG and provides highlights of the Mid-Term and Follow-On Evaluations performed by Development Economic Group of Louis Berger International Inc. , HECO Consultoria Empresarial S.A. de C. V. and the two Audits performed by Peat, Marwick & Mitchel.

Recommendation: That you approve the attached Project Assistance Completion Report.

Approved: [Signature]

Disapproved: _____

Date: June 28, 1995

Drafted by: JHarrouch, Project Manager	<u>[Signature]</u>	Date <u>May 23/95</u>
THawks, RUD/Coordinator	<u>[Signature]</u>	Date <u>5/23/95</u>
Marc Scott, IRD/Director	<u>[Signature]</u>	Date <u>5/23/95</u>
MTValdez, FA/Controller	<u>[Signature]</u>	Date <u>5/23/95</u>
LKMcGhee, Contracts	<u>[Signature]</u>	Date <u>5/31/95</u>
MRadman, PPD	<u>[Signature]</u>	Date <u>5/31/95</u>
HReynolds, D/Director	<u>[Signature]</u>	Date <u>5/31/95</u>

Office of the Controller, Clearance based on:
CONT is awaiting AOCs in the amount of \$94,806.14, which remains unspent so far, to match TOTAL EXPENDITURES reflected in PACR.

RECEIVED
MAY 25 1995
DATE 5/25/95