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THIRD ANNUAL REPORT

**STRENGTHENING SALESIAN CAPACITY TO
MANAGE ECONOMIC DEVELOPMENT PROJECTS**

Cooperative Agreement No. FAO-A-00-94-00025-00

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with the

Agency for International Development

Bureau for Humanitarian Response

Office of Private and Voluntary Cooperation

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I. Background and Project Context

USAID's long standing objectives of humanitarian assistance and broad based, sustainable, participatory economic development with particular focus on the poor of underdeveloped countries matches closely the Salesian objective of helping and providing technical training for young people who are poor and in need. The roughly 40,000 Salesians work in 123 countries, many of them the poorest in the world. They operate about 2800 elementary schools, 650 secondary schools and colleges of which 287 are technical trade schools and 59 agricultural schools, 870 day care centers, 154 medical dispensaries, 167 social welfare centers, and 90 programs for orphans and street children - many in the poorest areas of the poorest countries of the world. Salesians provide assistance directly to the needy and train them in skills that will contribute to their own and their society's economic development.

The Salesian program has operated largely without assistance from USAID or other international funding organizations. However, with a marginal amount of outside funding, the Salesians can substantially increase their developmental impact and more clearly focus on economic development oriented activities. The Salesian network provides an ideal vehicle for USAID and other development oriented organizations to reach out to the people most in need in the countries where they operate. In many countries the Salesians already have qualified staff, buildings and infrastructure in place. They work without salary and are dedicated to helping the poor. Thus they provide a very cost effective mechanism for delivery of needed services in their areas of interest - the care and education of poor children.

This co-operative agreement grows out of the commitment of USAID to work more closely with Salesian Missions in order to provide a valuable link between USAID and the thousands of poor children and youth the Salesians are committed to helping. The Salesians are a natural partner for the new directions of USAID - they are dedicated to helping poor youth participate as full members of their societies and empowering them through education and technical training for economic growth. Their methods are in themselves democratic and their message is one of democracy, both in the classroom and in practice. Salesian methods build character and enhance the self esteem of the individual, at the same time that they help the child gain the skills to earn a living.

There are many types of Salesian development activities. This project focuses on technical training for poor children, but the core purpose is institution building - the objective of the BHR/PVC Matching Grant program. This project helps the Salesians to improve the design, administrative management, documentation and evaluation of their development projects. This program has established project offices to help do that in four countries, the Philippines,

Guatemala, Ethiopia, and Haiti. It is also providing computer systems to help these offices manage better, training on these systems, development of foundations, and improved project management. It is also building Salesian Missions capabilities by strengthening its Office for Government Programs.

The program is based on the need to expand the funding base for Salesian economic development projects, which has been Salesian Missions' objective for several years. This program grows out of our two prior Matching Grants from PVC. These prior grants achieved the institutionalization of an Office in Salesian Missions dedicated to raising the level of projects to international agency standards to insure the continuation of such funding. We currently have seven active USAID grants, and two others just ended this year. However, the Salesian Society is a very large and decentralized organization and making a lasting change for a large part of the order is a long range task. This Grant was essential if we were to continue to pursue the path of improvement. Success in this endeavor is also of use to USAID as improved management of projects will reduce the oversight required of field missions and demonstrate better results.

We have found that, while the Salesians are outstanding motivators and educators, they lack training in modern project design and management skills. This project provides direct assistance to five projects desired by Salesian Provinces and financial assistance in establishing four Project Offices. This co-operative agreement will test the hypothesis upon which the prior matching grants were also based, good project design and implementation by the Salesians will attract USAID and other international funding for Salesian works benefiting poor children. With external funding for Project Offices, we were able to attract Provincial funding of matching costs. USAID funding of the outreach projects was also necessary to attract matching funds from other international donors.

II. Project Methodology

The GOAL of this program is to rescue and train poor and abandoned girls and boys in developing countries so that they may become responsible adults and productive citizens. The PURPOSES of the program are to:

1. Strengthen Salesian institutional capacity to design and implement development projects to assist poor and abandoned girls and boys, and
2. Demonstrate and improve the effectiveness of Salesian programs to rescue abandoned children and provide technical training to poor out-of-school youth so that they may gain employment.

The program strategy is to:

1. Establish four model project offices for key Salesian provinces to provide professional quality design, implementation, and financial management of development projects.

2. Install in these offices a Salesian-specific project development and implementation system meeting international agency standards.
3. Implement five development projects specifically addressing the needs of poor girls and boys which will provide examples and experience for Salesians in project formation, management, financial control, and evaluation.
4. Help establish local foundations to provide (a) guidance to Salesian schools on needs for skills and the content of training programs, (b) job opportunities, (c) funds, and (d) participation in policy dialogue.
5. Continue the institutional strengthening of Salesian Missions begun by PVC in 1986.

The primary direct beneficiaries of the program will be over 32,000 disadvantaged girls and boys who will be sheltered or trained in the outreach projects funded by the program and over 200 Salesians and staff personnel planned to be trained under the project. Thousands more disadvantaged girls and boys will be helped through other projects funded by a wide variety of public and private development agencies whose support will be obtained by the heightened professionalism in project and institutional management which the project will promote.

Women are involved in Salesian programs both as implementers and beneficiaries. One of the outreach projects in the Philippines is specifically designed to assist in the technical training of poor girls and all the trainers, managers, and participants are female. Other outreach projects train both boys and girls, although girls make up less than one third of the participants. A woman heads one of the four project offices and three of the others have women in key management positions as well as support staff. A concerted effort is made to involve women as both project implementers and participants, with reasonable success.

Accomplishments to date are described in the following sections of this report. We are in the process of conducting an interim evaluation of the project and have completed the evaluation of the Ethiopia Project Office and the sub-project in Adua. That report has been made available to USAID/Ethiopia and your office.

III. Monitoring and Evaluation

1. As with any project of this complexity, there were changes during the first year of operation. These significant program changes were reported on last year. During the second year, the only change was to issue an amendment recognizing the elimination of direct project operations in El Salvador. Some assistance will be provided to El Salvador from the Project Office in Guatemala which covers all of Central America. No major changes to the project activities were made in the third year.

Monitoring is a continuous process. Salesians Missions Project Officers have visited each of the countries involved and most of the project sites during the year. We are receiving monitoring reports and are working with the recipients to improve the quality and timeliness of these reports.

2. The midterm assessment was scheduled in year 2 and completed this year. We provided an evaluation plan and scope of work for this previously. The first evaluation took place in Ethiopia in August, 1996. The next in the Philippines in November. The third in Guatemala in April 1997 and the overall project evaluation was completed in July 1997. Copies of all these reports were provided to BHR/PVC. The final evaluation is still planned for year 5.

IV. Review and Analysis of Project Results by Country

Philippines

The project is progressing very well in most areas, but in some areas progress has been slower than anticipated in the work plan. While the Project Office got off to a good start in 1994/95, the resignation and reassignment of key staff in 1996 brought its operations almost to a standstill. Up until March 1996, the Project Office developed and submitted 19 projects to donors, of which 8 projects were funded at a total value of \$258,000. A number of the remaining projects will be approved at a later date. General agreement was reached among the three provinces involved to move the Project Office from Manila to the Salesians' southern Province in Cebu in order to give the south, considered the needier area and more attractive to donors, greater priority. The Salesians have hired competent staff and put the Office back on track. We expect to see an increase in projects submitted to donors in the next year or two.

The Project Office has also become a resource center and coordinating/ communication focal point for the Salesians. As a result, the Project Office will strengthen the Salesians' capacity in the Philippines to design and manage successful development projects. The Project Office helped to create the Salesians' SDB Foundation, which is successful in participating in policy dialogue with the Philippine Government and the NGO community on vocational education policy, and has also had some success in coordinating Salesian activity, as well as in fundraising.

The Salesians' training centers also have the lowest drop-out rate of any training program in the Philippines, and the highest rate of graduates finding jobs. In a sense, the Salesians are creating a vast network of highly skilled labor and professionals, which later can support their training programs, and perhaps even influence national vocational education policy. Much of this is due to the dynamic relationship the Salesians have with Philippine industry and the business community in general.

Most of the graduates of the Salesian training centers are poor, out-of-school youth, who see this education as a way to move up the economic ladder and to live a better life than what

they had at home. The alternative would often be a life of poverty, unemployment, perhaps crime and drugs. Graduates become productive and responsible members of society, and models for other poor youth.

The project has also been successful in improving the quality of technical training by revising curricula, developing training manuals, kits, audio visuals and other materials. Teaching and non-teaching staff have also received further training and have upgraded their skills of specialization to conform to industry standards. They have also gone through workshops on how to teach youth. Industries advise the training centers on skill needs and requirements, and share their training manuals. Resource centers have been set up in each training center. In a sense the improvement in quality training is being revolutionized. The accomplishments in this area will create not only new guidelines or standards, but set the style of training for the next century of Salesian vocational training.

The project in Ilo-Ilo was set back by bad weather and a lack of construction funding. However, it is now expected to move ahead on a smaller scale with the construction of the home for street children and orphans, followed by building one of the training workshops. As funds become available, other facilities will be constructed. The Ilo-Ilo project could be fully operational by the time this Matching Grant ends.

Guatemala

Project Office

The Project Office has been in operation since September, 1995 in the Provincial Office in Guatemala. They have a Northern Director of Projects that serves Honduras and Guatemala, a Southern Director of Projects that serves El Salvador, Nicaragua, Panama, and Costa Rica, and a part-time Project Coordinator that supervises the Directors of Projects. They have assisted all the major Salesian projects in Central America with their support, solicitation, preparation, and negotiation of grants/proposals to/from a number of bilateral, multilateral, and other donors.

The mid-term evaluation has been done of the Project Office. The findings state:

"The regional project office, OPSALCA, is off to a good start. It recruited professional staff, developed project guidelines and other development materials, provided project and management training to over 30 persons in the Central American region, and manages a portfolio of 33 projects valued at \$63 million." This includes \$38 million of in-kind food and commodities and not all projects have received funding.

Chisec/Alta Verapaz Project

The Chisec/Alta Verapaz Project is still exceeding its goals. The A.I.D. investment has attracted more investment. The same Salesian Projects supported under the Matching Grant are in the final phases of approval and receipt of \$5 million in funds from the Germans and \$900,000

from the IDB/MIF. The ministries of education, health, agriculture all have contracts with the project participants. The FIS has asked Don Bosco/Carcha, one of the Salesian Projects supported under the Matching Grant, this year to build 500 more schools. They have developed some good contacts with a number of national and international entities, have participated in the Peace Plan process, and their staff have the technical skills to develop, negotiate, and implement projects with greater facility as a result of the Matching Grant and their other experiences.

The mid-term evaluation has been done of the Project Office. The findings state:

"The San Pedro Carcha Integrated Education & Community Services Project, carried out through two training centers, Talita Kumi and Don Bosco, is one of the most impressive and successful projects in Guatemala. Presently, over 70,000 people benefit in some way from the integrated activities of these two centers, and eventually over 300,000 people will be reached."

"Among the Centers' achievements to date is the training of 480 health promoter teams or units, 160 of whom work in the Chisec area and reach 19,200 people. All 480 health promoters reach 57,600 people in Alta Verapaz. At the Don Bosco Center, about 800 rural primary school teachers have been trained and placed with 100 in the Chisec area. Some 3,850 parents' education committees have also been organized. Adult literacy classes reach approximately 6,000 adults, 1,220 in Chisec. Both centers also operate agricultural training and development programs and vocational training workshops, that will be improved and expanded in 1997-98. These are but some of the development dimensions being conducted by the Centers in order to improve the lives of approximately 700,000 rural poor in Alta Verapaz and parts of neighboring departments. Ninety (90) percent of this population was affected by the recent civil war, and many people have only returned to their village in the past couple of years. Most of the population is Kekchi, a sub-Mayan Indian group which has had almost no access to either formal or informal education in the past. Both Centers have been so successful in reaching this population that the Guatemalan Government provides funds annually for building schools, of which 150 have been built and another 300 to 400 are planned, and for paying some of the salaries of teachers. The Government is also providing funds for latrine construction, water catchments and wells, agricultural supports, and training of health promoters."

"The Matching Grant came at a critical time when both of the San Pedro Carcha Centers were at a low in funding. It helped bridge the gap between major donor support, and to develop new improved materials and development components. In fact, it has helped to attract the Government's support, and the new large donors that are coming to help it expand and further improve its services for the poor of Alta Verapaz. Recently, UNICEF said the Talita Kumi project was one of the ten most successful projects in Guatemala, and UNESCO called it a "model in women's education".

Ethiopia

Project Office

The project office continues its operations at full complement. All staff members have returned from their training in the U.S. and the staff has moved into their new (expanded) offices. Funds raised for the Needy Children Program reached a new high of \$700,000 for the calendar year ended in December 1996.

In addition to the Adua project in Ethiopia and the Dekemhare technical school in Eritrea, the project office provides administrative support for the following activities:

- Support to projects run by Salesian Sisters.
- School facilities reconstruction at Wukro with repair and extension of two Elementary Schools and Kindergarten.
- Support to Missionaries of Charity Sisters of Mother Teresa.
- Support to ADDA project (Adigrat Diocese Development Association).
- Support to the agricultural and commerce school run by White Fathers at Wukro.
- Rehabilitation of houses, schools, clinics, bridges and Churches damaged by war.
- Cash and in-kind support to displaced needy people, students, orphans, elderly, etc.

Adua Project

The construction of three workshop blocks are now completed and one of the workshops is partially equipped. The school has commenced training in Building Trades and Basic Mechanics. For the scholastic year 1995-96, 35 students (6 girls and 29 boys) successfully completed a one year Building Trades courses. For the '96-'97 scholastic year, 37 students were enrolled in the program.

As mentioned, the Building Trades workshop is partially equipped and more machinery and equipment will be needed. The Automotive and Mechanical workshops are yet to be equipped.

The pumps for the three wells for the Adua project site have been installed and the pumps and wells are now fully operational.

During the rainy season, the project administrators will continue to use the water catchment system (built in the first year of the project) for much of their water needs. However, when rainfall is scarce, the new wells will assure the complex of a secure and adequate water supply.

Training

Two types of training are being financed under the Matching Grant, the first for the Project Office staff and the second for teachers, instructors, and administrators for the schools, women's center, and technical workshops.

Project Office Training--

In October 1996 the director of the project office provided on-the-job observational training opportunities to one staff member. The training included a trip to Salesian Missions headquarters and to the Salesian technical training school in Rosemead, CA in October 1996 and a second trip to visit the headquarters of major European donor organizations (COMIDE in Belgium, Misereor in Germany, and V.I.S. in Italy) in June 1997. Two staff members participated in a project workshop in Nairobi in April 1997. The workshop was sponsored by COMIDE, a Belgian donor NGO.

Teacher Training--

Of the three instructors receiving training at the Salesian technical school in Rosemead, CA one has completed his studies in mechanical trades and returned to Ethiopia. The other two continue their studies in electro-mechanics/basic electronics and automechanics. The two instructors sent to the Salesian school in Alexandria, Egypt are expected to complete their training in 1997.

In July/August 1997 the project office coordinated a one-month training workshop at the Mekelle Technical School for all workshop instructors and assistants from their schools in Dekemhare (Eritrea), Adua, Adigrat, Mekelle and Dilla. Thirty-two (32) instructors took part in the workshop. This workshop is the first of a series of five workshops which the project office will conduct over the next five years while the technical schools are on their summer break.

Haiti

Project Office

The Haiti Project Office has prepared and submitted proposals for over \$2,000,000 in grants to a quasi-governmental agency set up with funding from the World Bank and the Inter-American Development Bank and to European donors. The first grant of \$112,000 has been received. The Project Office also developed a proposal for \$530,000 for the expansion of a technical school run by the Salesian Sisters. A European NGO, Mains Ouvertes, has agreed to fund this project. Lastly, and most significantly, the Project Office has played a key role in the development of a \$6 million proposal to upgrade and expand Agricultural Training in Haiti. The first \$2 million of this project has been received through the USDA/Food for Progress Program.

The Project Office is also helping in the conceptualizing and design of other projects to assist the Salesians in Haiti in their work with the poor.

V. Management: Headquarters and Support Functions

Project planning and management at the headquarters level consists of three major activities:

1. Systems Development and Training;
2. Coordination and management assistance for approved field projects; and
3. Institutional development of Salesian Missions including the financial management and internal controls of project funded activities.

1. **Systems Development and Training**

The Matching Grant is helping to establish or improve four project offices and develop their capacity to:

1. plan, design, finance, implement, and evaluate development projects; and
2. promote local foundations which will help mobilize resources to provide for long-term financial sustainability for Salesian works, help improve training programs and employment prospects of Salesian students, and participate in policy dialogue on matters affecting poor children.

Each project office is being assisted with funding for operating expenses for three to five years and with funds for one or more development projects. The individual Project Offices are addressed in the sections describing the individual country programs.

These common activities are being managed by Salesian Missions:

a. Project Design and Implementation System

Systems which meet international agency standards for project analysis and design, management control, and financial reporting are being used in Salesian project offices. The systems address traditional Salesian development project types such as orphanage facilities and operations, industrial and agricultural vocational education, care and rehabilitation of street children, and related support projects. Materials are drawn from Salesian experience to ensure relevance and credibility.

b. Resource Mobilization Foundations

Under the Matching Grant, models for foundation organization and operation have been developed. Approaches to strengthening links between Salesians and private enterprise are being examined. As discussed below, training is provided in developing local and provincial level financing with special emphasis on long-term funding of development projects. We convened a conference of knowledgeable Salesians and cooperators in Latin America in 1997 to explore ways to improve our ability to accomplish this objective.

c. Training

The program will train Salesians in aspects of development project management including: project design, implementation and evaluation; and business and financial management.

The training program has been designed to:

- 1) make the training practical and directly useful for Salesians in their work;
- 2) integrate course content and management systems for Project Offices so that trainees will learn practical applications based on Salesian project experience;
- 3) ensure a sustainable institutional commitment to development activities within the Salesian Society.

Several changes from past training programs are being introduced under this Grant. The course curriculum will recognize the need for accounting and administrative management skills. The development project component of the training will be based more on Salesian project experience.

The curriculum incorporates model forms and documents based on successful Salesian projects. The materials include documents which international development agencies require for projects such as project descriptions, logframes, project papers, detailed project analyses, budgets, project agreements, financial reporting documentation, and evaluations. Other useful materials are provided, for example, working with other PVOs. The training program was designed around preparing such documentation for typical Salesian projects. Thus the trainees will be taught a method they can use in practice with documentation and examples drawn from Salesian experience and Salesian management systems.

2. Coordination and Management Assistance for Field Projects

One of the objectives of the Cooperative Agreement is to continue the institutional strengthening of Salesian Missions as a development PVO begun by PVC in 1986. Salesian Missions is a relatively new PVO to the world of A.I.D. and international organization financial support. Under the previous matching grants, Salesian Missions established its Office for Government Programs in Arlington, Virginia. This office has primary responsibility for the activities to be carried out under the grant. This office reports to the Director, Salesian Missions, a Salesian priest resident in New Rochelle, New York. The New Rochelle office provides accounting and financial management support to the office. In keeping with the purpose, the project should result in significant improvements in Salesian headquarters' technical and managerial capacity to carry out a worldwide development program; to assist field Salesians to identify, formulate, develop, implement and evaluate development projects; and to access financing and generate financial leverage for projects from private and public sources worldwide.

We have accomplished the necessary steps to get seven projects, including four project offices underway in four countries, with sub-agreements including Project Objectives, implementation plans, and first and second year budgets for each of the projects. Each of the sub-projects has agreed to provide financial and program reports in accordance with Salesian Missions guidance. However, a continuing management problem has been to get timely and consistent reports. This problem has not been completely solved, but we have made great progress. By controlling the distribution of funds based on adequate reporting and project progress by the field, we attempt to ensure proper compliance.

Details on the progress being made by each of the field projects are included in Section IV of this report.

3. Institutional Development of Salesian Missions

Our office for Government Programs in Arlington has been expanded by one professional and one support staff to date. This has allowed significant expansion of our work with other donors and of our Excess Property and related programs, e.g. Denton Amendment flights. We have also expanded the reach of the office, as planned, by using outside contractors for specific tasks where our internal staff experience or available time is not adequate to achieve the desired results.

We have initiated a major campaign to find areas of mutual interest with the InterAmerican Development Bank (IDB), which has expressed a priority in technical education - an area in which the Salesians excel. IDB has also developed programs to assist street children in a number of countries, another major Salesian interest. We have submitted proposals to an IDB funded local organization in Haiti which has resulted in three grants and we hope will result in several other projects being funded. Although IDB does not fund U.S. PVOs, we hope to develop a system by which they will fund local affiliates, with Salesian Missions as a party to the agreement to help ensure that international financial control and management standards are met. We are exploring cooperation with IDB in Guatemala and Nicaragua and see prospects in a number of other countries.

Our greatest success so far with other donors is the U.S. Department of Agriculture Food for Progress Program. We received a \$2 million donation of food which will be monetized to support an agriculture school in Cap Haitien, Haiti. This program has significantly more potential for our project support.

We are also exploring funding from other sources which have not previously funded Salesian Missions projects. These include the:

A.I.D. Disaster Relief Office
UN High Commission for Refugees
State Department Office of Refugee Affairs.
International Youth Foundation

We have also continued to seek funding for appropriate projects from USAIDs overseas. In addition to the Cooperative Agreement, we had nine active projects with USAID during the year. We were able to get three new USAID project grants in 1997: A \$400,000 grant over two years to help expand the capacity of the Salesian agriculture school at Fuiloro, East Timor in Indonesia and \$240,000 to support the Commission for Justice and Peace; an \$89,175 grant in Sri Lanka for the Negombo Technical School; and almost \$300,000 to help equip a graphic arts program in the Dominican Republic.

4. Other Activities

Logistical support for Salesian Missions continues to function satisfactorily, as does technical assistance. The Board of Directors meets regularly and provides overall guidance to the organization through the Executive Director, Fr. James Marra.

Training of Salesian Missions staff has consisted of.

- Use of computer systems (M & F)
- Participation in a Users and Screeners Association workshop on excess property (M & F)
- Updating on the management of USAID grants (M)

We continue to positively mention the A.I.D. program in our mailings and publications which go to millions of Americans. We have also expressed to responsible Administration and Congressional officials the good achieved by the foreign aid program and the need to keep it.

VI. Financial Report

The detailed financial reports are at Annexes A and B. Expenditures of USAID and counterpart funds have been slightly slower than planned because of normal start up problems and the lag time involved in beginning new activities. The expenditure of Salesian funds has been even slower based on the reports. Part of this problem is because the sub-projects are where most of the counterpart expenditures are planned. We need to improve their reporting to capture expenditures we know have been made, but have not yet been reported.

There are no cost overruns or unusually high expenses. The rate of letter-of-credit drawdowns has been slightly below plan. Fundraising for Salesian Missions continues as planned. We expect that 1997 will be similar to 1996. In 1996, U.S. government receipts were about 13% of program costs. This is because of a significant increase in our Limited Excess Property Program receipts through USAID. We are continuing to try to broaden our donor bases for projects.

(Annexes A and B are at pages 17 and 18)

VII. Lessons Learned and Long-Term Project Implications

The underlying rationale for A.I.D.-Salesian Missions cooperation has been a shared view that the 40,000 Salesian men and women and the thousands of additional collaborators and employees of Salesians constitute a significant development resource. The program funded by A.I.D. has been fundamentally institution building at two levels: first, the development of Salesian Missions as a strong and viable private voluntary organization able to cooperate with A.I.D. in achieving desirable shared development goals and objectives. At the second level, the objective has been much larger and longer term, i.e., through the provision of technical assistance, training and relatively small amounts of funding, to embed in the Salesian structure worldwide improved professional competence to plan, manage and evaluate development activities which can provide services to assist poor, orphaned, abandoned and otherwise disadvantaged children and youth.

The need to strengthen institutions worldwide to deal with the problems of youth is abundantly clear. The United Nations Conference on the Rights of the Child called to the attention of the world in graphic terms the growing problem of displaced children and youth unemployment in the world. There are millions of children and young people living in and on the streets in major cities around the world and their numbers are growing at an alarming rate. These children without the loving support of families and without education and skills to earn a living, are subject to cruel and harsh conditions of life. They are exploited sexually and economically. They are outcasts, viewed with distaste and distrust by large segments of their society. They are oppressed, and in some countries killed, simply because of their condition. To survive, they turn to theft and other crimes to try to maintain themselves, and society has demonstrated much more efficiency in oppressing them than in rehabilitating them. However, in the long run, repression merely exacerbates the problem leading to a potentially explosive situation.

While only one of thousands of organizations around the world working to save these children from their wretched existence, the Salesians represent one of the most effective organizations in the field, both because of their 130 years of experience in successfully working to rehabilitate and save children at risk and because they are one of the largest such organizations in the world. Their work touches literally millions of people each day. Clearly, they need and deserve help. They are not a profit making organization, but because of their capability, they continue to expand with assistance of financial contributions from millions of individuals and hundreds of corporations, foundations and other organizations around the world who view their efforts as eminently worthy of support.

There are lessons that can be gleaned from the history and achievements of the project. One project purpose deals with the institutional strengthening of Salesian Missions as a U.S. private voluntary organization. With A.I.D.'s generous support the office has grown both in size and professional competence. As its primary role is to help the several hundred Salesian provinces around the world, essentially local NGOs, to develop their programmatic and management capabilities, the level of staffing has been kept small. This approach, while generating at times very heavy workloads, has proven viable and efficient. The number of staff

in relation to the number of projects managed and the value of these projects presents one of the most favorable ratios among U.S. PVOs. While we expect staff growth to continue modestly, it is not our intention to ever become a "full service" PVO with our own assigned field staff and a major support staff in the United States. We have managed workload peaks largely through the use of consulting services.

One lesson we have learned is that there are numerous opportunities for international cooperation in development programs which, with flexibility and patient negotiation can be exploited. One clear example we have found in working with Salesian overseas institutions on this cooperative agreement and on a number of mission grants (OPGs) is that there are numerous European and multi-lateral donor programs which provide funds for construction and equipment of technical education programs and other economic and social development activities as well. A.I.D.'s disposition not to fund construction and procurement sometimes impeded the development of otherwise excellent programs. However, blending A.I.D. funds for small procurement, educational materials development, personnel and other "soft" costs of our programs with European money for construction and major procurement can result in programs with broad development impact. As international PVO-NGO cooperation continues to increase and is maintained as an important initiative by A.I.D., we believe that many PVOs stand to benefit if the parties can find ways to blend systems, procedures, funding approaches and timing to achieve programmatic objectives. We believe that a clear lesson from our experience is that significant opportunities exist and are worthy of further study and exploration.

Another lesson based on our past experience using A.I.D. support in institutional development is that U.S. PVOs of relatively small size can provide useful and important support to overseas NGOs, either individually or to networks of NGOs such as that represented by Salesian communities working in over 120 countries worldwide. It is not necessary to be very large to have significant development impact working through local NGOs. Specific to the Salesians, but not unique, is the fact that the Salesian communities which we work with overseas, the local NGOs, in most cases are also viable institutions with long histories of successful provision of social and economic services to the poor. They bring to the table in-depth experience, skills and abilities.

The major constraint to a small staff in carrying out this activity with respect to A.I.D., is the large number of complex rules and regulations which govern project design, negotiation, and administration. These deal with complex and protracted procedures for contracting for services, procurement, reporting, internal controls, and, the expensive, time-consuming and complex requirements imposed under OMB Circular A-133 for auditing of A.I.D. grants. These are tremendous consumers of staff time. Simplification would be a major step forward. None of this will be news to anyone in A.I.D., but perhaps the internal work being done to improve the procurement processes within A.I.D. can be extended to negotiations to OMB and Congress to see what simplifications might be possible. It simply makes no sense to impose the same set of regulations and restrictions on a \$250,000 project in a developing country as, for example, on a multimillion dollar grant made to a host country government or a U.S. university. We believe this lack of differentiation is the source of many problems for PVOs and NGOs. Even within A.I.D. some different approaches could be evolved.

VIII. Recommendations

Institutional strengthening within an organization as large and complex as the Salesian Society is complicated. The organization has a deep and rich management culture. Moreover, at the local level particular development approaches are adapted to local values, conditions, etc. Personnel are extremely busy, many with two or three major responsibilities which literally occupy all of their waking time, and lack of financial resources is a constant constraint. In this milieu, institutional strengthening must take place at all levels and initiatives for change must be carefully explained and coordinated. People whose lives will be affected must be enlisted as active participants in both planning and implementation.

It is for this reason that projects limited to short duration make the institution building effort very difficult. We feel strongly that broad-based initiatives such as the evolution of the "Salesian approach" to development and its adoption broadly throughout the organization can only be done with patient well-structured effort over a number of years. We think this effort, if it is to succeed, must be viewed as a very long-term process. Therefore, the efforts to embed within the Society the capability to plan, carry out and teach program work requires a long-term commitment from the highest levels of both Salesian Missions and the worldwide Salesian organization.

A great deal can be done with a small staff if that staff can be relatively free to concentrate on the major issues such as improving the quality of technical assistance offered, coordinating with Salesian organizations at all levels on interesting and important initiatives, continued contact and marketing to international donors to develop opportunities for cooperation and joint-financing, and above all, training Salesians at the country and local level in the processes of programming and management to ensure that institutional self reliance is achieved. If with the assistance of A.I.D. and other organizations we can continue to develop this institutional capability, Salesian Missions can have a major impact in improving the quality of programs offered by Salesians, while maintaining a modest staff of highly qualified personnel.

With respect to recommendations for donors and other organizations seeking similar impacts, while obviously not unbiased in this recommendation, we commend to all the Salesians as an extraordinarily effective development organization in the fields in which it concentrates. We have worked with a number of A.I.D. Missions around the world and the Salesians enjoy an excellent reputation with them, not only Salesian Missions, but more the Salesians working at the local level where programs are implemented and services delivered.

The activities under this Cooperative Agreement are focused on selected countries. Our experience at this stage indicates that the Project Offices will be key to successfully attracting other bilateral and multilateral donor support. Given information we have gathered to date about the availability of other donor resources, it appears appropriate to begin exploring an additional dimension to our efforts; i.e., a more global approach to the Project Office concept.

We deeply appreciate A.I.D.'s continuing sympathetic support. It has been essential in achieving our present capability and in beginning to make important institutional changes in the Salesian Society worldwide. We look forward to continuing a productive, collaborative relationship.

A. Budgeted Versus Actual Expenditures

Program Summary

	Year One 1995				Year Two 1996			
	<u>AID</u>		<u>PVO</u>		<u>AID</u>		<u>PVO</u>	
	Budget	Expended	Budget	Expended	Budget	Expended	Budget	Expended
Systems Development and Training								
Program	\$ 55,000	\$ 10,080	\$ 32,000	\$ 27,452	\$ 32,000	\$ 49,791	\$ 52,000	\$ 12,265
Procurement	\$ 20,000	\$ 16,566	\$ 35,000	\$ 20,000	\$ 9,000	\$ 3,302	\$ 3,000	\$ 3,560
	\$ 75,000	\$ 26,646	\$ 67,000	\$ 47,452	\$ 41,000	\$ 53,093	\$ 55,000	\$ 15,825
Philippines								
Program	\$ 175,000	\$ 149,801	\$ 110,000	\$ 123,523	\$ 168,000	\$ 149,050	\$ 125,000	\$ 197,833
Procurement	\$ 13,000	\$ 22,549	\$ 39,000	\$ 1,125	\$ 13,000	\$ 18,000	\$ 40,000	\$ 5,867
	\$ 188,000	\$ 172,350	\$ 149,000	\$ 124,648	\$ 181,000	\$ 167,050	\$ 165,000	\$ 203,700
Haiti								
Program	\$ 30,000	\$ 36,018	\$ 255,000	\$ 60,000	\$ 58,000	\$ 33,000	\$ 207,000	\$ 25,000
Procurement	\$ 2,000	\$ 982	\$ 40,000	\$ 5,000	\$ 2,000	\$ 2,000	\$ 71,000	\$ 4,900
	\$ 32,000	\$ 37,000	\$ 295,000	\$ 65,000	\$ 60,000	\$ 35,000	\$ 278,000	\$ 29,900
Guatemala								
Program	\$ 40,000	\$ 46,906	\$ 75,000	\$ -	\$ 57,000	\$ 85,445	\$ 83,000	\$ 277,300
Procurement	\$ 10,000	\$ 4,455	\$ 84,000	\$ -	\$ 12,000	\$ 8,415	\$ 89,000	\$ 87,000
	\$ 50,000	\$ 51,361	\$ 159,000	\$ -	\$ 69,000	\$ 93,860	\$ 172,000	\$ 364,300
Ethiopia								
Program	\$ 49,000	\$ 54,502	\$ 139,000	\$ 23,620	\$ 70,000	\$ 135,000	\$ 166,000	\$ 287,630
Procurement	\$ 4,000	\$ 15,498	\$ 8,000	\$ 20,552	\$ 5,000	\$ 5,000	\$ 4,000	\$ 70,000
	\$ 53,000	\$ 70,000	\$ 147,000	\$ 44,172	\$ 75,000	\$ 140,000	\$ 170,000	\$ 357,630
Headquarters								
Program	\$ 202,000	\$ 146,551	\$ 319,000	\$ 236,954	\$ 174,000	\$ 162,190	\$ 323,000	\$ 291,973
Procurement	\$ -	\$ 5,844	\$ 4,000	\$ 14,000	\$ -	\$ 10,254	\$ 4,000	\$ 7,640
	\$ 202,000	\$ 152,395	\$ 323,000	\$ 250,954	\$ 174,000	\$ 172,444	\$ 327,000	\$ 299,613
Total Direct Costs	\$ 600,000	\$ 509,752	\$ 1,140,000	\$ 532,226	\$ 600,000	\$ 661,447	\$ 1,167,000	\$ 1,270,968
Total Indirect Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total MG Program	\$ 600,000	\$ 509,752	\$ 1,140,000	\$ 532,226	\$ 600,000	\$ 661,447	\$ 1,167,000	\$ 1,270,968

Note:

1. 1997 figures include projections. Actual data on expenditures is only available for 1997 through Aug. The next report will include corrected actual figures for 1997.
2. The figure for 1995 includes \$6,160 spent in CY94, but within the grant period.
3. Haiti PVO expenditures from Kellogg Foundation for Cap Hatien project reversed upon advise of SM auditor.

Year Three 1997				<u>TOTAL</u>			
<u>AID</u>		<u>PVO</u>		<u>AID</u>		<u>PVO</u>	
Budget	Expended	Budget	Expended	Budget	Expended	Budget	Expended
\$ 25,000	\$ 25,038	\$ 30,000	\$ 11,000	\$ 112,000	\$ 84,909	\$ 114,000	\$ 50,717
\$ 2,000	\$ 1,992	\$ 3,000	\$ 3,000	\$ 31,000	\$ 21,860	\$ 41,000	\$ 26,560
\$ 27,000	\$ 27,030	\$ 33,000	\$ 14,000	\$ 143,000	\$ 106,769	\$ 155,000	\$ 77,277
\$ 169,000	\$ 187,144	\$ 117,000	\$ 313,911	\$ 512,000	\$ 485,995	\$ 352,000	\$ 635,267
\$ 12,000	\$ 7,856	\$ 41,000	\$ 50,469	\$ 38,000	\$ 48,405	\$ 120,000	\$ 57,461
\$ 181,000	\$ 195,000	\$ 158,000	\$ 364,380	\$ 550,000	\$ 534,400	\$ 472,000	\$ 692,728
\$ 58,000	\$ 39,700	\$ 69,000	\$ 28,000	\$ 146,000	\$ 108,718	\$ 531,000	\$ 113,000
\$ 2,000	\$ 300	\$ 2,000	\$ 2,000	\$ 6,000	\$ 3,282	\$ 113,000	\$ 11,900
\$ 60,000	\$ 40,000	\$ 71,000	\$ 30,000	\$ 152,000	\$ 112,000	\$ 644,000	\$ 124,900
\$ 60,000	\$ 62,000	\$ 94,000	\$ 242,000	\$ 157,000	\$ 194,351	\$ 252,000	\$ 519,300
\$ 16,000	\$ 14,000	\$ 85,000	\$ 3,000	\$ 38,000	\$ 26,870	\$ 258,000	\$ 90,000
\$ 76,000	\$ 76,000	\$ 179,000	\$ 245,000	\$ 195,000	\$ 221,221	\$ 510,000	\$ 609,300
\$ 96,000	\$ 130,032	\$ 45,000	\$ 84,910	\$ 215,000	\$ 319,534	\$ 350,000	\$ 396,160
\$ 4,000	\$ 968	\$ 4,000	\$ 28,780	\$ 13,000	\$ 21,466	\$ 16,000	\$ 119,332
\$ 100,000	\$ 131,000	\$ 49,000	\$ 113,690	\$ 228,000	\$ 341,000	\$ 366,000	\$ 515,492
\$ 156,000	\$ 151,499	\$ 337,000	\$ 239,493	\$ 532,000	\$ 460,240	\$ 979,000	\$ 768,420
\$ -	\$ -	\$ 4,000	\$ 2,373	\$ -	\$ 16,098	\$ 12,000	\$ 24,013
\$ 156,000	\$ 151,499	\$ 341,000	\$ 241,866	\$ 532,000	\$ 476,338	\$ 991,000	\$ 792,433
\$ 600,000	\$ 620,529	\$ 831,000	\$ 1,008,936	\$ 1,800,000	\$ 1,791,728	\$ 3,138,000	\$ 2,812,130
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 600,000	\$ 620,529	\$ 831,000	\$ 1,008,936	\$ 1,800,000	\$ 1,791,728	\$ 3,138,000	\$ 2,812,130

12/25

Financial Profile of the PVO

Salesian Missions' accounting system does not provide data in the exact categories included in the requested financial profile. However, the Statement of Support, Revenues and Expenditures provides comparable data. The most current data available is for calendar year 1996, and that statement is below. Salesian Missions also provides USAID Form 1550-2, Private Voluntary Organization Annual Return, which provides other information on its sources of funds and purposes of its expenditures. The 1996 Privatness Percentage reported was 87.44%. That report is available in BHR.

SALESIAN MISSIONS STATEMENT OF ACTIVITIES FOR THE YEAR ENDED DECEMBER 31, 1996

	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL
REVENUES, GAINS AND OTHER SUPPORT:				
Contributions	\$ 39,107,472	\$ 537,348	\$ -	\$ 39,644,820
Revenues	295,642	-	-	295,642
Investment income (Note 9)	687,438	37,617	26,318	751,373
NET ASSETS RELEASED FROM RESTRICTIONS	<u>1,494,148</u>	<u>(1,494,148)</u>	<u>-</u>	<u>-</u>
TOTAL REVENUES, GAINS AND OTHER SUPPORT	<u>41,584,700</u>	<u>(919,183)</u>	<u>26,318</u>	<u>40,691,835</u>
EXPENSES AND LOSSES:				
PROGRAM SERVICES:				
Mission support	9,466,838	-	-	9,466,838
Education ministries	1,104,517	-	-	1,104,517
Religious ministries	12,973,736	-	-	12,973,736
Government programs	<u>12,518,508</u>	<u>-</u>	<u>-</u>	<u>12,518,508</u>
TOTAL PROGRAM SERVICES	<u>36,063,599</u>	<u>-</u>	<u>-</u>	<u>36,063,599</u>
SUPPORT SERVICES:				
Management and general	1,372,408	-	-	1,372,408
Fundraising	<u>4,577,177</u>	<u>-</u>	<u>-</u>	<u>4,577,177</u>
TOTAL SUPPORT SERVICES	<u>5,949,585</u>	<u>-</u>	<u>-</u>	<u>5,949,585</u>
TOTAL EXPENSES	42,013,184	-	-	42,013,184
Actuarial loss on annuity obligations	<u>302,652</u>	<u>-</u>	<u>-</u>	<u>302,652</u>
TOTAL EXPENSES AND LOSSES	<u>42,315,836</u>	<u>-</u>	<u>-</u>	<u>42,315,836</u>
CHANGE IN NET ASSETS	(731,136)	(919,183)	26,318	(1,624,001)
NET ASSETS AT BEGINNING OF YEAR	<u>10,866,174</u>	<u>2,715,065</u>	<u>937,086</u>	<u>14,518,325</u>
NET ASSETS AT END OF YEAR	<u>\$ 10,135,038</u>	<u>\$ 1,795,882</u>	<u>\$ 963,404</u>	<u>\$ 12,894,324</u>

PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS

Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

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

PROJECT INFORMATION (PRIMARY)

Name of Organization Salesian Missions	Grant/Contract Number FAO-A-00-94-00025-00
Start Date (M/M/DD/YY) 9/16/94	End Date (M/M/DD/YY) 9/15/99
AID Project Officer's Name Mary T. Herbert	

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
94	\$600	97	\$300
95	\$600		
96	\$900		
LOP	\$3,000		

Activity Description

Assist the Salesians to strengthen their capacity to help poor youth by enhancing their ability to plan and implement development projects, work with donor agencies, improve linkages with the community, and conduct dialogue with governments by establishing a Project Office in Addis Ababa. The program will also provide a project planning and implementation system, assistance in promotion of a foundation to provide technical and longer-term financial support for outreach projects, and participation in a world-wide training program.

A.I.D. support is also provided for a small but important part of an integrated education and community services project in the city of Adua in Tigray Province. A.I.D. is funding

- a) the professional preparation and upgrading of the teaching staff and,
- b) the drilling of wells which are needed to ensure a safe water supply for the schools and health and hygiene programs. With Salesian funds and the help of other donors, the Salesians of Ethiopia will construct a children's nursery, women's promotion center, primary school and technical school.

Status

The Project Office is fully functional and assisting in the preparation of project proposals and reports. Construction work for the Adua project is proceeding well with three technical workshops and the Youth Center already completed. The Kindergarten and Women's Promotion Center have also been completed. Youth from the surrounding area participate weekly in informal recreational and sports activities. The first 8-month formal training program for the building trades ended in June 1996. A second group of 37 students graduated in June 1997. Fifty women are participating in the women's programs and 65 kindergarten age children are enrolled in the day-care program.

COUNTRY INFORMATION (SECONDARY)

Country Ethiopia	Location (Region, District, Village) Addis Ababa and Adua
PVO Representative's Name Robert Chamberlain	Local Counterpart/Host Country Agency Salesians of Don Bosco

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1	2	3		
AID \$	70	140	131		
PVO \$	44	358	114		
INKIND					
LOCAL					
TOTAL	114	498	245		

PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS

Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

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

PROJECT INFORMATION (PRIMARY)

Name of Organization Salesian Missions	Grant/Contract Number FAO-A-00-94-00025-00
Start Date (MM/DD/YY) 9/16/94	End Date (MM/DD/YY) 9/15/99
AID Project Officer's Name Mary T. Herbert	

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
94	\$600	97	\$300
95	\$600		
96	\$900		
LOP	\$3,000		

Activity Description

Establishment and initial support for a Project Office to strengthen the Salesian capacity to assist poor youth by enhancing their capacity to plan and implement development projects, work with donors, improve linkages to the community, and conduct dialogues.

The Grant also supports needy children and poor families in Guatemala by helping fund a three-year Vocational Training and Integrated Community Development Program in Chisec, Alta Verapaz. The grant will help finance a project with funding from other donors and the Salesians which will demonstrate the Salesians' capacity to plan and implement improved projects and programs. This is a comprehensive, integrated rural community development project, with a focus on technical education, production, and democratic economic development. Approximately 2,300 people will participate in the project directly.

Status A mid-term evaluation has been done of the Project Office and the Chisec/Alta Verapaz Project.

The Project Office has been in operation since September, 1995 in the Provincial Office in Guatemala. They have assisted all the major Salesian projects in Central America with their solicitation, preparation, and negotiation of over US\$63 million grants/proposals to/from a number of bilateral, multilateral, and other donors.

The A.I.D. investment in the Chisec/Alta Verapaz Project has attracted more investment. The same Salesian Projects supported under the Matching Grant are in the final phases of approval and receipt of US\$5 million in funds from the Germans and US\$900,000 from the IDB/MIF. The ministries of education, health, agriculture all have contracts with the project participants. The FIS has asked the Salesians this year to build 500 more schools. They have strong contacts with a number of national and international entities, have participated in the Peace Plan process, and their staff have the technical skills to develop, negotiate, and implement projects with greater facility.

COUNTRY INFORMATION (SECONDARY)

Country Guatemala	Location (Region, District, Village) Project Office - Guatemala City Project - Chisec/Alta Verapaz Region
PVO Representative's Name John Burke	Local Counterpart/Host Country Agency Salesians of Don Bosco

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1	2	3		
AID \$	51	94	76		
PVO \$	UNK	364	245		
INKIND					
LOCAL					
TOTAL	51	458	321		

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

OMB No. 0-412-0530
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

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

PROJECT INFORMATION (PRIMARY)

Name of Organization Salesian Missions		Grant/Contract Number FAO-A-00-94-00025-00
Start Date (MM/DD/YY) 9/16/94	End Date (MM/DD/YY) 9/15/99	AID Project Officer's Name Mary T. Herbert

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
94	\$600	97	\$300
95	\$600		
96	\$900		
LOP	\$3,000		

Activity Description

Establish a Project Office in Manila to assist the three Philippine Salesian provinces strengthen their capacity to assist poor youth by enhancing their ability to plan and implement development projects, work with donor agencies, and improve linkages with the community.

The MG also provides assistance for three project activities which will demonstrate the effectiveness of Salesian programs to help poor girls and boys.

1. Improving the quality of programs providing technical training to out-of-school youth and increasing the number of graduates in five technical schools on Luzon.
2. Assisting the development and operation of a home for about 150 street children and orphans and operation of technical training facilities for about 200 poor youth per year in Iloilo.
3. Increasing the capacity and capability of the Salesian Sisters' Technical Training Center for poor girls in Cebu.

Status

The Project Office is operating effectively in the Philippines South Province in Cebu. There is a recognition of the need for the office to direct more focus on attracting increased project funding from other donors. Staffing changes are being studied to accomplish this goal.

The technical education improvement project in Luzon is progressing very well after a slow start. Seminars and workshops have been held and new curriculum manuals are actively being prepared.

Preparations for the establishment of the boys' home/training center in Iloilo are continuing; however, there was a delay in EU funding for its construction. Thus, monies set aside for teacher and staff salaries will need to be reviewed and portions reprogrammed.

The women's development program continues to function successfully. Curriculum improvements have been put in place, on-the-job training programs have been initiated, and job placement linkages have been established with industries and establishments. We plan to expand the program this year.

COUNTRY INFORMATION (SECONDARY)

Country The Philippines	Location (Region, District, Village) Manila, Luzon, Cebu, Iloilo
PVO Representative's Name Aubrey Mills	Local Counterpart/Host Country Agency Salesians of Don Bosco Daughters of Mary Help of Christians

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1	2	3		
AID \$	172	167	195		
PVO \$	125	204	364		
INKIND					
LOCAL					
TOTAL	297	371	559		

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS
FOR OFFICIAL USE ONLY**

OMB No. 0-412-0550
Expiration Date: 03/31/89

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

PROJECT INFORMATION (PRIMARY)

Name of Organization Salesian Missions		Grant/Contract Number FAO-A-00-94-00025-00	
Start Date (MM/DD/YY) 9/16/94	End Date (MM/DD/YY) 9/15/99	AID Project Officer's Name Mary T. Herbert	

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
94	\$600	97	\$300
95	\$600		
96	\$900		
LOP	\$3,000		

Activity Description

Assist the Salesian Province of Haiti to strengthen its capacity to assist poor youth by enhancing its ability to plan and implement development projects, work with donor agencies, and improve linkages with the community. The project will establish a Project Office in Port au Prince which will assist 85 Salesians working throughout Haiti. The grant will enhance Salesian capabilities to upgrade and expand their programs in primary and secondary education, technical training, and health services.

The Project Office will also advise and assist, as may be required, the Salesian Technical Training Center in Cap Haitien in the administration of a \$680,000 grant from the Kellogg Foundation aimed at expanding the school's curriculum, including the establishment of an agricultural school for poor boys and girls.

Status

The Haiti Project Office has prepared and submitted proposals for over \$2,000,000 in grants to a quasi-governmental agency set up with funding from the World Bank and the Inter-American Development Bank and to European donors. The first grant of \$112,000 has been received. The Project Office also developed a proposal for \$530,000 for the expansion of a technical school run by the Salesian Sisters. A European NGO, Mains Ouvertes, has agreed to fund this project. Lastly, and most significantly, the Project Office has played a key role in the development of a \$6 million proposal to upgrade and expand Agricultural Training in Haiti. The first \$2 million of this project has been received through the USDA/Food for Progress Program.

The Project Office is also helping in the conceptualizing and design of other projects to assist the Salesians in Haiti in their work with the poor.

COUNTRY INFORMATION (SECONDARY)

Country Haiti	Location (Region, District, Village) Port au Prince, Cap Haitien
PVO Representative's Name Larry Marinelli	Local Counterpart/Host Country Agency Salesians of Don Bosco

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1	2	3		
AID \$	37	35	40		
PVO \$	65	30	30		
INKIND					
LOCAL					
TOTAL	102	65	70		

LOGICAL FRAMEWORK

Narrative Summary (NS)	Measurable Indicators (OVI)	Means of Verification (MOV)	Important Assumptions
<p>Goal: 1. Rescue and train poor and abandoned children so that they may become responsible productive adults and productive citizens</p>	<p>1.1 Poor and abandoned youth in Salesian support and technical training programs 1.2 Poor youth graduated from Salesian programs to stable family situations, employment or higher education</p>	<p>1.1 Institutional records and EOP evaluation 1.2 Institutional records, EOP evaluation and post-EOP follow-up surveys</p>	<p>1. Continuation of Salesian commitment to poor youth 2. Continued donor agency interest in problems of poor youth 3. Continued willingness of societies of developed countries to assist NGOs which assist poor youth</p>
<p>Purposes: 1. Strengthen Salesian institutional capacity to design and implement development projects assisting poor youth 2. Demonstrate and improve the effectiveness of Salesian programs to rescue abandoned children and provide technical training to out-of-school youth</p>	<p>1.1 Number and dollar volume of Salesian projects assisting poor youth 1.2 Key development-related institutional systems developed & operational (PDIS, training, and foundations) 1.3 Provincial project offices designing and implementing projects benefiting poor youth 1.4 Poor youth receiving assistance from Salesian activities supported by development projects 2.1 Field projects included in MG successfully implemented 2.2 Successful projects replicated</p>	<p>1.1 Salesian PPO records and EOP evaluation 1.2 EOP evaluation 1.3 Salesian institution records & EOP evaluation 2.1 SM project reports 2.2 SM records & EOP Evaluation</p>	<p>1. Continuation of policies in donor organizations which support NGOs providing social services to disadvantaged youth 2. Donor organizations do not make such extensive demands on NGOs that Salesians cannot comply 3. Project financing received as planned</p>

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Narrative Summary (NS)	Measurable Indicators (OVI)	Means of Verification (MOV)	Important Assumptions
<p>Outputs:</p> <p>1. Salesian-relevant project design & implementation system (PDIS)</p> <p>2. Development training conducted</p> <p>3. Foundation development system</p> <p>4. Project offices utilizing PDIS, training, foundation systems and capable of producing projects</p>	<p>1.1 PDIS in use in project offices, training programs and SM operations</p> <p>2.1 Training contract(s) let 2.2 Training program approved 2.3 Training cycle completed</p> <p>3.1 Foundation package prepared & sent to project offices 3.2 Foundation unit incorporated in course 3.3 Foundation feasibility studies completed in key provinces</p> <p>4.1 Software installed 4.2 Full staff on board 4.3 Project proposals approved by donors 4.4 Projects implemented using PDIS</p>	<p>1.1 SM records, evaluation</p> <p>2.1 SM records, evaluation 2.2 SM records, evaluation 2.3 SM records</p> <p>3.1 SM records evaluation 3.2 Course materials, evaluation 3.3 SM records, evaluation</p> <p>4.1 SM records, evaluation 4.2 Province, SM records 4.3 Provincial & SM records, evaluation 4.4 Evaluation</p>	<p>1. Implementation of system development and effective operations and training program</p> <p>2. Avoidance of extensive delays in timing of donor support</p>
<p>Activities:</p> <p>1.1 Design PDIS 1.2 Collect & write Salesian development project experience 1.3 Select PDIS software & revise as required 1.4 Install PDIS in project offices 1.5 Incorporate PDIS in training course</p> <p>2.1 Develop training course curriculum 2.2 Prepare training course materials 2.3 Identify and train trainers 2.4 Establish classroom, lodging & other operational arrangements 2.5 Conduct pilot course 2.6 Conduct regular courses</p>	<p>1.1 PDIS designed 1.2 Materials written 1.3 Software procured 1.4 PDIS installed 1.5 PDIS training conducted</p> <p>2.1 Curriculum developed 2.2 Materials prepared 2.3 Trainers trained 2.4 Arrangement made 2.5 Pilot course conducted 2.6 Regular courses conducted</p>	<p>1. Progress reports Evaluation</p> <p>2. Progress reports Evaluation</p> <p>Faculty senate minutes</p>	

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Narrative Summary (NS)	Measurable Indicators (OVI)	Means of Verification (MOV)	Important Assumptions
<p>3.1 Prepare foundations package including model charter, endowment trust, and promotional papers</p> <p>3.2 Incorporate foundations materials in course</p> <p>4.1 Support agreements with provincials & councils</p> <p>4.2 Establish budgets</p> <p>4.3 Assign/hire staff</p> <p>4.4 Train staff</p> <p>4.5 Install PDIS</p> <p>4.6 Conduct foundation feasibility study</p> <p>4.7 Identify outreach project</p> <p>5.1 Determine foundation feasibility</p> <p>5.2 Establish foundation & endowment funds</p> <p>5.3 Establish committees to offer guidance on job skill training programs and employment of graduates</p> <p>5.4 Establish data-gathering procedures on graduates</p> <p>5.6 Foundations assisting Salesian activities through support for development project operating costs, linkage of Salesian training programs to skills need and jobs, & engaging in policy dialogue on programs for poor and abandoned youth</p>	<p>3.1 Package prepared</p> <p>3.2 Materials used</p> <p>4.1 Agreements</p> <p>4.2 Budgets</p> <p>4.3 Staff hired</p> <p>4.4 Staff trained</p> <p>4.5 PDIS installed</p> <p>4.6 Studies conducted</p> <p>4.7 Projects identified</p> <p>5.1 Foundations established</p> <p>5.2 Committees established</p> <p>5.3 Data gathered</p> <p>5.4 Agenda developed</p> <p>5.6 Foundations legalized and in operation</p> <p>5.7 Regular consultation of private leaders with Salesians on vocational training program content, employment of graduates, and policy dialogue</p> <p>5.8 Funding provided for Salesian projects for poor youth</p> <p>5.9 Policy dialogue events recorded numbers trainees or persons</p>	<p>3. Progress reports evaluation</p> <p>4. Provincial records, Progress reports, Evaluation</p> <p>5. Progress reports, Evaluation</p> <p>5.6 Provincial & SM records</p> <p>5.7 Evaluation</p> <p>5.8 SM, provincial & donor records & evaluation</p> <p>5.9 Province records, evaluation</p>	<p>1. Determination of suitability/feasibility by Provincial Councils</p> <p>2. Existence of private sector interests capable of working with Salesians effectively</p>