

PD-ABQ-66-3

**USAID - PEACE CORPS
SMALL PROJECT ASSISTANCE
PROGRAM**

SPECIAL OBJECTIVE

**ENHANCE COMMUNITIES' CAPABILITIES TO CONDUCT LOW-
COST, GRASS-ROOTS, SUSTAINABLE DEVELOPMENT ACTIVITIES**

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I. Overview and Factors Affecting Program Performance

A Overview

The Small Project Assistance (SPA) program was established in 1983 by a Memorandum of Understanding between USAID and the Peace Corps. The program's original purpose remains virtually the same today – to assist communities, acting in collaboration with Peace Corps Volunteers (PCVs), to identify common community concerns, and to develop strategies and activities to address those concerns. What has changed, however, is how this is done. Over the last decade, the emergence of participatory methodologies for sustainable community development has helped shift the SPA program focus away from production and construction activities and more toward capacity building.

The program combines the financial resources of USAID with the human resources of Peace Corps Volunteers and capitalizes on the strengths both agencies bring to the development process. For many years USAID has recognized Peace Corps' ability to effectively work with local institutions, communities and individuals through the service of thousands of Peace Corps Volunteers and their host country counterparts. All USAID/Peace Corps efforts are designed to draw upon this unique human resource in advancing mutual goals. Peace Corps Volunteers have unusual knowledge of, and sensitivity to, local environments, as well as technical ability that can be applied at the grass-roots level. This relationship enables USAID assistance to have a direct development impact in selected priority areas, and engages USAID's primary customer, community members, in a participatory process that contributes to sustainable development at the local level.

It is important to note that the relatively small amount of central core resources provided for the SPA PASA has a very high multiplier effect. More than 90 percent of all USAID SPA funds is provided by regional bureaus and field missions. PCVs also work with communities and host country sponsoring agencies to generate in-kind contributions and other additional resources. As a result, total local contributions to SPA activity usually exceed SPA grant levels.

Furthermore, the value of the Peace Corps' contribution to field activities generally exceeds USAID's financial input. Peace Corps Volunteers and Peace Corps staff devote considerable time and other resources to the administration and management of each country-level SPA program. Peace Corps/Washington also maintains a SPA Program office that is responsible for world-wide program coordination.

The SPA program employs two components – grants and technical assistance – to provide communities with both the skills and the seed money necessary to address locally identified needs.

Grant funds are transferred annually from USAID to Peace Corps and are then disbursed to participating posts for in-country administration. Individual small grants are awarded to support approved community-based, self-help activities planned and implemented by local organizations working in collaboration with Peace Corps Volunteers. As observed earlier, communities must add their own resources to the grant funds through local contributions of money, labor, materials, or land. Worldwide, community contributions account for roughly 50 percent of the total activity cost and the average SPA grant is about \$2,600.

The technical assistance component of SPA supports the participation of Host Country Nationals (HCNs) in training activities aimed at stimulating sustainable development at the local level and enhancing the participatory design and management of community based projects.

Since its inception, the SPA program has supported more than 6,000 community-based activities and has directly benefited over 2,700,000 individuals. In these communities, local contributions of land, labor, materials, and financial resources have exceeded \$11,000,000. From FY 1985 to FY 1996, USAID has invested almost \$16,000,000 in SPA development grants and technical assistance.

It is important to note that these village-level activities take place where PCVs are actively working with local organizations and groups of citizens. All discrete projects are funded based on strict participation criteria that fully support the objectives of sound customer service planning. Thus, by aggregating the results of this program, USAID is in a position to report on direct village- and household-level results worldwide. This ability to have an impact at the grass-roots is greatly enhanced by USAID's collaboration with the Peace Corps.

B SPA Program Special Objective¹ and Linkage with Agency Framework

SPA-supported projects help community members address a wide range of development problems. Examples of the types of needs addressed by the SPA program include

- a lack of clean drinking water or sanitation facilities,
- little knowledge of hygiene practices,
- lack of community health services and infrastructure (e.g., health clinics),
- inadequate food supply in the community,
- few small businesses or income-generating opportunities,
- illiteracy and limited knowledge of numeracy;
- lack of classroom infrastructure, repairs, and maintenance as well educational resources (e.g., equipment, books, etc.),

¹A "special objective" is the result of an activity that does not qualify as a strategic objective, but supports other U.S. government assistance objectives.

- little knowledge of construction and maintenance techniques needed for wells, cisterns, running water systems, generators, audio-visual and computer equipment, etc
- limited awareness of environmental issues

This diverse array of needs highlights a critical aspect of the SPA program the development activities being supported cut across many sectoral areas, including environment, child survival, food production, education, water and sanitation, small enterprise development, etc

Precisely because of its unique, cross-sectoral nature, the SPA program is better served by a Special Objective (SPO) than by a series of individual bureaus' strategic objectives

SPA SPO. Enhance communities' capabilities to conduct low-cost, grass-roots, sustainable development activities

In SPA's case, the SPO responds directly to overall agency goals rather than limiting itself to the objectives of a particular country program or operational unit. The majority of SPA activities are directly related to USAID Goals One, Three and Four encouraging broad-base economic growth, protecting human health, and protecting the environment. A number of projects also contribute to Agency Goal Five in terms of "development potential reinforced." For example, in drought prone regions of Africa, SPA projects help strengthen local people's ability to prepare and mitigate against the effects of drought. In such areas, Peace Corps Volunteers and communities work together to build wells and introduce techniques such as agroforestry for soil conservation. Such activities provide an important buffer against natural disasters.

In relation to USAID's Goal Two, many SPA projects also help strengthen democracy by enhancing community participation in the development process and encouraging the formation and development of grass-roots NGOs. Oftentimes a SPA activity will provide the frame-work around which a community organizes. Coming together to address a problem may be the first democratic step community members take. Additional democratic practices – the assigning of roles and responsibilities, allocation of resources, etc – are required throughout the course of project implementation. Thus the importance of small-scale, community based activity as a democratic learning tool cannot be overlooked.

The Global Bureau is reporting on the results of the SPA SPO separately to allow for the full impact of the program to be monitored and its link to overall Agency achievement clearly determined. Figure 1 shows the relationship of SPA's SPO and the agency framework objectives.

C Overview of Results and Indicators

The SPA program's relationship to USAID goals is reflected by the Intermediate Results used to measure progress. These results – which are measured annually on a world-wide basis – directly contribute to the achievement of SPA's SPO (Figure 2)

Intermediate Result 1: Implementation of health and water activities – specifically, projects involving water system installation, latrine construction, and the provision of health services and facilities – by local communities.

Intermediate Result 2. Implementation of economic growth activities -- specifically, education, food production and small business projects -- by local communities.

Intermediate Result 3: Implementation of environmental activities -- e.g., environmental awareness campaigns, educational materials production, upgrading parks and nature preserves, etc. -- by local communities.

Intermediate Result 4. Strengthening of local organizational capacity to implement sustainable development activities by providing training to organization members

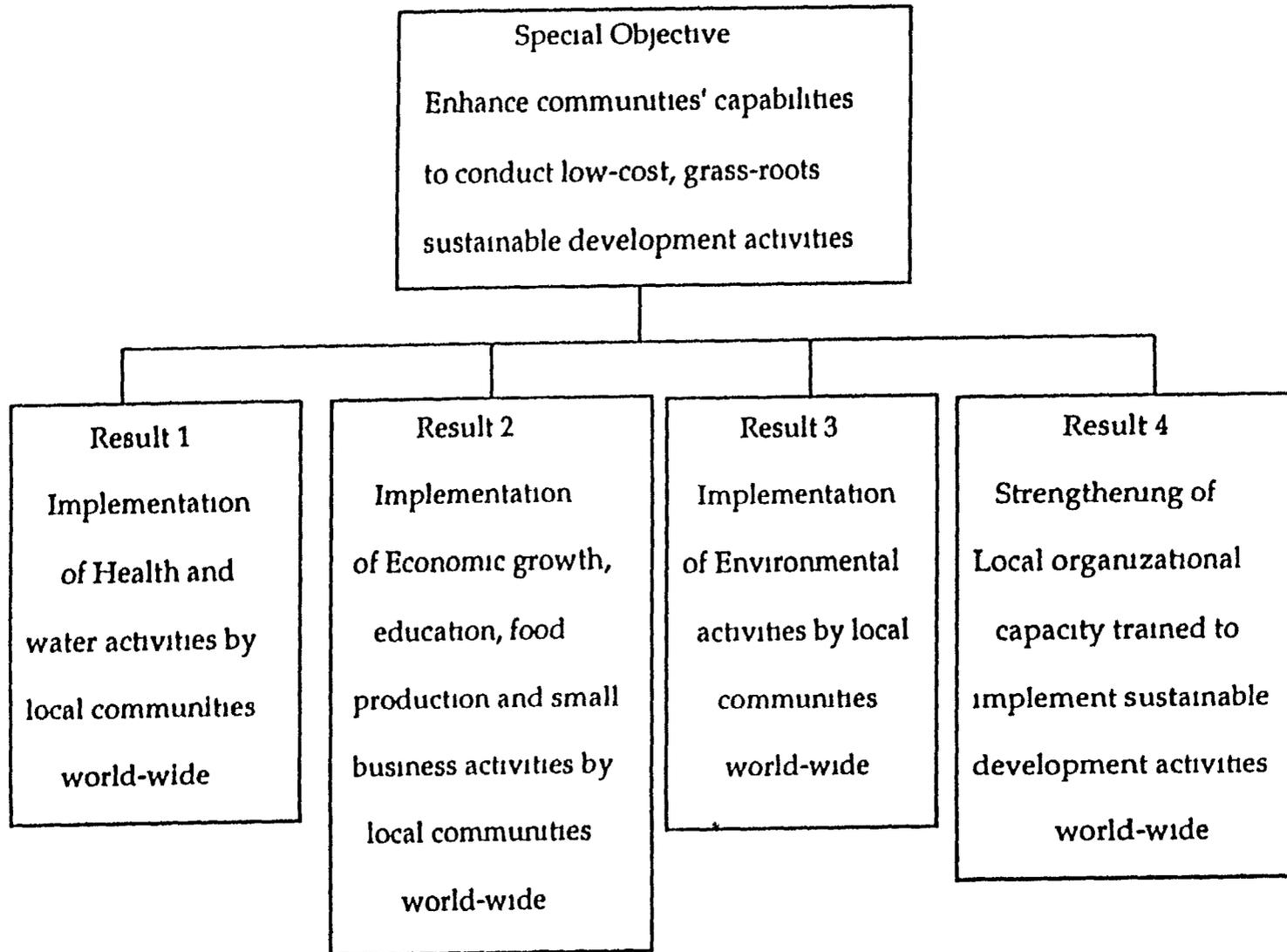
The first three Intermediate Results are measured by sets of indicators which include

- the annual number of SPA activities being conducted,
- the number of people being served annually by these activities,
- the amount of local resources being generated annually for each activity;
- the number of individuals receiving training in the areas of economic development, environment, and health and water/sanitation.

Intermediate Result 4 is measured by the annual numbers of people trained in local civic organizations or NGOs world-wide. Note that this indicator is a proxy indicator since determining impact through analysis of each organization served would be time-consuming and prohibitively costly.

Actual data on all SPA SPO indicators is being reported annually for all new grants. Information is collected from each post with a functioning SPA program. Peace Corps Volunteers and the community members they work with monitor and report on each individual SPA project. The information is collected using standard evaluation forms (see Annex I). These forms are forwarded to PC/Washington where they are compiled into an annual activities report.

Figure 2. SPA Special Objective Intermediate Results



Over the six year period (FYs 1995-2000) of this special objective, a projected 3,191 community-level, sustainable development projects will be developed and carried out. These projects will serve 1,816,208 individuals and will generate local contributions totaling over \$81 million. In addition, the organizational capacity to implement sustainable development activities will have been strengthened in 10,800 civic organizations through training in technical skills and project design and management.

Table 1 illustrates the projected annual indicators of progress toward the SPA Special Objective from the baseline year, 1995, through the year 2000. Note that the first reporting period was FY 1995 and represents the largest number of projects (681) with a decrease in numbers to 402 by FY 2000.

Due to the nature of the SPA program and the inherent flexibility required when developing projects locally, the number of projects in any given sector can fluctuate from year to year. Projections can, however, be made based on trends in previous years, funds available and average number of beneficiaries. These trends are discussed in more detail in Section II of this paper.

Table 1 Projected Annual Indicators of Progress Toward SPO

Indicators	Baseline 1995	Target 1996	Target 1997	Target 1998	Target 1999	Target 2000	Target TOTAL
Projects	681	613	552	496	447 ✓	402	3,191
Beneficiaries	387,616	348,854	313,969	282,572	254,315	228,883	1,816,209
Local Resources Generated	1,746,395	1,571,756	1,414,580	1,273,122	1,145,810	1,031,229	8,182,892
Organizations Strengthened	1,234	1,419	1,632	1,877	2,158	2,482	10,802

D Constraints to Program Performance

To a large extent, the number of SPA projects conducted on an annual basis is guided by:

- (1) the availability of resources, and
- (2) the number of countries with SPA programs

A reduction to 402 projects in FY 2000 represents a projected decline of available resources, in the range of 10 percent annually and a reduction of 12 participating countries due to USAID and Peace Corps country phase outs.

Please note, however, that the fourth indicator – the number of organizations strengthened – is actually projected to rise by 15% annually. This increase reflects the program's shifting emphasis to training and local-level capacity building. Even with declining resources and decreases in participating countries, the numbers of individuals trained – and thus organizations strengthened – is projected to rise.

Other important factors affecting the annual number of SPA projects, as well as the type of project undertaken, are the Peace Corps Volunteers, Peace Corps staff, and USAID staff in a given country. Turnover among Peace Corps and USAID staff is quite high. Moreover, Peace Corps Volunteers change every two years. The way in which Volunteers and staff from both agencies promote the SPA program directly affects its acceptance and use in the field. The entire focus of a given country-level SPA program may change with changes in PCVs and staff.

In addition to weathering fluctuations induced by staff turnover, the program is also challenged by the difficulty of measuring impact. Difficulties center around the fact that SPA usually provides communities with a one-time infusion of funds. Thus, SPA projects are rarely tracked over time, monitoring often ends when the PCV involved in the project completes his or her service.

Impact evaluation, albeit limited, does occur via

- (1) the world-wide SPA evaluations conducted every four to five years, and
- (2) occasional country-specific SPA evaluations

Through both these mechanisms, SPA projects are revisited for the purposes of assessing impact over time. As noted in the 1994/1995 world-wide SPA evaluation, across a ten-year period, SPA projects have consistently performed as planned, achieving at least some of their stated objectives at least 92% of the time. The same evaluation revealed that 80% of all SPA projects are being sustained, i.e., they are continuing to provide benefits to the communities in which they were undertaken.

Although such findings help to underscore the SPA program's achievements, there is still a need for more in-depth measurement of impact with a focus on both tangible and intangible accomplishments. There is also a need to examine gender issues in more detail. Consequently, Peace Corps' SPA staff have begun developing a framework that can help project implementors identify and articulate the results of SPA-supported projects. This framework is described in the next section.

E. SPA Program Conceptual Framework

Capacity building for community development is the cornerstone of the sustainable development philosophy shared by USAID and Peace Corps. Both agencies understand that sustainability depends on the participation of local people in all aspects of any development effort. Participation helps ensure that development initiatives are based on the aspiration and experience of the people involved.

As noted earlier, SPA's SPO assumes that by approaching poverty issues "from the ground up," local people themselves will provide the ideas, momentum and staying power necessary for sustainable development efforts. Taking the assumption one step further, SPA asserts that by carrying out small-scale, self-help activities, people acquire community development skills. The premise is that when they become involved in designing and managing a grass-roots project, the members of a local organization or community are given the opportunity to participate in needs assessments, problem solving, planning, implementation and evaluation. Each of these activities is an essential step in the process of community development and the opportunity to "practice" these steps through a specific activity or project helps build capacity at the local level.

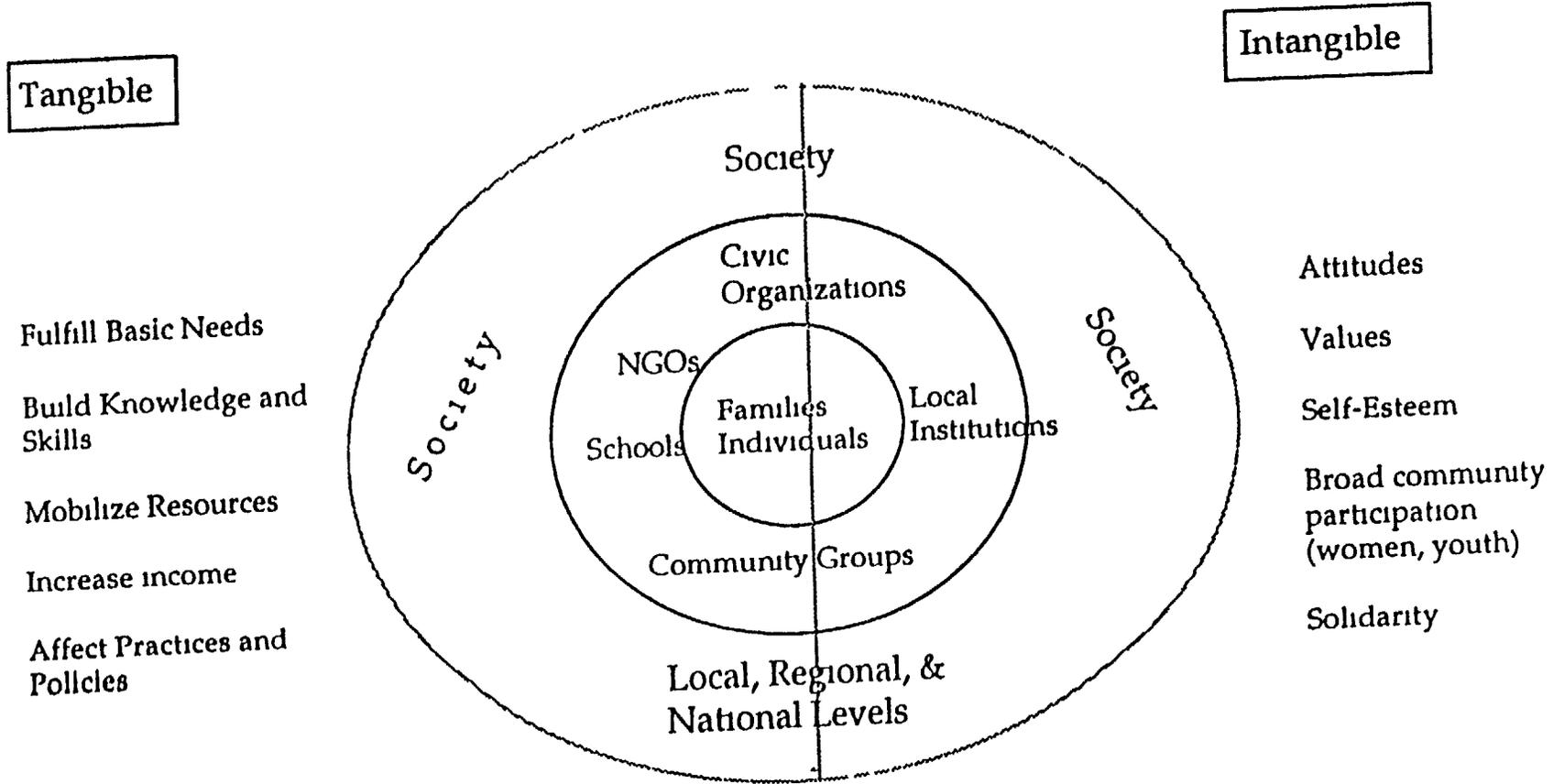
As currently defined, SPA's Intermediate Results are governed by the assumptions that: (1) SPA activities are assisting communities to meet their basic needs for food, shelter, health, income, and a clean environment, and (2) community members are able to incorporate new approaches to problems and new ways of relating to people based on their experience in the project.

In order to confirm these assumptions, however, it is necessary to further explore how we approach the definition of results. The following questions help shape the refinement of the SPA program results measurement: What constitutes results in grass-roots development? What measures of grass-roots development take into account both success in the short-run and sustainability over time? How should we capture, organize and analyze information in order to assess the full effect of the SPA program?

Through examination of these questions, a SPA program conceptual framework has begun to take shape (Figure 3)². This framework identifies the 3 levels where SPA program impact is manifested: (1) individual/family, (2) organization and (3) society. Most impact is felt at the first two levels. However, SPA also affects societal norms when, for example, support is provided to an NGO that is working to increase environmental awareness and foster changes in national environmental policy.

²SPA's conceptual framework is based, in large part, on the Grassroots Development Framework developed by the Inter-American Foundation (IAF). Although the SPA program differs considerably from the IAF in the scope and time-frame of its project support, the IAF's framework has provided a very useful model to follow.

Figure 3 SPA Program Conceptual Framework



SPO intermediate results and indicators are currently being examined in order to identify additional measures of impact that might be included in SPA documentation and reporting. The tangible and intangible variables that are consistently reported by PCVs and Counterparts as outcomes of SPA projects are highlighted in Figure 3. Over time, these variables may change with input from the field.

In coordination with colleagues in the Peace Corps Office of Training and Program Support, SPA staff are working to develop simple methodologies – primarily focus groups and informant interviews – that will help foster greater community participation in the articulation and collection of results data. This is being done in tandem with the development of training tools and techniques to support participatory community analysis and action.

II. Progress Toward Special Objective

In 1996, SPA supported 615 community-based projects benefiting 388,127 individuals. Community contributions totaled \$1,703,117 and over 9,000 individuals – from more than 1,700 organizations – participated in training activities. Targets have been exceeded for all four indicators.

World-wide in 1996, SPA projects supported SPO Intermediate Results in the following manner:

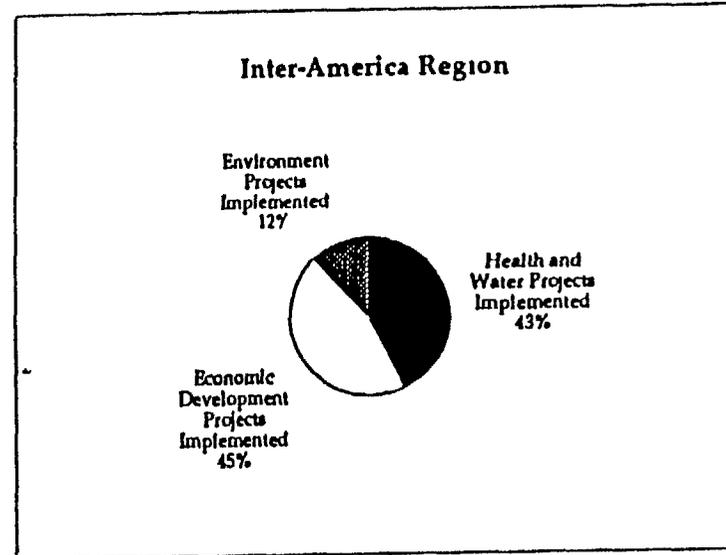
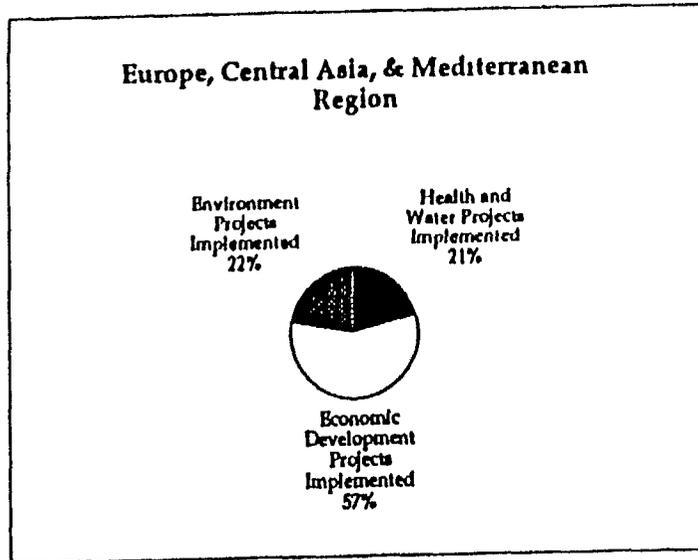
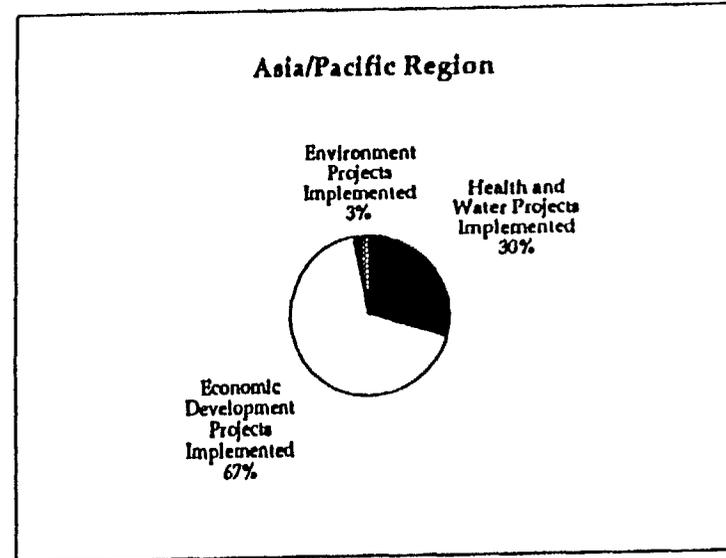
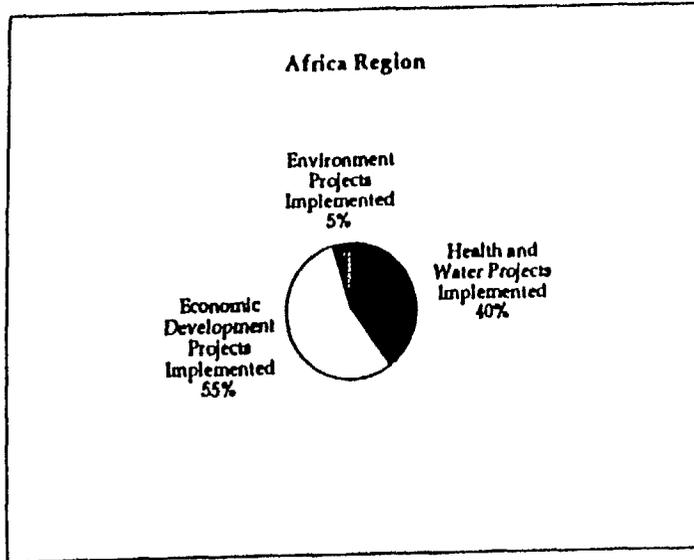
- 55 percent addressed broad-based economic growth activities,
- 35 percent supported health and water/sanitation activities,
- 10 percent promoted environmental protection activities.

The distribution of SPA projects according to SPO Intermediate Results One, Two and Three varies somewhat among Peace Corps regions (Figure 4). For example, environment projects account for only about 4% of total activity in Peace Corps' Africa and Asia/Pacific regions. In the Europe, Central Asia and the Mediterranean (ECAM) region, however, environment accounts for one-quarter of all SPA activity.

Health and water/sanitation projects account for 40 percent of all SPA activity in the Africa and Inter-America regions. But in the ECAM region, health and water/sanitation projects make up only about 20 percent of the total SPA projects.

With the exception of Inter-America, economic growth projects account for over 50 percent of all SPA projects, thus increasing to nearly 70 percent in the Asia/Pacific region. Again, economic growth includes activities centering on education, food production and business development. Although not displayed in Figure 4, it is noteworthy that more than half of these projects focus on education.

Figure 4 Grant Projects By Region According to SPO Intermediate Results (1996)



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A Implementation of health and water/sanitation activities by local communities

1 Performance Analysis

The SPA activities contributing to this ~~Intermediate Result~~ focused on improvements in health, hygiene, and nutrition via the installation of wells, latrines, cisterns, rural health clinics, community and home gardens, etc. For indicator 1, the actual number of projects (219) was slightly lower than the target (222). However, as Table 2a illustrates, indicators 2 and 3 exceeded their targets substantially.

This demonstrates that, on a project-by-project basis, beneficiary numbers and local contributions are exceeding the targets slightly. In addition, the numbers of individuals trained has greatly surpassed the target. This is due to increased program focus on capacity building and locally organized, community-level trainings.

Table 2a. Intermediate Result One Actual Indicators in 1996

Indicators	Target	Actual
1 Projects	222	219
2 Beneficiaries	135,000	195,141
3 Local Resources Generated	475,537	727,473
4 Individuals Trained	327	2 147

Examples of additional tangible and intangible impact reported by PCVs and beneficiaries include the following:

One Bucket Well System, Cameroon

"Villagers are trained in well-digging and could be hired for future wells as well as in the upkeep (maintenance) and health education required of this well, and will be responsible for quarter awareness. There are three new wells in this village resulting in an immediate availability to drinking water and a decrease in water-borne illnesses."

Guathinwa Water Development Project, Kenya

"The women [in the] group now have water tanks at their homes. They are now better able to meet their water needs for themselves and their families. In addition, they have started small vegetable gardens at their homes, which they eat and sell for profit. Also they can better maintain their dairy cows. The women have truly been empowered by the successful organization and completion of this project. Many of the women are elderly and illiterate and thus command little respect in this society. Now they are beginning to respect themselves and others are also giving them more respect."

Heennarangolla Latrine Project, Sri Lanka

"As a result of the activity, there are forty more water sealed latrines in the village area. Thus, in turn, has improved the sanitation conditions of the recipients "

2. Expected Progress Through FY 2000

If present trends continue, the target – to develop 1,156 health and water/sanitation projects – is certainly achievable by FY 2000

3. Performance Data Tables

Table 2b. Projected Indicators for SPA Intermediate Result One

Indicators	Baseline 1995	Target 1996	Target 1997	Target 1998	Target 1999	Target 2000	Target TOTAL
1 Projects	247	222	200	180	162	146	1,157
2 Beneficiaries	172,923	155,631	140,068	126,061	113,455	102,109	810,247
3 Local resources generated	508,375	457,538	411,784	370,605	333,545	300,190	2,383,037
4 Individuals trained	285	328	377	433	498	573	2,494

B. Implementation of economic growth activities by local communities

1 Performance Analysis

This result is achieved through activities associated with income generation, food production, and education, e.g., commercial agriculture, light manufacturing, handicrafts production, school construction/repairs, micro-enterprise development, etc

In FY 1996, the target and actual data are very close for indicator 1. Indicators 2 and 3, however, show lower actual numbers than the targets. Shortfalls for indicator 3 (local resources generated) may be accounted for by the fact that the Africa and Asia/Pacific regions account for the majority of economic growth projects, but these are also the regions with the lowest level of community contributions. On average only 40 percent of total project costs are generated locally in that region.

Again, the numbers of individuals trained has greatly surpassed the target. This is due to increased program focus on capacity building and locally organized, community-level trainings.

Table 3a. Intermediate Result Two: Actual Indicators in 1996

Indicators	Target	Actual
1 Projects	337	339
2 Beneficiaries	134,745	125,202
3 Local Resources Generated	1,174,375	848,223
4 Individuals Trained	726	5,643

Examples of additional tangible and intangible impact reported by PCVs and beneficiaries include the following:

Food Processing Training, Nepal

"Participants are able to provide skill training to others on how to start food processing for business. A few participants have started their own small-scale food processing business."

Cement Block Production, Costa Rica

"Cement blocks are being produced for construction. Several community members have learned how to make cement blocks. The women's group is also learning the details of running a business such as promotion and accounting procedures. Blocks have been used in Gavilan and other communities to build houses and other projects."

CSCOM in Kenyagué, Mali

"With the embroidery skills the young women learned during the project, they have been producing traditional Bambara baby slings and selling them for a considerable profit at the market and to their friends."

2. Expected Progress Through FY 2000.

If present trends continue, the target – to develop 1,775 in economic development projects – is certainly achievable by FY 2000.

Of Special Note. In FY 1997, the SPA program will begin collecting information related to gender, e.g., number of male beneficiaries and female beneficiaries. This is especially important when reporting on progress toward Intermediate Result Two. Many women and girls have never had the opportunity to continue their education or generate income. Oftentimes, SPA support provides them with just such an opportunity.

3 Performance Data Tables

Table 3b Projected Indicators for SPA Intermediate Result Two

Indicator	Baseline 1995	Target 1996	Target 1997	Target 1998	Target 1999	Target 2000	Target TOTAL
1 Projects	375	338	304	273	246	221	1,757
2 Beneficiaries	149,717	134,745	121,271	109,144	98,229	88,406	701,512
3 Local resources generated	1,304,860	1,174,374	1,056,937	951,243	856,119	770,507	6,114,040
4 Individuals trained	632	727	836	961	1,105	1,271	5,532

C. Implementation of environmental activities by local communities

1. Performance Analysis

The activities encompassed by Intermediate Result Three consist primarily of environmental education and environmental protection/amelioration – e.g., reforestation, agroforestry, soil conservation, garbage clean-up, etc

In FY 1996, the target and actual data are very close for indicators 1 and 2. Indicator 3, however, shows lower actual numbers than the targets. This shortfall merits some additional analysis to try and determine why community contributions are so low.

Here, too, however, the numbers of individuals trained has exceeded the target. This is due to increased program focus on capacity building and locally-organized, community-level trainings.

Table 4a. Intermediate Result Three: Actual Indicators in 1996

Indicators	Target	Actual
1 Projects	53	57
2 Beneficiaries	58,477	67,784
3 Local Resources Generated	182,844	127,421
4 Individuals Trained	232	856

Examples of additional tangible and intangible impact reported by PCVs and beneficiaries include the following:

Natural Regeneration and Windbreak Project, Village of Moulgah, Mauritania
 "As a result of the project, the Village of Moulgah now has two large plots set aside for the purpose of creating a windbreak and to allow natural regeneration to occur which will stabilize the land "

Youth Group Cay Clean Up and Environmental Education Project, South Coast Conservation Foundation, Jamaica
 "Environmental awareness is up Recycling of paper is being started with the youth clubs, and cleaning and beautifying their community has started with each youth club

Testing Environmental Quality, City of Püspökladány-Kalvin, Hungary
 "Interest shown by schools in other villages to start using water testing as an environmental education tool. Increased interest has also been demonstrated by kindergarten teachers in the program "

2. Expected Progress Through FY 2000

If present trends continue, the target – to develop 274 environmental projects – is likely to be reached by FY 2000

3. Performance Data Tables

Table 4b Projected Indicators for SPA Intermediate Result Three

Indicators	Baseline 1995	Target 1996	Target 1997	Target 1998	Target 1999	Target 2000	Target TOTAL
1 Projects	59	53	47	43	39	35	277
2 Beneficiaries	64,975	58,478	52,630	47,367	42,630	38,367	304,447
3 Local resources generated	203,160	182,844	164,560	148,104	133,293	119,964	951,925
4 Individuals trained	202	232	267	307	353	406	1,767

D Strengthening local organizational capacity to implement sustainable development activities.

1 Performance Analysis

Intermediate Result Four measures the number of distinct *local organizations* represented by individuals who have received SPA-supported technical training as well as project design and management training

The assumptions related to Intermediate Result Four are particularly noteworthy. It is assumed that when the members of a local organization participate in a training activity and acquire new skills, they then take those skills back to their organizations and apply them. The application of these skills strengthens the capacity of that organization.

The HCNs who participated in SPA-supported training activities during 1996 represented more than 1,700 different organizations – primarily local civic groups, NGOs and, occasionally, government agencies. These measurable results are considerably higher than the target (Table 5a). This increase is the result of increased SPA program focus on capacity building.

Table 5a. Intermediate Result Four Actual Indicator in 1996

Indicator	Target	Actual
1 Organizations	1,419	1,736

For example, during 1996, SPA supported pilot efforts that sought to enhance the transfer of sustainable development skills at the local level through technical exchanges and community-level training.

The community-level training funds were managed in the same manner as SPA grant funds, but were primarily used to support HCN travel to communities and/or training centers where participants received specific technical skills training.

In some cases, funding allowed HCN counterparts to visit PCVs and counterparts in other communities. During these visits, counterparts either imparted skills by providing training, or received skill training from members of their "host" community. In such cases, PCVs and their counterparts were participating in a "technical exchange." In other cases, SPA funds allowed HCN technical experts to travel to communities and lead or facilitate training sessions. In still other cases, funding allowed counterparts to travel to a training center, NGO, or model farm to gather information and acquire skills.

Examples of community-level training and technical exchanges include the following:

- a group of farmers visit an agricultural research station to study the cropping techniques of improved forage for cattle,
- a rural sanitation PCV helps another PCV and the local water committee identify an alternative spring source for potable water,

- PCVs and their counterparts visit an agricultural research station to practice appropriate grafting techniques which will help increase fruit production.

2. Expected Progress Through FY 2000

In addition to providing grants to support locally organized community development activities, the SPA program will continue to provide support for HCN skills training on a regional or national level with technical assistance funding. SPA technical assistance complements and enhances the grant activities primarily through the following types of events

- **Participatory Community Project Design and Management (PDM) Workshops** - PDMs are designed to ensure that SPA projects respond to community needs and priorities. PDM content is geared to the training of participants in the project development process. Workshop goals are to

(1) increase participants' understanding of the importance of community involvement and ownership,

(2) familiarize participants with new project management tools such as problem-solving, planning, and proposal-writing,

(3) determine the appropriateness of external assistance in community projects

- **Technical Skill Training Workshops** - These workshops provide the technical skills necessary for sustainable community development (e.g., well construction, fruit tree grafting techniques, food processing, etc.)

Peace Corps (PC) posts are expected to cover PCV and PC staff costs while SPA supports HCN participation in training events. HCNs, whether they are official counterparts or not, are individuals with whom PCVs work on community development activities.

Training workshops are particularly valuable for bringing together Volunteers and counterparts, and for bringing together counterparts from different organizations and communities. In these workshops, PCVs and HCNs are encouraged to build teams, network, and share information about their community development activities.

3 Performance Data Tables

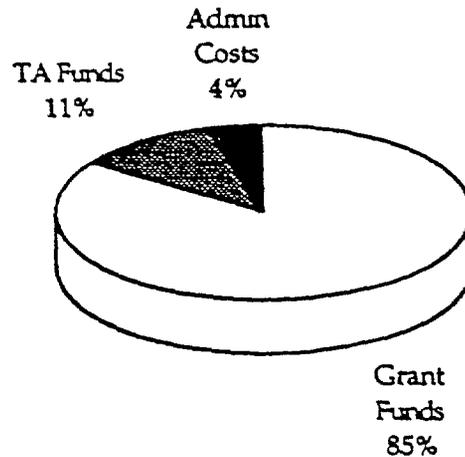
Table 5b Projected Indicators for SPA Intermediate Result Four

Indicator	Baseline 1995	Target 1996	Target 1997	Target 1998	Target 1999	Target 2000	Target TOTAL
1 Organizatons	1,234	1,419	1,632	1,876	2,158	2,482	10,801

III. FY 1996 SPA Program Expenditures

The majority of SPA PASA resources – slightly more than \$2 million dollars in FY 1996 –were provided to posts to manage as grant funds. Approximately \$300,000 in technical assistance funds supported host country national training. As Figure 5 demonstrates, administrative costs accounted for only 4% of total program expenses.

Figure 5. SPA PASA Obligations in FY 1996



Note. Both Grant and TA Funds include transfers to posts. In addition, TA Funds include staff and consultant travel costs to various posts. Administration costs include staff salaries and benefits, as well as materials development and overhead.

On the following pages, Table 6 displays the total amount of SPA funds utilized by country in FY 1996. This financial information is based on the end-of-year close-out reports received from Peace Corps posts.

Table 6. Total SPA PASA Funds Utilized by Country in FY 1996

(*Note Includes Both Grant and Technical Assistance Funds)

	1996
<u>AFRICA REGION</u>	
Benin	\$1,398 00 ³
Botswana	\$34,850 78
Cameroon	\$18,933 87
Cape Verde	\$2,396 08
Central African Rep	\$15,501 79
Chad	\$9,067 92
Comoros	\$0 00
Congo	\$0 00
Cote d'Ivoire	\$61,767.53
Eritrea	\$315 15
Ethiopia	\$20,857 76
Gabon	\$17,889 80
Ghana	\$50,312.66
Guinea	\$110,191.51
Guinea Bissau	\$11,854 96
Kenya	\$41,476 81
Lesotho	\$32,948 24
Madagascar	\$39,986.32
Malawi	\$66,000 00
Mali	\$28,786 88
Mauritania	\$54,948 15
Namibia	\$11,256 00
Niger	\$42,501 70
Sao Tome	\$9,674 40
Senegal	\$24,298 07
Swaziland	\$24,527 60
Tanzania	\$0 00 ⁴
The Gambia	\$42,210 00
Togo	\$61,784 17
Uganda	\$29,363 15
Zambia	\$48,489 40
Zimbabwe	\$47,161.91
AF Region Total	\$960,750.61

³During 1996, PC/Benin temporarily suspended SPA activity while undertaking a review of their SPA program. As a result of this review, post has begun implementing changes in program policy and procedure, and thus far in FY97, post has received \$50,000 in SPA grant authority

⁴During 1996, PC/Tanzania reported a lapse in SPA program activity due to staffing and management changes. However, in FY97, post received \$40,000 in SPA grant authority. Following Quarters 1 and 2, post has reviewed projects totaling \$16,000 and anticipates utilizing their full grant authority

Total SPA Funds Utilized by Country
FY 1996 (Grant and TA)

	1996
<u>INTER-AMERICA</u>	
Belize	\$6,548 93
Bolivia	\$40,292.51
Chile	\$7,570 00
Costa Rica	\$19,902 33
Domunucan Republic	\$51,649 89
Eastern Caribbean	\$46,323 00
Ecuador	\$11,302.58
El Salvador	\$22,599 18
Guatemala	\$8,892 68
Guyana	\$900 00
Jamaica	\$21,969 07
Nicaragua	\$14,437 69
Panama	\$15,025.56
Paraguay	\$69,212 00
Uruguay	\$21,976.00
IA Region Total	\$358,601 42

<u>ASIA & PACIFIC (A/P)</u>	
Fiji	\$29,092.38
Kiribati	\$11,350 03
Mongolia	\$19,124 83
Nepal	\$35,491 25
Papua New Guinea	\$13,455.33
Philippines	\$33,629 48
Solomon Islands	\$36,552.66
Sri Lanka	\$23,162.81
Thailand	\$24,496.22
Tonga	\$90,582.00
Vanuatu	\$0 00
Western Samoa/Niue	\$14,237.00
A/P Region Total	\$331,174.31

<u>EUROPE, CENTRAL</u>	
<u>ASIA & MEDITERRAN.</u>	
<u>(ECAM)</u>	
<u>Near East</u>	
Morocco	\$2,940 00
Tunisia	\$44,421.76
Near East Sub-total	\$47,361.76

**Total SPA Funds Utilized by Country
FY 1996 (Grant and TA)**

	1996
Europe	
Albania	\$22,798.75
Bulgaria	\$50,197.27
Czech Republic	\$50,735.03
Estonia	\$40,000.00
Hungary	\$44,218.29
Latvia	\$44,295.00
Lithuania	\$60,000.00
Poland	\$121,001.54
Romania	\$11,803.36
Slovak Republic	\$53,771.32
Europe Sub-total	\$498,820.56
NIS	
Armenia	\$20,000.00
Kazakstan	\$43,506.98
Kyrgyzstan	\$1,118.00
Moldova	\$27,400.00
Russia	\$1,825.00
Turkmenistan	\$35,000.00
Ukraine	\$22,130.00
Uzbekistan	\$7,246.29
NIS Sub-total	\$158,226.27
ECAM Region Total	\$704,408.59
WORLD WIDE TOTAL	\$2,354,934.93

ANNEX I

SPA EVALUATION FORMS

Complete this form with community participants. Submit a copy to PC/Washington
Summarize information presented in the Activity Proposal

Page 1

SPA ACTIVITY ABSTRACT
(Formerly IAA Abstract)

COUNTRY _____ ACTIVITY # _____

ACTIVITY TITLE _____

COMMUNITY GROUP _____

PCV NAME(S) _____

FACILITATORS (e.g., PCV, Counterpart, Government Agent, etc. if training is planned) _____

ESTIMATED NUMBER OF BENEFICIARIES _____ (TOTAL) _____ (MALE) _____ (FEMALE)

ESTIMATED NUMBER WHO WILL PARTICIPATE IN ACTIVITY IMPLEMENTATION _____

ESTIMATED IMPLEMENTATION PERIOD: FROM ____/____/____ TO ____/____/____

PRIMARY ACTIVITY CLASSIFICATION _____ Agriculture _____ Health
_____ Business Development _____ Education _____ Water/Sanitation
_____ Environment _____ Other (e.g., WID, Youth, please specify) _____

SECONDARY ACTIVITY CLASSIFICATION (From above) _____

****ESTIMATED RESOURCE REQUIREMENTS (Please use appropriate local cost estimates to calculate community contributions of labor, materials, and land)

SPA CONTRIBUTION \$USD _____

COMMUNITY CONTRIBUTION CASH \$USD _____

IN-KIND LABOR \$USD _____

IN-KIND MAT'LS \$USD _____

IN-KIND LAND \$USD _____

OTHER CONTRIBUTIONS
(e.g., from Government Agencies, NGOs, International
Aid Organizations, etc. Please specify below)

_____ \$USD _____

_____ \$USD _____

TOTAL PROJECT COST \$USD _____

SPA ACTIVITY ABSTRACT

Complete this form with community participants Submit a copy to PC/Washington
Summarize information presented in the Activity Proposal.

NEED/PROBLEM/ISSUE BEING ADDRESSED

OBJECTIVES

EXPECTED OUTCOME(S) OF THIS ACTIVITY *

_____ Increased Production _____ Improved Health _____ Increased Income
_____ Community/Group Development _____ Community Infrastructure Development
_____ Other (Please specify) _____

*For training and capacity building activities, please indicate below the specific knowledge or skills being transferred

WHAT INDICATORS WILL YOU USE TO DETERMINE THE IMPACT OF THIS ACTIVITY?

INTENDED USE OF SPA FUNDS (Please be specific)

SPA ACTIVITY EVALUATION
(Formerly ACN Abstract)

COUNTRY _____ ACTIVITY # _____
PCV NAME _____ ACTIVITY TITLE _____
IMPLEMENTATION PERIOD FROM _____ / _____ / _____ TO _____ / _____ / _____
ACTUAL NUMBERS
OF BENEFICIARIES _____(TOTAL) _____(MALE) _____(FEMALE)
ACTUAL NUMBER WHO PARTICIPATED
IN ACTIVITY IMPLEMENTATION _____

1 HAVE THE OBJECTIVES CHANGED SINCE THIS ACTIVITY WAS FIRST APPROVED? _____YES _____NO

IF SO, DESCRIBE ANY CHANGES IN THE OBJECTIVES, AS WELL AS THE NECESSITY FOR THE CHANGES

2 HOW SATISFIED ARE THE BENEFICIARIES WITH THE COMPLETED ACTIVITY?

COMPLETELY SATISFIED SOMEWHAT SATISFIED NOT SATISFIED

3-----2-----1-----0-----1-----2-----3

3 PLEASE INDICATE HOW SATISFACTION IS BEING MEASURED OR DETERMINED
(Provide information on the specific indicators being used to measure satisfaction)

4 AS THE RESULT OF THIS ACTIVITY

A HOW HAS THE COMMUNITY GROUP INVOLVED BEEN AFFECTED?

B WHAT NEW SKILLS HAVE BEEN TRANSFERRED? (If possible, provide examples of how these skills are being employed by the beneficiaries)

SPA ACTIVITY EVALUATION

(Formerly ACN Abstract)

5 WHAT DID SPA FUNDS PURCHASE? (Specify items, not dollar or percentage amounts)

SUPPLIES AND MATERIALS

EQUIPMENT

SKILLED LABOR

OTHER

(Please specify, e g , travel and per diem for ___ number of training participants)

6 COST BREAKDOWN FOR THIS ACTIVITY(IN \$USD)

	A. SPA CONTRIBUTION	B COMMUNITY CONTRIBUTION	C. OTHER AGENCY CONTRIBUTION
CASH			
LABOR			
MATERIALS			
LAND			
TRAVEL/PER DIEM			
TOTAL			

TOTAL ACTIVITY COST \$USD _____

7 PLEASE DESCRIBE PLANS WHICH WILL ENSURE THAT THE BENEFICIARIES WILL BE ABLE TO COVER ANY RECURRING COSTS OF THE ACTIVITY

8 MAJOR PROBLEMS ENCOUNTERED IN ACTIVITY IMPLEMENTATION

9 SUGGESTIONS TO OTHERS INTERESTED IN SIMILAR ACTIVITY