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AGENCY FOR INTERNATIONAL DEVELOPMENT
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ACTION MEMORANDUM FOR THE MISSION DIRECTOR

FROM Mary Ott, SO1 Team Leader *MO*
SUBJECT Project Assistance Completion Report of the Operational Program
Grant No 519-0410-G-00-3120-00
DATE October 6, 1998

In accordance with ADS 203 (Managing for Results Monitoring and Evaluating Performance) and USAID/El Salvador Policy (Mission Operation Manual, Chapters 680 and 770), attached is the Project Assistance Completion Report (PACR) for the Operational Program Grant No 519-0410-G-00-3120-00 implemented by the Salesian Missions

The purpose of the Project was to assist orphaned, abandoned and displaced children to make a smooth transition into the new Salvadoran society (post-war) as responsible and productive adults

The Project included the following major components

- 1 Social Services Program
- 2 Residential Program
- 3 Basic Education Program
- 4 Vocational Training Program
- 5 Job Placement, Remedial Programs and Income-Generating Activities

The Project was implemented during the period June 30, 1993 through June 30, 1997

The USAID grant was for US\$505,000 00 and the total value of the Project was \$4,318,258 00

The PACR summarizes accomplishments of the Project. It includes lessons learned, conclusions, and recommendations.

Recommendation

That you approve the attached Project Assistance Completion Report

Approved *Kenneth C. Ellis*
Kenneth C Ellis
Director

Disapproved _____
Kenneth C Ellis
Director

Date *30 October, 1998*

Drafted by	RMMayorga, SO1	<u><i>RMM</i></u>	Date	<u><i>10/6/98</i></u>
Cleared by	RGavidia, RP/TL/SO1,	<u><i>RG</i></u>	Date	<u><i>10/6/98</i></u>
	FBreen, CONT	<u><i>FB</i></u>	Date	<u><i>10/8/98</i></u>
	GCNorth, SDO	<u><i>GC</i></u>	Date	<u><i>10/11/98</i></u>
	LPizarro, RCO	<u><i>LP</i></u>	Date	<u><i>10/14/98</i></u>
	DMcFarland, DDIR	<u><i>DM</i></u>	Date	<u><i>10/30/98</i></u>

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Office of the Controller
REVIEWED
[Signature]
DATE *10/02/98*
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PROJECT ASSISTANCE COMPLETION REPORT
Operational Program Grant No 519-0410-G-00-3120-00

I Summary of the Project

A Goal and Purpose of the Project

The purpose of the Project was to assist orphaned, abandoned and displaced children to make a smooth transition into the new Salvadoran society (post-war) as responsible and productive adults

The objectives of the project were

- 1 To provide a selected number of orphaned, homeless and displaced youngsters with adequate housing and living conditions
- 2 To educate and train needy, orphan, homeless and displaced youngsters in marketable skills so that they will be able to earn an income from their skills
- 3 To upgrade the institutions's services, make their delivery more efficient, and their impact more effective
- 4 To design vocational training programs that respond both to market demands and are appropriate to the needs and capabilities of youngsters
- 5 To enhance the production component of the workshops so that they can provide for the material needs of orphan, abandoned, and displaced youngsters (clothing, bedding, shoes, furniture) at the orphanage, as well as to contribute to the self-financing capacity of the institution
- 6 To help place well trained workers into income-generating opportunities (jobs, apprenticeships, micro and small enterprises)

B Project Components

The Project included the following major components

- 1 Social Services Program This program reached out to orphan and homeless children and provided them with emergency assistance (food, clothing, shelter) and medical and psychological services
- 2 Residential Program This program provided medium- and long-term shelter to children who need a home and special care and to children who are being prepared for reunification with their families, for re-entry into the formal education system, and/or for placement into a vocational training program

3 Basic Education Program Children attended an accredited school, grades 1 to 9, to prepare for entry into a vocational training program or to continue with their academic education

4 Vocational Training Program Boys and girls, ages 13 - 19, participated in various job training courses They also learned how to set up micro- and small-scale enterprises and other income generation activities

5 Job Placement, Remedial Programs and Income-Generating Activities Job and apprenticeship placement services were provided to those who completed their training Qualified students also receive assistance to allow them to set up their own micro-enterprises or other income-generating activities

C Analysis of the Present Status of the Project

The primary purpose of the project was clearly achieved This was accomplished through a comprehensive educational and preventive social services program which helped youngsters move from a life on the streets, to an orphanage, and an educational setting, then to independence and self-reliance The project facilitated their re-adjustment into a more peaceful and democratic way of life This was done by improving the quality and impact of the services offered by the Ciudad de los Niños (CDN) in Santa Ana and by strengthening programs designed to address the specific educational and social needs of this population

The project has enhanced the CDN capability to serve orphaned, abandoned, and poor youth of the region while creating a model program which upgraded the School's technical and training capabilities The school has improved the quality of its teachers and staff, developed instructional and informational materials Moreover, it has become a better place to live for the more than 400 youth that live there The non-residential children who are served by CDN are benefiting also from the enhancements of the CDN The USAID grant helped CDN to evolve into a quality vocational training center

II Financial Status

USAID	Obligation	Expenditures (As of June 30, 1997)
Salesian Managed Activities	\$491,500 00	\$ 491,500 00
Audit	8,500 00	8,500 00
Evaluation	5,000 00	5,000 00
Total USAID	<u>\$ 505,000 00</u>	<u>\$ 505,000 00</u>
Salesian Missions	3,813,258 00	3,379,872 13*
Total Project	\$4,318,258 00	\$3,884,872 13

* Expenditures as of March 1998 equals amount obligated

III Project Accomplishments

This project achieved most of its original objectives, which is remarkable given the scope of the objectives and the difficulty of the circumstances in post-war El Salvador. Project impact has also been greater than expected.

The project had set numerical indicators and they are compared with the overall delivery of services in the following chart:

	Goal	Actual	% of goal
Services for the Children	Overall	Overall	Overall
Education and Social Services	4,074	4,821	118%
Vocational Training Program	7,672	7,553	98%
Hogar de los Niños	1,320	1,547	117%

Accomplishments of the project related to its objectives were as follows:

1 To provide a selected number of orphaned, homeless and displaced youngsters with adequate housing and living conditions.

The grant did provide for children of displaced and fragmented families with the opportunity for adequate housing and living conditions. The Salesians maintained the center at 87%-100%+ capacity during the four years of the project. At the end of the project in four years the Ciudad de los Niños reached 117% of its goal. All these youth had educational opportunities with some limited appropriate youth employment opportunities for those youth who had no families or relatives to return to during the school breaks and holidays. During the school breaks and holidays efforts were made by the Salesian staff to see to the social and personal needs of each youth that stayed by offering outings, special dinners, events, and gifts at Christmas.

2 To educate and train needy, orphan, homeless and displaced youngsters in marketable skills so that they will be able to earn an income from their skills.

The grant allowed youth the opportunity to learn skills that are appropriate to an urban market. However, not all the youth that attended school at Ciudad de los Niños had the opportunity to find work in the city. Many returned to the areas of the country from which they came which do not have many job opportunities in their skill areas. In the last two years of the project all youth received more training in preparation for work. This allowed them to find other employment and sustain this employment even though it was outside of the youth's skill area. The problem of youth employment in its post-war economy is still a pressing issue for El Salvador and may well be one of the contributing factors to the rise in youth gangs. There is competition for employment with ex-combatants as well as youth from other training institutions which are located in high population/industrial areas of El Salvador.

3 To upgrade the institutions's services, make their delivery more efficient, and their impact more effective

Of all of the areas of impact of this grant, the institutional services have had the greatest improvement in quality. The involvement of youth in the decision making and development of programs, parental involvement, social, health and psychological services, upgraded teacher skills, team building, and physical plant have all been impacted tremendously under this grant. With the implementation of greater team building in the planning, discipline, integration of educational components, and maintenance of qualified staff, Ciudad de los Niños has changed its image from an institution dealing with juvenile delinquents to an institution that has quality vocational training, primary and secondary education. One of the physical plant improvements that has made a difference is the multipurpose auditorium/sports arena. It was one of the real value added components of the grant. It is useful for assemblies, sports activities, theater, social events, and civic activities. It also has an income generating component in that it can be let for weddings, anniversaries, and cultural events. It is one of the largest multi-use auditoriums in Santa Ana.

4 To design vocational training programs that respond both to market demands and are appropriate to the needs and capabilities of youngsters

This is an area where the Ciudad de los Niños was dependent on market forces in the economy more than the quality of their vocational education program. Although the course work offered was appropriate to the needs and capabilities of youth, it was difficult to predict how market forces would impact on youth employment. With the demobilization of the armed forces and the assimilation of all ex-combatants into the economy also came less opportunities for youth employment. Ciudad de los Niños, itself, was involved in training ex-combatants with the help of USAID and other donors.

The areas where youth have been successful finding employment have been in the markets in skill areas of tailoring, sewing, electronics, soldering, light manufacture, and assembly. There is a need for diversification of training and a desire to expand the workshops offered for the youth to the arts, photography, design, auto body work, leather product production (beyond shoemaking, which is already offered), and construction design.

5 To enhance the production component of the workshops so that they can provide for the material needs of orphan, abandoned, and displaced youngsters (clothing, bedding, shoes, furniture) at the orphanage, as well as to contribute to the self-financing capacity of the institution.

T-shirts, bedding, smocks and other clothing were produced on the premises for the residents. Furniture was refurbished or built to supply the dormitories, classrooms, lunch room and campus of CDN. Clothing was produced on contract. A number of contracts were developed making uniforms for sports teams and for UMBRO, an internationally renowned sports uniform producer. Block making had been very productive. Local people and youth on holiday from CDN were employed in the block making plant. Colored ceramic tiles were also produced for a while, but the market for this was not sustained. The

production bakery was both for internal consumption and for the local market. The other workshops have had contracts when and where appropriate and did not interfere with the primary goal of the CDN, education and the welfare of children.

6 To help place well trained workers into income-generating opportunities (jobs, apprenticeships, micro and small enterprises)

As was stated earlier in the report, the problem of youth employment is still a pressing issue for El Salvador and may well be one of the contributing factors to the rise in youth gangs. The same reasons stated above (4) - integration of ex-combatants into the economy, fluctuating market forces, and difficulties with placement outside of urban centers - all lend themselves to preventing youth from finding jobs in the fields which they are trained. Friends of friends and family are still the best primary network for youth employment searches. Second, is the training of youth in how to seek employment - appearance, interview skills, letters of introduction, presentation of training certificates and references. The other issue is how to maintain a job, which is crucial. Each youth learns to be a "team member" in shop and learns the appropriate protocols for work as well as their rights as workers. Ciudad de los Niños has established a data bank of potential employers and links with the local Zona Franca and for employment matching and development of micro/small enterprise.

IV Evaluations and Audits

A Evaluations

The Final Evaluation of this Project was carried out in August, 1997. The evaluating team reached the following conclusion:

"The USAID grant to Ciudad de los Niños significantly improved the quality of life for orphans and abandoned children that it served in El Salvador. It accomplished this through upgrading education, teacher skills, team building in the staff, involvement of youth in the decision making and development of programs, parental involvement, social, health and psychological services, staff training and leadership, and the improvements in the physical infrastructure of the village. There is still a need to continue programs and activities that do more outreach to the extended and fragmented families of the Ciudad's youth. These types of activities began and improved under this grant. The need for appropriate youth employment related to their training still presses the Ciudad de los Niños, since that seems to be one of the components of a "bridge" to a happy and productive life after the program."

B Audits

Funds were set aside for annual audits of the Project in accordance with OMB Circular A-133 requirements. Currently, there is no audit recommendations outstanding for this Project.

V Summary of Lessons Learned and Recommendations

It has only been a few years since the beginning of the "peace" in El Salvador. The affects on El Salvador's children and youth are the following

* Families are still not united and the tide of emigration away from El Salvador due to the trend created during the war is still separating family members - many times permanently

* Infrastructure for a school alone is not sufficient to replace family and create a loving youth environment. An adequate number of dedicated, caring, and trained personnel to students is important

* The positive attitudes of personnel related to encouragement and disciplining youth has a great deal to do with the quality of the environment. Ciudad de los Niños has offered opportunities for training and personal development for its counselors. Staffing is done with the input of the youth council to include the resident's perspective in development of programs, activities, administration and discipline

* Participation of youth in the decision making of Ciudad de los Niños has been important to the successes of the center. When the youth feel that they have a say in the day-to-day operation and management of the project it makes them feel they have some control over their own lives. Also, the development of youth leadership in this process is important. Each youth has responsibility over his/her environment for cleanliness and order. In addition, he/she has the responsibility for his/her contribution to the emotional atmosphere of Ciudad de los Niños and to contribute to the development of rules that are consistent and fair

* Ciudad de los Niños needs to find mechanisms by which they can contribute to and benefit from national policies and programs in the public and private sector for youth employment and small business generation