

PD - ABQ - 868

A I D EVALUATION SUMMARY - PART I

- 1 BEFORE FILLING OUT THIS FORM READ THE ATTACHED INSTRUCTIONS
- 2 USE LETTER QUALITY TYPE NOT DOT MATRIX TYPE

IDENTIFICATION DATA

<p>A Reporting A I D Unit SO1 Mission or AID/W Office USAID El Salvador (ES# _____)</p>	<p>B Was Evaluation Scheduled in Current FY Annual Evaluation Plan? Yes <input type="checkbox"/> Slipped <input type="checkbox"/> Ad Hoc <input checked="" type="checkbox"/> Evaluation Plan Submission Date FY _ Q _</p>	<p>C Evaluation Timing Interim <input type="checkbox"/> Final <input checked="" type="checkbox"/> Ex Post <input type="checkbox"/> Other <input type="checkbox"/></p>
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D Activity or Activities Evaluated (List the following information for project(s) or program(s) evaluated if not applicable list title and date fo the evaluation report)

Project No	Project / Program	First PROAG or Equivalent (FY93)	Most Recent PACD (06/97)	Planned LOP Cost (\$505 000)	Amount Obligated to Date (\$505 000)
519 0410	OPG 519 0410 G 00 3120 00 Assistance to Orphans and Displaced Children				

ACTIONS

E Action Decisions Approved By Mission or AID/W Office Director	Name of Officer Res ponsible for Action	Date Action to be Completed
<p>Action(s) Required None</p>	N/A	N/A

APPROVALS

F Date of Mission Or AID/W Office Review Of Evaluation (10) (05) (1998)

G Approvals of Evaluation Summary And Action Decisions

Name (Typed) Signature Date	Project/Program Officer	Representative of Borrower/Grantee	Evaluation Officer	Mission of AID/W Office Director
	RMayorga SO1 <i>RMayorga</i> 10/16		ACMejia SDO <i>ACMejia</i> 10/26/98	<i>KCEllis</i> DIR
	RGavidia SO1/RP <i>RGavidia</i> 10/16/98			
	MOtt, SO1/TL <i>MOtt</i>			

ABSTRACT

H Evaluation Abstract (Do not exceed the space provided)

This was a well managed project that extended one year to more than meet its original objectives in the areas of education housing social and psychological services to orphans and displaced children in El Salvador In four years July 1993 through June 1997 the project has been able to demonstrate cost effectiveness and set priorities for its programs objectives that met the needs of the children

The purpose of the grant was to assist orphaned abandoned and displaced children caused primarily by the previous war conditions make a smooth transition into the new Salvadoran society as responsible and productive adults This was proposed to be accomplished through a comprehensive educational and preventive social services program which would help youngsters move from a life on the streets into an orphanage and an educational setting then to independence and self reliance The project purpose was to facilitate their re adjustment into a more peaceful and democratic way of life This was proposed to be done by improving the quality and impact of the services offered by the Ciudad de los Niños in Santa Ana and by strengthening programs designed to address the specific educational and social needs of this population

The Final Evaluation of this Activity was carried out in August 1997 The principal findings were

- * The project has remained faithful to the intention of its designers
- * The need for a project of this kind has been demonstrated although there is a need to reassess the target population
- * The objectives of the project are being met in an efficient manner
- * The project activities have served as a catalyst for a more systematic approach to problem solving and every day functions on the part of Ciudad de los Niños personnel

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 Overall	Actual Overall	% of goal Overall
Services for the Children			
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%

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

COSTS

I Evaluation Costs

1 Evaluation Team		Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (U S \$)	Source of Funds
Name	Affiliation			
John Burke	Office for Dev Programms	(Salesian Mission Staff)		Salesian Mission
Fr Elias Bolaños	Director		\$2 347 38	
Fr Florindo Ross,	Administrator			
Fr Francisco Ballesteros	new Administrator			
Salvador Canjura	Director of Southers Office of Projects			
2 Mission/Office Professional Staff		3 Borrower/Grantee Professional		
Person Days (Estimate)		Staff Person-Days (Estimate) TO person days to include preparation travel evaluation visit and report		

2

A I D EVALUATION SUMMARY - PART II

SUMMARY

J Summary of Evaluation Findings Conclusions and Recommendations (Try not to exceed the three (3) pages provided)

Address the following items

- Purpose of evaluation and methodology used
- Purpose of activity(ies) evaluated
- Findings and conclusions (relate to questions)
- Principal recommendations
- Lessons learned

Mission or Office
USAID/El Salvador SO1

Date This Summary Prepared
10/05/98

Title And Date Of Full Evaluation Report
Assistance to Orphans and Displaced Children Final
Evaluation August 24 1997

The evaluation was to the best of the abilities of the evaluation team a systematic and objective appraisal of the project and its achievements Its findings and recommendations are intended to be used to formulate lessons learned in terms of its efficiency and effectiveness impact and sustainability

The most important issues the evaluation attempted to address are _____

* The objectives and targets of the project in terms of efficiency vs concrete outputs project program areas the coordinating project team the beneficiaries training activities project evaluation and follow up

* Efficiency of the institution and resource management institutional strategy internal operations the management of human resources the distribution of responsibilities and functions management of financial resources external operations

* The actual project status and future prospects contrast with conditions prior to project perspective and completion of the project unforeseen results positive or negative

The objectives of the project have remained consistent with the problems observed They are based on the priority of problems that the project intends to address The assumptions and suppositions are still valid although the country in general seems to be undergoing change after the years of conflict The population most affected by this changes are the children and young people especially those from dysfunctional families or families that have suffered abandonment and neglect

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

ATTACHMENTS

K Attachments (List attachments submitted with this Evaluation summary always attach copy of full evaluation report even if one was submitted earlier attach studies surveys etc from on going evaluation if relevant to the evaluation report)

Final Evaluation Report (English)

COMMENTS

L Comments By Mission AID/W Office and Borrower/Grantee On Full Report

The project was satisfactorily completed and no major issues were raised during implementation of the Project The only concern of our office is that jobs are not being created as fast as young people are being trained Migration to the cities from the rural areas is increasing more and more because jobs do not exists in those areas USAID should work in conjunction with other donors the Government of El Salvador and the private sector to find solution for the creation of jobs in rural areas

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ASSISTANCE TO ORPHANS AND
DISPLACED CHILDREN

SALESIAN MISSIONS

CIUDAD DE LOS NIÑOS

SANTA ANA, EL SALVADOR

A.I.D. GRANT #519-0410-G-00-3120-00

FINAL EVALUATION

AUGUST 24, 1997

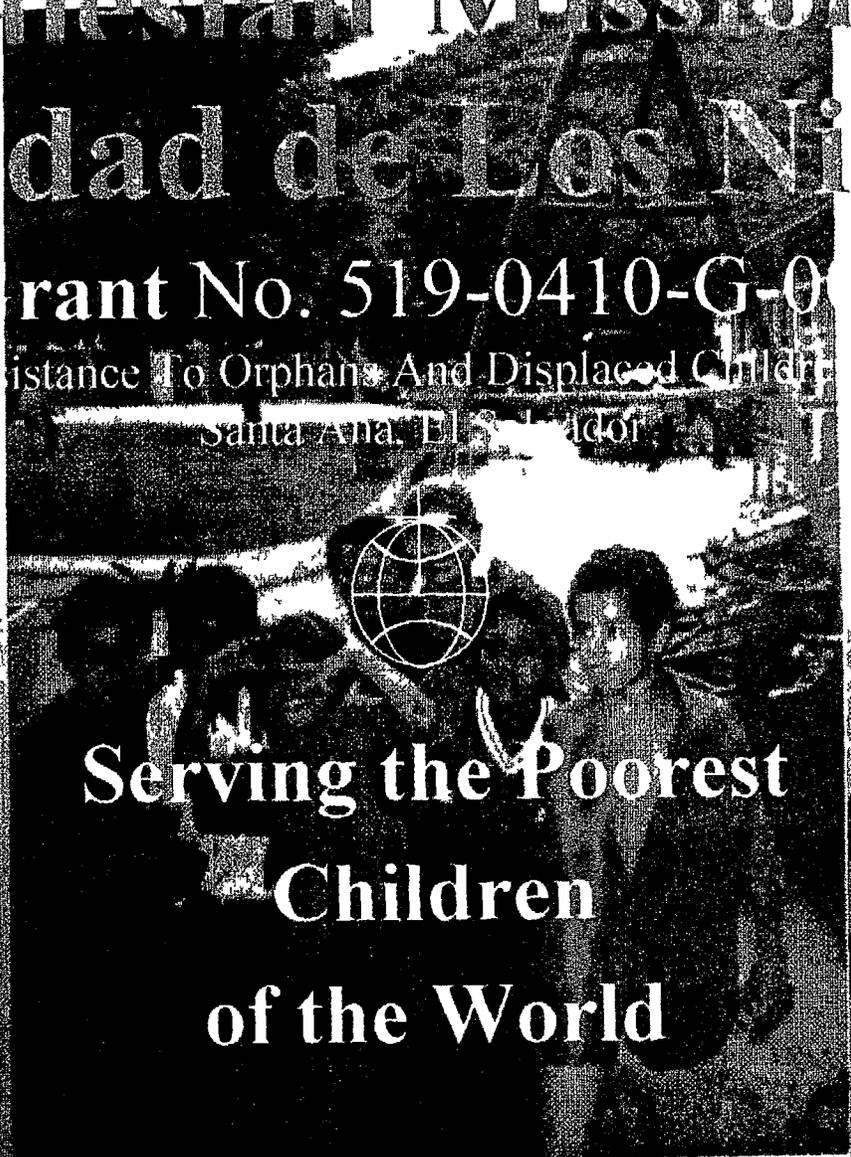
Salesian Missions

Ciudad de Los Niños

Permit No. 519-0410-G-0

Assistance To Orphans And Displaced Children

Santa Ana, El Salvador



Serving the Poorest
Children
of the World



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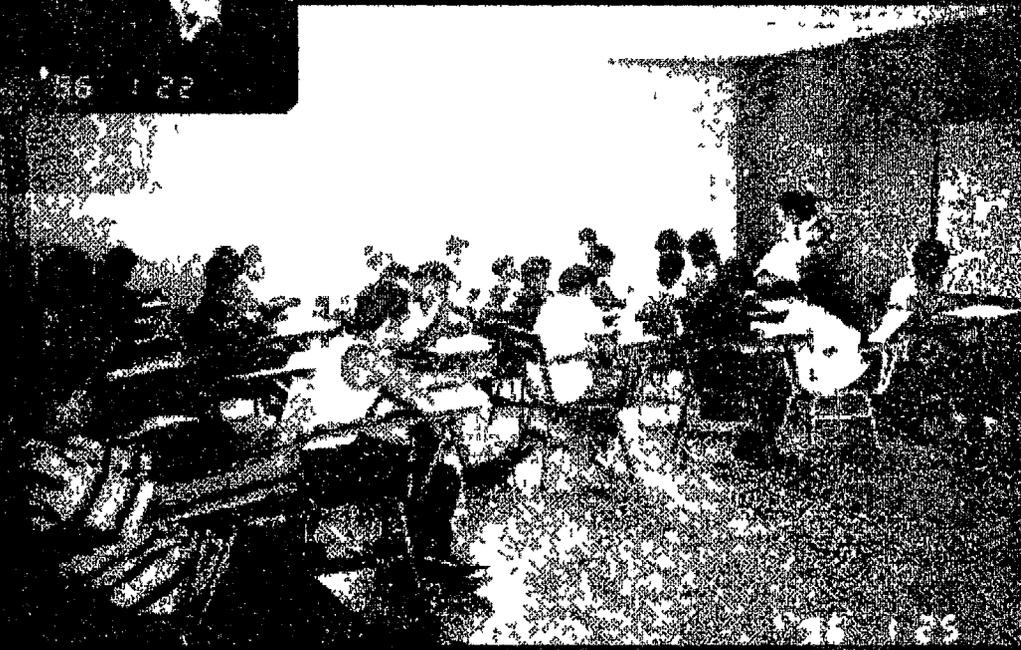
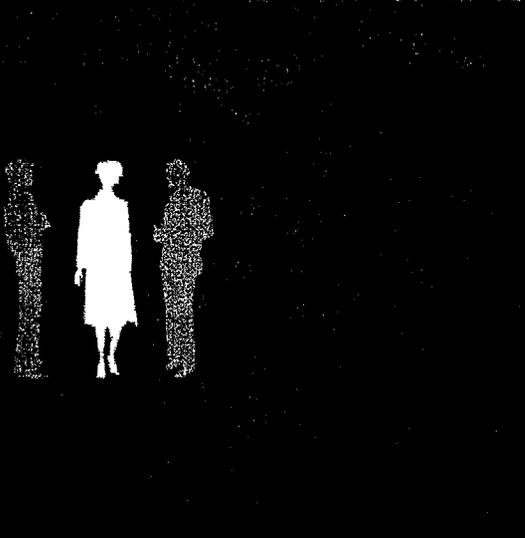
Statement of Objectives

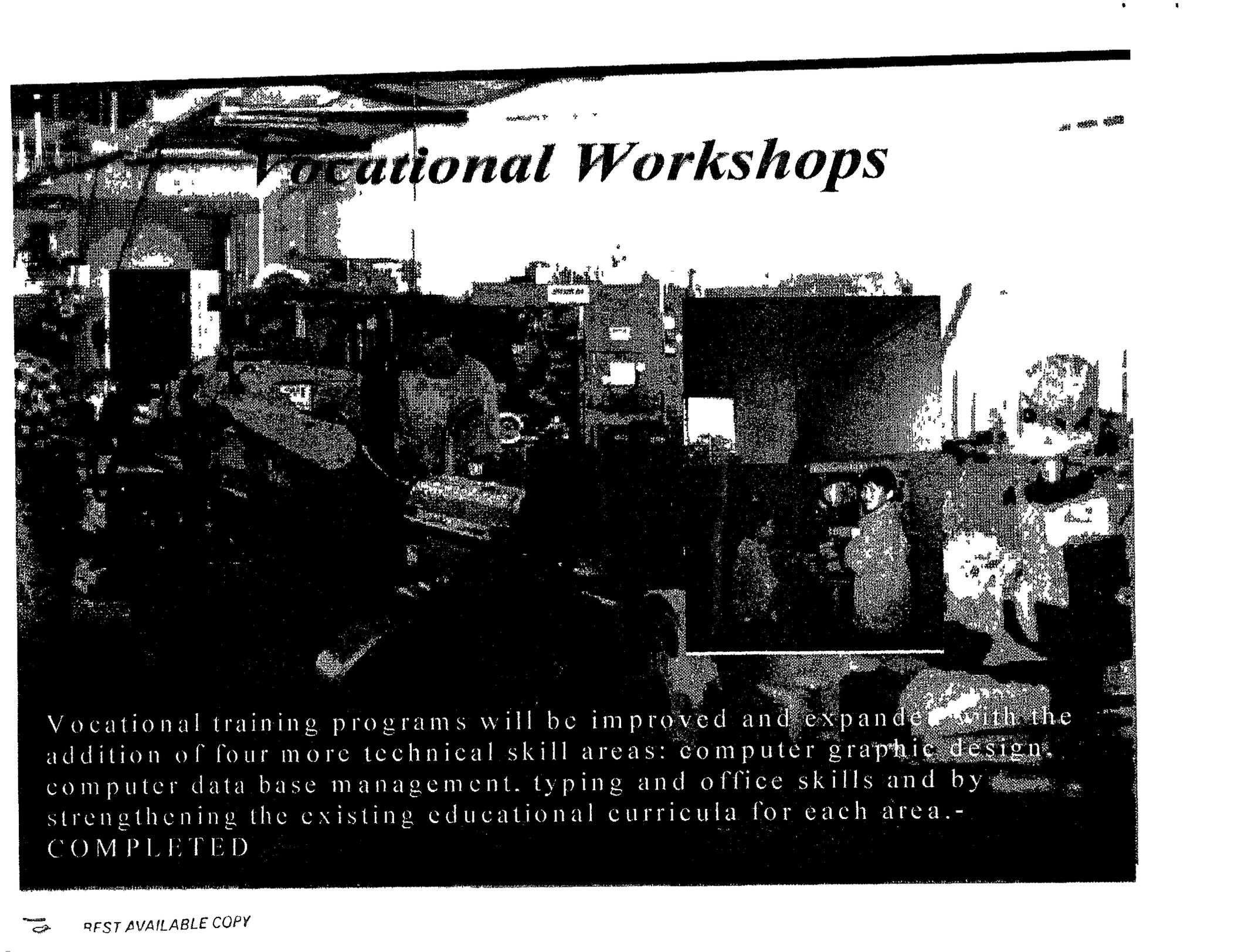
Hogar de los Niños 1993-1997

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

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







Vocational Workshops

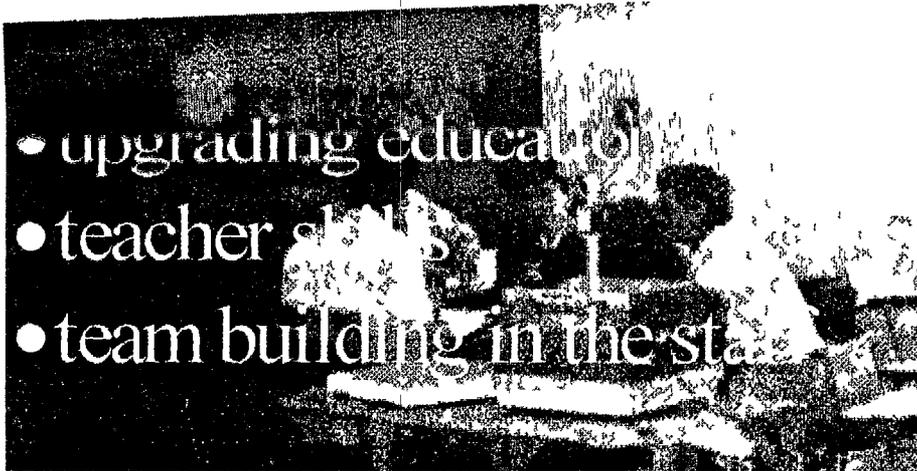
Vocational training programs will be improved and expanded with the addition of four more technical skill areas: computer graphic design, computer data base management, typing and office skills and by strengthening the existing educational curricula for each area.-

COMPLETED

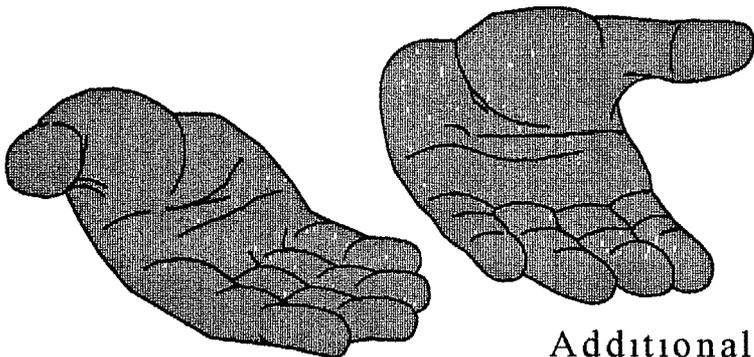


Recreation





- upgrading education
- teacher skills
- team building in the st



Staff Development



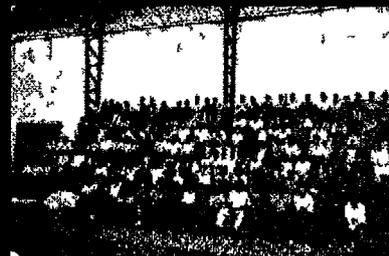
Additional support personnel, better trained monitoring staff, an upgraded curriculum and a more effective testing methodology will allow for a technically improved education program. Improved data collection and analysis will help identify learning and adjustment problems early on. Monitoring staff will also help create a more positive atmosphere where learning and retention of all students is encouraged. Steps will be taken to reduce costs and discourage drop outs. -The "Escuela" is funded by the GOES Ministry of Education - COMPLETE



In Summary...



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.



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at least 65% of the youngsters accepted into the institution will have been categorized as needy and orphans, abandoned, children from families displaced by the war, from areas heavily affected by the armed conflict from areas newly settled by voluntarily repatriated refugees



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ASSISTANCE TO ORPHANS AND DISPLACED CHILDREN
CIUDAD DE LOS NIÑOS
SANTA ANA, EL SALVADOR

A I D GRANT #519-0410-G-00-3120-00

FINAL EVALUATION

I EXECUTIVE SUMMARY

This was a well-managed project that extended one year to more than meet its original objectives in the areas of education, housing, social and psychological services to orphans and displaced children in El Salvador. In four years the project has been able to demonstrate cost effectiveness and set priorities for its program objectives that met the needs of the children.

The purpose of the grant was to assist orphaned, abandoned and displaced children, caused primarily by the previous war conditions, make a smooth transition into the new Salvadoran society as responsible and productive adults. This was proposed to be accomplished through a comprehensive educational and preventive social services program which would help youngsters move from a life on the streets into an orphanage and an educational setting, then to independence and self-reliance. The project purpose was to facilitate their re-adjustment into a more peaceful and democratic way of life. This was proposed to be done by improving the quality and impact of the services offered by the Ciudad de los Niños in Santa Ana and by strengthening programs designed to address the specific educational and social needs of this population. Ciudad de los Niños has met these objectives.

This project was submitted to USAID for funding in January, 1993 and approved in July, 1993. Funding for the project commenced in December, 1993. The total amount of the grant was US \$505,000. The grant's original completion date was June 30, 1996. The project was given a no-cost extension for one year from June 30, 1996 to June 30, 1997 to further the goals of Ciudad de los Niños.

The indicators based on the program goals were used to gauge efficiency and effectiveness in execution of project activities and to review impact of the project in relation to the lives of the students and the institution implementing the project. The recommendations from the mid-term evaluation were considered in the conclusions. Observations pertinent to future similar projects are in the conclusions sections of this summary.

The study method adopted has been (1) the review of project documentation and information, (2) an analysis of experience gained through regular project monitoring visits, regular site visits and interviews with key personnel, and (3) interviews with

students and personnel

The principal findings are as follows

- The project has remained faithful to the intention of its designers,
- The need for a project of this kind has been demonstrated, although there is a need to reassess the target population,
- The objectives of the project are being met in an efficient manner,
- The project activities have served as a catalyst for a more systematic approach to problem solving and everyday functions on the part of CDN personnel

The status of the recommendations included in the mid-term evaluation are

- **An increase in the number and the quality of home visits** The staff is still having difficulty making visits because there are a limited number of vehicles available and the students' families are dispersed throughout El Salvador
- **An increase in community outreach and preventive programs that induce more involvement on the part of parents** One successful outcome is the establishment of an *Escuela de Padres* that served more than 600 persons in 1996 Like the previous recommendation, the contact with families outside of the local communities is still a difficult task The students are from families that are fragmented and the involvement of families with the students continues to increase Fr Rossi had begun work with gangs (*maras*) in Chalchuapa and Santa Ana to increase efforts to reach younger problem youth
- **A reassessment of the reasons given for desertion and an assessment of activities geared to assist families whose children drop out of the program** Most of the drop-outs are related to family issues Families pull their students out of school more than students who leave on their own This is especially common with younger students Older youth have multiple reasons for leaving that include relationships, opportunities for employment and support of their families, and desire to join their friends in the workforce, since most youth begin employment around age 13-14
- **The formal establishment of a job placement office** This program component was completed, but the conditions within the El Salvadoran economy still are not conducive for absorbing youth into employment Youth compete with ex-combatants (ex-insurgents and ex-soldiers) for employment in the same sectors Training is an advantage for Ciudad de los Niños youth, but if they do not live close to large population and industrial centers there is little chance for employment in their fields
- **A more formal relationship with the private sector, especially for apprenticeship and job placement** This has occurred, but the difficulty is that there are few jobs that match the training of the boys and girls They have been working more in the area of preparation for work where the boys and girls are oriented to the interview process, how to look for work, make follow-up contacts, and work-related behaviors that will help them to maintain their

employment Many of the boys and girls are hired, but not necessarily in the areas that they are trained The high employment areas in the *maquillas* in the free trade zones (*zonas francas*) are sewing and tailoring, word processing, and electronics

A DEFINITION OF TERMS OF THE EVALUATION

The evaluation was, to the best of the abilities of the evaluation team, a systematic and objective appraisal of the project and its achievements Its findings and recommendations are intended to be used to formulate lessons learned in terms of its efficiency and effectiveness, impact, and sustainability This was done in accordance with the directive included in the original project proposal, which stated as follows

"During the life of the Project evaluative exercises will be conducted to re-examine the project design and its specific activities determine whether and/or to what extent the project purpose has been achieved and conclude to what extent the project has contributed to achievement of the goal

The process evaluation will be conducted to determine whether project inputs were delivered appropriately and on a timely basis as planned and to assess the adequacy and movement of all project inputs including financial resources as well as services and other support

The impact evaluation will be conducted to assess project performance against qualitative and quantitative indicators The objectively verifiable indicators will be reviewed and progress determined based on level of achievement and project outputs or results will be compared against those planned This type of evaluation is also intended to consider less easily measured indicators such as level of adjustment of youngsters to their new environment adjustment to the academic demands discipline and responsibility Other factors such as efficiency of services and use of space full participation of project beneficiaries school attendance reading/writing competence levels job readiness and placement in employment or income-generating situations provide points of reference against which the project's overall performance may be judged

The Project's Coordination Office will collect statistical data of all activities data such as enrollment attendance desertion achievement and completion rates will be systematically analyzed Evaluation activities will be strengthened through meetings between the project coordinator and department representatives For its part Salesian Missions will make frequent supervision visits during the life of the project During these visits project achievements to date will be analyzed based on data collected by the project's information systems coordinator and through direct observations during site visits "

The following were the terms of reference for this evaluation, keeping in mind that the primary purpose of the process evaluation was to determine whether or not the Project was on track, not necessarily to measure its benefits or impact However, the issues that were considered under this evaluation were the same as those that would have been included in an impact evaluation

- Goals and objectives of the Project compared with original assumptions and actual situation,
- Achievements to date compared with progress indicators and the project implementation schedule,

- Financial, material, and human resources,
- Information systems, data collection, maintenance, and analysis,
- Problems and areas of conflict that affect the implementation and the accomplishments of the Project

The most important issues the evaluation attempted to address were

- The objectives and targets of the project efficiency vs concrete outputs, project program areas, the coordinating project team, the beneficiaries, training activities, project evaluation and follow-up,
- Efficiency of the institution and resource management institutional strategy, internal operations, the management of human resources, the distribution of responsibility and functions, management of financial resources, external operations,
- The actual project status and future prospects contrast with conditions prior to project, perspectives and completion of the project, unforeseen results -- positive or negative

The evaluation team consisted of John Burke from the Salesian Missions Arlington, VA Office for Development Programs, Fr Elias Bolaños, Director, Fr Florindo Rossi, Administrator of the Institution, Fr Francisco Ballesteros, the new Administrator, and Salvador Canjura, the Director of the Southern Office of Projects for the Provincial of Divina Salvador (Central American Provincial House for the Salesian Fathers)

Salvador Canjura of the Salesian Project Office and John Burke of Salesian Missions interviewed five youth that were of different ages and had spent varying lengths of time in the CDN They also interviewed key staff in the areas of education, the residential program, and social services

B GOALS AND OBJECTIVES OF THE PROJECT

Background

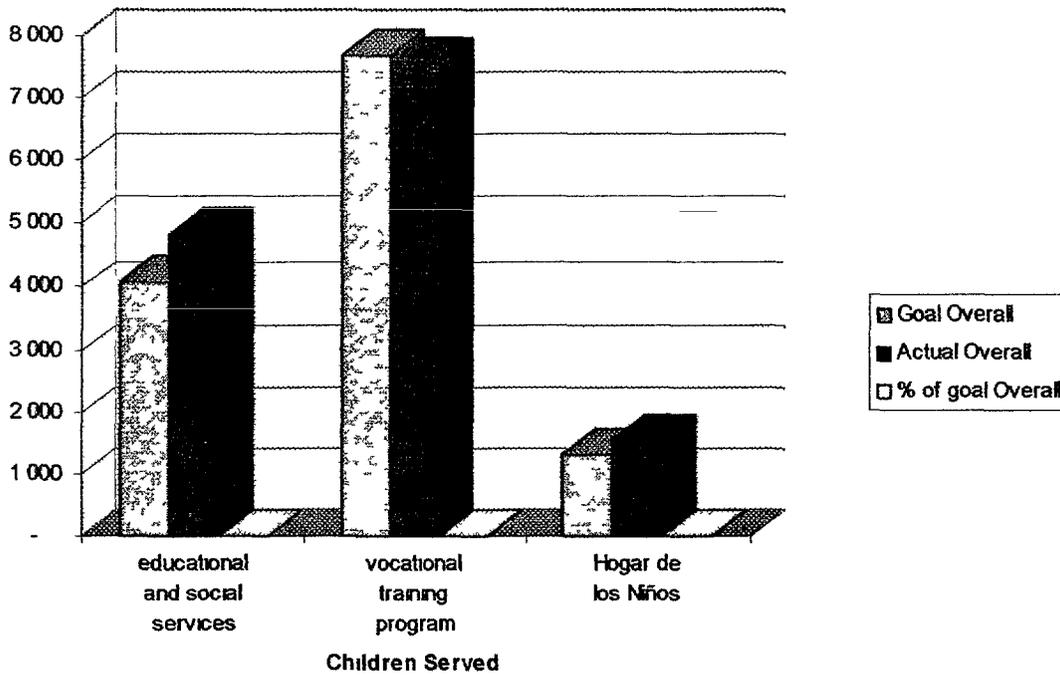
The objectives of the project have remained consistent with the problems observed They are based on the priority of problems that the project intends to address The assumptions and suppositions are still valid, although the country in general seems to be undergoing change after the years of conflict The population most affected by these changes are the children and young people, especially those from dysfunctional families or families that have suffered abandonment and neglect

Success of the project related to its OBJECTIVES

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

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

Ciudad de Los Niños Program Delivery Compared to Objectives



(a) To provide a selected number of orphan, 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.

(b) 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.

(c) To upgrade the institution'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.

(d) 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 *maquillas* 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

(e) 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 Italian, internationally renown sports uniform producer (of course the Salesians were founded by the Italians) Block making had been very productive Local people and youth on holiday from CDN were employed in the block making plant Colored cement tiles were also produced for a while, but the market for these 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

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

As was stated earlier in this 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 in (d) - 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 and preparation for 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 the 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 has links with the local *Zona Franca* (free trade zone) Ciudad de los Niños is part of a FEDISAL Multilateral Investment Fund project in vocational training and one

component has funds for employment matching and development of micro/small enterprise

C FINANCIAL AND MATERIAL RESOURCE MANAGEMENT

During the life of the project the Salesians made a conscious decision to extend the project one year to cover costs related to non-governmental teachers and personnel in the project as well as to strengthen the administration of the Ciudad de los Niños. By line item the project did not deviate from the prescribed budget by more than 15% as is suggested in the A I D guidelines. Any major changes and/or proposals for changes were submitted in writing and answered in writing by the USAID program and contract officers. A mid-term financial audit was completed, a firm has been chosen for the final audit and a contract has been signed.

D PROBLEM AREAS THAT AFFECT PROJECT PERFORMANCE

As was discussed earlier, job creation and placement, mechanisms to make more home visits to the families and extended families of the residents, as well as the necessity for increased "free time" activities are areas of improvement to which the Salesians are planning to focus their energies in the next few years. This will call for added resources and diversification of roles, training, and programming for the staff and administration of Ciudad de los Niños. Ciudad de los Niños is searching for resources to purchase more vehicles and employ more personnel for the expansion of the family component. Also, they are searching for funds and thinking along the lines of mechanisms and options to promote the integration of the residents in local activities that will enhance their freetime activities. Questions of supervision and responsibility for the boys off campus are to be considered in implementing this program enhancement.

E 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.

F 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.

The Ciudad de los Niños can still benefit from continued international assistance, since there is yet great competition for local, state, and church funds in El Salvador.