

AGENCY FOR INTERNATIONAL DEVELOPMENT

UNITED STATES A. I. D. MISSION TO BELIZE

EMBASSY OF THE UNITED STATES OF AMERICA

BELIZE CITY, BELIZE, CENTRAL AMERICA

April 27, 1990

Mr. Larry Holzman
Country Director
CARE/Belize
P.O. Box 612
Belize City

Subject: Grant No. 505-0037-G-OPG-8001-05

Dear Mr. Holzman:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "A.I.D." or "Grantor") hereby amends the Grant dated May 3, 1988, to CARE/Belize (hereinafter referred to as "CARE" or "Grantee").

The purpose of this Amendment is to:

1. increase the total Grant amount by US\$25,000 (from US\$1,475,070 to US\$1,500,070) to finance additional training activities required to achieve institutional development objectives of the project;
2. extend the grant period from April 30, 1991 to December 31, 1991 to compensate for implementation delays experienced in the project's first year; and
3. obligate the additional sum of US\$503,292 to improve the health status of women and children in Belize by strengthening and extending child survival programs and to provide support for the strengthening of selected local non-profit organizations through institutional development, as described in the Schedule and Attachment 2, entitled "Program Description" of the original Grant Agreement.

This Amendment is effective and obligation is made as of the date of this letter and shall apply to commitments made by the Grantee in furtherance of program objectives during the period May 1, 1988 to December 31, 1991. Accordingly, Attachment 1, entitled "The Schedule", and Attachment 2, entitled "Program Description", shall be modified as follows.

1. The Schedulea. Section B. Period of Grant, is modified to read:

"The effective date of this grant is May 1, 1988 and its expiration date is December 31, 1991."

b. Section C. Amount of the Grant, Obligated Amount and Payment: Paragraph 1 is deleted in its entirety and replaced with:

"1. The total estimated amount of this Grant is US\$1,500,070."

Paragraph 2 is modified to read:

"2. A.I.D. hereby obligates US\$503,292 for a total obligated amount of US\$1,395,975 for program expenses from the Grant effective date through December 31, 1991."

c. Section D. Summary Financial Plan, paragraphs 3 and 4, are deleted in their entirety and replaced with the following:"3. Financial Plan

<u>Zone Item</u>	<u>Total Grant Amount</u>	<u>Prior Obligated Amount</u>	<u>This Obligation</u>	<u>Total Obligated Amount</u>
A. SOLID				
1. Personnel	98,961	63,000	35,961	98,961
2. Training/Consultants				
Maternal and Child Health (MACH)	105,906	52,500	53,406	105,906
Belize Family Life Assn. (BFLA)	146,692	18,000	128,692	146,692
Breast Is Best League	120,007	18,000	102,007	120,007
Subtotal Training/Consultants***	372,605	88,500	284,105	372,605
3. Other Direct Costs	27,005	17,500	9,505	27,005

B. PROGRAM SUPPORT*

MACH	460,514	285,709	103,217	285,709
BFLA	298,152	236,500	61,652	298,152
BIB	149,852	141,000	8,852	149,852

C. INDIRECT COSTS 74,581 42,074** - 42,074**

D. CONTINGENCY 18,400 18,400 - 18,400

TOTAL 1,500,070 892,683 503,292 1,395,975

*Includes personnel, commodities and other direct costs related to each grant component.

**The budget in Amendment No. 4 erroneously shows US\$42,586 as the total obligated amount.

***Combines training funds available under SOLID Program components (BIB, BFLA, CARE/MACH)."

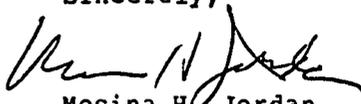
"4. The combined totals for all activities of this Grant are US\$1,500,070 and such amount is the total estimated amount of this Grant. The combined totals for the amount A.I.D. is obligating effective the date of this Amendment (April 27, 1990) are US\$503,292, to be added to the previous amount of \$892,683 for a total of US\$1,395,975."

2. Attachment 2

The "SOLID Management Plan" hereto attached, constitutes an addendum to Part II, Attachment 2 of the original Agreement.

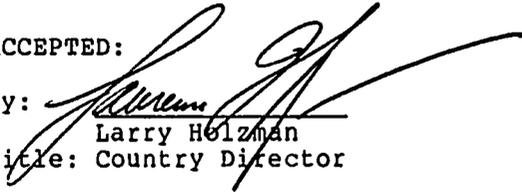
All other terms and conditions of the original Grant letter and its amendments remain in full force and effect.

Sincerely,



Mosina H. Jordan
A.I.D. Representative

ACCEPTED:

By: 
Larry Holzman
Title: Country Director

Date: 4 May, 1990

FISCAL DATA

Appropriation	:	72-1101021
BPC	:	LDCA-90-25505-KG13
Control No.	:	A010240
Project No.	:	505-0037
Total Estimated	:	\$1,500,070
Previously Obligated	:	\$892,683
This Obligation	:	\$503,292
Total Obligation to date:	:	\$1,395,975

CHILD SURVIVAL SUPPORT PROJECT

No. 505-0037

Grant No. 505-0037-G-OPG-8001

SOLID MANAGEMENT PLAN

FISCAL YEAR 1990 THROUGH 1991

PREPARED BY

**Bibi Essama (USAID)
Eva Middleton (BIB)
Jewel Quallo (BFLA)
Tim Palacio (CARE)**

ACRONYMS

SOLID Strengthening Organizations Locally Through Institutional Development

USAID United States Agency for International Development

CARE Cooperatives for American Relief Everywhere

BFLA Belize Family Life Association

BIB Breast is Best League

MACH Maternal and Child Health Component of the USAID-funded Child Survival Support Project. This Component is Implemented by CARE and the Ministry of Health.

MOH Ministry of Health and Urban Development

TBD To be determined

FP Family Flanning

1. BACKGROUND

SOLID (Strengthening Organizations Locally Through Institutional Development) is a major component of the Child Survival Support Project (No. 505-0037), the objectives of which are to strengthen the management and expand the delivery of child survival (CS) interventions in Belize through government and private sector initiatives.

A specific objective under SOLID is to strengthen the capacities of two indigenous PVOs, Breast is Best League (BIB) and The Belize Family Life Association (BFLA), to efficiently manage their respective programs and resources and to strengthen the management of CARE Maternal and Child Health (MACH) operations during the period of U.S.A.I.D. assistance.

The SOLID proposal provides for the creation of an administrative unit at CARE-Belize Headquarters (consisting of a Administrative PVO Coordinator, an Assistant Accountant and other employees as required) to provide support in administrative, financial and organizational areas of BFLA's, BIB's and CARE MACH operations. However, specific inputs required to achieve institutional development under SOLID were not identified in the "SOLID project proposal. The proposal only suggests possible areas where support could be provided. These include training, short-term assistance in administrative, financial, personnel and program management, and funding support for institutional and financial sustainability activities (e.g., travel for

networking with potential donors, and fund-raising.)

A major requirement of the SOLID project component was the development of a management plan during the first six months of the project, which would outline training and other activities planned under SOLID for the duration of USAID assistance (three years). Unfortunately, this Plan could not be completed within the required timeframe. This was due essentially to administrative and bureaucratic inefficiencies inherent in the various institutions involved in the project and differing perceptions by project participants of their respective roles and responsibilities within SOLID. As a result, activities undertaken under SOLID for the past eighteen months (July 1988 - December 1989) have been based on 6 month implementation schedules prepared by CARE, SOLID, BFLA and BIB as well as on an as needed or punctual basis. These activities have not been reflective of a coherent strategy developed by and agreed to by all parties to the project.

II. MANAGEMENT PLAN RATIONALE

This document lays out a coherent strategy and plan of action for SOLID which would contribute to the achievement of outputs listed in Section III and, in so doing, would meet institution building objectives of the broader Child Survival Support Project.

In preparing this Plan, the aim of the exercise was not to challenge whatever had already been planned or done.

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It was intended to develop, on the basis of the SOLID proposal and related implementation schedules, a coordinated and concerted plan of action which would provide a common and clearer understanding among implementors of SOLID of what is entailed in concret terms to produce intended outcomes. Accordingly, considerable attention was paid to assessing inputs required and their feasibility, particularly taking into account their administrative and financial implications for USAID, the umbrella administration at CARE and the long-term sustainability of child survival programs in Belize.

Specific objectives of the Plan are to:

- a) Review major activities undertaken to date under SOLID against stated objectives;
- b) In light of the lessons learned in the first 18 months, assess the continued relevance of these objectives to the sustainability of the BIB, BFLA and CARE programs;
- c) Identify and prioritize future major activities.
- d) Review and confirm the resources planned to implement the proposed activities.
- e) Define the processes needed to secure or mobilize resources and inputs.

III. METHODOLOGY

The methodology used consisted of a needs assessment which was initiated in 1988. This process was intensified in 1989 through a series of meetings between the project participants and a workshop. This was followed by a joint preparation of a draft work plan by CARE, USAID, BIB and BFLA. The draft work plan was thoroughly reviewed by all parties at a four-day annual retreat held in Belmopan from January 2-5, 1990 and subsequently put in final form by USAID, based on conclusions and resolutions made at the retreat.

IV. ELEMENTS OF THE MANAGEMENT PLAN

This section presents outputs expected under SOLID for the remaining life of the project, an assessment of project progress in relation to these outputs, and a sequence of activities required to meet expected outputs.

Following the development of the plan referred to above, there is now a need for both BFLA and BIB to develop, by the first quarter of calendar year (CY) 1990, realistic and time-phased implementation plans for the technical component of their respective programs, taking into account resource commitments (time and personnel) made under SOLID.

A. Major Accomplishments To Date

Major accomplishments achieved under SOLID can be summarized as follows:

1. A good system for program monitoring and reporting has been established.

2. Recent improvements have been made in communication and rapport between the major parties to the projects. The approach used in the retreat was perceived by all participants to be increasingly collaborative and supportive and monthly Child Survival Project meetings are more participatory.

3. There is increased integration of the various project components (MACH, breastfeeding, and family life education)

4. Systems for inventory control, financial management and data processing have been established at BIB.

5. About 125 breastfeeding counsellors and 75 community health workers have been trained, 1 additional family life education center has been established and a 20 percent increase in the number of family planning clients has been achieved.

B. Major Weaknesses and Constraints

The following deficiencies were identified by the participants:

1) Roles, relationships, and the decision-making pathway among the four parties were not clear from the onset of project implementation.

2) There has been confusion in the past about SOLID's role within the Child Survival Project.

3) There has been poor planning due to the lack of a management plan

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4) Flaws in project design have become evident. The translation of SOLID from a concept, to an operational entity was unrealistic in terms of its objectives and targets and the timeframe for their achievement (3 years) and inconsistently described in the CARE proposal and the Child Survival Project Paper.

5) There has been over reliance of the sub-grantee organizations on external funding.

6) Shortage of trained staff has been a hindrance..

7) The lack of incentives and non-competitive compensation package for project personnel of BIB and BFLA has resulted in relatively high staff turnover.

8) There appears to be inadequate government resources to continue programs when external funding is no longer available.

C. Expected Outputs

Following a review of the goals and objectives of SOLID (as described in the SOLID proposal and in section 3 of the Child Survival Support Project Paper), the participants agreed on the following program outputs under the Grant.

1. Increased access to child spacing services and public awareness of child spacing and family life issues;

- Functioning administrative and financial systems in place at BIB AND BFLA;
- 10% increase in the number of infants fully breast-fed through 4 months of life;
- Increased access to and public awareness of proper weaning practices;
- Increased capability of BIB and BFLA to attract on-going financial support; and
- Increased numbers of trained persons implementing or promoting child survival.

D. Proposed Inputs

1. Training

1.1 Training Needs Assessment

On May 29 and 30, 1989, training needs of BFLA and BIB were identified in four priority areas. These included:

- Institutional Development for Board members;
- Management Development for executive and senior staff;
- Technical training for nurses, counsellors and selected other technical staff; and
- Skills Training for administrative support staff.

These needs were reassessed by the Executive Directors of BFLA and BIB in terms of their continued relevance in meeting institutional development needs and improving service delivery. This review provided the basis for the training plan outlined in Table B.

1.2 Training Activities Conducted to Date

Training activities undertaken to date under SOLID have focussed primarily on administration, personnel and financial management (including accounting), program planning for executive staff, data processing for managers, clerical and accounting personnel, the training of trainers and vehicle maintenance.

1.3 Future Training Activities

In identifying future activities, priority has been given to training project implementors in areas where skills are considered inadequate or lacking to meet project needs and institutional requirements.

Given the interdependence between administration and management with program implementation and the cross cutting nature of training programs in health and the earlier misunderstandings between the Grantee and the subgrantees as to which budget line item particular training costs were to be charged, the participants recommended that all training resources be allocated on the basis of each program (i.e. BIB, BFLA and CARE/MACH) and not on the basis of the training content.

-Specific training activities were determined during the retreat, and are presented in Table B. The participants also agreed on the need to involve Ministry of Health counterparts in this planning process in the near future, particularly in the context of CARE's project component, to ensure program sustainability when USAID's and CARE's assistance phases out.

The training plan presented in Table B is not exhaustive. It will be updated throughout the remaining life of the project as more information is gained on training needs and personnel potential and training opportunities available locally.

2. Personnel Required To Achieve Institution-Building Objectives Under SOLID

2.1 Long-term Personnel Requirements

2.1.1 The Umbrella Administration

The initial staffing level of the umbrella administration unit (one administrative coordinator, and an accountant) backed-up by CARE's administrative support staff, was viewed as inadequate to meet the needs of the project, particularly given the need for increased, professional assistance in the area of financial management. As a result of CARE's recognition of such need, CARE has restructured the unit to include the services of a program manager, a controller and an administrator, to improve project management and provide better guidance to BIB and BFLA in financial management. This senior level personnel currently provides management support (on a shared basis) to programs financed under the grant as well as to other programs implemented by CARE.

Assistance from the USAID/Belize financial analyst will also be explored.

2.1.2 CARE, Maternal and Child Health

The current program and administrative support staff of the CARE component was determined to be adequate to meet program objectives. However, some concern was expressed regarding the capacity of the Ministry of Health to integrate trained field personnel (i.e. Community Health Organizers, District Trainers, Community Health workers into the Ministry of Health when USAID assistance comes to an end

To that effect, the participants recommended that discussions on this issue be formally held between CARE, USAID and the Ministry of Health as soon as possible to develop a realistic phase out plan that would ensure program sustainability.

After the retreat, initial discussions were held with the MOH primary health care office. They were very positive and led to a draft Memorandum of Understanding (MOU) between USAID, CARE and the Ministry of Health. Once finalized the MOU will provide the framework for joint activities by CARE and the MOH that would enhance the sustainability of CARE's activities.

2.1.3 The Belize Family Life Association (BFLA)

The current staffing of the three family life education centers (Belize City, Dangriga and Punta Gorda) was considered adequate to meet present service delivery needs. However, in view of the current plan to initiate, beginning in the first quarter of 1990, an outreach, clinic in the northern and western districts, an additional nurse must be recruited. BFLA is also exploring the possibility of reassigning field personnel between the centers to increase efficiency in service delivery.

2.1.4 Breast is Best League, (BIB)

The training personnel at Breast-is-Best was also considered adequate. BIB is basically a volunteer organization with a paid staff of 7 consisting of an executive director, an administrative assistant, a part-time accountant, a secretary/receptionist and three breast-feeding counsellors' trainers. Volunteers form a core support group in each district for breastfeeding counselling and the dissemination of breastfeeding materials and supplies at the community level. There is also a Peace Corps Volunteer assigned to the program.

2.2 Short-Term Consultants

It has been agreed that planning for consultants (local and outside), must be carefully undertaken to prevent future misunderstandings regarding the types of consultancies needed, their scheduling, and their judicious use in meeting jointly identified needs. The need for short-term technical assistance as well as specific areas to be covered by such assistance are presented in Table A.

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3. Other Resource Requirements

3.1 Fund-raising Strategies And/Or Institutional Development Activities

1 International travel by BIB and BFLA Executive Directors or Presidents of the Board is envisaged under SOLID for the remaining life of the project to network with potential donors, including AID/W, and to become familiar with donor assistance strategies, plans, and requirements and to enhance fundraising skills. Short term consultations also are planned to provide on site assistance to the staff and the Board members of BIB and BFLA.

3.2 In-Country Travel

Participants emphasized the need and value of joint field trips by field personnel of the three project components to the extent that these can be planned in advance and are appropriate, to encourage program integration, maximize the use of limited project resources and reduce the amount of time communities must allocate to project related meetings and/or activities.

3.3 Commodity Procurement

3.3.1 Vehicles

One vehicle remains to be procured for BFLA. The proposed timeframe is July 1990.

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3.3.2 Equipment and Supplies

Major needs for equipment and related supplies were met in the first year of the project. Other needs and the processes for acquiring them all to jointly agreed upon between CARE, BIB and BFLA.

D. Project Management

A major issue that has been raised by all parties is the need to have a common understanding of the respective roles and relationships of USAID, the Grantee and the sub-grantees, the location of responsibilities and the decision-making pathway for major actions in the project. The issue was addressed at the retreat and roles, relationships and responsibilities were clarified, using the framework provided in Table C.

Another issue raised by USAID concerned the roles and responsibilities of the SOLID Administrative Coordinator with respect to MACH, BFLA and BIB operations and the potential conflict inherent in his dual role as a resource person and financial monitor. CARE agreed to review this issue with its financial analyst as soon as he is recruited.

The need to develop training protocols which would guide the organization of future training activities and the processing of participants for short term courses abroad was also emphasized. The roles of USAID (Participant Training Specialist and Project Officer), CARE, BIB and BFLA in this process were clarified.

- 3) Utilize more technical assistance (regional/international) to meet local institutional needs.
- 4) Develop operational manuals for BIB and BFLA.
- 5) Hold joint Board development workshops for BIB and BFLA Board members.
- 6) Identify and collate Board development resource materials.
- 7) Allocate, whenever possible and appropriate, any excess funding budgeted under "Project Management" to short term technical assistance and training to enhance program.
- 8). In light of the implementation delays experienced in the first year as a result of a lack of a management plan for SOLID, a 6 month extension of the Child Survival Project at no additional cost, was recommended, to allow for the smooth implementation of planned project activities described in the Plan.

Table A

REQUIREMENTS FOR SHORT-TERM TECHNICAL ASSISTANCE (CONSULTANTS) FY 90-91

TECHNICAL AREAS	PROJECTED NO. OF CONSULTANCIES	TIME FRAME FOR COMPLETION	ESTIMATED LENGTH OF EACH CONSULTANCY	CUMULATIVE TOTAL	RESOURCES/ ORGANIZATIONS
<u>I. Institutional Dev. of BIB/BFLA</u>					
1. Operational Manuals	1	Sept. 1990	2 weeks	2 weeks	BIM
2. Development of Local Resource Materials	2	June 1990 and June 1991	3 weeks	6 weeks	TBD
3. Human Resources Dev. Specialist for Board and Staff Development	1	July 1990	1 week	1 week	J. Comma
4. Resource Dev./ Fund Raising	1	Oct. 1990	1 week	1 week	AID/W CFPA John Snow
5. Management Specialist (BFLA) (Review info. flow within BFLA)	1	CY 91	2 weeks	2 weeks	TBD
<u>II. Technical Skills Development</u>					
1. Updated Lactation Education	2	Dec. 1990 and Dec. 1991	1 wk - FY 2 1 wk - FY 3	2 weeks	La Leche League Consultant

TABLE A

REQUIREMENTS FOR SHORT-TERM TECHNICAL ASSISTANCE (CONSULTANTS)

TECHNICAL AREAS	PROJECTED NO. OF CONSULTANCIES	TIME FRAME	ESTIMATED LENGTH OF EACH CONSULTANCY	CUMULATIVE TOTAL	RESOURCES/ ORGANIZATIONS
II. (continued)					
	2	Feb. 1990 & Aug. 90	1 week session 1 week session	2 weeks	Sister Claire
3. Project Proposal Writing	1	CY 91	1 week	1 week	TBD
4. Marketing Research	1	CY 92	1 week	1 week	TBD
5. Non-Formal Education	1	CY 1990 2nd QTR	10 days	10 days	TBD
6. Popular Education	1	CY 1990 4th QTR	5 days		TBD (Belize)
7. Community Development (Motivation of CHW's) and Other Health Workers)	1	CY 1990 2nd QTR	5 days	5 days (BIB)	Eva Middleton

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TABLE B

SHORT-TERM TRAINING PLAN FOR PROJECT PERSONNEL AND RELATED STAFF

TRAINING AREAS	PARTICIPANTS	PROPOSED TIME-FRAME	RESOURCES/ TRAINING INSTITUTION	EXPECTED LENGTH	LOCATION
<u>I. Management/ Administration</u>					
Management Methods for Int. Health.	Exec. Dir./BFLA Coord./MACH	Feb.-May 1990 Feb.-May 1991	Boston University Boston University	3 Months 3 Months	U.S. U.S.
Financing Health Care in Developing Countries	Exec. Dir./BFLA Exec. Dir./BIB	Sept.-Dec. 1990 Sept.-Dec. 1990	Boston University Boston University	3 Months 3 Months	U.S. U.S.
Health Care in Developing Countries	Exec. Dir./BIB	TBD	Boston University	3 Months	U.S.
Management Course	IEC Director	CY 1990	TBD	Short-term	TBD
Introduction to Management for Supervisors	Breastfeeding Trainers' Supervisor (BIB)	Jan.22-24, 1990	Belize Institute of Management	3 days	In-Country
Financial Management	Exec. Dirs. BIB & BFLA	CY1990	TBD	Short-term	TBD
Office Management	Secretarial personnel at BIB & BFLA	TBD	BIM, St. John's Extension Department	Short-term	In-Country

TRAINING AREAS	PARTICIPANTS	PROPOSED TIME-FRAME	RESOURCES/ TRAINING INSTITUTION	EXPECTED LENGTH	LOCATION
Accounting	Accounting Staff & Secretaries handling petty cash at BIB & BFLA	1st - 2nd Qtr CY 1990	IPPF Financial Advisor, St. John's Extension or UCB	Short-term	In-Country
Computer Skills Training	Exec. Dir./BFLA	2nd Qtr CY 1990	SJC Extension	Short-term	In-Country
	Exec Dir./BIB	1st Qtr CY 1990	SJC Extension,	Short-term	In-Country
	Accounting & Clerical Personnel of BIB & BFLA	2nd Qtr CY 1990 1st Qtr CY 1990	Glessima, SJC Extension and BETA Technologies	Short-term	In-Country

II. Technical Training

Refresher Courses in FP Techniques & Methods	BFLA Nurses (2) and Field Workers	4th Qtr CY 1990	TBD	Short-term	In-Country
Family Planning Nurse Practitioner Courses	BFLA nursing staff(3) and GOB RHN's	July-Sept. CY 1990	BFLA's Director of Health Services, Drs. Coye & Escalante	Short-term	In-Country
Counselling Skills	Breastfeeding Counsellors, Trainers, CHOs, MACH Coordinator & Directors of BIB & BFLA & Senior Staff	Feb.-March CY 1990	Sister Claire	2 weeks	In-Country

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TRAINING AREAS	PARTICIPANTS	PROPOSED TIME-FRAME	RESOURCES/ TRAINING INSTITUTION	EXPECTED LENGTH	LOCATION
Refresher Course on Lactation & Infant Weaning	Breastfeeding Counsellors' Trainers, BFLA's Volunteers & Field Workers BIB's Exec. Dir., MOH Nursing Staff. Board of BIB	June-Aug. CY 1990	La Leche League Consultant	Short-term	Caribbean, C.A or In-country
Adult Education Techniques/ Methods	BIB's Counsellors & BFLA Trainers Volunteers & Field Workers	CY 1990	TBD	5-day workshop	In-Country
III. Board Development Workshops					
Project Proposal Writing	Board & Exec. Staff of BIB and BFLA	TBD	BIM, SOLID, USAID	Short-term	In-Country
Role identification and Function, Advocacy & PR Skills	Board Members of BIB and BFLA	Not later than July 1990	J. Comma	2 day session	In-Country
Resource Dev./ Fund-raising & Volunteerism	Board Members of BIB and BFLA	TBD	BIM and others TBD	2 day session	In-Country

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TRAINING AREAS	PARTICIPANTS	PROPOSED TIME-FRAME	RESOURCES/ TRAINING INSTITUTION	EXPECTED LENGTH	LOCATION
Professional Development	Board Members of BIB and	1 (CY 1990) 1 (CY 1991)	FPAs/La Leche League	1 week 1 week	Caribbean, U.S.A./C.A.
Conferences at FPA and La Leche League	BFLA				
<u>IV. Language Training</u>					
Spanish	Exec. Dir. and 2 Trainers, (BIB) Exec. Dir., IEC Dir. and 2 nurses (BFLA)	TBD	Centro Linguistica	4-week course	Guatemala

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TABLE C: LOCATION AND NATURE OF RESPONSIBILITIES

MAJOR IMPLEMENTATIONS FUNCTIONS	CARE	BFLA	BIB	USAID
A. EXPECTED OUTPUTS				
1. Increased access to child spacing services and public awareness of child spacing and family life issues.	Provide required funding other inputs in accordance with approved work plans and budgets.	Plan, organize and evaluate activities. Set up local technical committees/task forces to assist with the design and evaluation of activities. Take action whenever nature of the work to be performed calls for BFLA's input.		The project officer (P.O.) will assist with the planning of various activities and monitor their implementation. Serve as a committee or task force member as appropriate.
2. Increased access to and public awareness of proper weaning practices.	Provide required funding and other inputs in accordance with approved work plans and budgets.		Plan, organize and evaluate activities. Set up local technical committees/task forces to assist with the design and evaluation of activities. Take action whenever nature of the work to be performed calls for BIB's input.	The P.O will assist with the planning of various activities and monitor their implementation. Serve as a committee or task force member as appropriate.
3. Increased numbers of trained persons implementing or promoting child survival.	In collaboration with the MOH, CARE/MACH will identify appropriate local personnel for training in child survival and plan, organize, implement and evaluate training activities.	In consultation with CARE, USAID and appropriate government and private sector entities, BFLA will identify appropriate local personnel for training in child survival and plan, organize, implement and evaluate training activities.	In consultation with CARE, USAID and appropriate government and private entities, BIB will identify appropriate local personnel for training in child survival and plan organize, implement and evaluate training activities.	The P.O. will monitor types and number of personnel selected for training in child survival assist with proposed training activities and provide technical advice as needed.

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MAJOR IMPLEMENTATIONS
FUNCTIONS

CARE

BFLA

BIB

USAID

4. Functioning administrative and financial systems in place at BIB and BFLA.

Assist in the development of management and data processing systems that meet the administrative and financial management needs of BFLA and BIB. Identification of technical assistance resources to meet these needs.

Identification and/or recruitment of personnel for on-the-job training in administration, data processing and financial management. Identification of T.A. requirements to meet organization's needs.

Identification and/or recruitment of personnel for on the job training in administration, data processing and financial management. Identification of T.A requirements to meet organization's needs.

Provide technical advice regarding technical assistance resources which could be of relevance to BIB's and BFLA's needs. Provide other assistance where appropriate and monitor progress.

5. Increased capability of BIB and BFLA to attract on-going financial support.

Assistance in the development of fundraising and institutional promotion strategies and skills. Assistance with identification of technical resources to meet these needs. Provide funding support as appropriate.

Development of fundraising and institutional promotion strategies. Identification of T.A. resources and appropriate activities to meet institutional development needs.

Development of fundraising and institutional promotion strategies.

Provide technical advice regarding technical resources which could be appropriate and monitor progress.

6. 10% increase in the number of infants fully breastfed through 4 months of life.

Development and implementation of a plan of action to achieve 10% increase. Design measurement instruments and tools to monitor progress. Take any other action as appropriate.

Assistance with development of a plan of action to achieve 10% increase in number of fully breast fed infants. Assistance with development of a monitoring and evaluation plan. Monitor progress.

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MAJOR IMPLEMENTATIONS
FUNCTIONS

CARE

BFLA

BIB

USAID

B. PLANNED INPUTS

1. Baseline and follow-on surveys.

Provide funding in accordance with approved budgets and/or work plans.

Design and implementation of required studies. Organization of technical committees to assist with design and evaluation of studies.

Design and implementation of required studies. Organization of technical committees to assist with design and evaluation of studies.

The P.O. will assist with the planning of the various studies, and monitor their implementation and participate in meetings of the technical committees as appropriate. Provide other assistance as needed.

2. Newsletter

Provide funding in accordance with approved budgets and/or workplans.

Formation of an Editorial Board to review each draft newsletter prior to its publication. Development and periodic update of the mailing list. Ensure production of the newsletter. Distribution of the Newsletter.

Formation of an Editorial Board to review each draft newsletter prior to its publication. Development and periodic update of the mailing list. Ensure production of the newsletter. Distribution of the newsletter.

The P.O. will monitor development process to ensure that planned technical and logistical inputs are being provided. The P.O. will provide assistance where appropriate (e.g. serve as member of the Editorial board).

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MAJOR IMPLEMENTATIONS
FUNCTIONS

CARE

BFLA

BIB

USAID

3. Short term T.A./Consultants

Assist with establishment of selection criteria and development of scopes of work for the consultants, where appropriate. Provide funding for the required technical assistance in accordance with workplan and budget. Monitor management consultancies to ensure that they are being carried out in accordance with their SOWS.

Identify technical assistance requirements. Participate in the development of selection criteria and scopes of works for the consultants. Participate in the scheduling of needed T.A. Approval of consultations. Provide logistical support to consultants as needed. Evaluate performance.

Identify technical assistance requirements. Participate in the development of selection criteria and scopes of works for the consultants. Participate in the scheduling of needed T.A. Approval of consultations. Provide logistical support. Evaluate performance.

The P.O. will assure that selection criteria and scopes of works are prepared for each consultant and provide assistance as needed. The P.O. will monitor each consultancy to ensure that it is being carried out in accordance with the scope of work. The P.O. will review and approve all consultancies to ensure that they are in line with the workplan and the terms of the Grant

4. In-country workshops/seminars

Assist BIB and/or BFLA with the planning, scheduling and organization of workshops. Provide required funding. Participate in the proceeding, as appropriate.

Plan, organize and sponsor local workshops, in collaboration with CARE and USAID. Participate actively in the proceedings. In collaboration with CARE and USAID, evaluate the training activities.

Plan, organize and sponsor local workshops in collaboration with CARE and USAID. Participate actively in the proceedings. In collaboration with CARE and USAID, evaluate the training activities.

Monitor the planning and organization of workshops/seminars. Participate in the proceedings as deemed necessary.

**MAJOR IMPLEMENTATIONS
FUNCTIONS**
CARE**BFLA****BIB****USAID**

**5. Short-term training
courses abroad.**

In collaboration with BIB and BFLA, assist in developing a comprehensive training plan for SOLID.

Complete required paperwork for participants traveling to the USA, in accordance with USAID participant training regulations.

Arrange for international travel, travel expenses and per diem of participants.

In collaboration with BIB and BFLA, evaluate all short term training activities.

In collaboration with CARE and USAID, develop and update comprehensive training plan that includes local workshops as well as short-term courses abroad.

Identification and selection of staff or Board members to participate in training activities.

In collaboration with USAID and CARE, evaluate the training activities.

In collaboration with CARE and USAID, develop and update a comprehensive training plan that includes local workshops as well as short-term courses abroad.

Identification and selection of staff or board members to participate in training activities.

In collaboration with USAID and CARE, evaluate the training activities.

With the assistance of the USAID Participant Training Specialist, the P.O. will monitor the implementation of all training activities to ensure that they are carried out in conformity with AID participant training regulations, and provide technical advice as required.

Provide approval of all USAID-funded travel abroad.

MAJOR IMPLEMENTATIONS
FUNCTIONS

CARE

BFLA

BIB

USAID

6. Travel and related activities for institutional development.

Assist with identification and scheduling of relevant institutional development activities.

Identification and scheduling of appropriate institutional development activities.

Identification and scheduling of appropriate institutional development activities.

Approve all USAID funded international travel in accordance with workplan.

Arrange for international travel, travel expenses and per diem of participants when travel required.

Clearance and approval by the boards (of BIB and BFLA) of each international trip in accordance with the criteria set in the workplan.

Clearance and approval by the boards of BIB or BFLA of each international trip in accordance with the criteria set in the workplan.

7. Final Evaluation

Participation in the establishment of selection criteria and SOW for evaluators. Serve as resource members to the evaluation panel as required.

Participation in the establishment of selection criteria and SOW for evaluators. Serve as resource members to the evaluation panel as required.

Participation in the establishment of selection criteria and SOW for evaluators. Serve as resource members to the evaluation panel as required.

The P.O. will develop selection criteria and SOWs for the evaluators, in consultation with CARE, BIB & BFLA. Plan and fund evaluation and provide logistical support to the evaluators as specified in the contract. Serve as resource member to the evaluation panel as required.

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TABLE D:

REVISED GRANT BUDGET

<u>Line Item</u>	<u>Total Grant Amount</u>	<u>Prior Obligated Amount</u>	<u>This Obligated Amount</u>	<u>Total Obligated Amount</u>
I. SOLID				
1. Personnel	98,961	63,000	35,961	98,961
2. Training/Consultants				
-Maternal and Child Health (MACH)	105,906	52,500	53,406	105,906
-Belize Family Life Association (BFLA)	146,692	18,000	128,692	146,692
- Breast Is Best League	120,007	18,000	102,007	120,007
***Subtotal Training/Consultants	372,605	88,500	284,105	372,605
3. Other Direct Costs	27,005	17,500	9,505	27,005
II. PROGRAM SUPPORT*				
MACH	460,514	285,709	103,217	285,709
BFLA	298,152	236,500	61,652	298,152
BIB	149,852	141,000	8,852	149,852
III. INDIRECT COSTS	74,581	42,074**	—	42,074**
IV. CONTINGENCY	18,400	18,400	-	18,400
III. INDIRECT COSTS	74,581	42,074**	32,507	74,581
IV. CONTINGENCY	18,400	18,400	-	18,400
TOTAL	1,500,070	892,683	503,292	1,395,975

* Includes personnel commodities and other direct costs related to each grant component.

** The budget in Amendment No. 4 erroneously shows 42,586 as the total obligated amount.

***Combines training funds available under SOLID and other program components (BIB, BFLA, CARE/MACH).