

DEVELOPMENT PROGRAM GRANT PROPOSAL

SUBMITTED TO

AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D. C.

MARCH 11, 1975

CATHOLIC RELIEF SERVICES - U.S.C.C.
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March 11, 1975

Mr. Daniel Parker, Administrator
Agency for International Development
Department of State
Washington, D. C. 20523

Dear Mr. Parker:

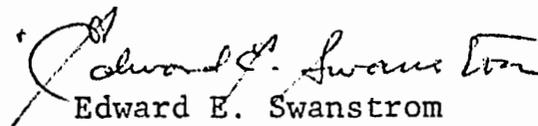
Herewith I am presenting a proposal to the Agency for International Development for a Development Program Grant.

We have endeavored to construct the proposal in accordance with the guidelines developed by A.I.D. and the voluntary agencies.

In view of the fact that we are planning a workshop-seminar starting April 22nd in Africa, to be funded under the requested grant, we ask that the grant document authorize expenditures during the thirty day period prior to the signing of the grant document.

We thank you for the guidance and help given by your staff in the preparation of this proposal.

Sincerely,


Edward E. Swanstrom
Executive Director

DEVELOPMENT PROGRAM GRANT PROPOSAL

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S U M M A R Y

This proposal requests support for three years of technical field staff and workshops for training regional and country level personnel, to improve the capability of C.R.S. and its indigenous counterparts to plan, design, implement and evaluate integral development programs in response to the aspirations and needs of the poor. Programs will be directed to increasing participation of the poorest majority in solving their socio-economic problems.

C.R.S. divides its program management among five regional offices: Africa, Central America/Caribbean, Middle East/North Africa/South Asia, South America, Southeast Asia/Pacific. In the two Latin America regions, where there are well structured church related counterpart organizations, the implementation plan includes salaries for indigenous experts who will function within the C.R.S./counterpart structure. In the remaining regions, where the societies are predominantly non-Christian, counterparts are usually government agencies and village level organizations. The approach in these regions, then, is to field technical personnel who will work primarily with C.R.S. staff to design and implement programs.

The intent is not only that C.R.S. and its counterparts formulate programs and devise planning systems, but also learn how to use planning tools by working with the technical advisors and attending periodic training sessions. The results of this improved capability will be reflected in our ability to design and fund priority development activities, especially in the realm of rural integrated development projects.

DEVELOPMENT PROGRAM GRANT PROPOSAL

I. ORGANIZATION: CATHOLIC RELIEF SERVICES - U.S.C.C.

A. DESCRIPTION:

Catholic Relief Services (C.R.S.) is the overseas development, relief and disaster aid agency of the United States Catholic Conference (U.S.C.C.), the national level action agency of the Catholic Church in the United States. (Brochure on U.S.C.C. is attached.) C.R.S. was incorporated in 1943 in the District of Columbia for the purpose of assisting victims of World War II. These programs encompassed relief and rehabilitation in war-torn countries of Europe: assistance to refugees, resettlement in the United States and other overseas countries, local integration and the rebuilding of local welfare and charity agencies in European countries. In the Fiscal Year ending June 30, 1974, services were provided in 73 countries.

Basic Principles of Operation

The founders of Catholic Relief Services laid down two principles: (1) to help people in need without distinction as to race, creed or color; (2) to help build local institutions in overseas countries to serve the needy. C.R.S. has always kept in the forefront the mandate to assist indigenous groups to help themselves and to strengthen themselves to the point where C.R.S. can withdraw. This has been accomplished in a number of countries, and a number of the Catholic agencies in those countries, which were formerly aided by C.R.S., are now partners with C.R.S. in providing development aid in the L.D.C.s.

Overview of Programs

The early programs of Catholic Relief Services were in western Europe and North Africa, but expanded at the end of hostilities to eastern European countries, the Philippines and China. Subsequently, C.R.S., at the invitation of local governments or local church authorities, expanded into Latin America, Asia and Africa.

C.R.S. during the first ten years of existence, laid emphasis on relief and rehabilitation, distribution of U.S. donated foods, church contributed clothing and medicines, and services to European refugees. As developing people's needs have changed during the past two decades, C.R.S. has been redirecting its efforts to development goals with emphasis on self-help programs of all types: Agriculture, Health, Nutrition, Community Development, Cooperatives, Credit Unions, and Organization of Women. Side by side with these programs has been a program of disaster aid that is organized to respond promptly to appeals for the victims of natural and manmade disasters. All C.R.S. programs stress the essential role of local participation and counterpart responsibility for implementation. Experience over 31 years of operation has shown us that the disruption and dislocation caused by disaster often prompts people to take a new look at themselves and their surroundings and results in a long-lasting commitment to identifying their problems and working at solutions through local organizations mobilizing local resources.

This was true of the peoples of the countries of Europe whose lives and institutions were so disastrously torn asunder by the second great World War. Those of us who were active in Europe in those years are fully cognizant of the part that private voluntary agencies played in conjunction with governments through the employment of the human resources in helping to bring about the necessary social and economic change. It was equally true of the million and more refugees from the North who fled to South Vietnam after the Geneva truce in 1954. With funds supplied by the U.S. Government through the Vietnamese Ministry of Refugees to supplement its own resources, Catholic Relief Services and other voluntary agencies helped the refugees to build and reestablish themselves in new villages with homes, small industries, fishing and farming cooperatives, schools, hospitals, dispensaries and all that was needed for decent community living. The churches, including the Buddhists, supplied those things necessary for the spiritual welfare of the people. The great human resource was there, all that was needed to put it to work were sufficient financial resources.

Even more germane is the experience of Catholic Relief Services in recent years. In the great emergencies in Peru, Bangladesh, Nicaragua, just to mention a few, once immediate needs were met through the funds supplied as a result of government and private response to the crises, our counterparts, in conjunction with ourselves and other voluntary agencies in these areas, immediately moved into the planning and implementation of programs for socio-economic development.

Development Project Design

Catholic Relief Services' Development Services may be characterized as design and implementation-monitoring assistance in the field, brokering of projects with funding sources, and communication between the two.

Procedures for development project design and processing are outlined in the Manual for Socio-Economic Development (q.v.). The Program Director in-country is responsible for basic design, but he is given technical assistance by his C.R.S. Regional Office. The way in which a project is developed varies widely. On one hand, the Program Director may team up with local agencies to develop a rather sophisticated (and often multi-sectoral, integrated) program. On the other, the Program Director may receive a proposal from an agency or individual (often a missionary) working in the country. In all cases, the Program Director is responsible for investigating the proposal and, if he accepts it, recommending it on the basis of priority, feasibility, etc. to his Regional Office. There it is reviewed by the Development Assistant, discussed with the Regional Director, and circulated to others as indicated for policy, technical or financial advice and, if accepted, placed for funding.

Although Catholic Relief Services largely supports the nutrition programs presently operating in some 36 countries, and allocates a portion of its own funds to medium-range development programs in disaster areas, a great number of projects are funded by outside sources. These

sources, for the greater part, are organizations outside the United States. and are contacted by CRS/Geneva, which also provides technical advice in proposal formulation and progress reporting. (See "Narrowing the Gap" for a list of funding agencies.) The proposal format in the Manual for Socio-Economic Development is based on information requirements of these organizations.

After the funds are received, Catholic Relief Services makes them available on an imprest-fund basis to the project holder or implementing organization through the C.R.S. Country Program Director, who monitors implementation and communicates results by means of quarterly progress reports.

Development Program Strategy

In its development work C.R.S. seeks to get more out of each unit of resource investment by better planning and management. Priorities are being established by country and region, and subjected to periodic re-examination. C.R.S. is moving from isolated small projects to country program plans and regional strategies which will allow the more effective mobilization and application of resources. At the local level, C.R.S. acts to provide the stimulus for linkage of development activities, and to improve the understanding of the process of development by building a critical awareness in the development participants themselves, which will function as a feedback for evaluation and improvement of their efforts.

Catholic Relief Services' Role In Building Local Institutions

In furtherance of its objectives to help build local institutions concerned with human promotion, C.R.S. assigns a limited number of American staff to any one country, and requires that its local counterpart group be a decision maker on the types of program it wishes to conduct, and have its own personnel carry out those programs. The outcome of this policy, which has been supported by C.R.S. partners in developed countries, is that there are now almost 90 such national human promotion agencies, with varying degrees of strength.

Following are short summaries of five international agencies dedicated to the building up of local structures. C.R.S. has provided leadership in setting up all of these organizations:

(1) International Caritas (C.I.) (Headquarters in Rome)

In 1950 C.R.S. was a founding member of International Caritas which is a cooperative grouping of national agencies engaged in welfare, relief, disaster aid and development. It functions through a Secretariat and Committees on Development, Disaster Aid and Mutual Aid. Ad hoc Committees are set up for special situations, e.g. Indochina, Bangladesh, etc. C.R.S. provided funds for setting up International Caritas and also to a number of its member national agencies so that they might set up offices, hire staff and conduct programs. Today, these agencies, some 90 in number, carry on human promotion programs

and are organizing in regional Caritas groupings in order to cooperate for the furtherance of human development programs.

(2) The International Catholic Migration Commission (I.C.M.C.)
(Headquarters in Geneva)

In 1950 C.R.S. provided the means to set up the I.C.M.C. with headquarters in Geneva in order to serve refugees, displaced persons, expellees and migrant families. This agency assisted in the strengthening and creation of 35 national agencies in North America, Australia, and Latin America. With the help of C.R.S. and others, they have assisted hundreds of thousands of refugees, migrants, and families of both to resettle in new lands. Travel loans of \$35,000,000.00 have been made by the C.R.S. and I.C.M.C. loan funds*, to refugees and migrants from eastern Europe, Cuba, and China.

(3) Cooperation Internationale Developement Socio-Economique
(C.I.D.S.E.) (Headquarters in Brussels)

A third grouping, of which CRS is a founding member, is known as CIDSE. This agency was started by ten organizations from the developed countries of Europe, North America, and Australia, whose mandate was human and economic development. The founding members were official national Catholic development funding agencies, but in recent years it has expanded to include ecumenical agencies as well as third world organizations. CIDSE Agencies promote and strengthen agencies in L. D.C.'s in the fields of Health, Education and Human Development.

(4) The Pontifical Commission Justice and Peace (Headquarters
in Rome)

The leaders of Catholic Relief Services proposed at Vatican Council II, that the Catholic Church establish an agency at the Vatican level which would promote international social justice, further an understanding of the responsibility of rich nations to poor nations, and the rationale for supporting not only private voluntary agencies, but also those of governments and the United Nations, and to further the cause of peace. The proposal was strongly supported by many participants in Vatican Council II, and shortly after the closure of Vatican Council II, Pope

* Substantial help for these loan funds has been given by the Intergovernmental Committee for European Migration, (I.C.E.M.) and the United States Refugee Program (U.S.R.P.).

Paul established the Pontifical Commission Justice and Peace. The Commission has stimulated the creation of some fifty national and regional Commissions for Justice and Peace, many of which are active in being "watchdogs" on their governmental programs for aid to L.D.C.'s. They also educate their people in international development matters and stress international justice between nations to promote the cause of peace.

(5) The Pontifical Council Cor Unum (Headquarters in Rome)

A relatively new agency of the Church in which C.R.S. is represented is the Pontifical Cor Unum, Vatican City, the agency of the Holy See set up in 1971 to coordinate in the broadest sense the activities of all the organizations of the Church in the fields of development and disaster aid. Several executives of C.R.S. are among the original members of the Council Cor Unum, which meets once each year in the Vatican to plan the activities of Cor Unum. Cor Unum groups together not only the so-called development and operating agencies, but all other entities of the church, namely missionary communities of men and women, international Catholic lay organizations, and Vatican congregations that are responsible for any type of activity in L.D.C.'s or in the education or service field. The goal of Cor Unum is to promote the formation of a body at the national level in each country which will coordinate and bring together all the agencies of the Church so as to plan better use of outside aid, and to plan more effective development programs.

Comment: The foregoing description of C.R.S.'s role in institution building is given as background for the presentation of a Development Program Grant proposal whose objective among others is to help expand and strengthen local organizations in L.D.C.s and to improve the capabilities of personnel and staffs of these counterpart agencies.

B. BOARD OF TRUSTEES

Attached is a list of the Board of Trustees of Catholic Relief Services - U.S.C.C., Inc. All members are United States citizens. The Board is composed of bishops who are elected at an annual meeting of the corporation usually held in November of each year. An Executive Committee meets periodically in the interim between the annual meetings of the Board of Trustees.

C.R.S. has a network of 150 Diocesan Directors in the United States who promote the work of C.R.S. through fundraising, clothing collection, disaster aid support, etc. These Diocesan Directors are responsible to their own Bishop, but they are given a special assignment as C.R.S. Directors. In addition, substantial funds are contributed for disaster aid, special projects, and development work. An annual collection of clothing in the Catholic Churches is conducted which results in receipts averaging 18 million pounds of clothing. Medicines are purchased directly by C.R.S., and substantial quantities are provided by the Catholic Medical Mission Board, a specialized agency serving the Third World with medical supplies and personnel.

C. PERSONNEL

A staff of 1,155 persons, worldwide, carry out the work of the agency. Attached is a list of headquarters personnel. There is also attached a schedule of overseas personnel, broken down by region, country, professional, non-professional, American and other than American.

- The five regions are:
1. Europe, Near East, North Africa and South Asia.
 2. East Asia and the Pacific.
 3. Sub-Sahara Africa.
 4. Caribbean, Central America, Mexico and Panama.
 5. South America.

These are staffed by a Regional Director, a Development Assistant, an Administrative Assistant and secretarial/clerical staff. The Regional staffs are based in New York, except Europe, North Africa and South Asia, which is in Rome. The Africa, Central America and Middle East/South Asia regions each have a Regional Nutrition/Health consultant who is based in the field. The Regional Directors report to the Executive Director, who is assisted by an Assistant Executive Director and two Executive Assistants. The Geneva Office acts as liaison with international agencies and with funding organizations in Europe, Australia and New Zealand.

D. BUDGET

A financial report and audit of Catholic Relief Services is filed annually with the Advisory Committee on Voluntary Foreign Aid. A copy of the 1973 Public Financial Report is attached.

C.R.S. anticipates that grant-supported activities will, in some cases, be continued through counterpart agencies. In cases where counterpart agencies will assume the responsibility but may require funding and in those where C.R.S. must remain responsible, we will give priority to seeking outside funds for the continuation of these activities, as they require longer-term support in order to achieve their goals.

E. COLLABORATION WITH THE GOVERNMENT

Catholic Relief Services has worked in close cooperation with the United States Foreign Aid Program under its various titles for the past 31 years, from the time when American voluntary foreign relief agencies worked in close collaboration with the President's War Relief Control Board during the years of World War II. It has been collaborating closely with the Agency for International Development (AID) ever since the U. S. Government Foreign Relief Program has been under that particular agency. Its description, objectives and principal activities, the make-up of of its Board and staff is on file with the Advisory Committee on Voluntary Foreign Aid. C.R.S programs have been greatly helped by United States Government agencies. A.I.D. allocates, not only P.L. 480 food but also

valued support for ocean freight shipments of the food, clothing, medicines, and other supplies. The A.I.D. Foreign Disaster Aid Coordinator supports C.R.S. emergency aid programs, and A.I.D. gives valuable help for refugee relief, rehabilitation, child care, orphan emigration, orphanage improvement, and day care center improvement programs in Vietnam, as well as large-scale refugee relief and rehabilitation programs in Cambodia. A.I.D. supports nutrition education programs of C.R.S., and is providing the means to conduct seminars and workshops for its overseas staff, aimed at upgrading their work in nutrition planning and programming.

The United States Refugee Program (U.S.R.P.) of the Department of State has subsidized a number of programs and services of C.R.S. over the years. These included reception services, counseling, emigration, local integration, institution building, and loan fund grants. The early programs of U.S.R.P. were in Europe, but in recent years such help has included Africa as well. Refugees arriving in Hong Kong and Macao have been helped with a variety of C.R.S. programs and services, supported by U.S.R.P.

II. THE PROPOSAL

A. RATIONALE

Through its commitment to humanitarian assistance, C.R.S. has had the opportunity to work with many people, in response to their changing needs, on problems which impede progress toward improving the quality of their lives.

Although development problems vary from region to region, and receive emphasis according to the needs and priorities of those with whom C.R.S. works, they fall into broad categories:

1. Marginal physical condition of life, including poor nutrition and health.
2. Lack of resources, inequitable distribution of resources, lack of amenities (e.g. water).
3. Lack of access to participation in political and economic structures; exclusion of the poorest majority, and especially of women, from participation in development.
4. Lack of employment, low productivity, low income.
5. Lack of information, communication, education.
6. Traditional beliefs, institutions, structures which perpetuate marginality.
7. Dislocation and unrest caused by war, disaster, marginal existence.

Some parts of the world are constantly living on the brink of natural and man-made disaster. The poorest majority of these countries, many of whom have never in their modern histories enjoyed more than a subsistence level standard of living, have steadily deteriorated beneath the ravages of cyclones, droughts, floods, famine and warfare, into the most marginally existing groups of people on earth. In a seemingly endless cycle of cause and effect, whatever small advances of progress in development have been achieved are periodically wiped away. The resulting marginal conditions of life, especially at the poorest majority levels, seriously impede new attempts at development, particularly through formation of voluntary local organizations; there are limited resources for such group efforts. Individually and collectively, the poorest majority are rendered impotent to respond to development efforts; they are physically and psychologically trapped.

In addition, there frequently exists an imprinted culture resistance to the very concept of development, especially with regard to modern education, women's role in society, children's relative lack of status in the family, and the allocation of available resources on familial or tribal rather than community priorities. Structures perpetuating elitism, although perhaps useful in another time, hinder development in today's world.

We share the conviction of Church leaders and our counterparts that attitudinal change of individuals is a prerequisite to bringing about an evolution of traditional village structures into truly participatory institutions. Rural development programs cannot be successfully implemented until this change occurs in village institutions. Integral rural development must start with the wide range of needs of the rural family which include humanistic and spiritual as well as economic progress. We believe that through the proper type of non-imposed promotional, motivational programs, a process of critical awareness and analysis of reality will occur in the rural family.

C.R.S. has enjoyed the trust and confidence of those with whom it works: the people, the local Church, and the government authorities. Through a continuing relationship, C.R.S. has been able to assist in socio-economic development projects at the "grass-roots" level, giving priority to a broad range of micro-project activities, responding to local needs. Many of these projects are built on the availability of Title II commodities which have enabled our counterparts to establish and maintain national delivery systems which not only provide food to the poor but also serve as networks to channel other resources to them. In many countries these systems are now strong enough to continue to function even if Title II foods were no longer available.

An analysis of program experience, particularly over the last five years, indicates that C.R.S. is moving away from isolated project activities towards a systems approach to rural development programs at both national and regional levels, with emphasis on applied nutrition, small agriculture, water resources, and cottage industries. C.R.S. promotes participation in development, especially through revolving loan funds

for groups and the promotion of credit unions and cooperatives. Training programs at all levels in basic education, nutrition, family life, health, agriculture and vocational skills are intrinsic to the program.

B. GRANT PURPOSE

Funds are requested for three year support of technical field staff and workshops for training regional and country level personnel, to improve the capability of C.R.S. and its indigenous counterparts to plan, design, implement and evaluate integral rural development programs in response to the aspirations and needs of the rural poor. Programs will be directed to increasing participation of the poorest majority in solving their socio-economic problems.

C. EXPECTED OUTCOMES

- 1) Increased number of integrated programs, especially linking food production, nutrition, and human resource development.
- 2) Redesigned systems for planning, implementing and evaluating development programs and their components: needs and resources, surveys, priorities, planning cycles, evaluation methodologies, etc.
- 3) Trained personnel at the country and regional levels of C.R.S. and counterpart organizations, and in some cases, of project participants themselves.
- 4) Allocations of increasing amounts of C.R.S. and counterpart resources, both personnel and funds, to development priorities.
- 5) Greater financial support from development funding sources, in response to improved program design.
- 6) Linkages between technical and other in-country resources and the rural poor.
- 7) Coordination with private sector, host government and foreign assistance/development agencies.

III. COURSE OF ACTION

A. IMPLEMENTATION PLAN

The five regions into which C.R.S. divides its program management differ in the states of readiness to absorb and utilize the technical assistance and training herein requested. This is, to some

extent, a function of the existence and experience of our various counterparts: Church-related, private, and governmental. In the Central America/Caribbean and South America Regions where the Catholic Church is established as a structure in a relatively developed society and is taking a leadership role in promoting integral development, the implementation plan aims at providing salaries for indigenous experts who will function as a team within the counterpart/C.R.S. structure. In the regions of Africa, Southeast Asia/Pacific and Mid-East/North Africa/South Asia with dominantly non-Christian societies, our counterparts are usually government bodies and village level groups, (e.g. farmers' associations), usually promoted by missionaries or indigenous organizations. The approach in these three regions will be to field technical personnel who will work primarily with C.R.S. country-level staffs to develop and improve programs.

The intent is not only that C.R.S. and its counterparts formulate programs and devise planning systems, but that we also learn how to use planning tools by working along with the technical advisors and attending periodic training sessions.

In most regions, it will be necessary to begin with priority countries in order to concentrate resources for maximum impact, as a test pilot. These regional strategies and variances in implementation can be found in more detail in the attachments.

In all cases the appropriate regional staffs will guide the implementation, supported by a technical officer (to be appointed) at headquarters level with the dual functions of systems design consultant and manager of the proposed project. In addition to studying the current project design system and proposing improvements, the technical officer shall monitor implementation of the proposed project in the field and assist the regional offices in evaluation. Where feasible, the candidate will be asked to orient and instruct persons to be hired under this grant as well as train regular development program personnel.

He/she will coordinate work with the C.R.S. Regional Directors and Regional Development Assistants, in the implementation of the D. P.G. and other projects, and maintain an overview of such projects and proposals on behalf of the Executive Office of C.R.S.

B. EVALUATION PLAN

1. The Logical Framework

This proposal is designed to effect qualitative improvements in C.R.S. and counterpart programming on the assumption that these changes will have a direct relationship with significant improvements in the lives of rural peasants. It is not easy to capture the progress we may make in this direction in measurable ways, although we have attempted to do this in the attached logical framework for the purpose of evaluation. We have been more successful in finding targeted indicators on the purpose level than on the goal level, as will become obvious below.

Three indicators have been chosen which we consider key in demonstrating the effects of an improved capability on the part of C. R.S. to plan, implement and evaluate all development programs. The first refers to the increased number of integrated rural development projects we expect to have in execution at the end of the grant period. These projects require more complex programming than current C.R.S. development projects. An increase in the number of these will, therefore, demonstrate an overall increased development programming capacity. The criteria for integrated rural development projects are listed in the footnote 1/.

The second indicator, suggesting an increase in the number of permanent C.R.S. employees totally dedicated to development at headquarters and regional level, will be another reflection of increased development programming capacity. It is important to note that this indicator does not imply a commitment on the part of C.R.S. to maintain all the technical experts contracted under the terms of this grant. Rather, it suggests that the activities generated under this proposal, along with our general program direction, will necessitate a shift in the use of our current personnel and financial resources. We foresee the possibility of relocating some country-level field staff, trained by the technical advisors, to regional positions in an effort to more rationally serve the needs of our counterparts in development programming. The end result of this project will probably consist of a mixture of some technical advisors, hired under this grant, and some in-house personnel shifted into strictly development-related positions.

Finally, the third indicator at the purpose level attempts to suggest one effect of a revised planning system for development programs, which will be created toward the end of the second year of this grant. While we have not attempted to define this system a priori, we envision it to include the creation of country (and perhaps regional) plans by field staff, supported by individual project proposals. The plans would be developed with sufficient lead time to provide for fund-raising as well as for the allocation of internal resources. We expect the result of this system to be that more development funds would move to these programs than to a series of spontaneously generated projects, as is now the case.

1/ Criteria for Integrated Rural Development Projects:

- a) In terms of geographical size, they must be larger than one settlement unit (such as a village), and preferably be the size of an intermediate unit such as a country, prefecture, tribal area, etc.
- b) They must include diverse project activities which respond to problems in more than one development sector, such as agriculture, nutrition, health, training, credit, etc.
- c) The individual components must be planned and implemented in a coordinated fashion, thereby making maximum use of all available resources.

At the goal level, we have attempted to operationalize what we consider to be the essence of C.R.S.'s role in development. As a voluntary agency, we cannot expect to deal, in a significant way, with all the factors considered under the concept "quality of life". However, if we can facilitate the use of the problem-solving process by peasant groups (i.e. increased participation), then we feel that changes in their material, social and economic conditions will follow. The indicators we have selected are not targetted, but, our hypothesis is the following: if we find that the three levels of involvement, mentioned as indicators, are visible in the five sample integrated projects (selected for verification), then we can assume that we are contributing to our goal in overall programming. In order to allow time for the data to be generated in these projects, we would suggest the evaluation at the goal level be scheduled approximately five years after the initiation of the Development Program Grant.

Before leaving the logical framework, we would like to make two comments about indicators at the output level. First, we have included data on the seminars financed under this grant only. Almost all the regions plan additional meetings, either supra-nationally or in-country, which will involve technical staff hired under this program. The output levels, then, will be much higher than expressed, but we are using these figures as minimum performance levels. Also, we have selected the existence of a revised socio-economic manual as a means of verification for the development planning system. The revision of this manual was not explicitly mentioned in the Implementation Plan, but it was implicit in the job description of the technical officer.

2. Evaluation Reviews

In order to assess progress toward our targets, as well as to permit timely replanning, evaluation reviews will be scheduled at both the regional and headquarters levels.

Each region will be expected to hold a formal meeting at least once a year involving top regional staff, the technical advisors, and appropriate C.R.S. field and counterpart officers. Not only should it focus on the key indicators listed in the log frame, but the meeting should also address itself to the more subtle aspects of this program: the dynamics of the relationship between technical advisors and C.R.S./ counterpart field staff, the quality of the advice given, and how well the resulting programs fit with the development problem, as seen by C.R.S.

At the headquarters level, evaluation meetings will be scheduled every six months to review the project in terms of its agency-wide impact. The Technical Officer will serve as the facilitator for these meetings since it will be his responsibility to gather and collate the data from all the regional offices, as well as identify the most important issues for Executive review. The Executives, the Regional Directors, Development Assistants, and selected others will participate in these semi-annual sessions.

C.R.S. - U.S.C.C.

D.P.G. PROPOSAL

DIAGRAM
of
LOGICAL FRAMEWORK
of PROJECT

	NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS			MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
G Q A L	To increase participation of the poorest majority in solving their socio-economic problems.	1) Involvement of peasant groups in planning projects 2) Involvement of representatives of peasant groups in evaluation meetings. 3) Decisions of peasant groups reflected in changes in implementation			1) Study of evaluations of five sample integrated projects	1) Integrated approach to rural development is more suitable to peasant needs. 2) Climatic conditions remain favorable at project sites. 3) No adverse changes in political, economic environment in project countries.
P U R P O S E	To improve the capability of CRS to plan, design, implement and evaluate programs with its indigenous counterparts	1) Increase numbers of integrated rural development projects in execution from <u>4</u> to <u>16</u> by 1978. 2) Increase from <u>13</u> to <u>25</u> the number of professional staff maintained by CRS totally dedicated to development programming at Headquarters and regional level. 3) 60% of all funds for development projects will be allocated through the planning system.			1) Project Records 2) Personnel Records 3) CRS Reports on Funding	4) Counterparts able to maintain basic operational level. 1) Planning system incorporated in revised socio-economic manual will be utilized by CRS Program Staff 2) CRS will have budgetary resources to maintain sufficient professional staff after grant period
O U T P U T S	1) Seminars held: - Regional - Country CRS staff participating in training Counterpart Staff participating in training 2) Integrated Rural development projects designed 3) Revise system for planning, implementing and evaluating development programs	YEAR 1 3 4 80 80 6	YEAR 2 4 10 135 155 8 X	YEAR 3 5 5 130 145 8	1) Reports of technical advisors 2) Seminar Reports 3) Existence of draft projects 4) Existence of revised socio-economic manual	3) Funding from CRS or outside sources will be available for priority programs 1) Qualified staff will be available as programmed
I N P U T S	I. AID A. Funds for <u>11</u> technical advisors 2 planners 5 rural development advisors 3 health education advisors 1 water consultant (part-time) B. Funds for Training Seminars II. Other inputs (professional staff) A. CRS Headquarters -technical officer for planning/evaluation (1) Other technical staff (12) B. CRS Regional level (5) C. CRS Country level (108) D. Counterpart Technical Staff (59)	10.5 person/years (Refer attached budget)			1) Reports of Regional Offices, Technical Advisors 2) Financial Reports	2) Sufficient coordination with counterparts will be maintained 3. Advice provided by technical staff will be utilized by CRS and counterpart personnel

3. Reports

Reports to AID will be prepared by the Technical Officer on the basis of information supplied by the Regional Offices and on the results of the Evaluation reviews. These reports will be forwarded at the end of each grant year, except in the case of substantive replanning of the project, which would demand prior consultation.

AFRICA REGIONAL D.P.G. PROPOSAL SUMMARY

This proposal calls for support over a three-year period for the purpose of upgrading existing country programs in their efforts toward becoming more responsive to the needs for improving the quality of life among the rural Africa poor.

The funding is requested to support the following:

- 1) A regional community development team consisting of community development specialist and an agriculture technician will visit a selected number of priority countries (primarily concentrating on the drought affected areas) during the three-year period of program funding. The team is expected to review and evaluate on-going country programs; to assess rural needs and available country resources; to assist the program directors and staff to devise plans and strategies on integrated rural development programs for short and long range implementations to develop evaluation and monitoring mechanisms for on-going and newly-programmed integrated rural development program.

This will be undertaken through visits to selected countries during the three-year period. The team will be based in Dakar and travel extensively in the Sahel and drought affected countries.

- 2) The Assistant Medical/Nutritional Advisor will work towards upgrading the effectiveness of on-going pre-school programs, to work with program directors and staff to expand the geographic and numerical coverage of the pre-school scheme, to work with the community development team and the director in designing comprehensive and integrated development programs utilizing the on-going pre-school program as a focal point, to evaluate the effectiveness and monitor with the program director, and staff, the pre-school scheme, to assist program directors in an evaluation and advisory capacity in their efforts to design other medical/nutrition related programs.

This person will be based in the Nairobi office and will travel extensively covering country programs generally in line with the community development team.

- 3) The training/management workshops to be conducted in an effort to upgrade managerial effectiveness at the program director and counterpart level, as well as to introduce issues and techniques which would be beneficial in designing cost effective programs, as well as programs that approach development problems in a comprehensive and integrated format.

GENERAL

The region expects that the addition of these staff members in conjunction with the training workshops will tend to up-grade the effectiveness of on-going programs and stimulate additional approaches to development problems, through a clearer understanding of technique of programming, planning and budgetary, and a clearer assessment of needs within each country.

EAST ASIA AND PACIFIC REGIONAL D.P.G. PROPOSAL SUMMARYIMPLEMENTATION PLAN

Various emergencies, both natural and man-made, have afforded Catholic Relief Services the opportunity for implementing development programs, i.e., agriculture program in Cambodia, MCH programs in Vietnam and Cambodia. These are offshoots of emergency feeding programs. Now, we hope to establish a planned overview of each country, designing projects which have integrated approach to all needs possible in an area, with long term goals in mind of general community improvement. To this end, this proposal requests support for:

1. Rural Development Advisor
2. Regional Nutrition Supervisor
3. Training Seminars

1. Rural Development Advisor

The Rural Development Advisor would work in close coordination with the other members of the Regional Team, but even more specifically with the Regional Nutrition Supervisor. This person will be chiefly responsible for the design and implementation of integrated rural development programs on the national level. To this end, the candidate will be expected to provide the following services:

- Analysis of and advice on current programs involving agricultural systems, and those on-going programs (particularly in nutrition and community development) to which agricultural components could be effectively added
- Participation in training sessions devoted to integrated rural development
- Technical assistance in the planning and implementation of new agricultural programs on the local and national levels
- focus for exchange of information and ideas from national programs on agricultural training, credit, production, marketing, etc.
- Coordination with existing government and non-government institutional programs aimed at fostering agricultural development in order to facilitate cooperation in funding and programming on behalf of the small farmer

Priority in recruitment of this specialist would be directed to or who demonstrated evidence not only of sound academic preparation, but also of specific work experience in the region including some at the village level. Furthermore, as an aid to working within the context of voluntary agency programs, this technician should have development experience beyond the confines of his chosen specialty, and have a working knowledge of concepts which are applicable to the Oriental scene. The Rural Development Advisor should possess good written and verbal communication skills.

2. Regional Nutrition Supervisor

The Regional Nutrition Supervisor will be responsible for overseeing the development of nutrition and health education programs on a national level. Where such programs have begun, the Nutrition Supervisor will examine and evaluate the programs with a view to improvement and/or expansion in coordination with the Rural Development Advisor for successful integration of community development projects, i.e.

- participation in training sessions of local area nutrition aids, who will in turn teach mothers in their communities better methods of using indigenous foods and more healthfully balanced nutrition
- advise and teach proper hygiene and sanitation in cooperation with the Rural Development Advisor
- supervise the upgrading of on-going health and nutrition education programs
- develop evaluators for following up health and nutrition improvement programs

Qualifications for the Regional Nutrition Supervisor begin with quality academic attainments in the specific discipline, familiarity with the nutrition and health problems of the area and work experience in the Region including some at the village level. The ability to communicate easily and fully would be an important and valuable adjunct.

The Regional Nutrition Supervisor, as also the Rural Development Advisor, would be based in the Philippines, and serve the region including Indonesia, Cambodia, Vietnam and Laos, as well as other countries as needs dictate and conditions permit. They will formulate action plans aimed at the development of country program projects, linking agriculture, nutrition and human resource development.

3. Training Seminars

During the past few years, the regional seminars, particularly, have been used increasingly as vehicles not only for the exchange of experiences and the introduction of new information of methods of operation, but also as forum for the establishment of joint goals, objectives and planning. In order to be able to make use of this training process, in conjunction with the input of the Regional Nutrition Supervisor and the Rural Development Advisor, support is requested for in-country workshops to be held the second year, and for a Regional Meeting to be held in the third year in the area of East Asia and the Pacific.

In the second year, it is envisioned that the team will hold several in-country meetings of personnel from Catholic Relief Services, counterpart agencies, and project holders, in order to coordinate and improve program planning, project design, and implementation and evaluation.

In the third year, emphasis will be on monitoring on-going expansion activities to the extent possible to test and evaluate this approach. A full regional meeting will be held to communicate and evaluate results, to indicate areas for special attention or improvement, and choose other areas for application of this model approach.

MID-EAST, NORTH AFRICA AND SOUTH ASIA REGIONAL D.P.G. PROPOSAL SUMMARYIMPLEMENTATION PLAN

- 1) A Rural Development Advisor will be employed midway in the first grant year, to concentrate on the Indian Sub-Continent, including Bangladesh and Pakistan. The candidate will work in close coordination with present country, C.R.S. and counterpart staff toward the over-all goal of designing and implementing rural development programs on the national level. To this end, the candidate will be expected to provide the following services: a) Conduct general review to identify major country-wide problem areas and specific needs in each country and/or zone; b) Analyze and advise on current programs involving agricultural systems, and those on-going programs (particularly in nutrition education) to which agricultural components could be effectively added; c) Develop alternatives and select one which could be expected to achieve most effective results based on resource availability and past C.R.S. project experience; d) Assist country level staff and local entities (counterparts, cooperative societies, individual project holders) in upgrading their planning and programming capabilities through Zonal workshops with a focus on training "project implementors".

Qualifications for the position of Rural Development Advisor relate to his task of working with local voluntary agency personnel, government officials, and people in the rural sector to assess needs and resources and to suggest practical programs. He should be trained in agriculture or community development yet possess broad development experience beyond the area of emphasis and have a general working knowledge of conditions affecting rural development in the Indian Sub-Continent. He should be oriented to, and ideally be experienced in, pragmatic work at the village level. It is important that the candidate relate and communicate well with people at all levels, and be able to train those with whom he is working, both informally and in structured sessions. The candidate should be willing to be based in New Delhi and travel between six to eight months of the year within the geographical confines of the Sub-Continent and once annually to the Rome Regional Office and New York Headquarters. While reporting directly to the Regional Office, he would be expected to coordinate his day-to-day activities closely with the C. R.S. field and zonal administrative staff. A general phasing-in period of approximately six months is anticipated at the beginning of his employment.

- 2) In the Middle East/North Africa areas, financial support is requested for a Sub-Regional Seminar/Workshop to be held in the second year after grant implementation for the purpose of analyzing and evaluating country nutritional programs developed as a result of the Regional Seminar on Nutrition Planning and Programming held in Bangalore, India in January 1975, and also to upgrade the capabilities of all personnel involved in administration of nutrition education programs, including C.R.S. American and local staff, local counterpart, government and clinical representatives. In order to continue and augment the on-going training processes in development planning, programming and evaluation, budgetary assistance is being requested for a full Regional Seminar to be held during the third

year after grant implementation, to include participants from the Middle East, North Africa and Indian Sub-Continent. This session could focus on a review of the regional and country situations, exchange of experiences, introduction of new information or methods of planning, operation and evaluation and also serve as a forum for the establishment of new goals and objectives in all categories of development. In addition to these Regional and Sub-Regional Seminars, the Rural Development Advisor will be expected to participate in a series of zonal-level training workshop/seminars for C.R.S. counterpart zonal staff and project holders specifically on the Indian Sub-Continent throughout the duration of this grant period.

SOUTH AMERICA REGIONAL D.P.G. PROPOSAL SUMMARY

This proposal requests support for (1) a technical team to concentrate in the four Andean countries of Colombia, Ecuador, Peru and Bolivia and (2) funds for training seminars in the field.

The purpose of the team is to assist in organizing long-range development plans for C.R.S. in each country and to provide local agencies with assistance in the areas of planning, evaluation and training. The qualifications of the team, composed of Andean country nationals, include university-level training, experience in development activities and intimate knowledge of the region. The three disciplines involved are: (1) a development planner, (2) a health/nutrition advisor and (3) an agricultural advisor.

Their first two years will be divided into stays of about six months in each of the four countries. Therefore, they will have no one country as a base of operations. Before beginning activities in each country, the C.R.S. program director will do all necessary advanced planning. The team, in all four countries, will have temporary office space, secretarial assistance and vehicles available to them through the local C.R.S. program and counterpart agencies.

Once in the country, the team, working with the C.R.S. in-country staff, will begin immediately three stages of work:

- 1) An inventory of development needs and resources.
- 2) Evaluation of specific programs where C.R.S. is collaborating with other agencies in significant projects.
- 3) The team will intensify their work with agencies that demonstrate the interest and capability to collaborate in longer-range developmental planning. Working with the personnel of these agencies, a desirable training program aimed at improving planning and management capabilities will be organized. This stage will include the planning of integrated programs for funding.

The composite data gathered in these three stages, then will provide the substance of a C.R.S. plan for each country. These plans will place C.R.S. development activities within a national context, indicate specific priorities and target resources C.R.S. plans to invest or attract from other sources for programs over several years. They will be prepared by the C.R.S. staff in each country, with technical and advisory inputs from the team members in close concert with the C.R.S./N.Y. executive staff. An annual evaluative review is programmed so that there will be ample opportunity to replan any aspects of this proposal.

The third year would be used for follow-up in each of the four countries as necessary. At the end of three years, if the project purpose is achieved, C.R.S. does not expect it will be necessary to continue this team as a separate entity. Continuity will be maintained in two principal manners: 1) the creation of national technical teams among private agencies and 2) absorption of some of the team's activities within C.R.S.'s regular structure.

The annual ten-day seminars will concentrate on practical themes concerning development. About thirty participants from South America C.R.S. and counterpart staff will attend. The Andean team, outside consultants and C.R.S./N.Y. staff will be used as necessary. Preliminary plans will be prepared six months in advance and detailed workplans for each seminar readied at least six weeks in advance.

CENTRAL AMERICA/CARIBBEAN REGIONAL D.P.G. PROPOSAL SUMMARY

Budgetary assistance is requested for the salaries, travel and other support costs of two technical advisors, a Planner-Evaluator and a Rural Development Advisor, and for three training seminars. The two technical advisors, based in Guatemala, but reporting to the Regional Office in New York, will join the C.R.S. Medical/Public Health Consultant and the Caritas Coordinator to form a regional-level support team providing guidance to C.R.S. and counterpart staff in nine countries.

The Planner-Evaluator would have chief responsibility for strengthening C.R.S. and Caritas skills in program planning, management, and evaluation. Specific attention would be focused on the analysis of practices currently in use and the creation and introduction of improved planning and evaluation systems which are particularly suited to the role, capacity, and small-scale nature of our programs. He would also be expected to serve as a trainer in management systems at regional and national level seminars; as a designer of simple feed-back systems for evaluation and goal articulation at the level of base community groups; and as an advisor on specific regional and national level programs, both during the design stage and during the regular evaluation stages, assisting in the reformulation of objectives and project activities.

The chief responsibility of the Rural Development Advisor would be directed to the design and implementation of integrated rural development programs within specific national settings. To this end, he will be expected to provide the following services: analysis of and advice on current programs involving agricultural systems, and those on-going programs (particularly in nutrition and community development) to which agricultural components could be effectively added; technical assistance in the design and implementation of new programs; participation in training seminars on the regional and national levels; and a focal point for the exchange of information among national programs. Finally, he would serve as a linkage with existing government and other private institutional programs in order to facilitate cooperation in funding and programming on behalf of the small farmer.

As mentioned above, these two technical advisors would be expected to participate in regional and national level training seminars. The three, for which funds are requested under this grant, will supplement an already on-going training program aimed at the directorial level of C.R.S. and counterpart staff in this region. Two of these seminars will focus on the particular areas of concern of the advisors. One, entitled Planning/Evaluation II, could be a follow-up to a C.R.S.-financed session scheduled for this summer, and focus on a review of the regional and country situations a year later, establishing new targets for achieving more rational, cost-effective methods of operation in both overall organization and development projects. The second could provide a forum for the analysis of the general agricultural situation in Central America and the Caribbean, and utilize a systems approach to determine appropriate intervention points for C.R.S. and Caritas attention. While the substance of the third will be determined during the grant period, important issues in development planning, to which it could address itself, include Achieving Institutional Self-Sufficiency, Appropriate Motivation Techniques in Human Promotion and Peasant Organization.

An evaluation plan incorporating quantitative data-gathering and a more qualitatively oriented semi-annual review has been designed to ensure that the purpose of the grant is being achieved. It is expected that, if the program is successful, the demand for the services offered under this program will increase rather than diminish, and the technical advisors would become Caritas regional staff members. Plans would be developed to retain their services through national Caritas contributions and through grants from C.R.S. and other donors.

BUDGET RESUME

	<u>1st Year</u>	<u>2nd Year</u>	<u>3rd Year</u>	<u>TOTAL</u>
I. TECHNICAL PERSONNEL Field -Eleven				
Personnel	\$118,838	\$174,295	\$191,725	\$484,858
Travel	30,100	39,500	43,450	113,050
Per Diem	44,200	58,600	58,600	161,400
Partial Office Support	36,000	41,000	45,100	122,100
II. TRAINING SERVICES	87,000	142,500	205,500	435,000
III. EVALUATION	19,554	19,554	21,508	60,616
TOTAL:-	<u>\$335,692</u>	<u>\$475,449</u>	<u>\$565,883</u>	<u>\$1,377,024</u>

1973 Financial Statement

Catholic Relief Services

—United States Catholic Conference



is the official overseas relief and development agency of the Catholic bishops of the United States. Organized in 1943, it has, since that date, served the needy and deprived in other lands without regard to race, creed or color.

WORLD HEADQUARTERS

1011 First Avenue, New York, N. Y. 10022

FACT: CRS-USCC in 1973 shipped supplies to 75 countries. Because of this network of stockpiles of relief supplies throughout the developing world, CRS-USCC is able to respond virtually at a moment's notice to alleviate the suffering of those afflicted by disasters and emergencies.

FACT: In each of its programs, CRS-USCC emphasizes the "self-help" concept. Direct relief is given to those in need in times of disasters and emergencies. At other times "dole" type relief programs are avoided and recipients are expected to participate in programs designed to help them not only help themselves but to help others.

FACT: Almost 24 billion pounds of food, clothing and medicines have been distributed through CRS-USCC since 1943. The shipments involved were valued at more than \$1.5 billion. Looming large in these distributions were U.S. Government-donated foods made available under Title II of Public Law 480.

FACT: Throughout 1973, every five hours on an average, a shipment of CRS-USCC supplies departed from an American port for one of the countries in which it serves the most needy.

FACT: An estimated 20 million hungry, homeless, or desperate and driven needy received help through CRS-USCC in 1973.

FACT: While the U.S. Government, foreign governments and private foundations or funding groups—American, Canadian, European and Australasian—contributed to the CRS-USCC program, it is the generosity of individual Americans, Catholic and non-Catholic, which makes this global work of mercy possible.

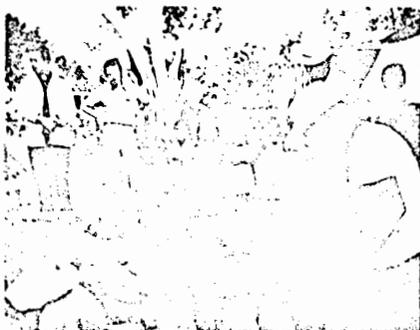
FACT: The value of the basic CRS-USCC contributed dollar is shrinking. Hard hit by inflation at home and the devaluation of the dollar overseas, CRS-USCC must attract additional dollars to its basic support if it is to continue to serve the growing numbers of the needy throughout the world.

HOW CRS-USCC MULTIPLIES THE CONTRIBUTED DOLLAR

Take the basic grant from the annual collection in the Catholic churches throughout the United States and the contributions received directly by CRS-USCC from concerned Americans, and add

- U.S. Government-donated Title II foods
- Clothing and blankets contributed in the annual Thanksgiving Clothing Collection conducted by CRS-USCC
- The governmental and intergovernmental grants to CRS-USCC for refugee relief and resettlement
- The gifts in cash from American foundations and in cash and in kind from private funding agencies in Europe, Canada and Australasia

and you will find that CRS-USCC translates each basic contributed dollar into more than twenty times its value in goods and services for the needy overseas.



BEST AVAILABLE COPY

statement of support,

Revenue and Expenses and Changes in Fund Balances For the Year Ended December 31, 1973

	Total All Funds	Current Funds		Land, Buildings and Equipment Fund	Endowment Funds
		Unrestricted Funds	Restricted Funds For Designated Purposes		
Public Support and Revenue:					
Public Support:					
Bishops' Committee Allocation	\$ 5,618,604	\$5,618,604	\$	\$	\$
Contributions—In Cash	10,012,709	85,014	9,732,605		195,090
Contributions—In Kind (Note 7)	70,753,541		70,753,541		
Governmental Grants, Contracts and Reimbursements	22,440,976		22,440,976		
Total Public Support	<u>\$108,825,830</u>	<u>\$5,703,618</u>	<u>\$102,927,122</u>		<u>\$195,090</u>
Revenue:					
Investment Income	326,439		326,439		
Total Support and Revenue	<u>\$109,152,269</u>	<u>\$5,703,618</u>	<u>\$103,253,561</u>	<u>\$ -0-</u>	<u>\$195,090</u>
Expenses:					
Program Services:					
Basic Relief Services	\$ 11,605,095	\$1,170,026	\$ 10,388,285	\$ 46,784	
Refugee Relief and Resettlement	4,335,425	529,055	3,796,920	9,450	
Disaster and Emergency Relief	7,885,876	478,762	7,398,476	8,638	
Programs for Human Development	83,909,095	3,130,041	80,717,899	61,155	
Total Program Services	<u>\$107,735,491</u>	<u>\$5,307,884</u>	<u>\$102,301,580</u>	<u>\$ 126,027</u>	
Supporting Services:					
Management and General	\$ 482,614	\$ 476,842		\$ 5,772	
Fund Raising	256,168	256,168			
Total Supporting Services	<u>\$ 738,782</u>	<u>\$ 733,010</u>		<u>\$ 5,772</u>	
Total Expenses	<u>\$108,474,273</u>	<u>\$6,040,894</u>	<u>\$102,301,580</u>	<u>\$ 131,799</u>	
Excess (Deficiency) of Public Support and Revenue over Expenses	\$ 677,996	\$ (337,276)	\$ 951,981	\$(131,799)	\$195,090
Other Changes in Fund Balances:					
Property and Equipment Acquisitions from Unrestricted Funds		(140,571)		140,571	
Transfer of Restricted Funds to Endowment Funds			(82,126)		82,126
Adjustments to Record Inventories	2,499,240		2,115,633	383,607	
Fund Balances, Beginning of Year	7,857,563	264,139	7,593,424	-0-	-0-
Fund Balances, End of Year	<u>\$ 11,034,799</u>	<u>\$ (213,708)</u>	<u>\$ 10,578,912</u>	<u>\$ 392,379</u>	<u>\$277,216</u>

balance sheet

December 31, 1973

	<u>Total</u>	<u>Current Funds</u>		<u>Land, Buildings and Equipment Funds</u>	<u>Endowment Funds</u>	<u>Custodian Funds</u>
		<u>Unrestricted Funds</u>	<u>Restricted Funds For Designated Purposes</u>			
ASSETS						
Cash:						
United States Dollars	\$ 4,156,322	\$ 644,488	\$ 3,474,067	\$	\$	\$37,767
Local Currency in Foreign Offices	1,835,671	95,813	1,739,858			
Certificates of Deposit	4,000,000		4,000,000			
Securities	277,216				277,216	
Accounts Receivable	72,919	72,919				
Sundry Receivables	16,794	16,794				
Inventory of Relief Supplies	2,115,633		2,115,633			
Land, Buildings and Equipment—At Cost						
Less Accumulated Depreciation	<u>1,767,319</u>			<u>1,767,319</u>		
Total Assets	<u>\$14,241,874</u>	<u>\$ 830,014</u>	<u>\$11,329,558</u>	<u>\$1,767,319</u>	<u>\$277,216</u>	<u>\$37,767</u>
LIABILITIES, RESERVES AND FUND BALANCES						
Liabilities:						
Accounts Payable	\$ 346,860	\$ 346,614	\$ 246	\$	\$	\$
Committed Funds on Peru Disaster	750,400		750,400			
Deferred Income—Bishops' Committee Allocation for January, 1974	467,843	467,843				
Mortgage Payable	1,374,940			1,374,940		
Reserves:						
For Contingent Liability on Contracts and Overseas Income Taxes	29,305	29,305				
For Termination of Overseas Personnel Required by Local Law	199,960	199,960				
Fund Balances (Overdraft)	<u>11,072,566</u>	<u>(213,708)</u>	<u>10,578,912</u>	<u>392,379</u>	<u>277,216</u>	<u>37,767</u>
Total Liabilities, Reserves and Fund Balances	<u>\$14,241,874</u>	<u>\$ 830,014</u>	<u>\$11,329,558</u>	<u>\$1,767,319</u>	<u>\$277,216</u>	<u>\$37,767</u>

(See Accompanying Notes to Financial Statements.)

auditors report

June 11, 1974

We have examined the balance sheet of the Catholic Relief Services-United States Catholic Conference as of December 31, 1973, and the related statements of support, revenue and expenses and changes in fund balances for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances, except that the information reported herein for the offices located outside the United States has been taken from information supplied by these offices without independent audit.

In our opinion, the aforementioned financial statements present fairly the

financial position of Catholic Relief Services-United States Catholic Conference at December 31, 1973, and the results of its operations and changes in fund balances for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year, except that the 1973 balance sheet reflects the inventory of relief materials on hand, whereas in prior years this inventory was not reflected as an asset at the year's end and the 1973 statement of expenses includes depreciation on equipment in lieu of charging equipment purchases directly to expenses as had been the policy in former years.

O'KEEFE & McKAY Certified Public Accountants
360 LEXINGTON AVENUE, NEW YORK, N. Y. 10017

Respectfully submitted,
O'Keefe & McKay
Certified Public Accountants

- 1 **Summary of Significant Accounting Policies.** The financial statements include the accounts of the New York Headquarters as well as the Regional and/or Program Offices abroad. Bank balances for all accounts in the United States and abroad were confirmed with the depositories and reconciled to the financial reports submitted by the offices overseas and to the control accounts maintained for all offices and the New York Headquarters books.
- 2 **Certificates of deposit and investments** are stated at cost or market value at time of acquisition. The policy followed in regard to donated securities is to arrange for their immediate sale unless specifically requested not to do so by the donor. The securities on hand in the Endowment Fund are being held at the donor's request.
- 3 **Land and Building.** On April 3, 1973 the agency purchased a warehouse building in Glendale, New York at a cost of \$1,400,000 plus closing fees, mortgage tax, etc., in the amount of \$20,615. The \$1,400,000 is covered by a twenty year mortgage at an effective interest rate of 6.94% with interest and amortization payments of \$32,500 per quarter. During the year 1973 three such payments were made of which \$25,060 represented principal payments and \$72,440 interest charges. The quarterly interest and amortization payments of \$32,500 approximate the rent paid on the former warehouse. Depreciation is provided on a straight line basis over the estimated useful life of the building.
- 4 **Equipment purchases** have been capitalized and depreciation taken on a straight line basis over the useful life.
- 5 **Committed Funds on Peru disaster** represent long term commitments of funds derived from contributions toward the Peru earthquake received in 1970. These committed funds are being used for development and rehabilitation in the earthquake area.

- 6 **Custodian Fund.** These are funds held for others and are not considered as part of the agency's revenue or support.
- 7 **Contributions in kind** include items received from the United States Government and shipped overseas consisting of food and other donated commodities valued at \$50,524,050 based upon the market valuation placed upon these items by the Commodity Credit Corporation, and United States Government excess property items valued at \$617,777 based upon the original cost of acquisition less actual cost to the agency, plus clothing valued at \$19,611,714 received from private sources calculated at \$1.50 per pound for wearing apparel, and \$.75 per pound for shoes which we have been assured is the rate mutually agreed upon as a fair value by the major agencies engaged in similar work.
- 8 **Inventory of Relief Supplies.** The Inventory at December 31, 1973 includes contributions in kind valued as noted in Note 7, plus purchased items valued at cost.
- 9 **Fund raising expenses** shown on Exhibits A and B relate to the expenses incurred for the most part in connection with the promotion of the Laetare Sunday Campaign from which the Catholic Relief Services-United States Catholic Welfare Conference receives the Bishops' Committee allocation.

GENERAL COMMENTS

This audit report has been adjusted along the lines suggested in the "Industry Audit Guide" for "Audits of Voluntary Health and Welfare Organizations" prepared by the Committee on Voluntary Health and Welfare Organizations of the American Institute of Certified Public Accountants which necessitated the adjustments made to record the inventory of relief supplies on hand at December 31, 1973 and the capitalization of equipment purchases and the recording of depreciation on equipment.

O'Keefe & McKay
Certified Public Accountants

BEST AVAILABLE COPY

CATHOLIC RELIEF SERVICES—USCC

1011 FIRST AVENUE
NEW YORK, N. Y. 10022

OFFICERS AND TRUSTEES (as of December 31, 1973)

BOARD OF TRUSTEES

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Archbishop Leo C. Byrne, Vice Chairman
Bishop James S. Rausch, Secretary
Archbishop Thomas A. Donnellan, Treasurer
John Cardinal Dearden
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Bishop Edward D. Head
Bishop John A. Marshall
Bishop Gerald F. O'Keefe
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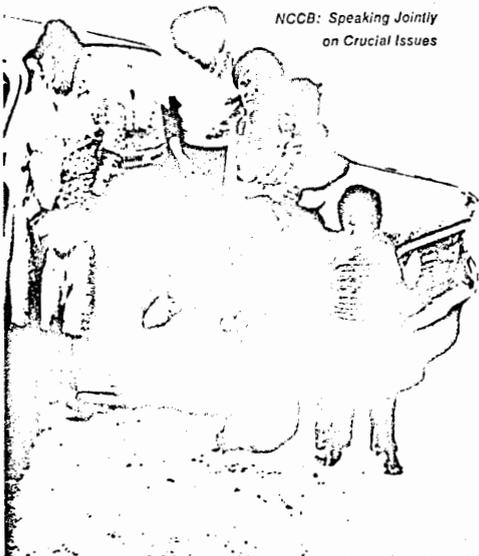
ADMINISTRATIVE STAFF

Bishop Edward E. Swanstrom, Executive Director
Monsignor Andrew P. Landi, Assistant Executive Director
Edward M. Kinney, Assistant to the Executive Director
James J. Norris, Assistant to the Executive Director

Today as in the past the National Conference of Catholic Bishops and the United States Catholic Conference sponsor many programs of service to the Church and the nation. Here are some current or recent major activities of the two organizations.

General meetings of the Catholic bishops of the United States . . . policy statements and documents on key religious and moral issues . . . research on the Catholic priesthood in the U.S. . . . implementation of Vatican II decisions on liturgical reform . . . sponsorship of ecumenical dialogues with other religious groups . . . development of comprehensive guidelines for seminary training in U.S. . . . assistance to diocesan programs for permanent deacons . . . study and research on important pastoral questions.

NCCB: Speaking Jointly on Crucial Issues



Publications, national news service, radio and TV programs, public information services . . . foreign and domestic programs to fight poverty and promote human development . . . aid to migrants and refugees . . . services to Catholic schools, religious education, youth work, and campus ministry . . . representation of Church interests in legislative matters and litigation . . . response to the pastoral needs of the Spanish speaking community . . . projects to foster lay involvement in the Church . . . national programs of education and information to encourage respect for human life . . . assistance to diocesan family life work . . . USO programs . . . services to Catholic hospitals and chaplains . . . education and action concerning social justice and peace.

USCC: National-Level Action Agency



STATISTICAL OVERVIEW

- 48.5 million Catholics
- 160 dioceses and archdioceses
- 300 cardinals, archbishops and bishops
- 36,000 diocesan priests
- 20,000 religious order priests
- 143,000 sisters
- 9,000 brothers
- 24,000 parishes and missions
- 400 seminaries
- 260 colleges and universities
- 8,500 elementary schools
- 1,700 high schools
- 4 million students in Catholic educational institutions
- 5.5 million public school students receiving religious instruction
- 800 Catholic hospitals treating 25 million patients annually
- 215 orphanages and infant asylums
- 440 homes for invalids and the aged
- 170 nursing schools



National Conference of Catholic Bishops
and
United States Catholic Conference
1312 Massachusetts Avenue, N.W.
Washington, D.C. 20005
202-659-6600

NCCB USCC

service to
the church

the nation

What they are and what they do

Two organizations with headquarters in Washington, D.C., play a major role in coordinating the service activities of the Catholic Church in the United States. They are the National Conference of Catholic Bishops (NCCB) and the United States Catholic Conference (USCC).

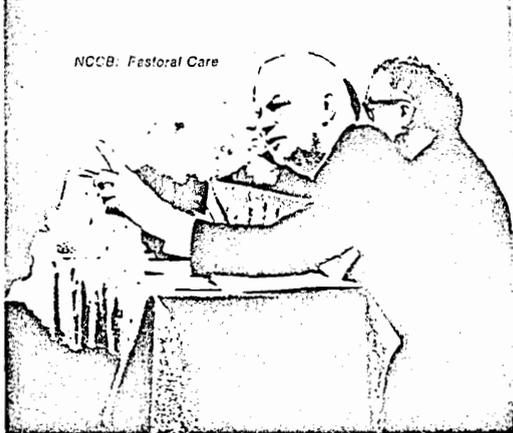
NCCB

The National Conference of Catholic Bishops is a canonical body in and through which the U.S. bishops communicate and co-operate in the exercise of their pastoral duties.

Like other bishops' conferences around the world, NCCB finds its basis in the Second Vatican Council's Decree on the Pastoral Office of Bishops in the Church. The Decree describes such a conference as a body in which "the bishops of a given nation or territory jointly exercise their pastoral office to promote the greater good which the Church offers mankind."

NCCB functions through a number of bishops' committees, which prepare materials for the consideration of the bishops and carry out their decisions.

NCCB: Pastoral Care



USCC

The United States Catholic Conference is a civil corporation and an agency through which the bishops collaborate with the other members of the Church—priests, religious and laity—in areas where voluntary collective action on an interdiocesan and national basis can benefit the Church and society.

Its origins go back to 1917, when the bishops established the National Catholic War Council to coordinate the service work of the Church during World War I. After the war the "Council" became the National Catholic Welfare Conference. The name was changed on January 1, 1967, to the United States Catholic Conference.

USCC carries on its civic and religious service through four staff offices, three departments incorporating a number of specialized divisions and several affiliated organizations.

USCC: Civic and Religious Service



National Conference of Catholic Bishops

The purpose of NCCB is to provide the bishops of the United States and its territories with opportunity to exchange ideas and experiences involving the pastoral needs of the Church. Through NCCB the bishops speak jointly on crucial issues and initiate national programs in answer to national needs.

Decisions of NCCB normally do not have binding force. But when passed by a two-thirds majority, it is expected that they will be observed by all bishops as an expression of collegial co-responsibility.

The officers of NCCB are a President, Vice President, Treasurer and Secretary. The chief executive officer is the General Secretary (who, if a bishop, is also Secretary of the Conference).

NCCB functions through a plenary Assembly, an Administrative Committee of 40 bishops, an Executive Committee, and other standing and ad hoc committees—more than 30 at present. In addition, a 60-member Advisory Council, composed of priests, religious and lay persons as well as bishops, regularly reviews the activities of the conference and offers suggestions to the Administrative Committee.

NCCB committees relate to the major pastoral concerns of the bishops and the Church as a whole. Among them are committees for canon law, doctrine, ecumenical and interreligious affairs, Latin America, human development, liaison with priests, religious and laity, liturgy, missions, the nomination of bishops, pastoral research and practices, the permanent diaconate, priestly formation, vocations, the lay apostolate, population and pro-life activities, farm labor, liaison with the National Office for Black Catholics, priestly life and ministry, the Spanish speaking, and women in society and the Church.

United States Catholic Conference

USCC is the national-level action agency of the Catholic Church in the United States. NCCB is its parent body and normally carries out its action programs through USCC. It conducts programs in such fields as education, social justice and communications. It also seeks to coordinate and assist counterpart activities in the dioceses of the country.

The officers of NCCB are also the officers of USCC, and the same General Secretary is responsible for administering both organizations. USCC has an Administrative Board of bishops, which receives recommendations from the various USCC committees as well as the NCCB/USCC Advisory Council.

USCC is organized on a departmental basis, with three major departments—Education, Social Development and World Peace, and Communication. Each has its own committee, composed of bishops and non-bishops who meet regularly to review the work of the department and formulate policy.

The Department of Education has divisions for elementary and secondary education, higher education, religious education, family life, and youth activities.

The Department of Social Development and World Peace has divisions for chaplains services, health affairs, justice and peace, rural life, the Spanish speaking, and urban affairs. Also closely related to the department are agencies for Latin America and for migration and refugee services.

The Department of Communication has divisions for public information, film and broadcasting, the National Catholic News Service, and creative services.

Staff offices of the USCC General Secretary include those of general counsel, government liaison, finance and administration, planning, and research.

Working in close association with USCC are the National Council of Catholic Laity, the National Catholic Community Service, the Campaign for Human Development (the U.S. Catholic domestic anti-poverty program), and Catholic Relief Services (the U.S. Catholic overseas relief agency).

BOARD OF TRUSTEES - CATHOLIC RELIEF SERVICES - U.S.C.C.

Archbishop Joseph Bernardin, Chairman
Cardinal John Carberry, Vice Chairman
Archbishop Thomas Donnellan, Treasurer
Bishop James Rausch, Secretary

Cardinal John Krol
Archbishop William Borders
Archbishop Robert Sanchez
Bishops: Paul Anderson
Alden Bell
Edwin Broderick
Harry Clinch
Thomas Connolly
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Joseph Crowley
John Cummins
Joseph Daley
Maurice Dingman
Carroll Dozier
Justin Driscoll
Patrick Flores
Louis Gelineau
F. Joseph Gossman
George Guilfoyle
Joseph McNicholas
James Malone
John Marshall
Gerald O'Keefe
Francis Shea
George Speltz

EXECUTIVE COMMITTEE - Catholic Relief Services - U.S.C.C.

Archbishop Joseph L. Bernardin, Chairman
John Cardinal Carberry, Vice Chairman
Archbishop Thomas A. Donnellan, Treasurer
Bishop James S. Rausch, Secretary
Bishop Joseph Daley
Bishop George Guilfoyle
Bishop Francis Shea
Bishop Edward D. Head

CATHOLIC RELIEF SERVICES - U.S.C.C.

STAFF - WORLD HEADQUARTERS - 1011 FIRST AVENUE, NEW YORK, NEW YORK 10022

EXECUTIVE OFFICE

Most Rev. Edward E. Swanstrom	Executive Director
Rev. Msgr. Andrew P. Landi	Assistant Executive Director
Mr. Edward M. Kinney	Assistant to the Executive Director
Mr. James J. Norris	Assistant to the Executive Director
Mr. Paul Feyereisen	Special Assistant, Government and Special Projects
Sister Mary Evelyn Jegen, S.N.D.	Education Consultant
Miss Matthia Marley	Administrative Assistant - Overseas Personnel
Mrs. Catherine Burke	Administration Officer
Miss Krystina Cholewicka	Transportation Officer
Mr. Joseph Hui	Supervisor - Overseas Office Administration

REGIONAL PROGRAM STAFF

Sub-Sahara Africa

Rev. Msgr. Wilson E. Kaiser	Regional Director
Mr. Kenneth Hackett	Development Assistant
Mr. Abdeslem Elalami	Administrative Assistant
Miss Rosme Curtis	Regional Development Consultant (based in Nairobi, Kenya)
Rev. Carlo Capone	Medical & Nutritional Advisor (based in Nairobi)
Rev. Rocco Serra	Leprosy Advisor (based in Sierra Leone)

South America

Rev. Msgr. Roland Bordelon	Regional Director
Mr. Daniel P. Santo Pietro	Development Assistant
Mrs. Edith Hubler	Administrative Assistant

East Asia and Pacific

Rev. Robert L. Charlebois	Regional Director
Miss Julie Villaume	Development Assistant
Miss Frances Barradas	Administrative Assistant

Central America, Caribbean, Mexico and Panama

Mr. James D. Noel, Jr.	Regional Director
Mrs. Elaine Edgcomb	Development Assistant

Europe, Middle East, North Africa & South Asia

Rev. Msgr. Joseph J. Harnett
Mr. Thomas McCann
Mrs. Berta McCann

Regional Director (based in Rome)
Assistant to the Regional Director (Rome)
Program Director for Malta & Administrative
Assistant at the Regional Headquarters
(Rome)

Miss Jewel Slingerland

Administrative and Development Assistant
(New York)

SUPPORTING SERVICES

Development Services

Miss Maryanne Dulansey

Director

Nutrition Office

Mrs. Darlene Ramage

Supervisor

Finance Office

Miss Eleanor Stein
Mr. Lawrence Sgaraglio

Comptroller
Assistant to the Comptroller

Office Of Information, Promotion and Appeals

Mr. Gilbert Cawley
Mr. John Franchetti

Assistant Director
Assistant Director

Program and Supply Section

Mr. Anthony M. Foddai
Mr. John Donnelly
Mr. Armando Sonaggere
Mr. S. Joseph Manning
Mr. Thomas Caffrey
Mr. Loc Van Bui

Director
Assistant to the Director
Assistant to the Director
Special Designated Shipments- Latin America
Special Designated Shipments - All Other Areas
Freight Reimbursement

Purchasing Section

Mr. Oscar Ratti
Mr. John Kelly

Purchasing Agent
Assistant Purchasing Agent

Warehousing and Processing Section

(73-25 Woodhaven Blvd., Glendale, Queens, New York)

Mr. Donald H. Kingston
Mr. James McClory

Warehousing & Processing Liaison Officer
Warehouse Superintendent

National Council of Catholic Laity

Miss Eileen Egan
Miss Jean Gartlan

Project Supervisor-CRS; Consultant - Works of
Peace Overseas Aid Program - NCCL
Assistant Project Supervisor and Consultant

CATHOLIC RELIEF SERVICES

UNITED STATES CATHOLIC CONFERENCE

1011 First Avenue, New York, N.Y. 10022

Telephone: (212) 838-4700 • Cable: CATHWEL New York • Telexes: 224241 and 667207 -

Most Rev. Edward E. Swannstrom, D. D.
Executive Director

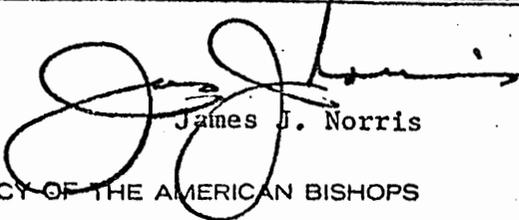
Rev. Msgr. Andrew P. Landi
Assistant Executive Director

Edward M. Kinney • James J. Norris
Assistants to the Executive Director

PERSONNEL REPORT

December 31, 1974

<u>NEW YORK STAFF</u>	<u>- NEW YORK PAYROLL -</u>		<u>- LOCAL PAYROLL -</u>		<u>TOTAL</u>
	<u>U. S. Citizens</u>	<u>Inter-national</u>	<u>TCN's and Local Prof.</u>	<u>Non-Prof.</u>	
Executive Office	30				30
Comptroller	15				15
Program and Supply	25				25
Information Office	10				10
Development Services	2				2
Warehouse	120				120
NEW YORK TOTAL	202				202
<u>GENEVA OFFICE</u>	2		5	10	17
<u>OVERSEAS STAFF</u>					
Europe, North Africa					
Middle East and South Asia	25	4		170	199
Africa Sub-Sahara	32	13	17	132	194
East Asia and Pacific	38	28	15	350	431
Caribbean, Central America, Mexico and Panama	21			33	54
South America	20		1	15	36
TOTAL OVERSEAS	136	45	33	700	914
<u>VOLUNTEERS</u>					
Yemen - Hodeidah Hospital			11		11
Africa Sub-Sahara	11				11
	11		11		22
GRAND TOTAL	351	45	49	710	1,155


James J. Norris

THE OFFICIAL OVERSEAS RELIEF AND DEVELOPMENT AGENCY OF THE AMERICAN BISHOPS

- NEW YORK PAYROLL - - LOCAL PAYROLL -
U. S. Inter- TCN's and LOCAL
Citizens national Prof. Non-Prof. TOTAL

AFRICA SUB-SAHARA

Regional Office, New York	4	2			6
Nairobi	1	2		1	4
Sierra Leone		1			1
	<u>5</u>	<u>5</u>		<u>1</u>	<u>11</u>
Burundi	1			4	5
Cameron	1	1		4	6
Dahomey	1	1	1	3	6
Ethiopia	1			1	2
Gambia	1			2	3
Ghana	2		1	10	13
Kenya	2		2	9	13
Lesotho	2		4	5	11
Mali	1				1
Malagasy	1	1	1	7	10
Niger	2	1			3
Nigeria			1		1
Rwanda		1	1	3	5
Senegal	3		2	12	17
Sierra Leone	1		1	23	25
Sudan	2			19	21
Tanzania	2		2	10	14
Togo		1	1	4	6
Upper Volta	3	2		10	15
Zaire	1			5	6
	<u>27</u>	<u>8</u>	<u>17</u>	<u>131</u>	<u>183</u>
TOTAL	<u>32</u>	<u>13</u>	<u>17</u>	<u>132</u>	<u>194</u>

VOLUNTEERS

Ghana	2
Lesotho	1
Malagasy	2
Tanzania	1
Togo	1
Sudan	1
Upper Volta	2
Zambia	1
	<u>11</u>

- NEW YORK PAYROLL - - LOCAL PAYROLL -
U. S. Inter- TCN's and LOCAL-
Citizens national Prof. Non-Prof. TOTAL

EAST ASIA and PACIFIC

	U. S. Citizens	Inter-national	Prof.	Non-Prof.	TOTAL
Regional Office, New York, N.Y.	5	1			6
British Solomon Islands	1				1
Cambodia	15	23	2	132	172
Hong Kong		1		4	5
Indonesia	1		1	13	15
Korea	2			14	16
Laos	1			5	6
Macao		1		4	5
Philippine Islands	2	1	3	37	43
Singapore/Malaysia		1		2	3
Taiwan	1			2	3
Vietnam	10		9	137	156
	33	27	15	350	425
TOTAL	38	28	15	350	431

- NEW YORK PAYROLL -		- LOCAL PAYROLL -		TOTAL
U. S. Citizens	Inter-national	TCN's and Prof.	LOCAL Non-Prof.	

CARIBBEAN, CENTRAL AMERICA
MEXICO and PANAMA

Regional Office, New York
Guatemala

4				4
1			1	2
5			1	6

CARIBBEAN

Dominican Republic
Haiti
Jamaica

2			5	7
1			5	6
1			4	5
4			14	18

CENTRAL AMERICA

Costa Rica
El Salvador
Guatemala
Honduras
Nicaragua

1			1	2
3			3	6
2			3	5
2			4	6
2			3	5
10			14	24

MEXICO

1			3	4
---	--	--	---	---

PANAMA

1			1	2
---	--	--	---	---

TOTAL

21			33	54
----	--	--	----	----

	- NEW YORK PAYROLL -		- LOCAL PAYROLL -		
	U. S.	Inter-	TCN's and	LOCAL	
	Citizens	national	Prof.	Non-Prof.	TOTAL

SOUTH AMERICA

Regional Office, New York, N.Y.	5				5
Bolivia	2		1		3
Brazil	2			5	7
Chile	2				2
Colombia	2			5	7
Ecuador	2				2
Paraguay	1			1	2
Peru	3			2	5
Uruguay	1			2	3
	15		1	15	31
TOTAL	20		1	15	36