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SAVE THE CHILDREN
MATCHING GRANT
SECOND ANNUAL REPORT
TO THE
AGENCY FOR INTERNATIONAL DEVELOPMENT

January 14, 1981

Save the Children Federation/
Community Development Foundation

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MATCHING GRANT REPORT

I. INTRODUCTION AND OVERVIEW

A. Introduction

This is the second annual report on the activities and internal evaluation of the Save the Children/Community Development Foundation (hereafter referred to as Save the Children) Matching Grant which was signed on June 1, 1979, and made retroactive to January 1, 1979. The report will review the activities of and progress towards the Matching Grant objectives as of December 31, 1980.

The Matching Grant is a valuable tool which enables Save the Children to design its program with flexibility. With Matching Grant funds, the agency is able to examine its CBIRD methodology, develop a professional staff and enhance program efforts in the eight sectors of emphasis. This report is an attempt to summarize the progress made and the problems encountered during the first two years of the Matching Grant.

During 1980 Save the Children staff and consultants visited all Matching Grant countries and field offices. These inputs have been useful tools, not only to assess progress to date, but also to plan future activities which will help to ensure that Matching Grant purposes and outputs will be achieved. Save the Children believes that excellent progress has been made and that most if not all measures of project purpose and outputs will be exceeded before the end of year 3.

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B. Background

In July 1975, Save the Children received a three-year Development Program Grant (DPG) from the Agency for International Development. This grant significantly strengthened the agency's capacity to initiate, operate and sustain high quality programs of community-based integrated rural development. Additionally, Save the Children was awarded a nutrition grant and twelve Operational Program Grants. These OPGs have enabled the agency to supplement or initiate specific programs in Colombia, the Dominican Republic, Honduras, Guatemala, Upper Volta, Lebanon¹, Bangladesh, Korea, Tunisia, Yemen, Cameroon, and the occupied territories of Israel¹.

The three years marked a period of growth and achievement. New site survey and feasibility study techniques were developed, new programs were begun, and a transition was completed from a sponsorship-based program of child assistance to a multisectoral integrated development program. A planning and evaluation system was developed enabling Save the Children to have a constant process of critical self-evaluation.

The DPG ended December 31, 1978. The eighth and final report covering the entire three-year period of activities was submitted to the Agency for International Development May 7, 1979.

¹Lebanon and the occupied territories of Israel are special Grants, not OPGs.

During the latter part of 1977 and early 1978, meetings and discussions about new grant relationships between AID and the PVOs were taking place. Finally, in February 1978, Administrator John Gilligan proposed a new grant mechanism called Matching Grant which would succeed the DPG grant relationship. This new grant relationship between AID and the PVOs was said to be a very significant step forward in the recognition by the United States Government of the capacity and capability of U.S. voluntary organizations to provide effective and independent programs of international development. The Matching Grant was approved for implementation in a letter, dated June 9, 1978, to the PVO community from Tony Schwarzwald, Acting Assistant Administrator for Private and Development Cooperation.

Save the Children began planning and developing its agency proposal for a Matching Grant immediately and submitted a completed project proposal to the Agency for International Development in September 1978. It was hoped that the proposal would be approved and funding made available by January 1, 1979, when the DPG funding ended. This was not to be. A proposal review group was convened in November 1978, for Save the Children to make an oral presentation and respond to AID comments. As a result of this meeting certain modifications were requested by AID. Save the Children then submitted a summary rewrite on January 15, 1979. Again, modifications

were requested, including a reduction in the operational scope of the proposal from all of Save the Children's overseas programs to only eight. Another revision of the proposal was submitted January 31, 1979, and the Save the Children Matching Grant was finally approved and signed June 1, 1979.

C. Matching Grant Purpose and Objectives

1. Purpose

The Matching Grant proposal requests \$2,750,000 over a three-year period in support of Save the Children's expanded development assistance program which will be implemented in eight countries. The Gambia, Egypt, Sri Lanka and El Salvador were the four countries selected by Save the Children in which new country programs were to be developed over the next three years. The four old (established) country programs to be included in Matching Grant activities were: Korea, Lebanon, Honduras and Colombia.

Since that time four changes have been made or are presently under consideration:

- Indonesia was substituted for Korea as an "old" country program.
- Nepal has been included as a fifth "new" country.
- Save the Children has proposed that Ecuador be substituted for El Salvador and
- that Senegal replace the Gambia as a "new" Matching Grant country.

The purpose of this proposal is to support a community development process of CBIRD refinements which will be emphasized in 5 new programs, within the overall context of the agency's integrated development framework, in child/youth development; community leadership development; water resource development; credit extension; women in development; urban community development; appropriate technology; crafts production and marketing.

Funds are provided from the Matching Grant for technical support in planning and evaluation, training, administrative backup and direct project support.

An evaluation of the community-based integrated rural development methodology of Save the Children will be a corollary output. Through an evaluation process to be effected in each of the nine countries, at the end of three years Save the Children will be able to describe for the development community, a thoroughly-tested methodology and to point out the advantages and disadvantages of using this methodology for achieving effective development while promoting the dignity and self-respect of the poor people involved. By evaluating the community development methodology, as it is implemented in the new countries and refined in the old, Save the Children will be able to draw conclusions

which, hopefully, will support its major assumptions that:

- a. people in a community are, or can be, motivated to work together to meet their common needs;
- b. local individuals can identify and prioritize needs of their community;
- c. community participation in the decision-making, planning and implementation process is a most effective and just means to achieve progress;
- d. communities can integrate their planning over different sectors;
- e. local groups and agencies can harmonize their planning within larger regional and national development plans.

2. Objectives

The following major outcomes in relation to new or enlarged programs in priority areas are expected within three years from the initial receipt of Matching Grant funds: (Please see logical framework attached.)

- a. A minimum of 10 impact areas will have projects focusing on child/youth development.
- b. Community committees established and managed by local leaders in all new impact areas.
- c. A minimum of 10 impact areas will have projects focusing on the reduction of water-borne diseases, and on crop irrigation.

- d. At least 14 impact areas have implemented community credit programs in support of community projects.
- e. A minimum of 6 women's groups will be engaged in self-sustaining efforts to make significant improvement on the social and economic well-being of members, their families and communities.
- f. At least 3 urban impact areas established and functioning.
- g. Ten impact areas will have projects utilizing some appropriate technology to improve social and economic welfare of their community members.
- h. A minimum of 6 impact areas will have:
 - i. functional crafts production projects that will result in an increase of disposable income
 - ii. small income-producing activities.

II. IMPLEMENTATION

A. Latin America

1. El Salvador

a. Program

Save the Children began its El Salvador program in October 1979 with one impact area in the north-eastern province of La Union. This program was designed through the joint efforts of the Ministry of the Interior, the Directorate of Community Development (DIDECO), A.I.D. and Save the Children.

The impact area comprising the municipalities of El Sauce and Concepcion del Oriente is situated in the northeastern section of La Union. The municipalities are approximately equal in population, El Sauce having about 9,900 inhabitants and Concepcion with approximately 8,000 persons. Agricultural production is the predominant economic activity in this tropical region including cultivation of corn, sorghum, beans and rice as well as cattle raising.

The program is designed to address the most urgent needs of the region, namely: low income, limited and ineffectual utilization of water resources, health problems including malnutrition and high infant mortality and depletion of natural resources. Projects addressing these needs were initiated in

1980 in conjunction with Save the Children's Community Based Integrated Rural Development methodology, some of which are described under the sections dealing with the eight areas of emphasis further on in this report.

Save the Children has also established an appropriate technology demonstration center in Santa Rosa de Lima, a market town near the two impact areas. The center is concentrating on the demonstration of Lorena stoves, green fodder (sorghum) storage and soil erosion barriers. There is also a nursery which will be able to provide seedlings for several varieties of fruit trees. The nursery is part of a longer-term reforestation project.

The Save the Children program in El Salvador continues to operate despite the considerable political turmoil facing the country. Salvadorian Army patrols through the impact area and subsequent questioning by Army officials regarding activities supported by Save the Children have led some community members to fear an association with Save the Children projects. General strikes have caused lost working days. Travel is becoming more difficult as the road between San Salvador and La Union province is considered dangerous. Finally there is a dearth of

available international technicians due to a general reluctance to live in, or visit, El Salvador. While these factors have had a negative impact on the program, Save the Children believes that good progress has been made to date.

b. FY 1981 Planned Projects by Sector

	<u>SCF</u>	<u>Matching Grant</u>	<u>Other</u>
Public Works	\$1,056.00	-	\$15,496.00
Agriculture	1,900.25	-	2,690.70
Education	-	-	-
Health/Nutrition	771.00	-	3,250.00
Social Welfare	390.60	-	395.60
Industry &			
Commerce	1,915.60	-	801.00
Housing	-	-	-
	<hr/>	<hr/>	<hr/>
	\$6,033.45	-	\$22,633.30

2. Colombia

a. Program

In 1963 Save the Children commenced activities in Colombia and in 1973 adopted CBIRD as a programming methodology. Beginning in 1978 the three original impact areas were expanded to neighboring communities:

<u>Original Impact Area</u>	<u>Area Population</u>	<u>Area of Expansion</u>	<u>Population Area of Expansion</u>	<u>Total Population</u>
Guadaloupe	16,500	Suaza	12,000	28,500
Sibundoy	4,000	Santiago	7,200	11,200
Ubaque	<u>10,500</u>	Choachi	<u>14,000</u>	<u>24,500</u>
	31,000		33,200	64,200

The Colombia Field Office planned the above expansion into contiguous areas utilizing the existing trained field staff of the original impact areas to spearhead the initial efforts into the new municipalities. The field staff employed at the local impact area thus replicated the process of establishing a Save the Children program in three new areas.

The Guadaloupe-Suaza impact area is located in a mountainous area in Herike state. The area is characterized by minifundia (65% of the land consists of small plots of less than 8 acres) and principal

crops include sugar cane, beans, corn, coffee and cocoa. The Sibundoy-Santiago area, populated by Kamza and Inges Indian tribes, is located on a high river plain (altitude 7,500 feet) in the Putumayo State. The lower parts of this plain are subject to periodic flooding from the Putumayo River causing severe damage to the corn, potato and vegetable crops. Ubaque and Choachi are mountainous and arid, rural municipalities in the State of Cuncinamarca, 50 kilometers east of Bogota. Beans, potatoes, corn, guava and oranges are produced extensively in the area. The mountains in the area are afflicted with serious deforestation.

Matching Grant funds are presently being used in the Guadalupe, Sibundoy and Ubaque impact areas, primarily in the education and health/nutrition sectors, and also in agriculture, social infrastructure and industry and commerce.

b. FY 1981 Planned Project Investment by Sector

	<u>SCF</u>	<u>Matching Grant</u>	<u>Local Community & Other</u>
Public Works	\$ 11,960	\$ ---	\$162,691
Agriculture	---		3,917
Education	44,272		73,597
Health/Nutrition	48,800	11,950	166,989
Social Infra- structure	6,600	14,750	96,274
Industry & Commerce	26,043	5,000	14,896
Housing	---	---	---
Total	\$137,675	\$31,700	\$518,364

c. Specific Matching Grant Support

Guadaloupe

Child/Youth project (organization of 8 youth clubs)	\$1,300.00
Women's project (women's fruit drying)	\$1,150.00
Water project (water for human consumption)	\$4,000.00
Water project (potable water project)	\$1,750.00

Ubaque

Women's project (strengthen local women's group)	\$5,200.00
Women's project (women's credit program)	\$3,000.00
Child/Youth project (support for C/Y clubs)	\$2,750.00

Ubaque (cont'd.)

Child/Youth project (youth recreation program)	\$3,500.00
Appropriate technology project (workshops)	\$ 850.00

3. Honduras

a. Program

The Honduras Field Office works in three impact areas having a total population of about 40,000 potential beneficiaries. Pespire, south of Tegucigalpa, is a low-lying, rural area with extremely hilly terrain and difficult access to the communities within the area. La Esperanza, in the department of Intibuca north and west of Tegucigalpa, is highland, rural country populated mainly by Lenca Indians. The third impact area is a group of three of the poorest barrios of Tegucigalpa and is being expanded to a fourth barrio.

In terms of per capita income, Honduras is the poorest of the Central American countries and is endowed with relatively few natural resources. SCF is working in three of the lowest income areas of Honduras and thus a major program focus is the development of income producing strategies and projects. For example, in the agricultural area of Pespire, a major problem is the lack of sufficient water during the dry season and therefore a major portion of our efforts is dedicated to water conservation, catchment and storage for productive purposes during the seven dry months of the year.

Matching Grant funds are being used in all three HIP areas in Honduras primarily to develop small industries such as fish ponds, a weaving cooperative and sawdust log production; projects which provide employment and income to the beneficiaries. The Matching Grant has become an important source of funding for these types of projects in Honduras during 1980 and should increase in importance in the coming year.

b. FY 1981 Planned Project Investment by Sector

	<u>SCF</u>	<u>Matching Grant</u>	<u>Local Community and Other</u>
Public Works	\$ 1,750	\$ -	\$ 3,300
Agriculture	1,500	9,571	55,300
Education	37,721	-	144,326
Health/Nutrition	7,084	5,000	51,250
Social Infra- structure	11,980	-	27,300
Industry & Commerce	30,306	6,686	158,800
Housing	-	-	-
Total	\$90,341	\$21,257	\$440,276

c. Planned FY 1981 Projects Using Matching Grant Funds

(preliminary projects submitted by Save the Children-Honduras for approval)

Matching Grant
Support

Fish Ponds - To install 12 fish incubation tanks (one per village) and fish raising tanks (one per family) in all villages of the Pespire HIP area.

\$ 9,571

Organic Gardening Experiment - To establish school-based garden experiments in eight villages in the La Esperanza HIP area to teach children and youths the benefits of using locally available organic material as fertilizer.

\$ 5,000

Weaving Facilities - To establish a small weaving industry among the Lenca Indians in the La Esperanza HIP area by training 21 women to produce woven clothing and by providing them with loan funds.

\$ 5,500

Texture Weaving - To assist 10 female school drop-outs in Tegucigalpa to learn a remunerative skill which could provide

Matching Grant
Support

sufficient income to permit drop-outs to
return to school.

\$ 500

Saw Dust Log Production - To assist in
establishing a small, urban industry
designed to reduce community dependence
on imported gas for cooking and to
produce appropriate fuel for Lorena
stoves.

\$ 686

\$21,257

B. Asia/Pacific

1. Sri Lanka

a. Program

Save the Children began its Sri Lanka program in July 1979 in the urban shanty of Kirillapone, a slum of some 3,000 persons located in southern Colombo. The selection of Kirillapone was the product of close collaboration among Save the Children, the Colombo Master Plan Project and the Ministry of Plan Implementation. The baseline survey conducted by the Marga Institute of Colombo identified four key community needs: upgrading childrens' access to appropriate education, a health/nutrition educational program and access to medical assistance, infrastructure development (housing, water, roads, sewage) and income/employment generating activities. This study provided the basis for Save the Children to design its program in collaboration with shanty dwellers and also provided the initial data which will be compared with measurable improvements in quality of life in the community as a result of the program during the next two to four years.

In December 1980, Save the Children completed a baseline survey for a second impact area in Meegoda, a community of 5,321 persons twenty miles south of Colombo. Meegoda has both urban and rural char-

acteristics typical of areas located on main highways close to a major city.

Important survey findings include underutilization of available land, substandard health conditions and the need for improved sewage disposal and water supply. The survey also indicated that livestock raising might be a possible income-generating activity in the community. As in the case of Kirillapone, these and other survey findings will play a major role in the design of a program plan for Meegoda.

In Kirillapone Save the Children has concentrated on shanty redevelopment which has featured the use of appropriate technology for the construction of low cost housing. Other major components are family planning combined with health/nutrition, training in community leadership and loan fund operations, and developing of community and children's committees.

Sri Lanka, while a relatively poor country in terms of per capita income, has been led by a progressive, socialistic government which has placed strong emphasis on education. Consequently Sri Lanka has a literacy rate of 72% which is among the highest in all of Asia.

b. FY 1981 Planned Project Investment by Sector

	<u>SCF</u>	<u>Matching Grant</u>	<u>Local Community and Other</u>
Public Works	\$ 5,000	\$ 6,000	\$ 5,200
Agriculture	-	17,000	700
Education	2,200	3,000	1,600
Health/Nutrition	6,150	26,500	15,090
Social Infra-structure	13,650	1,000	16,150
Industry & Commerce	32,900	7,000	1,000
Housing	<u>11,000</u>	<u>19,000</u>	<u>1,000</u>
Total	\$70,900	\$79,500	\$40,740

c. Matching Grant Specific Project Support

1. Kirillapone

- Primary Health Care \$ 6,500

Objective - Promote health awareness and effectively implement a system of primary health care through 20 health auxiliaries from the community.

- Women's Development \$ 2,000

Objective - Promote the setting up of cooperatives for paper bag making and batik workers.

- Revolving Loan Fund \$19,000

Objective - Implementation of housing loan fund for housing improvement.

- Community Leadership \$ 1,000

Objective - Participation in project, by two training workshops in community development and by study of local projects.

- Day Care Center \$ 3,000

Objective - To provide day care services for children whose mothers are being trained in skills development.

- Nutrition Intervention \$ 6,000

Objective - To enable the under 12 age group within the community to maintain adequate nutritional levels through supplementary feeding programs.

Subtotal \$37,500

2. New Impact Area - Meegoda

Agricultural Development Planning -
Appropriate Technology \$ 2,000

Objective - Plan a program of home gardening and animal husbandry incorporating appropriate technology through bio-dynamic gardening and the use of solar and wind power.

- Credit for Agriculture \$15,000
Objective - Set up loan fund which will provide capital for home garden programs e.g.
-purchase of agricultural implements, planting material, fertilizer and other inputs.

- Water Resource Development \$ 5,000
Objective - Construction of wells (20) for community use.

- Community Latrines \$ 6,000
Objective - Construction of community latrines with the use of appropriate technology methods for sewage treatment.

- Bio-gas & Solar Energy Use-Models \$ 6,000
Objective - To evolve suitable systems for the application of bio-gas and solar energy to domestic and farm utility.

- Small Industry for Women \$ 3,000
Objective - Set up small industries using available local resources and employing women.

- Crafts Training \$ 2,000

Objective - Development and expansion of skills
in handicrafts.

- Health/Nutrition for Child/Youth \$ 2,000

Objective - Plan and implement a health/nutri-
tion strategy to supplement government resources.

Subtotal \$41,000

2. Indonesia

a. Program

Save the Children has concentrated its efforts in three relatively rural areas (Tangse, M'bang and Lam Teuba) in the Special Territory of Aceh of northern Sumatra. These impact areas are linked to the Banda Aceh-Medan road by tertiary feeder roads, which are occasionally impassable.

1. Tangse sub-district (population of 14,000) -

Save the Children initiated its Tangse program in 1976 and is currently active in 17 of the 28 existing villages. It has plans to extend its program to the rest of the sub-district during the next 2-1/2 years. Wet and dry rice are the main crops of this agricultural area.

2. Lam Teuba settlement (population of 3,000) -

Save the Children began its activities in this isolated eight-village group in the sub-district of Seulimeum in 1979, and is applying the lessons learned from the Tangse experience to this relatively new impact area.

3. M'bang resettlement area (population of 5,500) -

M'bang is the site assigned to families being relocated from an area made hazardous by the construction of a natural gas project. Since

1976 Save the Children has been assisting this community in transition to adjust to their new environment.

Traditionally an independent minded people, the Acehnese have had an uneasy relationship with the central government of Jakarta since the Republic of Indonesia was established in 1945. The Save the Children program is one effort supported by Jakarta to build a stable Aceh having aspirations and goals which are consonant with the central government.

The Indonesia Field Office (IFO) is planning to assist both provincial and national government agencies to replicate the Community-Based Integrated Rural Development process in other Aceh communities. To this end, the IFO has initiated a CBIRD training program for extension workers, government officials, university students and ministry personnel in the principles and practices of the methodology so that they can initiate other CBIRD programs in the Territory.

Save the Children has tentatively selected a site for a new impact area in West Java. This area, Citeras village, is located about 150 kilometers

southwest of Jakarta in the Rankasbetung Kacamatan of the Lebrak district. Citeras is a Moslem village with a population of 4,300 and an annual per capital income of about US \$50. Farming is the principal occupation of the populace and the main crops are rice, rubber, coconuts and bananas. Upon confirmation of the site as a new impact area, an international team from Save the Children (including the Director of Planning and Evaluation, the Deputy Director of the Sri Lanka Field Office and the Senior Program Officer from the Bangladesh Field Office) is tentatively planning to conduct a baseline survey on Citeras in February or March 1981.

b. FY 1981 Planned Project Investment by Sector

	<u>SCF & OPG</u>	<u>Matching Grant</u>	<u>Local Community & Other</u>
Public Works	\$ 3,026	-	\$ 17,312
Agriculture	9,599	-	81,163
Education	16,068	-	14,710
Health/Nutrition	10,444	-	29,034
Social Infrastructure	1,600	-	4,215
Industry & Commerce	9,819	-	69,026
Housing	<u>835</u>	<u>-</u>	<u>592</u>
Total	\$51,391	-	\$216,052

c. Matching Grant Specific Project Support

Matching Grant funds are presently being used to support a CBIRD committee training program, which is described extensively under Section II, Community Leadership Development.

3. Nepal

a. Program

The Nepal Field Office initiated program operation in July 1980 with the placement of Gary and Christine Shaye as Director and Training Coordinator. The first phase of the program will be planned and implemented in the Gorkha District, Gandaki Zone in the Western Development Region of Nepal. The program will commence in the Deurali Panchayat located in the southwestern corner of Gorkha District. It will be extended to the adjacent panchayats in the district with a view to covering about 8-10 panchayats along the bank of the Daraundi River and the Narayan Ghat-Gorkha Road over a period of 8 to 10 years, covering a total population of 35,000 to 40,000. Initial activities include signing a country agreement (11/80), and hiring and training 6 to 8 Nepalese staff. General program plans include implementing activities in community organization, non-formal education and training, formal education for children and skills training (particularly among youth and women); establishing linkages with existing government and non-government institutions and service facilities and providing technical assistance in planning, implementing and evaluating development activities. A sponsorship program has been launched and the initial planning phase has

begun. The field office will coordinate all activities through the Social Services National Coordination Council of His Majesty's Government of Nepal.

With approval from the USAID mission in Nepal and the Asia Bureau in Washington, the Save the Children Nepal Program has been included as one of the five new country programs as part of the Matching Grant. While Save the Children is applying for an Operational Program Grant, Save the Children assumes full responsibility to ensure that the two grants will not overlap or conflict. The Matching Grant will supply supplementary funds for technical assistance and training and limited funds for experimentation in sectoral programs, but cannot meet the funding needs for Field Office operation or implementation of the program in Nepal. It is hoped that the OPG will enable Save the Children to meet the funding needs for the Nepal Program by supplementing the agency's funds raised from other private funding sources.

- b. FY 1981 Planned Project Investment by Sector*
- c. Matching Grant Specific Project Support*

* Note: no project activity has commenced to date

C. Middle East/Africa

1. Lebanon

a. Program

A large and important program is being implemented in Lebanon in four impact areas with a total population of about 70,000. In 1957 Save the Children initiated activities in Lebanon. The focus has changed markedly over the last seven years with the establishment of a community-based integrated development methodology and as a result of the military and civil conflicts in the country.

The impact areas are widely dispersed. Hay es-Sullum is an urban area of 20,000 people in East Beirut. Upper Baalbeck, in northeast Lebanon, is a rural area with approximately 25,000 inhabitants. Hasbani and South Litani are two impact areas in southern Lebanon with a combined population of about 20-25,000.

In addition, Save the Children operates in all of rural Lebanon through the Agricultural Rehabilitation Program, a joint effort with the Lebanese National Union of Credit Cooperatives and the Ministry of Housing. This program is designed to assist rural communities by providing loan funds for agricultural and agriculturally related projects in areas damaged by military and civil conflicts.

Save the Children has employed Matching Grant funds in Lebanon in support of health/nutrition and education projects most of which have a child/youth focus in both urban and rural areas.

b. FY 1981 Planned Project Investment by Sector

	<u>SCF</u>	<u>Matching Grant</u>	<u>Local Community and Other</u>
Public Works	\$ 3,500	\$ -	\$ 13,500
Agriculture	1,257,621	-	716,287
Education	171,752	22,947	79,450
Health/Nutrition	55,907	27,053	99,725
Social Infrastructure	63,211	-	60,694
Industry & Commerce	-	-	-
Housing	-	-	-
	<u>\$1,551,991</u>	<u>\$50,000</u>	<u>\$969,656</u>

c. Matching Grant Specific Project Support

Upper Baalbeck

740031 Health & Nutrition Service	\$ 4,553
730009 Health & Nutrition Service	\$ 4,500

Hay es-Sullum

740018 Health & Nutrition Service	\$10,000
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Hasbani

800027 Health & Nutrition Service	<u>\$ 8,000</u>
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Subtotal \$27,053

Upper Raalbeck

770062 School Construction \$ 5,000

770064 Education Service \$ 2,769

Peri Urban

740027 Education Service \$ 5,178

Hasbani

800026 School Construction \$10,000

Subtotal \$22,947

2. Egypt

a. Program

Save the Children plans to initiate a rural development program in the Province of Minya during 1981. Minya is one of the most deprived of all the Egyptian governorates, based on the Physical Quality of Life Indicators, in terms of infant mortality, life expectancy and literacy. The goal of the program is to strengthen community and local government participation in rural development and the concomitant decentralization process, in accordance with government established objectives for rural Egypt. Taka, the project area selected by Save the Children, is made up of seven villages, four small villages, and approximately fifteen hamlets of less than ten nuclear or small extended families -- all of which incorporates 32,000 people.

Save the Children will address the decentralization process through four inter-related mechanisms: the village council, the steering committees, outreach projects, and research and monitoring components. Our program's objective in facilitating village level development planning and implementation is to train individual villagers in project conceptualization and implementation. The major program emphases

planned will include Productivity and Income Generation; Social Development; Infrastructure Development and Technical Assistance and Training.

Anticipated staff requirements are to hire and train expatriate and Egyptian co-managers and field coordinators within the first year. Eventual expansion of the program to other governorates will be a prime objective in order to replicate and extend training through Village Councils. An application for an OPG by Save the Children, submitted in June 1980, is currently under consideration by AID/Egypt, and the country agreement process has begun with the Government of Egypt.

- b. FY 1981 Planned Project Investment by Sector*
- c. Matching Grant Specific Project Support*

* Note: no project activity has commenced to date

3. The Gambia

a. Program

Save the Children signed an agreement with the Gambian ministries of Economic Planning/Industrial Development and Tourism/Information November 30, 1978. SCF became involved in the Gambia in 1978 through the particular interest of the Roots Foundation, a collaboration which has since been abandoned due to legal complications within the foundation. Therefore, Save the Children has developed funding proposals to UNICEF and AID, independent of the Roots Foundation.

The Save the Children Program area includes three districts in the Western half of the North Bank Division. This area is bordered by Senegal to the North, the Atlantic Ocean to the West, The Gambia River to the South, and a tributary to the Gambia River to the East. The three districts of lower Niami, Upper Niami and Jokado have a total population of 49,310 and include a land area of approximately 1,000 square kilometers. The people are predominantly Muslims, and the three major tribal groupings are the Mandinka, the Wolof and the Fula.

A needs assessment process which involved both village people and government officials identified

improved food production and nutrition as the priority concerns of people living in the North Bank Program area. Therefore, the primary sectoral emphasis will be Food Supply/Quality, and secondary emphases will be Nutrition Education, and Water and Environmental Hygiene.

A project manager, fourteen community development assistants (provided by the government of the Gambia) and three support personnel will staff the program when funding is secured. A proposal for an OPG was submitted to AID in June, 1980.

- b. FY 1981 Planned Project Investment by Sector*
- c. Matching Grant Specific Project Support*

* Note: no project activity has commenced to date

D. Eight Areas of Emphasis

1. Child/Youth Development

The Matching Grant funds have enabled Save the Children to critically analyze the child/youth component in the development process, specifically in relation to overall agency goals, priorities and philosophy. In our concern to understand and meet children's needs more effectively, we have analyzed our efforts and activities in community development to determine the kind of focus we have with regard to children as well as the kinds of existing strategies to support this focus.

As a result of this reflection, we have begun to identify the needs of disadvantaged children and to determine how we can best assist communities to develop a relevant framework with which to address these needs. We are examining how, where and whether children should be recipients of development efforts, and if they are development agents. Within this context we are trying to complement and strengthen our current CBIRD approach by developing a strategy which focuses on maximizing the benefit, participation and integration of the child into the community development activity and process.

At present our child/youth project activities are multi-sectoral, responding to the needs and desires identified by children and by adult community members. While these

activities benefit the child, an overall agency strategy on children and youth needs to be fully developed.

Within the agency there seems to be a general consensus on basic needs of children and field offices and communities tend to pursue strategies and project activities which address these findings. For instance, we recognize that between the ages of 0-5 the most critical needs of children are related to health and nutrition. As a result, all of our field offices pursue a health/nutrition program which might include training of health/nutrition auxiliaries, building health centers, developing weaning foods, promoting nutrition surveillance, planting gardens to supplement children's diets and supporting day-care centers. Within the age group of 5-12, we generally recognize education, recreation, and health as primary concerns. In that regard we try to improve the child's educational environment through school improvement and construction, creation of libraries and recreational facilities and the introduction of health/nutrition components into the formal education system. For the age group of 12-20, we believe the most important needs are education and skills training. We thus help to promote literacy training, scholarships for high school students, vocational training and income-generating activities. Keeping in mind this general framework, we can examine some specific activities in Matching Grant countries.

LATIN AMERICA

In Latin America, the promotion of child and youth clubs is an important component in Save the Children's approach. In Colombia, for example, Save the Children supports 54 youth clubs with an aggregate membership of 1,560 youths. Each club controls a project fund of \$100-500. Activities chosen by children often relate to recreational and educational needs and desires. Projects vary from playgrounds, sports fields, and competitions to school lunches, school materials and scholarships, cultural/historic field trips and library/school construction. Of particular interest was a school lunch program initiated by the students. This program helped to increase student enrollment in school by providing a more nutritious diet and easing the strain on children who were not able to go home for the mid-day meal. This program has met with success, and the children are hoping to expand it within the area. Another notable project is an integrated day care established in Kamsa community where 80 children participate in a program emphasizing nutritious meals, visits by medical personnel and preschool activities.

In El Salvador child/youth activity to date has been in the area of recreation and production. Save the Children has helped support the creation of two soccer teams by providing facilities, equipment and coaching. Many

matches were held over the year, culminating in a 10-team Christmas playoff tournament, the first of its kind in the area. Another project in Concepcion de Oriente involves 60 children of junior high school age. Through the collaboration of Save the Children and the Ministry of Education, the youths have begun a chicken-raising project, starting with the construction of chicken coops. If successful, the children will earn income by selling eggs in the community.

By helping children's clubs become more independent and representative of the children's expressed needs, the participation and enthusiasm of children has increased in Honduras. One of the most interesting youth projects in 1980 was a theatrical production. Save the Children arranged for three experts (a director/actor, musician and set maker) to give a 13-day workshop in the area. Lessons were given in all phases of acting, musical accompaniment and set design. The children, with the help of the director, composed their own play which dealt with the problems of their community. More than 30 children participated in the activity which was enthusiastically received by the community. This activity also proved to be a valuable learning experience both for the children and the community.

In La Esperanza impact area Save the Children initiated a schoolchildren's savings cooperative for 500 youths in four villages to teach the savings habit. The program is supervised by village community committees and is administered by the children subcommittees. The aggregated weekly savings are deposited in the local credit union, Cooperativa de Ahorro y Credito "La Sagrada Familia."

ASIA/PACIFIC

Within the Asia/Pacific region the countries of Indonesia and Sri Lanka offer two different approaches relating to child/youth needs and activities.

In Indonesia child activities relate primarily to meeting health and nutritional needs, (such as baby weighing to determine nutritional status) developing weaning foods (such as tofu, a food derived from soybeans) and providing child-oriented primary health care. These activities have been very important in their impact on the proper growth of children.

The community of Tangse has established a child day care center for 25 children which concentrates on preschool educational activities. In addition, a variety of youth activities exist and are organized and determined by youth groups. In Tangse for example there are 8 youth clubs within each of the 8 schools in the impact area.

Teachers serve as advisors to the youth clubs carrying out activities such as school improvement, school vegetable gardens, scouting activities and school health programs.

In Sri Lanka the overall strategy for child/youth development is an integration of activities implemented through multi-sectoral programming. The child/youth target groups are reached through programs involving health, education, nutrition, recreation, skills training and housing improvement. The program in Sri Lanka has developed a strategy based on a comprehensive needs assessment survey of the community of Kirillapone, which identified some of the most critical problems in the community affecting children. Project focus this past year has been in the areas of: improvement of nutritional level of children and youth in community; providing better recreation for child and youth; securing further participation in national education system; supplementing formal education program; developing vocational skills, and maintaining adequate health standards of children.

The Sri Lanka Field Office in conjunction with the Professor of Pharmacology, University of Sri Lanka, has undertaken a series of clinical tests from a sample of 100 children from the community to determine the extent of worm infestation among the children in the community.

The results have shown a 100% infestation and a strategy to de-worm the entire community including adults through a two-year program has been worked out. This is considered a unique step in community health, and the results of the survey are to be published in the Ceylon Medical Journal. The cost of de-worming the community will be borne by a multi-national drug firm, and the clinical tests carried out by the Department of Pharmacology, University of Sri Lanka.

There is also an emphasis on income-generating projects for youths. Nine health auxiliaries and eight nursery schoolteachers were trained to work in the health and preschool activities planned for the shanty. Youths have also been trained in welding and carpentry skills.

MIDDLE EAST/AFRICA

In the Middle East/Africa Region, Lebanon has devoted great attention to the health, nutritional and educational needs of children and families. In terms of health/nutrition care, increased accessibility has enabled health care to focus to a greater extent on preventive measures. Matching Grant funds have also expanded the range of health facilities offered to communities and helped to lower the cost. For example, the community-based health care center in Barqa has provided health services to an estimated 3,700 beneficiaries and

emphasizes preventive medicine and early treatment of health problems. During 1980, 230 children were treated for various ailments, and 491 schoolchildren were given check-ups and were inoculated against polio and diphtheria. Matching Grant funds have permitted the health care center to expand its services.

The Barqa nursery school is a project receiving funding from the Matching Grant. This center provides preschool education for 74 children. Two full-time teachers, one paid by the community and the other by Save the Children, and a part-time teacher paid by the Ministry of Education run the school. The students pay a yearly fee of US \$30. Other services include nutritious snacks and regular visits by the physician and nurse's aide from the community health center.

A day care center in Hay es-Sullum receives Matching Grant support. The center serves 60 children of working mothers and is staffed by three teachers. The children are examined twice a year by a physician. The participating children pay a monthly fee of US \$8 which covers about 80% of the center's expenses.

In collaboration with the YMCA, a four-month training course on building trades was organized for 100 youths in

Upper Baalbeck. The training focused on learning by doing and the youths constructed a community based health center in Narbha.

A number of other child/youth-oriented projects are supported by the Matching Grant. See Appendix 34 for a description of these projects.

Due to the long-term nature of the agency's commitment to a child/youth emphasis, efforts are underway to develop a child-focused strategy within the overall CBIRD process. In this way the agency will be able to develop a more coherent approach to incorporate child/youth development within the overall context of our programs. The strategy will be designed in part to assist adults, youths and children to understand the ways in which youths and children can become active participants in their own development as well as the development of the community in which they live.

2. Community Leadership Development

a. Background

Save the Children's programming philosophy is based on the premise that a "bottom up" approach to development is a prime necessity if the community based integrated rural development framework is to function effectively. A "bottom up" strategy in turn requires that a diversified community leadership composed of formal and informal leaders must either possess, or be trained in, a variety of skills -- organizational, participatory, management and vocational.

A central feature of the Save the Children approach is the establishment of representative community committees, sub-committees and project committees. The purpose of these committees is to serve as a forum for discussion and decision making, planning, implementation, and as a means for institutionalizing the CBIRD process. The committees are responsible for the mobilization of voluntary community assistance and financial and material support in all project phases. These committees, if properly established, represent the community leadership upon which Save the Children focuses its leadership development efforts.

The general policy of Save the Children is to recruit field staff directly from the impact areas in which they will work. Thus the field staff working in any given impact area is generally a part of the local community where Save the Children has initiated a program.

The capacitation of the community leaders and of the staff recruited in the impact area become part of the community leadership development strategy. For the purpose of this report, training activities related to community members are reported here. Activities relating to staff development at Field Office and HIP area level are reported in Section F (Training) below.

b. Committee Structure

Save the Children has organized committees in virtually every operational impact area in Matching Grant countries. However in each country the type committee structure varies significantly. In Kirillapone (Sri Lanka) there is a democratically elected community committee and five functional sub-committees (health, education, housing, recreation and sponsorship) with two additional sub-committees to be established in 1981 (children's affairs and

loan). The community committee and established sub-committees meet on a regular basis and are taking a continuously increasing responsibility over their functional tasks.

Save the Children in Indonesia, on the other hand, has established community committees on a regional basis. In Tangse, for example, there is a central community development committee (CDC) of eight leaders of the sub-district level and approximately eight village community development committees (VCDC). All members of the VCDC are chosen by the local villagers. Several members from each VCDC are proposed by the committee as a whole to serve on the CDC. Members of the "Expert Committees" are appointed by the CDC; Save the Children local personnel and government employees with certain technical and management experience serve on these committees. They provide administrative support to the CDC and project work groups. The CDC and VCDC's are designed to bring the villagers together to discuss development problems and to suggest appropriate project activities. An Expert Committee works with the project work group in each village to achieve the objectives of the project.

In El Salvador despite the problem that base organizations are difficult to establish under current political conditions, Save the Children has organized 10 committees at the village level. The committees vary in size from five to twenty members and meet three times per month on the average. Since the El Salvador program is relatively new, no sub-committees or regional committees have yet been established, but there are specific committees for each of the six on-going projects.

A different approach has been taken by Save the Children in Colombia where regional and village level community committees and women's clubs have been set up in each impact area. Forty-three women's clubs have been established with 15-20 members each. (See Section 5 -- Women in Development for further information regarding the activities undertaken by these clubs). While one or two community committees serve an entire impact area, the women's clubs have been organized on the basis of population concentrations -- towns, villages and hamlets. A number of children's clubs and regional credit committees have also been established.

In Honduras there are elected village community committees and regional committees. For example, in

the Pespire impact area representatives from seventeen rural hamlets of the municipality elected an eight-member "regional council" (two of the eight members are women) which is empowered to approve or disapprove of all projects and loans for projects. The regional council also oversees the local community committee activities and serves as an additional communications link between the impact area villages and service institutions (government and non-government) having potential to provide assistance to local communities. It is interesting to note that the regional council was developed out of the community committee experience.

Twelve community committees exist in all impact areas in Lebanon as well. Moreover, Save the Children's experience with the Agricultural Rehabilitation Program (See Section 5 -- Credit Extension for a description of this program) has led to the development of nineteen cooperatives and credit committees as an appropriate channel for credit extension and technical assistance. As Save the Children begins to integrate the Agricultural Rehabilitation Program with its basic program in Lebanon, it is the intent to begin to broaden the functions of these nineteen committees to include activities in other sectors

such as health/nutrition and public works. It is anticipated that this integrated approach will be carefully implemented over several years.

As can be seen from the above description of committee structures, a variety of patterns have evolved: community committees with functional or local sub-committees, parallel committees, regional councils developing out of local village committees, as well as women's clubs, project committees and youth clubs. All of the structural patterns have emerged from the varied experiences and local conditions encountered by each country Field Office and have proven to be responsive vehicles for the program which Save the Children is implementing in each country. Each structural approach also provides a valid channel through which the agency can institute a community based integrated development process.

c. Community Leadership Activities

As can be expected, leadership development activities have been implemented in a number of ways. The case of Indonesia is an interesting example. Besides undertaking a number of training activities to strengthen existing leaders' skills and to develop new leaders reported elsewhere in this report (see

especially Section 4, Credit Extension), in 1980 Save the Children implemented a "CBIRD Committee Training Program." The main objective of the program is to orient government officials to the basic CBIRD approach, including village level needs identification and participatory development activities, with a strong emphasis on self-help projects. In a period of 1-3 years, it is planned that the agency will assist in a comprehensive training process for government extension workers who will be appointed to initiate model "CBIRD" projects in the ten districts of the Special Territory of Aceh. The year's activities were focused on stimulating the interest of officials and villagers in the CBIRD approach.

To date, a steering committee, named the "CBIRD Development Committee" and consisting of 31 members, has been appointed by the Governor of Aceh, Professor A. Madjid Ibrahim, to develop a strategy for the planning and implementation of community based integrated rural development in Aceh. The members have been appointed from 8-10 ministries in Aceh, as well as the university dean and other key development officials. The committee has met on a regular basis throughout the year.

Under the leadership of Save the Children's Regional Training Coordinator, orientation workshops have been held for provincial district and sub-district officers and villagers in 1980.

-- At the provincial level, training from May 2 to October 3, 1980 involved 81 key officials in a series of two-day orientation workshops.

-- At the district (Kabupaten) level, 157 government officials and other leaders have participated in a one-week orientation in four workshops.

-- At the sub-district (Kecamatan) level, a total of 908 leaders are completing 2-day orientations in 16 workshops held in different sub-districts in the October-December period. Participants included village and sub-regional chiefs, government agricultural and home extension agents, women leaders, key farmers, high school teachers, religious leaders and cooperative staff.

-- In 16 test villages in 16 different sub-districts, a total of 772 leaders and potential leaders are receiving a one-day orientation in the CBIRD approach. Village chiefs, Islamic leaders, elementary school teachers, home extension agents, key farmers and women leaders

participated in the orientation. It is planned that these villages will become pilot projects for a government-sponsored development program starting in 1981.

Eight instructors have been selected to conduct these orientation workshops. Additionally, eight instructor-trainees have been secured from various government ministries for on-the-job learning. It is planned that the eight instructor-trainees will receive comprehensive practical and theoretical training in the coming year.

The wide-spread orientation strategy reflects a government priority to broadly familiarize a large number of villagers and officials with the basics of the CBIRD self-help development approach in initial project stages. As the model programs are planned and key implementors identified, a training strategy to meet specific needs will be devised.

The Sri Lanka approach, consistent with its priorities described in Section 6, Urban Community Development, has been to concentrate on skills training as a strategy to promote the development of non-formal leaders. The shanty needs for employment and other

income generating opportunities are reflected in the training activities carried out, past and present by Save the Children and other institutions at the request of the agency:

- 10 health auxiliaries trained at the Lady Ridgeway Children's Hospital to work in a long-term health nutrition program in the shanty.
- 7 nurses' aides.
- 30 masons and carpenters (18 of whom are women) to work in the housing re-development program.
- 9 women in pre-school education. They will staff the pre-school center planned for the shanty.
- 37 women in garment making.
- 14 women trained in batik making.
- 12 persons trained in paper bag making. A cooperative enterprise will be formed to carry out this income-producing project.
- 8 youths in welding with the Ceylon Oxygen Company.

In addition members of community committees and existing sub-committees have been trained by Save the Children to carry out their respective responsibilities.

In El Salvador Save the Children has only just begun to identify and train the community leadership, and the initial strategy is to train community committee members. To date 10 community committee members have received instruction in the administration of project funds and materials. Plans have been made to train all community committee members in their respective functions during 1981. This is a new program and training needs are still being assessed.

In Colombia members of all of the forty-three women's clubs have been trained in club organization and organizational development as well as in acquisition of skills and health/nutrition.

Thirty leaders and potential leaders from the Ubaque/Choachi impact area received training in community organization and development and thirty-five took a course in organization and principles of cooperatives.

A week-long seminar in planning and evaluation was held in Sibundoy by Save the Children. Twenty-five participants including community leaders, Save the Children staff and a facilitator from IPROSCO (a private social promotion institute) addressed three principal objectives:

1. Comprehension of CBIRD and its goals and objectives.
2. Evaluation of Fiscal 1980 projects by analysis of problems addressed and results achieved.
3. Development of a realistic plan of activities for Fiscal 1981 taking into account the results of the prior year and the potential contribution of the CBIRD process to the plan.

The seminar was particularly useful; it provided an opportunity for the participants to take a step back from their work, objectively review progress to date and develop some coherent and achievable objectives for the coming year.

The above does not describe all of Save the Children's activities in community leadership development. It does begin to reveal the breadth of activities undertaken to provide community leaders and potential leaders with some of the tools and skills needed in order to take charge more effectively of their own development. Save the Children needs to assess the experience already accumulated in leadership training at the community level as well as to

monitor closely the province level "CBIRD Training" experiment in Indonesia. The results of such an assessment could help to provide some further refinements to the CBIRD model.

3. Water Resource Development

Private and voluntary organizations, as one segment of the development community, are playing an increasingly important role in water resource development. According to a report prepared in March 1977 by Maryanne Dulancy on behalf of the American Council of Voluntary Agencies for Foreign Service (ACVAFS), "U.S. non-profit organizations can make a significant contribution to the goal of providing water for everyone by 1990. Data gathered by TAICH (an information clearing house of ACVAFS) ... indicated that 70 organizations have water projects in 42 countries ... The two largest, CARE and Catholic Relief Services, each channel between \$500,000 and \$1 million annually to water resource development projects." In both cases, this represents approximately 15% of their program budgets.

This report, which was presented to the United Nations Water Conference in Mar del Plata (Argentina), underlined the critical input that PVOs have in identifying local institutions and individuals as project leaders/managers, and in gaining the participation of the beneficiaries -- steps that can oftentimes mean the difference between project success and failure.

The range of PVO water resource development projects described by the report included both the very sophisticated and the quite simple -- the guiding principle being that whatever type of project a PVO is involved in, care should be taken to match technology to the project context. It was further stressed that communications with other agencies, especially government water programs, and placing water within the context of total human development, were other major factors which PVOs needed to take into consideration.

During November and December 1980 Save the Children compiled from our international field reports an inventory of all of the water related projects for the current year. The inventory revealed that the agency is participating in the development of 79 such projects with a cumulative value of \$1,138,000, of which Save the Children has budgeted \$818,652 or 71.9% of the total value. The relative importance of these figures is better understood when it is compared to agency-wide amounts for all programs. Viewed from this perspective, water projects represent 10% of the total project portfolio of 801 projects and 10% of the total project value for all projects.

Fifteen (20%) of these projects valued at \$243,695 (21%) are in Matching Grant countries. The table below provides cumulative data on these projects which Save the Children has been developing in the current year.

<u>Country</u>	<u>Number of Projects/HIP Areas</u>	<u>SCF Contribution</u>	<u>Total Project Value</u>
Indonesia	4/3	3,360	16,934
Sri Lanka	2/1	4,500	8,200
Lebanon	2/1	10,475	30,964
Colombia	4/3	17,150	142,226
Honduras	3/1	14,071	<u>47,371</u>
			243,695

Some of the more interesting past, present and future projects and activities related to water are described below.

In the semi-arid Pespire impact area of Honduras, Save the Children is planning to conduct a water supply and use feasibility study in an effort to determine what can be done by a relatively small agency with limited funds to assist communities to solve some of their most pressing needs for water. The study will probably be undertaken in 1981. Past, present and future water-related projects in Honduras include:

- roof and hillside water catchment systems in Pespire
- 2 in-ground tank storage systems in Pespire
- community fish incubation tanks for 12 communities and fish raising tanks to be managed by individual families in the communities (Pespire)

- 2 village potable water systems in Pespire
- pilot project combining fish/hog/chicken raising in La Esperanza (see Section 7 -- Appropriate Technology)

Our water related activities in Colombia seek to address three primary needs: reduction of water borne diseases, provision of potable water and crop irrigation systems. Section 7 (Appropriate Technology) describes an innovative, low cost water wheel and drip irrigation system designed to lift river water by up to 100 meters for controlled use in crop irrigation. Other projects are listed below:

- community latrine construction (50 latrines) in all impact areas
- construction and repair of 13 potable water systems in all impact areas which will eventually serve 1,450 families (a population of approximately 10,150). The water aqueducts are constructed by the beneficiary communities.

The supply of water for domestic and agricultural purposes has been identified as a major need in the El Sauce/ Concepcion impact area of El Salvador. Save the Children has tentative plans to conduct a water use study which would concentrate on possibilities of attacking water problems through the use of appropriate technology and locally available resources.

In the village of El Molino (municipality of Concepcion del Oriente), the community has undertaken the construction of 60 latrines with the assistance of Save the Children. The Ministry of Health provided technical assistance in the design of the latrine, Save the Children donated the materials, and the community has provided skilled and unskilled labor for the actual construction.

In Indonesia a two-member team from the Government's Department of Geology made a technical survey of water resources in Tangse, an activity funded by Canadian Save the Children. (See Appendix 16 for a copy of the survey.) The survey covered the water resources of the eight central village supply purposes, but on the whole had few recommendations regarding the implementation of a major water scheme for the sub-district, as the majority of sources are contaminated.

Specific water projects, planned or implemented, include

- Latrine construction (an alternative to the river for elimination) in Tangse and Lam Teuba
- Bamboo canal-fish pond project in Tangse
- Water supply in Blang Teungoh (Tangse) for 448 beneficiaries
- water tap installation in Tangse
- construction of 6 community wells in Lam Teuba
- hydroelectric power from water wheel in Tangse

In Kirillapone, Sri Lanka Save the Children studies identified two basic water related needs which could be addressed at a relatively early stage in the program: increased water supply (mainly for drinking and household services) and the reduction of water borne diseases from the disposal of sewage water and human waste.

During 1980 Save the Children was instrumental in the development of a lay-out plan for a community water supply in the shanty of Kirillapone. This plan was submitted to the Common Amenities Board of the government. Work is now in progress to lay a water supply line which will triple the number of standpipe outlets from 6 to 18 to serve the 429 households in the community.

As we report in Urban Development (Section 6 below), studies indicated a high incidence of worm infestation in the shanty. To combat this problem a comprehensive program was installed to (1) convert bucket latrines to a water sealed type, (2) construct a sewage canal system and (3) train 17 health auxiliaries and nurses' aides to raise community awareness and promote preventive measures against water borne diseases.

Through the Agriculture Rehabilitation Program (ARP) Save the Children has been active in the promotion and develop-

opment of irrigation systems throughout rural Lebanon.

(See Appendix 17) for additional information on this program).

As of June 1980 the ARP had provided loans for the construction or provision of

- 3,000 meters of irrigation canals
- 154 water storage systems, mainly reservoirs
- 13 wells
- 23 water pumps
- 11,525 meters of irrigation pipe
- 2 well casings

The health/nutrition section of the Lebanon Field Office has been addressing the need to reduce the incidence of water-borne diseases. Through a network of 11 community-based and community-controlled primary health care centers, the program put together an integrated package of preventive and curative health services. A major component of this package focuses upon the prevention and treatment of water-borne diseases through

- mass health education campaigns emphasizing improved personal, sanitary and health practices (for example, the need to boil water and human waste disposal techniques to prevent contamination of water)
- treatment of gastrointestinal diseases caused by water-borne organisms.

A useful manual on the design and construction of small water projects was developed by two engineers working for Save the Children in Yemen (See Appendix 13). This manual covers technical aspects of cost, design and construction of small water projects including stone, ferro cement and combination tanks as well as pipes, valves and fittings. Since this manual could have important applications elsewhere; copies have been sent to other Save the Children field offices which might have an interest in water projects of this type.

Observations

In December 1980 with the assistance of an outside consultant, Save the Children began to review and analyze its inventory of water-related activities in order to determine the need and desirability to establish a strategy to enhance the agency's efforts related to water.

The tentative conclusions of the analysis as summarized by the consultant were:

1. Save the Children seems to be involved in water resource development, and other water-related projects at appropriate and important levels in terms of funds invested, overall program balance and geographical and functional distribution.
2. While Save the Children has been active in this critical area, it is also fair to state that the operation and

coordination of these activities could be further enhanced by the design of an agency-wide water resource development strategy.

- 3. The focus of this effort would be to assist field office staff at all levels in the overall planning, implementation, reporting and evaluation of programs and projects designed to address water-related problems in the impact areas served by the agency.
- 4. Considerable thought should be given to the way in which the strategy will be developed in order to optimize the acceptance, support and participation of agency staff at all program/project levels.
- 5. A strategy on water could also be developed so as to be useful to project managers in other institutions, containing elements such as project classification, model designs, case studies, personnel, timing and budget factors, technical questions and issues and suggested reporting and evaluation formats.
- 6. Training could be used at all levels as a principal component in the process of communicating and maintaining an appropriate response to water needs.

Work on a strategy for addressing problems related to water has only just begun. A second step will be the preparation of a concept paper and a tentative plan of action to develop a strategy based on our findings to date.

4. Credit Extension

a. Background

Access to credit is an important component of many income producing projects and is normally part of an overall package of technical assistance. Save the Children utilizes credit to support technological change in a manner compatible with local values and preferences.

In the process of training the community committees, Save the Children will normally introduce the concept of a revolving fund to support community projects. In the initial stages of development, Save the Children may very well control the revolving fund to ensure its proper use. Still the goal of all revolving fund schemes is that the responsibility, accountability and authority for the management of these funds are ultimately placed in the hands of the community committee.

The experience of Save the Children's international programs indicates that each country develop a unique model which is responsive to the prevailing economic, social and cultural conditions. Several Save the Children credit schemes are described below.

b. Activities During 1980

In Sri Lanka a major focus of the Save the Children plan is the redevelopment of Kirillapone using low cost housing options in conjunction with locally available resources and shanty labor. (See sections on Urban Development and Appropriate Technology below -- These describe the Kirillapone program in greater detail). Save the Children is now ready to activate the second component of the housing redevelopment program in Kirillapone, namely the establishment of a loan fund which will enable shanty dwellers to finance the reconstruction of their dwellings (429) on terms that are compatible with their social and economic circumstances. The plan will be implemented in 1981.

The overall philosophy of the scheme is modeled, in part, on the successful Athamaru, or "Helping Hand" model of short-term financial assistance to low-income vegetable and dry goods hawkers, which was initiated by the People's Bank of Sri Lanka three years ago and has been widely replicated in Sri Lanka. The Kirillapone Housing Improvement Loan Plan builds on the lessons learned in the Athamaru experiment and other schemes while broadening the terms and magnitude of individual loans.

The loan fund is managed jointly by the community committee, the Sri Lanka Field Office and the People's Bank of Sri Lanka. The community committee will establish a Sub-Committee for Loans consisting of three or four members which will

- 1) inform the community about the loan scheme.
- 2) review loan applications and make appropriate recommendations
- 3) monitor repayment performance and follow up with defaulters
- 4) recommend appropriate skills training/employment opportunities when unemployment is the cause of default
- 5) assist in assignment of construction priorities and mobilizing community labor
- 6) monitor the growth of the repayment fund.

The People's Bank has the responsibility of administering the fund, keeping pertinent records, processing loan applications using the specific criteria established by Save the Children, initiating legal actions against defaulters and informing the community committee and Save the Children on the status of all loans.

Save the Children will design and conduct all training in credit management and loan procedures for

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the community committee and community members.

A formal workshop in credit management for community committee and loan sub-committee members is tentatively scheduled for March 1981.

Additionally the agency will coordinate disbursement of building materials and labor, assign senior personnel to assist the loans sub-committee to carry out its responsibilities, and continuously evaluate the loan scheme.

Loans will be repayable over a 10 to 15 year period and carry a nominal interest of 3% per annum. The Bank will have claim on the first 80% of the repaid interest, and the balance will go back into the Loan Fund. The amount of each individual loan will vary from Rs 1,000 to Rs 15,000 per unit (i.e. \$65 to \$980 approximately) depending on the repayment capacity and needs of each borrower.

Both Matching Grant and PACT funds will be used to finance housing improvement loan plans and the reader is urged to review Appendix 6 for a detailed description of the plan.

It is important to note that while the community committee will not initially have full control over the loan fund, it does have a substantial part to play in executing the loan plans. As the committee acquires the necessary managerial competence, it will begin to control a portion of the repayments of this fund as well as funds generated through cooperative and income generating projects. Nevertheless the committee will not control any substantial monies for another three to five years.

Lebanon

A major thrust of Save the Children in Lebanon is the Agriculture Rehabilitation Program (ARP) which has been funded by a grant from AID/NE as well as funds from Save the Children and U.N. High Commission for Refugees. Under the ARP Save the Children has established a revolving fund to provide qualifying Lebanese in all rural areas with loans for agricultural extension services, reconstruction of rural infrastructure. Representatives from Save the Children, the Lebanese National Union of Credit Cooperatives and the General Directorate of Cooperatives (Ministry of Housing and Cooperatives) have formed a Joint Commission to review credit applications received from cooperatives, community committees and individuals.

A key factor for Save the Children in the ARP has been to channel credit applications and funds through local community committees and cooperatives. Since the inception of the program (September 1977) nineteen community committees have been formed and the ARP has channeled other loans through ten existing cooperatives. Save the Children field coordinators work closely with the community committees and cooperatives to

1. pre-screen loan applications,
2. disburse funds under approved loans and
3. provide technical assistance.

The Agricultural Rehabilitation Program is a rural supervised credit program in that loan procedures as well as specific inputs (fertilizers, seeds, sprayers, for example) have been standardized. Wherever practical in-kind loans are combined with the appropriate technical assistance to ensure proper use of all inputs. Loans are limited to individuals who have less than seven hectares of non-irrigated land or less than two hectares of irrigated land. Loan terms are 4% for loans up to one year and 5% for loans up to five years and depend upon the type of project being financed. When a cooperative or community committee is in place, the time required

for approval and disbursement is two to three weeks from the moment a loan application is submitted.

Through ARP Save the Children has established a credit program which has extended (as of June 30, 1980) a total of 1,139 loans to 867 farmers for US \$1,924,082 directly benefiting 55,522 people.

Loan repayment experience shows

- 82.1% of funds loaned three community committees was repaid on time
- 58.0% of funds loaned through cooperatives was repaid on time. Save the Children believes that total repayment (including repayment of past due loans) will approximate 100%.

(Note: see Appendix 17 for an evaluation of this program submitted on July 21, 1980.)

Colombia

In Colombia Save the Children has followed a different approach to credit; the formation of independent credit community to finance income producing projects in the community. These loan funds, owned and controlled by the community, can be re-cycled and the benefits to community groups can continue long after

Save the Children has withdrawn from the impact area. These loan funds can:

1. Provide community groups with continual resources to implement income generating projects.
2. Assist communities in developing expertise in utilizing and managing credit operations.
3. Prepare community groups for the later use of credit extended by local or national institutions.

Loan funds for use by three local committees benefiting 180 community members have been established by Save the Children in Colombia. In the Guadalupe-Suaza impact area one fund of US \$26,000 is now controlled by the Guadalupe community and is mainly used to finance agricultural projects. In 1981 Save the Children plans to increase this loan fund by 20% and establish a US \$10,000 loan fund in Suaza which should increase substantially the number of beneficiaries receiving credit in the impact area. In the Sibundoy/Santiago impact area, Save the Children has established two loan funds (US \$16,000 in Sibundoy and US \$10,000 in Santiago) for 120 community members

providing credit services in agricultural production, and supply of agricultural inputs. These funds will be increased by 20% next year. In the Ubaque/Choachi impact area, Save the Children is planning to create in 1981 a loan fund of US \$8,000 in Choachi and to organize a credit committee in Ubaque to receive the repayments on 20 loans already granted to community members. Loans in this impact area have been extended for pig and chicken raising, crop production and the purchase of sewing machines.

Indonesia

Credit extension and cooperative formation is one of the major thrusts of Save the Children program in Indonesia. Of the 54 projects registered in the three impact areas, 17 or 30% involve the use of credit. The credit union and cooperative structures are village-oriented, with membership ranging from 22-92 people. Some are simple schemes providing loans for emergency family needs from \$4-\$18, while others are oriented at the collective marketing of community-produced commodities such as coffee, or for wholesale purchasing of consumer products. Frequently, the credit unions form a natural group for involvement in other community activities such as nutrition education, skills training and women's

activities. The repayment record of the credit unions tends to be very good, with 100% repayment in many cases, while the cooperatives have a widely varied record.

While the credit unions are linked with the community committee in the initial formation stages, a small grant (in the range of \$50) is made to start activities. The credit unions do not generally request additional funds as other capital is raised through the collection of membership fees, and charging 3% per month (36% p.a.) interest to loan recipients.

Save the Children is carrying out the following workshops in credit management this fiscal year:

- a. Bookkeeping for cooperative members - 30 participants in Tangse
- b. Bookkeeping for cooperative members - 20 participants in M'bang
- c. Bookkeeping for cooperative members - 30 participants in Lam Teuba
- d. Cooperative administration - 30 participants in Lam Teuba

El Salvador

In 1980 Save the Children initiated its first credit projects in El Salvador. Two loans were extended in different communities for a total of US \$5,200 and the repayments will be made to the respective community committees. The El Salvador credit program of Save the Children is following the Colombian model described above.

In the community of Terrero Prieto in Concepcion the community committee requested a loan of \$3,200 to purchase a small corn grinding mill. Save the Children granted a 2-1/2-year loan to be repaid in monthly installments. The loan repayments will be channelled into a fund to be managed by the central community committee in Concepcion and made available for other projects.

In the town of Concepcion del Oriente Save the Children has lent US \$2,000 for two years to 15 women for the purchase of five sewing machines which will be used in a clothing production shop. The women generated working capital funds by sponsoring a town barbecue and raffle. (See section on Women in Development for additional details).

Honduras

An interesting experiment has been undertaken in Honduras which has linked an international donor to a Honduran cooperative institution to support the extension of an appropriate technology to the residents of an urban slum. In 1979 the al-Dir'iyyah of Washington, D.C. granted \$10,000 to Save the Children Honduras to be used as a credit fund for the development of energy saving projects. The donation was deposited with FECOVIL, the national housing cooperative federation, for loans to members of the Zapote Norte (Tegucigalpa impact area) housing cooperative for the purchase of Lorena stoves. Repayment experience with these loans has been excellent since the monthly maintenance (rental) charge includes loan payments.

Through the Honduran credit union federation modest lost cost loans are made available to youths participating in SCF's youth savings projects. The local credit union of the federation receives the savings of the youths and will lend in accordance with its credit policy funds to these small savers.

A Final Observation

A theme common to Save the Children's experience in its credit programs throughout the world seems to be a cautious approach in the delegation of credit authority and responsibility to the local community committees. Past experience of many international private voluntary institutions including Save the Children is replete with a relatively high incidence of credit delinquency. Save the Children is now experimenting with several credit schemes using different institutional linkages, organizational structures and implementation plans and will closely monitor the results of these schemes. The agency's Field Office manual contains a section entitled "Loan Fund Guidelines" which synthesizes our experience to date. Further refinements will be made to these guidelines and our experience from innovative credit programs in Lebanon and Sri Lanka also will be shared at the appropriate time.

5. Women In Development

Program activities supporting and expanding the role of women in Save the Children community development activities have continued to grow during this second year of the Matching Grant. The agency firmly believes that through the supportive and effective mechanism of women's groups, women can best upgrade their skills relating to children, home and community. They are also encouraged to undertake community development and income producing projects.

In 1980 there has been an increased emphasis on income generating activities and loan programs for women in order to supplement family income. Training opportunities for women and appropriate technology projects which directly affect women's lives (especially those relating to access to water and fuel, grain milling, food processing and cooking stoves) have increased in number and scope.

As mentioned in last year's report, the particular strategy of hiring and training women field coordinators in order to advance women's programs was initiated by Save the Children in 1974. The role of the Social Development Coordinator (SDC) was designed with the participation of field staff; health, child care, home improvement, nutrition, family planning and agriculture were identified as the

main areas of responsibility. The role has been institutionalized and by 1980 most programs had a SDC in place. SDCs are being trained in group leadership, resource management, needs assessment and program planning.

Seven out of 25 Field Office Directors are women (Greece, Cameroon, Israel, Sri Lanka, Southern States, Turtle Mountain Chippewa and Sierra Nevada). In Westport two of our five Regional Directors are women (Asia/ Pacific and Africa/Europe/Middle East).

The agency believes that the development of women's groups plays a vital part in encouraging participation in community life and also helps them to acquire the skills they need and desire. The number of women's groups in Save the Children project areas continues to grow, most notably in Colombia and in Indonesia, but also in Bangladesh, Cameroon, Honduras, Sri Lanka, Upper Volta and Tunisia.

Colombia

Of particular interest is the collaborative effort between Save the Children and the Federacion Nacional de Cafeteros (FNC), to train rural women leaders in selected areas of Colombia. This project has received a major grant from Private Agencies Collaborating Together (PACT). The

purpose is to develop and expand the isolated training experiences of a small group of rural women into a network of training, organization-building, and income-producing capacity. The program concentrates on the following activities:

- The training of rural women leaders in group development and communications skills.
- The formation, support and needs assessment of village women's clubs.
- The selection and development of income-producing and/or home improvement projects.
- The establishment of loan funds for women's projects.
- The training of women's clubs in credit management.

The women leaders, receiving continuing support and training from Save the Children and FNC field staff, have now organized 43 women's clubs, each averaging 15-20 members. Seventeen clubs are planned for organization next year.

As of September 1980, 32 of these groups have received loan funds through PACT grant for productivity projects. It is still too early to report on the loan repayment record.

The Colombian women's groups have been active in establishing 17 school lunch programs, 3 school gardens, 2 community gardens, and 50 community latrines. They have also begun productivity projects in tomatoes, beans, potatoes, chickens and pigs.

During 1980, Save the Children sponsored 3 courses (one in each impact area) for 90 women leaders. Each course included 3 basic themes: organizational development for the community, health/nutrition and first aid, and the formation of women's clubs.

Five Save the Children staff and five women's group leaders requested additional training in project management, loan management, simple bookkeeping and group leadership. Courses covering these topics were given in June 1980.

The project has not been without difficulties. Some of the women's groups had problems in receiving the legal status required before eligibility is granted, thereby delaying receipt of loan funds. The training for trainers workshop, for all Save the Children Latin America Social Development Coordinators, FNC national staff, and representatives from the UN, Government and private

agencies in Colombia, was postponed. It is rescheduled to take place in January 1981.

A new evaluation framework has been designed by the Director General, the National Coordinator and the Director of Women's Programs of the FNC. Questionnaires were given to five women in each club on housing construction and maintenance, nutrition and clothing. Interviews soliciting women's views on what they have learned as a result of the program are also planned. A bookkeeping system is being developed for local implementation, which will facilitate record keeping at the community level. (See Appendix 35). A training seminar was carried out from October 29-31, 1980, in Bogota for four SDC's and four selected leaders to administer the evaluation system.

See appendices 35 and 36 for additional information on this program.

Honduras

The participation of women is most notable in small industry or productivity projects. In Pespire, a mango puree project began in 1977 when Save the Children assisted a group of women in the village of San Juan Bosco to do a feasibility study for a canning cooperative. Due to a

plentiful crop of mangoes which were only available for 7 - 8 weeks out of the year, making mango puree seemed the most feasible project. Through a project coordinator, Save the Children helped the villagers start a cooperative to produce and can the puree. The first year's production was completely sold, but the second year encountered problems, and in the third year the group did not produce any puree. The members attacked the marketing problems identified by studying product diversification, in which they learned new methods of preparing and processing various mango and papaya products. The group has now diversified their products to include jams and candy, and have experimented with different packaging methods. Daily production of the puree averages 290 lbs., and the women work about five days a week. In recent meetings with Save the Children staff, the women discussed the effect of the project on their lives. They feel that it has enabled them to provide better food, clothing and medicine for their children and has also earned them a highly valued respect from their families and communities.

Save the Children supports a rosquilla (hard biscuit) production project in the village of Esquimay. The agency donated the down payment for a corn mill, and lent funds to the project committee for the first payment. From the proceeds earned by the mill, the loan has been repaid. Three more income-producing groups have been formed by

this project committee in baking, candle-making and chalk-making.

In Tegucigalpa, a women's group requested a dressmaking course from the Junta Nacional de Bienestar Nacional, and received appropriate training in early 1980. Eight women are now making dresses and children's clothing for their own families, and later hope to sell their clothing in the Tegucigalpa market.

Another women's club in the Tegucigalpa area decided to make the traditional birthday pinatas for their children and for the Tegucigalpa market. Women from the Junta who were experienced in making pinatas trained 18 women, and production has now begun.

In addition to involvement in the above mentioned productivity projects, women also serve as elected officers on community committees, and the elected president of the San Antonio de Padua community committee is a woman.

Other areas in which women are frequent participants are health/nutrition and child/youth projects which tend to be family-oriented. For instance, in three communities in the La Esperanza impact area, women collaborate with the hot lunch program for children, sponsored by the

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National Council for Social Welfare through the school gardens program. The vegetable harvest from these gardens is donated to the hot lunch program (cabbage, peppers, carrots, corn).

El Salvador

Our program in El Salvador has developed a plan in coordination with the Center for Assistance to Lactating Mothers (CALMA) to provide breastfeeding counseling and promote maternal/infant health and nutrition services to interested women's groups. SCF will provide the initial organization building and follow-up services, and CALMA will provide the necessary training.

In the village of Concepcion del Oriente, women plan to open a clothing production shop. The women raised funds through a barbecue and raffle, and Save the Children loaned the group \$2,000 for a two year period, which will be used to buy five sewing machines. The clothes will be sold locally, and the loan will be repaid into the central community committee. A promotional exhibition of the clothes is planned as part of a town fair in January. Training will be provided in collaboration with DIDECO, the government rural training office, for improved quality and for the new members as they join. An interesting corollary to this project is the stimulation of women's groups in two nearby villages (El Pedernal and El Molino)

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to develop similar projects. In both areas, sewing training is being provided to groups of twenty women who also wish to start clothes production. Save the Children is providing the funds for the instructors' salaries and materials.

Indonesia

Aceh Territory in North Sumatra, Indonesia, is the site of several successful credit programs for women. The women in one village who came together for a baby weighing project and subsequent nutrition demonstration programs. They decided to form a credit union with a small amount of capital contributed by Save the Children and a membership fee of approximately \$2.50. The credit associations that have been in existence for more than a year have loan repayment rates of close to 100%.

The Tangse is a fertile coffee-growing area. Thirty women organized a coffee-marketing union, purchased a coffee-grinder, and are collectively marketing the ground coffee.

These same women, motivated by their success, are now producing and marketing tofu. This project was stimulated by the serious protein deficiency found in most children, and the soybeans grown locally are being processed into a weaning food.

The club has since diversified and initiated a child nutrition program, a day care center and a women's center. The group has also played an active role in helping women in other villages form similar associations. There is' now an informal network of eight women's groups - mostly credit associations - throughout the district.

Sri Lanka

The Field Office Director for our Sri Lanka Program is Dr. Marina Fernando, who began her association with Save the Children in 1979.

- A group of 7 women have been trained in nursing methods through placement in two of Colombo's key government hospitals - the Colombo South Hospital and the Lady Ridgeway Children's Hospital. These women increase the community's awareness of health, medical, and nutritional problems and are prepared for employment in medical institutions in the private sector.
- Six women were trained in preschool education and will staff the new preschool designed for the community.
- A group of 14 women are being trained in batik printing in one of Sri Lanka's leading Batik export

industries. Thirty-seven women were also trained in needlework and industrial garment making in two different institutions.

- The work force in Kirillapone includes 18 women masons who were trained for the housing rehabilitation project. These women are now capable of working independently and have created a noteworthy precedent in construction circles.
- Production of paper bags has been organized in the community as an income generating activity.

There are approximately 12 women who are engaged in this cottage industry. Arrangements are being made to organize the women into a cooperative.

The Kirillapone Impact Area program is implemented through the elected community committee. Two positions are currently held by women including the official post of Secretary.

A women's training program has been designed which includes the following ongoing activities:

- Training of 10 community health auxiliaries in preventive health, child care and family planning.

This training was provided by the Colombo South Hospital, the Lady Ridgeway Children's Hospital, the Family Planning Association of Sri Lanka, and the Population Information Center of the Ministry of Family Health. The auxiliaries are engaged in a comprehensive health/nutrition program with components in family planning and preventive maternal/child health care.

The projects in Kirillapone for 1981 include the formation of five women's groups. These groups will be involved in the following activities:

- The implementation of a nutrition education program to be launched in 1981.
- The development of a functional literacy program which will cater to adults and school drop-outs.
- The establishment of a day care center and community kitchen to be run by community women trained by the Sri Lanka School of Social Work.

Mid-East/Africa

Our programs in Mid-East and Africa have shown several encouraging developments with regard to women's programs. In Lebanon, our Women's Coordinator, was instrumental in training village level workers in our Agricultural

Rehabilitation Program. A nine-month multi-sectoral training program was held in Beirut, and five out the fifteen trainees were hired as women community workers to backstop the agricultural program in sixteen villages. Women have begun to apply for loans. To date, seventy-one women in ten villages have received loans for income-generating projects including poultry, milk cows, goats, bees, fruit tree and vegetable production.

Earlier this year, our Women's Coordinator attended the Women's Tribune Workshop in New York, for Third World Women providing training in organization, communications and materials development.

Save the Children also supports the development of day care centers for children of working mothers. The agency helped to establish the first such center in Hay es-Sullum in 1974 and today provides preschool education and medical services to 60 children. This year, in collaboration with the government Office of Social Development, the Health/ Nutrition and Social Development Coordinators organized a training seminar to upgrade the skills of the center employees. (See Appendix 34 for additional information on this project).

Copenhagen

The Women's Program Consultant also participated in inter-agency and government forums. A major event of the year was the participation by Save the Children staff in the Forum for the UN Mid-Decade for Women held in Copenhagen in July 1980 (see Appendix 5). Save the Children was represented by the Women's Program Consultant and field staff from Bangladesh, Cameroon and the American Indian Nations Program. Other participants included field workers from Save the Children Alliance programs in Sri Lanka and Zimbabwe.

A slide show was presented by Save the Children at the Copenhagen conference on women working together in the developing world. The show has been presented to a number of voluntary agencies and women's groups. The Women in Development Office of AID has requested copies for distribution.

The Women's Program Consultant has written a monograph on the development of women's programs which will be sent to field offices and other agencies in early 1981.

The Matching Grant support for a part-time Women's Program Consultant has provided the opportunity to review the agency's activities which relate to women, and to develop

a coherent policy towards women. While the consultant resigned her post in November, she has become a member of Save the Children's Board of Directors. The agency is confident it can sustain and increase efforts to promote the role of women in development.

6. Urban Development

One of the stated three year objectives of Save the Children in the Matching Grant is "to test and adapt the community based integrated rural development methodology and framework in selected urban communities in the United States and in international programs." (Save the Children "Three Year Program Plan," October 1, 1980, p. 97; see appendix 1).

During the past two years, Save the Children has initiated two urban impact areas (Tegucigalpa, Honduras; and Kirillapone, Sri Lanka) and continues to provide development assistance to Hay'es-Sullum in Lebanon. As can be seen from the brief description below, these three urban communities exhibit significantly different characteristics.

A. Tegucigalpa

After conducting a baseline survey in 1978, Save the Children initiated its program in the Tegucigalpa impact area in 1979, covering three barrios with a total population of 37,000. The Tegucigalpa impact area will be expanded in 1981 to the 7,000 inhabitants of the barrio of Villafranca. A baseline survey of 129 (10%) Villafranca households is currently being tabulated and will provide the Honduras Field Office with the initial needs assessment data.

At present Save the Children has developed three major emphases in the Tegucigalpa impact area.

1. Vocational Training

The impact area baseline survey indicated that the male community members were primarily interested in efforts which would assist them to gain employment or begin their own small business. The female community members were interested primarily in practical training in income-producing activities which could be carried out in the home. Consequently a major programming area is vocational training. Skill training projects in progress include metal working (4 men), roof tile making (2 men), weaving (9 women), and sewing (8 women). Tentative plans are being drawn up to construct a community training workshop center to provide instruction in carpentry, sewing, tailoring and weaving. A saw-dust log production scheme is also being planned.

2. Child/Youth Development

Approximately 50% of the impact area population is under 18 years of age and is preparing to take on adult responsibilities in a relatively short period of time. As a consequence a strategy has emerged which focuses on child/youth activities. The participants in the metal working, sewing and weaving projects described above are youths ranging in age from 12 to 18 years. A child/youth savings plan affiliated with local credit unions has been established. Plans call for future child/youth projects

in basketball court construction, school room construction and the establishment of a community playground.

3. Establishing Linkages With Existing Local Institutions

The impact area has access to a number of local and national institutions which have potential to provide development assistance. Save the Children has begun to utilize these institutions in a number of ways. Local credit unions are supervising the child savings plans. The National Social Welfare Council has provided courses in sewing, weaving and dressmaking. The government of the central district made substantial contributions in construction materials to erect a community center. The Federation of Cooperative Housing supervises a Save the Children grant and has established a loan fund used by community members to finance the purchase of Lorena stoves. Preexisting neighborhood development groups (Patronatos Comunales) provide the medium through which Save the Children has been accepted rapidly by the community.

B. Kirillapone

The Kirillapone impact area is located in the Pamankade East District of Southern Colombo. The baseline survey, completed in 1979, revealed that the community had a population of 1,661 (now almost 3,000) in 350 family units, (now 429 families) none of which had title to their land. Program activities were initiated in July 1979.

The Kirillapone impact area program has a multi-sectoral focus with major projects and strategies under the following categories.

1. Infrastructure and Housing - When Save the Children selected Kirillapone as an impact area, the shanty was little more than a group of poorly constructed houses with a limited water supply. Access to the shanty was by a dirt track which was often flooded. Save the Children has tripled the water supply by installing 12 additional standpipes throughout the community. A proper all-weather access road was constructed with the use of community labor and locally available materials. At the same time, the community built a sewage canal system which also serves for a water drainage during the rainy months. An ambitious housing redevelopment plan will focus on upgrading two-thirds of the housing units and relocating the remaining one-third. Much of the work will be accomplished by use of materials (roof sheeting and ram earth bricks) produced in the community at a cost which is about one-quarter of the price of locally available substitute materials. (For a more complete explanation of these activities, please refer to the section on Appropriate Technology.)

2. Income and Employment Operation - Given the high unemployment rate and low income of the community, a major strategy was developed to enhance employment opportunities within the community. Technical training has been given in masonry (25 persons trained), paper bag making (12), batik printing (14), carpentry (5) as well as in the community based industries of roof sheeting and brick making. In addition, a \$2,000 small business loan program is being established to provide 30 local businessmen/merchants with working capital loans to expand their establishments.

3. Health/Nutrition - Studies indicate that the community has only limited access to primary health facilities and suffers from debilitating illnesses. For example, clinical tests from a sample of 100 community children revealed that 100% had worm infestation. Thus, a comprehensive health/nutrition program has been developed. The first step was to convert the 18 community bucket latrines to a more sanitary water-sealed type. Ten women were trained in auxiliary health services and 7 more women received training as nurses aids in local hospitals. These women are promoting community health awareness and are creating primary health care linkages with local health institutions. Other services in nutrition, family planning and establishment of a community clinic are planned for 1981.

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(Save the Children has completed a baseline survey on Meegoda, a Sri Lankan semi-urban community of 5,300 inhabitants located 20 miles south of Colombo. Program activities have yet to be initiated.)

C. Hay es-Sullum

Save the Children commenced its program in the Hay es-Sullum impact area in 1974. The community, situated in east Beirut, has an approximate population of 20,000. It is truly in transition as refugees periodically and temporarily settle in the impact area in times of extreme disturbance in southern Lebanon among other areas and return to their homes during periods of relative peace.

The Hay es-Sullum program has four basic components:

1. Community Center - A focal point for the community, the center serves as a meeting place for the community committee and project subcommittees. The center also houses a community library which is supervised by a project committee and administered by community staff and volunteers. School age children are the principal users of the library.

2. Day Care Center - The Center serves 60 preschool children of working mothers. A community project committee oversees operations and supervises a qualified center director and two assistants. Working mothers pay a fee LL25 (US\$8) per month per child and these fees defray 80% of the operating costs of the center. The center has a secure open play area, two "classrooms" and a kitchen and bathroom.

3. Health/Nutrition Center - This center provides health care at reduced cost for 3,000 direct beneficiaries by a doctor specializing in internal and pediatric medicine, an auxiliary nurse and community health worker. Last year, 880 children and 304 adults received health care paying a small fee for examination and treatment. The most common health problems treated were gastroenteritis, hepatitis, pharyngitis, common cold, laryngitis, tonsillitis, bronchitis, anemia and poisoning. A health/nutrition subcommittee supervises center activities.

4. Educational Aid - During the first 6 months of 1980, 126 children between the ages of 6 and 15 were able to attend school through the assistance of Save the Children. The agency partially supported school transportation, tuition payments and the purchase of school books. Sponsored children received priority in this project.

Observations

These brief sketches describe three urban communities which are highly differentiated in terms of population size, basic characteristics, type and duration of program. Hay es-Sullum is a community of approximately 20,000 (depending on the ebb and flow of refugees in the area) in which Save the Children has been active for six years and our plan is to gradually withdraw from the community. Kirillapone on the other hand is a relatively small community (approximate population 3,000 today) in which Save the Children has only recently (1979)

commenced its activities and is concentrating relatively large inputs of resources into the community. Tegucigalpa is another new (1979) impact area, but it is large (37,000 population) and Save the Children is programming relatively few financial and technical resources into the area.

From this diverse group of urban communities, we are beginning to see some characteristics emerge which may be unique to an urban community based development program.

- a. In comparison with rural communities, urban shanties tend to show a weaker sense of community spirit due to their transient population, poverty, competition for limited resources and opportunities. This phenomenon was observed in Kirillapone which presented a greater challenge to the field staff in helping to create a community awareness, to encourage decision making and to increase participation in the development process.

The staff, therefore, assume greater responsibility in the initial stages to assess the needs through field work, household surveys, meetings with family units, community groups and the community committee. The plans and solutions are shared with the community and members' participation in implementation is solicited. It is hoped that the community will assume greater responsibility over time.

- b. The urban community in Sri Lanka also showed indications of problems of crime, violence, prostitution, and the production and sale of illicit liquor. The power structure also seemed to be associated with crime. The first year of program development has shown that due to the changing atmosphere in the community including increased broad-based participation, motivation and community pressures, there has been a drastic reduction in the rates of delinquent behavior. This needs to be documented with data on police records and the community's image in the city.

- c. The Kirillapone community committee feels it is premature for it to assume transfer management and fiscal responsibility. The committee is participating in, but not entirely controlling the decision making process and this is also observable in Tegucigalpa and Hay es-Sullum. The trust factor is developing slowly. This approach is not casual, but planned and intended. In Sri Lanka a full community based integrated development process is a goal of Save the Children which we hope to attain in 3-5 years in terms of decision making, planning, implementation, and a sustained development process.

d. At the project level, certain patterns (some which are obvious and some which are not) are also emerging. For example:

- a high population density in all Save the Children urban programs create both opportunities and difficulties. The entire sponsorship mechanism of Save the Children is facilitated as children are easier to locate and track down even after school hours in urban areas.

- community committees and project committee meetings are also easier to convene since most interested persons live no more than a few hundred yards from the meeting place. On the other hand, certain infrastructure projects such as sewage or latrines and water are generally more technically sophisticated and also more expensive to implement than similar projects in rural areas. Land for community centers, day care centers and small industry projects tends to be scarce and expensive; in many rural areas a small lot may be given away, but in urban areas it is a valuable commodity.

- In Tegucigalpa the participation of women in Save the Children projects seems to be enhanced in an urban setting, due perhaps to their permanent residence in the community. The men may hold jobs outside the community, whereas the women generally stay at home to tend the young and maintain the house. As a consequence, the Tegucigalpa impact area has developed cottage industry projects such as weaving, sewing and community industry projects in baking and candle making for urban women.

- In some areas cash income is a relatively high percentage of total income. While urban slum dwellers may maintain small gardens and make some of their clothing, they generally do not have the same access to land and its in-kind income as enjoyed by their rural brothers. Thus in-kind transactions are rare; in Hay es-Sullum for example, people will pay at least nominal amounts in cash for services such as day care or health care. In Tegucigalpa, the urban community residents seem to be marginally less willing to contribute their labor to a construction project.

The impact of these characteristics as well as other factors yet to be identified in Save the Children urban programs, warrant further in-depth exploration and analysis. The end result of this anticipated study is to determine the impact of these factors upon program elements:

1. The community committee, its functions, composition, decision making process and ability to assume programmatic and managerial responsibilities.
2. Nonformal community networks and their relationship to the community committee as well as their role in the impact area.
3. The planning process including identification of needs, strategies to address needs and the extent of community participation in planning for development.
4. Project selection criteria, types of projects implemented, cost differentials vis-a-vis comparable rural projects and the chances for successful project completion.
5. Program integration including the kinds of linkages (including advocacy) to existing local and governmental institutions as well as project interdependence and reinforcement.

As Save the Children identifies how these elements of the CBIRD process relate to the urban area, we can begin to modify our approach in a systematic manner which should improve effectiveness of CBIRD in the urban setting.

7. Appropriate Technology

Background

The Matching Grant enabled Save the Children to hire a consultant in appropriate technology. As a result, a major impetus developed within the agency which has promoted the use of appropriate technology at the headquarters, field office and impact area levels. The advocacy role of the consultant proved to be the catalyst which generated an agency-wide interest in the practical applications of appropriate technology.

Headquarters Level

In 1980 the Program Department of Save the Children established a three-year objective to establish at least one intermediate technology demonstration center in each country where the agency has developed a program. These demonstration centers will

1. encourage the use of local resources,
2. stimulate local employment,
3. "stretch" the use of scarce capital resources
and
4. foster intermediate technologies which will
result in productivity gains.

As reported below, Save the Children has already implemented plans to achieve this objective in six countries.

French intensive bio-dynamic gardening is a Save the Children program which is designed to improve the nutritional status of children and adults in impoverished communities. This program stresses energy saving and environmentally sound agricultural activities which are currently being tested locally in several of the agency's field offices. In May 1978 Save the Children established an organic garden at its Westport headquarters. This was based on the agency's prior experience in intensive horticulture in Honduras with the assistance of the Round Valley Garden project in Covalo, California. After two years of firsthand experience of growing vegetables using the organic/intensive method in Westport Save the Children published in 1980 a 35-page booklet entitled "Growing Your Own Food -- A Save the Children Action Project" (See Appendix 2). The purpose of the booklet is to demonstrate to field coordinators, as well as other program personnel, the results in one locality of what could be successfully grown using a technique which is applicable and appropriate in almost any climate.

Field Office Level

Some of the Matching Grant country field offices have already set up appropriate technology research/extension centers evidencing a continuing interest in exploring new

ways of using locally available resources to solve problems encountered in the local impact areas.

In El Salvador, for example, Save the Children has established an appropriate technology demonstration center in the El Sauce community which emphasizes locally adapted agricultural technology. The center has 600 square meters of land which field staff first prepared with soil erosion barriers and compost. Cultivated plots include red and black vigna beans, native corn and improved sorghum. Other demonstrations include bee keeping, seedlings for reforestation and Lorena stoves.

On a plot of borrowed land the field agronomist planted an improved variety of sorghum (centa) for fodder to demonstrate techniques of storing green silage. The silage will be used as cattle feed for stock which normally experience a significant weight loss during the dry season as the local pastures dry out. The sorghum is cut and chopped up before maturity and mixed with molasses. The silage is then stored in earthen pits covered with plaster and dirt. As of this writing the silage has yet to be tested as feed since the dry season has only just begun.

The purpose of the El Salvador appropriate technology center is to provide farmers with new ideas which should

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help them to increase their productivity. The center is evolving into something more than a passive demonstration; it is becoming active in the extension of some of its ideas to less accessible areas. Two dispersed local agricultural demonstration plots were established in the first year so that interested farmers may become multipliers of improved technology.

The same extension principle was applied to the promotion of Lorena stoves. After receiving a two-week course in stove construction and use given by an expert from Save the Children's Guatemala Field Office, four community members (two from El Sauce and two from Concepcion) have constructed their own stoves as functioning demonstration models. These individuals are now the local promoters in their respective communities and are teaching others how to construct Lorena stoves.

The Honduras Field Office set up its experimental unit in Pespire in 1978. It has developed eight ongoing projects: a paper recycling factory, Lorena stove demonstration, printing press, vegetable garden, terraces for fruit tree production, fish ponds, roof water catchment and roof sheet factory.

In 1978 Save the Children initiated the roofing sheet factory in the Pespire Center which uses as its raw

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materials 20 parts cement, 10 parts sand and 1/2 part henneken fiber. Direct production costs total Lps 3.67 per sheet (slightly less than one square meter in size) as follows:

	<u>Lps.</u>
cement	1.80
sand	.20
hemp	.30
labor	<u>1.37</u>
	Lps. 3.67

Red clay is sometimes added to the mixture to yield a color similar to the more expensive traditional red tile roofs. The tiles are sold at Lps 5.00 per sheet, although special prices are occasionally offered. The factory just completed a major production run for the sale of roof sheets totaling Lps. 3000.00 to the parish priest in San Juan Bosco. The project is supervised by the Pespire regional community committee. This project is now being extended to other areas in Honduras.

Save the Children plans to introduce a similar factory during 1981 in the Tegucigalpa impact area where there is a great need for inexpensive, good quality roofing material. Six promoters of the National Council for Social Welfare will be trained in roof sheet making in Pespire and will open a factory in Tegucigalpa with the assist-

ance of the International Labor Organization. The Pespire facility has also trained promoters from the National Cooperative Housing Federation, the National Institute of Housing Development and the Honduran Corporation for the Development of Forestry Industries in the construction of roof sheeting.

The Lorena stove is another example of an idea which Save the Children has promoted on a national level, with the collaboration of several institutions (Pan American Agricultural School, Peace Corps/Honduras, Honduras Cooperative Housing Federation and others). Save the Children also has its own production plan. During 1980 a total of 606 stoves were to be constructed in Pespire (332) and La Esperanza (274). In September an evaluation revealed that 258 stoves had been constructed through the month of July (131 in Pespire and 127 in La Esperanza). While actual production is below the planned output, Save the Children believes that final data will show a 90% achievement of plan. (See Appendix 3 for a copy of the evaluation report).

An interesting appropriately scaled technology project at the Pespire center suggested by the Intermediate Technology Development Group (ITDG) is a paper recycling scheme. Save the Children purchased an old garbage disposal unit which is used to turn scrap paper into recycled paper for

books, greeting cards, notebooks and packaging material for locally produced products. The process is simple. The scrap paper is funneled through the disposal unit; soaked in a sink, run through the disposal again and then poured on a screen until the excess water is funneled off. The screen is then placed on blotting paper and rolled with a lead pipe and then put out in the sun for drying. In addition to Christmas greeting cards, the recycled paper is used for books. To date two books have been published. The theme of the books have been "local legends" which for the first time are available in print. The recycled paper has also been used to package soap which is made and sold locally, and for sales promotion material for a locally-produced mango puree.

Save the Children is establishing appropriate technology research/extension centers and models in other countries as well. These efforts are taking place in

-- Makthar, Tunisia where a research demonstration farm is being set up. Save the Children is tentatively planning to utilize Matching Grant funds to develop certain project specific activities.

-- Savar, Bangladesh where Save the Children has set up a Village Education Resource Center using private

funds and a UNICEF grant. The center has specialized in the development of low cost educational materials.

-- Loma de Cabrera, and Las Matas de Farfan, Dominican Republic, funded in part by an Inter-American Foundation Grant, Save the Children has concentrated in the development and extension of alternative agricultural techniques in these two centers.

-- Sanbuk, Korea which has been set up as a model village demonstrating appropriate techniques of community-based integrated rural development.

-- Colombo/Kirillapone, Sri Lanka: Save the Children considers the impact area and field office as a working demonstration center of several appropriate technologies, many of which are described below.

Local Level

A description of some of the more interesting projects not already mentioned and utilizing locally adapted low cost technology in the Matching Grant countries are presented below.

Sri Lanka

a) Construction of roof sheeting and ram earthed bricks.

The costs of durable roofing material and kiln dried bricks have been rapidly increasing in Sri Lanka recently, and have placed quality housing beyond the reach of middle and lower income groups. In fact the squalid, makeshift housing pattern in Kirillapone is a direct reflection of the type of housing the low income community could afford. There were no alternative, low cost and durable housing materials available for use anywhere in Sri Lanka until Save the Children commissioned ITDG of London to experiment with locally available raw materials for low cost roofing and wall construction materials. The coir reinforced cement roofing sheet and the sun dried rammed earth brick, which were developed by ITDG in Sri Lanka, are now being produced in Kirillapone and will be used as the principal roofing material for the Kirillapone housing rehabilitation plan. Other organizations, including the Government Industrial Development Board and several PVO's, have visited the project and borrowed the technology using the Kirillapone community workers to commission their units and train the labor. Redd Barna, the Norwegian Save the Children, for example, has not only had its staff trained at the site, but purchased a large

quantity of finished material as well. The roof sheets cost approximately one-fourth the selling price of a sheet of similar size made of asbestos cement and one-third the price of a zinc sheet. The sun-dried brick costs 25% of a kiln-burnt brick in Sri Lanka.

b) Conversion of latrines from bucket to water sealed.

The sewage disposal system in Kirillapone consists of 18 latrines with a bucket system which was found to be unhygienic. The conversion of these latrines to the city drainage system would entail a high capital expenditure. The use of appropriate technology for the conversion of the latrines into water sealed closets was applied in collaboration with local civil and sanitary engineers. An innovative hume pipe chamber, into which sewage will be drained and thereafter run into filter beds specially designed for the purpose, has been approved by the Colombo Municipal Council. Work on this project is now in progress.

c) The re-blocking and upgrading of housing units

The high cost of brick walls for re-blocking and upgrading of the shanty settlement, has led to the examination of low cost alternatives. ITDG has

designed sun-dried bricks with a fibre cement plastering. This has been tested in 6 model houses and found acceptable. Since cement is used in the plaster, this method will prove cost efficient only if the percentage of cement can be maintained below a specific level.

(Note: A report on appropriate building materials and the initiation of reconstruction activities in the Kirillapone shanty was conducted by the ITDG and appears in Appendix 4. This report was written by members of the ITDG who provided planning support and technical advice during the first stages of the project).

Honduras

a) Terracing Project

In collaboration with the community committee in Esquimay, Save the Children will assist 75 farmers to control soil erosion and improve agricultural production. With a \$345 contribution of tools from Save the Children and 180 man-days of labor contributed by the community, approximately 35 acres of land will be terraced. Save the Children has thoroughly tested this technology in its Pespire field office center. With the use of an "A" frame with a

rock pendulum, a farmer can easily determine the contour of his land and can determine if sufficient leveling has been accomplished through the terracing effort. The terraces are buttressed with rocks and the soil is leveled and/or filled in. Since no special equipment is required, the cost of this type of project is very modest.

- b) Pilot program in combined fish, pig, chicken raising
- Save the Children, working with the Peace Corps, has developed plans for a pilot project in the La Esperanza HIP area which combines the raising of fish, hogs and laying hens. Thirty laying hens are confined in a 12' x 16' laying house with a mesh floor. The droppings fall through to a 24' x 16' concrete feeding floor for twenty pigs. The feeding floor slopes to a drain which is flushed out several times a day into a fish pond having a volume of 135' x 85' x 4' and provides a nutritious feed for the fish. One pond should maintain about 10,000 fish up to a weight of about 1/2 pound. (See Appendix 18 for a copy of the plan.) Save the Children intends to thoroughly test the technical and economic feasibility of this project before preparing any dissemination plans.

Colombia

In the Ubaque impact area, a Save the Children field worker developed an innovative combined water wheel pump and drip irrigation system. This system holds great promise for providing limited but low cost irrigation to small scale farmers living no more than 100 meters above rivers with a year-round flow of water. The irrigation would permit participating farmers two harvests per year, thus substantially increasing their income. The system has the potential to lift sufficient quantities of water up to 100 meters to irrigate approximately 1-1/2 acres. The project is currently in the demonstration phase; five water wheels have been coupled with three drip irrigation schemes and are providing irrigation for five cooperating farmers covering 30,000 square meters of vegetable-producing land. The system will cost \$1,400, \$500 for each pump and \$900 for the drip irrigation equipment. Assuming no unanticipated problems, Save the Children hopes to produce sixty complete systems during 1981. A consultant from Appropriate Technology International visited this project in December 1980 and, as of this writing, we are awaiting his report. (See Appendices 29 and 30.)

Lebanon

In the village of Hebbariye, Save the Children is actively promoting the use of solar energy for heating purposes.

The program is a planned two building demonstration designed to show community members that solar energy is a viable and economically feasible medium for heating buildings. The first project was to convert the second floor brick wall of the Hebbariye Community Center to a solar wall. This entailed tearing down the hollow brick wall and constructing a new solid wall which provides 50-75% of the heating needs for the adjacent rooms. The second project is the construction of a solar heated community school. The school, a structure which will eventually house 16 classrooms, will be heated by means of a Trombe wall on the southern side of the building. It is hoped that, by demonstrating the use of solar energy in two of the buildings used by the entire community, members of the community will begin to see the practical and low cost application of solar energy to their homes.

Other Projects in Matching Grant Countries Using

Appropriate Technology

The projects described above are only a sample of how Save the Children is applying appropriate technology in projects. A number of other projects have been undertaken or planned in 1981 for Matching Grant countries. These include:

Honduras

- Pespire -- fish pond extension throughout
impact area
- hillside water catchment and storage
- soil/water catchment and storage
system (see Taos Solar Energy Report
on Honduras, Appendix 19)
- mango puree project (see section on
Women in Development)

Tegucigalpa -- sawdust log production for use with
Lorena stoves

La Esperanza-- French intensive biodynamic gardening
project initiated in 1976

El Salvador

El Sauce/Concepcion -- extension of soil erosion
barriers to local farmers

Colombia

Guadaloupe -- composting and double digging in bio-
dynamic gardens

Sibundoy -- composting and double digging in bio-
dynamic gardens

Colombia (cont'd.)

Ubaque -- composting and double digging in bio-dynamic gardens

Sri Lanka

Meegoda -- solar powered water pumps for house gardens
-- development of water sealed latrines for sewage disposal
-- experimentation with bio-gas and solar energy for use in households

Indonesia

Tangse -- fish ponds
-- hydro-electric power via water wheel
-- bamboo canal gravity water system
-- Tofu making (see section on Women in Development)

Lam Teuba -- Tofu making (see section on Women in Development)

Use of Consultants in Appropriate Technology During 1980

The Matching Grant has proved to be a valuable resource to Save the Children in order to gain access to expert consultants in appropriate technology. Presented below is a brief listing of trips made during 1980 by such consultants on

behalf of Save the Children. (Note: the Matching Grant did not finance all of the trips listed below).

Honduras -- Fred Hopman, Taos Solar Energy Association (May, 1980). Water catchment and storage, tree planting, solar cooling, adobe and others (see Appendix 19).

-- Peter Stern, Intermediate Technology Consultants Ltd. (July 1980). Water retention. (see Appendix 20).

Colombia -- John Guy Smith, Appropriate Technology International (December 1980). Water wheels and drip irrigation systems.

Sri Lanka -- J.P.M. Parry, Intermediate Technology Development Group (March 1980). Housing rehabilitation (see Appendix 4).

-- Stafford Holms - Intermediate Technology Consultants, Ltd. (January 1980). Housing rehabilitation.

-- Andrew Carrier and Gregory Farley, Intermediate Technology Consultants Ltd. (March 1980). Housing Rehabilitation.

Lebanon -- Fred Hopman, Taos Solar Energy Association
(March 1980). Solar heating and food
drying, water catchment, wind energy,
composting and others. (see Appendix 21).

Tunisia -- Fred Hopman, Taos Solar Energy Association
(May 1980). Follow-up on appropriate
solar technology projects.

Bangladesh -- (Planned for January/February 1981)
Andrew Carrier, David Ackers and J.P.M.
Parry, Intermediate Technology Development
Group, I.T. Building Materials Workshop.
Staff from Save the Children's Sri Lanka
Field Office will also participate.
-- A US \$4,000 grant from Appropriate Tech-
nologies International permitted two of
Save the Children/Bangladesh field staff
to visit appropriate technology centers in
southeast Asia (March-April 1980).

Tuvalu -- Clive Stewart, Tarawa Technical Institute
(November 1980). Building materials,
fiber-cement roofing sheets.
-- Ram Naidu, South Pacific Commission in New
Caledonia (November 1980). Crop and
livestock production.

8. Crafts Production and Marketing Program

A survey financed under the Matching Grant was one of the steps which culminated in the May 1980 inauguration of the Crafts Center at Save the Children's headquarters in Westport, Connecticut. It was decided that the Westport headquarters could provide a dramatic focal point for crafts activity. At the same time the agency also recognized that the development of viable crafts production under the auspices of Save the Children in the field impact areas would be at best a long term proposition.

The Crafts Center serves as a host for a series of sales exhibitions, held at intervals of several months. These exhibitions to project a panorama of folk art and crafts being produced throughout the world in Save the Children's impact areas. The schedule for 1980 and 1981 is as follows:

May - August 1980: Appalachian Fireside Crafts

October - December 1980: Caribbean and Latin American crafts

December 1980: International Holiday Bazaar

January 1981: "Clearance Sale"

February - April 1981: Crafts of the Cherokee Nation

May - August 1981: Crafts of Southeast Asia

September - November 1981: Crafts of Africa and the Middle East

December 1981: International Holiday Bazaar

Save the Children is beginning to recognize the importance of a local research-experimentation - demonstration-training cycle for its appropriate technology projects. Many consultants in appropriate technology have stressed its importance in their field visits and reports. One response of the Program Department of Save the Children was to set the objective of at least one such center in each country by the end of 1983. Save the Children does recognize that it has merely scratched the surface of the potential benefits that carefully implemented and locally adapted technologies can bring to its field programs and ultimately to its project beneficiaries.

Save the Children's involvement in crafts production and marketing at the impact area level is likely to be a slow and difficult undertaking requiring both capital investment and specialized personnel. There are three principal obstacles to the successful production and marketing of crafts.

- Product quality can be poor and/or variable; this requires the establishment of an effective quality control system in each crafts project.
- Product quantity can be insufficient and a means must be developed to ensure adequate production for cost-efficient sale.
- Untimely shipment can result in the loss of sales and steps should be taken to optimize shipment schedules for successful marketing.

At present, Save the Children is providing support to crafts projects in several countries. Four examples follows:

In the Guadelupe - Suaza impact area of Colombia Save the Children is helping to finance an "artisan producers" committee. The committee, with 15 members, produces hats, wallets, belts and other items using raw materials which are available in the area.

Twenty-one weavers in La Esperanza, Honduras are receiving instruction from Save the Children in the production of woolen ponchos for use in the colder seasons. One hundred years ago weaving was a skill of the people in the area (Lenca Indians) but was lost over time. Save the Children donated wool and construction materials and Guatemalan experts have taught the Lencas how to construct looms and use the looms to weave tightly. The Heifer Project is planning to donate 25 sheep which will provide a supply of wool. The ponchos have become part of the school uniform in the area and also have become popular with the men.

Save the Children has tentative plans to develop craft skills in Meegoda, Sri Lanka. The area has a high rate of unemployment. It also has an abundant supply of such raw materials as coconuts, rubber and plumbago (a type of graphite). Funds have been tentatively requested under the Matching Grant to test the feasibility of a crafts training center in conjunction with the Department of Small Industries and the Industrial Development Board of the government.

In Lebanon the agency is planning a 1981 program component which will address the needs of small scale enterprises (assets up to US \$14,700 and a maximum of 10 employees) in

the neediest sections of the country. Under this program Save the Children will lend funds at a proposed rate of 8% to crafts enterprises receiving technical assistance from Artisanat du Liban, a national organization providing technical expertise in production and marketing. Tentatively the program is scheduled to begin on April 1, 1981.

E. Planning

The office of Planning and Evaluation is staffed by a Director and one intern assistant. Both positions are funded by the Matching Grant which permits Save the Children to professionalize an important component of its programming methodology.

Planning

During 1980 a number of important steps were taken to further refine the planning process used by the agency. A key step was the development of a Three Year Plan (see Appendix 1). The Program Staff worked together from July to October to develop a Three-Year Plan of projected activity for Fiscal Years 1981 - 1983. This Program Plan identifies goals and priorities on regional, functional and departmental levels, and summarizes the Five-Year Financial Activity for Fiscal Years 1979 - 1983. The process involved, which included weekly dialogues among staff, complemented by feedback from the field, led to the identification of the following program sectors in which Save the Children is involved:

- Training
- Planning
- Evaluation
- Health/Nutrition
- Family Planning
- Women in Development
- Formal and Non-Formal Education
- Appropriate Technology

- Agriculture
- Home Gardens
- Environmental Resource Management
- Credit/Income Generation
- Community Organization
- Urban Development

In addition to reviewing these fourteen functional plans, each of the five geographical regions (Asia/Pacific, Latin America/Caribbean, Europe/Middle East/Africa, Domestic, and American Indian Nations) presented specific plans which identify goals and objectives on both regional and field office levels.

This Plan was reviewed in-house and with the field during the month of September and was distributed to the Board of Directors in October.

Another important step was to establish Program Department and Regional priorities for Fiscal 1981. In April 1980 all Regions defined their programmatic emphases over the next twelve months as well as the major problems to be addressed. In addition sixteen priorities were established to serve as an outline of the overall strategy for the Program Department of Save the Children for Fiscal 1981. A final document was proposed on April 30, 1980 and was submitted to the Board of Directors in May. (See Appendix.22).

A third step was the publication of the initial sections of a standardized Field Office Manual in May 1980 which, when completed, will summarize Save the Children's philosophy, policies and guidelines. The document was distributed containing the following sections:

- Introduction
- History, Philosophy and Goals (with attachments on evaluation process and fund raising ethics)
- Board of Directors and Council including by-laws and policy statements
- Introduction to CBIRD
- Planning-implementation plans, 3 year plans, program plans
- Loan fund guidelines
- Environmental Checklist
- Project Criteria
- Field Office Reporting System
- Training
- Sponsorship Guidelines
- Reporting Requirements

The document was prepared and reviewed by an in-house ad-hoc committee whose membership was drawn from every department in Save the Children. Other sections will be added to this manual

in the future. A section on financial guidelines is under final review and should be published during the first quarter of Calendar 1981. (See Appendix 23).

As reported last year, the Field Office Reporting System (FORS) was implemented in 1979 and is beginning to provide specific information for evaluation, financial analysis, budget control, investment of funds by sector, source of funds (including local community in-kind and cash contributions), and statistics for a possible cost benefit analysis. Save the Children has encountered some problems in the implementation of the FORS system, but the difficulties (most of which result from staff unfamiliarity with the system) are being resolved.

For example most evaluation of individual projects is carried out on an on-going basis by community committees assisted by Save the Children Field Coordinators. These evaluations are based on the project design, purpose, and objectives as presented on the FORS Project Application form. Annual evaluation reviews will be required on all projects. The present system will require that each field office prepare an annual project evaluation summary for each project which responds to these questions:

- What activities took place in carrying out the project? (Departures from planned activities should be noted).

- What were the results of these activities? (Changes in baseline data should be noted).
- How have the skills and resources in the community been improved so that this project can be continued independently?

The system is a sound one, but in order to implement it effectively, field personnel need both experience and training in its use.

Save the Children needs to explore the feasibility of making some specific format changes in the FORs system in order to provide summary information in classifications other than agency's program sectors. For example, it might be useful if the FORs system could identify field activities which have a component of appropriate technology. This would enhance the capability for information retrieval which in turn would permit a more rapid and comprehensive analysis of agency activities in specific areas of emphasis. The Planning and Evaluation Office will be exploring this possibility with the Department of Management Services early in 1981.

Program Evaluations

Five formal program evaluations were completed during 1980 on programs in Matching Grant countries as follows:

- Lebanon, "Agricultural Rehabilitation Program, an

Evaluation: (July 1980). See Appendix 17. This evaluation was conducted by representatives from Save the Children, collaborating Lebanese institutions and the Dean of the Faculty of Agricultural and Food Science of the American University of Beirut.

- El Salvador, "Summary Report of Findings from Evaluation and Process Consultancy" (August 1980). See Appendix 24. The consultant focused upon planning and training as the key elements of the El Salvador program.
- Indonesia, "Evaluation of Save the Children Community Based Integrated Rural Development Project in Tangse and Lam Teuba in the Special Territory of Aceh, Indonesia" (August 1980). See Appendix 25. Field work for this evaluation was conducted by the Director of Planning and Evaluation and Dr. John Tomaro of the Research Triangle Institute.
- Sri Lanka, "Evaluation of SCF Community Based Urban Development Programme -- Kirillapone, Sri Lanka" (May 1980). See Appendix 26. This study, conducted by the Sri Lanka Institute of Development Administration, concentrated on shanty conditions and program plans results.
- Honduras, "Evaluacion del O.P.G. Aplicado por FEDEJCO en Pespire, Depto. de Choleteca, Honduras, C.A." (June 1980). This evaluation of the Pespire impact area was carried out by the Instituto de Investigacion y Formacion Cooperativista "Elias Villegas Reyes".

One evaluation currently in progress is a comparative study on the Sanbuk, Korea impact area and a nearby community in which Save the Children has no program. The purpose of the evaluation is to objectively measure the impact of the CBIRD program in Sanbuk by comparing its progress with that of a similar community having no direct contact with Save the Children.

Save the Children has found these evaluations to be most useful to assess program progress to date and to develop coherent strategies to address problems encountered. It is the policy of Save the Children to conduct periodic evaluations of its programs with the judicious use of outside consultants as well as staff from the Program Department. In 1980 program evaluations were conducted in five of the six Matching Grant countries in which Save the Children has a program which has been operational for at least one year. Other program evaluations in non-Matching Grant countries were conducted in Korea, Bangladesh, Gaza/West Bank, Yemen and Dominican Republic during 1980.

These evaluations and future evaluations, combined with the case studies on Indonesia and Korea prepared last year will provide the basic information which will permit Save the Children to make a comprehensive analysis of the CBIRD methodology. This analysis will prepare the agency to describe CBIRD as a thoroughly tested methodology and its advantages and disadvantages of using this methodology for achieving effective development while promoting the dignity and self respect of the poor.

Personnel

The Director of Planning and Evaluation resigned his position with Save the Children in June. In September a new Director was hired and in October he embarked on a month-long field trip to Korea, Indonesia, Sri Lanka, Lebanon, Greece, Israel-Gaza/West Bank, and Tunisia to familiarize himself with Save the Children Programs in those countries. (See Appendix 28) a copy of his trip report). He also made a one week field trip to Honduras in early December.

The current intern-assistant will join the Bangladesh Field Office Program in January 1981, and a replacement will be hired.

F. Training

Introduction

The training sub-strategy outlined in the Matching Grant calls for the development of a systematic, ongoing, training capability in each one of the field offices so that they will be able to assess their training needs and develop appropriate programs. To accomplish this goal, individual country and regional plans are being developed. Although the goal is the same and the conceptual framework of the strategy is similar for all the programs, there are variations by regions based on factors such as socio-cultural context, availability of human resources, geographical position, degree of development as a Save the Children program and the programmatic guidelines of the respective region.

This part of the report describes the structure and activities of the training sub-strategy of the Matching Grant.

1) The Structure

By January first of 1980 the Director of Training and the Regional Training Coordinators for Latin American and Asia were in place. The Training Coordinator for Middle East/Africa was appointed in mid-March and was based in Tunisia beginning in June. Effective July 1, 1980, the Regional Training Coordinator for Latin America, Mr. Jairo Arboleda, became the Director of Training to replace Mr. Jack Lockett who accepted an assignment as the Field

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Office Director of our new program in Tuvalu. After a selection process in which 15 individuals were interviewed, a candidate for the Regional Training Coordinator (RTC) in Latin America was selected, trained in Westport from July 27 to August 15 and appointed effective August 14. His name is Mr. Amilcar Ordonez. Presently, each of the RTCs are in the field performing their functions and the Director of Training based in Westport is coordinating the entire operation. An intern, hired for a year, is working under the supervision of the Training Director to develop a child focused strategy for the agency and a training program and methodology for sponsorship and child activities coordinators.

2. The Program

With all the RTCs in place, the training strategy has begun developing in the three regions of the overseas programs: Africa/Middle East, Asia/Pacific and Latin American/Caribbean. A comprehensive needs assessment process has been initiated in the various countries of each region. Country and regional training activities have taken place during the year as part and as a consequence of the needs assessment exercise. Such training has involved management, program and field staff as well as community leaders and government officials. In addition, several orientation sessions for new staff were conducted at the Westport headquarters. A systematic

examination of the Community Based Integrated Rural Development methodology and its application has also been initiated by the entire staff of the Program Department.

The following sections present a summary of the needs assessment method and of the training activities at the field level by region and at the Westport headquarters. Several appendices provide additional detailed information to support this summary.

a) Training Needs Assessment

The needs assessment process has been initiated in all field offices and has been completed in 60% of them. It is generally comprised of the following steps: individual and group discussion of the field office objectives, impact area and sectoral levels; individual description of functions and responsibilities; individual description of the 3 to 5 major problems encountered in carrying out the functions the previous year; individual description of the potential problems which might be encountered in the fulfillment of the objectives in the coming year; group classification of training and non-training related problems; group discussion of the training priorities; group discussion of the best ways to meet the training needs; and group development of a plan of action for the next year.

The entire staff from the field office and the impact areas participates in these exercises. We attempt to be consistent with our development approach that emphasizes direct participation of those affected. During these workshops and in the training strategy in general, we use the methodologies of participatory training and learning-by-doing.

b) Latin America

One of the objectives of the Latin American Staff Conference held in October 1979, was to present to the senior staff of the field offices the training strategy as stated in the Matching Grant and to initiate a training needs assessment process. As a result of the preliminary needs assessment two training activities began to emerge: (a) a training program to introduce new field staff to the history, philosophy and methodology of Save the Children and (b) a management workshop.

The objectives, activities, methodology, participants, trainers and evaluation of the training for field workers are fully described in Appendix 7. The training program for 15 field staff members from the Dominican Republic, Mexico, El Salvador and Guatemala was a combination of theory, practice and critical analysis for 5 weeks in January and February 1980. The manual produced for this training includes 52 short documents, a summary of which

may be read in Appendix 8. For this program we used some of our staff from the region as trainers. At the end of the program, an action plan was developed for each one of the participants. A copy of the plan was sent to each respective supervisor so that he/she would support the participant in his/her efforts to improve his/her performance as a community worker. This plan constitutes the basic instrument for follow-up.

The system developed for this training of field workers can be easily adapted to in-country training programs and to training in other substantive areas.

The management seminar for 22 senior staff members from the field offices in the Latin American region had the following objectives: 1- A brief, rigorous review of contemporary theories of management and organizational development; 2- An integration of relevant behavioral science technology with current rational and systems management approaches; 3- Experiential learning which allows the participants to analyze and improve their own effectiveness; 4- Extensive opportunities to apply the program concepts to real management problems and to plan for their application in the organization.

The approach, content and the evaluation instruments for the seminar can be seen in Appendix 9. A considerable

amount of preseminar reading was required of the participants. These materials are available upon request. At the end of the seminar, each field office had developed a six-month action plan. The plan became the main instrument for follow-up by the management level in the region.

By December 1980, a country by country training needs assessment had been completed and country and regional training plans had been developed, presented and approved for calendar year 1981. The methodology was similar to that described in the section on needs assessment. Besides the individual field office training program, three regional and two sub-regional activities were planned. The latter activities are those which, according to the training substrategy, can best be met by bringing together staff from several countries. The full plan for every country as well as the regional plans are contained in Appendix 10.

In addition to the activities reported here, several staff members from different Latin American countries participated in other training activities such as those established by the Health/Nutrition office, and the women's project in Colombia (6 project coordinators were trained in project design, coordination and evaluation). These activities, as well as those related to community

leadership training and vocational/project related skills, are described in section II of this report.

c) Middle East/Africa

The training activities of the region under the Matching Grant in 1980 began in mid-March with the appointment and training of the Regional Training Coordinator for Middle East/Africa. Between April 27 and May 2 a regional training workshop for planning sectoral strategies took place in Pawling, New York. Fifteen individuals participated; 10 from the field (Tunisia, Gaza/West Bank, Cameroon, Lebanon) and 5 from the Westport headquarters.

The objectives of the training program were: 1- To share a framework on planning styles and to assess those styles our staff were currently using; 2- To develop skills in the use of some analytical tools which assist in program/project planning; 3- To develop an organizational and regional perspective on planning sectoral strategies; 4- To explain the training strategy of Save the Children and 5- To begin a training needs assessment process for the region. A full report about the training program with the instruments used and developed appear; in Appendix 11.

In Tunisia, a training program for staff development in communication skills and team work was designed and

carried out in May. (See Appendix 14) The Regional Training Coordinator and the senior staff of the field office participated as trainers. Ten individuals participated in the program. Based on other training needs identified, a consultant has been hired to set up a program for staff development in communication management and community development methods which will improve the effectiveness of the staff in community development activities.

In addition, the field office is defining a training framework to become a resource for the training of personnel from other PVOs and government employees in Tunisia.

In Lebanon, a training coordinator had been appointed in 1979 to help the field office in the training needs assessment process. Training materials such as film strips were collected or developed and have been used for training purposes in the Agricultural Rehabilitation Program. In early November, a series of staff development activities took place in Beirut coordinated by the Director of Training and the Regional Training Coordinator. These activities were designed to facilitate the transition to a revised field office structure that decentralizes responsibilities and authority and emphasizes sectoral integration.

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All the staff (33 individuals) participated in this training program. As a result, a plan of action for 1981 was developed. The plan includes training and non-training related activities. The training plan for 1981 revolves around Community Based Integrated Development methodologies and the role of the field coordinator. For a full account of the objectives, activities, exercises and the plan of action, see the last part of the field trip report of the Director of Training, Appendix 12. The plan proposes training at the community level of credit committees and community committees in administrative, planning and management skills.

In Yemen, during 1980, training activities were carried out with field coordinators to provide concepts, skills and tools for community based development. During the month of December, a group of 15 community workers from Save the Children, other PVOs and the government participated in an intensive training program for the design and construction of small water systems. A manual had been developed by two engineers working for Save the Children in 1979-1980. This manual was tested during this training program and will be substantially improved as a result.

The second part of the training consists in the actual construction of 4 community based water systems in rural

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areas of Yemen by the community workers that participated in the first phase of the training. One of the components of the training program includes hygiene/sanitation issues related to water systems construction and maintenance. (See Appendix 13)

The field office is also developing a training framework and the necessary technical capacity to become a resource to support other agencies committed to community development.

The Staff of Upper Volta participated in a three-week training program in September on community development, participatory techniques, problem solving and credit systems.

For 1981, we expect to finish the needs assessment process in all the field offices, to develop appropriate training programs, to train field office training coordinators and to develop several training activities at regional or subregional levels pertaining to planning, evaluation and management.

d) Asia/Pacific

The RTC based in Indonesia, as reported in a previous section, has been supporting the CBIRD training program

for government officials at the provincial level. Part of the program has involved on-the-job training of a senior staff member as the field office training coordinator to take on the responsibilities of staff and CBIRD training coordination.

As a result of a recent evaluation of the program in Indonesia, the RTC also supports the field office in the design and implementation of a management system. He has been training the staff on the job and a formal training activity took place December 18-24 in Tangse. The program manager and the field coordinators have also received orientation and guidance on the job by the Regional Training Coordinator.

The training activities of the Korean Field Office have concentrated on leadership development and vocational/project related skills for community members. Since the approval of the Save the Children/Korea as a legal autonomous Korean entity, staff development activities have taken place to facilitate the movement of the staff into the new structure.

The staff training in Sri Lanka has been under the coordination of the Field Office Director. Given that it is a new program, the Director has been training the staff in

their administrative and programmatic responsibilities. The field coordinators (2) and the deputy director have participated in a three week learning tour in our programs in Indonesia and the Philippines studying urban development programs for marginalized families. The deputy director also participated in an individualized orientation in Westport during the second part of November.

The field office has carried out a needs assessment and a tentative plan for 1981. The concentration will be nonformal education methods and techniques, childhood development programs and development of a community awareness strategy in health and nutrition. The field coordinators will continue to receive on-the-job training to improve their skills as community development workers, particularly now that the program is moving into a second impact area.

In Tuvalu, the previous Director of Training with the collaboration of consultants has developed and carried out a 9 week training program for 8 Island Development Coordinators. A copy of the report of this training is available upon request.

In Bangladesh during 1980 a series of workshops have taken place for field office and impact area staff in

agriculture, water resource development, women in development and community credit systems. These are regular activities of the field office in which most of the staff participates.

In 1981 we expect to complete the country-by-country needs assessment and the development of sub-regional training strategies as proposed in the three year program plan. We are planning a sub-regional workshop for the South Asia region in which Bangladesh, Sri Lanka and Nepal will participate. The objectives of the workshop related to an exchange of experiences and the application of the CBIRD methodology, the discussion of country training plans for staff and communities, the identification of training needs that can best be met through sub-regional activities and the development of a sub-regional training strategy utilizing the expertise of the different field offices. We will move in a similar direction with the two other sub-regional units defined in the three year program plan.

e) Training at Westport Headquarters

We have conducted 3 orientation sessions for the introduction of new staff to Save the Children using the basic training program described in the first year Matching Grant: January 14-25; March 17-April 3; July 28-August 15.

Thirty (30) field staff members participated in these sessions and all of them are now working in the field offices.

The entire staff of the program department is involved in an ongoing exercise to examine the "state of the art" of our Community Based Integrated Rural Development methodology in the light of our experience in its application. We are attempting to assess what we have learned about the validity and application of each of the components of the methodology, and the alternative ways in which the field offices have dealt with these components. The objective is to increase our understanding of community based development and to improve our capabilities to provide support to the field. This exercise is carried out in weekly sessions of 3 hours.

Finally, the Director of Training visited several field offices in the Asia and Middle East/Africa regions during October and November to acquire a broader perspective of the agency and its programs.

Final Comment

Our aim is to develop a coherent training strategy to respond to the training needs at different levels of the organization and the espousal of such a strategy by the

regions and field offices so that training becomes an ongoing function of our programs. The development of yearly training programs will definitely help improve the performance of staff in their support of community development efforts.

III. FINANCE

The following Financial Status Report is a preliminary report only. All field office reports had not been received by December 31, 1980, and the data on total expenditures is not complete.

Save the Children expenditures for the period January 1, 1979 to December 31, 1980 was estimated to be \$1,963,387.26. This compares with preliminary data indicating Federal outlays of \$1,127,411.38. Thus the Save the Children "match" continues to exceed the Federal share on the basis of this preliminary data.

FIN NC... STATUS REPORT

(Follow instructions on the back)

1. FEDERAL AGENCY AND ORGANIZATIONAL ELEMENT TO WHICH REPORT IS SUBMITTED FH/P&O/CMB Room 601 SA12 USDCA/AID Washington, DC 20523	2. FEDERAL GRANT OR OTHER IDENTIFYING NUMBER AID/SOD/PDC G-0212, Dated 6/1/79	OMB Approved No. 50-R0100	PAGE OF 1 1
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3. RECIPIENT ORGANIZATION (Name and complete address, including ZIP code)

Save the Children Federation, Inc.
Community Development Foundation, Inc.
54 Wilton Road
Westport, Connecticut 06880

4. EMPLOYEE IDENTIFICATION NUMBER 06-0726487	5. RECIPIENT ACCOUNT NUMBER OR IDENTIFYING NUMBER Matching Grant	6. FINAL REPORT <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	7. BASIS <input type="checkbox"/> CASH <input checked="" type="checkbox"/> ACCRUAL
8. PROJECT/GRANT PERIOD (See instructions)		9. PERIOD COVERED BY THIS REPORT	
FROM (Month, day, year) 1/1/79	TO (Month, day, year) 2/15/81	FROM (Month, day, year) 10/1/80	TO (Month, day, year) 12/31/80

10. PROGRAMS/FUNCTIONS/ACTIVITIES ▶	STATUS OF FUNDS				(e)	(f)	TOTAL (g)
	(a) Integrated Rural Development Activity	(b) Training	(c) Planning and Evaluation	(d) Shared Program Administration			
a. Net outlays previously reported	\$ 2,003,623.90	\$ 327,484.04	\$ 133,427.38	\$ 99,798.52	\$	\$	\$ 2,564,333.84
b. Total outlays this report period	440,212.98	50,304.36	17,249.46	18,698.00			526,464.80
c. Less: Program income credits	- 0 -	- 0 -	- 0 -	- 0 -			- 0 -
d. Net outlays this report period (Line b minus line c)	440,212.98	50,304.36	17,249.46	18,698.00			526,464.80
e. Net outlays to date (Line a plus line d)	2,443,836.88	377,788.40	150,676.84	118,496.52			3,090,798.64
f. Less: Non-Federal share of outlays	1,963,387.26	- 0 -	- 0 -	- 0 -			1,963,387.26
g. Total Federal share of outlays (Line e minus line f)	480,449.62	377,788.40	150,676.84	118,496.52			1,127,411.38
h. Total unliquidated obligations	59,854.00	2,500.00	4,000.00	6,502.00			72,856.00
i. Less: Non-Federal share of unliquidated obligations shown on line h	- 0 -	- 0 -	- 0 -	- 0 -			- 0 -
j. Federal share of unliquidated obligations	59,854.00	2,500.00	4,000.00	6,502.00			72,856.00
k. Total Federal share of outlays and unliquidated obligations	540,303.62	380,288.40	154,676.84	124,998.52			1,200,267.38
l. Total cumulative amount of Federal funds authorized	869,000.00	510,000.00	177,000.00	194,000.00			1,750,000.00
m. Unobligated balance of Federal funds	328,696.38	129,711.60	22,323.16	69,001.48			549,732.63

11. INDIRECT EXPENSE	a. TYPE OF RATE (Place "X" in appropriate box) <input checked="" type="checkbox"/> PROVISIONIAL <input type="checkbox"/> PREDETERMINED <input type="checkbox"/> FINAL <input type="checkbox"/> FIXED	12. CERTIFICATION I certify to the best of my knowledge and belief that this report is correct and complete and that all outlays and unliquidated obligations are for the purposes set forth in the award documents.			SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL	DATE REPORT SUBMITTED
	b. RATE 9.8%	c. BASE \$163,134.95	d. TOTAL AMOUNT \$15,987.22	e. FEDERAL SHARE \$15,987.22		
13. REMARKS: Attach any explanations deemed necessary or information required by Federal sponsoring agency in compliance with governing legislation.						

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IV. EVALUATION

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A. Summary

This evaluation covers Matching Grant period from January 1, 1979 to December 31, 1980.

It is important to point out that this Matching Grant was signed on June 1, 1979, five months after the expected start up date and Save the Children has been able to count on Matching Grant support for only 19 months of this 2 year period. As a result, many programming activities got off to a slow start.

New Field Office Programs

Nevertheless the agency was able to begin two country programs (Sri Lanka and El Salvador) in the first year of the Matching Grant and one country program (Nepal) in the second year.

Save the Children submitted a proposal for a FVO co-financing grant in support of its program in Nepal in June 1980, (see appendix 32). The grant has not yet been approved. In the meantime, a Field Office Director and a Training Coordinator arrived in Nepal in July 1980, and a country agreement was successfully negotiated in November.

In July 1980, a revised Operational Program Grant proposal was submitted to AID for Egypt and at the request of the AID mission in Egypt a short summary of the proposal was prepared.

(See appendix 31) To date an OPG has not been approved.

A field trip to the Gambia was undertaken during 1980. A needs assessment identified food production and nutrition as the priority concerns of the people living in the North Bank area. A second OPG was written and presented to AID in December 1980. (See appendix 33).

Training

By June 1980, Regional Training Coordinators (RTCs) were functioning in the Middle East/Africa, Asia/Pacific and Latin America regions. The Director of Training accepted the position of Field Office Director in Tuvalu and the RTC for Latin America became the new Director of Training. A new RTC for Latin America was appointed effective August 14.

Training needs assessments had been initiated in all field offices and regional training workshops had been held for the Middle East/Africa and Latin America regions by May 1980. Workshops are being planned for the 3 sub regions of the Asia/Pacific region.

The Agency is making substantial progress to develop a systematic and ongoing training capability at both regional and field office levels.

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Planning and Evaluation

During 1980 Save the Children achieved three principal goals in planning and evaluation:

- the development of a comprehensive 3 year program plan for the Program Department, its regions and program sectors,
- the distribution of the initial sections of a field office manual to all Save the Children programs, domestic and international and
- formal evaluations of 10 country programs (5 program evaluations in Matching Grant countries).

In addition, the agency has begun to develop sectoral strategies in both child/youth and water resource development.

Those strategies should enhance our ability to program effectively in these two key areas.

More analysis of our experience in the process of internal evaluation at the field level is needed to determine the extent to which this activity contributes to an overall improvement of project operation. This analysis will be a major focus of the Planning and Evaluation office during 1980.

Further efforts may also be needed to improve the implementation of the Field Office Reporting System and a study will be initiated to seek ways to accomplish this.

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B. Methodology

Internal and external documents provide the basis for this evaluation and include:

- Field Office Reporting System
- Three year plans
- Budget requests
- Annual project evaluations
- Program evaluations
- Sectoral reports
- Field Office Manual
- Field trip reports (staff and consultants)
- Baseline studies
- Newspaper articles

In addition, a questionnaire was sent to all Matching Grant countries in an effort to obtain specific project and program information on activities relating to the Matching Grant. The field office responses have been incorporated in this report.

C. External Factors

The assumptions made in the proposal, as being necessary for the implementation of the Matching Grant, have proven to be sound.

- In El Salvador the unstable political climate has inhibited the implementation of the program
- Funds are not always available when needed. No funds were made available until the Matching Grant was signed

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on June 1, 1979. Specific approvals were necessary to use Matching Grant funds in the selected countries. Sri Lanka was not approved as a Matching Grant country until December 1979. Clearance for Nepal was received in September 1980.

D. Inputs

Three major personnel changes occurred in 1980. For nearly three months the agency was without the services of a Director of Planning and Evaluation and this gap hampered the provision of continuous planning and evaluation services to the regions. There was also a personnel change for the post of Director of Training but there was little loss of momentum since the Regional Training Coordinator for Latin America was quickly appointed to the post. The new Regional Training Coordinator for Latin America was appointed in August.

Technical advice from consultants has generally been timely and useful in providing support for the country programs.

E. Outputs

Charts of indicators of outputs by regions and the identifications of those outputs are presented on the following pages. These charts provide statistical information on the extent to which Save the Children is achieving the expected outputs under the Matching Grant. The quality of this progress and completed activities can be better judged by reading this entire report as well as its appendices.

From a statistical standpoint Save the Children has achieved its best progress in the sectors of appropriate technology and women in development. Child/youth and water resource development are two areas of emphasis in which the statistical information indicates that greater efforts are needed. The agency is developing sectoral strategies to facilitate our programming in these areas.

The impact of individual activities and projects upon the beneficiary population is difficult to pinpoint because of the very nature of the CBIRD methodology and process which emphasizes an integrated approach. An effective assessment of this impact is the evaluation of each program or impact area as a whole, several of which are attached to this report. Save the Children believes that very satisfactory programs have been initiated.

THREE YEAR MATCHING GRANT -- SECOND YEAR REPORT
INDICATORS OF OUTPUTS BY REGIONS

INDICATORS	<u>ASIA</u>		<u>LATIN AMERICA</u>		<u>MIDDLE EAST/AFRICA</u>	
	<u>Projected</u>	<u>Actual</u>	<u>Projected</u>	<u>Actual</u>	<u>Projected</u>	<u>Actual</u>
1. Feasibility studies for at least 4 new countries and 8 impact areas and programs completed by end of year 3.	1 country 2 impact areas	2 2	1 country 3 impact areas	1 2	2 countries 3 impact areas	2 2
2. Systematic applications of planning processes implemented in 100% of all projects and programs by end of 3 years.	Application to all countries as of July 1, 1981					
3. 12 workshops in credit management held for 200 community committee representatives by end of year 3.	4	4/120	4	3	4	6
4. 11 impact areas have a fully developed water-use plan by end of year 3.	3	1 (1)	4	2	4	0
5. Some appropriate technology applications will be evidenced in 10 projects by end of 3 years.	3	9	4	17	3	2

INDICATORS OF OUTPUTS BY REGIONS

INDICATORS	<u>ASIA</u>		<u>LATIN AMERICA</u>		<u>MIDDLE EAST/AFRICA</u>	
	<u>Projected</u>	<u>Actual</u>	<u>Projected</u>	<u>Actual</u>	<u>Projected</u>	<u>Actual</u>
6. At least 50% of all impact areas in 8 countries will be participating in a community-owned and controlled credit fund for support for community activities at the end of 3 years. Existing credit funds will be institutionalized, new ones will be created.	5	(1)	5	3 (1)	4	0
7. Within 3 years there will be:						
a) 10 training activities for women	3	7	4	22	3	3
b) 11 new projects involving women or women's groups	3	6	5	22	3	0
8. Day care and child care projects and guidelines developed for implementations by 6 communities by end of year 3.	2	1	2	2	2	4
9. 3 urban community development programs designed and developed by end of year 3.	1	1	1	1	1	(1)
10. Increased participation of women in 9 community committees by end of year 3.	3	1	3	2	3	0

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INDICATORS OF OUTPUTS BY REGIONS

INDICATORS	<u>ASIA</u>		<u>LATIN AMERICA</u>		<u>MIDDLE EAST/AFRICA</u>	
	<u>Projected</u>	<u>Actual</u>	<u>Projected</u>	<u>Actual</u>	<u>Projected</u>	<u>Actual</u>
11. All impact areas utilizing child/youth strategy for organizing by end of year 3.	4	1	7	0	4	0
12. At least 1 person per field office will be trained in the needs, roles, and contribution of child/youth strategy for organizing by end of year 2.		1		0		0
13. Comprehensive training program plan for each country and each region developed and at least one training program being implemented in each country by end of year 1.	Asia 50% Completed		Latin America Yes	1	Mid-East/Africa 50% Completed	0
14. All field staff have participated in training activity by end of year 1.	Tuvalu, Bangladesh have by year 2 Sri Lanka has by year 1		All have by year 1		Lebanon, Tunisia, Upper Volta have by year 2. Yemen by year 1.	

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INDICATORS OF OUTPUTS BY REGIONS

<u>INDICATORS</u>	<u>ASIA</u>		<u>LATIN AMERICA</u>		<u>MIDDLE EAST/AFRICA</u>	
	<u>Projected</u>	<u>Actual</u>	<u>Projected</u>	<u>Actual</u>	<u>Projected</u>	<u>Actual</u>
15. New Field Office Reporting System (FORS) fully implemented in all programs by end of year 1.						Fully accomplished in all regions, but some problems remain.
16. An evaluation of all new projects in all impact areas will be conducted using the evaluation system by the end of year 3 in 8 countries.						Some projects evaluated but most new projects have not been in existence a long enough time at this point to evaluate.

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THREE YEAR MATCHING GRANT --- SECOND YEAR REPORT
IDENTIFICATION OF OUTPUTS

Asia

Latin America

Middle East/Africa

Indicator

1. Sri Lanka/Kirillapone and Meegoda (draft) Nepal/Deurali Panchayat	El Salvador/El Sauce and Concepcion Honduras-Tegucigalpa expansion results Tabulated.	Egypt/Minia Gambia/North Bank
3. Indonesia: 4 courses in credit cooperatives	Colombia: Training village women leaders in 3 impact areas in credit management (part of a 1-month training course in each of the impact areas)	Lebanon: 6 community credit committees have been trained since 1979
4. Sri Lanka: An urban water-use plan is in the development stages, several projects under way - sanitation, etc. Indonesia: Tangse water survey com- pleted.	Honduras: Pespire, water catchment OPG and ITDG Colombia: Ubaque, aqueducts and water- wheels; Sibundoy, reforestation and aqueducts - water-use plan in develop- ment/stage.	Lebanon: crop irrigati projects, but no plan developed to date - emphasize FY 1981/2

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IDENTIFICATION OF OUTPUTS

Asia

Latin America

Middle East/Africa

Indicator

5. Indonesia

Tangse - Fish ponds, hydroelectric power (waterwheel), bamboo canal gravity water system, tofu.

Lam Teuba - Tofu

Sri Lanka

Kirillapone - roof sheetings, ram brick, water sealed latrines.

Honduras

Tegucigalpa - Lorena stoves, (saw dust log), (roof sheets).

Esperanza - Lorena stoves, (chicken/hog/fish)

Pespire - Water catchment, Lorena stoves, fish ponds, paper recycling, roof sheets, terracing.

El Salvador - green silage, Lorena stoves, composting, soil erosion.

Colombia

Sibundoy - composting - double digging.

Ubaque - waterwheel, drip irrigation, composting - double digging.

Guadeloupe - composting - double digging.

Lebanon

Hebbariye - solar school, solar community center

6. Sri Lanka: Colombo, early stages

Colombia: Guadalupe, Sibundoy, Ubaque
El Salvador: in early stages.

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IDENTIFICATION OF OUTPUTS

Asia

Latin America

Middle East/Africa

Indicator

7a. Indonesia

2 tofu making (Tangse and Lam Teuba)
1 Skills - handicrafts, sewing, food

Sri Lanka

1 health auxiliaries
1 sewing
1 paper bag making
1 carpentry/masonry

El Salvador

2 sewing
1 clothing production

Honduras

1 sewing
2 weaving
1 pinata production

Colombia

3 sewing
3 first aid
1 women's leadership
1 literacy
2 club organization
2 crafts
2 food preparation
1 gardening
1 hog raising

Lebanon

1 rural pioneer extension
1 knitting
1 basic health care/nutritio

b. Indonesia

1 tofu making
2 credit union

Sri Lanka

1 health/nutrition
1 paper bag making
1 maldivic fish selling

El Salvador

1 clothing production

Honduras

2 weaving
1 candle making
1 chalk making
1 potato selling

Colombia

10 school lunch programs
7 school gardens
3 community gardens

IDENTIFICATION OF OUTPUTS

Asia

Latin America

Middle East/Africa

Indicator

8. Indonesia: 1 day care. - 30 children Tangse.	Colombia: Sibundoy, preschool center Honduras: Pespire/Riconada preschool center	<u>Lebanon</u> 1 nursery school - Barqua 1 day care center - Hay es-Sullum 1 child care center - Hay es-Sullum 1 clinic (1016 children examined) - Deir el-Ahmar
9. Sri Lanka: Kirillapone (new)	Honduras: Tegucigalpa (new) being expanded.	Lebanon: Hay es-Sullum, (existing)
10. Sri Lanka: 3 women participating	Honduras: 2 women on Pespire regional council 1 woman on local community committee	
11. Sri Lanka: school program		Lebanon: Beirut 1-day workshop with Nancy Travis
12. Sri Lanka: one Social Development Coordinator has degree in nonformal education.		

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F. Purpose

The purpose of this project is stated as: "Over a three-year period Save the Children will support a community development process in eight countries that will emphasize new programs, within the overall context of the agency's integrated development framework," in the following areas: 1. child/youth development; 2. community leadership development; 3. water resources development; 4. credit extension; 5. women in development; 6. urban development; 7. appropriate technology; and 8. craft production.

Progress to date indicates that all program purpose indicators are achievable by the end of year 3. The following pages summarize this progress.

THREE YEAR MATCHING GRANT

PROGRAM PURPOSE OUTPUTS

SECOND YEAR REPORT

		Achieved
		1979
		<u>1980</u>
1. A minimum of 10 impact areas will have projects focusing on child/youth development by end of year 3.	Colombia	2
	Honduras	2
	Sri Lanka	1
	Indonesia	1
	Lebanon	<u>3</u>
		9
2. Community committees established and managed by local leaders in all new impact areas.	Tegucigalpa	1
	Sri Lanka	<u>1</u>
		2
3. A minimum of 10 impact areas will have projects focusing on the reduction of water-borne diseases and on crop irrigation.	Lebanon	1
	Indonesia	2
	Honduras	1
	Colombia	3
	Sri Lanka	<u>1</u>
	8	
4. At least 14 impact areas have implemented community credit programs in support of community projects.	Lebanon	3
	Indonesia	2
	Sri Lanka	1
	El Salvador	1
	Colombia	<u>2</u>
	9	
5. A minimum of 6 women's groups will be engaged in self-sustaining efforts to make significant improvement on the social and economic well-being of members, their families and communities.	Indonesia	2
	Sri Lanka	2
	Colombia	3
	Honduras	<u>5</u>
	12	

PROGRAM PURPOSE OUTPUTS (Cont'd.)

		Achieved 1979 <u>1980</u>
6. At least 3 urban impact areas established and functioning.	Sri Lanka	1
	Honduras	<u>1</u>
		2
7. 10 impact areas will have projects utilizing some appropriate technology to improve social and economic welfare of their community members.	Sri Lanka	1
	El Salvador	1
	Colombia	3
	Indonesia	2
	Honduras	3
	Lebanon	<u>1</u>
		11
8. A minimum of 6 impact areas will have:	Sri Lanka	1
	Indonesia	1
a) functional crafts production projects	Colombia	1
	Honduras	1
	Lebanon	<u>1</u>
b) small income-producing activities by end of year 3.		5

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G. Goal

The stated goal: "Save the Children will significantly improve the economic and social well-being, including income, health, education, and community interaction of low income rural children and their families in the countries within which Save the Children implements its programs" remains valid.

These improvements are only possible over a long period of time. Based on its past experience in such countries as South Korea, Lebanon, Colombia and Honduras, Save the Children believes that it can and will effect these kinds of improvements and that its programs can be evaluated to support it. An evaluation comparing the Sanbuk, Korea impact area with a nearby community not receiving inputs from the agency has now begun (See Part II, Section E, Planning for details) and the results will be reported to AID.

H. Agency for International Development Criteria

Save the Children has reviewed the projects and activities implemented under the Matching Grant during the first two years and concludes that they are consistent with AID's new directions and relevant legislation stating that:

1. AID should focus on critical sectors which affect the lives of the majority of the people in developing countries; sectors include rural development, nutrition, health, population planning, education, food production and human resource development.

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2. Priority should be given to programs which directly improve the lives of the very poor and their capacity to participate in the development of their countries.
 3. Greatest emphasis shall be placed on activities which effectively involve the poor in development, by expanding their access to the economy at the local level, increasing labor-intensive production and otherwise providing opportunities for the poor to better their lives through their own effort.
 4. Assistance shall be used to strengthen local institutions; support the provision of savings and credit services to the poor; stimulate small, labor-intensive enterprises in rural towns; and create systems to provide farmers with such needed services as water.
 5. Assistance shall be used to expand and strengthen nonformal education methods, especially those designed to improve productive skills of rural families; and to increase the relevance of education systems to the needs of the poor, especially at the primary level.
 6. Assistance shall be used to promote urban development with particular emphasis on institutions which help the urban poor participate in the economic and social development of their country.
 7. Particular attention should be given to integrating women into the national economies of foreign countries, thus improving the status and assisting the total development effort.

I. Lessons Learned and Changes Recommended

1. As was presumed at the onset of this Grant, Save the Children cannot undertake meaningful and expanded development programs unless tight management and administration controls are in place. The pressure to respond to every request must be resisted even though funds may be available. Program planning is a vital fulcrum to effective project work.
2. Good communication between headquarters and the field and among our various field programs and projects is a critical factor in developing the agency's capability to effect change at the community level.
3. Save the Children has requested AID to substitute Ecuador for El Salvador and Senegal for the Gambia for the third year of the Matching Grant. These changes are under consideration and Save the Children urges AID to make the necessary decisions on a timely basis.
4. Federal Reserve letter of credit should be amended to eliminate the limitation on the amount of funds which can be drawn on a monthly basis.

5. Save the Children is requesting a 3 month extension of the Matching Grant from December 31, 1981, to March 31, 1982. Since initial approval of the Matching Grant was delayed until June 1, 1979, few program activities could be initiated until that time. Save the Children believes that a 3 month extension would permit the agency to fully carry out its three year plan of program activities under the Matching Grant.

6. The agency has now begun to plan for a second Matching Grant and has established the following timetable of critical dates:

August 1, 1981 - submission of formal concept paper to AID
October 1, 1981 - full proposal sent to AID
December 31, 1981 - formal response from AID
March 31, 1982 - new grant signed and operational.

7. Save the Children believes that the Matching Grant provides the agency with a dynamic flexibility which fosters a creative approach to its programming. One example of this flexibility has been the use of consultants, particularly in the emphases of women in development and appropriate technology which has fostered a rapid development of sectoral strategies and activities. Without the Matching Grant this development would not have been possible.

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V. LIST OF APPENDICES

1. Save the Children, Three-Year Program Plan (October, 1980).
2. "Growing Your Own Food, a Save the Children Action Project", by Marny Smith (1980).
3. Lorena Stove Evaluation ("Informe del Encuentro, Proyecto Estufas Lorena) Honduras (1980).
4. Project to Apply Appropriate Technology Methods for Rehabilitating Housing in the Kirillapone Shanty in Colombo, I.T. Building Materials Workshop (1980).
5. Report on the NGO Forum of the World Conference of the United Nations Decade for Women (July, 1980).
6. Housing Improvement Loan Plan for the Community of Kirillapone (June, 1980).
7. Report on the Latin American Seminar of Save the Children (December, 1979).
8. Summary of the Training Program for Field Coordinators and other Community Workers (January/February 1980).
9. Save the Children, Management Seminar, Cali, Colombia (1980).
10. Latin America Regional Training Plan (December, 1980).
11. Report on the Middle East/Africa Regional Conference (May, 1980).
12. Report on a Field Trip to Asia and Middle East, Jairo Arboleda (October/November, 1980).
13. Small Water Project Design and Construction (1980).
14. Report of the Tunisia Training Program (October, 1980).
15. Training Plan Honduras Field Office (Plan de Capacitacion para Oficina de Campo - 1981 - 1982).
16. Result of a Geological Study on Tangse Area to find Water Sources to Meet the Need of its Inhabitants (August, 1979).
17. "Agriculture Rehabilitation Program, an Evaluation (July, 1980).
18. "Proposal to Develop Pilot Program in Fish Culture Coupled with Intensive Raising of Hogs and Laying Hens" (1980).
19. "Honduras: Some Appropriate Technology Possibilities and Water Construction Report" (1980).
20. "Report on a Visit to Respire Project" (1980).
21. "Appropriate Technology Work and Potentials in Lebanon" (1980).
22. "Narrative Program Priorities" (April 30, 1980).
23. Field Office Manual (1980).
24. "Summary Report of Findings from Evaluation and Process Consultancy" (August, 1980).
25. "Evaluation of Save the Children CBIRD Project in Tangse and Lam Teuba in the Special Territory of Aceh, Indonesia " (August, 1980).

26. "Evaluation of Save the Children Community Based Urban Development Programme - Kirillapone, Sri Lanka" (May, 1980).
27. "Evaluation del O.P.G. Aplicado por FEDEJO en Pespire, Depto. de Choleteca, Honduras, C.A." (June, 1980): In Spanish.
28. "Report on a Trip to Asia and Middle East/Africa Regions" Peter Van Brunt (December, 1980).
29. Report on Water Wheel and Drip Irrigation System (May, 1979): In Spanish.
30. Quarterly Report on Water Wheel (June, 1980): In Spanish.
31. Application to USAID for an O.P.G. for an Integrated Rural Development Program in the Arab Republic of Egypt. (July, 1980).
32. A Proposal for an O.P.G. for a Community Based Integrated Rural Development Program in Nepal. (June, 1980).
33. O.P.G. Proposal for a Community Based Integrated Rural Development Program in the Gambia. (December, 1980).
34. Lebanon Field Office: CY 1980 Matching Grant Projects (December, 1980).
35. Report of Activities in the Rural Womens Program, (June-September 1980)- Colombia - In Spanish.
36. Guidelines for the Revolving Loan Program for the Women's Project in Colombia (December, 1979). In Spanish.