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MATCHING GRANT PROPOSAL

TO

THE AGENCY FOR INTERNATIONAL DEVELOPMENT

FROM

THE SALVATION ARMY WORLD SERVICE OFFICE (SAWSO)

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## TABLE OF CONTENTS

	<b>Pages</b>
<b>I. Summary</b>	<b>1</b>
<b>II. Background and Rationale</b>	
A. The Salvation Army	2
B. The Salvation Army World Service Office (SAWSO)	4
C. The Development Program Grant and Its Effect	5
D. Present Status of SAWSO and the DPG	7
<b>III. Proposal</b>	
A. Statement of Grant Goal	8
B. Purpose	8
C. Outputs	9
D. End of Project Status	11
E. Magnitude of Outputs	12
F. Description of the Types of Projects	13
1. Sample Project 1: Community Health and Integrated Rural Development Zaire	14
2. Sample Project 2: Boroko Vocational Training Center Papua New Guinea	17
3. Sample Project 3: Village Polytechnics, Kenya	19
<b>IV. Reports</b>	<b>21</b>
<b>V. Evaluation (Audit and Management)</b>	<b>22</b>
<b>VI. Budget</b>	
A. Background	27
B. The Matching Grant	27
C. Budget Summary	29
<b>VII. Project Design Summary Logical Framework</b>	<b>30</b>
<b>VIII. Work Plan</b>	<b>31</b>

## TABLE OF CONTENTS

- Appendix 1 - The Salvation Army and The Salvation Army World Service Office - History, Organization and Purpose
- Appendix 2 - Preliminary Proposal for a Project
- Appendix 3 - Technical Assistance Functions (*Guidelines for Management*)
- Appendix 4 - The Salvation Army Development Programs in Less Developed Countries
- Appendix 5 - SAWSO Project Evaluation Summaries as Conducted by USAID
- Appendix 6 - SAWSO Personnel Job Descriptions Under USAID Matching Grant Proposal
- Appendix 6a- SAWSO Total Program Finance Projection for Matching Grant
- Appendix 7 - Project Report Forms and Instructions

## I. SUMMARY

The Salvation Army World Service Office (SAWSO) is submitting a proposal to the United States Agency for International Development (USAID) for a Matching Grant in the amount of one-million dollars (\$1,000,000) each year for a period of three years.

In order to achieve its ultimate goal "to improve the quality of life of the poorest people in less developed countries (LDCs)," SAWSO's purposes in a Matching Grant Program are as follows:

1. To expand The Salvation Army World Services' development activities in less developed countries in order to reach a greater number of underserved poor.
  - Create new projects
  - Expand existing projects
2. To improve the effectiveness of The Salvation Army World Services' expanded development activities in comprehensive health, vocational training and employment services in LDCs.
  - Upgrade the vocational training, health or management skills of matching grant project staff\*
  - Upgrade facilities and equipment necessary for expanding project operations
  - Assist staff in developing and utilizing host country expertise and resources to achieve matching grant project self-sufficiency

The international network of The Salvation Army operations extends to widely diverse regions of the developing world, and its scope of activities encompasses areas of need as they exist at the grass-roots level. Therefore, Matching Grant funds will be used for project allocation and field assistance to projects in the following categories:

1. Comprehensive Health Services for the Underserved Poor

"Health is a state of complete physical, mental and social well being and not merely the absence of disease or infirmity..."

From the World Health Organization Constitution

This category includes nutrition, family planning, small-scale food production, rehabilitation, water supply, etc. (See page 14 for an example of a comprehensive health project.)

\* Project staff is anyone affiliated with The Salvation Army (officer, employee, etc.) with responsibility for oversight, implementation, staff supervision, evaluation or funding of a Matching Grant project.

2. Comprehensive Vocational Training and Employment for the Underserved Poor

This category includes vocational training, the establishment of cottage and small-scale industries, community development work projects, etc. (See pages 17-20 for examples of comprehensive training and employment projects.)

Capability for undertaking this grant program is a direct outcome of the Development Program Grant (DPG) awarded to SAWSO in 1977. The DPG has been highly successful in achieving its objectives to improve the capability of The Salvation Army to plan and perform development projects.

A USAID Matching Grant will serve to supplement and reinforce the ability of The Salvation Army to meet basic human needs in less developed countries. It will enable The Salvation Army to keep its long-established commitment to help the poorest people help themselves through programs that raise living standards, improve working conditions and skills, instill self-confidence, and increase productivity.

## II. BACKGROUND AND RATIONALE

### A. The Salvation Army

From its inception more than a century ago, The Salvation Army has worked with the poorest of society -- William Booth, the organization's founder, referred to them as a "submerged tenth" in the England of his day. In all of the 84 countries where it now works, The Salvation Army still focuses its efforts on the poorest people. It is committed to helping those people help themselves through programs that raise living standards, improve working capability and skills, instill self-confidence and increase productivity.

For more than 90 years The Salvation Army has directed its attention to the needs of the poorest majority in less developed countries and now operates in more than 50 developing nations. In recent years The Salvation Army has recognized the need to provide developmental assistance in addition to responding to immediate needs arising out of disaster or misfortune--to assist in seeking long-range solutions to basic problems.

Additional material regarding Salvation Army history and structure is contained in Appendix 1.

A USAID Matching Grant will serve to supplement and reinforce the ability of The Salvation Army to meet basic human needs in less developed countries. Both history and present scope of Salvation Army programs testify to the organization's experience and potential for fully utilizing and complementing Matching Grant funds:

- The Salvation Army has more than 90 years of field experience in developing countries.
- The Salvation Army's worldwide network of operations encompasses every aspect of development work in more than 50 less developed countries.
- At least 10,000 Salvation Army indigenous officers, as well as countless indigenous employees and professional workers, are presently serving in developing countries.
- The Salvation Army is a nonprofit organization with a proven capacity for independently raising funds from private and corporate contributors.
- National and international recognition from governments, the private agency sector and the general public has been given to The Salvation Army's effectiveness in its multi-faceted programs.

A uniform pattern in Salvation Army development efforts is emerging in the developing world. It is a pattern of integrated total development. Typical examples are found throughout the LDCs, such as:

- Tecpan, Guatemala: and the Krishna Delta in Andhra Pradesh, India: both areas were devastated by natural disaster, after which The Salvation Army came in with housing and feeding programs, for immediate disaster relief. There followed community development programs, literacy training, job training, rehabilitation, relocation of disaster victims and new community building in other places.
- Zimbabwe-Rhodesia: There are 240 Salvation Army institutions and centers in this country, including clinics, general hospitals, schools, community centers, etc., each of which maintains coordinated development programs. Post-war refugee and reconstruction problems will place new demands on these Salvation Army centers for extending their programs.
- Donggala Province, Central Sulawesi, Indonesia: Under a USAID co-financing project, The Salvation Army is expanding its network of medical clinics to include agricultural training, literacy training, and community development programs for youth and adults.

The proposed Matching Grant from AID will enable The Salvation Army to expand and accelerate the growth of this pattern of coordinated community development. Lessons learned are already helping the organization to replicate its successes in new situations.

Over the past one hundred years The Salvation Army has made a substantial investment in facilities and personnel in less developed countries. Trained personnel, both expatriate and indigenous, are in place and active in on-going programs. The purpose of the Matching Grant is to expand the effectiveness of those resources, and to create new programs and projects where the need is greatest.

## 8. The Salvation Army World Service Office (SAWSO)

The Salvation Army World Service Office (SAWSO) is the instrument for effecting The Salvation Army's change of emphasis in less developed countries from immediate remedy for immediate problems to long-term solutions for the underlying causes of those problems.

SAWSO is an incorporated "charitable nonprofit organization," a private voluntary organization established in 1976 with separate functions now being implemented in three component offices in Washington, New York and London.

Personnel includes professional staff for program design and development, fiscal planning and evaluation, and project coordination, as well as support staff for program administration. SAWSO staff members perform functions related to SAWSO program out of three centers of operation in Washington, New York, and London as they work with The Salvation Army's international network.

The international network, scattered throughout the world, includes a territorial commander, a chief secretary or general secretary, and an adequate staff and organizational structure in each of the host country's territorial organizations. These persons constitute the project staff in each of the host countries.

Through funds obtained from a development program grant from the Agency for International Development, SAWSO's primary concern and objectives are:

- training of indigenous leaders, project staff and trainers in project planning, design, funding, implementation and evaluation skills
- provision of technical assistance to development projects in developing countries
- institutionalization of methods used in development training and technical assistance

### C. The Development Program Grant and Its Effect

On September 30, 1977, the Agency for International Development (AID) awarded a three-year development program grant (DPG) to SAWSO. The purpose of the grant is "to strengthen and institutionalize the capability of The Salvation Army to design, plan, manage, and evaluate development projects to assist the poorest majorities in less developed countries."

This purpose is being achieved through training programs and technical assistance provided by SAWSO to indigenous leaders and project staff in less developed countries. These leaders not only are gaining knowledge in the specifics of project plan, design, funding, implementation and evaluation, but also are developing and reinforcing a problem-solving approach to meeting arising needs of their community. This broader perspective and the development of analytical skills for identifying problems and designing appropriate solutions are strengthening the capability of The Salvation Army on all levels of development work.

SAWSO is striving to insure institutionalization of development principles and planning skills within The Salvation Army through various means: establishment of a permanent office of Planning and Development at The Salvation Army International Headquarters in London, England; publication of instructional manuals, handbooks and management guidelines; production of a 16 mm. film and slide/sound presentations; and creation of a permanent development resource library.

The DPG has provided, and is providing, a means and method for improving The Salvation Army's effectiveness in design, funding, implementation and evaluation of development projects to meet basic human needs of the poor in less developed countries. To date the effects of the grant upon the worldwide effectiveness of The Salvation Army programs have been appreciable; the potential for long-range impact in years to come is beyond imagination.

Present effects of the DPG include the following:

- New planning processes have been begun in the LDCs, resulting in an increased number of development projects proposed for approval and funding.
- Project proposals submitted for funding are improved in plan, design, funding projection and outline for implementation and evaluation.
- New procedures for processing project proposals have been instituted at The Salvation Army's International Headquarters in London.

- New access to financing services has resulted in an increase in the number of development projects funded and in the amount of money allocated.
- Improved planning of proposed projects has attracted confidence, and funding allocations, from donor sources.
- Project proposals stress the necessity of monitoring, accountability and evaluation as an essential component in any development plan, thereby increasing The Salvation Army's awareness of and participation in evaluative processes.
- Development information centered in London and Washington is being requested and supplied on a regular basis and at an increasing rate.
- Curriculum materials prepared in draft form, and tested under the DPG training programs, have been translated from English into Spanish, French, Swahili, Telegu and Portuguese, and are in use in those languages even before publication.
- Professionally qualified consultants from inside and outside the organization have been deployed to assist with a planning process and to provide appropriate technical assistance.
- Private fund raising for World Service in The Salvation Army in the United States has risen from \$3,800,000 in 1977 to more than \$4,900,000 in 1979.
- Reorganization at The Salvation Army International Headquarters has created a new section for Planning and Development.
  - The section is administered by an officer of most senior rank with the title of International Secretary, co-equal with the five International Secretaries for the five world regions.
  - The work of the section on Planning and Development cuts across all five world regions in matters of development.
- In the LDCs cooperative agreements and mutual understanding are being established and/or solidified between The Salvation Army and local government officials, community leaders, local private voluntary agency representatives and indigenous professionals in various fields.
- The Salvation Army is capitalizing on its existing worldwide network of operations and personnel, modifying and expanding its operations to incorporate development work.

D. Present Status of SAWSO and the DPG

Third, and final, year of The Salvation Army World Service Office (SAWSO) DPG concludes September, 1980.

To date, achievement of the objectives outlined in the grant is on target. The DPG has supplied funds to begin The Salvation Army's shift of emphasis to development work, providing resources and method for improvement of the effectiveness of development projects to meet the basic human needs of the poor in less developed countries.

### III. PROPOSAL

#### A. Statement of Grant Goal

The goal is to improve the quality of life of the poorest people in less developed countries (LDCs).

The Salvation Army's traditional goal since its inception in 1865 has been, "to seek for every person food, shelter and work while he lives, and help up when he is down." (William Booth, founder)

#### B. Purpose

1. To expand The Salvation Army World Services' development activities in less developed countries in order to reach a greater number of the underserved poor.
  - Create new projects
  - Expand existing projects
  
2. To improve the effectiveness of The Salvation Army World Services' expanded development activities in comprehensive health, vocational training and employment services in LDCs.
  - Upgrade the vocational training, health or management skills of matching grant project staff\*
  - Upgrade facilities and equipment necessary for expanding project operations
  - Assist staff in developing and utilizing host country expertise and resources to achieve matching grant project self sufficiency

\* Project staff is anyone affiliated with The Salvation Army (officer, employee, etc.) with responsibility for oversight, implementation, staff supervision, evaluation or funding of a matching grant project.

### C. Outputs

SAWSO will assist in less developed countries to initiate or expand development services from the existing program and institutional bases by: (1) Project allocations; (2) Field assistance

1. Make project allocations to USAID-approved LDC territories which apply for project development support

a. In the following categories:

(1) Comprehensive Health Services for the Underserved Poor

"Health is a state of complete physical, mental and social well being and not merely the absence of disease or infirmity...."

From the World Health Organization Constitution

This category includes nutrition, family planning, small-scale food production, rehabilitation, water supply, etc. (See pages 14-16 for an example of a comprehensive health project.)

(2) Comprehensive Vocational Training and Employment for the Underserved Poor

This category includes vocational training, the establishment of cottage and small-scale industries, community development work projects, etc. (See pages 17-20 for examples of comprehensive training and employment projects.)

b. Meeting the following criteria

- (1) Project must increase developmental outreach and services to the poor by increasing the numbers of poor people served by existing projects or by establishing new projects in underserved areas.
- (2) Project must be a discrete (i.e., separate, distinct) entity, and proposal must be submitted in the prescribed format. (Appendix 2)
- (3) Project must have a single set of objectives which are measurable and which are attainable within a specified time with the identified resources.
- (4) Project must have a specified time frame of up to three years and a detailed work plan for that specified time.
- (5) Project must have a manager and designated personnel committed full time, or at least primarily, to project work.
- (6) Project must have a realistic program to achieve self-sufficiency.

- (7) Project must have a detailed budget subject to separate accounting and audit.
- (8) Project must have a minimum budget of \$10,000 (US) and serve the specified number of persons determined necessary to constitute a cost-effective achievement of project objectives.
- (9) Project should, as far as possible, include non-formal methods of education.
- (10) Project should, as far as possible, serve (in order of priority) women, youth and the elderly.

c. Following the procedures listed below:

IN THE HOST COUNTRY

- (1) The allocation request, in the prescribed format, is submitted to the host country's territorial headquarters (THQ).
- (2) The THQ approves, rejects or revises the request. If approved, the request is submitted to the International Headquarters (IHQ).

AT INTERNATIONAL HEADQUARTERS (IHQ)

- (3) The IHQ approves, rejects or revises the allocation request. If approved, the request is submitted to The Salvation Army World Service Office.

AT SAWSO

- (4) The SAWSO staff prepares the allocation request for submission to the SAWSO Trustees, obtains additional information and details as needed, provides technical assistance as needed (See Appendix 3 for description of TA) and certifies the project as meeting USAID matching grant criteria as provided in the SAWSO grant.
- (5) The SAWSO Trustees approve projects which meet required criteria for which funding is available.

2. Provide field assistance by delivering training and technical assistance services to proposed matching grant projects in USAID-approved LDCs to assist in the following:
  - a. Formulating projects
  - b. Monitoring project implementation
  - c. Providing resource development assistance and appropriate technology information
  - d. Evaluating projects
  - e. Improving indigenous project management capability

D. End of Project Status

1. Project allocations (III, B on page 8)

Purpose 1: *(To expand The Salvation Army World Services' development activities in less developed countries in order to reach a greater number of underserved poor.)*

Expansion of activities includes improving existing projects and creating new projects.

A minimum of 15 new projects created and a total of 30 on-going activities expanded and upgraded by the end of year three, serving more than 1,500,000 people. \*

Purpose 2: *(To improve the effectiveness of The Salvation Army World Services' expanded development activities in comprehensive health, vocational training and employment services to LDCs.)*

Upgrade the vocational training, health or management skills of a minimum of 50 matching grant project staff persons in year one and a minimum of 150 staff persons by the end of year three.

Upgrade a minimum of 10 project facilities, including equipment (such as sanitation facilities, laboratory, clinic supplies, vocational training materials and tools), necessary for the expansion of services by the end of year one and 30 by the end of year three.

Provide project management training and technical assistance to each matching grant project staff assisting a minimum of 50 staff persons by the end of year one to develop and utilize host country expertise and resources with the aim of achieving self-sufficiency and assisting 150 staff persons by the end of year three.

\* Under the DPG The Salvation Army procedure for project concept initiation and design was extended and reinforced; that procedure is to generate concepts and create project designs at the grass roots level on the basis of locally identified needs. Therefore, it is not possible for SAWSO to anticipate the exact nature of specific projects that may be presented; we can only specify that the project will fall into one of the two categories enumerated on page 9 and occur, initially, in the countries identified on page 13.

**E. Magnitude of Outputs**

*To expand The Salvation Army World Services' development activities in less developed countries.*

A minimum of 45 projects serving more than 1,500,000 people completed by the end of year three in USAID-approved countries.  
(See Purpose 1, page 11)

*To improve the effectiveness of The Salvation Army World Services' expanded development activities in comprehensive health, vocational training and employment services in LDCs.*

Services upgraded in a minimum of 30 expanded projects by the end of year three.

Project consultation provided for a minimum of 45 projects by the end of year three in project management and utilization of host country expertise and resources.  
(See Purpose 2, page 11)

## F. Description of the Types of Projects

All Salvation Army projects arise from grass root level. We cannot determine with certitude in advance the exact number of projects in each category or the exact location of each project. We can, however, predict from past experience, current on-going activities, and needs in various LDC countries the nature of projects which will be submitted for funding and the countries in which they may arise.

SAWSO's practice is that new projects grow out of existing projects and presence. The Salvation Army has on-going development projects in over 50 LDCs (see Appendix 4). New projects under the Matching Grant will be conceived, designed and submitted for approval from the local communities. Some new projects under the Matching Grant will replicate successful programs in new areas. Other projects will augment the process of integration; still others will be new thrusts.

Matching Grant projects will be developed in USAID-approved LDCs, with the following countries considered for the initiation of operations:

- Kenya, Zimbabwe, Zambia,
- Nicaragua, Guatemala, Costa Rica, the Caribbean
- India, Fiji, the Philippines, Papua New Guinea

Matching Grant operations may occur in other USAID-eligible countries as opportunities arise. The Office of Private and Voluntary Cooperation will be informed of such projects prior to initiation of project operation.

The following are examples of on-going Salvation Army World Services' projects which can be replicated under the Matching Grant.

Sample Project 1: COMPREHENSIVE HEALTH SERVICES FOR THE UNDERSERVED POOR

1. Community Health and Integrated Rural Development, Zaire: Kasangulu Zone, Lower Zaire, covers a rural area of 100 km X 40 km and has a population of 76,634 inhabitants; 41,000 of those inhabitants are children. Half of the children born in Kasangulu Zone die before age five. In the subregion of Licea, one out of three infants dies during child birth. It is generally recognized that in Lower Zaire the high rates of disease morbidity and infant mortality are caused by poverty and ignorance. The ignorance of the people lies mainly in the areas of nutrition, food production, sanitation and pre and post natal care.

The Salvation Army has been providing medical services in Kasangulu Zone since 1949. This long respected and self-supporting medical program has grown to include eight rural clinics which span Lower Zaire and a mobile health service which extends from these clinics to reach an additional thirty villages. Salvation Army medical staff numbers nearly one hundred. At present, the governmental medical authorities in this region rely on The Salvation Army to cover the vital medical needs of the area's inhabitants. There are a few state clinics in the region, but they are too irregularly supplied with medicines to be able to work effectively. There are equally a few mission clinics, but like those of the state, they are interested uniquely in curative medicine which only partially answers the health needs of the people. There are no functioning maternity hospitals within the region.

In order to reduce disease morbidity and infant mortality in Lower Zaire, The Salvation Army is expanding and upgrading its medical service, which for the most part has been curative medicine, to emphasize preventive health care through a community health and integrated rural development program.

During phase one of this Bas Zaire community health project, staff of each rural clinic participated in "animation seminars" which were designed to create and promote a better practical performance of Salvation Army personnel in educating the surrounding community in preventive health care. Everyone was included, from the clinic receptionist and the driver of the ambulance to the nurses in charge. Each was made aware of his/her responsibility to become an educator on his own level. There have been refresher courses at state clinics and at other missions for all of the nurses involved in the program.

In order to broaden the community being educated in preventive health care, mobile health teams were created to extend from the eight rural clinics to reach an additional thirty villages. The mobile teams consist of one nurse and one sanitation technician. While the nurse conducts under-fives clinics, the sanitarian instructs waiting mothers and older children in basic sanitation, nutrition, food preparation and food production. Non-formal education methods are used for these sessions. Mothers and children enthusiastically sing and clap the virtues of haricot beans, inoculations and latrines. The sanitation technician forms health committees in these villages and works regularly with the committees to promote healthier living conditions in each vicinity.

An additional component of this community outreach program is family planning. Salvation Army clinics and mobile health extension units are considered official centers of the Zaire Family Planning Program. The Salvation Army receives both staff and materials support from Zaire Family Planning.

Phase two of the Zaire project is now under way. At the request of the government regional doctor, The Salvation Army plans to establish a resident health care auxiliary at new rural health centers in each of ten remote villages spread throughout Lower Zaire. These ten villages are presently being served on a monthly basis by The Salvation Army mobile health extension unit. The first of these new village centers has just been completed with a self-help grant from the USAID Zaire Mission. Volunteer workers in the village of Nkalama, under supervision of the village chief, have erected their own primary health care center and The Salvation Army is staffing and equipping the unit. These centers will help to alleviate the increasing demands on the costly mobile health program and, more importantly, will give the inhabitants of these remote villages ready access to primary health care.

Phase three of the project will establish a twelve-bed maternity unit which can accommodate up to 4,000 women annually. The unit will be centrally located at The Salvation Army Kasangulu clinic and will be under the direct supervision of the government regional doctor. An annex to the maternity will include an ante-natal care facility where non-formal education in nutrition, sanitation and family planning will be available to the mothers.

A village health worker training center will also be integrated into the expanding Kasangulu health center complex during phase three of the project. It is planned that each year forty villages will select a representative to reside at the Kasangulu center for twelve weeks to study midwifery, pre and post-natal care, sanitation and family planning. In addition, the trainees will learn to perform simple agricultural and cooking/nutrition demonstrations which will emphasize the use of traditional vegetables and locally produced seed. These trained health workers will then return to their villages as resident health workers and trainers.

Zaire's high rates of disease morbidity and infant mortality are problems shared by many less developed countries. Salvation Army medical services in such countries are being expanded to include a preventive health emphasis. It is proposed under the Matching Grant to replicate portions of the Zaire program in Zambia, Papua New Guinea, Haiti, Kenya and Zimbabwe where on-going Salvation Army medical services already include segments of the Zaire program. The purpose of assistance under the Matching Grant will be to expand and upgrade (i.e., additional qualified staff, additional professional training for existing staff, extended facilities, improved equipment, sup-

plies, etc.) existing medical programs to reach more underserved poor through a comprehensive community health and integrated rural development program. Funding for project expansions of this type will vary considerably from country to country. However, it is estimated that expansion of an on-going medical program to provide preventive health services to an additional 100,000 people will cost approximately \$250,000.

Sample Project 2: COMPREHENSIVE VOCATIONAL TRAINING AND EMPLOYMENT  
FOR THE UNDERSERVED POOR

2. Boroko Vocational Training Center, Papua New Guinea: Sixty per cent of Papua New Guinea's population of two and a half million are children. There are insufficient schools at the primary level, even fewer schools at the secondary level, and juvenile crime is on the increase. Those students who are forced to leave school at the end of standard six are about 12-13 years of age, too young to gain employment. After six years of supervised activity, these young people find themselves frustrated by failure to achieve the ambitions of both themselves and their parents. Many of these youth have turned to crime for recognition. The government and private voluntary agencies have recognized the problem and are establishing school-leaver centers and vocational training centers where these young people are taught skills which will enable them to use their time more profitably.

The Salvation Army was one of the first local agencies in Papua New Guinea to address the problem of youth unemployment. In 1974, at a cost of \$40,000 and with considerable support from the World Council of Churches, The Salvation Army opened a vocational training center in Boroko, a suburb of Port Moresby. Here, young people who are at least 15 years of age and who have completed their primary schooling are offered a two-year vocational training program. Studies include: elementary carpentry, joinery, vehicle maintenance and welding. The Salvation Army encourages the trainees to continue their academic studies in cooperation with the correspondence section of the government education department. A full-time teacher at Boroko supervises these studies. The Salvation Army center is one of very few which offer both academic and trade training.

To date, nearly 150 young people from throughout Papua New Guinea have been trained at the Boroko Center and have benefited from the center's employment counseling services. A number of graduates have found jobs in the Port Moresby area, but most graduates are encouraged to return to their home areas to put to use the skills they have learned. Skilled tradesmen are in demand throughout the island. Skills in automobile maintenance are particularly marketable. The number of automobiles used in village areas is increasing, but there is little understanding among local people of the need for having vehicles serviced regularly. Trainees at Boroko are taught general vehicle maintenance, including an understanding of brake and clutch repairs. The aim of the program is for the students to learn enough to help local people care for their vehicles properly, thus avoiding costly major repairs.

In the carpentry-joinery section of the center, trainees are instructed in the use of hand tools in preference to mechanical ones. Electricity is not available in most village areas, so a knowledge of hand tools is vital. Training includes household and office furniture construction, alterations to buildings, simple house construction and general maintenance. Most potential employers request their workers to bring a tool box with them to the job, so all second-year students are equipped with a basic tool kit suitable to the kind of work they choose (either carpentry-joinery or mechanical).

The increase in breaking and entering crimes in the Port Moresby area has resulted in a growing demand for security wiring of houses. The welding section of the Boroko Center is fully occupied doing this and other jobs such as canopies for vehicles, fencing, manufacture of furniture and wheel-chairs suitable for village use. The latter are made from water pipes and bicycle wheels and are based on a Nigerian design. These outside jobs not only provide practical experience for the trainees, they supply operating funds for the training program, making the Boroko Center nearly self-supporting.

It is anticipated that under the Matching Grant this successful vocational training and employment program can be replicated in other areas of Papua New Guinea as well as in India, Costa Rica and the Caribbean.

Sample Project 3: COMPREHENSIVE VOCATIONAL TRAINING AND EMPLOYMENT  
FOR THE UNDERSERVED POOR

3. Village Polytechnics, Kenya: Youth unemployment is a growing problem in Kenya. The number of unskilled primary school leavers increases by the thousands each year, adding to the already swelling ranks of unemployed adults. In response to this problem, a simple apprenticeship program called Village Polytechnics operates in Kenya. The program aims to help young people in rural areas obtain skills and locate work in and around their home.

With initial project support totalling nearly \$60,000 from CARE and the Government of Kenya, The Salvation Army has initiated the Village Polytechnics program at thirty of its community centers throughout rural Kenya. The number of trainees per center ranges from five to forty, depending on the needs of the community and available resources.

The Village Polytechnics project manager, in this case the local Salvation Army officer, identifies craftsmen from within the community who are prepared to train five or six young people in a skill for which there is a good market. These trainers are not paid a salary but are assisted with a loan of the necessary tools and materials needed to expand their production with the help of five or six trainees. Such loans are required to be repaid within six months so that additional materials can be purchased for new participants in the program. Apprenticeship activities presently operating include: blacksmithing (mainly repair of hand farm tools), bicycle repair, carpentry (particularly the production of beehives), fruit tree seedling production, tailoring and dressmaking, small scale processing of sunflower oil for cooking, rural construction (schools, homes and shops), rural water supply installation, shoe making and repair, operating a rural bakery and radio repair.

Although the primary aim of Village Polytechnics is to provide vocational training and employment for unskilled, disadvantaged youth, an important secondary aim of the program is that particular needs of the local community are met. For instance, hand farm tools, on which most of Kenya's farmers still depend, are in short supply. The tools that are available are expensive and of inferior quality. This situation has encouraged local blacksmiths in many villages to repair old tools which are basically of good quality or to make new implements from scrap metal or local ironstone. Needed materials are usually readily available: a truck chassis will yield enough metal for 150 hoes, or the blacksmith may be skilled at extracting iron from murram as his forefathers did. These local tools are generally of good quality and the price is reasonable because the blacksmith is a member of the community and has to satisfy his customers. Twenty of the Village Polytechnics programs at Salvation Army community centers have already initiated small scale projects involving the making or repair of farm tools in cooperation with the local blacksmith. Environment is an important consideration in these projects. Each trainee in the farm tools program is encouraged to plant fifty trees which will later form a useful source of timber for making charcoal used to fire tools.

In response to community demand throughout Kenya, The Salvation Army proposes under the Matching Grant to expand the number of communities served by the Village Polytechnics program and to further broaden the range of apprenticeship activities offered to trainees.

#### IV. REPORTS

The Salvation Army World Service Office will submit semi-annual reports to AID to coincide with the fiscal year of the matching grant. Reports will contain information concerning progress toward achievement of grant objectives, problems encountered and action required or taken for their resolution, grant expenditure status, and plans for the ensuing six months.

Progress reports will include copies of completed project evaluation forms for the period.

## V. EVALUATION ( Audit and Management)

The Salvation Army has developed an administrative and evaluative system involving community people, field and territorial staff, and the headquarters. Projects are initiated in the field at the grass roots level. Project plans are then submitted to field headquarters, territorial headquarters, international headquarters, and to SAWSO, with coordination and review at every level before funds are disbursed to implement projects.

Along with approval and disbursement of funds, full instructions are sent for accounting and management procedures, evaluation schedules and forms, and general management assistance. In addition, as a part of the on-going monitoring and evaluation process, headquarters and field staff make regular visits to project sites to meet with local committees and field directors, and to observe the development process at first hand.

Projects funded by SAWSO will be managed under a financial management system in accordance with requirements set forth in USAID "Standard Procedure for the Matching Grant."

The evaluation of the matching grant is to be on two levels:

1. The grant itself
2. The projects which make up the grant

For both of these levels, SAWSO will follow the same procedures, which will include the following:

- The process evaluation will be ongoing during the process of the grant. Technical assistance visits to the field, quarterly financial and progress reports and annual evaluation reports are required from each project. Lessons learned and variables generated by the same type project replicated in different areas will be analyzed by the SAWSO staff and with the field officers.
- The outcome evaluation will consist of totals of projects completed, people served, etc.
- The effects evaluation will consider what behavioral changes have been engendered by the project, what institutionalization of the effects have resulted, etc.
- The impact evaluation, over a longer period of time, will investigate the longer range effects of the project's intervention in the impact area.

Each project will have a specially designed evaluation system, including data collection procedure, completed at the time of the project design to meet its own particular needs. The data collected will be contrasted and compared in order to search for lessons learned in all areas.

The design of every project funded by the Matching Grant is required to include a regular evaluation not less than once each year, and a special evaluation as needed. The forms for financial reports, progress reports, matching funds report, and evaluation questions (to be replaced by a specially tailored evaluation program for each project which will include these areas of concern) are as follows on pages 23-26 and in Appendix 7.

SAWSO will be audited annually under on-going Salvation Army procedures by a qualified independent accounting firm.

A Project Evaluation Summary (PES) will be filed annually with USAID. (See Appendix 5 for copies of previous Project Evaluation Summaries.)

GFM: V-6-01  
SAWSO: E-001

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Instructions for Completing PROJECT EVALUATION FORM (SAWSO #E-002)  
(For projects funded by SAWSO only)

EVALUATION PROCESS:

Timing of regular evaluations should be linked to key decisional requirements of the project, i.e., a new phase, a turning point, etc. Otherwise, projects must be evaluated at the time stated in the project plan and not less than once a year.

PURPOSE OF EVALUATION:

Evaluation is a management tool. The purpose of evaluation is to determine how effective a program is, whether and to what extent it is accomplishing the objectives which have been set, and whether the activities of the program are solving the problems or meeting the needs which have been identified.

The Project Evaluation Form is prepared after each review to record information which is useful both to the implementors (including the Host Territory) and to concerned donors. It serves four purposes:

- (1) Record of decisions reached by responsible officials, so that those who participated in the evaluation process are clear about the conclusions, and so that headquarters is aware of the next steps.
- (2) Notice that a scheduled evaluation has been completed, with a brief record of the method and participation for future reference.
- (3) Summary of progress and current status for use in answering queries.
- (4) Suggestions about lessons learned for use in planning and reviewing other projects of a similar nature. This form and other project documentation are retained at SAWSO, and are available to project planners.

CONTENT OF EVALUATION:

The attached SAWSO Form E-002 asks a series of questions for the project staff to answer.

Each question can be answered in 100 words or less. Please try to be brief and concise. However, if the situation is such that the project needs more explanation, simply attach extra pages to the report.

SUBMITTAL PROCEDURE:

The project director will submit the evaluation report on time to THQ. The territorial commander will send the original to SAWSO with a copy to the international secretary at IHQ. SAWSO will report to its donor source.

GAM: V-6-01  
 SAWSO: E-CJ2

PROJECT EVALUATION FORM

Date of Evaluation  
 Review

1. PROJECT TITLE	3. PROJECT NUMBER	4. TERRITORY
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2. PROJECT DIRECTOR	5. EVALUATION NUMBER Circle: 1, 2, 3, 4, 5, 6. -  <input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION
---------------------	---

6. PROJECT DATES Begin _____, 19____ End _____, 19____	7. ESTIMATED PROJECT FUNDING A. Total \$ _____ B. SAWSO \$ _____	8. PERIOD COVERED BY EVALUATION From _____, 19____ To _____, 19____
--	--	---

A. List any major changes in project plans, budget, revisions of problem statement, objectives, etc.	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED

10. TERRITORIAL COMMANDER'S OFFICE USE

11. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A.  Continue Project Without Change  
 B.  Change Project Design and/or  
      Change Implementation Plan  
 C.  Discontinue Project

12. SAWSO OFFICE USE

13. SIGNATURES:

A. \_\_\_\_\_ Date \_\_\_\_\_  
 Project Director

B. \_\_\_\_\_ Date \_\_\_\_\_  
 Territorial Commander

C. \_\_\_\_\_ Date \_\_\_\_\_  
 Evaluator

GFM: V-6-01  
SAWSO: E-002

14. According to our project plan, did we accomplish what we set out to do?
15. If the answer is "yes," cite observable evidence. If "no," give reasons.
16. To what extent has the long-range social problem which our project was addressing been affected?
17. Is the social problem identified in the project plan the basic one? If not, should other problem(s) be considered as alternate or additional concerns?
18. What unexpected results (good or bad) have occurred?
19. Was the planned strategy used to solve the problem the best means for approaching the solution?
20. Did we use the means and methods we said we would use to solve the problem?
21. What have been the benefits of our project to (a) women, (b) youth, (c) handicapped, (d) aged, (e) others?
22. Did we spend the amount of money that we said we would?
23. Is the project proceeding along the specified time?

GFM: V-6-01  
SAWSO: E-002

24. Does this project affect the natural physical environment? If so, what effect does it have?
25. Does the project affect the cultural environment? If so, in what way?
26. Are there any external factors having an unexpected influence on the project (inflation, new priorities, etc.)?
27. Are there any problems with cash flow, technical services, etc.?
28. Can we draw any lessons from the project experience that would be important in assisting other projects?
29. Is there any way that SAWSO can provide additional assistance?

## VI. BUDGET (See Appendix 6a for details)

### A. Background

The Salvation Army raises more than \$5 million annually from private sources in the United States for support of services and programs in the LDCs.

(The C-100 report filed with the Advisory Committee for Voluntary Foreign Aid for the period ended September 30, 1978 showed a transfer of funds to LDC programs in excess of \$4 million. When augmented by actual expenses for administrative and fund raising costs, the total program exceeds \$5 million. Disaster relief to LDC countries often exceeds an additional \$1 million.)

### B. The Matching Grant

From the total of \$5 million The Salvation Army will identify \$1 million each year of allocations for development-type projects in the LDCs to be matched by a Matching Grant from AID in the amount of \$1 million each year, for a period of three (3) years. This will comprise a Matching Grant program of \$2 million per year, a total of \$6 million for the three (3) year period of the grant.

Comparison between The Salvation Army World Service Fund and the AID Matching Grant Fund:

1. The Salvation Army World Service Fund: \$1 million, will be spent through traditional on-going procedures for purposes of:
  - a. Establishing and maintaining a presence in LDCs, both indigenous and expatriate
  - b. Providing project allocations for development-type projects to assist the poor majority in the LDCs
2. The AID Matching Grant Fund: \$1 million, will be spent through SAWSO procedures detailed on page 10 above for purposes of:
  - a. Providing project allocations for development-type projects in the LDCs within specified categories and meeting established criteria detailed above, page 9 (USAID funds will be used only in USAID-eligible countries.)

- b. Providing field assistance to project officers and staff in the LDCs through a program of management and accountability training, technical assistance and evaluation. (See description of TA in Appendix 3.)

(Because of the high proportion of indigenous leadership and cultural diversities among Salvation Army officers in the LDCs, it is necessary to provide training and technical assistance to meet standardized management and accountability requirements of AID and other donors.)

C. Budget Summary

<u>INCOME ESTIMATE</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>
<b>SALVATION ARMY SOURCES</b>			
Project Allocations (Identified from project grants of four USA territories)	\$1,000,000	\$1,000,000	\$1,000,000
Administrative Support Allocations From Other Projects and Activities	30,000	50,000	80,000
<b>TOTAL FROM SALVATION ARMY</b>	<u>\$1,030,000</u>	<u>\$1,050,000</u>	<u>\$1,080,000</u>
<b>AID MATCHING GRANT FUNDS</b>	<u>1,000,000</u>	<u>1,000,000</u>	<u>1,000,000</u>
<b><u>GRAND TOTAL</u></b>	<u><u>\$2,030,000</u></u>	<u><u>\$2,050,000</u></u>	<u><u>\$2,080,000</u></u>

EXPENSE ESTIMATE

<b>PROJECT IMPLEMENTATION</b>			
(1) Comprehensive Health Services for the Underserved Poor	\$ 865,000	\$ 857,000	\$ 851,850
(2) Comprehensive Vocational Training and Employment for the Underserved Poor	865,000	857,000	851,850
<b>USA ADMINISTRATIVE SUPPORT &amp; FIELD ASSISTANCE</b>			
Personnel (See Job Descriptions, Appendix 6)	150,000	168,000	188,000
Office and Administration	40,000	44,800	50,400
Travel and Per Diem	100,000	112,000	125,500
Publications, Curricula	10,000	11,200	12,400
<b><u>GRAND TOTAL</u></b>	<u><u>\$2,030,000</u></u>	<u><u>\$2,050,000</u></u>	<u><u>\$2,080,000</u></u>

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

Life of Project: \_\_\_\_\_  
From FY \_\_\_\_\_ to FY \_\_\_\_\_  
Total U.S. Funding \_\_\_\_\_  
Date Prepared: \_\_\_\_\_

Project Title & Number: The Salvation Army World Service Office Matching Grant

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><b>Program or Sector Goal:</b> The broader objective to which this project contributes:</p> <p>To improve the quality of life for the poorest people in less developed countries (LDCs)</p>	<p><b>Measures of Goal Achievement:</b></p> <p>A noticeable improvement in the quality of life of the poorest people in less developed countries within the areas of SAWSO influence</p>	<p>Direct observation</p> <p>Evaluation</p>	<p><b>Assumptions for achieving goal targets:</b></p> <p>Needs of LDCs and Salvation Army's involvement with those needs will cause projects to be proposed to SAWSO through international channels</p>
<p><b>Project Purpose:</b></p> <p>To expand The Salvation Army World Services' development activities in LDCs in order to reach a greater number of underserved poor</p> <p>To improve the effectiveness of The Salvation Army World Services' expanded development activities in comprehensive health, vocational training and employment services in LDCs</p>	<p><b>Conditions that will indicate purpose has been achieved: End of project status.</b></p> <p>Expanded, upgraded and improved SAWSO development assistance to more than 1,500,000 underserved poor in LDCs</p>	<p>Comparative study and self-evaluation</p>	<p><b>Assumptions for achieving purpose:</b></p> <p>Salvation Army leadership in LDCs sees the need to expand, upgrade and improve development assistance to the poor</p>
<p><b>Outputs:</b></p> <p>Allocations to LDCs for projects in the categories of:</p> <p>Comprehensive health services for the underserved poor</p> <p>Comprehensive vocational training and employment for the underserved poor</p> <p>Provision of technical assistance to field operations in:</p> <p>Design &amp; development Implementation Management Evaluation</p>	<p><b>Magnitude of Outputs:</b></p> <p>15 new projects created by the end of year three</p> <p>30 on-going projects expanded and upgraded by the end of year three</p> <p>Services upgraded in a minimum of 30 expanded projects by the end of year three</p> <p>Project consultation provided in project management and utilization of host country expertise and resources for a minimum of 45 projects by the end of year three</p>	<p>SAWSO records</p> <p>Audit</p> <p>Timely reports to USAID</p>	<p><b>Assumptions for achieving outputs:</b></p> <p>Disbursement of project funds and technical assistance to field operations will enable The Salvation Army in LDCs to plan and implement successful development projects</p>
<p><b>Inputs:</b></p> <p>Expertise of SAWSO International Staff Salvation Army (\$) Matching Grant Funds AID Matching Grant Funds</p>	<p><b>Implementation Target (Type and Quantity)</b></p> <p>See attached budget and implementation schedule</p>	<p>SAWSO records</p> <p>AID records</p> <p>Timely reports to USAID</p>	<p><b>Assumptions for providing inputs:</b></p> <p>Salvation Army development programs and projects can improve quality of life for the poor in the LDCs</p>

## VIII. WORK PLAN - YEAR I

### Work Outputs for Year I:\*

1. *A minimum of 5 new projects*
2. *A minimum of 10 on-going activities upgraded and expanded as projects*
3. *Fifty staff persons' skills upgraded*
4. *Technical assistance where requested*

### Project Areas:

- Kenya, Zimbabwe, Zambia,
- Nicaragua, Guatemala, Costa Rica, the Caribbean
- India, Fiji, the Philippines, Papua New Guinea

\* See attached Gantt schedule, page 32.

**VIII. WORK PLAN**

(For Year I of Matching Grant - October, 1980 to September, 1981)

	1980				1981											
	9.	10.	11.	12.	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.
Notify the project areas of grant possibilities	-----															
Notify the project areas of criteria for funding	-----															
Request applications for funding to arrive at IHQ by Nov., 1980	-----															
Preliminary T.A. where required		-----														
Project Implementation T.A.					-----											
First year evaluation												---				
Project Reviews & Allocations:																
1. Preliminary Approval by IHQ			-----													
2. Staff & Board Approval by NHQ					-----											
3. Allocations					-----											

## I. THE INTERNATIONAL SALVATION ARMY

### A. History Summary

The Salvation Army is an international organization founded in London, England, in 1865. William Booth, a Methodist evangelist, became involved in a ministry to the desperately poor people who lived near the docks in Whitechapel in East London. From his efforts to meet the basic human needs of his people, he began to build an organization. He recruited and trained the poorest people, establishing a pattern of human development that continues in The Salvation Army to this day-- people who are committed to helping others learn to serve, to lead, and to further the development of themselves and their community.

Earliest attempts to meet basic human needs were minimal programs for feeding, housing, and clothing the people. But William Booth believed strongly that the poor must be helped, taught to help themselves, and taught to then lead and teach others. Gradually Booth developed a comprehensive plan for development of the poor whom he called the "submerged tenth"--10% of the population of nineteenth century Britain. This plan, published in 1890, in the book entitled *In Darkest England, And the Way Out* is a milestone in development theory that shapes the worldwide work of The Salvation Army yet today, nearly a century later.

William Booth believed that every human being is entitled, at the very least, to have his basic needs met: food, shelter and work to do; and when he is down, help up. That idea is central to the mission of The Salvation Army in development work among the poorest of the poor throughout the world.

The Salvation Army's worldwide work began in 1880 with establishment of The Salvation Army in India, the United States, Canada, and Australia. Expansion has continued for one hundred years as the organization has spread to eighty-four (84) countries by 1980. Of those countries, approximately fifty (50) can be described as less developed countries: the LDCs.

### B. Structure

International Headquarters of The Salvation Army is in London. It is from there that "The General," head of the worldwide organization, directs activities in eight-four countries. Arnold Brown, a Canadian, is the present General, elected to serve until 1981.

The General works through a Chief-of-Staff to five regional International Secretaries, who coordinate The Salvation Army's operations in Europe, Africa, North and South America, Southern Asia, and the Far East and South Pacific. A sixth International Secretary administers planning and development in all regions. Each region is sub-divided into territories, each of which is directed by a Territorial Commander. Each territory is sub-divided into divisions directed by a Divisional Commander. Each division is sub-divided into the local units of various descriptions: corps community centers, children's homes, hospitals/clinics, rehabilitation centers, schools, etc. Each local unit may be further divided as appropriate into projects, clubs, committees, councils, brigades, classes, etc.

Personnel of The Salvation Army are recruited primarily through its local programs. Every member (soldier) is expected to work as a volunteer in the local program; there are approximately three million (3,000,000) members (soldiers) in the world. Officers are recruited from the membership, trained in schools for officers' training, and appointed to a full-time assignment. Officers receive a living allowance based on local cost-of-living standards and minimum living needs. There are approximately twenty-five thousand (25,000) officers in the world. In addition to officers, there are paid staff persons numbering more than forty thousand (40,000). Staff qualifications cover the spectrum from minimal skills to academic and professional sophistication of the highest level. Salvation Army programs are also served by countless volunteers recruited from outside its membership who help raise money, serve disaster victims, give advice, fill staff positions and perform thousands of volunteer functions.

### C. Funding

Funding of Salvation Army programs is based on the principle of self-support. Every local unit everywhere in the world is expected to support itself; support comes primarily from member contributions, gifts of local donors and/or earnings of local programs.

In order to maintain a presence in the less developed countries, however, it is necessary for The International Salvation Army to subsidize and assist programs in those countries to some extent. To provide that assistance, a "World Service Fund" is established in the territories of the developed nations. Monies from the Fund are administered through the International Headquarters (IHQ) in London to provide general assistance to LDC territories, and further assistance is given by individual territories as project grants to programs in LDC territories. Funds transferred to LDC programs through the World Service Fund in the U.S.A. in the year 1978-exceeded \$4,000,000.

#### D. Renewed Commitment to Development

A new commitment to development in the less developed countries was enunciated by General Brown in 1978. The forum was a development symposium convened at Sunbury Court near London in July, 1978, immediately following an International Congress at which 80,000 Salvationists had gathered in London. Top leadership from every territory in the world attended the development symposium. At that time the General recalled The Salvation Army's history of development work and announced a new program of emphasis and training for development in the less developed countries.

The training portion of the program was to be carried out under a new Development Program Grant (DPG) from the Agency for International Development in the United States. Under the DPG, that training program has successfully met its goals in a series of seminars, training sessions, and technical assistance on every continent.

The commitment to development was further carried out in the creation of a new section on planning and development in the Overseas Department at the International Headquarters in London. Commissioner (Dr.) Harry W. Williams was appointed to head the work with the title of International Secretary. Dr. Williams, a medical officer in India for 31 years, convened an International Social Work Conference with 250 high-level leaders from throughout the world. The new commitment to development, and the training program under the DPG, was a principal focus of the conference.

The General enunciated the development emphasis still further in a series of zonal conferences to which first and second-level leaders from each world region were summoned. These were held in Tokyo (Far East, October, 1978); Madras, India (South Asia, February, 1979); and Santiago, Chile (South America, March, 1979). The commitment was further strengthened at a world conference of top leadership in Toronto in September, 1979.

## II. SALVATION ARMY WORLD SERVICE OFFICE (SAWSO)

### A. Organization

The Salvation Army World Service Office (SAWSO) was incorporated in August, 1977, in the District of Columbia. It is an independent entity, incorporated not for profit, with a volunteer Board of Directors. SAWSO has qualified for registration with the Advisory Committee for Voluntary Foreign Aid under new rules promulgated in early 1977.

## B. Role

The role of SAWSO is to obtain and transfer assistance for Salvation Army development programs in the LDCs from sources in the United States.

## C. Relationship of SAWSO to The Salvation Army

The relationship of SAWSO to The Salvation Army is that of an affiliate of the National Headquarters of The Salvation Army. SAWSO's Board of Trustees is constituted of the National Commander, principal executive officers of The Salvation Army at its National Headquarters in the United States, and the Territorial Commanders of The Salvation Army in the four territories within the United States. The Director of SAWSO is an officer of The Salvation Army appointed by the National Commander to serve in that position.

All members of the Board of Trustees of SAWSO, and the Director of SAWSO, serve without compensation from the funds of SAWSO. In that technical sense, all are volunteers.

## D. Management Policies

Management policies of SAWSO are determined by the Board of Trustees. In addition, due to the unique involvement of SAWSO with Salvation Army entities in other countries, a manual of *Guidelines for Management* has been drawn up. This manual enunciates principles of management, relationships, communications, accounting, etc., affecting SAWSO, the International Headquarters (IHQ) of The Salvation Army in London, host territory structures in the LDCs and any donors. The *Guidelines* provide for flexibility through addition of "minutes" or special provisions as needed within a stable framework of established principles.

## E. Funding

Funding of SAWSO is obtained through grants from private foundations, government agencies, and/or gifts from private donors. Funds passing through the accounts of SAWSO are directly related to funds in the accounts of The Salvation Army designated for development or service to basic human needs in the LDCs, as it is the purpose of SAWSO to assist those same designated functions. In addition, The Salvation Army makes a substantial contribution to the cost of SAWSO through the support of the Director and members of the Board of Trustees who receive no compensation from SAWSO, and through indirect costs to The Salvation Army as the functions of SAWSO are interrelated with the functions of The Salvation Army.

Audits of SAWSO accounts are carried out by independent accountants annually. The fiscal year of SAWSO ends on September 30.

### III. CAPABILITY OF THE SALVATION ARMY TO MEET NEEDS IN LDCS

#### A. Well-Established Network of Operations

The capability of The Salvation Army to carry out development programs in less developed countries is based on its network of presence in the LDCs. Of the eighty-four (84) countries in which it has worked, more than fifty (50) are LDCs. Furthermore, its history of effective programs in these countries is long and well-established. Salvation Army work became established in India in 1882, with medical work beginning in 1896 and development work among "criminal tribes" beginning at government invitation in 1908. Work in Africa is traced from 1883. Salvation Army programs were in Indonesia in 1894. In Jamaica and the Caribbean, The Salvation Army began work in 1887. While all of these activities were begun as Christian missions, they moved quickly to meet all basic human needs. Programs have prospered and grown: a school for the blind in Jamaica observed its 50th anniversary in 1977; a hospital in Nagercoil, Travancore, India has passed its 83rd year.

Development experience early in The Salvation Army's history included industrial projects, such as a match factory to create a model of safe working conditions. There were agricultural projects to train the poor from urban slums for resettlement on open farm lands. Migration projects moved the unemployed poor to places of opportunity. Projects have included unemployment bureaus, a poor man's bank, a poor man's lawyer service, a traveling hospital and many more. All these programs were begun in the nineteenth century.

In recent years (in the 1970s) an agricultural polytechnic training program in Kenya has become a model for replication in Tanzania, Uganda, Zaire, and in Southern Africa. A Salvation Army inspired design for strengthening and improving a traditional style house in Andhra Pradesh, India, has resulted in many thousands of new, better houses being built following the 1977 cyclone. A workshop for training and employing the handicapped in Jamaica has recently been built by expanding a successful program keyed only to the blind. The village leaders in multiple villages in a large area of Donggala province in Central Sulawesi, Indonesia, have all been educated in Salvation Army schools and treated in Salvation Army medical clinics because those are the only services in the area -- a group of indigenous leaders from that area has recently been asked to open a system of similar services in a remote region of Kalimantan across the Makasar Strait.

A limited survey, undertaken as a part of the training and technical assistance program under the DPG, includes the following as current Salvation Army development projects:

- 10 agricultural training farms
- 8 farm settlement colonies
- 6 training schools for the blind
- 4 vocational training institutes for the physically handicapped
- 3 leprosaria
- 36 general hospitals serving more than 1 million patients each year
- 61 stationary dispensaries and clinics, with mobile out-reach units
- 1000+ formally structured schools
- non-formal schools in villages

#### B. Indigenous Leaders and Personnel

The indigenous character of The Salvation Army in every country is a major factor in any success it has achieved. From the outset of any program The Salvation Army recruits and trains its leadership from the local population. There are at least 10,000 commissioned officers in The Salvation Army who are indigenous people in the LDCs, serving in positions of responsibility in their own countries; those positions include the very top positions of responsibility in such countries as Kenya, Korea, India, Guyana, Rhodesia, Zaire, Haiti, Sri Lanka, etc.

The employed staff of The Salvation Army programs are also primarily indigenous. Intensive training programs are in place to train nurses and teachers, to provide scholarships for training doctors and others with specialized skills, to employ indigenous people to the maximum of their potential.

#### C. Principle of Self-Support

The principle of self-support is at the center of program development and expansion in The Salvation Army; every program concept is measured by that criteria and planned for that achievement. The discipline of self-support is well understood and pursued throughout the organization. The acceptability of a grant or program initiative is largely determined by its outlook for a self-supporting continuation.

#### IV. SUMMARY

Development activity of The Salvation Army has been endorsed by host governments, donor governments, contributing organizations, and millions of private donors throughout the world.

Development programs in half a hundred nations have been undertaken by The Salvation Army on its own initiative with its own resources and the support of private contributors. Development programs and projects continue to expand and to increase in number as United States government funds are coupled with Salvation Army resources throughout the less developed countries.

Issued by the  
 Planning and Development Section  
 International Headquarters, London



Please refer to supplementary explanatory notes  
 when completing this form

**FIRST APPLICATION FOR ALL PROJECTS**  
**PRELIMINARY PROPOSALS FOR A PROJECT**  
 (to be forwarded to the appropriate International Secretary, IHQ London)

1. Territory .....
2. Title of **PROJECT** and **LOCATION** .....
3. What is the **PROBLEM** the project is intended to solve?\*
4. What is the **OBJECTIVE** of the project?\*
5. What is the **SOLUTION** proposed?\*
6. What **RESOURCES** are presently available?\*
7. What are your **BUDGET** proposals? .....

\*See 9

**STATEMENTS**

<i>Expenditure</i>	<i>Income</i>
1. <i>Capital costs</i> Land Building Equipment, etc Indirect costs – Administration  Total	SA contribution Other sources Balance required  _____ _____
2. <i>Annual expenditure</i>  Staff salaries Stipends for maintenance Other recurring expenses  Total	<i>Local income</i> Grants from governments Grant from non- government agencies Other income × Balance required  _____ _____

8. Have you approached any government or non-government agency through representatives? .....
- a. Name of organization .....
- b. What was the result? .....
9. \*Further comment .....

**ENDORSEMENTS**

<b>TERRITORY (State)</b> .....	<b>IHQ use (International Secretaries)</b>
<b>Territorial Commander</b> .....	<b>Related Overseas Section</b> .....
<b>Chief Secretary</b> .....	<b>Planning and Development Section</b> .....
<b>Date</b> .....	<b>Date</b> .....

Notes:  
\*Please attach additional information on separate paper if required.

Suggestion for modifications and/or funding acceptance for exploration.

Approved in principle by Missionary Project Council.

ARTICLE IV

T E C H N I C A L   A S S I S T A N C E

4-1

Definition:

Technical Assistance (TA) is the activity of consultant personnel (SA officer or external professional) to perform functions such as:

- Explore and identify program priorities of donor/fund agencies.
- Explore and identify program priorities of The Salvation Army (SA) in a host territory.
- Assist a territorial commander (TC) or his agent to determine overlap or harmony of priorities between SA and a donor agency.
- Assist a TC or project manager to undertake a planning process for a project: that is, to define a problem, set objectives, analyse strategies, choose a solution, design a method of evaluation, draw up a budget, make a plan to implement a program and monitor the operation.
- Assist a TC or project manager to prepare a project proposal for approval and/or funding.
- Assist a TC or project manager to negotiate a project proposal for funding by a donor agency.
- Assist in training of project and staff personnel.
- Assist a TC to establish/reinforce linkages with donor or related agencies.

4-2

Consultant  
Personnel:

Consultants for Technical Assistance may be Salvation officers or qualified professional personnel. These may be persons on the staff of IHQ (P&D) in London or SAWSO in the USA, or qualified and available persons any resource.

Note: This appendix item is an excerpt from *Guidelines for Management*

CURRENT SALVATION ARMY DEVELOPMENT OPERATIONS IN LESS DEVELOPED COUNTRIES \*

	COUNTRY	Agriculture and Food Production	Health & Nutrition	Family Planning	Rehab. & Employment	Education	Institu'l Services	Disaster Response	Refugee Services	Community Development	Centers of Operation	Officers in Territory	Staff
ASIA	BANGLADESH		X W-C	X	X M-W	X W-C	X -C-	X	X	X	4	2	70
	BURMA						X -C-			X	18	13	13
	INDIA	X	X W-C	X	X M-W	X M-W-C	X M-W-E	X	X	X	4,017	2,748	1,373
	PAKISTAN	X	X W-C	X	X -C-	X W-C	X -C-	X	X	X	745	281	110
	SRI LANKA	X	X -C-		X -W-	X W-C	X M-W-C-E	X	X	X	186	156	33
OTHER COUNTRIES													
	PORTUGAL				X	X	X -C-	X	X	X	8	14	3

\* NOTE: Matching Grant funds will be used in only AID-approved countries.

M = Men  
W = Women  
C = Children  
E = Elderly

The Salvation Army  
WORLD SERVICE OFFICE  
Matching Grant  
Appendix 4

CURRENT SALVATION ARMY DEVELOPMENT OPERATIONS IN LESS DEVELOPED COUNTRIES \*

COUNTRY	Agriculture and Food Production	Health & Nutrition	Family Planning	Rehab. & Employment	Education	Institu'l Services	Disaster Response	Refugee Services	Community Development	Centers of Operation	Officers in Territory	Staff
<u>FAR EAST</u> FIJI	X	X	X	X -M-	X	X	X		X	5	10	16
HONG KONG		X	X	X	X -C-	X M-W-C-E	X	X	X	TOTAL FOR HONG KONG & TAINAN	140	532
TAINAN		X		X		X -C-	X	X	351			
INDONESIA	X	X W-C	X	X M-W-C	X M-W-C	X M-W-C-E	X	X	X	372	434	1,360
KOREA				X -W-	X W-C	X W-C-E	X	X	X	151	261	153
MALAYSIA		X	X	X	X	X -C-	X	X	X	TOTAL FOR MALAYSIA & SINGAPORE	47	71
SINGAPORE						X M-W-C-E	X	X	X			
PAPUA NEW GUINEA	X	X W-C	X	X -M-	X	X M-W-C	X		X	70	61	62
PHILIPPINES		X W-C	X	X	X	X -C-	X	X	X	67	79	53

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WORLD SERVICE OFFICE  
Matching Grant  
Appendix 4

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COUNTRY	Agriculture and Food Production	Health & Nutrition	Family Planning	Rehab. & Employment	Education	Institu'l Services	Disaster Response	Refugee Services	Community Development	Centers of Operation	Officers in Territory	Staff
AFRICA CONGO	X	X W-C	X	X M-W		X M-F-W	X	X	X	351	140	77
GHANA	X	X W-C	X M-W	X	X M-W-C	X -C-	X		X	217	109	434
NIGERIA	X	X -C-		X -C-		X M-C	X		X	246	189	13
ZAIRE	X	X W-C	X	X	X M-W-C	X C-E	X		X	536	206	134
ZAMBIA	X	X W-C	X	X	X M-W-C	X M-W-E	X	X	X	77	93	189
ZIMBARWE/RHODESIA	X	X	X	X	X M-W-C	X M-W-C-E	X	X	X	562	354	1,937
EAST AFRICA KENYA	X	X W-C		X M-W	X M-W-C	X M-W-C	X	X	X	TOTAL FOR EAST AFRICA	548	364
TANZANIA	X	X			X W-C							
UGANDA		X -C-				X M-W-C	X					

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 WORLD SERVICE OFFICE  
 Matching Grant  
 Appendix 4

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COUNTRY	Agriculture and Food Production	Health & Nutrition	Family Planning	Rehab. & Employment	Education	Institu'l Services	Disaster Response	Refugee Services	Community Development	Centers of Operation	Officers in Territory	Staff
CARIBBEAN ANTIGUA				X M-W	X		X			TOTAL CARIBBEAN TERRITORY	320	385
THE BAHAMAS		X		X M-W	X M-W	X M-W	X	X	261			
BARBADOS		X -C-				X M-W	X					
BELIZE				X M-W		X M-W	X					
CUBA				X M-W	X	X -E-	X					
CURACAO				X M-W		X M-W-E	X					
GRE-NADA				X M-W		X M-W	X					
GUYANA		X W-C		X M-W	X W-C	X	X	X				
HAITI	X	X W-C	X	X M-W-C	X M-W-C	X C-E	X	X				

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 Appendix 4

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CARIBBEAN (cont.) JAMAICA	X	X W-C	X	X M-W-C	X M-W-C	X M-W-C-E	X		X			
LEEWARD ISLAND			X M-W				X					
ST. KITTS					X -C-		X					
ST. LUCIA							X					
ST. VINCENT		X		X M-W			X					
SURINAME		X			X -C-	X M-W-E	X		X			
TRINIDAD-TOBAGO				X M-W		X M-W-E						
WINDWARD ISLAND				X M-W	X -C-		X					

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 Matching Grant  
 Appendix 4

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<u>MEXICO &amp; CENTRAL AMERICA</u>										TOTAL FOR AMERICA	MEXICO & CENTRAL	
COSTA RICA	X -M-	X M-W-C	X	X -M-	X -M-	X M-C-W	X	X	X	97	129	205
GUATEMALA		X		X	X		X	X				
MEXICO		X	X	X -M-	X -C-	X C-M	X	X				
NICARAGUA		X			X -C-		X	X				
PANAMA		X		X	X M-W-C	X M-C	X					
VENEZUELA					X -C-	X -C-						

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WORLD SERVICE OFFICE  
Matching Grant  
Appendix 4

CURRENT SALVATION ARMY DEVELOPMENT OPERATIONS IN LESS DEVELOPED COUNTRIES \*

	COUNTRY	Agriculture and Food Production	Health & Nutrition	Family Planning	Rehab. & Employment	Education	Institu'l Services	Disaster Response	Refugee Services	Community Development	Centers of Operation	Officers in Territory	Staff
SOUTH AMERICA, EAST	ARGENTINA	X	X	X	X	X -C-	X M-W-C	X		X	TOTAL FOR SOUTH AMERICA, EAST  113	139	97
	PARAGUAY					X -C-	X -C-	X					
	URUGUAY					X -C-	X M-W-C-E	X					
SOUTH AMERICA, WEST	BOLIVIA		X W-C	X	X	X -C-	X W-C	X	X	X	TOTAL FOR SOUTH AMERICA, WEST  103	130	117
	CHILE	X	X	X	X M-W	X -C-	X M-W-C	X	X	X			
	PERU				X -C-	X -C-	X						
SOUTH AMERICA, OTHER	BRAZIL		X	X	X M-W	X -C-	X W-C-E	X	X	X	63	129	88

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CLASSIFICATION  
PROJECT EVALUATION SUMMARY (PES) -

The Salvation Army  
WORLD SERVICE OFFICE  
Matching Grant

<p>1. PROJECT TITLE</p> <p style="text-align: center;">The Salvation Army World Service Office Development Program Grant</p>	<p>2. PROJECT NUMBER</p> <p style="text-align: center;">932-</p> <p>4. EVALUATION NUMBER</p> <p style="text-align: center;">Appendix 5</p> <p>reporting unit e.g., Country or Office, Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) <u>SAWSO-1</u></p> <p><input checked="" type="checkbox"/> REGULAR EVALUATION    <input type="checkbox"/> SPECIAL EVALUATION</p>
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<p>5. KEY PROJECT IMPLEMENTATION DATES</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%;">A. First PRO-AG or Equivalent FY <u>77</u></td> <td style="width: 33%;">B. Final Obligation Expected FY <u>79</u></td> <td style="width: 33%;">C. Final Input Delivery FY <u>80</u></td> </tr> </table>	A. First PRO-AG or Equivalent FY <u>77</u>	B. Final Obligation Expected FY <u>79</u>	C. Final Input Delivery FY <u>80</u>	<p>6. ESTIMATED PROJECT FUNDING</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">A. Total</td> <td style="width: 50%;">\$ <u>935</u></td> </tr> <tr> <td>B. U.S.</td> <td>\$ <u>935</u></td> </tr> </table>	A. Total	\$ <u>935</u>	B. U.S.	\$ <u>935</u>	<p>7. PERIOD COVERED BY EVALUATION</p> <p>From (month/yr.) <u>9/77</u></p> <p>To (month/yr.) <u>10/78</u></p> <p>Date of Evaluation Review <u>6 Feb 79</u></p>
A. First PRO-AG or Equivalent FY <u>77</u>	B. Final Obligation Expected FY <u>79</u>	C. Final Input Delivery FY <u>80</u>							
A. Total	\$ <u>935</u>								
B. U.S.	\$ <u>935</u>								

B. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
---	---	--------------------------------

The SAWSO has made excellent progress during the period of evaluation.  
None

**RECEIVED**  
WASHINGTON D. C.

APR 18 1979

NATIONAL PUBLIC AFFAIRS OFFICE

8. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/A'	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A.  Continue Project Without Change

B.  Change Project Design and/or  Change Implementation Plan

C.  Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Name and Title)

*H. J. Datta*

H. J. Datta, Project Manager, PDC/PVC

12. Mission/AID/W Office Director Approval

Signature *THF*

Typed Name Thomas H. Fox

Date 2/9/79

Memo for Files

H. J. Datta

Subject: PES Review of The Salvation Army DPG -

Present: Thomas Fox, PDC/PVC	Calvin Raulerson, AA/PDC
Binta Baro, "	A. Zakariau, AFR/DR/PVO
Steven Bergen, "	W. Wattle, AFR/DR/EH/PVO
Katherine Flanary, PDC/PMS	Paul Maguire, LA/DP/PVO
E. Betzig, "	Sheily Harliss, CM/SOD/PDC
Lt Col E. Miller, SAWSO	
Sheila Anderson, "	
H. J. Datta, PDC/PVC	
Absent: A. Schwartzwalder, AA/PDC	A. Gooch, NE/TECH
J. Philpott, PDC/PMS	M. Snoddy, ASIA/DP
F. Dimond, PPC/DPRE/E	N. Frame, GC/PDC

1. Lt Col Miller summarized the SAWSO activities during the evaluation period --- the first year of this three year DPG. He outlined the steps taken, including the London Conference, taken to secure acceptance of the DPG concept by The Salvation Army leadership. This had been very successful and the concept was well received at the top. Seminars in India, Africa, and Indonesia resulted in fine support of the DPG concept and surfaced the need of local SA units for development project support and assistance in solving the problems that local leadership sees all around them. Col Miller mentioned the M.D. intern program for health assistance in Indonesia and SA development activities in Sulawesi.

2. With respect to how the SA selects leaders in LDCs, Col Miller said that recruitment is not a primary objective, but is inevitable. To provide effective leadership, one must start with personnel available in one's own organization. The SA is active in 50 LDCs. The first step in these areas is to develop the command level; secondly, the executive (division) level; then the operating level. The final level is the most difficult because the educational attainment at this level is usually lower. The SA wishes to help the whole person. In doing so, the SA does not impose a new culture, but allows people to choose freely.

3. The SA has extensive alcohol rehabilitation programs in the U.S. and in LDCs, with an excellent achievement record. The program in Costa Rica is expanding and may be assisted by the USAID Mission. (The SA spends about \$85 million per year in the US, and has 12,000 beds.)

4. It is difficult for the SA to assemble data at this time concerning the percentage of development efforts in various fields. In Kenya, there is a large agricultural program involving about 4,000 families. In Jamaica, soil conservation and youth training is emphasized. Col Miller estimates that about 30% of SA programs are

in primary health care. Education and vocational training are other major fields of endeavour

5. In response to the comment that AID was project oriented, Col Miller mentioned the development planning seminar conducted in Indonesia. Each participant was asked to bring a project plan to the seminar. Eleven were then worked out, starting from objective and proceeding to selection of strategies. None were polished enough to send to funding organizations, including the AID Mission, but some were close to it and will be ready in the very near future. From this type of seminar, project needs can be identified; this will stimulate additional development projects.

6. The SA raises from \$4 to \$5 million per year in the US for work abroad.

7. Mr Betzig mentioned the impressive furniture project in Jamaica. Col Miller told of the mirror resilvering project which was very promising. Both resulted from a Canadian marketing study, according to Col Miller.

8. With respect to evaluation, the SA had developed an excellent process in 1967, but the SA was not ready for such an undertaking at that time. This study may prove extremely useful now. Col Miller said that evaluation is a SAWSO first priority and it is required to be built into all development plans.

9. It was the consensus that the SAWSO had made excellent progress during the first year of the DPG.

10. Col Miller said that AID had imposed no unreasonable constraints. He said he appreciated the fact that AID has to exist in a political milieu.

11. In response to the question of what could AID do to be more supportive, Col Miller suggested a project list for each LDC. He said that the SA doesn't have a single AID project at this time, but hope to secure a number of OPGs in the near future.

### 13. SUMMARY

This report covers the first operational year of The Salvation Army World Service Office (SAWSO) and of The Salvation Army Developmental Program Grant (DPG). SAWSO is a United States Private Voluntary Organization organized to provide training, technical assistance and development aid to the worldwide federation of Salvation Army projects and to the poor in less developed countries.

A major activity in the first year was the recruitment of SAWSO staff and the establishing of SAWSO operations in Washington, New York and London. SAWSO assisted the London International Headquarters (IHQ) of The Salvation Army in the design and implementation of an International Department for Planning and Development. This department is charged with the responsibility of coordinating international training and technical assistance, program design in LDCs and the provision of funding and development information to donors and donees in The Salvation Army worldwide network. The establishing of these operations took a major amount of time the first six months of the grant but did not seriously hamper the satisfactory accomplishment of first-year objectives

SAWSO accomplished its first year training goals through its involvement in the International Development Symposium and International Social Work Conference of The Salvation Army in London. Over 250 worldwide leaders of The Salvation Army were involved in the development seminar where they were introduced to the International Headquarters' concepts on development and the procedures for initiating, processing and funding of proposals in less developed countries. Forty-five leaders of Salvation Army projects in Asia, Africa and Latin America were trained by SAWSO in the first year. Salvation Army trainers were involved in these programs for orientation purposes.

13. SUMMARY (Cont.)

Technical assistance in project design was provided to Jamaica, Pakistan, India, Kenya, Costa Rica, Guatemala, Haiti, Mexico and Tanzania. Technical assistance and program development aid is scheduled for projects in the Caribbean, Costa Rica, Chile, Bolivia, Peru, India, Sri Lanka, Pakistan, Zaire, Kenya, Congo, Southern Africa, Philippines, Malaysia, Fiji, New Guinea, Bangladesh and Tanzania in the second year of the grant.

Limited project evaluations were conducted in India, Pakistan, Jamaica, Kenya, Costa Rica, Guatemala and Haiti in the first year for the purpose of developing a format and procedure for more complete evaluations in the second year.

The Salvation Army feels that the DPG has provided and is providing a means and method for improving its worldwide effectiveness in the design, implementation, evaluation and funding of development projects to meet basic human needs of the poor.

14. EVALUATION METHODOLOGY

This represents the first self-evaluation by the Salvation Army World Service Office (SAWSO) and the first joint project evaluation effort of SAWSO, The National Headquarters (NHQ) of the Salvation Army, New York, and the International Headquarters (IHQ) of the Salvation Army, London.

The purpose of the evaluation was to assess the first year's organization and operation of the newly formed Salvation Army World Service Office (SAWSO), Washington, D.C.; to assess the effectiveness of the DPG project design, management and organization in accomplishing first-year objectives; and, to improve the implementation of the grant and overall performance through the revision of planning and operating strategy as needed.

The evaluation was organized and conducted by the Salvation Army World Service Office (SAWSO), Washington, D.C. An independent assessment of project performance was conducted and a CPA audit completed of the first-year's fiscal activity. The evaluation included a comprehensive review of the SAWSO DPG and a comparison of accomplishment with expected outcomes identified in the proposal. A self-evaluation was conducted by the SAWSO staff. Consideration was given to input from consultants, trustees, management, International Headquarters, London, and Salvation Army field directors (Territorial Commanders) and trainees.

15. EXTERNAL FACTORS (Cont.)

seriously affect the accomplishment of the first year's program objectives. The establishment of a solid working agreement between SAWSO and IHQ will enabled SAWSO to have adequate access to Salvation Army field operations and indigenous leaders in Asia, Africa and Latin America.

The SAWSO training and technical assistance services delivered to date have been enthusiastically received by Salvation Army staff and indigenous leaders in less developed countries. Requests for additional training and technical assistance services are being received on a regular basis.

15. EXTERNAL FACTORS

The first year of the DPG represented the first operational year for the Salvation Army World Service Office (SAWSO). Major tasks included the recruitment and training of personnel and the establishing of operations and procedures in Salvation Army offices in Washington, New York and London. One of the major functions of SAWSO is to be a United States training and technical assistance resource to the Salvation Army and to people in less developed countries.

No precedent existed for SAWSO in the world-wide structure of the Salvation Army and a significant amount of time was spent in formulating fiscal and operating procedures between SAWSO and the International Headquarters (IHQ) of the Salvation Army in London. The development of a working relationship between SAWSO and IHQ was of critical importance since all field operations in less developed countries are controlled and coordinated by the Overseas Department of the International Headquarters in London. New accounting and reporting procedures had to be developed in the United States and London to concur with U.S. Government audit and grant requirements. New quarters had to be located in Washington, officers appointed and staff recruited and trained in Washington, New York and London.

A new office of Planning and Development was created in June, 1978 in the Overseas Department of International Headquarters, London to support the SAWSO DPG program and provide training and technical assistance to less developed countries. The new department will coordinate world-wide project development and funding for the Salvation Army and provide development information and progress reports to international donors and the more than three million Salvationists in 82 countries.

These external factors relating to the start-up of the SAWSO operations delayed grant implementation the first six months of the DPG, but did not

16. INPUTS

The first year budget for the DPG was \$385,283. Of this amount, USAID contributed \$285,889 which was matched by Salvation Army contributions in excess of \$99,394. The first year of DPG operations were from September 30, 1977 through September 30, 1978. The budget covered all necessary staff and support needs for the implementation of the developmental program grant. All contributions from USAID and the Salvation Army have been received as scheduled.

There are seven program design professionals associated with DPG implementation and three administrative aids. Three professionals and one administrative aid are housed at IHQ in London and four professionals and one administrative aid in Washington. Short-term professional and administrative assistance is obtained from time to time according to project need.

The two Salvation Army executive officers associated with the grant, Lieutenant Colonel Ernest A. Miller, Director of SAWSO, and Commissioner Harry Williams, M.D., International Secretary for Planning and Development, are not compensated under the grant and represent a part of the Salvation Army match. The Salvation Army appointed officers and recruited development professionals and consultants for the DPG program who would bring the necessary experience and expertise for the successful implementation and institutionalization of the DPG program.

SAWSO now has professional expertise in medical programs, nursing, agricultural development, program design, evaluation, training and linguistics. The SAWSO-DPG receives half-time volunteer services from three professionals in London and one professional in Washington. The SAWSO London-Washington team represents over 90 years of service and residence in less developed countries.

17. OUTPUTS

The outputs of the SAWSO DPG are to train indigenous leaders, train project staff and Salvation Army trainers in the design, implementation and evaluation of development projects, to assist the Salvation Army in less developed countries to design and fund new projects, and to institutionalize the procedures for on-going training and technical assistance to enable the Salvation Army to assist personal and national development efforts.

SAWSO has accomplished, to a satisfactory degree, the objectives of the first year of the developmental program grant (DPG). Forty-five leaders have been trained in Africa, Asia and Latin America. Over 150 Salvation Army international staff were oriented to USAID, development strategies and Salvation Army development goals through the International Symposium on Development and the International Social Work Conference held by the Salvation Army in London in July, 1978.

A general orientation to development was provided to over fifty Salvation Army officers and training personnel attending the International College for Officers, London by the IHQ Planning and Development Office. Trainers from Asia, Latin America and Africa were included in development seminars. Five trainers from each of the three continents will be selected in the second year for development training and will provide assistance in the design and conduct of development training programs in the schools for officers' training.

Technical assistance in project design was provided to Jamaica, Pakistan, India, Kenya, Costa Rica, Guatemala, Haiti and Mexico. Technical assistance is scheduled for projects in the Caribbean, Costa Rica, Chile, Bolivia, Peru, India, Sri Lanka, Pakistan, Zaire, Kenya, Congo, Southern Africa, Phillipines, Malaysia, Fiji, New Guinea, Bangladesh and Tanzania in the second year of the grant.

17. OUTPUTS (Cont.)

SAWSO designed and assisted in the implementation of an International Development Resource Information Service (IDRIS) to be located in Washington and the IHQ Office of Planning and Development, London. This service provides development and resource information to projects in less developed countries and information to donors. Although initiated under the DPG, the information service will be an ongoing service of the International Headquarters in London.

Significant management experiences of the first year included the agreement on SAWSO and IHQ relationships and internal agreements regarding technical assistance delivery and training; problems in scheduling and coordination of SAWSO staff with IHQ and field personnel in less developed countries; the design of fiscal control procedures for activities on five continents.

Limited project evaluations were conducted in India, Pakistan, Jamaica, Kenya, Costa Rica, Guatemala and Haiti in the first year to develop a format and procedure for more complete evaluations in the second year.

Program audits were not conducted by SAWSO since these are conducted on a regular basis by IHQ International Audit Department in London, and by ongoing Salvation Army audit procedures throughout the world.

18. PROJECT PURPOSE

The basic purpose of the DPG is "to strengthen and institutionalize the capability of the Salvation Army to plan, design, manage and evaluate development projects to assist the poorest majority in less developed countries."

This purpose is being achieved through the provision of training and technical assistance to Salvation Army personnel in less developed countries and the assistance provided to International Headquarters in the design and operation of a new International Department of Planning and Development.

The training provided by SAWSO to date has helped create a greater awareness of design requirements, planning skills, development concepts and evaluation techniques at International Headquarters and throughout the organization

SAWSO has assisted the International Headquarters of the Salvation Army to institutionalize the procedures necessary for the continuation of development training and technical assistance to less developed countries after the conclusion of the USAID DPG. The creation of The Department of Planning and Development represents a major accomplishment under the DPG as the department will be a permanent section within the Salvation Army World Headquarters. The new Office of Planning and Development is proving to be a major resource for the design, processing and funding of international development projects and the provision of technical assistance and training to less developed countries.

SAWSO is the U.S. counterpart of the Department of Planning and Development and will become a conduit for U.S. private and public grants to Salvation Army development projects in LDC's. SAWSO has already been approached by individuals and foundations seeking to make grants or contributions to projects in Africa and Asia.

18. PROJECT PURPOSE (Cont.)

There is definite evidence that the DPG has provided a means and method for the Salvation Army to improve its world-wide development capability and increase the skills of its leadership in Africa, Asia and Latin America.

SAWSO recognizes that the goals and projected outcomes of the DPG are ambitious, especially given the need to work through the international structure of the Salvation Army where U.S. interests must compete with those of other donor nations. However, the enthusiastic response to the SAWSO program the first year indicates that the accomplishment of the project purpose is well under way.

19. PROJECT GOAL/SUBGOAL

The goal of the DPG is to assist the Salvation Army to achieve its goals to improve the level of life of the poorest majority in less developed countries.

SAWSO has moved to accomplish the above through the design and implementation of leader training programs in Asia, Africa and Latin America, the International Development Symposium and the Social Welfare Conference in London, and the international technical assistance programs. Over 250 international leaders of the Salvation Army have been exposed to development training through these operations.

The SAWSO training and technical assistance programs have improved communication and understanding of development projects between and among the Salvation Army territories throughout the world.

The involvement of SAWSO within the International Headquarters structure of the Salvation Army and with leaders on three continents has brought about a significant and beneficial change in the cross-territory assistance and communication between the Salvation Army in the United States and in less developed countries.

The training and technical assistance programs and operating procedures developed the first year under the SAWSO DPG have had a favorable impact on the world-wide operations and development planning of the Salvation Army.

The end result of the training and technical assistance programs and the new International Headquarters structure for dealing with international development will result in more effective operations and services to the poorest majority in less developed countries.

20. BENEFICIARIES

The purpose of the DPG is to strengthen and institutionalize the Salvation Army's ability to plan , implement and evaluate development projects in LDC's. The direct beneficiary of the grant is the Salvation Army, it's leaders and the poor in LDCs who are being served and will be served under expanded development operations.

To date over 250 Salvation Army leaders have benefited from this program.

These leaders have direct responsibility for over 10,000 centers of operation meeting the basic human needs of millions of people in LDC's. Management, expansion and funding of future development programs will be their responsibility.

The new development emphasis of the Salvation Army in LDC's will address problems of employment, nutrition, food production, primary health care, basic health services, literacy, basic educaiton, housing and community development.

21. UNPLANNED EFFECTS

None.

## 22. LESSONS LEARNED

The DPG has enabled SAWSO to be a catalyst in helping the International Salvation Army make needed organizational and structural changes in its service to less developed countries.

SAWSO has gained an appreciation of the multinational character and support of the Salvation Army and the inherent complexity of designing and implementing programs through a multi-national organization with a multi-national staff.

SAWSO has learned that on site program design and assistance is imperative. Of equal importance is the need to develop training material and technical assistance techniques which relate to the indigenous trainees' culture, educational level, life experience and interests.

In retrospect, SAWSO would counsel multinational organizations to ensure the greatest possible flexibility in developing time frames for goal accomplishment. Awareness of goal and time frames for goal accomplishment vary with organization and culture.

The Salvation Army  
 WORLD SERVICE OFFICE  
 Matching Grant  
 Appendix 5a

1. PROJECT TITLE  
 The Salvation Army World Service Office  
 Development Program Grant

2. PROJECT NUMBER  
 932-0109-73/32792

4. EVALUATION NUMBER  
 reporting unit e.g., Country  
 Fiscal Year, Serial No. beginning with No. 1 each FY SAWSO-2

REGULAR EVALUATION     SPECIAL EVALUATION

5. KEY PROJECT IMPLEMENTATION DATES

A. First PRO-AG or Equivalent FY <u>77</u>	B. Final Obligation Expected FY <u>79</u>	C. Final Input Delivery FY <u>80</u>
--	---	--------------------------------------

6. ESTIMATED PROJECT FUNDING

A. Total	\$ <u>935</u>
B. U.S.	\$ <u>935</u>

7. PERIOD COVERED BY EVALUATION

From (month/yr.)	<u>10/78</u>
To (month/yr.)	<u>10/79</u>
Date of Evaluation Review	

8. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR

A. List decisions and/or unresolved issues; cite those items needing further study.  
 (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)

B. NAME OF OFFICER RESPONSIBLE FOR ACTION

C. DATE ACTION TO BE COMPLETED

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> Project Paper     | <input type="checkbox"/> Implementation Plan e.g., CPI Network | <input type="checkbox"/> Other (Specify) _____ |
| <input type="checkbox"/> Financial Plan    | <input type="checkbox"/> PIO/T                                 | _____  |
| <input type="checkbox"/> Logical Framework | <input type="checkbox"/> PIO/C                                 | <input type="checkbox"/> Other (Specify) _____ |
| <input type="checkbox"/> Project Agreement | <input type="checkbox"/> PIO/P                                 | _____  |

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

- A.  Continue Project Without Change
- B.  Change Project Design and/or  
 Change Implementation Plan
- C.  Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)

H. J. Datta, Proj. Mgr, PDC/PVC  
 S. Bergen, Sr. Dev. Off., PVC  
 A. Heyman, DD/PVC

*H. J. Datta*  
*S. Bergen* 12/7/79  
*A. Heyman* 11/24/79

12. Mission/AID/W Office Director Approval

Signature *[Signature]*  
 Typed Name J. H. Fox, D/PVC  
 Date 12-21-79

DATE: December 13, 1979

me

REPLY TO  
ATTN OF:

PDC/PVC/OPNS, Harold J. Datta



SUBJECT: Agency PES Review - SAWSO, 10 December 1979

TO: Memo for Files

Attendees: SAWSO: Lt. Col. Ernest Miller, Tom McClure, John Wiggins,  
Joan Robinson

PDC/PVC: Steve Bergen, Austin Heyman, Harold Datta

LA: Paul Maguire

AFR: Chas. Donald Parker

1. Mr. Bergen opened the meeting, mentioning the size and commitment to development of the Salvation Army (SA) and the purpose of the grant, which is to strengthen SA's work in development.
2. Lt Col Miller (LCM) stated that the changes occurring in the SA as a result of the DPG have been more profound than anyone could have anticipated; therefore, the problem is in managing the change, particularly since the changes which are occurring are self sustaining. The initiative for development projects in the SA comes from the grass roots, not the top, and the grant stimulated ideas at the grass roots worldwide. All are now eager for "a piece of the action." SAWSO has experienced no difficulty in initiating change, but in containing it within manageable boundaries. It is also readily apparent now to SAWSO that development must perforce increase the presence of the SA organization.
3. Don Parker asked if Mr. McClure had done any assessment during his recent visit to Uganda. Mr. McClure said that in the past, the SA there had a hostel for long term invalides and a children's home; both had been taken over by the GOU during the Amin regime. The GOU has asked the SA to take over both of these institutions again, to initiate a feeding program for 500 elderly persons in Kampala, and to undertake other relief and rehabilitation projects. McClure did assist to perform a needs-assessment with a time frame as well as providing assistance to the indigenous SA organization to design a development project. McClure said that he believes that the SA role will be that of assisting the GOU; the SA should not take over facilities. He also cited the great human damage that had occurred in Uganda over the past few years.



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4. LCM mentioned that of the more than 500 SA officers in the East Africa Territory, only about 10 to 15 are expatriates. All are headed by Commissioner Joshua Ngugi in Nairobi. Equality for women has been a SA tenet from the beginning, so the SA is particularly strong in the area of women in development.
5. Mr. Parker said that SAWSO should contact CARE regarding the school rooms project. Mr. McClure said that a formal letter had been submitted to CARE from SAWSO requesting the reconstruction of 43 classrooms. He pointed out that the SA is on the Board of CARE.
6. The SA leadership was originally somewhat skeptical of the value of the development training proposed by SAWSO for SA officers; therefore, it was essential that these programs be very well designed. The format first developed for Latin America was so successful that it is being adapted for all training programs. All such training is based upon self assessment of needs. The first training was at the command level; it is then given at the project level.
7. The new planning capabilities developed by SAWSO have been very valuable in preparing funding requests to the many donors to the SA. Programs planned for each country, according to LCM, depend upon self identified needs since the SA is an indigenous organization. These programs reflect the culture and needs of the societies in which they will be implemented. The SA covers the complete spectrum of development activities. There is no master plan developed at the top to be implemented from top to bottom; initiative comes from the bottom. Of the top two SA leaders in any territory, at least one must be indigenous. AID offices in each country are frequently contacted to obtain its priorities and latest program developments.
8. In response to the question of whether SAWSO can respond to any problem, LCM stated that the organization's reach should exceed its grasp; that it should be at least responsive to any request. He pointed out that the SA has many projects in partnership with host governments. He also illustrated the differences in planning and project approaches caused by differing cultures by comparing health projects in Indonesia, India and the Caribbean. He also mentioned that the ultimate project beneficiaries are usually included in doing the planning phase.
9. With respect to feedback from host governments, LCM reported that not only does this occur, but the SA receives many requests for project assistance initiated by host governments, e.g., the alcoholism treatment project requests from Costa Rica and Chile. In answer to the question, LCM said that not many project requests are made in Mexico; however, the SA does receive excellent governmental cooperation there.

10. LCM said that every SA project must become self supporting or it will not be initiated. This is taken into account in the project design stage.
11. With respect to evaluation, LCM stated that the SA has always evaluated its activities; however, the new emphasis under the DPG is causing some concern because while evaluation used to be done by the "boss", it now must be done by the project participants. Self evaluation is currently designed into all project plans and SAWSO has also established plans for its own evaluation activities in support of or in addition to evaluations by project manager. The result has been that goal setting has been facilitated and project management made more disciplined and interesting. This does not encourage bureaucratic thinking because while SAWSO will assist to provide an outline of major points for planning, the framework must be wholly fleshed out by the project developers on the scene. The whole thrust of SAWSO is to break out of bureaucratic thinking, to look out and identify new ideas.
12. During the final year of the DPG, SAWSO plans to complete its program of project level seminars, and assist to plan specific projects which will be fundable by a variety of funding sources (SA has about 6-8 projects funded by AID, and about 62 with other organizations.) There is a great demand for SAWSO project planning and management training services which SAWSO will attempt to fulfill during its third DPG year. Countries with natural or civil disaster-type problems which could not be foreseen, e.g., Uganda and Nicaragua, are placing heavy demands on SAWSO. LCM emphasized that relief and development are often intertwined; the former almost always leads to the latter. SAWSO's philosophy of salvation does not confine itself to the spiritual, but includes the whole person, his total development in society.
13. It was the consensus of the review panel that the PES reflected excellent progress under the DPG and that it be accepted as submitted.

### 13. SUMMARY

This report evaluates the progress of The Salvation Army World Service Office (SAWSO) toward achievement of goals and objectives established in the development program grant (DPG) which became effective September 30, 1977.

#### SAWSO OFFICES

SAWSO is fully operational with separate functions allocated to its offices in Washington, New York and London. Under the DPG, the office of Planning and Development at The Salvation Army International Headquarters (IHQ) in London was designed and implemented. That office now coordinates international training and technical assistance, program design in less developed countries (LDCs) and dissemination of development information within The Salvation Army worldwide network.

#### DEVELOPMENT TRAINING

SAWSO extended training to over 600 Salvation Army leaders, project staff and trainers through various instructional and training programs: the International Development Symposium and International Social Work Conference of The Salvation Army in London; development training seminars in Asia, Africa, Latin America and the Caribbean; and educational extension courses held in London for Salvation Army leaders.

Eight SAWSO development training seminars\*, as well as courses in three educational extension sessions for Salvation Army leaders, are scheduled for year three of the grant.

#### TECHNICAL ASSISTANCE

Technical assistance in project planning, design, funding and evaluation was provided in 13\* LDCs. More than 50 projects were designed and proposed for funding to agencies other than USAID as a direct outcome of training and technical assistance under the grant. Out of 11 projects which were designed and proposed for funding to USAID missions, two projects in Nicaragua are nearing approval for funding of approximately \$200,000 and one proposal for a project in Indonesia has been approved for funding in the amount of \$288,000.

SAWSO plans to provide technical assistance in 38 LDCs\* during year three of the grant.

\*See SAWSO Work Plan, Attachment 1, for details of statistics.

#### INSTITUTIONALIZATION

ISO has insured the institutionalization and growth of planning and development principles and skills within The Salvation Army following the inclusion of the DPG through establishment of a permanent office of Planning and Development at The Salvation Army International Headquarters London; publishing of instructional manuals, handbooks and management guidelines; production of a 16mm film; and creation of a permanent development resource library.

The Salvation Army feels that the DPG has provided and is providing a means and method for improving its worldwide effectiveness in the design, implementation, evaluation and funding of development projects to meet basic human needs of the poor in less developed countries.

#### 14. EVALUATION METHODOLOGY

One positive effect of the SAWSO DPG is the increased effort by The Salvation Army toward evaluation and accountability.

Evaluation is already built into all Salvation Army programs and projects in the form of such processes as periodic personnel performance reviews, semi-annual program reviews, semi-annual fiscal audits and regular conferences at the local, regional and international levels. SAWSO's management policy and procedures incorporate evaluation as an integral part of operations and attempt to expand the existing Salvation Army methods of evaluation.

Some of the evaluative processes in which SAWSO engages and which SAWSO has utilized to formulate this report are as follows:

- Regular staff meetings at SAWSO/Washington for review of program progress, recommendations for action and assignment of work tasks.
- Corporate business meeting of SAWSO Board of Trustees where decisions regarding SAWSO's management, program and finances were based upon records and reports of the three SAWSO offices in Washington, New York and London. (February, 1979; August, 1979)
- Program reviews for evaluation of SAWSO's accomplishments and plans in light of DPG objectives and Salvation Army expectations.
  - London: SAWSO Vice President (New York) and SAWSO Director (Washington) met with Salvation Army international leaders, including the International Secretary for Planning and Development and regional International Secretaries for South Asia, the Far East, Africa and the Americas. (May-1979; Oct. 1979)
  - Washington: The National Commander and the National Chief Secretary for The Salvation Army in the United States conducted program reviews with SAWSO/Washington staff. (May, 1979; July, 1979)
- Fiscal reviews resulting in reorganization of accounting procedures to insure greater accountability and better coordination of fiscal policy. (February, 1979; April, 1979)
- Evaluation of seminars and of seminar curriculum conducted through questionnaires for participants, field directors and trainees.

Independent accountants conducted an audit of SAWSO accounts for the first year of grant operation and will conduct a second audit for the fiscal year ending September 30, 1979.

This self-evaluation conducted by the SAWSO staff, therefore, is a composite of conclusions and recommendations resulting from the evaluation processes cited above and comprises a comprehensive review of accomplishment compared with grant objectives. Its purpose is to assess the effectiveness of the DPG project design and implementation through measurement of progress and to improve implementation of the grant with continuing necessary modification of plan and operation.

15. EXTERNAL FACTORS

Separate functions of SAWSO are carried out in three cities on two continents:

- Washington, D.C., USA: SAWSO Director and principal staff
- New York, N.Y., USA: Accounting and fiscal control at The Salvation Army National Headquarters
- London, England: Training and projects coordination at The Salvation Army International Headquarters

The office of Planning and Development, established June 1, 1978, at The Salvation Army International Headquarters in London, constitutes a major structural change in the century-old Salvation Army and provides a focal point for and re-emphasis upon The Salvation Army's worldwide development work. This London office coordinates development training projects and programs wherever they may occur throughout the Salvation Army world. It generates and coordinates the funding of Salvation Army projects through a multiplicity of donor agencies and sources throughout the world.

With the improvement of communications through telex installation, difficulties in logistics of such diversification of responsibility are lessened and the net effect is positive because it places the awareness of SAWSO functions at the nerve centers of The Salvation Army in the United States and in the world. A system of checks and balances results from the allocation of responsibility, thus encouraging more effective program and greater accountability.

A management policy and procedure handbook, *Guidelines for Management*, is in the process of review and will facilitate management and operation among SAWSO components. Efforts to establish a solid working agreement between SAWSO and IHQ have been successful in improving access to Salvation Army field operations and expediting work with indigenous leaders in Asia, Africa and Latin America.

As a result of SAWSO's improved access to field operations, Salvation Army indigenous leaders in LDCs are requesting additional training and technical assistance services on a regular basis. As more leaders experience and recommend SAWSO services, personnel and budgetary limitations are stretched to meet the requests resulting from the growing awareness of the need for training. Typical of training session participants' comments are some of those received from the latest SAWSO training seminar in Zaire: "I appreciated the method used for teaching this material. It was stimulating, systematic, rational." "I feel more capable of attacking project presentation...."

16. INPUTS

FUNDS

Total operating budget for the second year of grant operation, September 30, 1978, through September 29, 1979, was \$443,660. Of this amount USAID contributed \$331,955 which was matched by Salvation Army contribution in excess of \$111,705. All budgeted funds have been received as scheduled and allocated for staff and support functions in grant implementation.

PERSONNEL

Personnel housed in Washington, New York and London for implementation of the DPG program include seven program design professionals, one fiscal planning professional, three administrative aides, three volunteer professional workers, and temporary short-term professional and administrative assistants.

All seven program design professionals have participated in SAWSO training sessions, providing technical assistance in areas surrounding the seminar site. SAWSO personnel have also provided technical assistance at the specific request of Salvation Army field directors.

Professional and consultant staff now provide SAWSO with expertise in linguistics, health care, agricultural development, community development, program design, evaluation and training. The SAWSO London-Washington team represents over 90 years of service in less developed countries.

INDIGENOUS LEADERS/PARTICIPANTS

In training sessions conducted in LDCs SAWSO has utilized indigenous leaders of the community as well as host country USAID representatives. Local government officials, community development workers, local private voluntary agency representatives, and indigenous professionals in the fields of education, agriculture, and health care and medical programs have participated in the instruction and discussion. In addition, SAWSO has begun to use indigenous participants of seminars as part of the staff for subsequent seminars. This not only helps solidify their own training, but also enables translation of training and materials into the native language and extends the institutionalization process into the LDCs.

Progress toward achievement of target outputs as projected in the DPG proposal is evident by comparison of target outputs, accomplishment to date and planned activities<sup>1</sup>:

TARGET OUTPUTS	OUTPUT TO DATE - SEPTEMBER, 1979	PLANNED OUTPUT - OCT 1979-SEPT 1980
<p>Trained Indigenous Leaders 16 sessions 240 participants</p> <p>Trained Project Staff 15 sessions</p>	<p>Trained Indigenous Leaders/Project Staff<sup>2</sup> 10 sessions 430 participants -375 executive/administrative level - 55 project level staff</p> <p>4 sessions<sup>3</sup> 200 participants</p>	<p>Trained Indigenous Leaders/Project Staff<sup>2</sup> 8 sessions 200 participants</p> <p>3 sessions<sup>3</sup> 150 participants</p>
<p>Trained Trainers 9 sessions 15 trainers</p>	<p>Trained Trainers 14 full-time trainers 20 part-time trainers</p>	<p>Trained Trainers 10 full-time trainers 15 part-time trainers</p>
<p>Technical Assistance Provided for Project Funding, Evaluation and Audits</p> <p>12 new projects \$2 million minimum new US funds 9 evaluation/audit</p>	<p>Technical Assistance Provided 11 projects designed and proposed for funding to USAID missions</p> <p>50 projects designed and proposed for funding to other funding agencies, as a direct outcome of training and technical assistance under the grant</p> <p>1 project approved for funding - Indonesia \$288,000</p>	<p>Technical Assistance Provided</p> <p>38 countries 11 new projects \$2 million US funds 2 evaluation/audit</p>
<p>Institutionalized Procedures for Provision of Training, TA, Supporting Information and Materials</p> <p>-4 substantive manuals published</p> <p>SANSO Office and Staff Functioning 8 professionals 3 support persons</p>	<p>Institutionalized Procedures Publications -Handbook (English, Spanish, French) -Manual (English, Spanish, French) -Text material PLANNING FOR DEVELOPMENT (English, Spanish, French, Swahili, Telugu) -Film REACH OUT TO A WORLD IN NEED -Slide-sound presentations</p> <p>SANSO Office and Staff Functioning 7 program design professionals 1 fiscal planning professional 3 administrative aides 3 volunteer professionals 4 consultants</p>	<p>Institutionalized Procedures Publications -PLANNING FOR DEVELOPMENT (English, Spanish, French, Swahili, Telugu, Portuguese.)</p> <p>SANSO Office and Staff Functioning Current staffing</p>

17. OUTPUTS

<sup>1</sup>See SANSO Work Plan, Attachment 1, for details of statistics.

<sup>2</sup>SANSO training seminars are designed to provide leadership training in project design and implementation to all three levels within The Salvation Army structure--the Command Level, the Executive Level and the Project Level. The training of leaders on all levels, as well as including staff of Salvation Army Schools for Officer Training and incorporating a development training component in sessions of The Salvation Army International College for Officers, helps insure the institutionalization and growth of planning and development within The Salvation Army.

<sup>3</sup>Condensed SANSO seminars were conducted by the office of Planning and Development during each session of The Salvation Army College for Officers in London. Each of the four sessions included four one-hour periods of training in planning and development. This extended SANSO training to 200 officers from all parts of the world. Three such extension courses are planned for year

In addition to the achieved outputs listed in the chart, the following accomplishments are noted:

SAWSO designed and assisted in the implementation of development resource libraries now operating in Washington and at The Salvation Army International Headquarters in London. These libraries are disseminating development resource materials in response to field requests for information on development issues, training, program design, funding, management and evaluation. Each office collects and assimilates information of Salvation Army field projects into the existing data base.

The three SAWSO offices (Washington, New York, and London) have achieved a coordination of management and program functions to promote more effective program and greater accountability. SAWSO is now in the process of revising its *Guidelines for Management*, a comprehensive management and procedures handbook which amplifies Salvation Army policy and procedure to clarify SAWSO's communication procedure, management practices, technical assistance implementation, evaluation, and fiscal control methods for activities on five continents.

18. PURPOSE

"The purpose of this grant is ... to strengthen and institutionalize the capability of The Salvation Army to design, plan, manage, and evaluate development projects to assist the poorest majorities in less developed countries."

SAWSO believes that added strength in capability will grow out of shift of focus--from immediate remedy for immediate problems to long-term solutions for the underlying causes of those problems. This shift is being accomplished, and thus the purpose achieved, through SAWSO's training in the native/official language of the people and delivery of technical assistance to Salvation Army personnel in less developed countries.

Indigenous leaders and project staff have been trained in the specifics of project plan, design, funding, implementation and evaluation, with the result that one project proposal has been approved for funding and several others have been submitted and are awaiting decision by funding agencies. Of even greater consequence is the impact such training has had on these leaders in the reinforcement and development of a problem-solving approach to arising needs of the community.

This broader perspective and the development of analytical skills for identifying problems and designing appropriate solutions have strengthened the capability of The Salvation Army on all levels of development work. Indicative of the trainees' awareness of the value of training and technical assistance is the following quote from a training session participant: "I have no doubt that The Salvation Army all over the world will benefit from this."

Institutionalization of strengthened Salvation Army capabilities in development work has taken several forms:

- Creation of the office of Planning and Development as a permanent section at The Salvation Army International Headquarters in London will insure the continuation of development training and technical assistance to LDCs at the conclusion of the USAID DPG.
- SAWSO is in the process of revising its curriculum material *Planning for Development*, presently being tested in English, French, Spanish, Swahili and Telugu, for publication in year three of grant operation. This will be a practical guide that can be useful beyond the seminar setting to Salvation Army administrators and project staff.
- SAWSO's film release *Reach Out to a World in Need* has been used as a curriculum tool for SAWSO training seminars and is being circulated throughout the world to inform over one quarter of a million officers and constituents of The Salvation Army's involvement in development and to solicit their support.

- Slide-sound presentations and regularly submitted articles for circulation in various publications were further mechanisms toward institutionalization.
- A permanent development resource library was established and now collects, processes and disseminates information concerning development activities and experience, responding to field requests on a regular basis.
- Training of all Salvation Army personnel is a process in institutionalization as they incorporate planning and development techniques in all phases of administration and management.

19. GOAL/SUBGOAL

"The goal of SAWSO is to assist The Salvation Army to achieve its goals in less developed countries...to improve the quality of life for the poorest majority."

The achievement of this goal is directly related to achievement of purpose "to strengthen and institutionalize the capability of The Salvation Army" in development work. The Salvation Army has maintained that improvement and enrichment of life involves the "whole man"--his socio-economic, intellectual, spiritual and physical components. Development work, too, is concerned with the "whole man," striving to assist him reach his maximum potential. Thus, through improved methods and means in its development work, The Salvation Army is attempting to achieve its goal of improvement of quality of life for the poorest of the poor.

SAWSO has had impact upon the worldwide Salvation Army network of personnel and operations. All levels of staff--executive, management and field project--have participated in SAWSO leader training programs in Asia, Africa and Latin America; the International Development Symposium and the Social Welfare Conference in London; and the international technical assistance programs.

Both Salvation Army personnel and constituency have gained a better understanding of development projects and are engaging in improved communication as a result of the training and technical assistance programs, the involvement of SAWSO within the international structure of The Salvation Army, and the information gained through publications and library material.

The Salvation Army throughout the world has a reputation for providing assistance at the point and time of need. Its network of operations already serves the needs of the poorest population in LDCs. Improvements in the skills of indigenous leaders are leading directly to improvements in the development programs of the organization and, thereby, to improvements in the lives and circumstances of people in developing countries.

20. BENEFICIARIES

The Salvation Army's network of programs in developing countries provides a broad range of benefits because the organization has attempted to respond to specific and varied needs of each community and because experience has dictated the necessity for a focus on inter-related problems requiring inter-related solutions. The new development emphasis has expanded work in the field of health and nutrition, food production and preservation, family planning, rehabilitation, training and employment, education, community development and indigenous project management capability.

Direct beneficiary of the DPG has been The Salvation Army and its leaders as The Salvation Army's development program is improved and indigenous leaders increase their effectiveness in designing, implementing and evaluating development projects. The ultimate aim in accrual of these benefits has begun to be realized--the true beneficiaries are those poorest majority of the population who are served by The Salvation Army under expanded development operations in developing countries.

Over 600 Salvation Army leaders and personnel have benefited from the SAWSO training and technical assistance program to date. These leaders have direct responsibility for more than 25,000 centers of operation meeting the basic needs of millions of people in 58 developing countries.

21. UNPLANNED EFFECTS

In the process of providing technical assistance, SAWSO was asked to coordinate US Salvation Army aid to areas in less developed countries needing emergency assistance. Because regional Salvation Army personnel in the affected areas had become aware of SAWSO as a component of The Salvation Army with ready access to United States government officials and to private international agencies, they requested that SAWSO act as coordinator for aid to victims of flooding in Jamaica and to victims of civil strife in Rhodesia, Nicaragua and Uganda.

Through its experience in emergency assistance, The Salvation Army feels that development projects often result from implementation of a reconstruction program following an emergency. This occurred in the wake of the Guatemala earthquake in 1976 and the Andhra-Pradesh, India, cyclone in 1977. The Salvation Army coordinated administration and technology in design and implementation of housing reconstruction plans which were responsible for, not only replacement of destroyed buildings, but also significantly improved housing construction through a community development project.

In 1978 and 1979 The Salvation Army operated three camps for refugees from the civil strife in Nicaragua. It is expected that development projects will be the outcome of this work. Currently The Salvation Army is involved in reconstruction and the possible resulting development work in such areas as the Dominican Republic.

Needs arising from emergencies can lead to development programs; needs are evident and long-range solutions can be integral with the short-term help.

## 22. LESSONS LEARNED

- A comprehensive plan of policy and procedure is necessary to facilitate work through a multinational organization with a multi-national staff. The Salvation Army functions within the framework of an orderly chain of command which traditionally moves slowly but, within the SAWSO context, is improving rapidly.
- There are inherent problems in creation of entirely new programs where an organization's work has not been established. The Salvation Army has existing programs and an established network throughout the developing world and is modifying and expanding its operations to incorporate development principles.
- SAWSO has learned that on-site program design and assistance is imperative. Of equal importance is the need to develop training material and technical assistance techniques which relate to the indigenous trainees' culture, educational level, life experience and interests.
- One of the best methods to use in training is for indigenous participants of training sessions to become part of the staff for subsequent seminars. This not only helps solidify their own training but also enables translation of training and materials into the native language.
- Flexibility in time frames and methods of implementation for goal accomplishment is essential. SAWSO encountered difficulties that delayed program activities and interfered with the planned target outputs but has adjusted time frames and methods as circumstances altered.
- Training is being requested for management and implementation skills. Because of the high proportion of indigenous personnel in Salvation Army leadership in the LDCs, more and continuing training is needed to achieve optimum leadership skills. It is anticipated that the need for training will continue into the foreseeable future as projects and local needs arise. It is even anticipated that training will need to be extended to indigenous volunteers at the project level; training of this sort may even be potential projects.

## J O B   D E S C R I P T I O N

### DIRECTOR, SAWSO

---

#### QUALIFICATIONS

- Officer appointed by the National Commander  
or
- Master's degree in international affairs, social sciences or related disciplines
- 5 to 10 years' overseas field experience, some at executive level
- Knowledge of PVO community and donor agencies
- Demonstrated competence in program planning: design, funding, evaluation
- Ability to motivate and supervise diverse professional staff
- Competence and experience in delivering training and technical assistance
- Knowledge of major third world languages a plus

#### FUNCTIONS

- Give oversight to operations and activities
- Supervise personnel assignments
- Approve TA travel schedules
- Maintain communication with the Executive Committee and international network under *Guidelines for Management*
- Submit program and project proposals to the Executive Committee
- Propose hiring of personnel to Executive Committee
- Preside at staff meetings
- Undertake training and project functions as appropriate (See job description for Project Officer)
- Supervise, initiate and maintain basic relationships with donors, potential donors, PVOs, etc.
- Maintain a climate of inquiry and openness to seek and to cultivate opportunities for SAWSO and Salvation Army service and maintain awareness of same
- Encourage and direct staff training

#### AUTHORITY

- Report to SAWSO President, Board of Trustees, through SAWSO Executive Vice President

## J O B   D E S C R I P T I O N

### ASSISTANT DIRECTOR/PROJECT COORDINATOR

---

#### QUALIFICATIONS

- Master's degree in international affairs, social sciences or related disciplines
- 5 to 10 years' overseas field experience, some at executive level
- Knowledge of PVO community and donor agencies
- Demonstrated competence in program planning: design, funding, evaluation
- Ability to motivate and supervise diverse professional staff
- Competence and experience in delivering training and technical assistance
- Knowledge of major third world languages a plus

#### FUNCTIONS

- Assist the Director to:
  - Supervise curriculum status and review
  - Supervise routine office functions
  - Authorize employment of temporary consultants and other personnel
  - Coordinate evaluation consultant activity
  - Prepare agenda for staff meetings
  - Deliver training as assigned
  - Undertake project functions as appropriate (See job description for Project Officer)
  - Undertake all functions of the Director and act in his behalf as delegated
- Receive project on intake
  - Review concept
  - Assign responsibility
  - Schedule for staff review
- Follow through on all projects
  - Supervise technical assistance and implementation
  - Supervise evaluation and reports

#### AUTHORITY

- Report to Director, SAWSO

## J O B   D E S C R I P T I O N

### PROJECT OFFICER

---

#### QUALIFICATIONS

- Master's degree in international affairs, social sciences or related disciplines, and/or practical field experience
- Competence in program planning: design, funding, evaluation
- Knowledge of PVO community and donor agencies
- Participation in professional growth studies and activity, e.g., seminars, workshops, etc.
- Competence and experience in delivering training and technical assistance
- Knowledge of major third world languages a plus

#### FUNCTIONS

- Receive project on assignment from Project Coordinator
  - Review concept
  - Plan technical assistance if necessary
  - Plan appropriate negotiations/research
  - Undertake technical assistance and negotiations/research
  - Present project for staff review
  - Prepare presentation for SAWSO Board of Trustees
  - Follow up for implementation and evaluation
  - Enter timely status data in project log
- Participate in curriculum review
- Deliver training as assigned

#### AUTHORITY

- Report to Project Coordinator for project matters
- Report to Director, SAWSO, through Assistance Director for all other matters

## J O B   D E S C R I P T I O N

### PROJECT OFFICER/RESEARCH INFORMATION

---

#### QUALIFICATIONS

- Master's degree in international affairs, social sciences or related disciplines, and/or practical field experience
- Competence in program planning: design, funding, evaluation
- Knowledge of PVO community and donor agencies
- Participation in professional growth studies and activity, e.g., seminars workshops, etc.
- Competence and experience in delivering training and technical assistance
- Knowledge of major third world languages a plus

#### FUNCTIONS

- Receive project on assignment from Project Coordinator
  - Review concept
  - Plan technical assistance if necessary
  - Plan appropriate negotiations/research
  - Undertake technical assistance and negotiations/research
  - Present project for staff review
  - Prepare presentation for SAWSO Board of Trustees
  - Follow up for implementation and evaluation
  - Enter timely status data in project log
- Participate in curriculum review
- Deliver training as assigned
- Maintain research library
- Dispatch research information as required
- Prepare and dispatch public information as required

#### AUTHORITY

- Report to Project Coordinator for project matters
- Report to Director, SAWSO, through Assistant Director for all other matters

## J O B   D E S C R I P T I O N

### EVALUATION AND REPORTING OFFICER

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#### QUALIFICATIONS

- Master's degree in international affairs, social sciences or related disciplines, and/or practical field experience
- Competence in program planning: design, funding, evaluation
- Knowledge of PVO community and donor agencies
- Participation in professional growth studies and activity, e.g., seminars workshops, etc.
- Competence and experience in delivering training and technical assistance
- Knowledge of major third world languages a plus

#### FUNCTIONS

- Receive project intake
  - Enter in log
  - Prepare cover sheet
  - Assign SAWSO project number
  - Open project file folder
- Receive and colate information for timely reports
- Prepare reports for presentation to:
  - Board of Trustees
  - USAID
  - Others as required
- Prepare Project Evaluation
- Participate in curriculum review
- Supervise secretary in preparation of minutes of staff meetings
- Deliver training as assigned
- Undertake project functions as appropriate (See job description for Project Officer)

#### AUTHORITY

- Report to Director, SAWSO, through Assistant Director

JOB DESCRIPTION

SECRETARY TO PROJECT COORDINATOR/ADMINISTRATIVE AIDE

---

SECRETARIAL FUNCTIONS

Prepare correspondence  
Maintain files  
Keep minutes of staff meetings

Administrative Functions

Administer all matters relating to the posting of mail  
Maintain adequate inventory of office supplies  
Keep payroll records  
Code and monitor invoices for payment  
Administer all other day-to-day office routine

Report to Director, SAWSO, for matters affecting Director  
Report to Assistant Director for all other matters

JOB DESCRIPTION

TYPIST

---

Aide to assistant Director

Assist Project Officers as assigned

Report to Assistant Director

## SAWSO TOTAL PROGRAM FINANCE PROJECTION FOR MATCHING GRANT

The Salvation Army World Service Office in the United States raised approximately \$5 million in 1979 for grants to LDCs.

This \$5 million does not include goods, services, legacies, trusts, etc., but only cash gathered together from within The Salvation Army in its annual "self denial fund" appeal for world service.

Plans and experiments are under way to extend this World Services Appeal to the broader constituency of The Salvation Army, i.e., the general public. These funds will be added to the self denial fund.

Forty percent (40%) of the total raised from United States sources (World Service Fund) is disbursed from the United States (SAWSO) directly to the LDC for development projects.

Sixty percent (60%) is disbursed from The Salvation Army International Headquarters for the purpose of maintaining a presence in the LDC and for special development projects.

Maintaining a Salvation Army presence includes: salaries, land purchases, building, repairs and maintenance, training for maintaining ongoing projects which are not self supporting as yet, etc.

In the three years of the DPG approximately \$45 million has been received and transmitted to LDCs by the SAWSO office in London from various private and governmental sources. These were grants for direct field development project work but are not reported as World Services Fund.

There are additional grants given within the LDC by local government as well as private sources which traditionally are not reported as part of the World Services Fund. These are, however, clearly funds for development activities.

This current year (FY 1980) it is projected that \$6 million will be raised in the United States for World Services Fund. It is expected that a minimum average increase of 10% will take place in the funds collected internally (self denial). There are no projections as yet from the wider fund-raising activities.

During the time of the Matching Grant, SAWSO will administer 40% of the total raised directly. The other 60% will be administered indirectly.

A total minimum amount to be administered by SAWSO will be:

FY 1981	40% of \$6,000,000 + 10% (\$6,600,000)
FY 1982	40% of \$6,600,000 + 10% (\$7,260,000)
FY 1983	40% of \$7,260,000 + 10% (\$7,986,000)

SAWSO will identify one million dollars of this total to be matched by USAID for a total SAWSO/USAID program of \$2 million annually.



## WORLD SERVICE OFFICE

Matching Grant  
Appendix

1030 Vermont Avenue, NW  
Washington, DC 20005, USA  
Phone (202)833-5646  
TELEX Salvation Wsh 89-460

SAWSO: F-001

### PROJECT REPORTS: GRANTEE GUIDELINES

#### GENERAL REQUIREMENTS FOR SUBMITTING SAWSO PROJECT REPORTS:

1. Project Reports must be submitted quarterly from the contract starting date.
2. A complete Project Report includes the following:
  - A Financial Report which has three parts
    - A Detailed Financial Report
    - A Payroll Report
    - A Summary Financial Report
  - A Progress Report
  - A Project Reports' Cover Sheet

There are special forms for each report mentioned. You may add extra pages for any other matters you feel necessary at any time.
3. Prepare three (3) copies of the Cover Page, the Progress Report and the Financial Report for each period. You will have received sufficient copies of these formats in order to prepare your Project Reports for each report period during your project year.
4. Mailing Instructions
  - Project Reports must be mailed to SAWSO no later than fourteen (14) days after the close of a report period.
  - Mail one copy of your Project Reports to SAWSO/Washington. Mail another copy of the Reports to your Territorial Commander.
  - Keep a third copy of the Reports for your records.

#### EVALUATION

*The Evaluation form must be submitted with this Project Report when required (minimum of once a year).*

PROJECT REPORTS' COVER PAGE: GRANTEE GUIDELINES

HOW TO COMPLETE THE PROJECT REPORTS' COVER PAGE:

1. Items 1-4 are prepared for you.
2. After you have prepared both the Financial and Progress Reports, complete items 5-8.
3. To complete item #8, check the items that you are submitting. In this space we have listed the Financial and Progress Reports due and any other special documentation of your activities SAWSO or your Territorial Commander have asked you to submit during the project year. Check only those items that are due to accompany the Progress and Financial Reports for the reporting period.
4. Attach the Project Reports' Cover Page to your Financial and Progress Reports.



# WORLD SERVICE OFFICE

PROJECT REPORTS' COVER PAGE  
COVER PAGE FOR FINANCIAL AND OTHER REPORTS

FORM: B-002

1025 Vermont Avenue, NW  
Washington, DC 20005, USA  
Phone (202)833-6646  
TELEX Salvation Wsh 89-460

1. SAWSO PROJECT NUMBER: PD No. \_\_\_\_\_ SAWSO No. \_\_\_\_\_

2. PROJECT TITLE: \_\_\_\_\_

3. GRANTEE AGENCY: \_\_\_\_\_

4. FUNDING PERIOD:  
Start \_\_\_\_\_  
End \_\_\_\_\_

5. PERIOD COVERED BY THESE REPORTS:  
From \_\_\_\_\_  
Through \_\_\_\_\_  
THIS IS NUMBER \_\_\_\_\_ OF \_\_\_\_\_ PROJECT REPORTS TO BE SUBMITTED.

6. DATE REPORTS SUBMITTED TO SAWSO: \_\_\_\_\_

7. REPORTS SUBMITTED BY:  
(Name) \_\_\_\_\_  
(Title) \_\_\_\_\_  
(Signature) \_\_\_\_\_

8. CHECK ITEMS ATTACHED:

<input type="checkbox"/> PROGRESS REPORT	<input type="checkbox"/> PAYROLL REPORT
<input type="checkbox"/> DETAILED FINANCIAL REPORT	<input type="checkbox"/> OTHER:
<input type="checkbox"/> SUMMARY FINANCIAL REPORT	<input type="checkbox"/> OTHER:
<input type="checkbox"/> EVALUATION	<input type="checkbox"/> OTHER:

## PROGRESS REPORTS: GRANTEE GUIDELINES

### GENERAL REQUIREMENTS FOR SUBMITTING SAWSO PROGRESS REPORTS:

1. A Progress Report must be submitted quarterly.
2. The Progress Report must be mailed no later than fourteen (14) days after the close of the period you are reporting. Each Progress Report must be accompanied by a Financial Report. Attach both reports to a completed Project Reports' Cover Page.
3. To prepare the Progress Report, look over the report format to see what questions are asked. Answer the questions by using data collected from your project's record keeping system and by analyzing your experience in carrying out project activities during this report period.
4. Three (3) copies of the Report must be completed. One copy is sent to SAWSO/Washington. Another is sent to your Territorial Commander's office. The third is for you to keep for your records.

### TO PREPARE REPORTS, YOU WILL RECEIVE THE FOLLOWING MATERIALS:

1. Your project document with your objectives and activities.
2. Sufficient copies of the Report format so that you can prepare three (3) copies of each Report.

### PROGRESS REPORTS YOU SUBMIT ARE USED BY SAWSO IN THE FOLLOWING MANNER:

1. The Territorial Commander's office uses the Report to monitor how well the project performed during the report period; compares your performance to date against your workplan for the remainder of the year; analyzes if objective for the year will be accomplished on schedule and with funds and commodities provided.
2. The Report allows SAWSO to monitor administration of your project and determine if there are any noticeable places where SAWSO can be of assistance. For example, technical assistance can be provided in preparing reports; meeting special data requirements; achieving program objectives.

**PROGRESS REPORT**

page 1

PROJECT NUMBER: PD NO. \_\_\_\_\_ SAWSO NO. \_\_\_\_\_  
FUNDING PERIOD: Start \_\_\_\_\_ End \_\_\_\_\_

1. **OBJECTIVES** *Listed below, and in the following pages, are your project's objectives. Use the workplan in your approved project document and any previous reports submitted to answer the questions following the objective. If additional space is needed to complete your answers, use the space provided under #8 for this purpose.*

**OBJECTIVE #1.**

**WHAT ACTIVITIES WERE ACCOMPLISHED DURING THESE FOUR MONTHS?**

**WHAT ACTIVITIES WERE NOT ACCOMPLISHED DURING THESE FOUR MONTHS? WHY?**

**WHEN DO YOU INTEND TO CARRY OUT THE ACTIVITIES YOU WERE NOT ABLE TO ACCOMPLISH?**

**IF YOUR OBJECTIVE CONTAINS A NUMBER(S), REPORT PROGRESS TOWARD ACHIEVING THAT NUMBER(S).**

**ADDITIONAL INFORMATION:**

PROGRESS REPORT

page \_\_\_\_\_ of \_\_\_\_\_

PROJECT NUMBER: PD NO. \_\_\_\_\_ SAWSO NO. \_\_\_\_\_

FUNDING PERIOD: Start \_\_\_\_\_ End \_\_\_\_\_

2. PROBLEMS ENCOUNTERED:

*Have you found any special difficulties that affected staff's ability to carry out the activities designed to achieve the project's objectives. If yes, indicate ways you might try to resolve the problem.*

**PROGRESS REPORT**

page \_\_\_\_\_ of \_\_\_\_\_

PROJECT NUMBER: PD NO. \_\_\_\_\_ SAWSO NO. \_\_\_\_\_

FUNDING PERIOD: Start \_\_\_\_\_ End \_\_\_\_\_

3. **STAFFING:**

*Has all staff listed in your project document been hired?  
If NO, EXPLAIN:*

YES  NO

*Is staff performing according to their job descriptions?  
If NO, EXPLAIN:*

YES  NO

*Have there been any major staff changes during this  
reporting period?  
If YES, EXPLAIN:*

YES  NO

**INDICATE ANY CONFERENCES, EDUCATION OR TRAINING PROGRAMS PROJECT STAFF ATTENDED  
DURING THIS REPORTING PERIOD, OR WILL BE ATTENDING DURING THE NEXT REPORTING PERIOD.**

**PROGRESS REPORT**

page \_\_\_\_\_ of \_\_\_\_\_

PROJECT NUMBER: PD NO. \_\_\_\_\_ SAWSO NO. \_\_\_\_\_  
FUNDING PERIOD: Start \_\_\_\_\_ End \_\_\_\_\_

4. TECHNICAL ASSISTANCE:

Do you have any special needs (e.g. help in setting up a record keeping system, developing educational materials or staff training) that could benefit from a technical assistance visit by a SAWSO staff member or consultant?

YES  NO

If YES, briefly explain the problem or the type of technical assistance you need and, if you know, indicate who you would like to provide that assistance. Your Territorial Commander will then be in touch with you.

5. VISITORS:

Have any important visitors been to the project this report period?

YES  NO

If YES, please fill in the chart below.

NAME AND TITLE	DATES	ORGANIZATION	PURPOSE OF VISIT

6. DATA COLLECTION:

Have you had any difficulties in preparing this report?

YES  NO

Have you had any difficulties collecting data to complete the special documentation listed under item #8 on the Project Reports' Cover Page?

YES  NO

Have you had any difficulties in preparing your Financial Report?

YES  NO

If YES, please explain the problems you had. If NO, indicate that your reporting system is satisfactory. (Attach additional sheet if needed).



PROGRESS REPORT

page \_\_\_\_\_ of \_\_\_\_\_

PROJECT NUMBER: PD NO. \_\_\_\_\_ SAWSO NO. \_\_\_\_\_

FUNDING PERIOD: Start \_\_\_\_\_ End \_\_\_\_\_

OTHER:

*If there is other project-related information you feel SAWSO should know about, please write it out below.*

## FINANCIAL REPORTS: GRANTEE GUIDELINES

### GENERAL REQUIREMENTS FOR SUBMITTING SAWSO FINANCIAL REPORTS:

1. There are two (2) types of Financial Reports that must be submitted: (1) a Detailed Financial Report and (2) a Summary Financial Report.
2. Both Financial Reports must be submitted quarterly. However, Financial Reports may be submitted more frequently if you incur unusually large expenditures during any one period. This will insure that you have sufficient funds to continue project operations.
3. The Financial Reports must be mailed to SAWSO no later than fourteen (14) days after the close of the period you are reporting. The Financial Reports must be accompanied by a Progress Report. Attach both reports to a completed Project Report cover page.
4. When signed, Financial Reports become legal documents. Please verify Financial Reports before they are submitted.
5. Three (3) copies of Financial Reports must be completed. One copy is sent to SAWSO/Washington, another is sent to your Territorial Commander's office, and one is for you to keep for your records.
6. Include copies of vouchers for all money spent.

### SOME USES OF THE FINANCIAL REPORTS:

1. Reports confirm that you have received all the funds SAWSO has disbursed to the project during the reporting period.
2. Reports justify disbursing additional funds on your approved budget; funds cannot be disbursed if reports have not been received.
3. Reports show if your project is overspent or underspent, and this information will help determine if technical assistance may be needed by your project.
4. Financial Reports serve as your management tool. They help you manage your financial resources.

### WHEN YOU START FINANCIAL REPORTS, THE FOLLOWING MATERIALS ARE NECESSARY:

1. Financial Reports from your previous reporting period.
2. Your up-to-date financial records.
3. Your original Project Document and any subsequently approved Project Modifications that cover the approved funding period. (These documents show your approved budget items and amounts.)
4. Copies of bank draft statements or bank cable statements that SAWSO sent you each time funds were disbursed to your project.
5. Copies of vouchers for money spent.

FINANCIAL REPORTS: SPECIFIC INSTRUCTIONS

DETAILED FINANCIAL REPORT

*Please complete this report using the currency of your country.*

1. Enter time period (dates) this report covers and indicate if this is the first, second, third or fourth report of the four (4) reports you submit during the 12-month period.
2. Enter the rate of exchange applicable on date this report is completed.
3. In column A enter the date of payment and the name of the person or company receiving payment.  
In column B enter the total amount paid to the person or company named in column A.  
In columns C, D, E, etc., enter the amount paid under the proper budget headings. One payment may be divided between two or more headings.
4. Add up each budget item column and enter the totals. Totals in columns C, D, E, etc., should equal the column B total.
5. If more than one page is needed to list payments, add the amounts listed in item #4 of each page and enter the grand totals in the proper columns. Column B should be the total of columns C, D, E, etc.
6. In column A your budget items involving cost sharing or matching funds are listed as they appear in the approved project design.  
In column B enter the donor, which in most cases will be The Salvation Army.  
In column C enter the date of contribution.  
In column D enter the type of contribution (wheat, oil, medicine, jeep, tractor, etc.)  
In column E enter the cash value of the contribution at the current market rate.
7. Enter the total cash value of all contributions.

FINANCIAL REPORTS: SPECIFIC INSTRUCTIONS

SAWSO: F-002a

PAYROLL AUTHORIZATION

*Please complete this report using the currency of your country.*

A "PAYROLL AUTHORIZATION" form is required for each employee or major volunteer.

Volunteer services must be documented in this way to assist SAWSO prove The Salvation Army contribution to the auditor. Volunteer services have no deductions.

- For example, a Salvation Army officer who is a doctor, nurse, social worker, teacher, etc., will be registered as a volunteer with a salary equivalent to his/her professional peers.
- Other one-time volunteer services rendered may be registered in a general way. For instance, the following detail would be acceptable: 20 people of the village of (name) volunteered 10 days to dig irrigation ditches. Value of such service is \$3 per day x 10 days x 20 people = \$600.

A "PAYROLL AUTHORIZATION" form is required one time only unless there is a change in the information recorded. For example, if the rate of pay increases, a new form must be submitted.

1. Enter the name of the employee or volunteer.
2. Enter the position in the project held by the person named.
3. Enter an "x" to indicate whether the person is a salaried employee or a volunteer on the project.
4. Enter the rate of pay per hour, day, week, month, etc.
5. Enter the type and amount of any deductions from the person's salary.
6. The project director must sign and date each authorization form.

**FINANCIAL REPORTS: SPECIFIC INSTRUCTIONS**

**PAYROLL REPORT**

*Please complete this report using the currency of your country.*

1. In column A enter the name of each employee or volunteer. Each person must have a "PAYROLL AUTHORIZATION" form (SAWSO F-005).

In columns B and C enter an "x" to indicate whether the person is a volunteer or a salaried employee.

In column D enter the total hours, days, months, etc., worked during this reporting period.

In column E enter the total salary paid during this reporting period.

In column F enter the total deductions (social security, taxes, etc.) during the reporting period.

In column G enter the actual salary after deductions. (subtract column F from column E to arrive at the figure for column G)

**A note on deductions:**

In some countries the employer is required to withhold a percentage of an employee's salary to pay to the government as taxes in the name of the worker. If this does not apply in your country, simply report columns E and G as the same figure, entering nothing in the deductions column F.

2. Enter the totals for each column.
3. Attach copies of "PAYROLL AUTHORIZATION" forms for all employees and volunteers. This is a one-time only form. SAWSO will have on file one (1) authorization form for each person for the life of the project, unless there is a change in the information submitted. Any change necessitates that a revised authorization form be submitted with the quarterly report following the change.

**FINANCIAL REPORTS: SPECIFIC INSTRUCTIONS**

SAWSO: F-002a

SUMMARY FINANCIAL REPORT

*Please complete this report using the currency of your country.*

1., 2. These are the same as for the Detailed Financial Report.

3. In column A, "CATEGORY," budget categories are already indicated.

In column B, "APPROVED BUDGET," enter amounts from your approved project budget for all items found in column A.

In column C, "THIS PERIOD EXPENDITURES," enter the amount spent during the period covered by this report for each item described in column A. Use the amounts calculated in item #5 of your Detailed Financial Report (SAWSO F-003).

In column D, "TO DATE EXPENDITURES," enter all cumulative expenditures to date. This is a simple addition of column C of this report plus column D from your last Detailed Financial Report. (If this is first report period, amounts in column C and D will be the same.)

In column E, "BUDGET BALANCE," enter how much is left in your budget for each item described in column A. Subtract column D from B to arrive at these amounts.

4. Enter balance on hand (if any) left over from previous Summary Financial Report.
5. Enter amount of money you received from SAWSO since your previous Summary Financial Report.
6. Total and enter balance on hand during this report period by adding lines 4 and 5.
7. Enter the total expenditures for the period covered by this report. (This is the total listed at the end of column C.) Attach copies of vouchers for all money spent; retain originals.
8. Compute and enter your balance on hand at the end of the period covered by this Summary Financial Report by subtracting line 7 from line 6.
9. Attach a copy of vouchers for all money spent. Retain originals.
10. Have an authorized official sign the Summary Financial Report.
11. Type in name of the authorized official.
12. Enter the title of the authorized official.
13. Enter the date that this report was completed.







SAWSO: F-005

**PAYROLL AUTHORIZATION**

PROJECT NUMBER: PD NO. \_\_\_\_\_ SAWSO NO. \_\_\_\_\_

FUNDING PERIOD: Start \_\_\_\_\_ End \_\_\_\_\_

1.	NAME	_____
2.	GRANT POSITION	_____
3.	SALARIED _____	or VOLUNTEER (MATCH) _____
4.	SALARY PER HOUR, DAY, ETC.	_____
5.	DEDUCTIONS (IF ANY)	_____ _____ _____

ONE PAYROLL AUTHORIZATION  
FORM REQUIRED FOR EACH  
PROJECT STAFF MEMBER

\_\_\_\_\_  
SIGNATURE (Project Director)      DATE

SAMPLE FORM ONLY

*Additional PAYROLL AUTHORIZATION forms  
are provided separately.*





requirements relating to bid guarantees, performance bonds, and payment bonds unless the construction contract or sub-contract exceeds \$100,000. For those contracts or sub-contracts exceeding \$100,000, the Federal agency may accept the bonding policy and requirements of the grantee provided the Federal agency has made a determination that the Government's interest is adequately protected. If such a determination has not been made, the minimum requirements shall be as follows:

a. A bid guarantee from each bidder equal to five percent of the bid price.—The "bid guarantee" shall consist of a firm commitment such as a bid bond, certified check, or other negotiable instrument accompanying a bid as assurance that the bidder will, upon acceptance of his bid, execute such contractual documents as may be required within the time specified.

b. A performance bond on the part of the contractor for 100 percent of the contract price.—A "performance bond" is one executed in connection with a contract to secure fulfillment of all the contractor's obligations under such contract.

c. A payment bond on the part of the contractor for 100 percent of the contract price.—A "payment bond" is one executed in connection with a contract to assure payment as required by law of all persons supplying labor and material in the execution of the work provided for in the contract.

2. Where the Federal Government guarantees or insures the repayment of money borrowed by the recipient, the Federal agency, at its discretion, may require adequate bonding and insurance if the bonding and insurance requirements of the recipient are not deemed adequate to protect the interest of the Federal Government.

4. The Federal sponsoring agency may require adequate fidelity bond coverage where the recipient has no coverage and the bond is needed to protect the Government's interest.

5. Where bonds are required in the situations described above, the bonds shall be obtained from companies holding certificates of authority as acceptable sureties (31 CFR 228).

#### ATTACHMENT C.—CIRCULAR No. A-110

##### RETENTION AND CUSTODIAL REQUIREMENTS FOR RECORDS

1. This attachment sets forth record retention requirements for grants and other agreements with recipients. Federal sponsoring agencies shall not impose any record retention requirements upon recipients other than those described below.

2. Except for paragraph 1, this attachment also applies to subrecipients as referred to in paragraph 5 of the basic circular.

3. Financial records, supporting documents, statistical records, and all other records pertinent to an agreement shall be retained for a period of three years, with the following qualifications:

a. If any litigation, claim or audit is started before the expiration of the 3-year period, the records shall be retained until all litigations, claims, or audit findings involving the records have been resolved.

b. Records for nonexpendable property acquired with Federal funds shall be retained for 3 years after its final disposition.

c. When records are transferred to or maintained by the Federal sponsoring agency, the 3-year retention requirement is not applicable to the recipient.

4. The retention period starts from the date of the submission of the final expenditure report or, for grants and other agreements that are renewed annually, from the date of the submission of the annual financial status report.

5. Recipient organizations should be authorized by the Federal sponsoring Agency, if they so desire, to substitute microfilm copies in lieu of original records.

6. The Federal sponsoring agency shall request transfer of certain records to its custody from recipient organizations when it determines that the records possess long-term retention value. However, in order to avoid duplicate record-keeping, a Federal sponsoring agency may make arrangements with recipient organizations to retain any records that are continuously needed for joint use.

7. The head of the Federal sponsoring Agency and the Comptroller General of the United States or any of their duly authorized representatives, shall have access to any pertinent books, documents, papers, and records of the recipient organization and their subrecipients to make audits, examinations, excerpts and transcripts.

8. Unless otherwise required by law, no Federal sponsoring agency shall place restrictions on recipient organizations that will limit public access to the records of recipient organizations that are pertinent to a grant or agreement except when the agency can demonstrate that such records must be kept confidential and would have been exempted from disclosure pursuant to the Freedom of Information Act (5 U.S.C. 552) if the records had belonged to the Federal sponsoring agency.

#### ATTACHMENT D.—CIRCULAR No. A-110

##### PROGRAM INCOME

1. Federal sponsoring agencies shall apply the standards set forth in this attachment in requiring recipient organizations to account for program income related to projects financed in whole or in part with Federal funds. Program income represents gross income earned by the recipient from the federally supported activities. Such earnings exclude interest earned on advances and may include, but will not be limited to, income from service fees, sale of commodities, usage or rental fees, and royalties on patents and copyrights.

2. Interest earned on advances of Federal funds shall be remitted to the Federal agency except for interest earned on advances to States or instrumentalities of a State as provided by the Intergovernmental Cooperation Act of 1968 (Public Law 90-477).

3. Proceeds from the sale of real and personal property either provided by the Federal Government or purchased in whole or in part with Federal funds, shall be handled in accordance with Attachment N to this circular pertaining to property management.

4. Unless the agreement provides otherwise, recipients shall have no obligation to the Federal Government with respect to royalties received as a result of copyrights or patents produced under the grant or other agreement (see paragraph 8, Attachment N).

5. All other program income earned during the project period shall be retained by the recipient and, in accordance with the grant or other agreement, shall be:

a. Added to funds committed to the project by the Federal sponsoring agency and recipient organization and be used to further eligible program objectives;

b. Used to finance the non-Federal share of the project when approved by the Federal sponsoring agency; or

c. Deducted from the total project costs in determining the net costs on which the Federal share of costs will be based.

#### ATTACHMENT E.—CIRCULAR No. A-110

##### COST SHARING AND MATCHING

1. This attachment sets forth criteria and procedures for the allowability of cash and

in-kind contributions made by recipients or subrecipients (as referred to in paragraph 5 of the basic circular), or third parties in satisfying cost sharing and matching requirements of Federal sponsoring agencies. This attachment also establishes criteria for the evaluation of in-kind contributions made by third parties, and supplements the guidance set forth in Federal Management Circular 73-3 with respect to cost sharing on federally sponsored research.

2. The following definitions apply for the purpose of this attachment:

a. **Project costs.**—Project costs are all allowable costs (as set forth in the applicable Federal cost principles) incurred by a recipient and the value of the in-kind contributions made by the recipient or third parties in accomplishing the objectives of the grant or other agreement during the project or program period.

b. **Cost sharing and matching.**—In general, cost sharing and matching represent that portion of project or program costs not borne by the Federal Government.

c. **Cash contributions.**—Cash contributions represent the recipient's cash outlay, including the outlay of money contributed to the recipient by non-Federal third parties.

d. **In-kind contributions.**—In-kind contributions represent the value of non-cash contributions provided by the recipient and non-Federal third parties. Only when authorized by Federal legislation, may property purchased with Federal funds be considered as the recipient's in-kind contributions. In-kind contributions may be in the form of charges for real property and non-expendable personal property, and the value of goods and services directly benefiting and specifically identifiable to the project or program.

3. General guidelines for computing cost sharing or matching are as follows:

a. Cost sharing or matching may consist of:

(1) Charges incurred by the recipient as project costs. (Not all charges require cash outlays by the recipient during the project period; examples are depreciation and use charges for buildings and equipment.)

(2) Project costs financed with cash contributed or donated to the recipient by other non-Federal public agencies and institutions, and private organizations and individuals, and

(3) Project costs represented by services and real and personal property, or use thereof, donated by other non-Federal public agencies and institutions, and private organizations and individuals.

b. All contributions, both cash and in-kind, shall be accepted as part of the recipient's cost sharing and matching when such contributions meet all of the following criteria:

(1) Are verifiable from the recipient's records;

(2) Are not included as contributions for any other federally-assisted program;

(3) Are necessary and reasonable for proper and efficient accomplishment of project objectives;

(4) Are types of charges that would be allowable under the applicable cost principles;

(5) Are not paid by the Federal Government under another assurance agreement (unless the agreement is authorized by Federal law to be used for cost sharing or matching);

(6) Are provided for in the approved budget when required by the Federal agency; and

(7) Conform to other provisions of this attachment.

4. Values for recipient in-kind contributions will be established in accordance with the applicable cost principles.

5. Specific procedures for the recipients in establishing the value of in-kind contribu-

tions from non-Federal third parties are set forth below.

a. *Valuation of volunteer services.*—Volunteer services may be furnished by professional and technical personnel, consultants, and other skilled and unskilled labor. Volunteer services may be counted as cost sharing or matching if the service is an integral and necessary part of an approved program.

(1) *Rates for volunteer services.*—Rates for volunteers should be consistent with those paid for similar work in the recipient's organization. In those instances in which the required skills are not found in the recipient organization, rates should be consistent with those paid for similar work in the labor market in which the recipient competes for the kind of services involved.

(2) *Volunteers employed by other organizations.*—When an employer other than the recipient furnishes the services of an employee, these services shall be valued at the employee's regular rate of pay (exclusive of fringe benefits and overhead costs) provided these services are in the same skill for which the employee is normally paid.

b. *Valuation of donated, expendable personal property.*—Donated, expendable personal property includes such items as expendable equipment, office supplies, laboratory supplies or workshop and classroom supplies. Value assessed to expendable personal property included in the cost or matching share should be reasonable and should not exceed the market value of the property at the time of the donation.

c. *Valuation of donated, nonexpendable personal property, buildings, and land or use thereof.*

(1) The method used for charging cost sharing or matching for donated nonexpendable personal property, buildings and land may differ according to the purpose of the grant or other agreement as follows:

(a) If the purpose of the grant or other agreement is to assist the recipient in the acquisition of equipment, buildings or land, the total value of the donated property may be claimed as cost sharing or matching.

(b) If the purpose of the agreement is to support activities that require the use of equipment, buildings or land, depreciation or use charges for equipment and buildings may be made. The full value of equipment or other capital assets and fair rental charges for land may be allowed provided that the Federal agency has approved the charges.

(2) The value of donated property will be determined in accordance with the usual accounting policies of the recipient with the following qualifications:

(a) *Land and buildings.*—The value of donated land and buildings may not exceed its fair market value, at the time of donation to the recipient as established by an independent appraiser (e.g., certified real property appraiser or GSA representatives) and certified by a responsible official of the recipient.

(b) *Nonexpendable personal property.*—The value of donated nonexpendable personal property shall not exceed the fair market value of equipment and property of the same age and condition at the time of donation.

(c) *Use of space.*—The value of donated space shall not exceed the fair rental value of comparable space as established by an independent appraisal of comparable space and facilities in a privately-owned building in the same locality.

(d) *Loaned equipment.*—The value of loaned equipment shall not exceed its fair rental value.

6. The following requirements pertain to the recipient's supporting records for in-kind contributions from non-Federal third parties.

a. Volunteer services must be documented and, to the extent feasible, supported by the same methods used by the recipient for its employees.

b. The basis for determining the valuation for personal services, material, equipment, buildings and land must be documented.

#### ATTACHMENT F.—CIRCULAR NO. A-110 STANDARDS FOR FINANCIAL MANAGEMENT SYSTEMS

1. This attachment prescribes standards for financial management systems of recipients. Federal sponsoring agencies shall not impose additional standards on recipients unless specifically provided for in the applicable statutes (e.g., the Joint Funding Simplification Act, P.L. 93-510) or other attachments to this circular. However, Federal sponsoring agencies are encouraged to make suggestions and assist recipients in establishing or improving financial management systems when such assistance is needed or requested.

2. Recipients' financial management systems shall provide for:

a. Accurate, current and complete disclosure of the financial results of each federally sponsored project or program in accordance with the reporting requirements set forth in Attachment G to this circular. When a Federal sponsoring agency requires reporting on an accrual basis, the recipient shall not be required to establish an accrual accounting system but shall develop such accrual data for its reports on the basis of an analysis of the documentation on hand.

b. Records that identify adequately the source and application of funds for federally sponsored activities. These records shall contain information pertaining to Federal awards, authorizations, obligations, unobligated balances, assets, outlays, and income.

c. Effective control over and accountability for all funds, property and other assets. Recipients shall adequately safeguard all such assets and shall assure that they are used solely for authorized purposes.

d. Comparison of actual outlays with budget amounts for each grant or other agreement. Whenever appropriate or required by the Federal sponsoring agency, financial information should be related to performance and unit cost data.

e. Procedures to minimize the time elapsing between the transfer of funds from the U.S. Treasury and the disbursement by the recipient, whenever funds are advanced by the Federal Government. When advances are made by a letter-of-credit method, the recipient shall make drawdowns as close as possible to the time of making disbursements.

f. Procedures for determining the reasonableness, allowability and allocability of costs in accordance with the provisions of the applicable Federal cost principles and the terms of the grant or other agreement.

g. Accounting records that are supported by source documentation.

b. Examinations in the form of audits or internal audits. Such audits shall be made by qualified individuals who are sufficiently independent of those who authorize the expenditure of Federal funds, to produce unbiased opinions, conclusions or judgments. They shall meet the independence criteria along the lines of Chapter 3, Part 3 of the U.S. General Accounting Office publication, *Standards for Audit of Governmental Organizations, Programs, Activities and Functions*. These examinations are intended to ascertain the effectiveness of the financial management systems and internal procedures that have been established to meet the terms and conditions of the agreements. It is not intended that each agreement awarded to the recipient be examined. Generally, examinations should be conducted on an organization-wide basis to test the fiscal integrity of

financial transactions, as well as compliance with the terms and conditions of the Federal grants and other agreements. Such tests would include an appropriate sampling of Federal agreements. Examinations will be conducted with reasonable frequency, on a continuing basis or at scheduled intervals, usually annually, but not less frequently than every two years. The frequency of these examinations shall depend upon the nature, size and the complexity of the activity. These examinations do not relieve Federal agencies of their audit responsibilities, but may affect the frequency and scope of such audits.

1. A systematic method to assure timely and appropriate resolution of audit findings and recommendations.

3. Primary recipients shall require subrecipients (as defined in paragraph 5 of the basic circular) to adopt the standards in paragraph 2, above except for the requirement in subparagraph 2e, regarding the use of the letter-of-credit method and that part of subparagraph 2a, regarding reporting forms and frequencies prescribed in Attachment G to this circular.

#### ATTACHMENT G.—CIRCULAR NO. A-110 FINANCIAL REPORTING REQUIREMENTS

1. This attachment prescribes uniform reporting procedures for recipients to: summarize expenditures made and Federal funds unexpended for each award; report the status of Federal cash advanced; request advances and reimbursement when the letter-of-credit method is not used; and promulgate standard forms incident thereto.

2. The following definitions apply for purposes of this attachment:

a. *Accrued expenditures.*—Accrued expenditures are the charges incurred by the recipient during a given period requiring the provision of funds for: (1) goods and other tangible property received; (2) services performed by employees, contractors, subrecipients, and other payees, and (3) other amounts becoming owed under programs for which no current services or performance is required.

b. *Accrued income.*—Accrued income is the sum of (1) earnings during a given period from (i) services performed by the recipient; and (ii) goods and other tangible property delivered to purchasers; and (2) amounts becoming owed to the recipient for which no current services or performance is required by the recipient.

c. *Federal funds authorized.*—Federal funds authorized are the total amount of Federal funds obligated by the Federal Government for use by the recipient. This amount may include any authorized carry-over of unobligated funds from prior fiscal years when permitted by law or agency regulation.

d. *In-kind contributions.*—In-kind contributions are defined in Attachment I to this circular.

e. *Obligations.*—Obligations are the amounts of orders placed, contracts and grants awarded, services received, and similar transactions during a given period that will require payment by the recipient during the same or a future period.

f. *Outlays.*—Outlays or expenditures represent charges made to the project or program. They may be reported on a cash or accrual basis. For reports prepared on a cash basis, outlays are the sum of actual cash disbursements for direct charges for goods and services, the amount of indirect expense charged, the value of in-kind contributions applied, and the amount of cash advances and payments made to subrecipients. For reports prepared on an accrual basis, outlays are the sum of actual cash disbursements for direct charges for goods and services, the amount of indirect expense incurred, the value of in-

GFM: V-8-01  
SAWSO: E-001

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Instructions for Completing PROJECT EVALUATION FORM (SAWSO #E-002)  
(For projects funded by SAWSO only)

**EVALUATION PROCESS:**

Timing of regular evaluations should be linked to key decisional requirements of the project, i.e., a new phase, a turning point, etc. Otherwise, projects must be evaluated at the time stated in the project plan and not less than once a year.

**PURPOSE OF EVALUATION:**

Evaluation is a management tool. The purpose of evaluation is to determine how effective a program is, whether and to what extent it is accomplishing the objectives which have been set, and whether the activities of the program are solving the problems or meeting the needs which have been identified.

The Project Evaluation Form is prepared after each review to record information which is useful both to the implementors (including the Host Territory) and to concerned donors. It serves four purposes:

- (1) Record of decisions reached by responsible officials, so that those who participated in the evaluation process are clear about the conclusions, and so that headquarters is aware of the next steps.
- (2) Notice that a scheduled evaluation has been completed, with a brief record of the method and participation for future reference.
- (3) Summary of progress and current status for use in answering queries.
- (4) Suggestions about lessons learned for use in planning and reviewing other projects of a similar nature. This form and other project documentation are retained at SAWSO, and are available to project planners.

**CONTENT OF EVALUATION:**

The attached SAWSO Form E-002 asks a series of questions for the project staff to answer.

Each question can be answered in 100 words or less. Please try to be brief and concise. However, if the situation is such that the project needs more explanation, simply attach extra pages to the report.

**SUBMITTAL PROCEDURE:**

The project director will submit the evaluation report on time to THQ. The territorial commander will send the original to SAWSO with a copy to the international secretary at IHQ. SAWSO will report to its donor source.

**PROJECT EVALUATION FORM**

Date of Evaluation  
Review

1. PROJECT TITLE		3. PROJECT NUMBER	4. TERRITORY
2. PROJECT DIRECTOR		5. EVALUATION NUMBER Circle: 1, 2, 3, 4, 5, 6, -  <input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	
6. PROJECT DATES Begin _____, 19____ End _____, 19____		7. ESTIMATED PROJECT FUNDING A. Total \$ _____ B. SANSO \$ _____	8. PERIOD COVERED BY EVALUATION From _____, 19____ To _____, 19____

A. List any major changes in project plans, budget, revisions of problem statement, objectives, etc.	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED

10. TERRITORIAL COMMANDER'S OFFICE USE	11. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT A. <input type="checkbox"/> Continue Project Without Change B. <input type="checkbox"/> Change Project Design and/or Change Implementation Plan C. <input type="checkbox"/> Discontinue Project
12. SANSO OFFICE USE	13. SIGNATURES: A. _____ Date _____ Project Director B. _____ Date _____ Territorial Commander C. _____ Date _____ Evaluator

- 14 According to our project plan did we accomplish what we set out to do?
- 15 If the answer is "yes," cite observable evidence. If "no," give reasons.
- 16 To what extent has the long-range social problem which our project was addressing been affected?
- 17 Is the social problem identified in the project plan the basic one? If not, should other problem(s) be considered as alternate or additional concerns?
- 18 What unexpected results (good or bad) have occurred?
- 19 Was the planned strategy used to solve the problem the best means for approaching the solution?
- 20 How did we use the means and methods we said we would use to solve the problem?
- 21 What have been the benefits of our project to (a) women, (b) youth, (c) handicapped, (d) aged, (e) others?
- 22 Did we spend the amount of money that we said we would?
- 23 Is the project proceeding along the specified times?

GFM: V-6-01  
SAWSO: E-002

- 24 Does this project affect the natural physical environment? If so, what effect does it have?
- 25 Does the project affect the cultural environment? If so, in what way?
- 26 Are there any external factors having an unexpected influence on the project (inflation, new priorities, etc.)?
- 27 Are there any problems with cash flow, technical service, etc.?
- 28 Can we draw any lessons from the project experience that would be important in assisting other projects?
- 29 Is there any way that SAWSO can provide additional assistance?

# STANDARD PROVISIONS

ATTACHMENT 2  
Specific Support Grant  
SEPTEMBER 1977 (OTEI)

U.S. Grantees and U.S. Subgrantees:  
OTHER THAN EDUCATIONAL INSTITUTIONS  
INDEX OF  
STANDARD PROVISIONS

- |   |  |
|---|--|
| <ol style="list-style-type: none"> <li>1. Allowable Costs and Payment (Other Than Educational Institutions)</li> <li>2. Accounting, Records, and Audit</li> <li>3. Refunds</li> <li>4. Equal Opportunity in Employment</li> <li>5. Negotiated Overhead Rates - Other Than Educational Institutions</li> <li>6. Limitation of Funds</li> <li>*7A. Payment - Federal Reserve Letter of Credit (FRLC) Advance</li> <li>*7B. Payment - Periodic Advance</li> <li>*7C. Payment - Reimbursement</li> <li>8. Travel and Transportation</li> <li>9. Ocean Shipment of Goods</li> <li>10. Procurement of Goods and Services Under \$250,000</li> <li>11. Government Furnished Excess Personal Property</li> <li>12A. Title to and Use of Property (Grantee Title)</li> <li>12B. Title to and Care of Property (U.S. Government Title)</li> <li>12C. Title to and Care of Property (Cooperating Country Title)</li> </ol> | <ol style="list-style-type: none"> <li>13. Conversion of United States Dollars to Local Currency</li> <li>14. Termination</li> <li>15. Voluntary Participation</li> <li>16. Prohibition on Abortion-Related Activities</li> <li>17. Voluntary Participation Requirements for Sterilization Programs</li> <li>18. Publications</li> <li>19. Patents</li> <li>20. Regulations Governing Employees Outside the United States</li> <li>21. Subordinate Agreements</li> <li>22. U.S. Officials Not to Benefit</li> <li>23. Covenant Against Contingent Fees</li> <li>24. Nonliability</li> <li>25. Amendment</li> <li>26. The Grant</li> <li>27. Notices</li> </ol> |
|---|--|

Select only 1 payment provision from Group 7.

Select only 1 property provision from Group 12, if title to all property is to vest in one entity; however, if title is to be split by categories among two or more entities, select the appropriate provisions from Group 12 and identify the categories and entities in Attachment 1 of the Grant.

**1. ALLOWABLE COSTS AND PAYMENT (OTHER THAN EDUCATIONAL INSTITUTIONS)**

(This provision is applicable to other than educational institutions.)

The Grantee shall be reimbursed for costs incurred in carrying out the purposes of this Grant which are determined by the Grant Officer to be allowable in accordance with the terms of this Grant and Subpart 15.2 (Contracts with Commercial Organizations) of the Federal Procurement Regulations (41 CFR 1-15.2) in effect on the date of this Grant. Payment of allowable costs shall be in accordance with the payment provision of this Grant.

**2. ACCOUNTING, RECORDS, AND AUDIT**

The Grantee shall maintain books, records, documents, and other evidence in accordance with the Grantee's usual accounting procedures to sufficiently substantiate charges to the Grant. The Grantee shall preserve and make available such records for examination and audit by AID and the Comptroller General of the United States, or their authorized representatives (a) until the expiration of three years from the date of termination of the program and (b) for such longer period, if any, as is required to complete an audit and to resolve all questions concerning expenditures unless written approval has been obtained from the AID Grant Officer to dispose of the records. AID follows generally accepted auditing practices in determining that there is proper accounting and use of Grant funds. The Grantee agrees to include the requirements of this clause in any subordinate agreement hereunder.

**3. REFUNDS**

- (a) If use of the Grant funds results in accrual of interest to the Grantee or to any other person to whom Grantee makes such funds available in carrying out the purposes of this Grant, the Grantee shall refund to AID an amount equivalent to the amount of interest accrued.
- (b) Funds obligated hereunder but not disbursed to the Grantee at the time the Grant expires or is terminated, shall revert to AID, except for funds encumbered by the Grantee by a legally binding transaction applicable to this Grant. Any funds disbursed to but not expended by the Grantee at the time of expiration or termination of the Grant shall be refunded to AID.
- (c) If, at any time during the life of the Grant, it is determined by AID that funds provided under the Grant have been expended for purposes not in accordance with the terms of the Grant, the Grantee shall refund such amounts to AID.

**4. EQUAL OPPORTUNITY IN EMPLOYMENT**

(This provision is applicable to all grantees and subgrantees who either perform work in the United States or who recruit personnel in the United States to do work abroad.)

(a) With regard to the employment of persons in the U.S. under this Grant, the Grantee agrees to take all reasonable steps to ensure equality of opportunity in its employment practices without regard to race, color or

national origin of such persons and, in accordance with Title VI of the Civil Rights Act of 1964, when work funded by this Grant is performed in the U.S., no person shall, on the grounds of race, color or national origin, be excluded from participation, be denied benefits, or be subjected to discrimination. In addition, the Grantee agrees to comply, in accordance with its written assurance of compliance, with the provisions of Part 209 of Chapter II, Title 22 of the Code of Federal Regulations, entitled "Non-Discrimination in Federally Assisted Programs of the Agency for International Development - Effectuation of Title VI of the Civil Rights Act of 1964."

(b) In addition, the Grantee agrees to take all reasonable steps to ensure equality of opportunity in its employment practices without regard to sex, religion, age and handicap, in accordance with P.L. 92-261, P.L. 93-259, P.L. 93-112 and P.L. 93-508. When work funded by AID under this Grant is performed in either the U. S. or overseas no person shall, on the grounds of sex, religion, age or handicap, be excluded from participation, be denied benefits, or be subjected to discrimination.

**5. NEGOTIATED OVERHEAD RATES - OTHER THAN EDUCATIONAL INSTITUTIONS**

(This provision is applicable to other than educational institutions.)

- (a) Pursuant to this provision, an overhead rate shall be established for each of the Grantee's accounting periods during the term of this Grant. Pending establishment of a final rate, the parties have agreed that provisional payments on account of allowable indirect costs shall be at the rate(s), on the base(s), and for the period shown in Attachment 1 to this Grant.
- (b) The Grantee, as soon as possible but not later than 90 days after the close of each of its accounting periods during the term of this Grant, shall submit to the Grant Officer with copies to the Overhead and Special Cost Branch, Special Operations Division, Office of Contract Management, AID, Washington, D.C. and to the Office of the Auditor General, AID, Washington, D.C., proposed final rate(s) for the period, together with supporting cost data. Negotiation of final overhead rates by the Grantee and the Grant Officer shall be undertaken as promptly as practicable after receipt of the Grantee's proposal.
- (c) Allowability of costs and acceptability of cost allocation methods shall be determined in accordance with Subpart 1-15.2 (Contracts with Commercial Organizations) of the Federal Procurement Regulations in effect on the date of this Grant.
- (d) The results of such negotiation shall be set forth in a written overhead rate agreement executed by both parties. Such agreement shall specify (1) the agreed final rate(s), (2) the base(s) to which the rate(s) applies, and (3) the period(s) for which the rate(s) applies. The overhead rate agreement shall not change any monetary ceiling, Grant obligation, or specific cost allowance or disallowance provided for in this Grant.
- (e) Pending establishment of the final overhead rate(s) for any

U.S. Grantees and U.S. Subgrantees  
(BOTH EDUCATIONAL INSTITUTIONS AND OTHER THAN EDUCATIONAL INSTITUTIONS)

**2B. ALTERATIONS IN STANDARD PROVISIONS**

The Standard Provision of the September 1977 Edition have been changed as follows:

**a. Standard Provision 7A. PAYMENT - FEDERAL RESERVE LETTER OF CREDIT (FRIC) ADVANCE**

(1) Delete the applicability statement and substitute the following therefor:

(This provision is applicable when the sum of all advances under the Grantee's contracts and grants with AID exceeds \$120,000 per annum and AID has, or expects to have, a continuing relationship with the Grantee for at least a year.)

(2) Delete the term "TUS" in paras. (a), (d)(4)(A), (d)(4)(C), and (d)(5) and substitute the term "TFS" therefor.

(3) Delete the term "SER/FM" wherever it appears in para. (c) and substitute the term "the AID Controller" therefor; also delete the term "Office of Financial Management" in para. (d)(7) and substitute the term "the AID Controller" therefor.

(4) Delete the figures "\$10,000" and "\$1,000,000" in para. (a) and substitute the figures "\$5,000" and "\$5,000,000", respectively, therefor.

(5) Delete the words "less than" in para. (d)(7) and substitute the words "more than" therefor.

**b. Standard Provision 7B. PAYMENT-PERIODIC ADVANCE**  
Delete the applicability statement and substitute the following therefor:

(This provision is applicable when (1) the sum of all advances under the Grantee's contracts and grants with AID does not exceed \$120,000 per annum, or (2) when the sum of all such advances does exceed \$120,000 per annum, but there is not a continuing relationship with the Grantee of at least one year.)

**c. Standard Provision 10. PROCUREMENT OF GOODS AND SERVICES UNDER \$250,000**

Delete the entire provision and substitute the following therefor:

**10. PROCUREMENT OF GOODS AND SERVICES UNDER \$250,000-**

(This provision is applicable when the total procurement element (i.e., the sum of all purchase orders and contracts for goods and services) of this Grant does not exceed \$250,000.)

**(a) Ineligible Goods and Services**

Under no circumstances shall the Grantee procure any of the following under this Grant:

- (1) military equipment,
- (2) surveillance equipment,
- (3) commodities and services for support of police or other law enforcement activities,
- (4) abortion equipment and services,
- (5) luxury goods and gambling equipment, or
- (6) weather modification equipment.

(For a more detailed discussion of the subject, see AID Handbook 1, Supplement B, paragraph 4D.)

If AID determines that the Grantee has procured any of the ineligible goods and services specified above under this Grant, and has received reimbursement for such purpose, the Grantee agrees to refund to AID the entire amount of the purchase.

**(b) Restricted Goods**

The Grantee shall not procure any of the following goods or services from a non-U.S. source (i.e., other than AID Geographic Code 000) without the prior written authorization of the Grant Officer:

- (1) agricultural commodities,
- (2) motor vehicles,
- (3) pharmaceuticals,
- (4) pesticides,
- (5) plasticizers,
- (6) used equipment, or
- (7) U.S. Government-owned excess property.

(For a detailed discussion of the subject, see AID Handbook 1, Supplement B, paragraph 4C.)

If AID determines that the Grantee has procured any of the restricted goods specified above under this Grant, without the prior written authorization of the Grant Officer, and has received reimbursement for such purpose, the Grantee agrees to refund to AID the entire amount of the purchase.

**(c) Geographic Source and Order of Preference**

Except as may be specifically approved or directed in advance by the Grant Officer under paragraph 10(b) above, all other goods (e.g., equipment, materials, and supplies) and services, the costs of which are to be reimbursable under this Grant and which will be financed with United States dollars, shall be purchased in and shipped from only "Special Free World" countries (i.e., AID Geographic Code 935) in accordance with the following order of preference:

- (1) the United States (AID Geographic Code 000)
- (2) "Selected Free World" countries (AID Geographic Code 941).
- (3) the cooperating country,
- (4) "Special Free World" countries (AID Geographic Code 935).

**(d) Application of Order of Preference**

When the Grantee procures goods and services from other than U.S. sources, under the order of preference in 10(c) above, it shall document its files to justify each such instance. The documentation shall set forth the circumstances surrounding the procurement and shall be based on one or more of the following reasons, which will be set forth in the Grantee's documentation:

- (1) the procurement was of an emergency nature, which would not allow for the delay attendant to soliciting U.S. sources,
- (2) the price differential for procurement from U.S. sources exceeded by 50% or more the delivered price from the non-U.S. source,
- (3) impelling local political considerations precluded consideration of U.S. sources,
- (4) the goods or services were not available from U.S. sources, or
- (5) procurement of locally available goods or services, as opposed to procurement of U.S. goods and services, would best promote the objectives of the Foreign Assistance Program under the Grant.

period, the Grantee shall be reimbursed either at the negotiated provisional rate(s) as provided above or at a billing rate(s) acceptable to the Grant Officer, subject to appropriate adjustment when the final rate(s) for that period is established. To prevent substantial over or under payment, the provisional or billing rate(s) may, at the request of either party, be revised by mutual agreement, either retroactively or prospectively. Any such revision of the negotiated provisional rate(s) provided in this provision shall be set forth in a modification to this Grant.

#### 6. LIMITATION OF FUNDS

(This provision is applicable to all incrementally or partially funded grants; it becomes inapplicable when the grant is fully funded.)

- (a) It is estimated that the cost to the Government for the performance of this Grant will not exceed the estimated cost set forth in Attachment 3 (hereinafter referred to as "the Schedule") to this Grant, and the Grantee agrees to perform the work specified in the Schedule and all obligations under this Grant within such estimated cost.
- (b) The amount presently available for payment and obligated under the Grant, the items covered thereby, and the period of performance which it is estimated the obligated amount will cover, are specified in the Schedule. It is contemplated that from time to time additional funds will be obligated under this Grant up to the full estimated cost set forth in the Schedule. The Grantee agrees to perform or have performed work of this Grant up to the point at which the total amount paid and payable by the Government pursuant to the terms of this Grant approximates but does not exceed the total amount actually obligated under the Grant.
- (c) If at any time the Grantee has reason to believe that the costs which it expects to incur in the performance of this Grant in the next succeeding 30 days, when added to all costs previously incurred, will exceed 75 percent of the total amount then obligated under the Grant, the Grantee shall notify the Grant Officer in writing to that effect. The notice shall state the estimated amount of additional funds required to continue performance for the period set forth in the Schedule. Thirty days prior to the end of the period specified in the Schedule, the Grantee will advise the Grant Officer in writing as to the estimated amount of additional funds, if any, that will be required for the timely performance of the work under the Grant or for such further period as may be specified in the Schedule or otherwise agreed to by the parties. If, after such notification, additional funds are not obligated by the end of the period set forth in the Schedule or an agreed date substituted therefor, the Grant Officer will, upon written request by the Grantee, terminate this Grant pursuant to the "Termination" provision of this Grant on such a date. If the Grantee, in the exercise of its reasonable judgment, estimates that the funds available will allow it to continue to discharge its obligations hereunder for a period extending beyond such date, it shall specify the later date in its request and the Grant Officer, in his discretion, may terminate this Grant on that later date.
- (d) Except as required by other provisions of this Grant specifically citing and stated to be an exception from this provision, the Government shall not be obligated to reimburse the Grantee for costs incurred in excess of the total amount obligated under the Grant, and the Grantee shall not be obligated to continue performance under the Grant (including actions under the "Termination" provision) or otherwise to incur costs in excess of the amount obligated under the Grant, unless and until the Grant Officer has notified the Grantee in writing that such obligated amount has been increased and has specified in such notice an increased amount constituting the total amount then obligated under the Grant. To the extent the amount obligated exceeds the estimated cost set forth in the Schedule, such estimated cost shall be correspondingly increased. No notice, communication or representation in any other form or from any person other than the Grant Officer shall affect the amount obligated under this Grant. In the absence of the specified notice, the Government shall not be obligated to reimburse the Grantee for any costs in excess of the

total amount then obligated under the Grant, whether those excess costs were incurred during the course of the Grant or as a result of termination. When and to the extent that the amount obligated under the Grant has been increased, any costs incurred by the Grantee in excess of the amount previously obligated shall be allowable to the same extent as if such costs had been incurred after such increase in the amount obligated unless the Grant Officer issues a termination or other notice and directs that the increase is solely for the purpose of covering termination or other specified expenses.

(e) Nothing in this provision shall affect the right of the Government to terminate this Grant. In the event this Grant is terminated, the Government and the Grantee shall negotiate an equitable distribution of all property produced or purchased under the Grant based upon the share of cost incurred by each.

#### 7A. PAYMENT - FEDERAL RESERVE LETTER OF CREDIT (FRLC) ADVANCE

(This provision is applicable when the Grantee's total AID grants and cost-reimbursement contracts exceed \$250,000 per annum and AID has, or expects to have a continuing relationship with the Grantee for at least one year.)

- (a) AID shall open a Federal Reserve Letter of Credit (hereinafter referred to as an "FRLC") in the amount of this Grant, against which the Grantee may present payment vouchers (i.e., TUS 5401). The payment vouchers shall not ordinarily be submitted more frequently than daily and shall not be less than \$10,000 or more than \$1,000,000. Since the FRLC method enables the recipient organization to obtain funds from the U.S. Treasury concurrently with and as frequently as disbursements are made by the recipient, there need be no time lag between disbursements by the recipient organization and drawdowns from the U.S. Treasury by FRLC. Therefore, there is no necessity for the recipient to maintain balances of Federal cash other than small balances.
- (b) In no event shall the accumulated total of all such payment vouchers exceed the amount of the FRLC.
- (c) If at any time, SER/PM determines that the Grantee has presented payment vouchers in excess of the amount or amounts allowable in (a) and (b) above, SER/PM shall advise the Grant Officer who may: (1) cause the FRLC to be suspended or revoked; or (2) direct the Grantee to withhold submission of payment vouchers until such time as, in the judgment of SER/PM, an appropriate level of actual, necessary and allowable expenditures has occurred or will occur under this Grant; and/or (3) request the Grantee to repay to AID the amount of such excess. Upon receipt of the Grant Officer's request for repayment of excess advance payments, the Grantee shall promptly contact SER/PM to make suitable arrangements for the repayment of such excess funds. Advances made by primary recipient organizations (those which receive payments directly from the Government) to secondary recipients shall conform to the same standards outlined above applicable to advances made by the Government to primary recipient organizations.
- (d) Procedure for Grantee
- (1) After arranging with a commercial bank of its choice for operation under the FRLC and obtaining the name and address of the Federal Reserve Bank or branch serving the commercial bank, the Grantee shall deliver to the AID Controller 3 originals of Standard Form 1194, "Authorized Signature Card for Payment Vouchers on Letters of Credit" signed by those official(s) authorized to sign payment vouchers against the FRLC and by an official of the Grantee who has authorized them to sign.
  - (2) The Grantee shall subsequently receive one certified copy of the FRLC.
  - (3) The Grantee shall confirm with his commercial bank that the FRLC has been opened and is available when funds are needed.
  - (4) To receive payment, the Grantee shall:
    - (A) Periodically, although normally not during the last five days of the month, prepare payment vouchers (Form TUS 5401) in an original and three copies.
    - (B) Have the original and two copies of the voucher

signed by the authorized official(s) whose signature(s) appear on the Standard Form 1194.

(C) Present the original, duplicate and triplicate copy of the Form TUS 5401 to his commercial bank.

(D) Retain the quadruplicate copy of the voucher.

(5) After the first payment voucher (Form TUS 5401) has been processed, succeeding payment vouchers shall not be presented until the existing balance of previous payments has been expended or is insufficient to meet current needs.

(6) In preparing the payment voucher, the Grantee assigns a voucher number in numerical sequence beginning with 1 and continuing in sequence on all subsequent payment vouchers submitted under the FRLC.

(7) A report of expenditures (i.e., SF 269, "Financial Status Report") shall be prepared and submitted not less than quarterly within 30 days of the end of the period to the Office of Financial Management, AID, Washington, D. C. 20523. This SF 269 Report, submitted with Standard Form 1034, "Public Voucher for Purchases and Services Other Than Personal", shall be in an original and 2 copies.

(8) The SF 269 report is reviewed against the Grant provisions, and any improper disbursement is disallowed. The Grantee is notified of the reason for the disallowance and is directed to adjust the next periodic report of expenditures to reflect the disallowance and to reduce its next payment voucher against the FRLC by the amount of the disallowance.

(9) In addition to the submission of the SF 269 and the SF 1034, the Grantee shall submit an original and 2 copies of SF 272, "Federal Cash Transaction Report" as follows:

(A) For advances totaling less than \$1 million per year the Grantee shall submit the SF 272 within 15 working days after the end of the reporting quarter;

(B) For advances totaling more than \$1 million per year, the Grantee shall submit the SF 272 within 15 working days after the end of each month; and

(C) The Grantee's cash needs for the ensuing period (a quarter or month) shall be explained under the "Remarks" section of the SF 272.

(a) Refund of Excess Funds

(1) If all costs have been settled under the Grant and the Grantee fails to comply with the Grant Officer's request for repayment of excess FRLC funds, the Government shall have the right, on other contracts or grants held with the Grantee, to withhold reimbursements due to the Grantee in the amount of the excess being held by the Grantee.

(2) If the Grantee is still holding excess FRLC funds on a grant, contract, or similar instrument under which work has been completed or terminated but all costs have not been settled, the Grantee agrees to:

(A) Provide within 30 days after requested to do so by the Grant Officer, a breakdown of the dollar amounts which have not been settled between the Government and the Grantee. (The Grant Officer will assume no costs are in dispute if the Grantee fails to reply within 30 days.)

(B) Upon written request of the Grant Officer, return to the Government the sum of dollars, if any, which represents the difference between (i) the Grantee's maximum position on claimed costs which have not been reimbursed and (ii) the total amount of unexpended funds which have been advanced under the Grant; and

(C) If the Grantee fails to comply with the Grant Officer's request for repayment of excess FRLC funds, the Government shall have the right, on other contracts, grants or similar instruments held with the Grantee, to withhold payment of FRLC or other advances and/or withhold reimbursements due the Grantee in the amount of the excess being held by the Grantee.

#### 7B. PAYMENT--PERIODIC ADVANCE

(This provision is applicable when the Grantee's total AID grants and cost-reimbursement contracts do not exceed \$250,000 per annum or if the advance to the Grantee aggregates more than \$250,000 per annum but there is not a continuing relationship of at least one year.)

(a) Each month (or quarter, if the Grantee is on a quarterly basis) after the initial advance, the Grantee shall submit to the AID Controller an original and 2 copies of SF 272, "Federal Cash Transactions Report" as

follows:

(1) The Grantee shall submit the SF 272 within 15 working days after the end of the reporting period, and

(2) The Grantee's cash needs for the ensuing period (i.e. quarter or month) shall be explained under the "Remarks" section of the SF 272.

(b) Along with each SF 272 submission, the Grantee shall submit an original and 3 copies of SF 1034, "Public Voucher for Purchases and Services Other Than Personal"; each voucher shall be identified by the Grant number and shall state the total actual expenditures for the reporting period.

(c) Each quarterly voucher (i.e., SF 1034) or third monthly voucher, if the Grantee is on a monthly basis, shall also be supported by an original and 2 copies of a SF 269, "Financial Status Report". The SF 269 shall be submitted within 30 days after the end of the reporting quarter and may be submitted separately from the SF 1034 and the SF 272; however, the SF 269 shall cover the same quarterly period as the SF 1034(s) and the SF 272(s).

(d) Refund of Excess Funds

(1) If all costs have been settled under the Grant and the Grantee fails to comply with the Grant Officer request for repayment of excess advance funds, the Government shall have the right, on other contracts or grants held with the Grantee, to withhold reimbursements due to the Grantee in the amount of the excess being held by the Grantee.

(2) If the Grantee is still holding excess advance funds on a grant, contract, or similar instrument under which the work has been completed or terminated but all costs have not been settled, the Grantee agrees to:

(A) Provide within 30 days after requested to do so by the Grant Officer, a breakdown of the dollar amounts which have not been settled between the Government and the Grantee. (The Grant Officer will assume no costs are in dispute if the Grantee fails to reply within 30 days.)

(B) Upon written request of the Grant Officer, return to the Government the sum of dollars, if any, which represents the difference between (i) the Grantee's maximum position on claimed costs which have not been reimbursed and (ii) the total amount of unexpended funds which have been advanced under the Grant; and

(C) If the Grantee fails to comply with the Grant Officer request for repayment of excess advance funds, the Government shall have the right, on other contracts, grants or similar instruments held with the Grantee, to withhold payment of other advances and/or withhold reimbursements due the Grantee in the amount of the excess being held by the Grantee.

#### 7C. PAYMENT--REIMBURSEMENT

(This provision is applicable to grants for construction, or to grants which do not provide for either a periodic advance or an FRLC in accordance with AID Handbook 13, paragraph 10.5.)

(a) Each month the Grantee shall submit to the AID Controller an original and 3 copies of SF 1034, "Public Voucher for Purchases and Services Other Than Personal"; each voucher shall be identified by the Grant number and shall state the total amount of costs incurred for which reimbursement is being requested.

(b) In addition to the SF 1034, each non-construction grant voucher shall be supported by an original and 2 copies of SF 270, "Request for Advance or Reimbursement", and each construction grant voucher shall be supported by an original and 2 copies of SF 271, "Outlay Report and Request for Reimbursement for Construction Programs".

(c) Each quarterly voucher (or each third monthly voucher) shall also be supported by an original and 2 copies of a SF 269, "Financial Status Report". The SF 269 shall be submitted within 30 days after the end of the reporting quarter and may be submitted separately from the SF 1034; however, the SF 269 shall cover the same quarterly period as the SF 1034(s).

#### B. TRAVEL AND TRANSPORTATION

(This provision is applicable when domestic or international air travel or shipment costs are reimbursable under the Grant.)

(a) The Grant Officer hereby approves international air travel hereunder provided that the Grantee shall obtain

written concurrence from the cognizant Project Officer in AID prior to sending any individual outside the United States to perform work under the Grant; the Grantee shall advise the Project Officer at least 30 days in advance of any travel to be undertaken outside the United States. After concurrence is received the Grantee shall provide the cognizant Mission or U. S. Embassy advance notification (with a copy to the Project Officer) of the arrival date and flight identification of Grant financed travellers.

(b) Travel to certain countries shall, at AID's option, be funded from U.S.-owned local currency. When AID intends to exercise this option, it will so notify the Grantee after receipt of advice of intent to travel required above. AID will issue a Government Transportation Request (GTR) which the Grantee may exchange for tickets, or AID will issue the tickets directly. Use of such U.S.-owned currencies will constitute a dollar charge to this Grant.

(c) All international air travel and all international air shipments under this Grant shall be made on United States flag carriers. Exceptions to this rule will be allowed in the following situations, provided that the Grantee certifies to the facts in the voucher and other documents retained as part of his Grant records to support his claim for reimbursement and for post audit:

(1) Where the traveler, while enroute, has to wait 6 hours or more to transfer to a U.S.-flag air carrier to proceed to the intended destination, or

(2) Where a flight by a U.S. flag air carrier is interrupted by a stop anticipated to be 6 hours or more for refueling, reloading, repairs, etc. and no other flight by a U.S. flag air carrier is available during the 6 hour period, or

(3) Where by itself or in combination with other U.S. flag air carriers (if U.S. flag air carriers are "unavailable") it takes 12 hours or longer from the original airport to the destination airport to accomplish the Grantee's program than would service by a non-U.S.-flag air carrier or carriers, or

(4) When the elapsed traveltime on a scheduled flight from origin to destination airports by non-U.S. flag air carrier(s) is 3 hours or less, and services by U.S. flag air carrier(s) would involve twice such traveltime.

NOTE: Where U.S. Government funds are used to reimburse Grantee's use of other than U.S. flag air carriers for international transportation, the Grantee will include a certification on vouchers involving such transportation which is essentially as follows:

**CERTIFICATION OF UNAVAILABILITY OF U.S. FLAG AIR CARRIERS**  
I hereby certify that the transportation service for personnel (and their personal effects) or property by U.S. flag air carrier was unavailable for the following reason(s): (State appropriate reason(s) as set forth above; see 41 CFR 1-1.323-3 for further guidance).

(d) Travel allowances shall be reimbursed in accordance with the Federal Travel Regulations (FTR); however, if the Grantee's domestic and international travel allowance policies and procedures have been reviewed and approved by AID or another Federal department or agency pursuant to the applicable Federal cost principles, the Grantee may use its travel allowance system in lieu of the FTRs after it has furnished the Grant Officer with a copy of such approval.

#### 9. OCEAN SHIPMENT OF GOODS

(This provision is applicable when ocean shipment costs are reimbursable under the Grant.)

(a) 50% of all international ocean shipments made by U.S. Grantee, to be financed hereunder, shall be made on U.S. flag vessels. Where U.S.-flag vessels are not available, or their use would result in a significant delay, the Grantee may request a release from this requirement from the Transportation Support Division, Office of Commodity Management, AID, Washington, D.C. 20523, giving the basis for the request.

(b) When the AID Transportation Support Division makes and issues a determination to the Grantee that U.S. flag vessels are not available, the ocean shipment costs on foreign flag vessels, as named in the determination, will be eligible for reimbursement under the Grant. In all instances Grantee vouchers submitted for reimbursement under the Grant which include ocean shipment costs will include a certification essentially as follows: "I

hereby certify that a copy of each ocean bill of lading concerned has been submitted to the Maritime Administration, Cargo Preference Control Center, Commerce Building, Washington, D.C. 20235, and that such bill(s) of lading state all of the carrier's charges including the basis for calculation such as weight or cubic measurement, and indicate the applicable AID Grant Number."

(c) Shipments by voluntary non-profit relief agencies (I.P.V.O.'s) shall be governed by paragraphs (a) and (b) above and by AID Regulation 2, "Overseas Shipments of Supplies by Voluntary Non-Profit Relief Agencies" (22 CFR 202).

#### 10. PROCUREMENT OF GOODS AND SERVICES UNDER \$250,000

(This provision is applicable when the total procurement element (i.e., the sum of all purchase orders and contracts for goods and services) of this Grant does not exceed \$250,000.)

##### (a) Geographic Source and Order of Preference

Except as may be specifically approved or directed in advance by the Grant Officer, all goods (e.g., equipment, vehicles, materials, and supplies) and services, the costs of which are to be reimbursable under this Grant and which will be financed with United States dollars, shall be purchased in and shipped from only "Special Free World" countries (i.e., AID Geographic Code 935) in accordance with the following order of preference:

(1) the United States (AID Geographic Code 000),

(2) "Selected Free World" countries (AID Geographic Code 941),

(3) the cooperating country,

(4) "Special Free World" countries (AID Geographic Code 935).

##### (b) Application of Order of Preference

When the Grantee procures goods and services from other than U.S. sources, under the order of preference in (a) above, it shall document its files to justify each such instance. The documentation shall set forth the circumstances surrounding the procurement and shall be based on one or more of the following reasons, which will be set forth in the Grantee's documentation:

(1) the procurement was of an emergency nature, which would not allow for the delay attendant to soliciting U.S. sources,

(2) the price differential for procurement from U.S. sources exceeded by 50% or more the delivered price for the non-U.S. source,

(3) compelling local political considerations precluded consideration of U.S. sources,

(4) the goods or services were not available from U.S. sources, or

(5) procurement of locally available goods or services, as opposed to procurement of U.S. goods and services, would best promote the objectives of the Foreign-Assistance Program under the Grant.

##### (c) Ineligible Goods and Services

Under no circumstances shall the Grantee procure any of the following under this Grant:

(1) military equipment,

(2) surveillance equipment,

(3) commodities and services for support of police or other law enforcement activities,

(4) abortion equipment and services,

(5) luxury goods and gambling equipment, or

(6) weather modification equipment.

(For a more detailed discussion of the subject, see AID Handbook 1, Supplement B, paragraph 4D.)

If AID determines that the Grantee has procured any of the ineligible goods and services specified above under this Grant, and has received reimbursement for such purpose, the Grantee agrees to refund to AID the entire amount of the purchase.

##### (d) Restricted Goods

The Grantee shall not procure any of the following goods or services from a non-U.S. source (i.e., other than AID Geographic Code 000) without the prior written authorization of the Grant Officer:

(1) agricultural commodities,

(2) motor vehicles,

(3) pharmaceuticals,

(4) pesticides,

(5) plastilizers,

(6) used equipment, or

(7) U.S. Government-owned excess property.  
(For a detailed discussion of the subject, see AID Handbook 1, Supplement B, paragraph 4C.)

If AID determines that the Grantee has procured any of the restricted goods specified above under this Grant, without the prior written authorization of the Grant Officer, and has received reimbursement for such purpose, the Grantee agrees to refund to AID the entire amount of the purchase.

(e) The Grantee's Procurement System

(1) The Grantee may use its own procurement policies and procedures provided they conform to the geographic source and order of preference requirements of this provision and paragraphs 3. and 4., Attachment O of OMB Circular No. A-110.

(2) If the Grantee's procurement policies and procedures have been reviewed against the procurement requirements of paragraphs 3. and 4. of Attachment O to OMB Circular No. A-110 and have been approved by AID or another Federal department or agency, the Grantee shall furnish the Grant Officer with a copy of such approval; otherwise the Grantee's procurement policies and procedures shall conform to the specified requirements of OMB Circular No. A-110. (See AID Handbook 13, Chapter 1, paragraph 1U.)

(f) Small Business

To permit AID, in accordance with the small business provisions of the Foreign Assistance Act of 1961, as amended to give United States small business firms an opportunity to participate in supplying commodities and services procured under this Grant, the Grantee, shall, to the maximum extent possible, provide the following information to the Small Business Office, AID, Washington, D.C. 20523 at least 45 days prior (except where a shorter time is requested of, and granted by the Small Business Office) to placing any order or contract in excess of \$25,000:

- (1) Brief general description and quantity of goods or services;
- (2) Closing date for receiving quotations, proposals, or bids; and
- (3) Address where invitations or specifications can be obtained.

(g) Ineligible Suppliers

Funds provided under this grant shall not be used to procure any commodity or commodity-related services furnished by any supplier whose name appears on the List of Ineligible Suppliers under AID Regulation B, "Suppliers of Commodities and Commodity-Related Services Ineligible for AID Financing" (22-CFR 208). The Grantee agrees to review said list prior to undertaking any procurement the cost of which is to be reimbursable under this Grant. AID will provide the Grantee with this list.

11. GOVERNMENT FURNISHED EXCESS PERSONAL PROPERTY

(This provision applies when personal property is furnished under the Grant.)

The policies and procedures of AID Handbook 16, "Excess Property", and the appropriate provisions of 41 CFR 101-43 apply to the government furnished excess personal property under this Grant.

12A. TITLE TO AND USE OF PROPERTY (GRANTEE TITLE)

(This provision is applicable when the Government vests title in the Grantee only.)

Title to all property financed under this Grant shall vest in the Grantee, subject to the following conditions:

(a) The Grantee shall not charge for any depreciation, amortization, or use of any property, title to which remains in the Grantee under this provision under this Grant or any other U.S. Government grant, subgrant, contract or subcontract.

(b) The Grantee agrees to use and maintain the property for the purpose of the Grant in accordance with the requirements of paragraph 17 of Chapter 1, AID Handbook 13.

(c) With respect to nonexpendable property having an acquisition cost of \$1,000 or more, title to which vests in the Grantee, the Grantee agrees:

(1) To report such items to the Grant Officer from time to time as they are acquired and to maintain a control system which will permit their ready identification and location.

(2) To transfer title to any such items to the Government in accordance with any written request therefor issued by the Grant Officer at any time prior to final payment under this Grant.

12B. TITLE TO AND CARE OF PROPERTY (U.S. GOVERNMENT)

(This provision is applicable when title to property is vested in the U.S. Government.)

(a) Property, title to which vests in the Government under this Grant, whether furnished by the Government or acquired by the Grantee, is subject to this provision and is hereinafter collectively referred to as "Government property." Title to Government property shall not be affected by the incorporation or attachment thereof to any property not owned by the Government, nor shall such Government property, or any part thereof, be or become a fixture or lose its identity as personalty by reason of affixation to any realty.

(b) Use of Government Property

Government property shall, unless otherwise provided herein or approved by the Grant Officer, be used only for the performance of this Grant.

(c) Control, Maintenance and Repair of Government Property

The Grantee shall maintain and administer in accordance with sound business practice a program for the maintenance, repair, protection, and preservation of Government property so as to assure its full availability and usefulness for the performance of this Grant. The Grantee shall take all reasonable steps to comply with all appropriate directions or instructions which the Grant Officer may prescribe as reasonably necessary for the protection of the Government property.

The Grantee shall submit, for review and written approval of the Grant Officer, a records system for property control and a program for orderly maintenance of Government property; however, if the Grantee's property control and maintenance system has been reviewed and approved by another Federal department or agency pursuant to Attachment M of OMB Circular No. A-110 (see paragraph 17 of Chapter 1, AID Handbook 13), the Grantee shall furnish the Grant Officer proof of such approval in lieu of another approval submission.

(1) Property Control

The property control system shall include but not be limited to the following:

(A) Identification of each item of Government property acquired or furnished under the Grant by a serially controlled identification number and by description of item. Each item must be clearly marked "Property of U.S. Government"

(B) The price of each item of property acquired or furnished under the Grant.

(C) The location of each item of property acquired or furnished under the Grant.

(D) A record of any usable components which are permanently removed from items of Government property as a result of modification or otherwise.

(E) A record of disposition of each item acquired or furnished under the Grant

(F) Date of order and receipt of any item acquired or furnished under the Grant.

The official property control records shall be kept in such condition that at any stage of completion of the work under this Grant, the status of property acquired or furnished under this Grant may be readily ascertained. A report of current status of all items of property acquired or furnished under the Grant shall be submitted yearly concurrently with the annual report.

(2) Maintenance Program

The Grantee's maintenance program shall be such as to provide for, consistent with sound business practice and the terms of the Grant: (i) disclosure of need for and the performance of preventive maintenance, (ii) disclosure and reporting of need for capital type rehabilitation, and (iii) recording of work accomplished under the program.

A) Preventive maintenance - Preventive maintenance is maintenance generally performed on a regularly scheduled basis to prevent the occurrence of defects and to detect and correct minor defects before they result in serious consequences.

B) Records of maintenance - The Grantee's maintenance

program shall provide for records sufficient to disclose the maintenance actions performed and deficiencies discovered as a result of inspections.

A report of status of maintenance of Government property shall be submitted annually concurrently with the annual report.

(d) Risk of Loss

(1) The Grantee shall not be liable for any loss of or damage to the Government property, or for expenses incidental to such loss or damage except that the Grantee shall be responsible for any such loss or damage (including expenses incidental thereto):

(i) Which results from willful misconduct or lack of good faith on the part of any of the Grantee's directors or officers, or on the part of any of its managers, superintendents, or other equivalent representatives, who have supervision or direction of all or substantially all of the Grantee's business, or all or substantially all of the Grantee's operations at any one plant, laboratory, or separate location in which this Grant is being performed;

(ii) Which results from a failure on the part of the Grantee, due to the willful misconduct or lack of good faith on the part of any of its directors, officers, or other representatives mentioned in (i) above, (A) to maintain and administer, in accordance with sound business practice, the program for maintenance, repair, protection and preservation of Government property as required by (i) above, or (B) to take all reasonable steps to comply with any appropriate written directions of the Grant Officer under (c) above;

(iii) For which the Grantee is otherwise responsible under the express terms of the article or articles designated in Attachment 1 to this Grant.

(iv) Which results from a risk expressly required to be insured under some other provision of this Grant, but only to the extent of the insurance so required to be procured and maintained, or to the extent of insurance actually procured and maintained, whichever is greater; or

(v) Which results from a risk which is in fact covered by insurance or for which the Grantee is otherwise reimbursed, but only to the extent of such insurance or reimbursement.

Provided, that, if more than one of the above exceptions shall be applicable in any case, the Grantee's liability under any one exception shall not be limited by any other exception.

(2) The Grantee shall not be reimbursed for, and shall not include as an item of overhead, the cost of insurance, or any provision for a reserve, covering the risk of loss of or damage to the Government property, except to the extent that the Government may have required the Grantee to carry such insurance under any other provision of this Grant.

(3) Upon the happening of loss or destruction of or damage to the Government property, the Grantee shall notify the Grant Officer thereof, shall take all reasonable steps to protect the Government property from further damage, separate the damaged and undamaged Government property, put all the Government property in the best possible order, and furnish to the Grant Officer a statement of:

(i) The lost, destroyed, and damaged Government property;

(ii) The time and origin of the loss, destruction, or damage;

(iii) All known interests in commingled property of which the Government property is a part; and

(iv) The insurance, if any, covering any part of or interest in such commingled property.

The Grantee shall make repairs and renovations of the damaged Government property or take such other action as the Grant Officer directs.

(4) In the event the Grantee is indemnified, reimbursed, or otherwise compensated for any loss or destruction of or damage to the Government property, it shall use the proceeds to repair, renovate or replace the Government property involved, or shall credit such proceeds against the cost of the work covered by the Grant, or shall otherwise reimburse the Government, as directed by the Grant Officer. The Grantee shall do nothing to prejudice the Government's right to recover against third parties for any such loss, destruction, or damage, and upon the request of the Grant Officer, shall, at the Government's expense, furnish to the Government all reasonable

assistance and cooperation (including assistance in the prosecution of suit and the execution of instruments of assignments in favor of the Government) in obtaining recovery.

(e) Access

The Government, and any persons designated by it, shall at all reasonable times have access to the premises wherein any Government property is located, for the purpose of inspecting the Government property.

(f) Final Accounting and Disposition of Government Property

Upon completion of this Grant, or at such earlier dates as may be fixed by the Grant Officer, the Grantee shall submit, in a form acceptable to the Grant Officer, inventory schedules covering all items of Government property not consumed in the performance of this Grant or not theretofore delivered to the Government, and shall prepare deliver, or make such other disposal of the Government property as may be directed or authorized by the Grant Officer.

(g) Communications

All communications issued pursuant to this plan shall be in writing.

12C. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE)

(This provision is applicable to property titled in the name of the cooperating country or such public or private agency as the Cooperating Government may designate.)

(a) Except as modified by Attachment 1 of this Grant title to all equipment, materials and supplies, the cost of which is reimbursable to the Grantee by AID or by the Cooperating Government, shall at all times be in the name of the Cooperating Government or such public or private agency as the Cooperating Government may designate, unless title to specified types or classes of equipment is reserved to AID under provisions set forth in

Attachment 1 of this Grant; but all such property shall be under the custody and control of the Grantee until the owner of title directs otherwise or completion of work under this Grant or its termination, at which time custody and control shall be turned over to the owner of title or disposed of in accordance with its instructions. All performance guarantees and warranties obtained from suppliers shall be taken in the name of the title owner.

(b) The Grantee shall prepare and establish a program, to be approved by the Mission, for the receipt, use, maintenance, protection, custody and care of equipment, materials and supplies for which it has custodial responsibility, including the establishment of reasonable controls to enforce such program. The Grantee shall be guided by the requirements of paragraph 11 of Chapter 1, AID Handbook 13-

(c) Within 90 days after completion of this Grant, or at such other date as may be fixed by the Grant Officer, the Grantee shall submit an inventory schedule covering all items of equipment, materials and supplies under his custody, title to which is in the Cooperating Government or public or private agency designated by the Cooperating Government, which have not been consumed in the performance of this Grant. The Grantee shall also indicate what disposition has been made of such property

13. CONVERSION OF UNITED STATES DOLLARS TO LOCAL CURRENCY

Upon arrival in the Cooperating Country, and from time to time as appropriate, the Grantee's Chief of Party shall consult with the Mission Director who shall provide, in writing, the procedure the Grantee and its employees shall follow in the conversion of United States dollars to local currency. This may include, but is not limited to, the conversion of said currency through the cognizant United States Disbursing Officer or Mission Controller, as appropriate.

14. TERMINATION

(a) For Cause. This Grant may be terminated for cause at any time, in whole or in part, by the Grant Officer upon written notice to the Grantee, whenever for any reason he/she shall determine that such termination is in the best interest of the Government.

(b) For Convenience. This Grant may be terminated for convenience at any time by either party, in whole or in part, if both parties agree that the continuation of the Grant would not produce beneficial results commensurate

with the further expenditure of funds. Both parties shall agree upon termination conditions, including the effective date and, in the case of partial terminations, the portion to be terminated. The agreement to terminate shall be set forth in a letter from the Grant Officer to the Grantee.

(c) Termination Procedures. Upon receipt of and in accordance with a termination notice as specified in either paragraph (a) or (b) above, the Grantee shall forthwith take immediate action to minimize all expenditures and obligations financed by this Grant, and shall cancel such unliquidated obligations whenever possible. Except as provided below, no further reimbursement shall be made after the effective date of termination, and the Grantee shall within 30 calendar days after the effective date of such termination repay to the Government all unexpended portions of funds theretofore paid by the Government to the Grantee which are not otherwise obligated by a legally binding transaction applicable to this Grant. Should the funds paid by the Government to the Grantee prior to the effective date of the termination of this Grant, be insufficient to cover the Grantee's obligations pursuant to the aforementioned legally binding transaction, the Grantee may submit to the Government within 90 calendar days after the effective date of such termination a written claim covering such obligations, and subject to the limitations contained in this Grant, the Grant Officer shall determine the amount or amounts to be paid by the Government to the Grantee under such claim in accordance with the applicable Federal cost principles.

#### 15. VOLUNTARY PARTICIPATION

(This provision is applicable to all grants involving any aspect of family or population assistance activities, and all Title X grants in particular.)

(a) The Grantee agrees to take any steps necessary to ensure that funds made available under this Grant will not be used to coerce any individual to practice methods of family planning inconsistent with such individual's moral, philosophical, or religious beliefs. Further, the Grantee agrees to conduct its activities in a manner which safeguards the rights, health and welfare of all individuals who take part in the program.

(b) The Grantee shall insert paragraphs (a) and (b) of this provision in all subgrants, subcontracts, purchase orders, and any other subordinate agreements hereunder.

#### 16. PROHIBITION ON ABORTION-RELATED ACTIVITIES

(This provision is applicable to all grants involving any aspect of family or population assistance activities, and all Title X grants in particular.)

(a) No funds made available under this Grant will be used to finance, support, or be attributed to the following activities: (1) procurement or distribution of equipment intended to be used for the purpose of inducing abortions as a method of family planning; (2) special fees or incentives to women to coerce or motivate them to have abortions; (3) payments to persons to perform abortions or to solicit persons to undergo abortions; (4) information, education, training, or communication programs that seek to promote abortion as a method of family planning.

(b) The Grantee shall insert paragraphs (a) and (b) of this provision in all subgrants, subcontracts, purchase orders, and any other subordinate agreements hereunder.

#### 17. VOLUNTARY PARTICIPATION REQUIREMENTS FOR STERILIZATION PROGRAMS

(This provision is applicable when any surgical sterilization will be supported in whole or in part from funds under this Grant.)

(a) None of the funds made available under this grant shall be used to pay for the performance of involuntary sterilization as a method of family planning or to coerce or provide any financial incentive to any person to practice sterilization.

(b) The Grantee shall insure that any surgical sterilization procedures supported in whole or in part by funds from this Grant are performed only after the individual has

voluntarily presented himself or herself at the treatment facility and has given his or her informed consent to the sterilization procedure. Informed consent means the voluntary, knowing assent from the individual after he or she has been advised of the surgical procedures to be followed, the attendant discomforts and risks, the benefits to be expected, the availability of alternative methods of family planning, the purpose of the operation and its irreversibility, and his or her option to withdraw consent anytime prior to the operation. An individual's consent is considered voluntary if it is based upon the exercise of free choice and is not obtained by any special inducement or any element of force, fraud, deceit, duress or other forms of coercion or misrepresentation.

(c) Further, the Grantee shall document the patient's informed consent by (1) a written consent document in a language the patient understands and speaks, which explains the basic elements of informed consent, as set out above, and which is signed by the individual and by the attending physician or by the authorized assistant of the attending physician; or (2) when a patient is unable to read adequately, a written certification by the attending physician or by the authorized assistant of the attending physician that the basic elements of informed consent above were orally presented to the patient, and that the patient thereafter consented to the performance of the operation. The receipt of the oral explanation shall be acknowledged by the patient's mark on the certification and by the signature or mark of a witness who shall be of the same sex and speak the same language as the patient.

(d) Copies of informed consent forms and certification documents for each voluntary sterilization (VS) procedure must be retained by the Grantee for a period of three years after performance of the sterilization procedure.

(e) The Grantee shall insert paragraphs (a), (b), (c) and (d) of this provision in all subgrants, subcontracts, purchase orders, and any other subordinate agreements hereunder involving the performance of any sterilization which will be supported in whole or in part from funds under this Grant.

#### 18. PUBLICATIONS

(This provision is applicable to any grant which produces any book, publication, or other copyrightable materials.)

(a) If it is the Grantee's intention to identify AID's contribution to any publication resulting from this Grant, the Grantee shall consult with AID on the nature of the acknowledgement prior to publication.

(b) The Grantee shall provide the Project Manager with one copy of all published works developed under the Grant. The Grantee shall provide the Project Manager with lists of other written work produced under the Grant.

(c) In the event Grant funds are used to underwrite the cost of publishing, in lieu of the publisher assuming this cost as is the normal practice, any profits or royalties up to the amount of such cost shall be credited to the Grant.

(d) The Grantee is permitted to secure copyright to any publication produced or composed under the Grant in accordance with paragraph 17B.b. of Chapter 1, AID Handbook 13. Provided, the Grantee agrees to and does hereby grant to the Government a royalty-free, non-exclusive and irrevocable license throughout the world to use, duplicate, disclose, or dispose of such publications in any manner and for any purpose to permit others to do so.

#### 19. PATENTS

(This provision is applicable to any Grant which produces patentable items, patent rights, processes, or inventions.)

(a) Grantee agrees to notify the Grant Officer, in writing, of any invention or discovery conceived or first actually reduced to practice in the course of or under this Grant. The Grant Officer will determine the patent rights to be afforded the Grantee in accordance with the Presidential Memorandum and Statement of Government Patent Policy (36 FR 16889) and paragraph 17B.a. of Chapter 1, AID Handbook 13.

(b) Nothing contained in this provision shall imply a license to the Government under any patent or be construed as affecting the scope of any license or other right other-

