

PD-ABJ-896
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ACTION MEMORANDUM FOR THE MISSION DIRECTOR

FROM: C/PDM, Elizabeth Warfield ^{EBW}
THROUGH: DDIR, Bambi Arellano ^{B. Arellano}
SUBJECT: Project Assistance Completion Report (PACR)- Child in Need Project (520-0409)
DATE: August 2, 1994

Action Requested:

That you sign below approving the attached PACR.

Discussion:

The Child in Need Project (520-0409) reached PACD on September 29, 1993. The attached PACR was prepared by Patricia O'Connor, OH&E and reviewed by PDM. It is in accordance with M.O. 3.2: PACD and Project Phase-out Procedures.

APPROVED William Stacy Rhodes Date 8/17/94
William Stacy Rhodes
Director

DISAPPROVED _____ Date _____
William Stacy Rhodes
Director

Drafted: PDM, SAlvarado SAlvarado Date 08/02/94
Clearance: OH&E, PO'Connor PO'Connor Date 8/3/94
FM, GByllesby GByllesby Date 8/4/94

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USAID/GUATEMALA-CENTRAL AMERICAN PROGRAMS
PROJECT ASSISTANCE COMPLETION REPORT

Project No. 520-0409
Child in Need Project

**PROJECT ASSISTANCE COMPLETION REPORT
USAID/G-CAP**

Child in Need Project 520-0409

1. INTRODUCTION

The present report covers the results and lessons learned from the Child in Need Project No. 520-0409.

2. PROJECT DESCRIPTION

2.1 On September 30, 1991, USAID/Guatemala awarded a grant for \$475,000 to World Share in response to an unsolicited proposal to support the Child in Need Project. The initial obligation was for \$368,712.00; on January 25, 1993, the total amount of the grant was reduced from \$475,000 to \$368,712.00. The expiration date of the grant was September 29, 1993.

2.2 The purpose of the project was to assist World Share's ongoing Child in Need Project provide assistance to thousands of children who were orphaned or abandoned by at least one parent. The types of direct services to be financed with grant funds included: child feeding programs, primary health services, clothing and shelter (especially small group homes), formal and non-formal education, and counseling for street children and orphans.

2.3 The Child in Need Project had three objectives:

- a) To reduce the number of children at high risk (defined as orphans, street children and children displaced during civil war);
- b) To increase the range and quality of services available to the target population; and,
- c) To increase the number of children receiving services.

The activities financed by the grant were to focus on de-institutionalizing the treatment and care of children, lengthening the amount of time children spend in school, and improving the capacity of service agencies to coordinate, plan and manage their activities.

2.4 This project had two principal components: a) subgrants to local private voluntary organizations (PVOs) and b) technical assistance and training (TA/T) activities. The total amount approved for PVO subgrants was \$183,342; \$92,100 were approved for TA/T. An additional \$93,270 were approved for Share's administrative expenses. The total amount of counterpart (World Share plus PVO in-kind contributions) was \$145,299.

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3. PROJECT IMPLEMENTATION

3.1. Subgrants: Over the life of project, a total of eleven subgrants to local organizations were approved. An inter-institutional committee comprised of World Share/Guatemala, UNICEF and ChildHope as voting members, and USAID/Guatemala as a non-voting member, reviewed and approved proposals according to the following selection criteria:

- o Activities that directly or indirectly reach orphans (by one or both parents) and abandoned children (target population)
- o Sensitivity to local traditions
- o Activities that support the overall sustainability of national systems for caring for the target population
- o Service delivery favored over research activities
- o Project has a training component for care givers, teacher, and outreach educators, with a focus on health and education activities
- o One-time activity that can be completed in the time frame proposed
- o Activities attempting to place children in non-institutional, small group units including the family, extended family or neighborhood
- o Preference to PVOs willing to participate in activities aimed at strengthening programs of community-based care and willing to coordinate with other PVOs and government organizations.

Table One contains summary information on the types of activities and number of children reached through the PVO subgrant component.

3.2. Technical Assistance and Training (TA/T) Activities: World Share supported the following institutional strengthening activities under this subcomponent:

- o an ongoing program of workshops and conferences to provide a forum for the exchange of information, materials and human resources;
- o provide TA/T as required to PVOs over the life of the project;
- o to finance the design and implementation of an information system that permits the continuous monitoring of project results.

World Share conducted 35 workshops, averaging 30 participants each. Table Two provides summary information on the workshops.

4. EVALUATIONS

4.1 Mid-Project Review

A mid-project review was conducted in July, 1992. The purpose of the review was to identify any implementation problems as a first step in designing a follow-on project, the Street Children Support Project, that was authorized in June, 1993.

The review identified various financial management problems with World SHARE's implementation of the grant. As a result of the review and further study of SHARE's accounting system, the Mission decided to reduce the amount of the grant from \$475,000 to \$368,712. The Mission amended the grant to limit the financing of PVO activities through subgrants to the eleven institutions that had already been approved. And finally, the Mission switched the funding mechanism from advances to cost-reimbursement to reduce vulnerability of U.S. government resources.

The review also demonstrated that the project was too geographically diffuse to have any demonstrable impact. World Share provided support to 11 small organizations that worked primarily with orphans and abandoned children in various urban and rural environments. A total of 1200 children received direct support under the grant. The Mission also determined that Share should focus more attention on institution-building activities with subgrantees, especially as related to managing U.S. government resources and designing innovative approaches to "de-institutionalizing" children. Many of the subgrants supported basic operating expenses such as housing and feeding children, despite the original intent of the project to move away from institutional approaches.

4.3 Final Evaluation

The final evaluation was designed and contracted for by World Share and concluded that the Child in Need Project was largely successful. The principal findings of the evaluation are summarized below:

4.3.1 Impact on the Participating Institutions (Subgrantees)

- o In general, all of the subgrantees benefitted from the project. Some PVOs strengthened their administrative capacity, although others covered only personnel costs with grant funds.
- o Several subgrantees improved their infrastructure, thereby enhancing their capabilities to care for children in the target population.

4.3.2 Impact on Children

- o Ten of the 11 projects succeeded in increasing the level of formal primary education of the beneficiaries.
- o Two of the most important educational interventions for the children were sexual education and awareness building of legal rights of children.
- o Many of the activities financed through the subgrants were income generating activities such as vegetable gardens microenterprises such as clothing. These are appropriate strategies in that they increase the sustainability of programs; however, it will probably be several additional years before the benefits are fully realized.

4.3.3 Impact at the Community Level

Most of the subgrantees had some impact beyond the walls of their respective institutions in the communities where they were located. For example, some institutions have extended training activities or opportunities to participate in microenterprise activities to community members. In many cases the participants were single mothers and/or adolescents.

5. CONCLUSIONS AND LESSONS LEARNED

The principal lessons learned that emerged from the mid-project review included:

- o The sheer numbers of street, working, and abused children exceeded the institutional capacity of local PVOs to provide services.
- o Project should have a limited programmatic/geographic focus in terms of service delivery.
- o Guatemalan PVOs involved in service delivery to street and working children have limited exposure to innovative models developed in other settings.
- o Insufficient understanding of the nature and scope of the problems of street and working children in Guatemala limit the capacity of both PVOs and international donors to respond adequately to the problem.
- o PVOs often have limited financial and management capabilities and, therefore, efforts to support PVOs should include strengthening of

management systems.

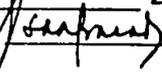
The Mission incorporated these conclusions into the design of a new project with a much tighter focus on children living and/or working on the street and abused children, particularly in Guatemala City. The purpose of the new project is to enhance and promote the basic human rights of children through increasing overall public awareness of and improving the policy environment for children's rights and through improving the capacity of PVOs to design and deliver services.

Clearances: OH&E: GCook



Date July 11/94

PDM: SCordoba



Date July 6, 1994

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**ASOCIACION SHARE DE GUATEMALA
CHILD IN NEED PROJECT**

Name of NGO Sub-Grantee	Amount Approved	Amount Disbursed	Counterpart Funding (I)	# Children Reached	Geographic Region	Type of Project
Asociacion Casa Alianza	80,000.00	80,000.00	75,555.00	14	20 Avenida 13-32, Zona 7, Kaminal Juyu II Guatemala City (urban)	Social Services for street children
Asociacion de Coop. Desarrollo Rural de Occidente	39,248.64	39,248.64	35,630.00	201	6a Avenida 6-15, Zona 4 Totonicapan, (Rural)	Microenterprises development with orphans
Asociacion de Desarrollo Todos Juntos	122,299.00	85,254.37	52,305.00	10	Parajes La Calera y Canton Rancho de Teja, Totonicapan (Rural)	Handicrafts training for children displaced by civil violence
Asociacion Misioneros del Camino	100,000.00	95,071.69	77,300.00	39	12 Calle 32-26, Zona 7, Tikal III Guatemala (Urban)	Social services for abandoned and abused children
Centro Vivamos Mejor	75,794.98	73,763.40	51,000.00	202	Rio Dulce, Livingston, Izabal (rural)	Microenterprises Dev for children displaced by civil violence
Cooperativa Agricola Integral Parracana, R. L.	49,916.00	49,916.00		81	Canton Chuchecic, Sta. Lucia Uatlan Solola (rural)	Handicrafts Training for orphans/ children displaced by civil violence
Guarderia San Jose El Rancho	76,300.00	53,845.84		97	El Rancho, El Progreso (urban)	Daycare/overnight care for abandoned children and children of single mothers
Hogar Nuevos Horizontes	66,585.35	40,632.57	199,819.00	16	6a. Calle 5-37, Zona 1 Quetzaltenango (rural)	Social services for orphans and children of single mothers
Mision Cristiana Gestemani	80,175.00	57,000.00	42,830.00	171	4a. Calle 19-47, Zona 3 Quetzaltenango (rural)	Social services for street children
Plan Latinoamericano Niño a Niño	117,900.00	77,035.44		160	6a. Avenida 4-71, Esquipulas (urban)	Training children (14-16 yrs) as educ. and health promoters
Proyectos Educativos Regionales de Auto-Ayuda	38,000.00	38,000.00	30,017.26	429	6a. Avenida 8-25, Zona 2 Guatemala (urban)	Basic Education and life skills for working children (girls)
TOTALES	846,218.98	689,767.95	564,456.26	1420		

Guatemala, Octubre, 1993

TABLE 2

**DETAILED INVESTMENT OF THE TRAINING COMPONENT
CHILD IN NEED PROJECT
(Period from 11/01/92 to 10/29/93)**

	COURSE	DIRECTED TO	BEGINNING	ENDING
1.	Legal aspects and children rights	Principals/Executive personnel	Oct/15/92	Oct/16/92
2.	Educational principles	Operative personnel ¹	Oct/08/92	Oct/09/92
3.	Project design	Technical personnel ²	Oct/19/92	Oct/20/92
4.	Educational principles for high risk children	Operative personnel	Oct/26/92	Oct/27/92
5.	Research Techniques and presentation of reports	Technical personnel	Oct/27/92	Oct/28/92
6.	Health Education (Preventive)	Operative personnel	Oct/29/92	Oct/30/92
7.	Sexual health for teenagers and children	Technical personnel	Oct/30/92	Oct/31/92
8.	Sports and recreation -Coban-	Operative personnel	Nov/26/92	Nov/27/92
9.	Training of trainers	Operative and technical personnel	Nov/05/92	Nov/06/92
10.	Sports and recreation -Solola-	Operative personnel	Nov/19/92	Nov/20/92
11.	Sports and recreation -Zacapa-	Operative personnel	Nov/23/92	Nov/24/92
12.	Fiscal Legislation update	Technical personnel	Dec/02/92	Dec/03/92
13.	Project Planning	Technical personnel	Dec/03/92	Dec/04/92
14.	Children's rights legislation	Technical personnel	Dec/04/92	Dec/05/92
15.	Street children abuse	Technical personnel	Oct/14/92	Oct/16/92
16.	Analysis and concl. Street Kids Interamerican Meeting	Technical personnel	Oct/24/92	Oct/25/92
17.	Occupational Therapy	Technical personnel	June/29/92	June/30/92
18.	Diarrheal Syndrome	Technical personnel	July/05/92	July/06/92
19.	Occupational Therapy	Technical personnel	July/12/92	July/13/92
20.	Occupational Therapy	Technical personnel	July/26/92	July/27/92
21.	Diarrheal Syndrome	Technical personnel	Aug/02/92	Aug/03/92
22.	Diarrheal Syndrome	Technical personnel	Aug/09/92	Aug/10/92
23.	Immunization	Technical personnel	Aug/16/92	Aug/17/92
24.	Respiratory Diseases	Technical personnel	Aug/23/92	Aug/24/92
25.	First Aid	Technical personnel	Aug/30/92	Aug/31/92
26.	Occupational Therapy	Technical personnel	Sep/20/92	Sep/21/92
27.	Accounting	Technical personnel	June/24/92	June/25/92
28.	Occupational Therapy	Technical personnel	July/08/92	July/09/92
29.	First Aid	Technical personnel	July/15/92	July/16/92
30.	First Aid	Technical personnel	July/22/92	July/23/92
31.	Diarrheal Syndrome	Technical personnel	July/29/92	July/30/92
32.	Diarrheal Syndrome	Technical personnel	Aug/26/92	Aug/27/92
33.	Respiratory Diseases	Technical personnel	Sep/02/92	Sep/03/92
34.	Immunization	Technical personnel	Sep/09/92	Sep/10/92
35.	Self-sustainability	Technical personnel	Aug/17/92	Aug/18/92

1. Operational personnel that works with children
2. Technical personnel that works in the institutions