



THE EPISCOPAL CHURCH CENTER

815 SECOND AVENUE/NEW YORK, NEW YORK 10017

Telephone: (212) 867-8400
Cable Address: FENALONG, N.Y.
Telex: 971271 DOM FOR MIS NYK

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SN = 49353

ANNUAL REPORT

YEAR TWO OF THE MATCHING GRANT
-NO. PDC-254-G-SS-4141-00-

BETWEEN

THE OFFICE OF PRIVATE AND VOLUNTARY COOPERATION
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

AND

THE OVERSEAS DEVELOPMENT OFFICE
THE EPISCOPAL CHURCH U.S.A.

SUBMITTED BY
JANE M. WATKINS, DIRECTOR

PREPARED BY
KIRSTEN M. LAURSEN
PROGRAM OFFICER

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ECUSA YEAR TWO MATCHING GRANT REPORT

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THE EPISCOPAL CHURCH U.S.A. - OVERSEAS DEVELOPMENT OFFICE
MATCHING GRANT # PDC-0254-G-SS-4141-00 YEAR TWO
REPORT TO THE U.S.A.I.D. OFFICE OF PRIVATE AND VOLUNTARY COOPERATION

I. SUMMARY

During Year II of the Matching Grant, the ODO continues to work towards the goal of assisting overseas churches to build their own development capability. In the final quarter of Year II, twenty-one Development Officers are in place, as well as other staff ranging in areas of responsibility from trainers/animateurs to secretarial support staff. Four development offices have been established in the Philippines, one national and three diocesan; one office has been established in the Diocese of Haiti; twelve offices have been established in Kenya, one National level office and eleven diocesan offices; and one diocesan office has been established in Liberia, with three regional officers, one in each of the deaneries of the diocese.

Development offices in all countries are equipped to deliver training for community organization and project planning. In addition, Development officers and coordinators link local communities and groups with resource, technical and funding assistance.

As we near the conclusion of the second year of the Matching Grant program, programs in each of the four countries are becoming increasingly independent and autonomous, as demonstrated through such signs as long range planning in place, diversified funding sources, training models adapted and being replicated locally, and the demonstrated commitment of church officials to programs. This report will examine the program in each country, and discuss strategies used by the headquarters office.

II. BACKGROUND

In the past two years the focus of the Overseas Development Office of ECUSA has shifted to human resource development. Prior to that, the office had focused on projects such as building educational institutions. With a new director whose specialty is management training and organization development, the grant focuses on development aid to increase local skills and awareness which can be applied to addressing local needs. To a large extent, this program is designed to finance the exchange of experience and information on both local and international levels.

The purpose of establishing development offices and training development officers is to equip partner churches with trained personnel who can plan and manage development projects at the local level. Development officers receive training in such areas as training skills, community organization, communication skills, planning and management. Locally trained people effectively facilitate programs which truly address community needs as well as providing continuity within the structure of local communities and parishes.

This three-year program was designed in response to requests from overseas for a partnership which focused on the capacity for a more effective self-determined role in which programs are designed and implemented locally, based on locally developed criteria and encouraging a high level of community participation.

III. APPROACH

The approach of this program is for ECUSA to work collaboratively with the partner churches to 1) design programs and training for church personnel to further their skills in development planning and implementation and 2) to institutionalize a structure and process for development work and programs. Target groups are regionally identified church community leaders. After receiving training, funds are available to establish offices and support further training for key regional leaders as identified in the individual country strategies.

The objectives of the grant are:

- Help select and train development officers for dioceses and provinces.
- Provide training in how to plan and manage community based development programs in overseas dioceses.
- Provide technical assistance for long range planning for development programs in overseas dioceses.
- Set up and test curriculum at the UCLA Development Institute to train both US and overseas personnel.

The strategy to establish local development institutions involves five steps:

- 1) Research local structures and processes which influence community organization (i.e., community leadership roles)
- 2) Identify leaders to be trained as development officers, usually done by the diocese.
- 3) Design training programs to build skills in community leadership, participative planning, communication skills, planning and management, and other areas as requested by development officers.

NOTE: A primary emphasis of training is to equip development officers with skills to facilitate effective participative programs at the community level. Development officers aim to further the ability of communities as to how they can best define and meet their own needs with the effective utilization of available resources. Action planning is a key design element in all training.

- 4) Ongoing evaluation based on responses to training and follow up requests
- 5) Provide planning and technical assistance for the establishment of development offices (Diocesan and Provincial) in order that offices are able to function as a resource to the community on an ongoing basis.

The intended outcome of the program is that overseas dioceses establish an internal capability for development programming. Through trained development personnel, churches will be able to be increasingly autonomous. Through appropriate training methodologies, groups are able to take steps to address their identified needs with minimal outside assistance.

Each country develops a strategy independently, in consultative participation with the ECUSA Overseas Development Office. In each of the four countries, the program has been established differently, based on the criteria of the local church leadership. For example, in Kenya, the Development Officers received training prior to assuming their positions as Development Coordinators in each of the dioceses. Approximately one year later, the office of the Provincial Coordinator was established to assist in coordinating programs as needed on a National level.

In Liberia, a series of workshops have been led with the diocesan and deanery development committees as well as the clergy. Results of this training include the establishment of criteria for the establishment of a development office and selection of officers, as well as clear expectations of the roles of development officers, committees, parishes, and clergy in the development process. When the Development Officers return from their UCLA training this fall, this groundwork will give them a base for their work.

In Haiti, development coordinators are being identified locally through lay leaders. Training is being conducted by a team of three animateurs. Based on information gathered in response to local training, advanced training for regional coordinators and key lay leaders will be structured and planned for the next 5 months, with the goal of having locally appointed and locally supported development coordinators in place by the end of Year III.

In the Philippines, the Filipino team returned after 1984 UCLA training to institute a system of training and community organizing, and a structure for proposal preparation, approval, and accountability. This structure has improved the ease and efficiency with which local groups receive grants.

The remainder of this report will document the achievements of each country, concluding with a benchmark summary of the entire program, and a reflection on lessons learned.

IV. COUNTRY REPORTS

HAITI

One of the key objectives of the the Office de Developpement de L'Eglise Episcopale(ODEE) d'HAITI is to establish itself as a mechanism for coordinated development for the Church of Haiti. Through the Matching Grant, this objective is being achieved.

Historically, development work of the Church in Haiti has been centered in individual missions and parishes. Each priest is in charge of a parish which consists of at least 4-6 individual missions. Many small programs and projects are begun in these missions. Because of the frequently spontaneous nature of this programming, projects fail. Failure is also caused by a lack of trained personnel and a lack of access to technological assistance. In addition, numerous private donors often fund programs which they think necessary to the community.

The ODEE is working with the Haitian Church to provide training for community based leaders in both participative planning processes and specific technical assistance.

During Year 1, the office was established and staff identified. Year II has focused on identifying regional community leaders in each of the five regions, and providing basic training in planning and managing small scale development projects.

Following a request from the Office de Developpement of the Episcopal Church in Haiti, the ODO through the Matching Grant arranged to send two trainers to Haiti to conduct a workshop on How to Plan and Manage a Development Project in September 1985.

The September workshop had 26 participants representing the five regions of the country. The workshop met with great success. Individual comments refer to the planning model as a useful tool to analyze why projects have failed in the past, and how to plan more effectively in the future. Other comments refer to the increased awareness, the importance of sharing ideas and making a community plan.

One of the goals of the September workshop was to expose leaders from other regions to the resources of the ODEE. It was hoped that people from other areas in the country would be encouraged to view the ODEE as a training and technical resource to development programs.

The five day workshop on planning and managing small scale development projects also showed that the ODEE had identified the importance of a varied representation. The group of 26 included former government officials, lay leaders from the mountain areas, highly educated individuals working with other voluntary organizations, priests, health workers, and others. The dynamic was very useful because having such a diverse group meant that the varied strata of Haitian society were able to sit together and confront what development really represented to them, and to examine how they were doing "development work"

Of the 26 original participants, 25 returned for an evaluation of the impact of the training one month later. This evaluation meeting resulted in plans for workshops to be held in each of the other regions based on the model presented in September. Three ODEE resource committee members with previous experience in community organization were identified to conduct these trainings.

Many of the evaluations ask that in the future the group be divided into those educated people who speak French and those people from the rural areas who respond only to Creole. (The training was done both in French, and Creole). The frustration around the language issue was for many a learning experience and a reality of Haiti. Some participants recognized the value of working together; others adhered to a more separatist view.

Because of the political situation, particularly the February events, the regional training schedule has had to be adjusted. However, during this Year, four regional workshops have been held. Seminars have been held in:

Region III	Leogane	April 7-10,
Region IV	Arcahaie	May 5-8,
	Montrouis	
	La Gonave	
Region I	Gros Morne	May 27-29
	Cap Haitien	
	Gonaives	
	Port-de-Paix	
Region II	Plateau Central	July 28-Aug 1

Port-au-Prince is considered Region V, and was included in last September's workshop.

In conducting the three seminars to date, the three animateurs have translated the action planning model into the Creole language, and have developed an outline for conducting a training workshop.

In July, the ODO Program Officer and ODEE Coordinator will explore plans for training the regional leaders identified through the regional workshops. Year III emphasis will be on training this network of community leaders in specific skills for community organization, training design, management, and technical areas as requested.

A September seminar will be held for all lay leaders centering on how to organize the social education and development work of the diocese. Information and data collected will be used to define further training to be conducted in the fall of 1986 and 1987. An important goal of this seminar is to foster a sense of coordination and team building.

As a response to the political crisis, the ODEE has assisted in establishing a social ministries center known as the Bethanie Center. Office space and land have been donated by the Church. The purpose of the program is to assist individuals and families to rebuild businesses lost during the uprisings, or to begin new ones. In some cases, grants are also made for emergency assistance. The program is now essentially autonomous, with a staff of volunteers. Funds have been provided for loans and emergency grants through such sources as the Presiding Bishop's Fund for World Relief. Technical assistance is provided through the ODEE as requested.

For the past year, as part of the office function, the ODEE has published a newsletter which is distributed in English and French/Creole. This newsletter is distributed to all churches in the diocese, as well as to other interested organizations and community groups. Recipients also include parishes and organizations in the U.S. who have been involved in some way with the program in Haiti. Articles cover church events, especially development programs such as: training of health workers, reports of seminars, and agricultural programs. Articles are submitted from every regions.

The newsletter plays an important role as a clearinghouse for information, enabling distant communities to learn from each other, and making known what resources are available to assist community groups as they undertake development projects. For donor readers, the newsletter provides an assessment of current church programs and needs.

A second way in which the ODEE is serving the rural community is to act as a clearinghouse for individual parishes who want to participate in larger programs such as the potable water program sponsored jointly by SNEP and UNICEF. ODEE is able to assist communities to fulfill the requirements of the program, and thus become recipients of handpump wells as well as training for maintenance of the pumps.

The ODEE works closely with College St. Pierre, a major secondary school in Port-au-Prince and a program of the Diocese of Haiti. Because Rev. Francois is the Director of the College as well as the Director of the Development Office, the ODEE places emphasis on integrating the students into development work both through seminars, and also using the students in the development office. This emphasis is unique to Haiti as one of the four participants in the Matching Grant program.

During the summer of 1985, a one month summer program was piloted at the Merger Agricultural Training Center to provide students of College Saint Pierre to with exposure to applicable rural skills such as mechanics, textile crafts, basic health care and food preservation. The second summer school program is scheduled to be held this summer. The program is staffed by representatives of the Development Office, the College, and other church related development projects. For example, a health trainer from the International Nursing Services Association (INSA) conducted the health training portion of the workshop. Because the program is held in a rural area outside Port-au-Prince, students are given an opportunity to work on community skills as they interact with local people. Response from the students to the program was positive. The second summer program is scheduled for the last two weeks of July.

It is the goal of the College to establish a Diploma in "appropriate technology" in order to train a cadre of young Episcopalians sensitized to the needs of the rural areas as well as methods of working effectively with rural people. One of the long term goals of the Development Office is to utilize the Merger Agricultural Training Center for such a program.

HAITI SUMMARY

To date, the Office de Developpement de L'Eglise Episcopale d'HAITI, as a registered PVO has achieved its goals of the first two years of the Matching Grant program through the establishment of the office, identifying and training regional community leaders, and beginning to serve as a technical resource and coordinator of development programs for the diocese. Year III will provide more advanced training for the regional development coordinators, and training for clergy.

KENYA

In Year II of the Matching Grant program in Kenya, 11 Diocesan Development Offices are in place. In addition, a Provincial Office has been established in Nairobi, with support provided from a partnership agreement with the Anglican Church of Canada. With the support of the Matching Grant, Dioceses are provided with salaries for Development Coordinators, travel funds, office supplies, and salaries for support staff. The result of this support is a process, now in place, which enables all of the Dioceses to respond to requests for assistance with development programs as well as to initiate training which fosters and encourages participative planning within local churches.

In January of this Year USAID sent an evaluation team to Kenya. A copy of that report is attached. The report details the history of the CPK development approach, as well as documents achievements of the Matching Grant within the Kenyan church structure. Recommendations of the report have been useful to this office, and will be pursued in December, when the Overseas Development Officer will be meeting with the Development Coordinators and the Bishops. For example, training for bishops and clergy in the process of development planning, similar to the Development Coordinators, will be considered.

The Matching Grant is enabling each Diocese to provide a training and planning resource to communities who are trying to start small development projects. Because of the number of Dioceses, the amount received in each Diocese is small: \$9091 per year. This money effectively leverages other sources of support identified in the dioceses. Such support ranges from local participant expenses to meet training costs, to grants from international donors such as EZE and ICCO.

In order to further meet the training needs of the diocese, ECUSA and the CPK are preparing an in-depth training proposal for the next three years which will include training for the clergy and bishops, the Development Officers and their staffs and the KERAWOP (Kenya Rural Area Women's Project) trainers. This proposal is designed to further the work begun under this Matching Grant to institutionalize a training capability in the Church for human resource development, management, and community organization. The program proposed will unify, broaden, and strengthen the training.

To date, the KERAWOP Program consists of four workshops. The final workshop will take place in December of this year. Components of the program are:

- April 1985
 - Design of Leadership model with 15 Kenyan and 9 American women
 - Piloting of the model with six rural women's groups all over the country
- July 1985
 - Presentation of Training Model at the Decade for Women Conference in Nairobi
 - Group process training
- November 1985 - Listening skills, communication skills
- March 1986 - Group process and leadership styles
- December 1986 - Organizational development

In November, 1986, the KERAWOP trainers decided to expand their group to include two representatives from each diocese, as well as two Presbyterian women. Invitations were sent, and in March, 1986, 27 women participated in the training.

KERAWOP is increasingly being recognized by the National Church as a program resource for development. In November, the original 15 Kenyan women were participants in the partnership consultation attended by the Kenyan Bishops, the Development Coordinators, representatives from the Anglican Church of Canada, Trinity Church Wall Street in New York, and the PBF/WR and the Overseas Development Office of ECUSA. In December 1986, the Development Officers have requested to meet jointly with the women trainers to discuss strategies of how to work together.

The KERAWOP program receives partial funding from the Matching Grant to cover the consultation expenses of the lead trainer. Local expenses for the workshops have come from grants from the Presiding Bishop's Fund for World Relief and the EZE, the German Church fund. Results of local training in individual dioceses vary; these include income-generating projects such as marmalade production and posho mills, increased planning skills, and a higher level of self-awareness. A complete report of this project is being prepared and will be available this Fall.

A significant addition to the Development Program of the Church of the Province of Kenya is the creation of the Provincial Coordinator's Office. This office is a result of the partnership consultation, mentioned above, held last October between staff of ECUSA, the Church of the Province of Kenya, and the Anglican Church of Canada. The consultation was designed to review the development program and consider other partnership opportunities which would include the Canadian Church. In April, 1986, the Provincial Coordinator, Victoria Mwafuga, was appointed. Her role will be to:

- Coordinate Provincial programming including training for the Development Officers,
- Prepare proposals and assist individual diocesan Development Coordinators in preparing proposals,
- Establish a communications process for information and resource sharing which would enable those dioceses which are more established to be a resource to new dioceses.
- Coordinate reporting

Examples of the role of this new office are: In July, in response to requests from the Development Coordinators, ECUSA arranged to send a health programmer from the Adventist Church to CPK to provide a workshop in health programming and then to visit specific dioceses to offer consultative services. This program was arranged by the Provincial Coordinator. A second example was assistance in soliciting reports to be submitted to this office. As this is an ongoing problem, particularly in Kenya, it is our hope that this new office will provide a procedure as well as assistance in preparing these individual reports.

Following their UCLA training, the Development Coordinators have been working to organize training for all levels of people in the community, from clergy to individual parishes. Utilizing community leadership and organizational skills from previous training, Development Coordinators are helping to identify needs and priorities.

In some instances, based on data gathered, the Diocesan Development Coordinator then puts together a proposal for a specific project which requires external assistance. For example, in the Diocese of Eldoret, a proposal for small business enterprises is receiving funding which will assist in helping groups to start business projects. The Diocesan Development Office is also coordinating a five-year, community based,

health care program, and its Coordinator, also assists small groups to put together programs based on local initiatives: Five women's groups have received assistance with posho mills.

In Mt. Kenya Central, 3 training seminars targetting clergy and vestry have created 5 programs: Primary Health Care, Goat re-stocking, Bee-keeping, Food Production and Storage, and Industrial Training. The Development Coordinator sees bottom-up planning as a result of this training.

In Maseno West, the Development Office is running programs in health care, seminars for farmers, and women's leadership training.

It is not possible to report on all of the projects in which Diocesan Development Coordinators are involved. What is apparent is that after two years, Development Offices are in place and functioning on a full time basis. The role of the Development Officer is to be a planning resource to communities and parishes for development projects, a technical resource for proposal preparation, and a coordinating resource for information and resource sharing. Reports are on file in the Overseas Development Office in New York, which documents specific programs in each diocese.

Since the Development Coordinators have taken office, they have focused on needs assessments, surveys, training of local church groups, and in some instances proposal preparation. Matching Grant funds are leveraged not only by local contributions of staff time, source, and logistical support, but also by equipping each diocese with a technical arm which is beginning to coordinate programming in each of the regions.

In December the Overseas Development Officer will be in Kenya to meet with the Development Coordinators as well as the Bishops to discuss next steps for this program, explore possible ways to locally support these development coordinators, and review the Province wide training proposal designed to further institutionalize the development process within the CPK structure.

KENYA SUMMARY

In summary, the Church of the Province of Kenya now has development offices in each of the dioceses as well as a Provincial Coordinator. Additional training is needed to strengthen the ability of these offices to respond to local requests. This need is being addressed through a three year training proposal. Administrative and structural support could be strengthened, which will be addressed in meetings this fall. With a new provincial office in place, coordination of resources and assistance for such program will be made easier. As the KERAWOP women's training program nears completion, the Church now has an additional local training resource. It is also the intention of this office to use some of these Kenyan women to pilot this training in other African countries who have requested this program.

LIBERIA

During Year Two, the Episcopal Church of the Diocese of Liberia took additional steps towards institutionalizing the Development Office as part of the ongoing work of the Church. The Sixty-Third Diocesan Convention held in February, 1986 amended the Canons to provide for the establishment of a Diocesan Development Board with not less than twelve members to be appointed by the Bishop for a term of five years. This amendment entitles the Board to sit as a member of the Diocesan Council.

In July, three regional Development Officers were appointed to serve as coordinators and trainers for development programs in each of the three Archdeaneries. These three and the Diocesan Development Officer will attend the Development Institute training program at UCLA this fall.

Currently, the Diocesan Development Office is completing the data requirements necessary to register as a local Private Voluntary Agency. The completed package will be presented to USAID.

Since the Annual Report of Year One, three additional diocesan training workshops have been held. As previously reported, the Diocese of Liberia is emphasizing the training component for the first two years in order to have adequately trained personnel in each Archdeaconry who will assist in identifying, planning, and implementing development oriented activities from the community.

1. In July, 25 people - Bishops, Priests and laity - were trained in participative planning of development projects. Goals of the workshop were:

- a) To examine development as a process of enabling people to improve their standard of living and the quality of their lives;
- b) To distinguish the differences and similarities between development projects, charity, relief, and "macro infrastructure" projects;
- c) To use an action planning model and related techniques to design, develop, implement, and evaluate development projects.

Evaluation of this workshop by participants indicated that the workshop did achieve these objectives.

2. From November 10-16, 1985, a workshop with similar objectives was held for 25 representatives and clergy from the three Archdeanery development committees. At this point, a concern of the trainers and program officers was that future workshops include a broader representation of church membership in order to provide skills training to those people engaged in small scale community development projects.

Also, during this time, the abortive coup attempt took place. Although the workshop was completed, its impact was minimalized as people's attention was turned towards the national crisis.

3. The third training seminar, for the clergy of the Diocese, took place from March 16-20, 1986. Participants included the 33 clergy of the Diocese, and 5 lay people. Training was conducted by the ODO Program Officer, a consultant, and the Diocesan Development Officer.

Of all of the workshops conducted to date, this workshop was most successful. Objectives of the workshop were to:

- a) Expose participants to the development thrust, aims, and purpose of the Diocese;
- b) Solicit the cooperation of the clergy in the development efforts of the Diocese;
- c) Sensitize participants to concepts, beliefs and values about development;
- d) Introduce the action planning model as a planning mechanism for community based development projects.

Clergy, as leaders in the community, are essential to Diocesan Development efforts in terms of coordination and a team approach. Approximately one third of the workshop time was given to defining roles and responsibilities for:

Diocesan Development Committee
Diocesan Development Office and Coordinator
Archdeanery Development Committees
Archdeanery Development Officers
Clergy

Participants discussed their expectations and perceived responsibilities for each of the above five groups. In addition, they identified the role of the clergy in relation to each of the groups. The result of this small group work was a creative and lively discussion of the role of the clergy in development as integral to the development process. Trainers and the Liberian Development Officer felt that this workshop imparted a sense of ownership to the clergy who had previously resisted a "new office" and viewed their work as separate.

One outcome of the conference was a request that the Development Office host a clergy conference every year. The next conference is scheduled for January 1987.

A second positive result was the active involvement of the clergy in the selection of the three regional development officers.

The Diocesan Development Office is now fully functioning. Matching Grant funds have enabled the office to be fully equipped with a typewriter and copy machine. At present, the salary of the Office manager/secretary is also provided through grant funds. Office space is donated by the Diocese.

The Diocesan Development Officer has now been appointed. Mr. Robert Ellis, who has been acting as the Development Officer, will assume the position permanently in September, 1986. During the past two years, he has also acted as the Planning Officer for the Province of West Africa. In this capacity, Mr. Ellis has travelled extensively throughout the Province. He has recently compiled a document assessing the development needs and priorities of each of the dioceses in the Province. This report is currently being used to provide background information for considered expansion of this program into other countries in the Province.

During the month of August, the consultant who has been conducting training in Liberia piloted the Women's Leadership Training (which was designed in Kenya) with partial support from the Matching Grant. Between thirty and forty women participated in an introduction to the model. The consultant will also assess interest in establishing a two-year Women's Training of

Trainers course as part of the program of the Diocesan Development Officer. These women trainers would, as in Kenya, provide a resource not only to the development programs of the Church, but to many other aspects of the community. It is our long range plan that these women will become training resources to church programs in other African countries.

Also during August, a team-building workshop took place for the newly appointed Development Officers from each Archdeanery. Three development officers were appointed July 1, 1986. At present, they are gathering regional data which will be used in designing their UCLA Development Institute training program scheduled for this fall. Information will be used to assess the needs of each area, as well as to identify existing group and community structures and resources. Monthly stipends for each of these Development Officers is provided through the Matching Grant. These three regional officers report to the Diocesan Development Officer.

During the past few months, the training design for this fall's UCLA program has been completed, although it remains flexible in order to incorporate requests from the Liberian team when they arrive in Los Angeles for orientation. Key components of the training program include:

- 1) How to organize, set-up, and establish development offices
- 2) Team-building concepts
- 3) Methods of problem-solving
- 4) How to organize constituencies for development
- 5) Elements of cooperatives and marketing
- 6) Record keeping
- 7) Financial management
- 8) Strategies for development implementation
- 9) Roles of women in development
- 10) Training skills
 - leadership skills
 - group process
 - design skills
- 11) Introduction to TRAINING FOR TRANSFORMATION
- 12) How to lead workshops on "How to Plan and Manage A Development Project"
- 13) Specific technical areas as requested based on data from the regional officers
- 14) Long term planning

The Liberian Development team will return to Liberia in December. Emphasis in 1987 will be placed on community based training and project planning. Part of the Year III grant funds will be used as a small loan fund to assist the development officers in meeting project requests.

LIBERIA Summary

Due to the continuing political uncertainty in Liberia, program planning and implementation is proceeding slowly. However, we do see that the Church in Liberia has established the Development Office as a long term resource through institutionalizing the structure and appointing a total of four development officers. During Year III of the program, community projects will be planned and local training will be conducted. According to Year III plans, part of the grant funds will be used to assist community development programs through a grant fund.

PHILIPPINES

In the Philippine Episcopal Church (PEC) the Matching Grant has been used to support the administration and training of a national office and three diocesan development offices. A fourth diocesan development office was recently created, (as a new Diocese was created in Tabuk in 1986,) and some grant support is now being channeled to the new office.

In terms of the overall plan of the Development Commission of the PEC, there are four levels of organizational self-reliance within the church context: Local level (organized missions and aided parishes); Diocesan level (Diocesan administration and new work); Institutional level (mission schools, hospitals, etc.); and National level (national council office, commissions, etc.).

The three year matching grant program is geared primarily towards local level self-support, and the establishment of effective support mechanisms including adequate training, planning and administration to achieve this end. The long term goal of the program is the attainment of financial self-support for development projects through establishing income generating projects at the local community level. Matching grant support is enabling this goal to be achieved through three objectives:

- 1) Establishment of national and diocesan development offices
 - employ and train development officers, support staff; supplies and equipment;
- 2) Provision of training in how to plan and manage community based development projects in the dioceses and local congregations;
- 3) Extension of project support activities in terms of project proposal writing and appraisal, funding sources and project evaluation.

Year I and II of the grant program have focused on the training of Planning Support Teams. To date, ten deanery-level workshops have generated 182 persons trained as planning facilitators. Year Two objectives of this training are to equip team members with skills to plan, organize, and implement local planning workshops. At local planning workshops, team members work with community residents in participatory planning for local projects.

Nine local planning workshops were held in the Southern Diocese, facilitated by trained planning support teams. These workshops seek to involve local residents in the process of identifying local self-support projects, undertaking project feasibility studies, working out plans of action, and organizing local project committees. Workshops were held in the Southern Diocese in Maguindanao, Davao, and Southwestern Mindanao provinces. This diocese has extended local training programs further than the other dioceses.

In the Diocese of the Central Philippines, five workshops for Planning Support Teams have been held, with three follow up sessions to check on post-training action plans. The office was also involved in drawing up diocesan project plans, foremost of which are the short term and long term plans for social concerns, autonomy, community service buildings, and a savings and loan association. A field survey for a proposed community water system was conducted and follow-up deanery trainings were planned.

In the Northern Diocese, six Training Workshops for Planning Support Teams have been conducted. Project support in terms of planning and funding linkages are being provided for the following: Alab piggery, Lubon Water Supply Project, Nabitic Water Project, Balili Waterworks, and St. Anne's Mission Integrated Rural Agricultural Project.

A National Skills Training Workshop on Project Feasibility Analysis was held in October 1985 with 32 participants from the three dioceses and the national office including development committee members, development staff, and local priests. A 73-page Project Preparation and Appraisal Manual was designed for use by development committees to improve their capability to effectively appraise project proposals.

Activities of the Philippine Episcopal Church workshop include

1. Introduction to the Workshop
2. Case Study: The Kalamansig Rice Mill project
3. Lecturette: Project Preparation
4. Case Study; Forecasting
5. Community and Membership Viability
6. Workshop: Ownership of Self-Support Projects
7. Case Study: Technical Feasibility/ the Kahilingan Project
8. Exercise: Organization and Management Feasibility
9. Case study: Market feasibility/ Tiduray Dairy Cooperative
10. Lecturette: Financial Feasibility
11. Case study: Rice Mill Project/Financial Viability
12. Financial Ratios
13. Cash flow exercise
14. Lecturette: Shadow pricing
15. Case studies: Cost benefit analysis
16. Caselets: Sensitivity analysis
17. Project feasibility Study Format
18. Post seminar evaluation
 - Questionnaire
 - Oral
19. Distribution of Certificates of Attendance

During the second quarter of Year II, the national development office prepared the Training and Operation Manual for Local Project Committees. This manual is used by both facilitators and participants of Local Planning Workshops.

In the structure of the Development Offices within the PEC, the Development Officer is concurrently the coordinator of the Community Organizing Work program of the diocese, a parallel program of the Self-Support Plan of the PEC.

In addition to training Planning Support Teams and Local Planning Workshops, diocesan development offices offer assistance in special seminars on such subjects as cooperatives. Follow up to training workshops is provided through field visits, appraisal of project proposals, additional advice in the finalization of proposals, and linkage with funding sources where necessary and requested.

The role of the national office is to coordinate the national program, provide opportunities for program consultations and feedback, locate resources where needed, and generate the necessary program reports. Funds are used for workshop and training expenses, salary support and office expenses, and manual printing expenses.

The Development Program in the Philippines Episcopal Church is functioning virtually autonomously. Offices are established and training is being generated locally. Manuals, which have been locally compiled and printed, consist of training activities and techniques from UCLA training as well as models which have been presented through this office. Funding linkages have been established with other funding sources, thus diversifying sources of support for the development programs, as well as indicating that a coordinated planning process is in place.

PHILIPPINE SUMMARY

According to the National Development Officer, in a Philippine Episcopal Church's report summary submitted in March 1986:

The Matching Grant has been very helpful thus far in providing support to the various development offices, with a new one to be established in the Tabuk diocese soon. More important than the support of these offices, the Matching Grant plays a vital role in the implementation of the various training programs thus described. These are intended to upgrade and provide a more lasting foundation for the formation of our people's internal capability for planning and managing viable development programs in the community level of identifying local human and material resources, effectively mobilizing genuine people's participation in the process of development, and, finally, in linking our people's latent energies and capability for self-reliant development with the resources and genuine partnership being offered by various development assistance agencies in the more affluent countries.

V. ECUSA MANAGEMENT

The role of ECUSA in the grant program is fund administration, joint program planning, technical and training assistance. Grant funds are used for the support of the matching Grant Program Officer, overseas consultants, and training expenses for staff. During this program year, consultants, working with the Program Offices, have been provided for the following purposes:

Haiti

- National Training in "How to Plan and Manage a Development Workshop"
- Long range and strategic planning

Liberia

- Deanery Development Committee workshops
- Clergy Workshops for "The Role of the Church in Development" and the Action Planning Model
- Team building for UCLA Training
- Women in Development training

Kenya

- Women's Leadership Training:
Communication skills, leadership styles, and group process
- Training of Trainers for Action Planning Model
- Primary Health Care consultancy
- ISTI/USAID Evaluation

Philippines

- Survey of Diocesan Development Projects (Evaluation Baseline Data):

This program is set up with minimal headquarters (Donor) control. All countries work in partnership with ECUSA and each participating group is responsible for writing and managing their own budgets. The stated objectives of the program in each country are: To institutionalize a development process through the local church structure by training development workers and to provide programmatic support. How this is done varies in each country, based on the structure of the local church, the current political situation, and the process already in existence. Individual strategies are explored in the individual country reports.

This grant is perceived in the field as a central grant, so that none of the Development Offices report to local USAID missions. Relations are maintained on an informal basis between USAID and ECUSA staff in the field accompanied by local staff. In addition, local contacts are made as initiated by local Development Officers. For example, The Development Coordinator of the Diocese of Liberia is engaged in registering the office as a local PVO. As offices become increasingly established each office will develop its own strategy for working with governmental and nongovernmental agencies.

Reporting procedures are on a semi-annual basis with reports to the ECUSA office. Reports consist of a financial and narrative summary of the program particularly in relation to Matching Grant support.

Over the remainder of Year II and Year III of the grant, special attention will be made in the areas of management assistance, strategic planning, and organization development. The program is designed to facilitate local self-evaluation of the grant program, as well as addressing organizational needs of individual programs such as the ability to determine and respond to local requests. Plans also include the sending of evaluation teams to each country for a comprehensive evaluation of the training model and institutionalization process.

VI. CONCLUDING REMARKS

Our current assessment of the Matching Grant program is positive. The program has facilitated institution building in all four countries through four dimensions.

1) National church structures have prioritized and supported the creation of an indigenous organizational structure designed to facilitate the planning and implementation of grassroots development programs.

2) With a minimal amount of funding, leadership for development has been strengthened in all countries. Training has been conducted for local development officers, laity, and clergy. Women's leadership training, piloted in Kenya, is now being started in Liberia, and will be introduced in Haiti in Year III of the grant. Leadership development is resulting in a clearly articulated and cohesive strategy for development in each diocese. Having a structure in place also creates opportunities for professional and voluntary leadership.

3) Local participation in the development process is being enhanced through leadership training and participative training models. Training is designed to enable church staff to assist people in building skills and self-awareness of how to address their own needs.

4) Partnership between international churches is being strengthened which facilitates more effective development programs. As offices are established and development officers trained, projects are planned and funded based on specific criteria determined locally.

VII. BENCHMARK SUMMARY

By the completion of the three year matching grant program, the following will be achieved:

HAITI

Office space located and equipped

Development Coordinator appointed and office staff hired

Summer school rural vocational training tested and in place for secondary school students of College Saint Pierre.

Technical training organized and delivered as requested from local communities, i.e., iron forge training, bee keeping.

Continued structural development of Merger Agricultural Training Center as resource for diocesan development strategy.

National workshop for "How to Plan and Manage a Development Project" (Action Planning). Conference for 100+ lay leaders to look at social education needs and define further training needs.

Action Planning training piloted locally in all 5 regions.

5 regional coordinators identified.

Advanced training for 2 - 5 rural leaders from each of 5 regions. Train and equip rural trainers/development coordinators from 5 regions.

Increase functions of Diocesan Development Office with regard to training design capability, technical assistance, resource and funding linkages.

Introduce women's leadership training model.

Long term planning strategy for continuation of ODEE work and training.

Evaluation

KENYA

11 CPK representatives plus the Provincial Secretary trained at UCLA Development Institute.

Development offices established in each diocese

Development Coordinators appointed to provide:

- local training resource for community groups, parishes and clergy.
- technical assistance, planning and preparation for projects.

Follow-up training provided for Development Coordinators

- training of trainers
- action planning
- specific technical assistance, i.e., health

Partnership consultation conducted to review development process and look at future opportunities.

- Anglican Church of Canada
- Church of the Province of Kenya
- Episcopal Church of the USA

Provincial Office funded and Provincial Coordinator appointed.

USAID Evaluation of Kenya program.

KERAWOP (Kenya Rural Area Women's Project)

- training designed, piloted, implemented locally by Kenyan Women
 - model presented at July UN Decade for Women in Nairobi
 - training of trainers
 - 1) communication skills
 - 2) leadership styles; group process
 - 3) organizational development; design skills
- Result: 24 Kenyan women trainers

Second partnership consultation to identify and plan next steps

- funding
- training

Continued planning assistance and support to eleven diocesan Development Offices and Provincial Office.

Evaluation

LIBERIA

Diocesan Development Committee organized and formally established in church structure

Functions of Committee identified.

3 deanery development committees established.

Development workshops held for all 3 deanery committees

- What is Development
- "How to Plan and Manage a Development Project"

Diocesan Development officer appointed.

Diocesan Development office established.

- equipped
- staffed (administrative assistant)

Development office established as local PVO.

3 Archdeanery development officers appointed.

UCLA intensive training for 4 development officers

- 3 deanery development officers
- 1 diocesan development officer.

Development offices established in the three archdeaneries.

Regional development committees established.

Clergy workshop in development training.

Development management training plan for:

- development officers
- development committees

Seed projects developed.

Women's leadership training piloted.

Follow-up, post-UCLA training for development officers.

Long term strategy building for continued institutionalization and support for development offices.

Evaluation

PHILIPPINES

Training for "How to Plan and Manage a Development Project", piloted with development office and selected church members.

Process for planning and funding a project established for development offices.

Development officers appointed.

Offices established, staffed and equipped.

- 1 national
- 3 diocesan

Training at Deanery level for planning support teams
(150 - 200 facilitators trained).

Manuals printed:

- 1) Training and Operation Manual for Local Project Committees
- 2) Project Preparation and Appraisal Manual

Training local planning implemented in all dioceses by planning support teams.

Long range - 5 year - self-support plan written.

All development offices fully functioning.

- community organization and training
- technical assistance
- funding assistance (proposal preparation and linkage with donors).

Evaluation.

HAITI
 USAID/ECUSA NATIONAL DEVELOPMENT OFFICE MATCHING GRANT
 ACTUAL & BUDGET INCOME AND EXPENSE FOR THE PERIOD SEPT 30, 1984 TO SEPT 30, 1986

EXPENSES	ACTUAL @ 3/31/86	BUDGETED 4/1/86-9/30/86	TOTAL
IN-COUNTRY			
Personnel	8,792.40	10,486.60	19,279.00
Travel	1,747.00	6,053.00	7,800.00
Training	11,100.00	16,400.00	27,500.00
Equipment	14,723.17	2,156.83	16,880.00
Supplies	4,311.34	929.66	5,241.00
Insurance	680.00	-0-	680.00(1)
Automobile Purchases	16,000.00	-0-	16,000.00(1)
Miscellaneous	2,276.54	11,023.46	13,300.00
In-Kind Expenses- Volunteer Support	<u>3,931.00</u>	<u>2,469.00</u>	<u>6,400.00</u>
TOTAL	63,561.45	49,518.55	113,080.00
INCOME			
USAID			45,000.00
ECUSA			45,000.00
ECUSA-VIM			16,680.00
IN-KIND INCOME-VOLUNTEER SUPPORT			<u>6,400.00</u>
TOTAL			<u>113,080.00</u>

(1) To be covered by ECUSA-Venture in Mission support

KENYA
USAID/ECUSA NATIONAL DEVELOPMENT OFFICE MATCHING GRANT
ACTUAL & BUDGET INCOME AND EXPENSE FOR THE PERIOD SEPT 30, 1984 TO SEPT 30, 1986

EXPENSES	ACTUAL @ 6/30/86	BUDGETED 7/1/86-9/30/86	TOTAL
UCLA DEVELOPMENT INSTITUTE			
Travel-International	24,212.04	-0-	24,212.04
Per Diem/Local Travel	12,358.00	-0-	12,358.00
Room & Board	15,335.00	-0-	15,335.00
Supplies	1,222.00	-0-	1,222.00
Consultants	1,650.00	-0-	1,650.00
Miscellaneous	<u>1,162.41</u>	<u>-0-</u>	<u>1,162.41</u>
TOTAL	55,949.44	-0-	55,949.44
IN-COUNTRY			
Personnel	110,352.50	14,288.50	124,641.00
Travel	14,924.00	8,534.00	23,458.00
Training	3,984.00	16,627.00	20,611.00
Supplies/office exp	9,119.25	894.75	10,014.00
Office rental	10,914.75	2,248.25	13,163.00
Equipment	<u>7,334.75</u>	<u>778.25</u>	<u>8,113.00</u>
TOTAL	156,629.25	43,370.75	200,000.00
TOTAL EXPENSES			255,949.44
INCOME			
USAID			127,374.72
ECUSA			<u>128,574.72</u>
TOTAL EXPENSES			255,949.44

LIBERIA
USAID/ECUSA NATIONAL DEVELOPMENT OFFICE MATCHING GRANT
ACTUAL & BUDGET INCOME AND EXPENSE FOR THE PERIOD SEPT 30, 1984 TO SEPT 30, 1986

EXPENSES	ACTUAL @ 6/30/86	BUDGETED 7/1/86-9/30/86	TOTAL
UCLA DEVELOPMENT INSTITUTE			
Travel	-0-	8,800.00	8,800.00
Per Diem	-0-	720.00	720.00
Room & Board	-0-	570.00	570.00
TOTAL	-0-	10,090.00	10,090.00
IN-COUNTRY DEVELOPMENT OFFICER WORKSHOPS			
Accomodations	23,369.80	5,000.00	28,369.80
Travel	1,915.00	1,900.00	3,815.00
Miscellaneous	97.50	100.00	197.50
TOTAL	25,372.30	7,000.00	32,372.30
DEVELOPMENT OFFICE			
Personnel	7,500.00	7,350.00	14,850.00
Travel	7,160.29	2,000.00	9,160.29
Equipment	8,355.42	-0-	8,355.42
Supplies	1,680.86	1,500.00	3,180.86
Miscellaneous	2,071.65	2,000.00	4,071.65
In-Kind Expenses			
Rent	1,500.00	300.00	1,800.00
Utilities	375.00	75.00	450.00
Salary-Officer	7,500.00	1,500.00	9,000.00
Office Equipment	900.00	-0-	900.00
TOTAL	37,043.22	14,725.00	51,768.22
TOTAL EXPENSES	62,415.52	31,815.00	94,230.52
INCOME			
USAID			39,082.86
ECUSA			42,997.66
IN-KIND INCOME			12,150.00
TOTAL INCOME			86,969.85

PHILIPPINES
USAID/ECUSA NATIONAL DEVELOPMENT OFFICE MATCHING GRANT
ACTUAL & BUDGET INCOME AND EXPENSE FOR THE PERIOD SEPT 30, 1984 TO SEPT 30, 1986

EXPENSES	ACTUAL @ 3/31/86	BUDGETED 4/1/86-9/30/86	TOTAL
UCLA DEVELOPMENT INSTITUTE			
Travel	8,240.40	-0-	8,240.40
Per Diem/Local Travel	5,150.00	-0-	5,150.00
Room & Board	7,155.00	-0-	7,155.00
Supplies	958.00	-0-	958.00
Consultants	1,878.00	-0-	1,878.00
Miscellaneous	<u>166.00</u>	<u>-0-</u>	<u>166.00</u>
TOTAL	23,547.40	-0-	23,547.40
IN-COUNTRY EXPENSES			
Personnel	15,195.84	15,280.99	31,476.83
Travel	1,542.79	4,368.42	5,911.21
Training/Conferences	10,209.86	10,399.93	20,609.79
Office Equipment	2,553.43	8,272.62	10,826.05
Supplies	3,286.46	1,868.42	5,154.88
Manual Preparation	1,259.74	2,000.00	3,259.74
Evaluation/Planning Support	3,744.96	315.78	4,060.74
Utilities	1,097.52	394.73	1,492.25
Miscellaneous	<u>1,942.96</u>	<u>2,842.73</u>	<u>4,785.69</u>
TOTAL	41,833.56	45,743.62	87,577.18
TOTAL EXPENSES			111,124.58
INCOME			
USAID			33,263.70
ECUSA			<u>77,860.88</u>
			111,124.58

ECUSA HEADQUARTERS
USAID/ECUSA NATIONAL DEVELOPMENT OFFICE MATCHING GRANT
ACTUAL & BUDGET INCOME AND EXPENSE FOR THE PERIOD SEPT 30, 1984 TO SEPT 30, 1986

EXPENSES	ACTUAL @ 6/30/86	BUDGETED 7/1/86-9/30/86	TOTAL
IN-COUNTRY			
Program Officer & Intern	51,676.41	8,323.59	60,000.00
Travel	60,948.62	5,051.38	66,000.00
Training	20,054.13	2,945.87	23,000.00
Miscellaneous	<u>580.76</u>	<u>419.24</u>	<u>1,000.00</u>
TOTAL IN-COUNTRY	133,259.92	16,740.08	150,000.00
KERAWOP (1)			
Consultant fees	14,850.00	-0-	14,850.00
Travel/Accomodations	36,751.07	-0-	36,751.07
Manual Preparation	2,643.50	2,500.00	5,143.50
Planning	1,215.67	-0-	1,215.67
Supplies	468.41	-0-	468.41
Miscellaneous	<u>246.36</u>	<u>-0-</u>	<u>246.36</u>
TOTAL	56,175.01	2,500.00	58,675.01
TOTAL EXPENSES	189,434.93	19,240.08	208,675.01
INCOME			
USAID			75,000.00
ECUSA-Matching Contribution			115,853.40
-EZE Grant (2)			<u>17,821.61</u>
TOTAL INCOME			208,675.01

(1) Kenya Rural Areas Womens's Project

(2) Evangelische Zentralstelle Fur Entwicklungshilfe E.V.-
Protestant Centai Agency for Development Aid (Germany)

ALL COUNTRIES
USAID/ECUSA NATIONAL DEVELOPMENT OFFICE MATCHING GRANT
ACTUAL & BUDGET INCOME AND EXPENSE FOR THE PERIOD SEPT 30, 1984 TO SEPT 30, 1986

	HAITI	KENYA	LIBERIA	PHILIPPINES	HEADQUARTERS	TOTAL
EXPENSE						
Personnel	19,279.00	124,641.00	14,850.00	31,476.83	60,000.00	250,246.83
Travel	7,800.00	23,458.00	9,160.29	5,911.21	66,000.00	112,329.50
Training/Workshop	27,500.00	20,611.00	32,372.30	20,609.79	23,000.00	124,093.09
Equip./Furniture	32,880.00	8,113.00	8,355.42	10,826.05	-0-	60,174.47
Supplies	5,241.00	10,014.00	3,180.86	5,154.88	-0-	23,590.74
Insurance	680.00	-0-	-0-	-0-	-0-	680.00
Office Rental	-0-	13,163.00	-0-	-0-	-0-	13,163.00
Educational Matl's	-0-	-0-	-0-	3,259.74	-0-	3,259.74
Utilities	-0-	-0-	-0-	1,492.25	-0-	1,492.25
Miscellaneous	13,300.00	-0-	4,071.65	4,785.69	1,000.00	23,157.34
Evaluation/Planning	-0-	-0-	-0-	4,060.74	-0-	4,060.74
UCLA Training	-0-	55,949.44	10,090.00	23,547.40	-0-	89,586.84
KERAWOP	-0-	-0-	-0-	-0-	58,675.01	58,675.01
In-Kind Expenses	<u>6,400.00</u>	<u>-0-</u>	<u>12,150.00</u>	<u>-0-</u>	<u>-0-</u>	<u>18,550.00</u>
TOTAL EXPENSES	113,080.00	255,949.44	94,230.52	111,124.58	208,675.01	783,059.55
INCOME						
USAID	45,000.00	127,374.72	39,082.86	33,263.70	75,000.00	319,721.28
ECUSA - Match	45,000.00	128,574.72	42,997.66	77,860.88	115,853.40	410,286.66
- VIM	<u>16,680.00</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>16,680.00</u>
TOTAL ECUSA	51,860.00	128,574.72	42,997.66	77,860.88	115,853.40	426,966.66
EZE	-0-	-0-	-0-	-0-	17,821.61	17,821.61
In-Kind Income	<u>6,400.00</u>	<u>-0-</u>	<u>12,150.00</u>	<u>-0-</u>	<u>-0-</u>	<u>18,550.00</u>
TOTAL INCOME	113,080.00	255,949.44	94,230.52	111,124.58	208,675.01	783,059.55

- (1) Kenya Rural Areas Womens's Project
(2) Evangelische Zentralstelle Fur Entwicklungshilfe E.V.-
Protestant Cental Agency for Development Aid (Germany)

U.S.A.I.D. - PBF/WR
YEAR II & III MATCHING GRANT BUDGET PROJECTION SUMMARY
(As of 5/9/86 in U.S. \$)

Prepared by the Overseas Development Office
The Episcopal Church Center

<u>Country</u>	<u>Personnel</u>	<u>Travel</u>	<u>Equip.</u>	<u>Training</u>	<u>Supplies</u>	<u>Other Direct</u>	<u>Total Yr II</u>	<u>Total Yr III</u>
Haiti	9,000	6,000	6,000	25,100	9,500	9,400	65,000	65,000
Kenya	57,154	10,534	3,113	16,627	3,579	8,993	100,000	110,000
Liberia	13,200	7,500	4,000	23,750	853	3,500	54,803	80,750*
Philippines	17,240	5,000	1,984	14,823	3,153	2,800	45,000**	35,000
U.S./ECUSA	<u>31,400</u>	<u>29,351</u>	<u>0</u>	<u>15,247</u>	<u>299</u>	<u>0</u>	<u>76,297</u>	<u>77,000</u>
Totals	127,994	58,385	15,097	94,250	17,384++	24,693	341,100	367,750
Budgeted Year II	144,100	67,000	12,400	83,500	3,400	29,600	340,000+++	

Footnotes:

- * = Includes \$10,197 Liberia/UCLA Training carry-over from Yr II to Yr III
- ** = Includes \$10,000 Philippines Training carry over from Yr I to Yr II
- ++ = Includes training materials and supplies (not broken out in Yr I projections)
- +++ = USAID/ECUSA funds are matched and used equally in each category
Total Year II USAID contribution now projected @ \$170,550