

出國報告（出國類別：啟動任務）

104 年度
索羅門洪災衛生計畫
啟動任務返國報告

服務單位：國際合作發展基金會人道援助處 劉玲君

任務期間：民國 104 年 1 月 17 日至 1 月 28 日

報告日期：民國 104 年 2 月 13 日

摘要

索國上(103)年4月1日至3日間遭遇有史以來最嚴重之洪災，在瓜達康納爾(Guadalcanal)省造成嚴重損失，本會與台灣世界展望會合作執行「索羅門洪災衛生計畫」，希望透過衛生推廣、供水系統修復及提供動物圍籬等方式，協助受災社區具備因應衛生與健康環境問題之能力與資源，進而改善災區衛生與健康情況，有助恢復受災區之生活情況及提升災民衛生與健康知識。另預計派遣兩名專案志工協助推動計畫。

為實地瞭解洪災造成影響及恢復現況、深化共同參與及合作之共識，本會派員參加啟動會議，以瞭解各利害關係人對本計畫之看法，確認渠等皆瞭解並投入相關活動，並檢視未來專案志工服務場域及工作內容，以確認其服務內容及環境是否合宜。

任務期間透過啟動會議上邀集各利害關係人進行座談，確保受益戶及相關單位明白計畫執行之背景、目的、活動項目及所需資源等，會議期間並主動增加台灣及本會簡介，達成充分交換資訊避免資源浪費並擴大計畫效益。未來將請 WWSI 協助嘗試將本會援助資金提報至 Office for the Coordination of Humanitarian Affairs Financial Tracking Service，以提升本會能見度。另為加強機構間之交流，將提供訓練機會予 WWSI。

此外專案志工參與應能提升我方能見度並培育國際發展援助人才，藉此機會擴大我國青年參與國際活動，加強台灣及索羅門間之交流。原定派遣衛教訓練志工及供水工程志工各乙名，協助推動計畫執行，實地勘查後發現供水志工所需背景實屬專業之人員，爰調整派遣兩名衛教訓練志工，每月生活津貼同時調整為 700 美元。派駐地點應為 Marau，每 3 週得返回首都辦理所需業務。服務滿 2 個月後應進行自我及 WWSI 評量，倘獲通過可繼續服務至 6 個月止；倘否則可於 3 個月期滿返國。

Executive Summary

The worst flooding in the history of Guadalcanal, Solomon Islands, caused severe damage from April 1 to 3, 2014, leading the TaiwanICDF to work with World Vision Taiwan in implementing the Solomon Islands: Addressing Health and Hygiene Needs of those Affected by the Solomon Islands Flooding in Weathercoast, Guadalcanal project. The hope is that by providing health and hygiene training, and by restoring water supply systems and households' livestock pens and corrals, affected communities within the target area will be empowered to acquire the abilities and resources needed to cope with natural disasters, and that health, hygiene and sanitation knowledge and the environment of the affected area will be improved. Two Taiwanese volunteers will also be dispatched to the project site to facilitate project implementation.

To understand the impact of the flooding and the area's current status, and to deepen consensus on mutual participation, one member of staff from the TaiwanICDF participated in the project's inception mission, meeting with the relevant stakeholders to further confirm the understanding and participation of such stakeholders with respect to the project, as well as examining the TaiwanICDF volunteers' service model and location, and reviewing associated safety and security, and confirming the suitability of the services to be provided and the working environment.

During the inception mission, the project's background, purpose, activities and necessary resources were satisfactorily introduced to all stakeholders. Such stakeholders were also presented with a suitable introduction to Taiwan and the TaiwanICDF, and a comprehensive exchange of information took place so as to avoid any waste of resources,

and to maximize project benefits.

In order to increase the visibility of the TaiwanICDF, World Vision Solomon Islands (WVSI) will be requested to report the source of funding of this project to the Office for the Coordination of Humanitarian Affairs Financial Tracking Service. A training opportunity will also be provided to WVSI to enhance mutual communication.

The participation of the TaiwanICDF volunteers in the project should be able to promote Taiwan and cultivate talent among young people dedicated to international development, and represents an opportunity to expand the involvement of young Taiwanese people in international activities, and for increasing exchange between Taiwan and the Solomon Islands. The project's original design called for one health training volunteer and one water supply system engineering volunteer, but on-site inspection found that the professional background required for the water supply system engineering volunteer would make such services too difficult to acquire, and two health training volunteers will therefore be dispatched instead. The volunteers, who will receive a monthly stipend of US\$700 per month, will be based in Marau, and will be able to travel back to Honiara every three weeks. The volunteers' performance will be self-evaluated and be evaluated by WVSI upon completing two months of service, and the volunteers will be able to serve for six months if they pass this evaluation; if not, they will return to Taiwan after three months of service.

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壹、任務說明

一、計畫緣起

索國上(103)年4月1日至3日間遭遇有史以來最嚴重之洪災，大雨帶來的洪水在瓜達康納爾(Guadalcanal)省造成23人死亡、25人失蹤。大水衝垮河岸造成建築倒塌、公共設施損毀，首都荷尼亞拉(Honiara)市有超過1萬人流離失所，瓜省其餘地區約有4萬人受災，總計超過5萬人在本次洪災中遭受損失。

洪水將受災地區之供水系統及家畜家禽圈養設備沖毀，大水退去之後災民面對的不僅是毀損的家園，因大水造成的環境污染衍生出嚴重的公共衛生問題。根據索羅門健康及醫療服務部(Ministry of Health and Medical Services, MHMS)的統計資料顯示，在洪災過後(week 14)災區內傳染疾病案例暴增。

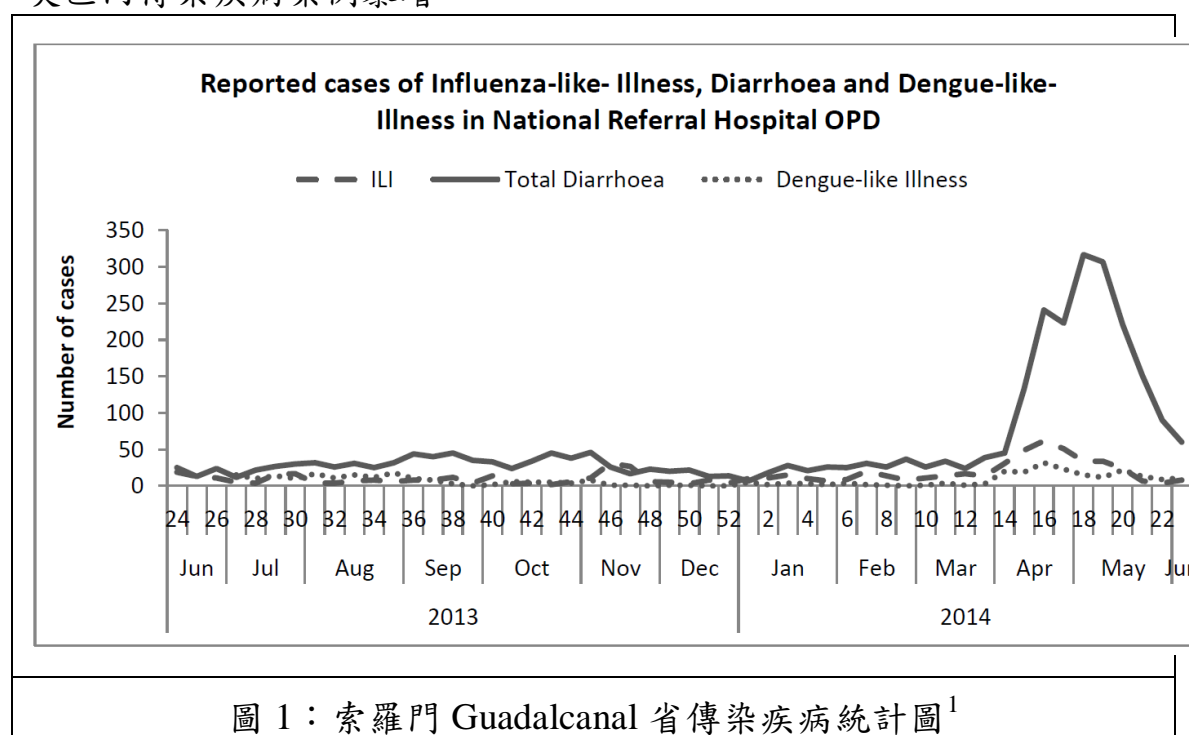


圖 1：索羅門 Guadalcanal 省傳染疾病統計圖¹

因此本會與台灣世界展望會合作「索羅門洪災衛生計畫」，希望透過衛生推廣、供水系統修復及提供動物圍籬等方式，協助受災社區具備因應衛生與健康環境問題之能力與資源，進而改善災區衛生與健康情況，有助恢復受災區之生活情況及提升災民衛生與健康知識。

¹ 資料來源：Post-Flood Disaster Early Warning Surveillance Report No.8, National Surveillance Unit – Solomon Islands Ministry of Health and Medical Services, <http://www.humanitarianresponse.info/operations/solomon-islands/document/post-flood-disaster-early-warning-surveillance-report-no8>

二、任務目標：

本計畫原訂於上年 10 月間啟動，因適逢當地大選局勢不穩，依據我駐索羅門大使館建議將計畫延後執行以確保執行成效，因此計畫延後至上年 12 月 1 日啟動，索羅門世界展望會(World Vision Solomon Islands, WVSI)並於本(104)年 1 月中下旬邀集相關利害關係人於駐地召開計畫啟動會議，為實地確認各利害關係人皆瞭解並投入相關活動，並瞭解世界展望會推動人道援助計畫之執行方法，爰本會擬派員共同參加。

任務期間尋求之目標與成果為：

- (一) 確認各利害關係人皆瞭解並承諾參與相關活動。
- (二) 確認本會未來派遣專案志工之服務內容及環境合宜性。
- (三) 瞭解世界展望會推動人道援助計畫之執行方法。

三、執行人員：

本會人道援助處劉玲君計畫經理²

四、考察方法：

透過與實地訪察及與相關單位（利害關係人）訪談與議題討論方式蒐集本案所需資訊並進行分析。

五、工作範圍：

考察工作範圍及評估重點如下：

- (一) 深化計畫參與共識：拜會駐館、合作單位及訪視受益地區，實地瞭解洪災造成影響及恢復現況，並深化共同參與及合作之共識。
- (二) 參加啟動會議：瞭解各利害關係人對本計畫之看法，並確認渠等皆瞭解並投入相關活動。
- (三) 檢視專案志工服務場域：瞭解志工派駐地點現況與作業模式，並審視服務及住宿地點周邊之安全性，以確認其服務內容及環境是否合宜。

² 同行另有台灣世界展望會國際事工處胡炎煌經理及索羅門世界展望會業務經理 Brooks Dodge。

(四) 觀摩世界展望會之計畫執行方法：透過本次考察瞭解世展會推動人道援助計畫之執行方法，以作為本會未來推動相關作業之參考。

六、執行期間：本（104）年 1 月 15 日至 1 月 26 日

七、行程表：

起迄日期	天數	地點	工作內容	執行人員
1 月 15 日 至 17 日	3	台北經布里斯本 至索羅門荷尼亞 拉	去程	劉玲君
1 月 18 日	1	荷尼亞拉	拜會大使館	胡炎煌、劉玲君
1 月 19 日 至 23 日	5	衛澤寇斯特 (Weathercoast)	實地考察	胡炎煌、劉玲君
1 月 24 日	1	荷尼亞拉	赴大使館簡報	胡炎煌、劉玲君
1 月 25 日 至 28 日	4	索羅門經布里斯 本返回台北	回程	劉玲君

貳、任務發現與說明

一、確認各利害關係人皆瞭解並承諾參與相關活動

本計畫自上年 12 月 1 日啟動，依據計畫設計啟動後開始進行人員招募，並於本年 1 月 20 日至 22 日舉行啟動會議，目的在增進計畫執行地點之各利害關係人對本計畫之瞭解。

啟動會議為期三天，第一天邀集受益社區領袖、省政府官員、農業局官員進行計畫說明³。充分告知相關利害關係人世界展望會之背景、捐贈資金來源、計畫項目及期程以及未來需要各社區配合之事項。第二、三日為 WWSI 內部討論與訓練，並訪查未來計畫受益社區。

任務期間除參與啟動會議外，並拜會其他利害關係人進行計畫說明，會談人員包含：我駐索羅門群島大使館、我駐索羅門群島技術團、索羅門台灣衛生中心、台灣世界展望會、WWSI 荷尼亞拉辦公室、

³ 啟動會議第一日議程及會議簡報檔如附件一。

WVSI 衛澤寇斯特辦公室、索羅門群島瓜達康納爾省政府中央及地方官員、索羅門群島瓜達康納爾省 Marau 衛生單位、索羅門群島瓜達康納爾省 Marau 農業局以及計畫受益戶等。各項發現摘要如下：

(一) 我駐索羅門群島大使館及我駐索羅門群島技術團：

該館原表示上年 4 月間之風災索國受災嚴重地區為首都荷尼亞拉市，本計畫受益地區為瓜省東南區，當地災情似不如首都嚴重。經向該館說明，上年 4 月瓜省受災後，國際間湧入 7,797,961 美元之援助金額⁴，本會捐助金額為 500,000 美元，倘本會擇定荷尼亞拉市為受益地區，援贈金額可能被其他大筆捐助金額掩蓋，無法彰顯來自台灣之善心。

另查瓜省其他地區在洪災期間雖然傷亡不如首都地區嚴重，然該地區多數村落供水系統遭大雨及洪水摧毀，導致受災兩周後該地區腹瀉、發燒、瘧疾、登革熱、流感等案例暴增⁵。就需求而言瓜省其餘地區亦須援助，但援助資源多集中在荷尼亞拉市，因此擇定索羅門世展會在瓜省有計畫執行之地點，即為衛澤寇斯特地區。衛澤寇斯特地區僅有來自本會之援助，加以任務期間之說明，應能達成良好之宣傳效果。該館表示理解並承諾未來將全力支持本計畫，駐索羅門技術團亦表示未來倘有需要將可配合⁶。

(二) 索羅門群島台灣衛生中心：

任務期間拜會該中心王喻萱團長說明本計畫，進行資訊交流。王團長說明該中心由高雄醫學大學負責管理營運，目前在當地執行多項衛生相關訓練及援助，包含外島義診、口腔衛生訓練、孕產婦相關訓練、寄生蟲防治及學童營養計畫。未來倘 WVSI 或索羅門台灣衛生中心雙方有衛生相關訓練，將進行資訊分享並提供機會予雙方人員或未來計畫志工參與。此外該中心並提供當地推廣公衛之相關教材供我參考，充分達成資訊交換之效。

⁴ 資料來源 Office for the Coordination of Humanitarian Affairs (OCHA) Financial Tracking Service (FTS). http://fts.unocha.org/reports/daily/ocha_R10c_C192_Y2014_asof_1502020301.pdf 如附件二。

⁵ 如附件三 Post-Flood Disaster Early Warning Surveillance Report No.8 from National Surveillance Unit -- Solomon Islands, Ministry of Health and Medical Services.

⁶ 任務離境報告如附件四。

(三) 索羅門群島瓜達康納爾省政府中央及地方官員：

任務期間蒙我駐索羅門群島大使館安排，與甫上任之瓜省省長 Mr. Batholomew Vanaga 及秘書長 Mr. Charles Sisimia 會面，席間向兩位中央官員說明計畫緣由、計畫活動及未來展望等，V 君及 S 君對本計畫表示肯定，因渠等甫上任兩個月，除感謝來自台灣之援助外，另表示未來將給予計畫所需之支持，未來期許本計畫能為當地之社區帶來正面之影響。

瓜省 Marau 地方政府由地方官員 Mr. Stanley Tova 代表出席本計畫之啟動會議，T 君表示本計畫符合省政府之發展目標，除表達感謝之意，另希望索羅門世展會能增加更多衛生相關計畫，提升當地衛生環境及居民健康。

(四) 台灣及索羅門世界展望會：

本計畫合作備忘錄簽署雙方為本會與台灣世界展望會，執行單位為 WWSI，透過任務期間之說明及啟動會議中之各項討論，使執行單位明白本會為我國之官方對外援助單位，本會執行人道援助業務之宗旨等。

啟動會議第二、三日為內部會議及受益社區訪查，由 WWSI 業務經理進行訓練及討論，訓練包含世界展望會之宗旨、人員聘用公告、計畫設計、監督及管理方法、預算編列方法及採購相關規定等，加強計畫執行人員工作能力及執行效率。與會人員提出未來計畫執行時可能遭遇之困難及需要首都辦公室支援之處，針對有關物流及人員招募等議題進行解決。

議程中亦有國合會簡介及播放台灣宣傳影片，再次向計畫執行人員強調資金來源並修正未來本會在計畫執行中之能見度，建議未來計畫執行時所有說明投影片、合作備忘錄、計畫文宣及推廣教材均須增列本會標誌及我國國旗，對此 WWSI 表示樂於配合並當場修正。

(五) 索羅門群島瓜省 Marau 衛生單位及農業局：

任務期間拜會 Marau 地區衛生中心，當地衛生中心共有 9 位護士，沒有專科醫生，主要處理小兒科、內科、皮膚科及婦產科

等問題。該中心因鄰近 WVSI 衛澤寇斯特辦公室，因此對於該會之業務尚稱瞭解，表示未來倘有需要該中心將會配合計畫需求。該中心坐落於 Marau 市區，醫療物資由中央免費，倘該中心提出需求，約一至兩個月後資材將自首都送達，人力及資材均稱充足，主要營運問題為空間不足，病患擠在陽台上，資材無獨立空間可存放。

查鄰近該中心有一座全新之醫院建築，由紐西蘭私人基金會援助建成，惟該中心供水系統尚未完成，因此雖已落成 4 年，衛生中心仍舊無法進駐。對此衛生中心受訪之護士 Ms. Junelyn Thugea 表示希望未來計畫能協助該衛生中心完成供水系統。

該處有兩座供水系統，一為山泉水引流系統，經與世展會人員赴水源地勘查，該處供水系統主要面臨問題包含水源水量不足、高低落差不足、輸水路線過長等，導致該地區用水量不足。另一為衛生中心鄰近處有一抽水泵浦，惟似因設備毀損故無水可用。未來建議計畫人員以修復抽水泵浦為主，或另以鑿井或儲備雨水等方式取得用水。

(六) 計畫受益戶：

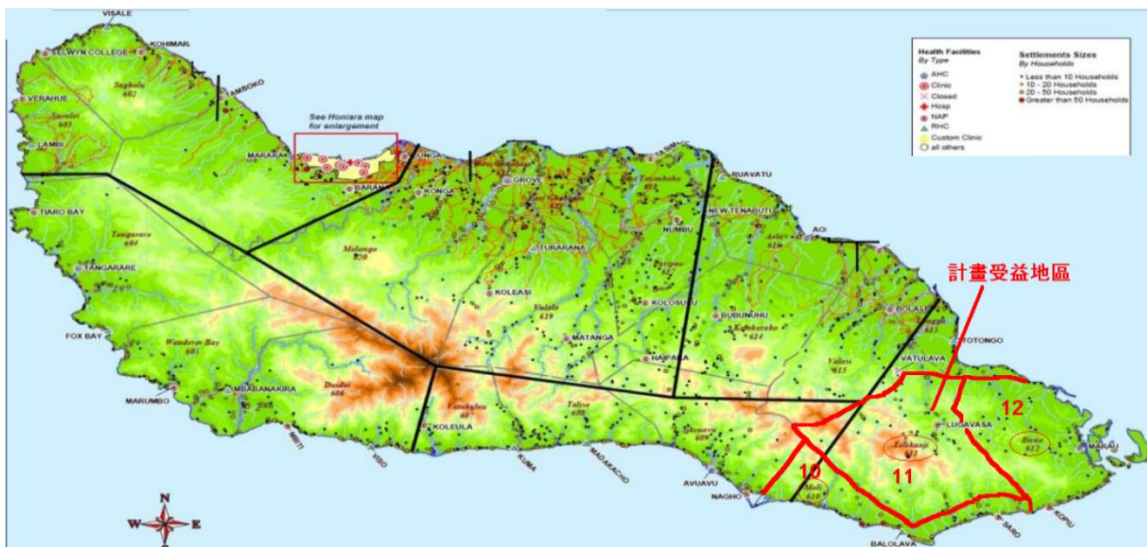
啟動會議中邀集受益 12 個社區之領袖到場，進行說明計畫，社區領袖均表示對衛生類型計畫之需求，亦表示感謝之意。利用此一機會在會中再次重申本計畫援助來自台灣，進行本會及台灣簡介，並期許未來社區能全力配合計畫推動。會中並開放討論，受益社區均表現出對衛生計畫之需求，另強調當地應增設公共廁所，對此 WVSI 表示索國衛生部政策為禁止援助單位無償為社區興建公共廁所，但倘當地願意提供資材及人力，WVSI 可考慮提供相關知識及技術，但仍需進一步調查及研究。與會之各利害關係人對計畫表達感謝之意，並承諾未來將配合計畫推動。

二、確認本會未來派遣專案志工之服務內容及環境合宜性

(一) 工作內容：經與計畫協調人及執行團隊確認，所需兩名之志工工作內容如下：

1. 推廣衛生教育：經實地訪查計畫受益社區，當地居民衛生知識有極大改善空間。多數居民飲用未煮沸之河水或雨水、如廁後或烹煮食物前沒有清潔雙手之習慣，居民多有寄生蟲問題，腹瀉亦為當地常見疾病。未來衛生教育推廣志工將協助計畫人員至 12 個社區進行衛教宣導。
2. 修復供水系統：計畫擇定之社區中有 5 個社區之供水系統損毀，當地供水系統多為自高處之山泉水源建立簡易之水壩或蓄水池，利用高低落差將水輸送至社區使用，因為天災導致蓄水池或管線或出水口受損。未來志工需要協助計畫人員修復系統，計畫團隊表示希望此員能具備工程背景，協助解決技術性問題。

(二)服務地點：計畫地點為瓜省第 10、11、12 區(如下圖所示)，屆時志工將派駐當地。本案參考本會駐外人員工作據點艱苦情形評估要點進行評估，當地情形如下：



1. 生命安全：
 - (1)治安狀況與社會穩定：1998 年至 2003 年間索羅門境內內戰，後由紐澳兩國聯合組成之 Regional Assistance Mission to Solomon Islands (RAMSI)進駐協助維持和平，2013 年 RAMSI 撤出，上年 11 月間索國大選後並無大型動亂發生。首都地區有零星武裝搶劫案，未來志工派駐地點為 Marau，當地無大規模有組織犯罪，但有入夜後有零星酒後暴力事

件。志工服務期間應保持警戒，注意個人財物行事應低調。另查當地曾有 JICA 志工進駐，均居住在當地社區內，當地民眾對外國志工應不陌生，惟過去曾有女性志工入夜後遭酒後民眾騷擾，得依據我駐索羅門群島大使館建議，未來派遣志工以男性為主。

- (2) 衛生與疾病：當地為瘧疾疫區，另有肺結核、登革熱及寄生蟲等傳染疾病。志工服務期間應注意避免遭蚊蟲叮咬，飲水前應先煮沸。
- (3) 醫療設備：距離計畫辦公室 500 公尺處有衛生中心，可容納 4 張病床，非重大疾病可在當地治療，倘欲重大疾病須返回首都就醫。

2. 生活條件

- (1) 住宿與生活設備：當地建築多為木造建築搭配草編屋頂及牆壁，廚房使用木柴。
- (2) 水、電及通訊設備：無外電(因此無冰箱、冷氣、電扇等電器用品)，衛浴多在室外，用水來源為山泉水或地下水。部分地區可撥打手機但無網際網路。
- (3) 對外交通：當地距離首都約一百公里，倘搭乘國內航空約 30 分鐘可抵達，搭乘快艇約 4 小時。
- (4) 生活物價：索羅門物價略高於台灣，志工派駐地點僅有小型雜貨店販售簡單日常生活用品，當地居民之食物來源多為自給自足，食用根莖類蔬菜，蛋白質來源為飼養家禽家畜或出海捕魚。建議未來志工在當地與房東搭伙，否則飲食將為一大挑戰。

索羅門群島 Marau 地區物價調查表			
品項	規格	價格/SBD	價格/USD
瓶裝水	1.5ml	SBD 21 元	USD 2.69
米	1KG	SBD 15 元	USD 1.92
肥皂	100G	SBD 4-5 元	USD 0.51-0.64

洗髮精	250ml	SBD 15 元	USD 1.92
衛生紙	1 捲	SBD 4 元	USD 0.51
豬肉	1KG	當地無零售豬肉，僅有罐頭肉， 56g SBD 10 元	USD 1.28 for 56g
牛肉	1KG	當地無零售牛肉	USD
雞肉	1KG	當地無零售雞肉，一隻活雞 SBD 50 元	USD 6.4
鹽	1KG	SBD 10 元	USD 1.28
保久乳	1L	當地僅有奶粉 500G SBD 30 元	USD 3.84
雞蛋	一盒 12 顆	一顆蛋 SBD 4 元	USD 0.51

此外，經查 WVSI 目前有 2 名志工，該兩員志工服務地點為首都荷尼亞拉市，每月生活津貼為 750 美元，惟本會目前派駐索羅門志工每月生活津貼為 550 美元，可考量調整。

3. 工作類型：

衛生推廣志工須至 12 個社區進行教育訓練，水利志工須修復 5 座供水供水系統。工作地點全年氣溫約攝氏 30 至 32 度，濕度極高約 60% 至 90%。工作地點約在 70 公里範圍之內，惟當地無車用道路，需搭乘快艇及徒步抵達。

綜合當地生命安全、生活條件及工作類型等因素，當地應可派遣志工，惟因生活條件不佳，依據我駐索羅門大使館建議以男性為主，並以具發展中國家生活經驗者為佳。

(三)服務期間：

本計畫期間為期 18 個月，且計畫衛生推廣及供水系統修復活動主要活動集中在計畫開始後之第二、三季，因此原定志工服務期間為 6 個月。經實際現場勘查後，鑒於當地生活條件不佳且對外聯繫不便，建議志工服務期間保留彈性，倘志工有不適應情形出現可縮短服務期間。

設計上建議志工常駐地點為 Marau，每 3 周返回首都進行資訊交換及設備採買，另與 WVSI 達成協議，未來倘有計畫相關之訓練、模擬活動或會議，本會志工應能參加，以提升志工視野，培育國際發展人才。

本專案志工服務滿 2 個月後建議進行自我評量並接受 WVSI 評量，倘志工有意願繼續服務且 WVSI 認可該員之工作表現，則志工可繼續服務至 6 個月止。倘工作表現不佳或志工失去服務意願，則可於 3 個月期滿返國。

(四)招募方式：本專案志工技術需求高，另志工派赴當地需以英語及 Pijin 溝通，因此公衛推廣志工建議與負責索羅門台灣醫學中心之高雄醫學大學合作徵求合適之志工。修復供水系統之水利志工建議可與中央大學環境永續學程及成功大學土木工程學程合作徵選合適之志工。

(五)教育訓練：

派遣前訓練建議包含基礎公衛知識、計畫管理及語言訓練。

三、瞭解世展會推動人道援助計畫之執行方法。

任務期間請 WVSI 提出評估所需相關書面資料⁷，並於現地進行訪談，以確認資料正確並補充不足之資訊。評估共分機構表現(Organizational Performance)、外部環境(External Environment)、機構能力(Organizational Capacity)、機構動機(Organizational Motivation) 等四大面向，相關重點摘要及任務期間之發現如下：

(一)機構表現

1. 有效性(Effectiveness)

世界展望會為基督教機構，透過宗教的力量有效提供員工動機，員工間之凝聚力及執行力更勝於其他非宗教型機構。此外 WVSI 與索羅門政府緊密合作，各項計畫執行前並簽有合作備忘錄，確保計畫與索國政府政策一致，以提升計畫之有效性。

⁷ WVSI 提供之機構評估說明如附件五。

2. 效率(Efficiency)

與駐在國政府合作

WVSI 與索國中央政府相關單位建立夥伴關係並簽署各式合作備忘錄，例如 WVSI 衛澤寇斯特辦公室及由瓜達康納爾省政府免費提供。此外在計畫執行前 WVSI 亦與中央相關單位簽署合作備忘錄，以此計畫為例，WVSI 即與索羅門健康及醫療服務部 (Ministry of Health and Medical Services, MHMS) 建立夥伴關係，明定 MHMS 在計畫執行中應給予 WVSI 之各項協助，雙方並承諾進行資訊交換以增進計畫效率⁸。

與受益社區合作

此外 WVSI 與計畫受益社區合作，各項計畫執行之前均與受益社區簽訂合作備忘錄⁹，內容包含受益社區需為計畫成立委員會、提供計畫員工訪視時之住處、食物、訓練場地、用餐場所及衛生設備、協助計畫進行界定、監督及評估活動、出席計畫訓練、討論及各項活動、保持參與人員之性別平等、給予計畫人員一個安全的工作環境、其他各項計畫所需之支持。以上各項由社區提供之承諾不僅可降低計畫執行時之障礙，另可節省計畫開銷，提升計畫執行效率。

極大化人力資源效用

WVSI 大量進用駐在國當地人員，員工總數 183 人中外籍職員僅有 5 名，經訪問 WVSI 業務經理表示，他們規劃在 2016 年內取消 WVSI 中所有外籍職員，由當地人員負責營運，不僅能協助受援國自立，同時可大幅降低人事成本。

因重用當地人員，WVSI 相當重視內部訓練與人才培育，世界展望會自有一套訓練員工設計、監督及評估之訓練教材 LEAP¹⁰，培育專業計畫執行人員。

⁸ WVSI 與 MHMS 合作備忘錄如附件六。

⁹ WVSI 與社區將簽署之合作備忘錄如附件七。

¹⁰ LEAP stands for Learning, Evaluation, Accountability and Planning, the key ingredients of World Vision's approach to programming M&E, 如附件八。

系統化之內部制度

此外在計畫開始執行後要求執行人員提出「計畫執行細節規畫」(Detailed Implementation Plan, DIP)，詳列各項計畫活動及預定執行時程、計畫監督及評估規畫的衡量指標、資料來源、蒐集方法及頻率以及負責人員、計畫邏輯架構(logical framework)等¹¹。DIP 完成後計畫經理需另提出年度細節規畫(Detailed Year Plan, DYP)，詳列所需資金及人員配置供首都辦公室參考¹²。以上各項均有內部教材及格式供執行人員參考，並提供內部人員所需之教育訓練。

另因世界展望會為一全球性之機構，所有資金由國際世界展望會統籌分配，為利總部進行資金管控，該會設有預算編列及管理系統，明列各預算項目，由計畫執行人員填列細部經費後送交首都辦公室將大項預算以雲端交換方式送回總部財務處。不僅方便計畫執行人員編列預算，亦使總部便於管控預算執行¹³。

3. 相關性(Relevance)

WVSI 在計畫設計及執行決策過程中納入受益社區意見，強調社區參與並尊崇需求導向，此外 WVSI 對於因應天災及內部動盪有相當經驗，在計畫執行中使各利害關係人均能充分參與以確保計畫之相關性。

4. 財務能力(Financial Viability)

WVSI 為國際世界展望會之一員，透過國際世界展望會及其他來自己開發國家之分會提供資金。WVSI 並爭取來自政府部分支援贈款，專注在大型長期之資金取得。

2014 年 WVSI 取得 830 萬美元的資金，預計 2015 年能取得 910 萬美元的資金，目前共有來自 7 個捐助者共 25 筆資金，總金額為 27,632,833 美元¹⁴。

¹¹ DIP 範例如附件九。

¹² DYP 範例如附件十。

¹³ 各分會在每一會計年度開始時向國際世展會總會申請該年所需之整筆經費，非按季或按月撥付。

¹⁴ 資金列表如附件十一。

任務期間對 WWSI 間接成本佔總預算百分比進行調查，WWSI 業務經理表示本計畫之間接成本的確低於其他計畫，原因有二：第一、WWSI 僅要求 4 年以上之長期計畫分攤計畫大型設備如車輛、船隻、電腦、衛星網路等經費；本計畫為期 18 個月相較該辦公室其他為期 15 年之區域發展計畫較短，此外在本計畫啟動前計畫執行所需之各項設備均已完成採購，因此無須分攤設備費用。第二、有關分攤辦公室租金及人員經費乙節，WWSI 表示此節確有許多彈性存在，倘某項計畫在該會經費較不充足時投入，該計畫有可能被索取較高之分攤費用，倘該會經費充足時則有可能僅分攤部分費用。該會年度策略中會擬定該會計年度預計將執行之計畫數目及可能所需之經費，進而概估出各項計畫所需分攤之管總費用。

(二)外部環境(External Environment)

目前索國環境尚稱穩定，上年 11 月間大選結束，無大型動亂發生。產業結構以第一級產業為主，加工品多為進口導致物價高昂。人口以美拉尼西亞人為主佔 95%，此外信仰單純，基督教人口佔全國 97%，因此社會文化背景相對較為穩定。

索國基礎建設仍待發展，僅有一座機場配有柏油跑道，其餘均為泥土跑道，全國公路僅 1,390 公里，島嶼間以渡輪為主要交通工具，因此在執行計畫時運輸成本偏高，此為發展中國家執行業務常見之情形。

本計畫從首都至執行地點間之交通工具為船(national staff)及飛機(international staff)，計畫執行地點之交通工具以船及步行為主。

(三)機構能力(Organizational Capacity)

WWSI 由國家主任帶領策略管理小組產出年度策略，並為 PTL 世界展望會(World Vision Pacific and Timor Leste，包含東帝汶、巴布亞紐幾內亞、索羅門群島及萬納度)之一員，由澳洲布里斯本辦公室負責整體區域之策略規劃。而國際世界展望會之董事會亦負

責各區域分會之經營與規劃，董事為來自 19 個分會之 24 名菁英，為 WWSI 提供大方向之管理。

(四)機構動機(Organizational Motivation)

WWSI 以宗教力量使員工持續追求機構願景，此外 WWSI 提供索羅門群島中所有非政府組織最高之員工薪資，並提供房屋津貼、醫療保險、社會福利金等津貼以保留優良人才。

參、結論

一、啟動會議能有效凝聚計畫各利害關係人之共識

WWSI 在執行計畫時相當注重在地參與，啟動會議上邀集各利害關係人進行座談，確保受益戶及相關單位明白計畫執行之背景、目的、活動項目及所需資源等，降低日後發生障礙之可能。另藉此機會與內部員工進行訓練，重申計畫執行流程應有之管控要點，提升計畫品質。

二、充分交換資訊避免資源浪費並擴大效益

任務期間拜會我駐索羅門群島大使館及技術團，說明計畫期程、合作單位與未來各項活動。此外另主動拜訪索羅門台灣衛生中心，期望未來在推動計畫的過程當中，能彼此交換所需之訊息，相互協助以擴大計畫效益。

三、專案志工參與應能提升我方能见度並培育國際發展援助人才

本計畫在合作備忘錄中明訂 WWSI 應彰顯本會能见度之方法，該會亦樂於配合，更進一步搭配來自台灣之志工赴計畫地點提供服務，能加深受益地區對本會及台灣之正面觀感，達成宣傳效果。

我國國際地位特殊，在各大國際組織之參與程度有限，我國積極塑造國際人道援助提供者之角色，倘能藉此機會擴大我國青年參與國際活動，與其他國際非政府組織一同工作，不僅能習得該組織之工作方法，另可擴大青年視野，加強台灣及索羅門間之交流。

四、WWSI 之機構表現、能力及動機均稱良好

WWSI 在落實計畫活動之前均與中央及地方政府進行充分溝通達成共識，此外並強調社區參與，計畫執行之相關性高。因大量採用當

地人員，要求合作及受益單位共同承諾，搭配機構系統化之作業流程，最終加以宗教力量增加員工及各利害關係人之動機，此外因大洋洲國家較小，為利管理並節省營運成本成立 PTL 區域聯合辦公室，在計畫執行效率上表現優異。

肆、建議事項

一、提升本會援助能見度層級

WVSI 在計畫執行時樂意協助本會進行宣傳，在任務期間發出計畫相關新聞稿獲當地兩大報紙刊載，配合程度佳。過去本會曾以 ICDF 名義將計畫相關文件成功在 OCHA 旗下蒐集人道援助災情資料之訊息交流平台 ReliefWeb 中露出，另建議未來與其他國際非政府組織合作時請合作單位協助向聯合國人道事務協調廳(OCHA)負責統整人道援助資金之統計系統(Financing Tracking Service)提報來自本會之援助。將本會人道援助之能見度自受援國層級提升至國際層級。

返國會議中主席裁示轉請 WVSI 協助嘗試提報，另於進行本計畫之媒體宣傳時適時將我駐索羅門群島大使館監督角色展現其中，以彰顯我國援助之美意。

二、加強機構間之交流

建議倘本會本年度公共衛生相關研習班尚有國際非政府組織訓練名額，似可提供一名供 WVSI 推薦人員參加，有助增加資訊交換，創造更緊密之聯繫，擴大計畫效益。

查本會本年 7 月 30 日至 8 月 12 日將辦理「疾病管制與預防研習班」，與本計畫提升公衛知識之方向相符，將同意提供 1 名員額予索羅門世界展望會，將請該會洽我駐索羅門群島大使館，推薦適格學員參訓。

三、志工規劃保留彈性

本計畫專案志工建議增加評量機制並將派遣時間保留彈性，確保推動專案志工能帶來正面效益。本專案志工將與 WVSI 一同工作，查 WVSI 現任志工每月生活津貼為 750 美元，且索國當地物價高昂，建議適度調整專案志工之生活津貼。

本案返國會議中由主席裁示，考量志工招募管道及服務內容，調整為派遣兩名衛生教育推廣志工，每月生活津貼同時調整為700美元。志工常駐地點應為 Marau，每週得返回首都辦理所需業務。服務滿 2 個月後應進行自我評量並接受 WWSI 評量，倘獲通過可繼續服務至 6 個月止；倘否則可於 3 個月期滿返國。

伍、致謝

本次任務承蒙我駐索羅門大使館于大使德勝與全體館員、我駐索羅門技術團莫團長國中及全體團員、索羅門世界展望會國家主任 Mr. Jenas Ginting 與業務經理 Mr. Brooks Dodge 及全體計畫人員、台灣世展會國際事工處胡經理炎煌之協助安排，方得順利完成此行，謹在此一併申謝。

陸、 考察照片

<p>索國瓜省省長、秘書長、我駐索羅門大使、參事 及任務成員合影</p>	<p>未來志工住所類型</p>	
<p>未來志工廚房類型</p>	<p>Marau 衛生中心</p>	
<p>未來志工生活水源類型</p>	<p>當地機場</p>	<p>當地唯二商店之一</p>



WWSI 衛澤寇斯特辦公室



啟動會議第一日



Marau 水源濾水池



Marau 水源管線

柒、考察行程表

日期	時間	行程	相關人員
1/15(四)	23:25	CI0053 台北至布里斯本	劉玲君
1/16(五)	10:20	CI0053 抵達布里斯本	劉玲君
1/17(六)	09:00-13:15	IE0701 布里斯本至荷尼亞拉	WVTW 胡炎煌、劉玲君
	15:00-17:00	拜會 WVSI 荷尼亞拉辦公室 機構介紹及安全簡報	WVSI 辦公室人員、WVTW 胡炎煌、劉玲君
	19:00-20:00	拜會我駐索羅門技術團	莫團長國中、陳技師賜福、劉玲君
1/18(日)	09:00-12:00	荷尼亞拉市洪災災區訪查	WVSI Operations Manager、 WVTW 胡炎煌、劉玲君
	15:00-17:00	拜會我駐索羅門大使館	瓜省省長 Batholomew Vanaga、瓜 省秘書長 Charles Sisimia、于大使 德勝、邱參事玉汕、許秘書欽琮、 WVSI Country Director、WVSI Operations Manager、WVTW 胡炎 煌、劉玲君
	17:30-19:30	大使館晚宴	瓜省省長 Batholomew Vanaga、瓜 省秘書長 Charles Sisimia、于大使 德勝、邱參事玉汕、宋副參事永 福、許秘書欽琮、WVSI Country Director、WVSI Operations Manager、WVTW 胡炎煌、劉玲君
1/19(一)	06:45-07:15	荷尼亞拉至 Marau	WVSI Operations Manager、 WVTW 胡炎煌、劉玲君
	10:00-12:00	拜會 WVSI 衛澤寇斯特辦公室、計 畫說明、拜會 Marau 衛生中心	WVSI Operations Manager and Staff、WVTW 胡炎煌、劉玲君
	14:00-17:00	訪查 Poinahoho 社區	WVSI Operations Manager and Staff、WVTW 胡炎煌、劉玲君
1/20(二)	09:00-17:00	Inception workshop 1	WVSI Operations Manager and Staff、WVTW 胡炎煌、劉玲君
1/21(三)	09:00-12:00	Inception workshop 2	WVSI Operations Manager and Staff、WVTW 胡炎煌、劉玲君
	14:00-17:00	訪查 Marau 地區水源地	WVSI Operations Manager and Staff、WVTW 胡炎煌、劉玲君

日期	時間	行程	相關人員
1/22(四)	08:00-17:00	訪查 Oa 及 Haimabulu 社區	WVSI Operations Manager and Staff、WVTW 胡炎煌、劉玲君
1/23(五)	09:00-14:00	計畫團隊會議	WVSI Operations Manager and Staff、WVTW 胡炎煌、劉玲君
	15:10-17:40	Marau 返回荷尼亞拉	WVSI Operations Manager、WVTW 胡炎煌、劉玲君
1/24(六)	09:00-10:00	拜會索羅門台灣衛生中心醫療團團長	王團長喻萱、WVSI Operations Manager and Staff、WVTW 胡炎煌、劉玲君
	10:00-12:00	離境報告行前會	WVSI Country Director、WVSI Operations Manager、WVTW 胡炎煌、劉玲君
	15:00-16:00	赴大使館進行離境報告	于大使德勝、許秘書欽琮、WVSI Country Director、WVSI Operations Manager、WVTW 胡炎煌、劉玲君
1/25(日)	10:00-12:00	拜會我駐索羅門群島技術團	莫團長國中、陳技師賜福、WVSI Operations Manager、WVTW 胡炎煌、劉玲君
	14:00	原定班機離境時間	WVTW 胡炎煌、劉玲君
1/26(一)		等候航空公司重新安排班機	WVTW 胡炎煌、劉玲君
	22:30	IE0700 荷尼亞拉至布里斯本	WVTW 胡炎煌、劉玲君
1/27(二)	00:45	IE0700 抵達布里斯本	WVTW 胡炎煌、劉玲君
	23:15	CI0054 布里斯本返回台北	劉玲君
1/28(三)	06:00	CI0054 抵達台北	劉玲君

捌、 附件

附件一：啟動會議議程及簡報

**SI ADDRESSING HEALTH & HYGIENE (SI-AHH) PROJECT INCEPTION WORKSHOP
TENTATIVE PROGRAM**

January 20, 2015. Alite guest house

Time:	Agendas:	Responsible:	Department/Organisation:
7:00am-8:00am	Arrival of: AP Staffs : Invited Guests (Pick- up at Manikalaku & nearby communities)	George & Casual Crew	WC OBM Driver & Logistics
8:00am-8:30am	Arrival of ICDF & WV Taiwan delegation (Pick-up at Coral Guest House)		
8:30am-9:00am	Over view of Inception Program	Bridget Tova	WC AP Staff
9:00am-9:05am	Opening Prayer	Pastor. Thomas	SSEC/Manikalaku
9:00am-9:05am	Welcome Remarks	Vincent Juvia	WC AP Staff
9:05am-	Official Opening	Mr. Brooks Dodge	WVSI Operations Manager
9:05am-10:am	History of WV Organisation	Austin Makia	Lead Facilitator-WC AP
10:00am 10:30am	Tea Break	Caterers	Alite Mothers Union
10:30am 10: 45am	Over view of Inception Presentation	Cecil Manakako	SI(WC) AHH Project Coordinator
10:45am 11:00am	Over view of WC AP	Joseph Anesuia	WC AP Staff
11:00am 11:30am	SI (WC) AHH Project Presentation	Cecil Manakako	SI(WC) AHH Project Coordinator
11:30am 12:00pm	Ministry of Agriculture & Livelihood	Michael Tuhuna	MAL- Extension Officer
12:00pm 1:00pm	Lunch	Caterers	Alite Mothers Union

1:00pm 1:30pm	Provincial Presentation--	Stanley Tova	Admin Extension Officer
1:30pm 2:00pm	ICDF and Taiwan introduction	Regine	ICDF Project Manager
2:00pm 2:30pm	WV Taiwan	Mars	WV Taiwan –Grant Officer
2:30pm 3:00pm	Afternoon Tea	Caterers	Alite Mothers Union
3:00pm 4:00pm	Discussion	Cecil Manakako	SI(WC) AHH Project Coordinator
4:00pm 4:05pm	Words of Thanks	Nestor Mamou	WC AP Staff
4:10pm	Closing Prayer	Mothers Union Rep	Alite Mothers Union
4:10pm 4:30pm	Drop Off -ICDF & WV Taiwan delegates	George & Casual Crew	WC OBM Driver & Logistics
4:30pm-	Drop Off-Guests & Staffs		

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Stakeholders Inception Workshop

Brief on Weather Coast Area Program focusing on Health & Hygiene Project
By
Cecil Manakako

Venus Alike Community, Marou Sound
Date: 20th January 2018

World Vision

Presentation Overview

- Opening Remarks
- Purpose of Inception workshop
- Overview of Weather Coast Area Program
- AP Achievements
- Weather Coast Addressing Health & Hygiene Project
- Focal problems Identified
- Project Goal, Outcomes & Outputs
- Current Achievements
- Project Working Communities
- Project Approach
- Project Partners & Expectations
- Challenges/ Way Forward

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Remarks

- The ideal of empowering the marginalized and rural communities have been a driving force to our many struggles in the Development arena whether in politics, government, Churches, NGOs and Civil societies.
- "The thinking was that by enabling the unfortunate to analyze their own realities and thus influence development priorities, they would have greater ability to continue acting in their own interests. But closer examinations reveals that many participatory/development approaches often focus on consultation to relieve symptoms of oppressions such as inadequate material wellbeing rather than its causes". (J. Quilt & M.K. Shah)
- This is our challenge as we set out to explore better ways to addressing rural Development
- Thus the WC Area Program is happy and privilege to be in the stakeholders meetings and we look forward to the outcomes of this meeting.

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Purpose of Inception Workshop

- Identify possible stakeholders
- Explore areas of collaborations
- Address issues by causes and not by symptoms
- Prevent duplication of activities
- Work together with stakeholders to create greater impacts



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Overview of Weather Coast Area Programme

Area Program Goal

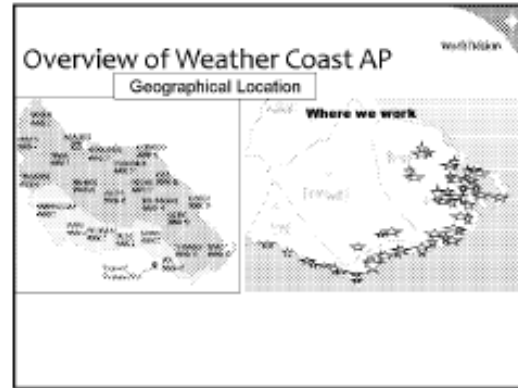
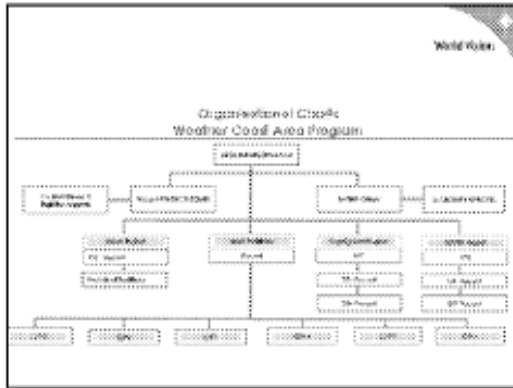
➢ **EMPOWERED COMMUNITIES ENSURE QUALITY OF LIFE FOR CHILDREN AND FAMILIES ON THE WEATHER COAST OF GUADALCANAL PROVINCE BY 2023.**



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Overview of Weather Coast Area Programme

WC Area Program	Current and Past Projects
<ul style="list-style-type: none"> • Looks after 2 Provincial wards (near 3) in the Guadalcanal Province • Total staff of 20 <ul style="list-style-type: none"> • 1 Area Manager-Vacant • 1 DMT officer • 2 Security Officers • 3 Boat Driver & Logistic Support • 3 ECCED Project staff • 3 CED Project staff • 4 CCoH project staff • 1 AHH Project staff 	<ul style="list-style-type: none"> • Current <ul style="list-style-type: none"> • CED Project • ECCED Project • CCoH Project • 31 (WC) AHH Project • Past <ul style="list-style-type: none"> • Health- food & Nutrition -WATSAN • Community/Improvement Sector: -WC Peace Building -Women's Literacy



- World Vision
- ## AP Achievements
- ◆ Strong Networking & Consultations with the key partners
 - ◆ Host Important Inception workshops (ECCD, CED & CCOH)
 - ◆ MDUs (Agreement signed with key partners (e.g., Guadalcanal Provincial Government, SIG(MEHRD))
 - ◆ MDUs Signed between WV WC AP & Communities
 - ◆ Community People supporting their Volunteer Teachers (ECCD)
 - ◆ 2 project successfully end in FY13 - (WASH and Community Health Project)
 - ◆ Weather Coast Area Development program Phase 1 successfully ends and has been evaluated

- World Vision
- ## Major High-Lights
- ◆ 2 Projects (ECCD & CED) exceed its number of community set targets – ECCD set targets = 15, Actual = 25, CED = 15, Actual = 25 for FY14
 - ◆ Office building – no rental
 - ◆ Land – Free of charge
 - ◆ Installation of Solar power system
 - ◆ Host 2 USP Course at our AP
 - ◆ Communities are committed in supporting WV Projects despite other obligations

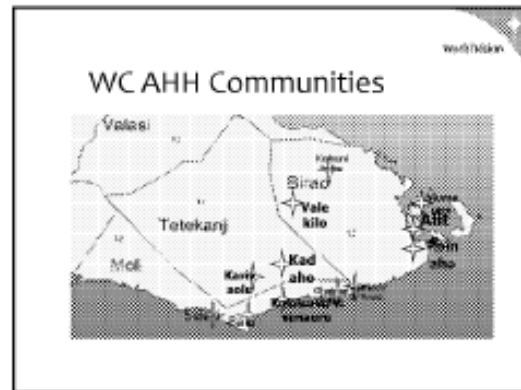
- World Vision
- ## Major High-Lights
- ◆ Host many external/internal visitors
 - ◆ Improve and strengthen social and physical activities (CCOH) – e.g. Marau Sports association.
 - ◆ Project team are committed to strengthen their committee and community members – e.g. (CED)Members of the producer groups: - the team has strengthen them through linking them to copra buyers in Honiara.

Any Question?

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SI (WC) AHH Project

- **Project name :** SI AHH Project
- **Project number :** S202456
- **Project location(s) :** Marau, East Guadalcanal, Guadalcanal Province
- **Implementation Location:** Wards 10, 11 & 12
- **Target population:** 3154 (Targeting 550 households in 12 communities)
- **Project start date:** 1st December 2014
- **Project end date:** 31st May 2016
- **Project Budget:** USD 500,000
- **Donor Partner:** Taiwan R.O.C
- **Support Offices:** WW Taiwan



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Focal Problems Identified

Damage to water supply systems:

- ◊ Villages and especially children served by older (over time) to pump water for family
- ◊ Using unclear water; resulted in the diarrheal and other waterborne diseases

Poor hygiene practices:

- ◊ Insufficient knowledge on health and hygiene practices in the rural communities
- ◊ Lack of proper sanitation facilities in the rural communities

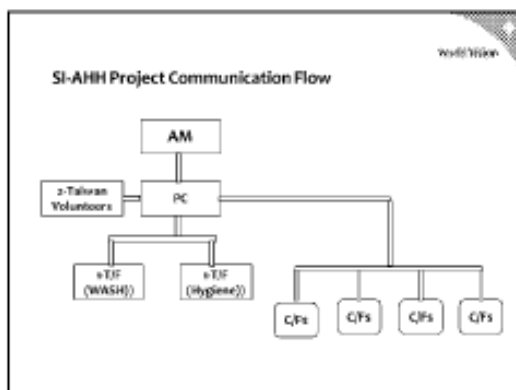
Poor Animal Management:

- ◊ Damage to holding pens which resulted in animals (pigs) spread instead of around local area
- ◊ Damage to gardens and crops
- ◊ Animals breeding that provide breeding areas for mosquitoes

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Project Goal-outcomes & Outputs

Goal	Outputs
Improved health and hygiene status among the flood-affected population in 12 communities	<ul style="list-style-type: none"> • Output 1.1: <ul style="list-style-type: none"> ➢ 12 target communities build capacity to message around health & hygiene • Output 1.2: <ul style="list-style-type: none"> ➢ Five communities install adequate water supply systems for drinking, washing & bathing • Output 1.3: <ul style="list-style-type: none"> ➢ Materials provided to 400 households to restore pens and corrals (both community and external resources) • Output 1.4: <ul style="list-style-type: none"> ➢ Project staff demonstrate effective monitoring and evaluation activities
Outcome	
12 flood-affected communities in Weather Coast, Guadalcanal with capacity and resources to address poor health and hygiene conditions	



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Project ITT

Goal	ITT
Improved health and hygiene status among the flood-affected population in 12 communities	30% reduction in the reported incidences of diarrheal cases over the Project period
Outcome	
12 flood-affected communities in Weather Coast, Guadalcanal with capacity and resources to address poor health and hygiene conditions	75% increase of households practicing 3 key health & hygiene messages by project end

Project ITT World Vision

Outputs	ITT
Output 1.1: 12 target communities build capacity to message around health & hygiene	1. 24 community health workers trained (2 from each community) 2. 12 target communities trained by community health workers 3. 408 IEC materials displayed in 12 target communities (3 for each type of messaging) 4. Youth in 12 target communities able to dramatize on hygiene practices and reinforce messaging around hygiene
Output 1.2: Five communities install adequate water supply systems for drinking, washing & bathing	Number of communities assessed in target area with damaged water supply systems Number of communities with improved water systems

Project ITT World Vision

Outputs	ITT
Output 1.3: Materials provided to 160 households to restore pens and corrals (both community and external resources)	Number of households receiving project materials for reconstruction of pens/corrals
Output 1.4: Project staff demonstrate effective monitoring and evaluation activities	Baseline and end line surveys conducted; final report prepared

Project Partners & Expectations World Vision

<ul style="list-style-type: none"> * PROJECT PARTNERS: <input type="checkbox"/> National & Provincial Government –such as the Health & Agriculture Ministries, <input type="checkbox"/> Provincial Agencies- RWSS <input type="checkbox"/> Communities & CBOs <input type="checkbox"/> Donors & Support Office 	<ul style="list-style-type: none"> * Donors Expectations: * MONITORING REQUIREMENTS ➢ Finance & Narrative Reports Due <input type="checkbox"/> 6 Months Report- May 31st, 2015 -Dec 31st, 2015 -May 31st, 2016 <input type="checkbox"/> Final Report- July 31st, 2016 (Evaluation May 2016)
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Current Achievements World Vision

- * Recruitment-Progressing(PC recruited).
- * Project Funding received
- * Communities Identified
- * Working on MOUs (Nat. MHMS & Agri, Communities,
- * Inception Workshop

Project Approach World Vision

- * Collaborate with Communities for Planning in several factors that have negative impact on health issues
- * Partnership with local and national stakeholders (health clinics & Agriculture & WASH)
- * Capacity building of community health workers (CHWs)
- * Establish Healthy Community CHAMPIONS
- * Greater community awareness among communities
- * Youth engagement in drama performances to reinforce hygiene messaging in the communities
- * Participatory assessment with communities
- * Restoration and improving damaged water supply systems
- * Better animal control in the communities. Addressing the environment conditions from damage pens to corrals for raising animals such as excreta management and prevention of damage to crops.

Challenges/Way Forward World Vision

- * Scattered localities
 - * high costs
 - * Date lines as most time spent in travelling
- * Bad weather a hindrance to prompt implementation of activities
- * Diverse communities with diverse issues
 - * addressing one of multiple issues in the communities
- * Community issues
 - * Disputes
 - * Community program-available time
- * Programed activities enforce on program schedules

WV WC AP INCEPTION WORKSHOP

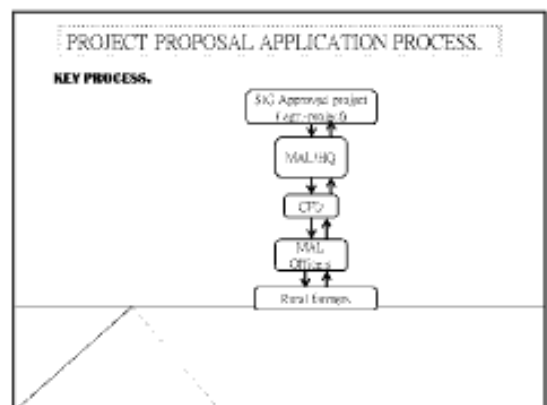
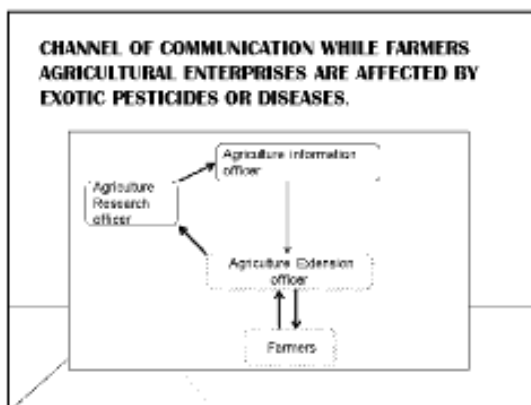
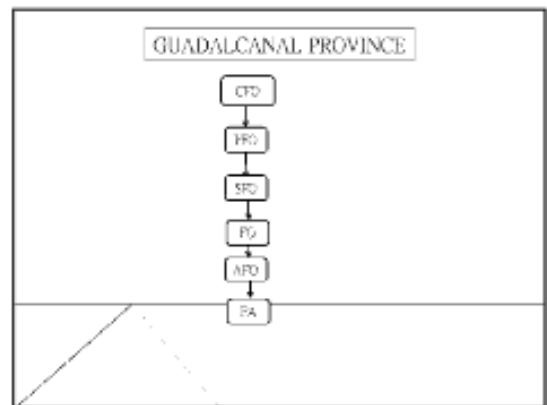
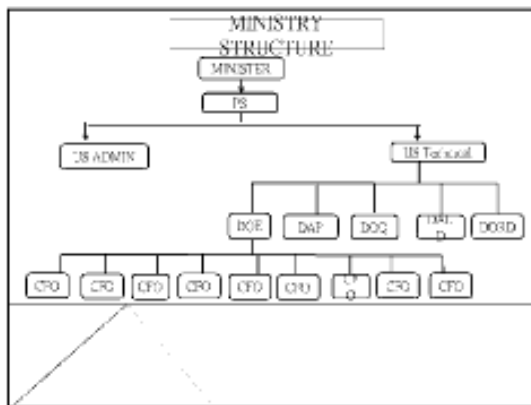
Date: 20th Jan 2015
Venue: Alite Rest House

**MINISTRY OF AGRICULTURE & LIVESTOCK-
 EXTENSION DIVISION G-PROVINCE**

Presenter: Mr. Michael Toluna

Outline of Presentation

- 1. **OVERVIEW OF MAL EXTENSION DIVISION.**
 - > MINISTRY STRUCTURE
 - > CHANNEL OF COMMUNICATION STRUCTURE
 - > PROJECT PROPOSAL APPLICATION PROCESS
 - > RECOMMENDATION OF DELEGATION
 - > CONCLUSION



INTEGRATION OF MAL & WV

- NO MUTUAL UNDERSTANDING IS CREATED BY OUR AUTHORITY.
- IN SUCH A PROJECT LIKE THIS, IT IS A VERY GOOD IDEA TO PARTICIPATE TOGETHER TO AVOID MISUNDERSTANDING BY OUR COMMUNITIES COS WE ALL ARE HERE TO SERVE OUR PEOPLE THROUGH BY ANY FORM OF MEANS IN DISSEMINATING INFORMATIONS WHILE ANY NEED MAY ARISE.

RECOMMENDATION OR EXPECTATION

- We should create a networking system which could link our provincial Government (e.g. Guadalupe Province), National Government (e.g. Malabon) and NGO'S (eg. World vision) to integrate or collaborate together for a efficiency and effective continuation of any program by the Gov't while NGO'S project are successfully accomplished within any communities or area of concern.
- Meet regularly (Annual plan, contrains, challenges, issues etc.)
- Since, the networking is lacking within us, we need a urgent consultation by the authorities responsible for a mutual understanding in one way or the other.

CONCLUSION.

- Create Mutual support or concern to what ever organization in which their objectives or goal is to improve the standard of informations, skills disseminated to our people in what ever work of life in our area work.

TAGIO TUMAS
FOR YOUR TIME AND
PARTICIPATION

YOUR LOGO AND RICE MAY:



PROVINCIAL PRESENTATION
INCEPTION WORKSHOP
DATE: 20TH JANUARY 2015



Presenter: Stanley Town
Assistance Admin Extension Officer

OUR KEY PRIORITIES

- * Gov't Policies
- * Our Wishes
- * Our Appreciation
- * Our Expectations
- * Recommendations

**ANY
QUESTIONS???**

**OR...,, Otherwise,
Thanking you for
listening**

World Vision
Guadalcanal Province


WELCOME..!

Weather Coast Area Program

Visiting Teams
ICDF & WV Taiwan

19th – 23rd January, 2015


By:
Cecil Hanakako



World Vision

Area Program Goal

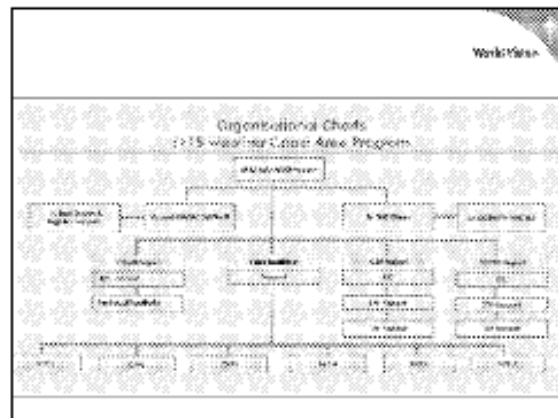
➤ **EMPOWERED COMMUNITIES ENSURE QUALITY OF LIFE FOR CHILDREN AND FAMILIES ON THE WEATHER COAST OF GUADALCANAL PROVINCE BY 2023.**



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WC AP STAFFINGS

- Total staff of 20
 - 1 Area Manager-Vacant
 - 1 DME officer
 - 2 Security Officers
 - 3 Boat Driver & Logistic Support
 - 3 ECCED Project staff
 - 6 CED Project staff
 - 4 CCoH project staff



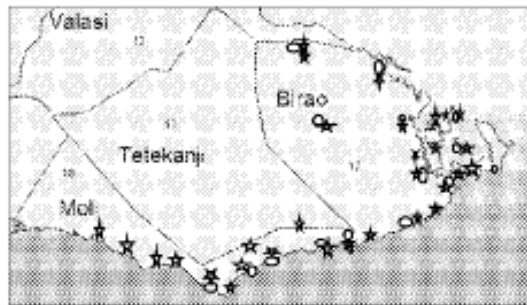
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Projects of the Area

- **Community Programme Development**
 - To generate sustainable livelihoods that increase 247 household's income by 20% in Birao and Moli wards for improved quality of life for children and families by 2023
- **Early Childhood and Care Development**
 - To improve education for children 3-6 years old in East Guadalcanal
- **Community Channels of Hope**
 - To reduce gender-based violence in 30 communities across 2 provinces in Solomon Islands.
- **SI-Addressing Health & Hygiene**
 - Improved health and hygiene status among the flood-affected population in 12 communities

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WHERE WE WORK



WHAT WE DO - PROJECTS

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• Current

- CED Project
- ECCED Project
- CCoH Project
- AHH Project

• Past

- Health – Food & Nutrition
- WATSAN
- Community Empowerment Sector:
-WC Peace Building
-Women's Literacy

Bird's eye view of Projects

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Project	Project Duration	Donor
Community Economic Development	5 Years (November 2011 – October 2014) 3 months extension (ending by end of the Jan, 2015)	SDF and NZ private funding
Early Childhood Care & Development	4 Years (January 2012 – December 2015)	SDF (METHU) and NZ private funding
Community Channels of Hope	2.5 Years (April 2013 – September 2015)	AusAID

OUR PARTNERS

World Vision

- Host communities
- Guadalcanal Province
- Guadalcanal Provincial Agencies
- Solomon Islands Government
- Solomon Islands Government Agencies
- Other NGOs, CBOs & other Orgs
- Donors

AP Achievements

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- MOU with National & Provincial Government
- Strong Networking & Consultations with the key partners
- No Rental-Office building (Land free of Charge)
- MOUs Signed between WW VAC AP & Communities
- Moved to APC as opposed to working out of Honiara – closer distance to sites resulting in enhanced community/project contact for child well-being aspirations.
- Installation of Solar Power System-VSAT communications
- Narrowed AP to two/three wards – for concentrated efforts
- Annual reviews during staff week (2011, 2012, 2013)
- Hosted former National Director and Regional Director visit
- Completed Empowerment, Food Security, Health and WASH projects
- Visibility seeing positive changes taking place – ECCD, CED, CCoH
- Responsiveness to disaster situations
- Stocking of disaster pre-positioned items
- Weather Coast Area Development program Phase 1 successfully ends and has been evaluated

CHALLENGES/RESPONSES

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- NO BANKING FACILITIES
 - Proactive forward planning
 - Exploring mobile banking
- LIMITED TO NO APPROPRIATE PREFERRED SUPPLIERS
 - Processing of preferred supplies (in Progress)
- ENERGY FOR POWER SUPPLIES
 - Willingness to trial solar solutions for AP office
- UNSCHEDULED SHIPPING
 - Frequently monitor shipping movement
- STAFF HOUSING
 - Liaise with WV and GP for solutions

Challenges cont...

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- Geographical Settings
 - Alternative activities for foregone plans
- Varying Community Acceptance of what we do
 - Stronger repeated advocacies
- Tight budgets
 - Incomparable to similar projects with different donors
- Key stakeholders commitments to our plans
 - Regular consultations
- Sporadic staff capacities to implementing
 - Capacity building
- Communications/Community participation
 - DPA

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CROSS-CUTTING THEMES

- **Child Protection**
 - Comprehensive CP policy. All staff and consultants screened and trained. Designing approach for better incident reporting and action by Area Programs.
- **Gender**
 - Channels of Hope for Gender approach. Global pilot of biblical based response with church leaders and pastors in Honara, Tomotu, WC and now the RSIPP. Key member of gender taskforce.
- **Peace Building**
 - Previous very active in post tension in WC and North Malakia. 100+ local peace committees established and reconciliations completed.
 - Have phased out of this area now due to relative need. Promote principles of 'do no harm' through Area Program and projects.
- **Environment and Climate Change**
 - Key aspect of disaster risk reduction and economic projects. Working to mainstream DRR and CCA.
- **Disability**
 - Mainstreaming in relevant activities i.e. School WASH, ECE, economic development and WVSI staffing

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Project Highlights

1. COMMUNITY ECONOMIC DEVELOPMENT

	1-Marketing <ul style="list-style-type: none"> • 24 PG trained on- <ul style="list-style-type: none"> - PGM Management - LVCD - Fish Processing - Cocoa Processing & Production - LMA Trained & Coached 	LOCAL MARKETING AGENTS 
<p>* Marketing T/F exposure trip overseas- Indonesia</p>		

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Project Highlights

1. COMMUNITY ECONOMIC DEVELOPMENT

2- Savings <ul style="list-style-type: none"> • Staff trained-ASCA model • Formation of 25 Savings Group 	Financial Planning & Budgeting Training conducted in 15 targeted communities 	Refresher Training conducted for SCs 
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Project Highlights

2. EARLY CHILDHOOD & CARE DEVELOPMENT

- Implemented MEHRD funding in ECCD – ALL 3-5 year olds enrolled in ECCD, including non-project site community children.
- Trainings (FBT) conducted for Community Volunteer Teachers and supported by the community
- Teachers enrolled for further studies (SICHE) and graduated.
- Graduated Teachers now been paid by the Government (Min. of Education).
- ECCED Classrooms built
- Provide Learning resources to EC Schools
- Host 2 USP courses at our AP-EC Teachers
- Provide Sanitation facilities for EC Schools

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Project Highlights

3. COMMUNITY CHANNELS OF HOPE (July FY13)

1. Establishment & training of FOCAL Points and CHAT Groups
2. Hosts Australia & New Land Evangelists (Pastors)
3. Drug Abuse Workshop
4. Established Drama Groups

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- QUESTIONS?
- Otherwise – **THANK YOU FOR VISITING WCAPI!**
- We trust you have a successful visit



An Introduction to International Cooperation & Development Fund, Taiwan, Republic of China (TaiwanICDF)


Regine Liu
21 Jan 2015

National History



People's Republic of China
v.s
Republic of China (Taiwan)

Foreign Aids to Taiwan



- USA**
- Japan**
- Saudi Arabia**
- WHO**
- World Bank**
- ADB**

- Education**
- SMEs**
- Infrastructure**
 - Railroad
 - Highway
 - Electricity
 - Communication
 - Water supply
 - Airport and seaport
- Banks**
 - Medical and public health services
 - Wiped out malaria

U.S.A	→	USAid
Australia	→	AusAid
New Zealand	→	NZAid
Taiwan	→	TaiwanAid ?

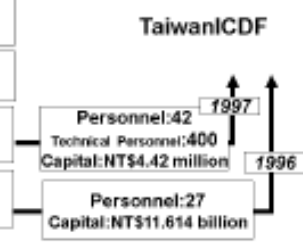


中華民國國際合作發展基金會
International Cooperation and Development Fund



TaiwanICDF introduction video

History of the TaiwanICDF

1959 First agriculture team dispatched to Vietnam	
1961 Operation Vanguard	
1962 ROC-Africa Technical Cooperation Committee	
1972 CITC of MOFA	
1989 IECDF of MOEA	

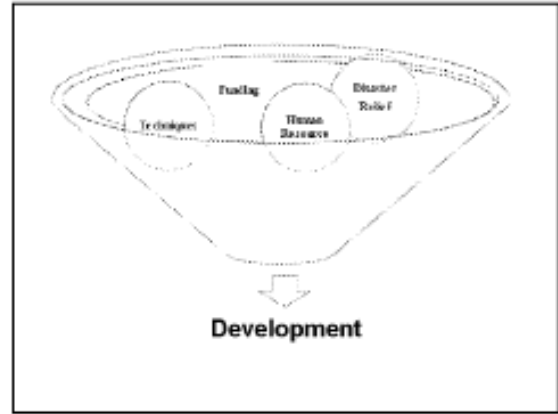
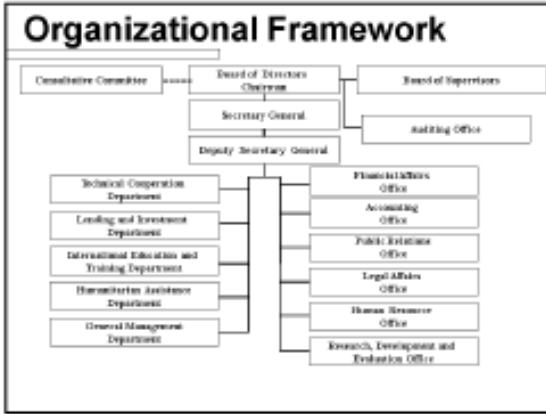
Dec 19th, 1995
The Legislative Yuan granted the juridical entity

TaiwanICDF

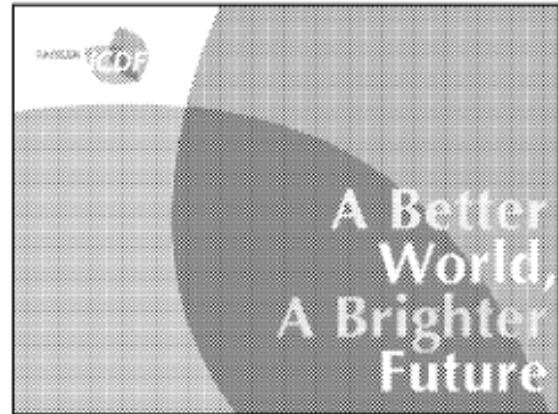
Personnel: 42
Technical Personnel: 400
Capital: NT\$4.42 million

Personnel: 27
Capital: NT\$11.614 billion

1997
1996



Q & A
www.icdf.org.tw



附件二：OCHA FTS 資金來源統計資料



Solomon Islands in 2014 - related emergencies

List of all humanitarian pledges, commitments & contributions in 2014

Report as of 02-February-2015

<http://fts.unocha.org> (Table ref: R10c)

Compiled by OCHA on the basis of information provided by donors and appealing organizations.

Donor	Channel	Description	Funding** USD	Uncommitted Pledges USD
Miscellaneous 2014				
United States of America	France RC	Risk Management Policy and Practice (USAID/OFDA)	500,000	0
United States of America	SC	Solomon Islands/Floods - Logistics Support and Relief Commodities, Water, Sanitation and Hygiene (USAID/OFDA)	250,000	0
Sub total for Miscellaneous 2014			750,000	0
SOLOMON ISLANDS: Flash Floods - April 2014				
Australia	Australia RC	Solomon Islands Flooding - Immediate relief and recovery activities	231,911	0
Australia	Bilateral (affected government)	Solomon Islands Flooding - Deployment of Australian Medical Assistance Team and a Hazardous Materials Team	231,911	0
Australia	Bilateral (affected government)	Solomon Islands Flooding - deployment of disaster relief experts, assist with transport and distribution of emergency relief supplies, and support to Solomon Islands Department of Health for replenishment of supplies	779,221	0
Australia	IPPF	The SPRINT Initiative - to aid flood victims with life-saving SRH services - to deliver life saving services as outlined in the Minimum Initial Service Package (MISP) for sexual and reproductive health services in crisis and post-crisis. The humanitarian assistance will also include medical and psychosocial support for survivors of sexual and gender based violence.	50,000	0
Australia	OXFAM International	Solomon Islands Flooding - prepositioned stores, and non-food items, and immediate relief and recovery activities	448,516	0
Australia	SC	Solomon Islands Flooding - prepositioned stores, and non-food items, and immediate relief and recovery activities	312,616	0
Australia	SEB	Solomon Islands Flooding - livelihood support	46,382	0

* Includes contributions to the appeal and additional contributions outside of the appeal (bilateral, Red Cross, etc.).

** Funding = Contributions + Commitments (see last page for definitions)

Donor	Channel	Description	Funding** USD	Uncommitted Pledges USD
Australia	Various Recipients	Solomon Islands Flooding - security of warehouses (through Solomon Islands Partnership Facility)	9,276	0
Australia	WVI	Solomon Islands Flooding - prepositioned stores, and non-food items, and immediate relief and recovery activities	710,575	0
Canada	IFRC	IFRC Emergency Appeal	48,966	0
Central Emergency Response Fund	UNFPA	(Solomon Islands) Access to reproductive health for TC Ian IDPs and Returnees	165,574	0
Central Emergency Response Fund	UNICEF	(Solomon Islands) Solomon Islands emergency Water Supply, Sanitation and Hygiene (WASH) interventions for flood affected women and children	709,054	0
Central Emergency Response Fund	UNICEF	Immunization and Nutrition	275,062	0
Central Emergency Response Fund	WHO	Provision of emergency health services to flash flood affected areas	626,433	0
European Commission's Humanitarian Aid and Civil Protection Department	WVI	Small-scale/epid. / Solomon Islands Flood Response 2014 (ECHO/DRF/BUD/2014/82004)	329,216	0
Italy	IFRC	Multilateral contribution to the IFRC emergency appeal called "IFRC Emergency Appeal Solomon Islands: Floods" to support people affected by this natural disaster through the provision of essential goods, emergency shelters, water and sanitation assistance and health and hygiene promotion messages (Emergency appeal n. MDRSB003)	69,156	0
New Zealand	Bilateral (affected government)	NZ Govt contribution to Honiara City Council for supplies following flooding in April 2014	176,062	0
New Zealand	Bilateral (affected government)	NZ Govt contribution towards relief supplies including MFAT water bottles, generators, tarpaulins and NZRC blankets, water bottles, tap stand and bladder deployed on the NZ Govt C-130 Hercules and commercial freight.	206,325	0
New Zealand	NGOs	NZ Govt contribution to New Zealand NGOs for response activities through local partners	565,684	0
New Zealand	OXFAM International	NZ Govt contribution to Oxfam Solomon Islands following flooding in April 2014	85,470	0
New Zealand	Solomon Islands RC	NZ Govt contribution through the deployment of a NZ Medical Assistance Team	277,739	0

* Includes contributions to the appeal and additional contributions outside of the appeal (bilateral, Red Cross, etc.).

** Funding = Contributions + Commitments (see last page for definitions)

Donor	Channel	Description	Funding** USD	Uncommitted Pledges USD
New Zealand	Solomon Islands RC	NZ Govt contribution to the Solomon Islands Red Cross following flooding in April 2014	25,641	0
New Zealand	WVI	NZ Govt contribution to World Vision following the flooding in the Solomon Islands in April 2014	145,299	0
Private (individuals & organisations)	IFRC	IFRC Emergency Appeal - (through various IFRC National Societies)	415,562	0
Spain	IFRC	Assistance to affected people including non-food relief, emergency shelter, water and sanitation assistance, as well as communicating on-the-ground health and hygiene promotion messages. (MDRSB003)	41,494	0
Sweden	MSB	WASH specialist - Information management	64,816	0
Sub total for SOLOMON ISLANDS: Flash Floods - April 2014			7,047,961	0
Grand Total: USD			7,797,961	0

Contribution: the actual payment of funds or transfer of in-kind goods from the donor to the recipient entity.

Commitment: creation of a legal, contractual obligation between the donor and recipient entity, specifying the amount to be contributed.

Pledge: a non-binding announcement of an intended contribution or allocation by the donor. ("Uncommitted pledge" on these tables may indicate the balance of original pledges not yet committed.)

Zeros in both the funding and uncommitted pledges columns indicate that no value has been reported for in-kind contributions.

* Includes contributions to the appeal and additional contributions outside of the appeal (bilateral, Red Cross, etc.).

** Funding = Contributions + Commitments (see last page for definitions)



National Surveillance Unit -- Solomon Islands
Ministry of Health and Medical Services

Post-Flood Disaster Early Warning Surveillance Report No.8

Honiara and Guadalcanal Province

Epidemiological Week 23
(2 June to 8 June)

Background

From 12-16 April, a post-disaster early warning surveillance and response network (EWARN) was implemented in Honiara and effected areas of Guadalcanal Province to quickly identify and respond to disease outbreaks. This is the eighth weekly report of the data collected in the EWARN system. Weekly reports will be circulated every Wednesday until such time that the epidemic risk returns to baseline. The number of sentinel sites will be adapted according to the needs.

Definitions

"Alerts" as described in this report are concerning health-related events that require verification and, as necessary, investigation by the National Surveillance Unit team.

"Indicator-based surveillance" is the reporting of specific diseases or syndromes from health facilities on a weekly basis.

"Event-based surveillance" is the ad hoc reporting of unusual or unexpected health-related events (including rumours) from a number of sources including MHMS, NGOs, UN Agencies, media reports, other government departments, etc.

Weekly epidemiological summary:

- Alerts generated
 - Nil alerts this week
- 20/22 sites have reported on time! GSH and Marau clinic did not report this week.

HCC

- The number of diarrhoea cases decreased from last week in all of HCC. The proportion of bloody diarrhoea remains stable at 21%.
- In NRH OPD, the number of diarrhoea cases has decreased again this week. The proportion of total consultations for diarrhoea was 10% this week versus 14% last week.
- Vura reported 52 cases of malaria confirmed by RDT. This is higher than the average number of cases for May. Four weeks Vura also reported an increase in malaria cases. National Vector Borne Disease Control Program are aware.

GP

- Watery diarrhoea has decreased in GP.
- Notifications of influenza-like illness have increased in GP.

Indicator-based surveillance data* (Annex 3 to Annex 6)

Syndromes	HCC		GP		TOTAL
	Week 23	Week 22	Week 23	Week 22	(W16-W22)
<i>Reporting sites</i>	<u>10/10</u>	<u>10/10</u>	<u>10/12</u>	<u>12/12</u>	
Acute Fever and Rash	0	1	0	0	29
Prolonged Fever	8	15	15	7	407
Influenza-like-illness	77	48	174	189	2428
Watery Diarrhoea	132	170	59	222	4300
Bloody Diarrhoea	28	34	10	22	376
Acute Jaundice Syndrome	0	1	0	0	9
Malaria	74	97	35	39	1045
Dengue-like-illness	18	21	0	0	224
TOTAL CONSULTATIONS	2621	2831	878	1751	8818

*Note 1: alerts that exceed the defined threshold for the week are flagged in **red and underlined**.

*Note 2: alerts that need a close follow up are flagged in **red**

Lab results

- 14 Dengue samples were positive (NS1/IgM) among 70 samples tested

Verification of alerts

Week 22: Nil alerts

Week 21:

- One death from Tangarare in child with severe pneumonia
- 2 deaths from Good Samaritan hospital. A one year old girl who presented with pneumonia, diarrhoea and vomiting was seen in OPD on 23 May and sent home. Died at home on 26 May. An 11 month old male was referred to NRH with severe dehydration and malnutrition died on 25 May.
- One death in a 9 month old child from severe dehydration from Marau.

Action plan for Week 24

- Investigate and monitor the increase in diarrhoeal outbreaks in the provinces
- Continue to verify all reported deaths

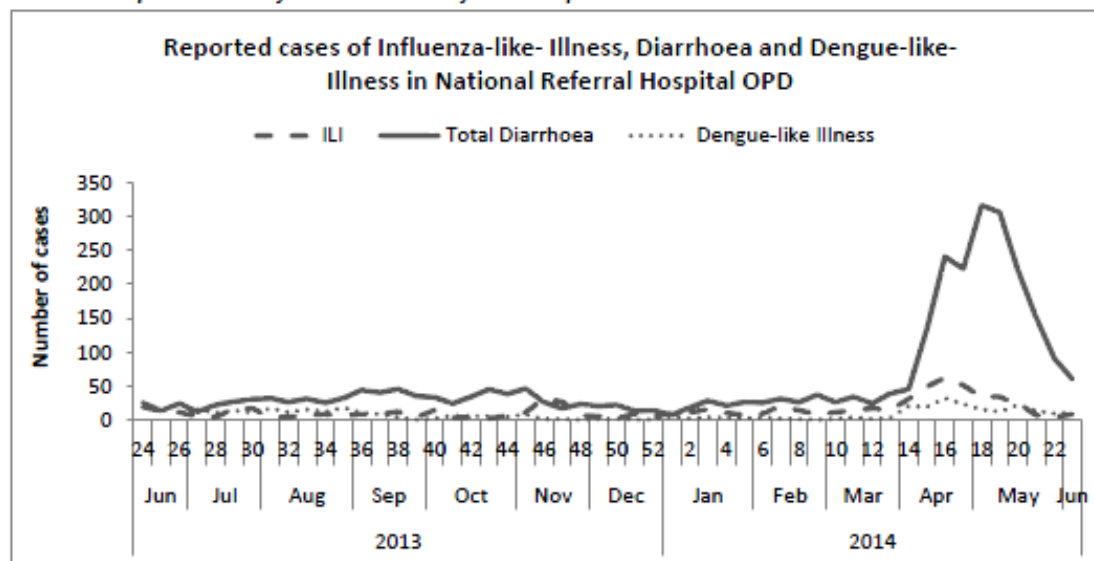
Annex 1: Abbreviations

AFR	Acute Fever and rash
BD	Bloody diarrhoea
DLI	Dengue-Like-Illness
EC	Evacuation Centre
EWAR	Early Warning Alert and Response
GP	Guadalcanal Province
GSH	Good Samaritan Hospital
HCC	Honiara City Council
ILI	Influenza-Like-Illness
MHMS	Ministry of Health and Medical Services
NRH OPD	National Referral Hospital Outpatient Department
WD	Watery diarrhoea

Annex 2: Sentinel sites: date of inclusion and report

	Facility	Location	Included on	Report W23	
HONIARA CITY COUNCIL	White River	West Honiara	Week 16	No	Closed
	Rove	West Honiara	Week 16	Yes	
	Mbokona	West Honiara	Week 16	Yes	
	Mbokonavera	Central Honiara	Week 16	Yes	
	Pikinini	Central Honiara	Week 16	No	Closed
	Mataniko	Central Honiara	Week 16	Yes	
	NRH OPD	Central Honiara	Week 16	Yes	
	Kukum	East Honiara	Week 16	Yes	
	Vura	East Honiara	Week 16	Yes	
GUADALCANAL PROVINCE	Naha	East Honiara	Week 16	Yes	
	Tangarare	W Coast	Week 19	Yes	
	Visale	NW Coast	Week 16	Yes	
	Kohimarama	NW Coast	Week 16	Yes	
	Turarana	Central GP	Week 20	Yes	
	Marara	W of Honiara	Week 16	Yes	
	Tinaghulu	E of Honiara	Week 16	Yes	
	Good Samaritan	E of Honiara	Week 16	No	
	Aola	NE Coast	Week 16	Yes	
	Totongo	NE Coast	Week 16	Yes	
	Marau	E Coast	Week 17	No	
	Avu Avu	S Coast	Week 21	Yes	
	Mbabanakira	SW Coast	Week 21	Yes	

Annex 3: Reported cases from National Referral Hospital

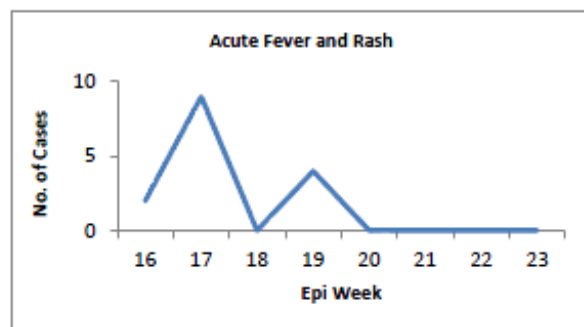
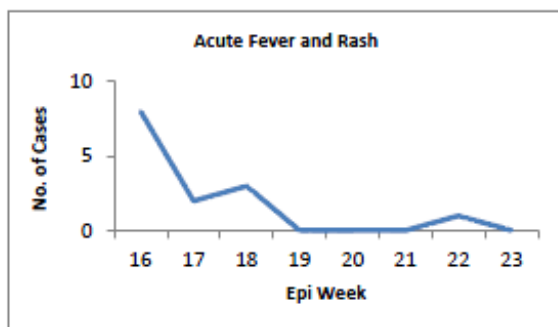
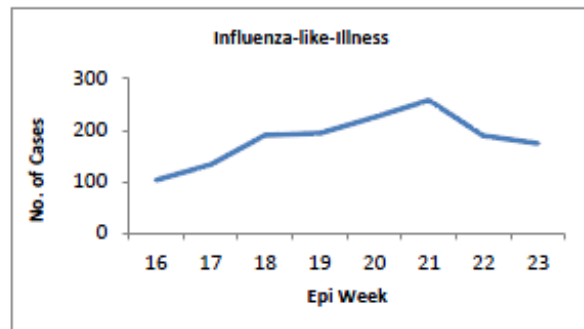
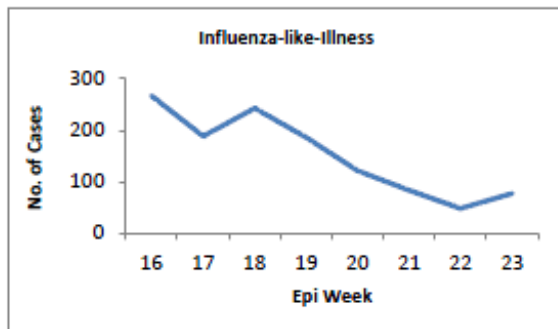
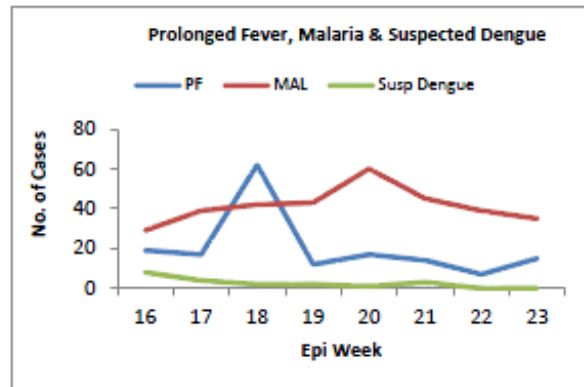
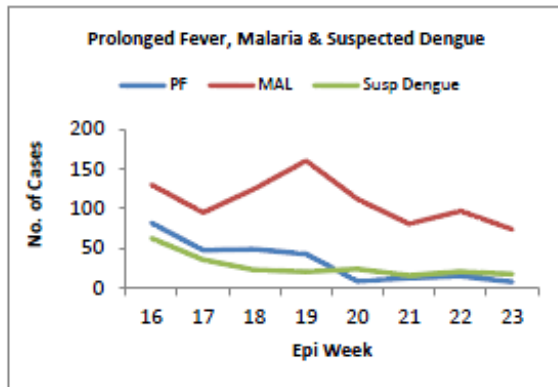
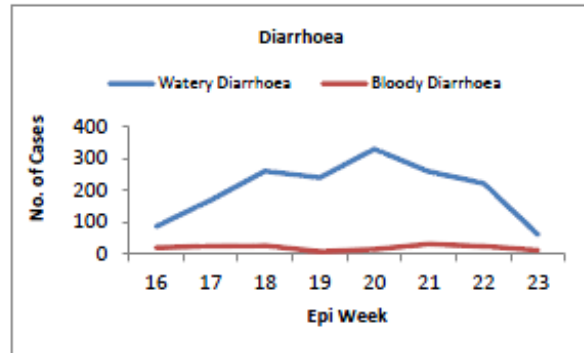
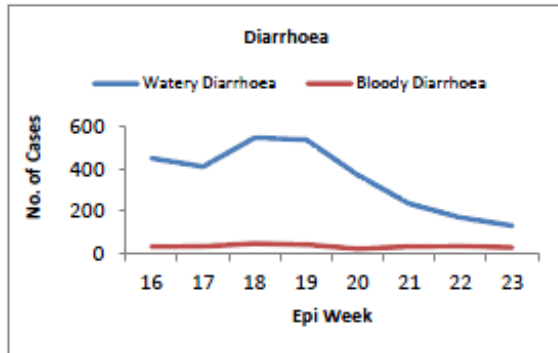


Annex 4: Data per syndrome in HCC and in GP

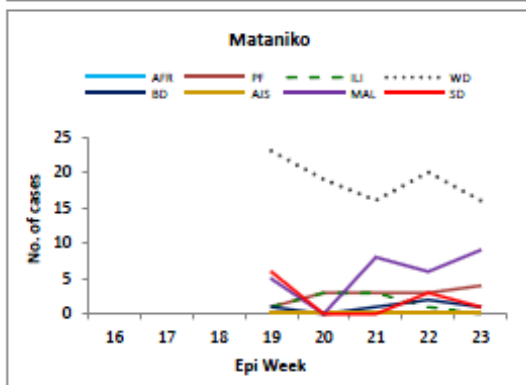
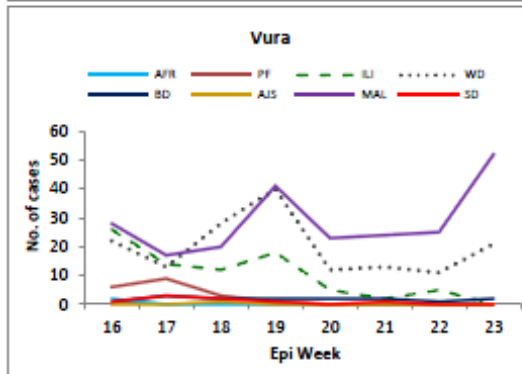
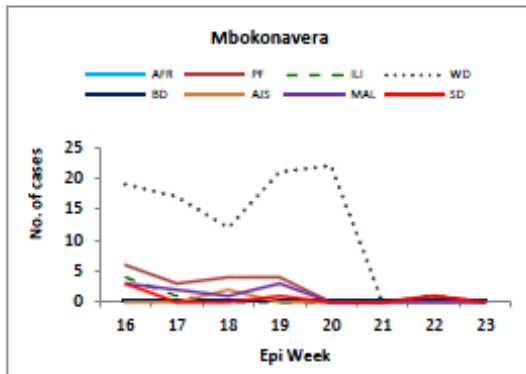
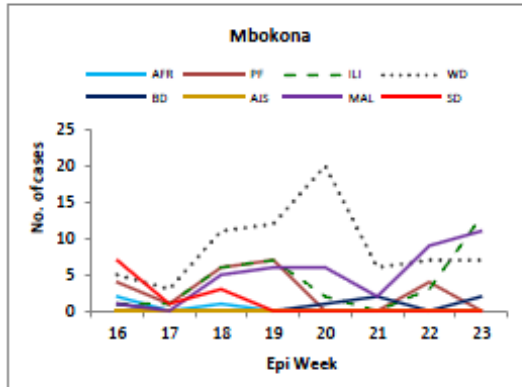
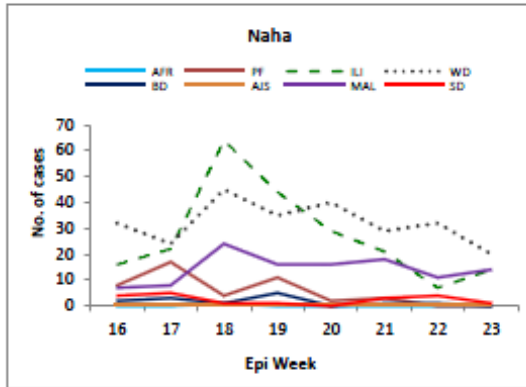
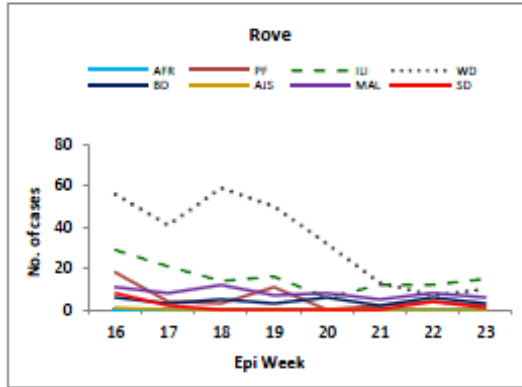
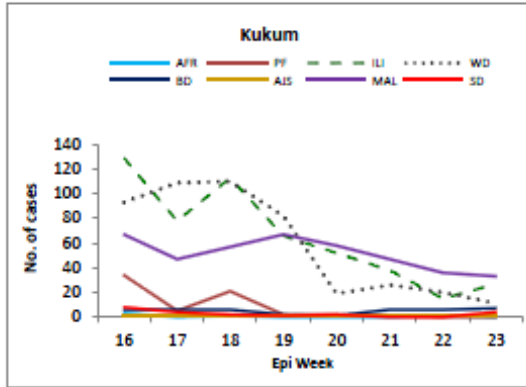
EARLY WARNING EPIDEMIC SURVEILLANCE

HONIARA CITY COUNCIL

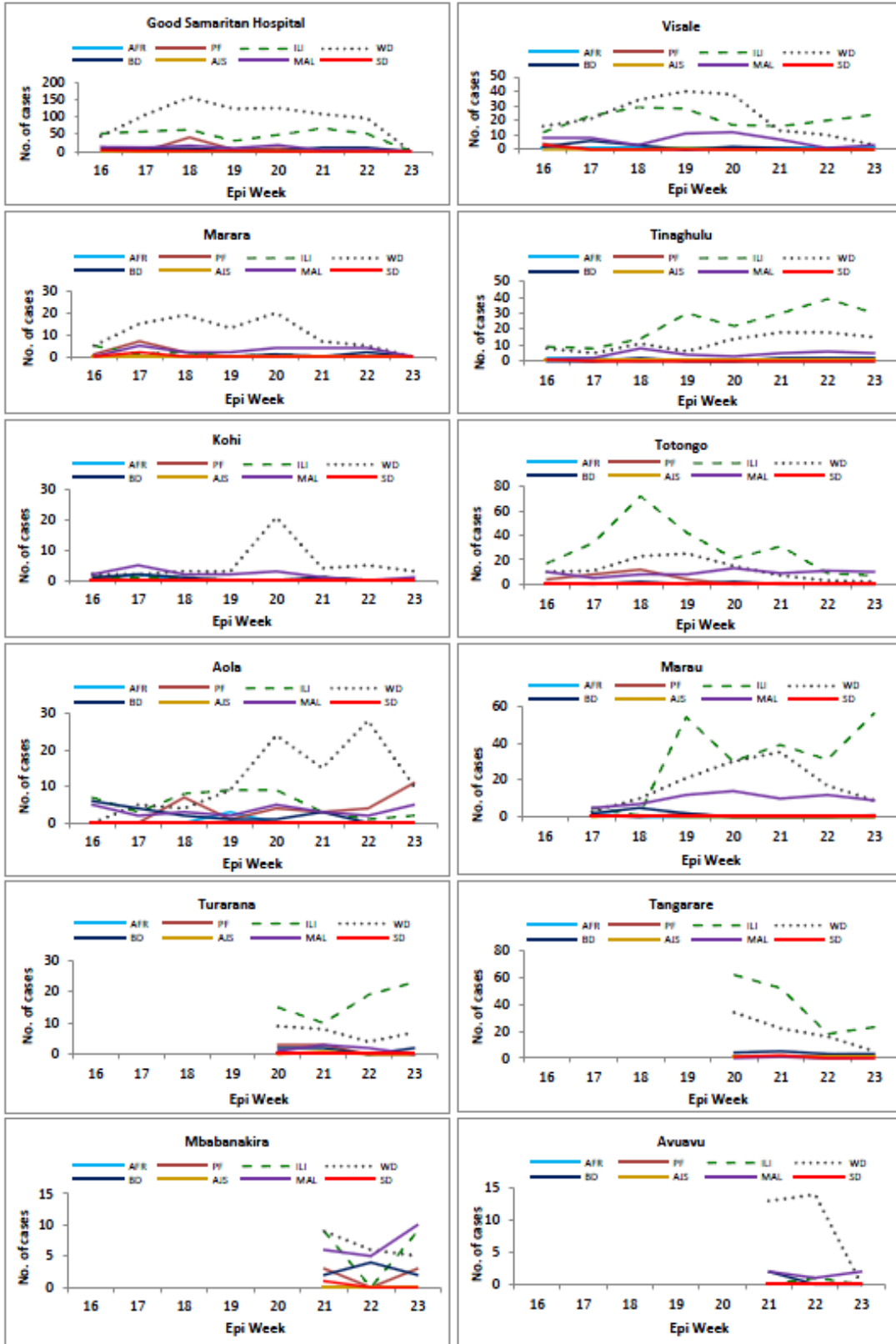
GUADALCANAL PROVINCE



Annex 5: Syndromic data per location in HCC



Annex 6: Syndromic data per location in GP



附件四：任務離境報告

Mission period: 17th to 25th January, 2015
Reporting date: 24th January, 2015

Solomon Islands Addressing to Health and Hygiene Project Inception Mission Exit Report

1. **Project Location Rationale:** Why we choose Weathercoast as our target area?

Highlight the investment and addressing the needs: There were many resources directed at the flood-affected area in Honiara and the Guadalcanal Plains; the communities in the Weathercoast area are in a remote location without any donor funds being directed to support their needs. To choose Weathercoast as the project target area can reduce the duplication of resources and be more visible.¹

2. **Project Efficiency:**

- Sustainability: service delivery plus empowerment, which can build long-term capacity and stronger relations.
- Resources utilization: Free-rent and functioned office, trained staff, well-networking (both inter-organizational and central and local governmental).
- Human resource incubation: volunteers' participation.

3. **Visibility and branding:**

- Branding in MOU between WVSI and the communities; WVSI and Ministry of Health and Medical Service.
- Taiwan national flag and TaiwanICDF logo will be seen in all water supply system, documents, flyers, posted training material and presentation.
- Introductions of Taiwan and ICDF were delivered to project beneficiaries, local government and WVSI staff.²

4. **Volunteers dispatch design:**

- Working Location: male volunteers will be based in Weathercoast; since there are limited infrastructure and social activities, the volunteers will be able to travel to Honiara every 3 weeks. They will also be invited if any inter-organizational meetings, trainings and simulations.
- Flexibility: due to the basic living condition, the period of stay for volunteers will be 12 weeks. After 8th weeks, an evaluation will be performed by both volunteer himself and WV Weathercoast office to decide if both should stay for another 12 weeks.

5. **Engagement of Taiwan Embassy:**

The project periodic report will be sent to the Taiwan embassy. Additionally, Taiwan Embassy will

be invited to the project-related events while there are SI central government officers' presence.

Note:

1. Take WWSI for instance, 2.3 million were received for the relief in Honiara area. According to FTS, total US\$ 7,797,961 were granted for humanitarian in year 2014. Half million funding is relatively small, hence might not be as notable as to invest in Weathercoast area.
2. Introductions including ICDF organization presentation, project rationale, Taiwan history, bi-lateral relations between Taiwan and Solomon Islands and Taiwan promotion videos.

附件五：WVSI 機構評估報告

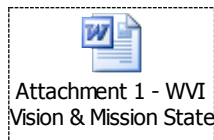
Taiwan ICDF - Organizational Assessment Report Outline

Organizational Performance

1. Effectiveness

(How does WVSI achieve organizational mission, purpose and goals?)

World Vision Solomon Islands (WVSI) achieves its organizational mission, purpose and goals through the commitment by its staff to live by its vision and mission statement wherever World Vision is at work. Staff commitments are further braced by the six (6) core values. We ensure that partners and communities we work with also uphold these values. Please see the attached document for WVI Vision and Mission Statement and Core Values:



OUR COMMITMENT

WVSI recognizes that values cannot be legislated; they must be lived. No document can substitute for the attitudes, decisions and actions that make up the fabric of our life and work. Therefore, we covenant with each other, before God, to do our utmost individually and as corporate entities within the World Vision Partnership to uphold these Core Values, to honor them in our decisions, to express them in our relationships and to act consistently with them wherever World Vision is at work.

2. Efficiency

(How does WVSI deploy resources? How to reach optimal use to obtain the results desired)

WVSI often will make use of both existing physical and human resources during planning, implementation, monitoring and evaluation of a project or program. Local people will be utilized as educators; community-owned infrastructure will serve as learning centers.

Through the provision of information, individuals and communities shall be empowered to accept responsibility for their improved well-being. Community members will participate in the operational and impact research for monitoring and evaluation purposes. The community based committees will be an added resource to the community as they can be an effective mechanism for sustainability at the end of a project's life.

By increasing the capability of the local community to undertake development, another impact is to maximize the investment that the local community is making in the project; this maximizes ownership as the community commits to using its own resources for betterment of the community.

3. Relevance

(How does WVSI continue to be relevant to the stakeholders? (Implying the ability to adapt to a changing context))

WVSI continues to be relevant to its stakeholders through its program approach of “Demand Driven Concept”, whereby communities are involved in the project including decision-making and monitoring. Through the use of ~~PHAST~~ [Participatory Learning and Action \(PLA\) approach](#), target communities will identify project priorities and develop plans for improvements. The underlying basis for ~~PHAST-PLA~~ is that no lasting change to people's behaviors will occur without understanding and believing in the need for improved practices and that communities should determine their own priorities for improvement if it is to be successful. While special attention will be given to meeting the set project objectives, the project team often places a premium upon maintaining the sense of community ownership over the activities and project improvement plans.

WVSI staffs are experienced and have the ability to adapt to a changing context. They are experienced in planning project implementation around the challenging topography of communities, bad weather and natural disasters to ensure all activities are implemented as planned to satisfy all stakeholders involved. WVSI staffs place an emphasis on including local and national stakeholders' involvement to ensure alignment with national development plans and governmental standards, as well to ensure there are supporting agencies that contribute to project sustainability.

4. Financial Viability

(How does WWSI raise funds?)

World Vision is a global partnership based on a federated model, with country offices in both the developed and developing world. Contributions come from private donors, businesses, foundations and government grants. Gifts-in-kind such as food, commodities, clothing and school supplies are also donated by corporations or Government agencies to assist resource our projects.

External Environment

1. Political/ administrative/ legal contexts of Solomon Islands

The United Kingdom established a protectorate over the Solomon Islands in the 1890s. It then became an independent state on July 7, 1978. The government is a parliamentary democracy, and is made up of 9 provinces and 1 city administrative division. Elections were held in November 2014, and the newly elected prime minister is Mr. Manasseh Sogavare.

2. Economic conditions

The main part of the population in Solomon Islands is dependent on fishing, agriculture and forestry. The majority of manufactured goods are imported from other countries. The country is rich in mineral resources, and this looks to be a driver of the economy in the future. The GDP was 1.9 billion in 2013 (PPP), with a growth rate of 4%.

3. Socio-cultural conditions

Solomon Islands is a mixture of Melanesians, Polynesians and Micronesians; however, Melanesians are by far the majority, representing 95% of the population. English is the official language of the country; however, only 2% of the population speak English and most rely on Melanesian pidgin. The majority of the population is Christian, around 97%.

4. Infrastructure

Infrastructure in the country is still in need of development. There is one paved airport,

servicing both the domestic and international flights in Honiara (the capital), with dirt runways in most provincial capital cities. There is a ferry system in Honiara that provides additional transport for persons traveling from the provincial islands (most cost effective for the average person). Roadways are also underdeveloped, with a total of 1,390 km of roads. There is a major port in Honiara, providing for the bulk of import of goods and oil to the country.

Organizational Capacity

1. Strategic leadership

(WVSI structure, governance, strategic planning)

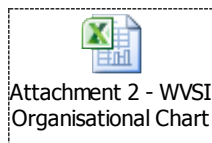
World Vision Solomon Islands' leadership is under the Country Program Director, Mr. Janes Ginting. He is the chairperson of the Strategic Management Team (composed of the departmental senior managers), that meets monthly and makes decision with respect to the policy and operations of the office, as well as providing the strategic planning through a 5-year country strategy and annual business plans. World Vision Solomon Islands is one of four countries that make up the Pacific Timor Leste (PTL) blended office, and thus additional leadership comes from the PTL blended office located in Brisbane, Australia, and led by Mr. Myles Harrison, with overall policy direction provided to the four country offices.

World Vision Solomon Islands (WVSI) is legally registered with the Solomon Islands Government Ministry of Home Affairs as a Non-Government Organisation (NGO) and is a member of the Solomon Islands Development Services Exchange, the umbrella body in Solomon Islands representing NGOs. WVSI complies with all local legal requirements and international legal obligations as a branch office of World Vision International (WVI).

The WVI Board is comprised of 24 members from 19 branch office country boards in nations where World Vision operates. Board members are drawn from a variety of organisations within

the private sector and community sector with significant corporate experience. With the exception of the WVI president, all directors including the chair are non-executives (i.e. they are volunteers who are not compensated for their service on the board). The board is charged with the overall health and wellbeing of the World Vision partnership and the alignment of branch offices with World Vision policy and procedures. WVSI is bound and directed by the decisions of the WVI board and complies with all WVI requirements.

Please see the attached document - WVSI structure:



2. Human resources

(Numbers of staff and deployment)

WVSI was comprised of 183 staff as of August 2014.

Please see the attached document for deployment - Staffing List by Department and Area Program Office:



3. Core resources

(Financial and infrastructural capacity)

WVSI operated on a budget of 8.3 million USD in FY 14, and is proposing a budget of 9.1 million USD for FY 15. All of the operations of World Vision Solomon Islands are based on grant-funding, with a current portfolio of 25 grants, representing 7 donors.



World Vision operates its programming through a main office in Honiara, and seven area program offices. Major assets in both the main office and area program offices include one 3-ton truck, two vans, 11 vehicles/trucks, 20 boats, five (5) VSAT communication links, four (4) VSAT phones, and six (6) storage sheds for pre-positioned items.

4. Inter-institutional linkages

(The relations, partnerships and alliances with WV headquarters or other institutions)

WVSI is neither a constituency, or membership based organisation. WVSI is part of a global federation of support offices and national offices under the leadership of WVI. WVSI does not discriminate in any way against selection of, or goods and services for, project beneficiaries. WVSI is very partner-oriented, working in partnership with local communities; local, national and international Civil Society Organizations (CSOs); local, provincial and national government; donor agencies; WVI support and national offices; as well as multi-lateral agencies.

Within Solomon Islands, WVSI is a member of the Development Services Exchange, the umbrella network for NGOs and CSOs in Solomon Islands. WVSI has strong links with the Church in Solomon Islands and has MOUs signed with The Anglican Church of Melanesia, The Seventh Day Adventist Church, South Seas Evangelical Church, Uniting Church and a strong relationship with the Roman Catholic Church. WVSI also works closely with the Literacy Association of Solomon Islands (LASI), Solomon Islands Trauma and Crisis Centre, Solomon Islands Christian Association, World Fish, Solomon Islands National University (SINU), Solomon Islands Credit Union League (SICUL), Coalition of Education Solomon Islands (COESI) and Kastom Garden Association (KGA).

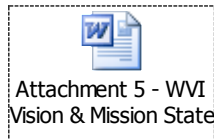
Organizational Motivation

1. History (How and why WVSI got started)

World Vision commenced operations in Solomon Islands in 1980, initially providing humanitarian relief and assistance. A permanent presence was soon established and programming in Water, Sanitation and Hygiene (WASH) implemented. Programming has progressively expanded to cover WASH, community economic development, maternal and child health and nutrition, early childhood education, disaster risk reduction, and gender based violence reduction. Programming currently covers seven areas, each with multiple projects and each with a 10-15 year life span in each location.

2. Mission

Please see attached document: WVI's Vision, Mission and Core Values.



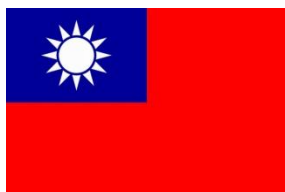
The long term community development vision is that every child experience life in all its fullness. This vision aims to be fulfilled through the provision of WASH, community economic development, maternal and child health and nutrition, early childhood education, disaster risk reduction, and gender based violence reduction projects. WVSI has staff living in the communities in which the organisation works and undertakes regular community consultations before, during and after projects are complete to ensure participation from the community. Because of the long term nature of World Vision programming, staying in a geographic area for 10-15 years, constituents are well informed of organizational activities and due to thorough consultation, communities are very supportive of project activities.

3. Incentive and rewards

Within the International NGOs, WVSI's staff care and salaries are rated among the highest in the Solomon Islands, which has led to a strong retention rate among the staff. Benefits include a housing allowance, medical insurance, social security contribution, maternity and paternity leave, and newborn allowance. WVSI has just started implementing a "talent pool"

– a selection of staff with strong achievements and skills that receives preferential status for trainings, attending international events, and advancement.

附件六：WVSI 機構評估說明



MEMORANDUM OF UNDERSTANDING (MoU)

BETWEEN

**MINISTRY OF HEALTH AND MEDICAL SERVICES
(MHMS)**

AND

WORLD VISION SOLOMON ISLANDS (WVSI)

FOR THE PERIOD December 1, 2014 to May 31, 2016

MEMORANDUM OF UNDERSTANDING

between Solomon Islands Government's Ministry of Health and Medical Services and World Vision Pacific Timor Leste – Solomon Islands Country Program Office regarding their partnership in implementing a health and hygiene project managed by World Vision in Solomon Islands.

1. PREAMBLE

This Memorandum of Understanding (MOU) is between the Solomon Islands Government's Ministry of Health and Medical Services, also referred to as 'MHMS' and World Vision Pacific Timor-Leste - Solomon Islands, also referred to as 'WVSI', regarding their partnership in implementing a health project managed by World Vision in Solomon Islands.

This Memorandum sets out the mutual roles and responsibilities in a partnership to improve the collaboration between MHMS and WVSI and to jointly improve health practices in the Solomon Islands with a particular focus on women and children in the most vulnerable communities.

This Memorandum also explains the implications of this partnership in terms of accountability, efficiency, and effectiveness of the support from both entities to the projects.

KEY STAKEHOLDERS

Solomon Islands Government's Ministry of Health and Medical Services and in particular the Division of Policy and Planning and the Division of Health Promotion.

Guadalcanal Provincial Health and Medical Services, including hospitals, rural health clinics/centers, and rural aid posts.

2.4 World Vision Solomon Islands and its Supporting Office in Marau, Guadalcanal Province.

2.5 Target communities within World Vision Solomon Islands' areas of intervention in Weathercoast, Guadalcanal Province.

DURATION AND PURPOSE

3.1 This MOU covers the period for the current project titled, “Solomon Islands: Addressing Health and Hygiene needs of those affected by the Solomon Islands Flooding in Weathercoast, Guadalcanal,” being implemented by World Vision in the Solomon Islands, which is from December 1, 2014 until May 31, 2016. The intended purpose of this MoU is:

- a) to develop and establish a professional and transparent partnership between the MHMS and WVSI with clear roles and responsibilities for both partners.
- b) to formalise the sharing of technical expertise, information, and human resources.

- c) to document ways in which MHMS and WVSI can actively work together in order to achieve greater impact, avoid duplication of work and to align implementation to the expected outcomes according to the objectives in the Solomon Islands National Health Strategy Plan (2011-2015).

4. PRINCIPLES AND VALUES

This MOU is based on the following principles:

- 4.1 Mutual respect, equity, transparency and mutual benefit.
- 4.2 A commitment to continuously improve planning and implementation of the project(s) as set out in the Annex (es), which may be added to from time to time.
- 4.3 A commitment to work with all stakeholders (other Ministries, Provincial agencies, Development Partners, Community Based and Non-Governmental Organizations, communities, and health committees, parents and children).
- 4.4 To align as much as possible to the Paris Declaration and the Government’s Agenda for Action, which promotes harmonisation and alignment of aid to the planning, budgeting, implementation, monitoring and reporting processes of MHMS.
- 4.5 To actively engage with and to improve the health status of communities, especially women and children, in Solomon Islands.
- 4.6 Respect to the rights of the children (UN-resolutions).

5. ROLES AND RESPONSIBILITIES OF THE MHMS

Based on previous coordination between the two parties, and the support provided by the Government of Solomon Islands to WVSI, the Ministry agrees to:

- 5.1 Support communities to adopt health and hygiene practices to protect the health of communities, especially women and children, through a community based approach of capacitating local community health workers.

5.2 Create an environment that facilitates the smooth implementation of the project managed by WVSI and to assist WVSI where needed in mobilising relevant government personnel or other relevant stakeholders.

5.3 Facilitate and coordinate where necessary open tender processes for any procurement of services or products, tools, materials etc. that are needed for the approved project managed by WVSI.

5.4 Maintain good communication between MHMS and WVSI by identifying a specific contact person in the MHMS and the relevant Provincial Health Services, and by regular exchange of information about important health sector meetings, developments and events and by increasing the opportunity for WVSI to participate in meetings and to take part in events organized by MHMS.

5.5 Together with WVSI, monitor the quality and progress of the WVSI Health projects towards expected outcomes by undertaking periodic reviews of the project.

5.6 Support WVSI where necessary with the facilitation of technical assistance when that is needed on the basis of official requests to MHMS and Terms of References.

5.7 Collaborate with WVSI and where needed participate in the necessary capacity building for community health workers and project staff involved in the implementation of the WVSI Health Projects.

5.8 Support WVSI to ensure that IEC (Information, Education and Communication) and media material used for project activities are area aligned with MHMS priorities and health and hygiene messages.

6. ROLES AND RESPONSIBILITIES OF WORLD VISION SOLOMON ISLANDS

Subject to the availability of funding, WVSI agrees to:

6.1 Implement the Health and Hygiene Project at the highest professional standards possible.

6.2 Collaborate with MHMS and selected health facilities to develop plans to achieve coordination for targeted communities to access health care services.

6.3 Ensure Health projects are fully staffed by trained and experienced personnel.

- 6.4 Develop detailed plans for the Health and Hygiene Project - identifying goals, strategies, activities, personnel, budget and a monitoring and evaluation framework.
- 6.5 Include in the monitoring and evaluation framework for the approved project, process and output indicators, targets and benchmarks that will assist all stakeholders to follow the progress made towards the agreed outcomes.
- 6.6 Facilitate visits from MHMS staff to the project on an annual basis at a mutually agreed time.
- 6.7 Produce and submit on time six-monthly progress reports to the MHMS covering the periods December to May 31, 2015, June to December 31, 2015, and January to May 31, 2016 . The reports will follow WVSI's LEAP reporting template or a template designated and agreed upon by the project donor.
- 6.8 Adhere to MHMS policies stated in the National Health Strategic Plan (2011-2015)
- 6.9 Improve the communication between WVSI and MHMS by regular exchange of information about project developments, important meetings, and other events.
- 6.12 Share all Education materials produced or provided for the project with the MHMS and relevant Provincial Health Services.
- 6.13 Not to reproduce, sell or license to any third party project materials developed jointly with the MHMS and funded by MHMS. Decisions on reproductions, reprinting, promotion or sale will be made jointly.
- 6.14 Request technical support from MHMS on the basis of Terms of References and annual cooperation plans.

7. CONFIDENTIALITY

- 7.1 Except with prior written consent of the other party, neither party may use or disclose to any third party any confidential information about the project shared between the two parties.

8. *CONFLICT RESOLUTION*

8.1 Both parties signing this MOU are committed to identifying and resolving any conflicts as they arise.

9. AMENDMENT OR TERMINATION OF AGREEMENT

9.1 Amendments to this MOU can be made at any time so long as both parties agree in writing;

9.2 Either party may terminate this agreement subject to 60 days notice of such termination being given to the other party. It is expected that this agreement would only be terminated after a process of dialogue that addresses any concerns that either party may have.

10. SIGNATURES

Signed:

Date: January 16, 2015

Name: Dr. Tenneth Dalipada

Acting Permanent Secretary, Ministry of Health and Medical Services (MHMS)

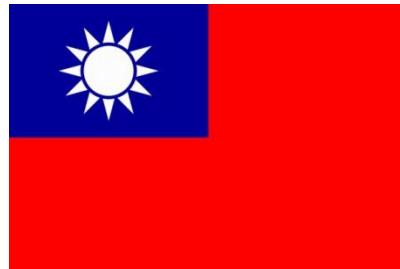
Signed:

Date: January 16, 2015

Name: Janes Ginting

Country Program Director, World Vision Solomon Islands (WVSI)

附件七：WVSI 與受益社區合作備忘錄



World Vision Solomon Islands
Weather Coast Area Programme
POBox 11, Kirakira
Tel: (677)50090
Fax: (677)50115

**MEMORANDUM OF UNDERSTANDING
BETWEEN
WORLD VISION AND THE COMMUNITY**

This agreement is for implementing the SI Addressing Health & Hygiene Project (SI AHH) between _____ COMMUNITY in Ward __, Weather Coast /Guadalcanal Province and World Vision Solomon Islands (WVSI) Weather Coast Area Program.

Both two parties will be responsible for the following activities in order to conduct the activities under the above said project in their community.

The Community in this partnership will;

1. Set up Community Committees for the Project.
2. Provide accommodation for project staff whilst on project site.
3. Provide venue for trainings, dinning house and sanitation for trainings.
4. Assist World Vision staff to identify possible Community Health workers.
5. Attendance to regular meetings, as called by the Village Committee or CHWs to discuss the project's progress.
6. Have equal gender representation in the village committees.
7. Community members must attend any programs/training activities conducted by the World Vision during field visits.

8. Provide local foods/firewood for trainings as community contribution.
9. Provide safe environment for staff.
10. Assist in project monitoring and evaluation
11. Implement project activities with assistance from World Vision staff.
12. Provide safe environment for World Vision staff & equipment (OB/Boat) on site.
13. Assist World Vision staff when arriving/departing at sea port/passage.

World Vision in this partnership will:

1. Provide training for Community members and Community Health Workers.
2. Provide training materials and basic store food (rice, taiyo) for trainings.
3. Assist in the establishment of the Community Committee and Community Health Workers.
4. Link communities with potential stakeholders
5. Conduct quarterly meetings with the community
6. Ensure project implementation is done according to plans and timeline.
7. Assist with non-local materials in providing non-local materials
8. Register community with resource NGO's.
9. Provide community project facilitators
10. Assist with technical and resource personnel
11. Transport project staff to visit the community from time to time.

This agreement is valid for the duration of the SI (WC) Addressing Health & Hygiene Project and shall take effect from the Dec 2014 to 31st May 2016. This agreement will be reviewed annually.

Signatures of Parties:

This Memorandum of Understanding is entered into on _____
(date)

Community Representatives

Name:

1. _____
____/____/2012

Name Signature Date

2. _____
____/____/2012

Name Signature Date

World Vision Representatives

Name:

1. _____
____/____/2012

Name Signature Date

2. _____
____/____/2012

Name Signature Date

LEAP 3rd Edition: Aligning Strategy and Programming

October 2014

Title Page

[1 page]

Publishing information

[1 page] On the inside cover

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I Introduction

What is LEAP 3rd Edition?

LEAP is World Vision's approach to programming design, monitoring and evaluation (DME) for all programmes, regardless of funding type. This 3rd Edition of LEAP builds on previous versions and endorses the principles of good DME that they promote. In addition, LEAP 3rd Edition brings a strong emphasis on the link between National Office strategy and programming. It enables National Offices to ensure that a clear, relevant strategy is applied effectively through programming, that strategy is informed by programming experience, and that all programming can show a clear contribution to strategic objectives and targets. This new edition also includes project management.

LEAP 3rd Edition enables National and Support offices to put 'One Operation, One Organisation' into action through good quality DME and through transparent, strategic relationships between entities. It enables Support Offices to engage more strategically with National Offices, so that technical and financial resources can be applied to build capacity and improve effectiveness across the National Office's entire programming portfolio. It also enables continuing accountability to supporters as well as to the children, families, and communities World Vision seeks to serve. Overall, LEAP 3rd Edition is intended to help World Vision contribute more effectively toward the goal of everything we do: the sustained well-being of children, especially the most vulnerable.

Who is it for?

The primary audience for this document is staff within a National Office that are responsible for the design, implementation and evaluation of programming at all levels. It is also intended to be of use to staff in Support Offices and other parts of the World Vision Partnership, to provide a clear basic description of WV's approach to DME.

Timeframe for implementation of LEAP 3rd Edition

World Vision National Offices can begin to use LEAP 3rd Edition in their programmes when they are ready. In preparation, National Offices will need to ensure that management systems and technical capacity are adequate to support this approach to programming. Support Offices, through the Programme Support Teams, will be involved in the NO's decisions of how and when begin using LEAP 3rd Edition.

The GC Development and Programme Effectiveness team will support early adopting National Offices and their partner Support Offices in applying LEAP 3rd Edition during FY14. Learning from these early adopters will be documented and used to improve LEAP principles, and tools.

The benefits of LEAP 3rd Edition

National Offices that use LEAP 3rd Edition in their programming will benefit from the following:

Improved programme quality and scale

- Programming is more focused as it is based on the national strategic objectives
- Stronger focus and improved designs enhance effectiveness and impact
- Increased quality of technical design and implementation as technical advisors become technical managers who share accountability for results.
- National offices receive more focused and coordinated support from SOs because of a more consistent approach to programming
- The quality and relevance of baselines and evaluation information is enhanced by having fewer, better resourced evaluations

Better integration across all types of programming

- This DME approach works for all of an NO's programming including advocacy, emergency response and food programming, as well as long term development
- It works for non-sponsorship funded as well as sponsorship funded programming. It is easier to integrate other funding sources into sponsorship funded work.
- Advocacy work will be strengthened because of improved relationships with national partners, stronger linkage from local to national levels, and easier access to useful programme information.

Reduced work load

- M&E requirements are reduced from 50 standards to 14
- Fewer programme assessments, designs, budgets, reports, baselines and evaluations are required
- Simplified organisational business processes mean that all programme designs and budgets are reviewed and agreed with an SO before implementation begins
- Reporting on contribution to improved child well-being is easier and more consistent, by using standard indicators
- Frontline staff can work more effectively with communities and partners because organisational requirements are reduced.

This document describes the essential principles and standards of LEAP 3rd Edition. Links are provided to other tools and resources that can be used to implement these principles and standards.

2 LEAP

LEAP stands for Learning, Evaluation, Accountability and Planning, the key ingredients of World Vision's approach to programming M&E:

Learning	Reflect on and use the programming information that we collect
Evaluation	Collect, analyse & report programming information in: Assessment Baseline Evaluation Monitoring
Accountability	Share programming information Consult with communities Promote participation Collect and act on feedback and complaints
Planning	Programme design Budgeting Implementation plans Project planning and management Closing

Linking strategy and programming

The sections below explain how LEAP 3rd Edition enables alignment of strategy and programming to improve and sustain child well-being. *[Can the box beneath be put into a 2-column table, please?]*

National strategy:	Sets strategic objectives and ministry priorities for World Vision's work in a country
Technical approaches:	Define how national strategic objectives will be achieved
Technical programmes:	Bring quality, consistency and scale to programming
Development Programme Approach:	Defines how a WV NO engages with communities and partners at the local level
Area Development Programme:	Where local programming is managed
Primary focus area:	Where programming is implemented and strategy becomes a reality

2.1 National strategy

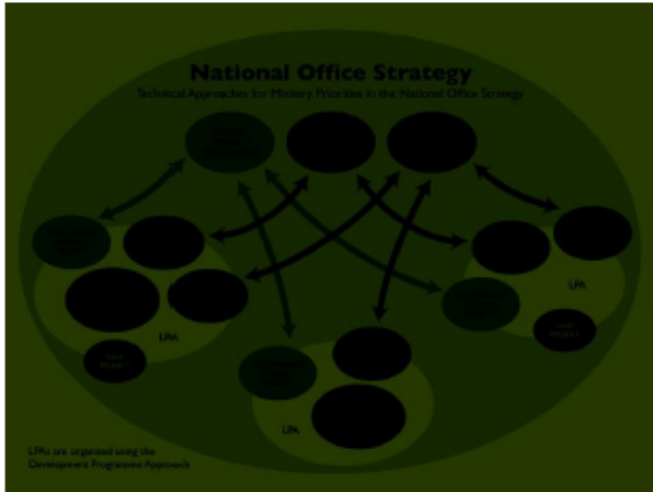
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<u>National Strategy:</u>
Sets strategic objectives and ministry priorities for World Vision's work in a country

The National Strategy provides the direction and defines the contribution of World Vision to the Partnership Strategy and Child Well-being in a specific country over a three year period. The National Strategy clearly articulates the NO's strategic objectives and choices of geographic footprint and technical approaches that optimally contribute to the identified child well-being outcomes and targets and the expected levels of change. In addition, the National Strategy expresses the NO's organizational effectiveness choices, expected funding levels and sources, and other enablers that ensure strategy execution.

Programming is driven by strategy. Strategy provides the direction and the focus for all programming within a National Office. National strategic objectives need to be clear and relevant, and are made a reality through the NO's portfolio of programmes.

[*Illustration needs updating*. Insert an illustration below to show programming across an NO showing all Technical Programmes, ADPs and how HEA and Advocacy are included.]



All programming in a National Office flows from the national strategy. And all programmes need to show how they contribute to the strategic objectives. Strategy is the thread that runs through all programming, and gives direction and clarity to programming decisions. Standardised indicators can be selected for each strategic objective, and programmes use these to show how they are contributing to strategic objectives and targets.

At the same time, strategy is informed by programming. It is vital that national strategic objectives are relevant to the priorities and context of the communities WVV serves. Strategic planning is built on lessons learned from the experience of programme implementation and gives adequate opportunity for local and national stakeholders to contribute to the process.

The diagram below shows how strategy is linked to the different levels of programming within a national office.

[*Storyboard Illustration needs updating*. The 'storyboard' below will be illustrated by placing the boxes on an athletics track with a baton passing between them around the track, so that the last box 'individual' connects back to the first box 'NO-level', completing the circle showing NO strategy informed by the local voice. The baton represents NO strategic objectives and standardised indicators used to measure those objectives. These two elements must be visible in all programming throughout the NO.]



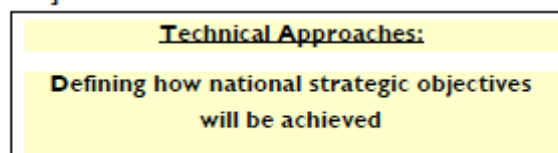
The National Office senior leadership team is responsible for the development of a strategy that is realistic, relevant and focused. It is based on a good analysis of the vulnerability and child well-being issues faced by the communities that WV serves. The NO uses the *Toolkit for Developing Strategy* produced by the Global Office of Strategy, Collaboration, and Innovation as a resource to guide its strategy process.

Strategy includes a description of any new Area Development Programmes that will be opened during the strategy period. The National Office Operations team prepare a detailed **Feasibility Assessment** for each proposed new ADP, using the LEAP tools.

Progress towards strategic objectives and targets is reported every year in the National Office Annual Summary Report on Child Well-being Targets. This report draws on programme evaluation and monitoring data for the current year. The Operations Director is responsible to produce this report, with support from the NO DME Specialist and other technical staff.

2.2 Technical Approaches

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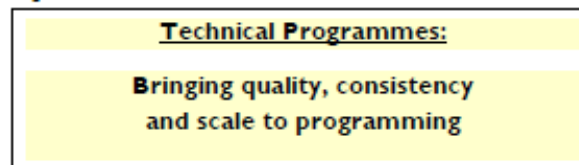
23 September 2013

Page 7

Technical Approaches define how a National office will seek to achieve each of its strategic objectives. These are based on evidence-based good practices (including WV project models). A national office will typically develop a technical approach for each of its strategic priorities. Some NOs may choose to develop a technical approach for two or three related objectives (e.g. health and nutrition). In addition, each technical approach will also outline other operational elements needed to maximize the NO's contribution toward the priority. These elements include national level partnerships, advocacy and learning networks at the national level, and the role of NO level technical staff support required to operationalize the technical approach in programmes. *Guidelines and Template for Developing National Office Technical Approaches* is a resource available at [insert site].

2.3 Technical Programme

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Technical programmes are based on the technical approaches, and are implemented across multiple Area Development Programmes. Technical Programmes are structured to enable WV to use its relationships with communities and partners for maximum influence at the national level.

ADP teams select, adapt and implement relevant aspects of the technical programmes, based on child well-being priorities that emerge from engagement with communities and partners. They are implemented and monitored jointly with local partners.

[*Illustration needs updating*. Insert an illustration below to show programming in a Technical Programme both at the national and local level. This will illustrate a slice through numerous ADPs and PFAs.]



Design, monitoring and evaluation.

Technical programmes are typically designed by a team of National Office DME, operations, and technical staff based on the Technical Approaches. Advocacy and HEA specialists contribute to the design and ensure these issues are practically integrated where appropriate. The design team is

responsible to ensure appropriate and effective consultation during design with local staff, communities and partners at all levels.

TP designs and budgets are reviewed and agreed by the NO and SOs before being implemented.

Technical programmes are implemented in multiple Area Development Programmes and at the national level. Activities implemented at the national level are planned and implemented by the TP Manager in collaboration with other relevant NO teams (e.g. advocacy, etc.) Activities implemented within Area Development Programmes are planned and monitored by the ADP teams.

Baselines and evaluations are conducted for all technical programmes.

TP Managers produce LEAP Programme Management Reports every six months. These are compiled based on an analysis of all relevant monitoring information gathered from ADP teams and from national level implementation.

The Operations Director has oversight of all technical programmes and ensures they are working in an integrated way to fulfil the NO strategy. The NO DME Team provides support by managing baselines and evaluations across all technical programmes and writing the annual NO child well-being report in collaboration with relevant technical staff.

2.4 Development Programme Approach

The **Development Programme Approach** provides principles, standards and guidance on how World Vision works with communities and partners to improve and sustain the well-being of children, especially the most vulnerable. It helps build local ownership and sustainability by providing a solid basis for community and partner engagement, joint planning and implementation, and local advocacy.

The community priorities for child well-being identified through the community engagement processes are addressed using agreed elements of technical programmes. WV may also support some shared project activities that are not directly related to the technical programmes, if those activities contribute directly to improving child well-being and build the capacity of local communities and partners. Development Facilitators negotiate and agree the use of technical programme activities and resources with partners, and they form a major part of the shared project plans. TP Managers work with ADP teams to support quality adaptation and implementation of TP activities.

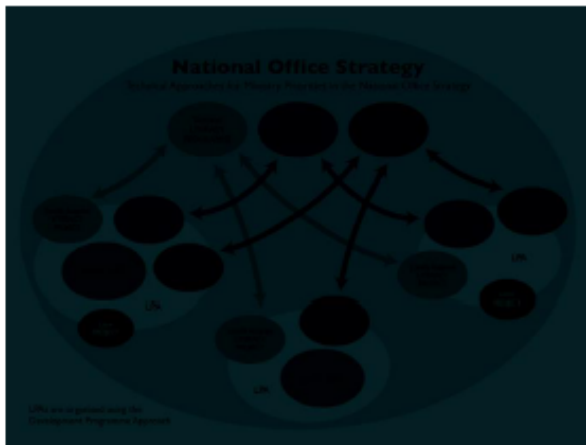
2.5 Area Development Programme

Area Development Programme:
Where local programming is managed.

Area Development Programmes (ADPs) are the geographic locations where local programming is managed. The ADP typically includes several smaller Primary Focus Areas, where programming is implemented together with communities and partners. ADP sizes vary.

The DPA Team Leader supports effective community engagement and partnering across the ADP, and monitors the effectiveness of these processes.

[*Illustration needs updating*. Insert an illustration below to show programming at the ADP. This will illustrate the application of technical programmes across the area in PFAs, shared projects, plus additional 'micro projects'.]



Design, monitoring and evaluation.

The ADP Team Leader develops a design for the ADP, which incorporates the plans of all the projects being implemented across the area. The ADP designs are used to manage and monitor all programming within the ADP. The Team Leader negotiates and agrees the adaptation and application of technical programme activities and resources with the TP Manager. The Team Leader assures that all programming in the ADP area meets the quality standards of each technical programme.

ADP designs include all the technical programme activities being implemented in the ADP, together with other project and activities that are not part of a technical programme. ADP designs are reviewed and approved through the National Office quality assurance process and are made available to Support Offices for review. Since TP designs are reviewed and approved by the Support Office, there is no requirement for SOs to approve ADP plans.

The ADP Team Leader compiles and analyses all monitoring information from all projects across the programming area, based on monitoring plans agreed with partners. Monitoring information is submitted to TP Managers, Operations Director and Support Offices.

ADPs are not required to conduct their own evaluations, but they will be included in the evaluations of technical programmes.

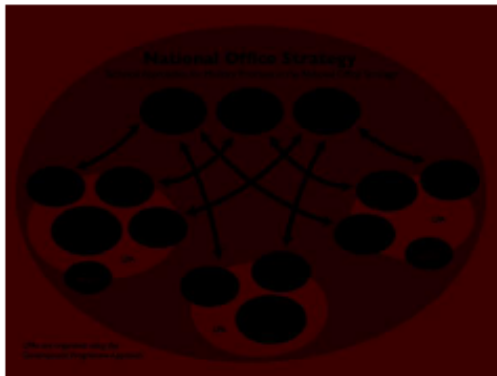
2.6 Primary Focus Area

[add icons from storyboard]

The Primary Focus Area:
Where programming is implemented
and strategy becomes a reality

The Primary Focus Area (PFA) is the smaller geographic area where programmes are implemented to enhance focus and depth of programming and impact. Different offices use different terms, but generally this is a cluster of villages or neighborhoods where one WV Development Facilitator

operates. It is where the programming is actually implemented and where national strategy becomes a reality in the lives of children and their families.



[*Illustration needs updating*. Insert an illustration below to show programming at the PFA. This will illustrate shared projects, that in the main form part of the NO's technical programmes, plus some additional 'micro projects' that sit outside of the technical programmes, but also contribute to the local understanding of child well-being.]

Design, monitoring and evaluation.

The Development Facilitator (DF), supported by other technical staff as appropriate, facilitates the community engagement process to identify priority child well-being assets and gaps. Local partners collaborate with WV to design and implement shared projects that address the communities child well-being priorities.

WV's contribution to shared plans is determined by NO strategic objectives. The majority of programming in the PFA will be part of a technical programme. Where the community engagement identifies issues that can be addressed by technical programmes, then the DF facilitates dialogue to incorporate technical programme activities into shared project plans. The DF offers WV's technical programming as a resource. The DF commits to implementing technical programme activities to meet quality standards.

TP managers support DFs to negotiate with partners on adapting and including technical programme activities in shared project plans. Linking to a Technical Programme will provide local shared projects with sustained technical support, funding and opportunities for networking, greater advocacy reach and influence.

Within the PFA, there is flexibility for WV to respond to community initiatives that clearly contribute to child well-being and build local capacity, that are not directly related to a technical programme.

Partners and WV jointly monitor progress towards the local child well-being vision and priorities. Project planning and monitoring will use a limited number of standardised indicators from relevant technical programmes and also indicators identified by community and partners. In programming that includes sponsorship funding, RC monitoring is included as a normal part of regular project monitoring. The DF submits regular monitoring and management reports to the ADP Team Leader.

3 Enhancing effectiveness and integration

3.1 Sustainability

Sustainability is the ability to maintain and improve on the outcomes and goals achieved with external support after that support has ended.

In collaboration with communities and partners, WV works to improve and sustain child well-being by working at four levels:

- children themselves as key actors in their own well-being,
- households and families,
- communities,
- the broader enabling environment of systems and structures for child well-being.

The four levels correspond to World Vision's ministry goal of contributing to sustained child well-being *within families and communities* and an ecological understanding of child well-being.

World Vision has identified five key drivers of sustainability which increase the likelihood that improvements in children's well-being will continue beyond WV's involvement in a programme area. The five drivers can be seen as the critical building blocks of sustainability in all types of programmes. All five drivers should be reflected in a national office's strategy and in their contextualised version of the Development Programme Approach.

1. Local ownership - The programme vision and priorities are developed with and owned by the community and local partners after an in-depth shared exploration of child well-being in their own context. There are clear plans for how local actors will continue mutually accountable dialogue and action on child well-being priorities after World Vision's engagement has ended.

2. Partnering - is multi layered in WV, from national level strategic partnerships with government around strategic national priorities through to shared projects that are developed at community level and implemented by multi-stakeholder working groups. Local groups and organisations are developing capacity and the skills to work effectively together for child well-being, balancing their priorities and interests.

3. Transformed relationships - Women, men, boys and girls care for each other and for their community. Relationships are defined by trust, sharing of community resources, equitable gender relations, conflict prevention and resolution, and the valuing and protecting of all children, especially the most vulnerable.

4. Social Accountability -On-going activities by citizens and local groups to hold government service providers accountable for the quality and quantity of services delivered for children against plans and policies, and generating evidence for policy dialogue.

5. Building resilience and reducing risk - Resilient livelihoods are promoted to underpin the economic well-being of families and communities and effective risk mitigation measures are put in place that enable families and communities to prepare for and reduce the impact of shocks and stresses (social, economic, environmental) and adapt to a changing context.

The five drivers need to be practically included in the design and implementation of programming at all levels. This can include specific activities designed to build sustainability, or indicators that can measure progress towards sustainability.

The Technical Programme Manager will ensure that the technical programmes prioritise appropriate participation and ownership of communities and partners in the design; identify partners that World Vision can work with to implement the technical programme; actively support ADP teams and build their capacity to work effectively with those partners; and building local capacity for engagement with government policy makers and service providers.

The ADP Team Leader will ensure there is appropriate participation and ownership of communities and partners in shared project design; identify partners that World Vision can work with; support local programming teams to work effectively with those partners and build their capacity. A priority will be ensuring that the shared projects build local capacity for engagement with government policy makers and service providers.

The Development Facilitator will ensure there is sufficient and appropriate participation and ownership of communities and partners in shared projects. They will also work with local stakeholders to identify partners and use multi-stakeholder brokering skills to enable World Vision and partners to build capacity to work effectively together to implement the shared projects and engage with local government policy makers and service providers.

3.2 Accountability

The **Operations Director** ensures accountability to communities, partners, supporters and donors across all programming by ensuring that basic accountability requirements are met across all programming and that there is adequate and meaningful partner and community engagement in the national strategy design process. As part of the shared responsibility of the Senior Leadership Team, the Operations Director is also responsible to ensure that appropriate feedback and complaints mechanisms are in place, including child protection reporting and referral. All feedback and complaints should be collated and analysed across all programmes and action taken in response.

The **Technical Programme Managers** will ensure that there is adequate partner and community engagement in technical programme design and clear programming information is provided in appropriate forms to all stakeholders. They should also collate and analyse feedback and complaints that relate to their own technical programme.

The **ADP Team Leader and DFs** will ensure programming information is provided in appropriate forms to all stakeholders and that community, partners and especially the most vulnerable groups, engage meaningfully in all community engagement processes, especially those involving planning, implementation and monitoring of all projects. They will also collect, collate, analyse and respond to feedback and complaints that relate to the ADP.

3.3 Most Vulnerable Children and Gender

World Vision's Ministry Goal, Partnership Goal, and Development Programme Approach all emphasize the importance of including the **most vulnerable children** in all World Vision's work. A National Office's strategy, technical approaches, and technical programmes are all expected to address specifically how they will include and benefit the most vulnerable children, with careful attention to vulnerability related to gender, disability and violence. In fragile contexts and areas of active conflict, vulnerability due to risk of conflict will be carefully considered as well. In each primary focus area, World Vision works with communities and partners to develop and apply criteria for identifying the most vulnerable children, then include them proactively in programming.

World Vision's Child Protection Standards must be applied in all programming at all levels involving children, including vulnerable children.

World Vision recognizes that advancing gender equality is essential to improving and sustaining the well-being of girls and boys. NO strategy, technical approaches, technical programmes, and ADPs are all expected to carefully consider gender in design, implementation, monitoring and evaluation. All programmes are required to disaggregate all human data by gender in M&E data collection and analysis, then use the findings to improve programming.

3.4 Advocacy

Advocacy objectives and approaches should form a central part of national office strategy and be fully integrated into technical approaches, technical programmes and the contextualized development programme approach of the National Office.

The Operations Director will ensure advocacy is included in the contextualized DPA and technical programme designs.

Technical Programme Designers and Managers will work to integrate advocacy into technical programme designs in ways that enable information and evidence collected at ADP level, through the use of local advocacy tools and approaches, to be analysed and used effectively at higher levels to engage national policy makers and duty bearers to improve the quality of services and government choices for child well-being.

In the ADP, DFs will work with communities and partners to use citizen voice in action (CVA) and other local advocacy approaches to enable service users and local partners to engage directly with local government service providers to improve the quality of government services for children in communities and to generate information and evidence for use in national level advocacy work. The ADP Team Leader will also work with partners and coalitions to engage in advocacy actions with local and provincial level government structures, to address the needs of local communities and inform national level advocacy initiatives.

3.5 Disaster Management

Based on the NO strategic objectives, disaster risk reduction (DRR) and preparedness approaches will be either integrated into the design of each technical programme or designed as a standalone technical programme that is implemented across all relevant programming areas. Context will dictate which approach is more appropriate. DRR is then integrated in ADPs through relevant activities.

During times of crisis, an emergency response technical programme may be required and would be implemented across relevant programming areas. If required, the Emergency Management System would come into operation to co-ordinate response with appropriate government ministry and other agencies. The TL and DFs will ensure that the appropriate stakeholders are engaged across the ADP, building on existing relationships and being careful to ensure that outside assistance reinforces existing efforts rather than undermining them.

3.6 Programmes with child sponsorship

All World Vision programmes focus on improving the well-being of children, especially the most vulnerable. Child sponsorship helps communities, supporters and staff to sharpen that focus on children by ensuring all children in the community are provided for, cared for and protected. The Sponsorship Minimum Programming Standards (SMPS) describe the essential components that must

be included in all programmes with child sponsorships. They are based upon the child well-being outcomes and the lifecycle approach, and provide the foundation for all communication with supporters.

Child sponsorship can most effectively contribute to improving child well-being when it is integrated into all levels of programming within a National Office.

National Strategy and Technical Approaches:

- The National Office strategy shows how the Sponsorship Minimum Programming Standards are addressed.
- Technical approaches describe how sponsorship is integrated.

Technical Programmes:

- Technical programmes are designed to enable application of the Sponsorship Minimum Programming Standards during implementation. This will include a focus on the most vulnerable children, and registered children will be among the primary beneficiaries of technical programmes, as appropriate to age.
- Most technical programme budgets are funded partly or entirely through sponsorship. (Some may be fully or partially funded by grants or other sources).
- Reporting on technical programmes show how activities and resources are applied in each primary focus area where registered children live.
- Sponsorship funds in technical programmes are used to leverage increased funding from non-sponsorship sources.

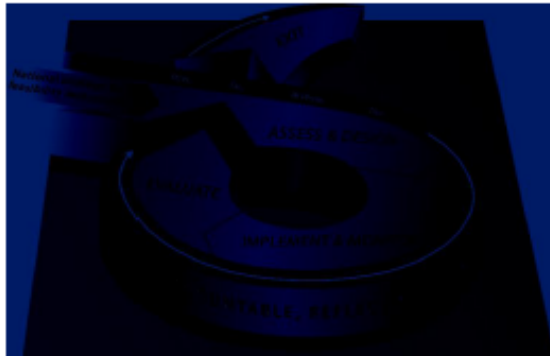
Primary Focus Area:

- All registered children are among the primary beneficiaries of project activities
- Sponsorship activities contribute to developing life skills and promoting child participation and voice
- Sponsorship enables fun and meaningful approaches for working with children and effective communications with sponsors
- Community ownership of sponsorship processes is facilitated, with appropriate engagement of volunteers and local partners.
- Monitoring of registered children is done as a normal part of project monitoring, wherever possible
- Registered child monitoring supports communities and partners to effectively monitor the care and protection of all children.
- Sponsorship is embraced by the community as an asset to advance their shared vision for child well-being

Tools??

4 LEAP Programme Cycle

[*Illustration needs updating*. Insert an illustration below showing a modified version of the LEAP programme cycle, with 'exploded' annotation.]



4.1 Feasibility Assessment

Definition

A feasibility assessment enables the national office to review available evidence to determine how appropriate it is to begin operating in a new programming area. In the case of an HEA response in an existing ADP a new Feasibility Assessment will be required.

Purpose

The national office will prepare a feasibility assessment for any new programming areas that they intend to open. This gives the NO the opportunity to review the child well-being needs and opportunities in proposed new programming areas and see how well these match the national office's strategy and capacity. Completed and approved feasibility assessments form the basis of an agreement between NOs and SOs to fund a new programming area.

The assessment is based mainly on secondary data. Where this is not available, or not reliable, limited primary data can be collected. It is important to manage the expectations of stakeholders during the assessment, because a decision has not yet been made to start a new programme. For this reason, community engagement should be kept to a minimum.

When sponsorship is proposed, WV staff conduct a sponsorship feasibility and risk management assessment as part of the overall assessment.

Standards

(Standards and numbering are from the revised DME Management Policy)
There are no standards associated specifically with feasibility assessment.

Essentials

The essentials of feasibility assessment are:

- National office identifies potential new programming areas for the implementation of their national strategy
- National office senior staff hold initial discussions with government and other major stakeholders to seek permission to operate in the new programming area, and to introduce WV's strategy and approach

- For each potential new programming area secondary data is reviewed to identify:
 - Priority child well-being gaps
 - Major causes of vulnerability
 - Quality of government services and capacity in the area
 - Organisations working to support child well-being in the area
- Review the national office strategy to determine if programming within the proposed new area will make a significant contribution to the strategic ministry priorities
- In programming areas that include sponsorship funding, complete a sponsorship feasibility and risk management assessment
- NO prepares a feasibility assessment report
- Support offices selected by the Programme Support Team review the feasibility assessment report and provide feedback to the national office
- National office Operations review and approve feasibility assessment
- Support offices use feasibility assessments that have been approved by the national office as a basis for an agreement to begin supporting the new programming area

Tools

Feasibility assessments are conducted using Horizon.

4.2 Design

Good planning is essential for all project activities. In LEAP 3rd Edition, planning leads to different types of product: Technical Programme Designs and Area Development Programme Designs.

Definition

TP Designs are the plans, budgets and descriptions required for a Technical Programme. All TP Designs are reviewed and agreed with a Support Office.

ADP Designs are the plans, budgets and descriptions required for the management of all programming within an ADP. They incorporate SO approved TP Designs and show how relevant technical programmes will be implemented across the ADP, as well as other project or community engagement activities that are not part of technical programmes. ADP designs are reviewed and approved through the National Office quality assurance system and are submitted to SOs for review.

Purpose

The purpose of planning is to develop logical plans for technical programmes, Area Development Programmes and shared projects that are jointly owned by the community and partners and that will contribute to the sustained well-being of children.

Standards

(Standards and numbering are from the revised DME Management Policy)

1. Designs adequately describe the desired changes in child well-being and how activities and outputs contribute towards those changes.
2. Designs state how the programme will work to improve the well-being of the most vulnerable children.
3. For programmes of more than six months duration, designs and budgets are agreed before implementation begins; World Vision funding offices provide multi-year funding commitments on the basis of agreed designs.
4. Programme designs are dynamic and local partners and other stakeholders can negotiate changes as necessary, informed by monitoring data and other learning.

Essentials

Technical Programme designs:

- Technical programme designs are produced for each National Office strategic objective, and show how these objectives can be achieved within the national context
- Designs are based upon evidence based good practice
- Designs identify and respond to the needs of the most vulnerable children and address the issues of gender, disability and child protection
- Designs are developed with meaningful input from community and partners
- Technical programmes are designed to be implemented jointly with community and partners and are appropriate to their capacities
- Designs have a degree of flexibility so they can be adapted by local programming teams to their specific context
- Technical programmes are designed so that outcomes can be sustained by local stakeholders, and clearly show how the drivers of sustainability are addressed.
- Technical Programmes are designed to increase World Vision's influence and impact at a national level; local to national advocacy linkages are described where appropriate
- Designs have clear monitoring and evaluation plans, showing how progress towards outcomes can be measured and by whom
- Designs contain standardised indicators that can be used to show contribution to National Office strategic objectives
- Technical programmes are required to produce a Programme Design that can be reviewed and agreed with a funding entity
- If a technical programme is funded through child sponsorship, then the Sponsorship Minimum Programming Standards are addressed within the technical programme design

Area Development Programme designs:

- ADP designs are a summary of all programming within the Area Development Programme
- They are used by the Team Leader to manage all programming activities across the ADP

Primary Focus Area Plans:

- Shared project plans are developed to address community priorities for child well-being.
- Plans are developed jointly with partners
- Plans include elements of relevant technical programme designs, including standardised indicators. Inclusion of technical programme designs is negotiated and agreed with the community and partners
- Plans are presented in a form that is useful to local stakeholders
- Plans are used by the development facilitator and partners to implement and manage all project activities within a primary focus area

Tools

Refer to Horizon as the main tool

4.3 Monitoring

Definition

Monitoring means checking that projects are being implemented according to agreed plans, and seeing if the plans are achieving the desired results, and adjusting plans as necessary. Monitoring is done jointly with the community and partners.

Purpose

The purpose of monitoring is to ensure projects are effective, that they are implemented in a way that creates real improvements in the lives of children. This can happen when projects have good plans, are checked regularly to make sure the desired results are being achieved, and are adapted as necessary along the way.

Monitoring has three main functions:

1. Track the use of resources, completion of activities and contributions from partners, and compare these with agreed plans.
2. Show progress towards project outcomes over the short term.
3. Enable the project teams to learn from their experience and improve their project plans as necessary.

Standards

(Standards and numbering are from the revised DME Management Policy)

5. National office line management is responsible for ensuring quality and timely programme implementation.
6. Effective monitoring systems should exist for all programmes, producing information that is useful for programmatic decision making.
7. Baseline values for strategic national office standardised indicators must be measured.

Essentials

All monitoring information involving people is disaggregated by gender. If the NO requires disaggregation of other factors, including vulnerability, they should be defined by the NO for use across programmes as appropriate.

Primary focus area

- Monitoring plans for shared projects are developed jointly with partners and communities, and monitoring is conducted jointly
- Monitoring systems for shared projects are as straightforward as possible, only collecting information that will actually be used
- Monitoring tools need to be simple, and should be easy for local stakeholders to use and manage
- The Development Facilitator builds the capacity of local stakeholders so that they can take the lead in monitoring shared projects
- Shared project indicators include relevant National Office standardised monitoring indicators, as well as others selected by communities and partners
- Indicators measure progress towards the community priorities for child well-being, and provide information on progress towards technical programme objectives
- The Development Facilitator, community and partners engage in regular reflection and planning events to learn from implementation, review progress, and improve future plans.
- Monitoring of registered children is done as a normal part of ongoing shared project monitoring
- The DF compiles regular reports on all activities within the PFA and submits to the ADP Team Leader.

Area Development Programme

- Monitoring information from each primary focus area is analysed and summarised at the Area Development Programme level.
- ADP Manager prepares a brief ADP Summary Report every six months for submission to the National Office Ops Director and relevant TP Managers. This gives an overview of all activities within the ADP including TP, non-TP and DPA related community engagement. The summary report is reviewed through the NO quality assurance system and submitted to partner SOs.
- Programme activities that are implemented at the Area Development Programme level are monitored at this level; this monitoring information is included in the summary reports
- Regular review and planning events bring together all relevant staff from within the Area Development Programme to reflect on progress, share lessons learned and adjust future plans
- The ADP team leader also supports staff in the primary focus areas to conduct their own learning events.

Technical programme

- Monitoring of technical programmes will be carried out jointly by World Vision and local communities and partners
- Monitoring tools and approaches need to be designed to be appropriate to their capacities
- Monitoring plans contain relevant National Office standardised indicators
- Technical Programme Managers collate, analyse and summarise all monitoring information relating to their technical programme
- Technical Programme Manager prepares a detailed Programme Management report every six months for submission to the National Office. This report is available for review by Support Office partners through the PST.
- Monitoring information is used to develop policy positions and other advocacy materials for external engagement

National office

Monitoring information is collected, analysed, summarised and used:

- In reports to donors and other stakeholders,
- In advocacy
- For learning and improving programme plans

The National Office can use monitoring information in their annual report on progress towards Child Well-being.

Tools

Refer to Horizon as the main tool

Make clear links with baseline, ITT, LEAP management report

Links to PM tools, Work Breakdown Structure, Issues Log etc, and PMD-pro

4.4 Project Management

Definition

The discipline of planning, organising, securing and managing resources to achieve specific goals.

Purpose

The purpose of project management is to provide staff with the skills and tools necessary to manage programming. The better we project-manage our work, the more impact we'll have on improving child well-being. Excellence in project management – planning, implementation, monitoring and evaluation – allows us to meet project goals and objectives within scope, time, and budget.

In the case of Development Facilitators, use these skills:

- To jointly plan and manage shared project plans with partners
- To identify and respond to project management issues that arise

In the case of ADP Team Leaders or ADP Managers, use these skills at a higher level (programme management):

- To negotiate implementation plans and budgets for each technical programme in an ADP
- To summarise all of the programming that happens in a ADP
- To manage implementation of all programming across an ADP
- To identify and respond to programme management issues that arise

In the case of Technical Programme Managers and Operations Directors, use these skills at an even higher level (portfolio management):

- To manage implementation of technical programmes across ADPs
- To identify and respond to portfolio management issues that arise

Standards

(Standards and numbering are from the revised DME Management Policy)

5. National office line management is responsible for ensuring quality and timely programme implementation.

Essentials

Project Management competencies will be one of the core capacities that we'll leave behind with our community partners (CBOs, NGOs, local government, and churches) that will help them sustain leadership in driving and managing their own community development initiatives.

In our local programming we seek to make sure we're doing the "right" things in community to bring about the "right" changes according to their contexts and that our interventions bring about the "right" changes that lead to improved child well-being, especially for the most vulnerable.

We help our partners assess their situation, plan how they'd like to change it and to implement their plans and then assess the resultant changes.

Typically, plans will include a logframe that will spell out how the goal and outcomes will be reached through producing outputs through implementing activities. We must not, however, focus so solidly on the goal and outcomes that we neglect the building blocks that make the rest possible.

That is where project management comes in – to strengthen the way projects and programmes are managed, in order to make sure the essential building blocks are in place – ensuring we're not only doing the "right things," but that we're doing them the "right way."

Project management brings rigour to ensure project scope is achieved within budget and time constraints. It touches aspects such as investment portfolio and programme management.

Organisational support structures, project integration management, procurement, human resource and communications management.

Much of the above is already rigorously taken care of within World Vision; the bits that could most be improved are around project scope, cost, time and risk management. What project management adds are various tools, such as those contained in the SARO PM Toolbox, containing a set of basic tools customised for World Vision. These have been fairly extensively tested and have gone through a continuous improvement process to bring them to the point where they are at the moment.

[*Illustration needs updating*. Insert an illustration below to show cascading levels of logframes: 1/ Technical Programme logframe to guide NO-level implementation plus a series of logframes to guide local implementation in each ADP and PFAs - the primary purpose of these logframes is to help the technical programme manager to manage the whole programme in a coordinated way; 2/ the Team Leader's implementation plan for programming across PFAs; 3/ the DF:s plan for a shared project.]

Tools

SARO Project Management (PM) Toolbox; main tools are: 'Work Breakdown Structure', 'Risk Register', 'Issues Log', 'Lessons Learnt Log', RASCI .

Online training resources available at: <http://pilot.lastmilelearning.org/>

4.5 Baseline and Evaluation

Evaluation is critical to the success and sustainability of World Vision's (WV) work. Allowing time at the end of each programme cycle to reflect together with partners and communities on what has changed, and to find out what worked or didn't work, is a powerful way of improving the quality of a programme. Evaluations can help to demonstrate the effectiveness of the programme, increase accountability to all stakeholders and build the capacity of those with whom WV works.

Definition

Evaluation is a time-bound exercise that attempts to systematically and objectively assess the relevance, performance and success of ongoing and completed programmes and projects (it can also reveal failures and lack of success). Evaluation commonly aims to determine the relevance, efficiency, effectiveness, impact and sustainability of a programme or project.

- **Baselines** are conducted at the beginning of a programme and focus on identifying levels of important indicators. This provides a starting point from which to measure change or progress over time. Baseline results can also be used to refine the programme or project design.
- **Evaluations** include measuring the same indicators again at the end of a programme cycle to identify any changes over time, whilst also exploring the unintended consequences of the programme and the broader impact or transformational development that is occurring.

Purpose

Evaluation contributes to an evidence base that enables WV and its partners to:

- **Improve programme effectiveness** by asking what's working, what's not working and why. Reflecting on these questions enables informed choices on how to improve programme plans.
- **Increase accountability** by sharing evaluation results in appropriate ways with all key stakeholders, including communities, partners, host governments, and donors.
- **Advocate for change** by using evaluation results as evidence to lobby for changes to policy.

Evaluations provide important opportunities to improve the sustainability of programmes. By working jointly with local partners and communities at all stages of the evaluation, capacities can be built, and local ownership of child well-being priorities can be strengthened.

Standards

(Standards and numbering are from the revised DME Management Policy)

14. Baseline values for strategic national office standardised indicators must be measured.
15. World Vision's contributions to child well-being outcomes are measured in ways that build the capacity of communities and partners, using strategic national office standardised indicators through outcome monitoring, review or evaluation.

Essentials

- Evaluation is required for all technical programmes. The frequency of technical programme evaluation is decided by the National Office, but should be conducted at the end of every cycle.
- Evaluation is not required for local area programmes. However, outcome monitoring information available from local area programmes will be used as evidence in technical programme evaluations.
- Evaluations cover the core elements of World Vision's evaluation framework:
 - **Child well-being outcomes and targets:** understanding the changes in child well-being (including the CVB targets), and use National Office standardised indicators,
 - **Most vulnerable children:** understand the impact on the most vulnerable children. Data is be disaggregated by different types of vulnerability.
 - **Sustainability:** measuring progress towards the sustainability of programme outcomes,
 - **Collaborating with partners and communities:** identify and acknowledge the contributions that partners are making to any results. Evaluations consider the health of the partnerships or networks and their potential ability to sustain the benefits of the programme into the future
 - **Advocacy:** consider the effectiveness of any advocacy initiatives in changing the local or national policy environment.
- Relevant partners are actively involved in the planning, implementation and analysis of baselines and evaluations. Partners have a clear understanding and ownership of the purpose and process of baselines and evaluations
- Baselines and evaluations are conducted in a way that builds the capacity of partners and communities.
- The same indicators, definitions and tools are used at both baselines and evaluations, so that change can be measured over time.
- Baseline values are established for all monitoring and evaluation indicators.
- Baseline results are used to refine programme targets.
- Evaluation findings and recommendations are validated with relevant partners and community groups.
- Evaluation results are communicated to all stakeholders in ways that are relevant and easily accessible.
- In programmes funded by child sponsorship, sponsorship issues are integrated into the evaluation design.

Tools

Refer to Horizon as the main tool

Baseline and evaluation guidance and tools

Sponsorship evaluation guidance

Compendium of indicators

Evaluation TOR, Design and report template are not in Horizon structured data.

Templates are available on Horizon and reports are uploaded there as part of the workflow

4.6 Closing

Definition

Closing is the process of World Vision ending its involvement in a shared project or programme. It describes how World Vision close out its relationships with communities and partners, and includes a plan for transferring assets, reassigning staff, reporting to donors and, where appropriate, ending sponsorship relationships.

Purpose

It is important that WV ends its involvement in a well-planned way, so that the benefits gained by communities and stakeholders can be continued into the future, after WV has withdrawn. In order to end well, a plan needs to be in place from the beginning of the programme, showing how WV will phase out of the shared programme in a way that promotes sustainability. Communities and partners need to be well prepared for the eventual withdrawal of World Vision, and the process of withdrawal needs to be well planned and mutually agreed.

Standards

(Standards and numbering are from the revised DME Management Policy)

4. Design, monitoring and evaluation in all programmes will prepare World Vision to end its funding relationship with communities and partners in an accountable way, for exit plans to be jointly prepared and mutually agreed, and to ensure that where possible community capacity to sustain improvements in child well-being is built.

Essentials

- The timeframe for World Vision's involvement in a project is openly discussed and agreed from the outset.
- Sustainability is built in at the start of each programme and project, and the drivers of sustainability are actively addressed within programme designs and plans.
- Clear and mutually agreed plans are in place for the transfer of assets and responsibilities to local stakeholders.
- A final report is produced showing World Vision's contribution to the well-being of children through the programme.
- Local or international donors are involved as key stakeholders in the decision-making process. Any specific donor reporting, communication or close-out requirements are fulfilled.
- Programme staff and volunteers are handled with sensitivity during closing. The team leader, together with the national office People & Culture department, make plans to redeploy staff where possible or to handle potential redundancies.
- The team leader, with support from the national office finance and operations departments, plan for the disposal of all programme assets. This plan is prepared in consultation with all key stakeholders and should be communicated openly and are implemented in a way that promotes sustainability at the local level.

- Reductions in programme budgets are discussed and agreed with all partners. End-of-programme financial audits are prepared, depending on donor requirements and national or support office policies.
- In programmes funded by child sponsorship, the area team leader, with support from the sponsorship specialist and the national office sponsorship department, makes preparations to close the sponsorship operations. This includes preparing a detailed Sponsorship Phase-out Plan. The plan needs to be negotiated and agreed upon with the support office at least 3 years before the end of the programme. All those involved in sponsorship must be involved in planning and managing sponsorship closure.

Tools

Refer to Horizon as the main tool
 Programme transition guidance?
 Programme transition toolkit?
 Sponsorship Operations Transition Guidance

5 LEAP and Finance

LEAP is intended to be applicable to all programmes regardless of funding source. Details of how Finance works in NO programming are contained in the LEAP Finance and Budget Standards Version 3.0. Technical Programmes provide opportunities for integrated funding:

Grants

Government grants, Multilateral grants and Private Non-Sponsorship grants can be used to fund a whole technical programme, or more usually part of a technical programme running across multiple programming areas or ADPs.

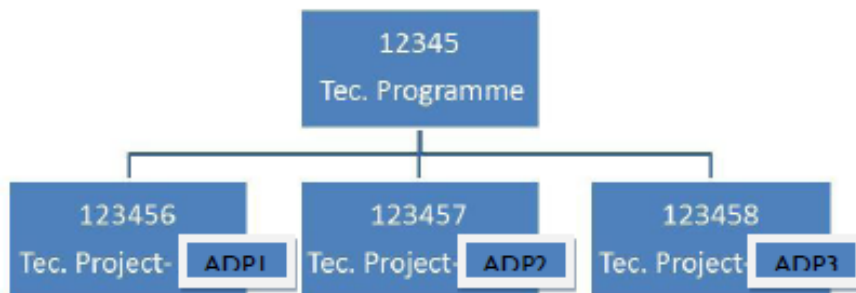
Sponsorship

In offices with sponsorship, most technical programmes would be at least partly funded through sponsorship. Details of how sponsorship funding is allocated are given below.

Resources

The programming resources can be Cash, Food, Gift-in-Kind (GIK) or Service-in-Kind (SIK). Each technical programme will have a budget, which is divided into sub-budgets for each Area Development Programme where that programme is implemented. Programmes are given five digit codes and the sub-budgets ('technical projects') six digit codes as illustrated below:

[*Illustration needs updating*. Revise illustration below to show technical 'projects' in each ADP and one more for NO-level activities and management.]



Support offices will continue to allocate sponsorship funding to Area Development Programmes or ADPs. Once technical programmes have been identified for implementation, budgets and implementation plans can be agreed. The NO will then reallocate funding to 'technical projects' and a 'local development project'. The latter will include a fund for 'micro projects': activities planned with local partners with a limited budget and timescale, that contribute to the local understanding of child well-being, but sit outside of the technical programmes. Additionally they will cover community engagement costs, cross programming area management and administration costs, as well as non-programmatic sponsorship costs.

[*Illustration needs updating*. Revise illustration below to show technical 'projects' for each technical programme to be implemented in the ADP and one more for the 'development project'.]



Reporting

Regular financial reports will be available to view funding by technical programme or by ADP.

Tools

LEAP Finance and Budget Standards Version 3.0

M&E

Log Frame Code		Indicator	Indicator Definition	Data Sources	Data Collection Methodology	Frequency of Data Collection	Who is Responsible
P	1	% increase in school completion rates	Change in number of students that graduate from school	Baseline, Mid-term & End of Project Surveys	▪ Baseline assessment and Evaluations at mid-term and end of the project	Baseline, Mid-term & End of Project Cycle	DME Staff
		% increase in perception of quality amongst Temotu residents	More people in Temotu believe that quality of education is improving				
		% increase in access to all levels of school	Number of people able to attend school				
Outcome (evaluation)							
1	0	% of children able to attend ECCD before school enrollment.	% change in enrolment in ECCD	Baseline, Mid-term & End of Project Surveys	▪ Baseline assessment and Evaluations at mid-term and end of the project	Baseline, Mid-term & End of Project Cycle	DME Staff
		% of children able to go to school Primary Completion rate. Reduced drop out rate in primary					
2	0						
Output (monitoring)							
1	1	2 Inception Workshops held	Workshops held in Honiara and Temotu to introduce the project to stakeholders	Photos & meeting minutes	▪ Direct Observation ▪ Review of project documents	Reported bi-annually Collected monthly and as activities are implemented	DME Officer & project staff
		1 MOU signed with each partner	MOU signed with MEHRD, TPG and other organizations	Copies of MOU			
		16 Quarterly Meetings held	Regular meetings to share lessons and coordinate activities	Photos & meeting minutes			
		4 Annual LL Workshop held	Annual workshops to share findings and project achievements	Photos & meeting minutes			
1	2	15 Consultation meetings held	Meetings held with communities to discuss project objectives.	Photos & meeting minutes	▪ Direct Observation	Reported bi-annually	DME Officer & project staff

	1 MOUs signed with each community	Agreements on project activities between WV and communities	Copies of MOU	▪ Review of project documents	Collected monthly and as activities are implemented		
1	3	1 Gender Analysis conducted for project area 15 PRA conducted 15 meetings on gender balance held	Workshop to discuss gender roles in communities Participatory Rural Appraisals in communities Workshop to discuss gender roles in communities	Baseline Report with Gender Analysis section Baseline Report with information from 15 PRA Meeting Minutes	▪ Direct Observation ▪ Review of project documents	Reported bi-annually Collected monthly and as activities are implemented	DME Officer & project staff
1	4	1 Baseline Assessment conducted 1 Assessment on primary school barriers conducted # of families linked to other WV projects	Report on baseline indicators Report on barriers that prevent children from entering and staying in primary school. Part of Baseline Report Number of people that receive support from other WV projects through referral by ECCD staff	Baseline Assessment Report Baseline Assessment Report with data on primary school barriers Monthly monitoring reports	▪ Direct Observation ▪ Review of project documents	Reported bi-annually Collected monthly and as activities are implemented	DME Officer & project staff
1	5	1 set of M&E tools developed 20 M&E Framework trainings conducted 42 Monthly Monitoring visits per group conducted 2 evaluations conducted (1 mid-term and 1 end of project)	Set of tools developed for monitoring project progress Training on M&E tools for partners and collective members Visits to communities by WV project staff to monitor progress Evaluation to measure impact of project	Hard copies of M&E Tools Photos & Monthly monitoring reports Monthly monitoring reports Evaluation reports	▪ Direct Observation ▪ Review of project documents	Reported bi-annually Collected monthly and as activities are implemented	DME Officer & project staff
2	1	15 Community Committees established 2 Model Classrooms established 15 Community Classrooms constructed	Committees established or trained (if existing already) for management of ECCD activities Classrooms established to demonstrate best practice Community classrooms for ECCD	Monthly monitoring reports & Photos Monthly monitoring reports & Photos Monthly monitoring reports & Photos	▪ Direct Observation ▪ Review of project documents	Reported bi-annually Collected monthly and as activities are implemented	DME Officer & project staff

	15 Classes receive basic supplies	Types of supplies provided to support ECCD (ex. Chalk board)	Distribution Lists				
2	2	4 annual ECE trainings conducted	Trainings on ECE conducted	Attendance lists & Photos	<ul style="list-style-type: none"> Direct Observation Review of project documents 	<ul style="list-style-type: none"> Reported bi-annually Collected monthly and as activities are implemented 	DME Officer & project staff
	# of classes held for children in communities	Number of children that attend ECCD classes	Attendance lists & daily journals				
	4 annual ECE trainings conducted for existing ECE trainers	Trainings on ECE conducted	Attendance lists & Photos				
	20 ECE trainers participate in SICHE courses	Number of teachers trained through SICHE	Attendance lists, Photos, copies of graduation certificates				
	4 Annual exchange visits conducted	Visits to ECCD projects within SI, for instance Makira	Attendance lists & Photos				
	1 standard ECCD Methodology prepared	ECCD curricula, etc	Methodology document				

Logical Framework

Summary of objectives	Indicators	Means of Verification	Assumptions
To improve education for children in rural areas of Temotu province.	% increase in school completion rates % increase in perception of quality amongst Temotu residents % increase in access to all levels of school	Baseline, Mid-term & End of Project Surveys Baseline, Mid-term & End of Project Surveys Baseline, Mid-term & End of Project Surveys	Cat 1 emergency occurs to disrupt project Cat 2 or 3 emergency occurs during project lifetime
Improved enrolment in ECCD for children aged between 3-6 years.	% of children able to attend ECCD before school enrollment.	Baseline, Mid-term & End of Project Surveys	Provincial Government continues to cooperate with the program Support from schools and community committees ECCD trainers have sufficient education to teach others
Project partners network will have been established.	2 Inception Workshops held 1 MOU signed with each partner 16 Quarterly Meetings held 4 Annual LL Workshop held	Photos & meeting minutes Copies of MOU Photos & meeting minutes Photos & meeting minutes	Provincial Government continues to cooperate with the program Trained staff transition out of WV
1 Conduct 2 project inception workshop in Honiara (1) and Temotu (1) for partners and targeted communities.			
2 Hold consultation meetings with partners to define areas of collaboration and refine project design document as needed.			
3 Develop and sign 1 MOU with each partner.			
4 Conduct quarterly meetings with project partners to track achievements, including placement of children in primary school.			
5 Organize annual lessons learned workshop with partners to share research findings and project achievements.			
15 target communities finalized with Temotu Department of Education and community leaders	15 Consultation meetings held 1 MOUs signed with each community	Photos & meeting minutes Copies of MOU	Provincial Government continues to cooperate with the program Good weather and calm seas allow WV boats to access rural communities
1 Hold consultation meetings with communities to define target areas			
2 Develop and sign 1 MOU with each youth group.			
Communities sensitized to the importance of sending children to kindergarten, particularly girls.	1 Gender Analysis conducted for project area 15 PRA conducted	Baseline Report with Gender Analysis section Baseline Report with information from 15	Community actively contribute to project Children are interested in learning

		PRA	Good weather and calm seas allow WV boats to access rural communities
	15 meetings on gender balance held	Meeting Minutes	
1	Complete a gender analysis for project activities in the target area		
2	Conduct PRA workshops with local stakeholders to identify children and trainers		
3	Discuss the importance of gender balanced classes with community members		
	Resources identified to support families use ECCD services.	1 Baseline Assessment conducted 1 Assessment on primary school barriers conducted # of families linked to other WV projects	Baseline Assessment Report Baseline Assessment Report with data on primary school barriers Monthly monitoring reports Community actively contribute to project Support from schools and community committees There are enough primary schools Parents have money to pay school fees for children
1	Conduct baseline assessment to identify the existing state of ECCD in the project area		
2	Assess barriers to primary school placement and identify support services for families		
3	Link needy families to existing support resources in other WV projects.		
	1 Participatory monitoring & evaluation framework established with partners and communities	1 set of M&E tools developed 20 M&E Framework trainings conducted 42 Monthly Monitoring visits per group conducted 2 evaluations conducted (1 mid-term and 1 end of project)	Hard copies of M&E Tools Photos & Monthly monitoring reports Monthly monitoring reports Evaluation reports Provincial Government continues to cooperate with the program Good weather and calm seas allow WV boats to access rural communities Trained staff transition out of WV Community actively contribute to project
1	Develop and pilot 1set of monitoring tools.		
2	16 trainings for partners (1) and collectives (15) members in project M&E framework		
3	Monthly monitoring conducted by World Vision and community members.		
4	Conduct mid-term and end of project evaluation with project partners.		
	Improved access to quality ECCD services for children aged between 3-6 years.	% of children able to go to school Primary Completion rate. Reduced drop out rate in primary	Baseline, Mid-term & End of Project Surveys Provincial Government continues to cooperate with the program ECCD trainers have sufficient education to teach others Parents have money to pay school fees for children

	ECCD centres established and equipped.	15 Community Committees established 2 Model Classrooms established 15 Community Classrooms constructed 15 Classes receive basic supplies	Monthly monitoring reports & Photos Monthly monitoring reports & Photos Monthly monitoring reports & Photos Distribution Lists	Community actively contribute to project Children are interested in learning Support from schools and community committees Provincial Government continues to cooperate with the program
1	Establish committees in each community to facilitate their activities			
2	Establish 2 model classrooms in two locations (Reef Islands and Santa Cruz) as demonstration sites for communities and trainers.			
3	Communities construct classrooms in communities			
4	Provide basic supplies to community ECE classrooms			
	PMoE official and trainers have improved capacities to deliver ECCD.	4 annual ECE trainings conducted # of classes held for children in communities 4 annual ECE trainings conducted for existing ECE trainers 20 ECE trainers participate in SICHE courses 4 Annual exchange visits conducted 1 standard ECCD Methodology prepared	Attendance lists & Photos Attendance lists & daily journals Attendance lists & Photos Attendance lists, Photos, copies of graduation certificates Attendance lists & Photos Methodology document	Children are interested in learning Parents have money to pay school fees for children ECCD trainers have sufficient education to teach others Provincial Government continues to cooperate with the program Community ownership Support from schools and community committees
1	Provide ECE training for 20 people on school curriculum training (5 modules) and teaching skills (5 modules)			
2	Community ECE trainers conduct classes for young children in communities.			
3	Existing ECE Trainers attend workshops and refresher trainings			
4	ECE Trainers with Field Based Training attend SICHE summer courses			
5	Organize annual exchange visits for PMoE officials and ECE trainers			
6	Formalize standard ECCD methodology with the Ministry of Education			

附件十：Detailed Year Plan

WVSI FY15 Detailed Yearly Plan + Budget

Instructions:

This Detailed Yearly Plan is to be completed in October, 2015. This is a planning document to be completed together by the implementation team, including Project Coordinators, Technical Facilitators and Community Facilitators.

The first step is to review and revise your FY15 Detailed Implementation Plan (DIP). Make sure you include remaining activities from FY14 and that your DIP is not over ambitious. Once your DIP has been finalized please use this document to plan month-by-month for FY15.

For each project, activities typically occur at the National Level, the Provincial Level, and the Field Level every month.

At the field level our teams are going out to spend two to three weeks implementing activities. This means there is a “travel” cost each month that all activities need to share. It’s important that we work out what this cost is and add this to other “specific” activity costs.

Once you have filled in the activities and costs for each month, please add up all the costs for the various activities and update your budgets accordingly.

Area Programme:

Project:

FY14 DPC Budget: SBD , US\$

OCTOBER		
Activities	Budget (SBD)	Resp. Person
<u>Honiara:</u> -		
<u>Province</u> - -		
<u>Field Trip:</u> - -		
TOTAL BUDGET:		
NOVEMBER		
Activities	Budget (SBD)	Resp. Person
<u>Honiara:</u>		
<u>Province:</u>		

<u>Field Trip:</u> <u>TRIP COST BREAKDOWN</u> Fuel, 100 gallons, 10,000 SBD Driver 14 days @ 120 per diem per day = SBD1920 Casual staff 2 days @ 70 per day = SBD 140 Staff, 6 staff @ 120 per day for 14 days= SBD 10,080 Rations for participants, SBD 3500 Stationary, SBD 2,000 TOTAL = SBD 25,840 Divide total among Trip Activities, so SBD 25,840 divide by 9 = SBD 2,871 per activity		
TOTAL BUDGET:	34,340 SBD USD 4,704	
DECEMBER		
<u>Activities</u>	<u>Budget (SBD)</u>	<u>Resp. Person</u>
<u>Honiara:</u> - - <u>Province:</u> - - <u>Field Trip (12 target communities):</u> - -		
TOTAL BUDGET:		
JANUARY		
<u>Activities</u>	<u>Budget (SBD)</u>	<u>Resp. Person</u>
<u>Honiara:</u> - - <u>Province:</u> - - <u>Field Trip:</u> - -		
TOTAL BUDGET:		

FEBRUARY		
Activities	Budget (SBD)	Resp. Person
<u>Honiara:</u>		
-		
-		
<u>Province:</u>		
-		
-		
<u>Field Trip:</u>		
-		
-		
TOTAL BUDGET:		
MARCH		
Activities	Budget (SBD)	Resp. Person
<u>Honiara:</u>		
-		
-		
<u>Province:</u>		
-		
-		
<u>Field Trip:</u>		
-		
-		
TOTAL BUDGET:		
APRIL		
Activities	Budget (SBD)	Resp. Person
<u>Honiara:</u>		
-		
-		
<u>Province:</u>		
-		
-		
<u>Field Trip:</u>		
-		
-		
TOTAL BUDGET:		
MAY		
Activities	Budget (SBD)	Resp. Person
<u>Honiara:</u>		
-		
<u>Province:</u>		
--		
<u>Field Trip:</u>		
-		
-		
TOTAL BUDGET:		

JUNE		
Activities	Budget (SBD)	Resp. Person
<u>Honiara:</u>		
-		
<u>Province:</u>		
-		
-		
<u>Field Trip:</u>		
-		
-		
TOTAL BUDGET:		
JULY		
Activities	Budget (SBD)	Resp. Person
<u>Honiara:</u>		
-		
<u>-Province:</u>		
-		
-		
<u>Field Trip:</u>		
-		
-		
TOTAL BUDGET:		
AUGUST		
Activities	Budget (SBD)	Resp. Person
<u>Honiara:</u>		
-		
<u>Province:</u>		
-		
<u>Field Trip:</u>		
--		
TOTAL BUDGET:		
SEPTEMBER		
Activities	Budget (SBD)	Resp. Person
<u>Honiara:</u>		
-		
<u>Province (+ 3 local communities):</u>		
-		
<u>Field Trip (12 target communities):</u>		
-		
-		
TOTAL BUDGET:		

附件十一：WVSI 目前資金列表

Attachment 3: Record of Funding

Projects with funding in 2014

Donor Guide

AFP: Australian Federal Police

DFAT: Department of Foreign Affairs and Trade (Australia)

EU: European Union

MEHRD: Ministry of Education and Human Resource Development (Solomon Islands)

MFAT: Ministry of Foreign Affairs and Trade (New Zealand)

SIG: Solomon Islands Government

WV: World Vision

Project	Donor	Lifetime Budget
RSIPF/PPF Channels of Hope for Gender	AFP	350,000
Honiara Flood Response 2014 ANZ Bank in SI	ANZ Bank	27,520
Honiara Flood Response 2014 DfID NFIs	British High Commission	497,337
Early Childhood Care and Development	DFAT	-
Church Patnrship to Strengthen The Christian Care Centre	DFAT	385,000
Honiara Community Voice 4 Change (CV4C) CoH GBV	DFAT	1,230,292
Honiara Urban WASH	DFAT	1,200,000
Honiara Youth Development, Employment, and Small Enterprise (HYDESEP)	DFAT	1,454,860
Honiara Flood Response 2014 DFAT/Australian High Commission NFIs	DFAT	31,101
Addressing Climate Change Adaptive Capacity in Solomon Islands/ Makira Community Resilience Project	DFAT	1,371,000
Makira - National Provincial School WASH	DFAT	650,000
Makira Adult and Youth Literacy Project	DFAT	709,000
Makira Community Economic Development	DFAT	1,130,520
Makira Maternal Child Health and Nutrition (MCHN)	DFAT	1,891,807
Temotu COH	DFAT	550,000
ECE Programme Review (Makira Early Childhood Development Program Review)	DFAT	46,344
Honiara Flood Response 2014 HPA/DFAT	DFAT	687,537
Honiara Flood Response 2014 DFAT NFI Distribution	DFAT	11,640
Malaita Community Economic Development	DFAT	1,108,149
Malaita - National Provincial School WASH	DFAT	750,000
South Malaita MCHN	DFAT	1,600,000

Weather Coast COH	DFAT	512,500
Honiara Flood Resposne 2014 - European Commission(EU)	EU	328,884
EU - WASH	EU	90,000
WC ECCD	MEHRD	564,159
Community Economic Development	MFAT New Zealand	1,200,000
Honiara Flood Response 2014 MFAT Child and Women Friendly Spaces (DRP)	MFAT New Zealand	257,925
Honiara Flood Response 2014 MFAT/NZ High Commission NFIs	MFAT New Zealand	146,157
Temotu AL	MFAT New Zealand	908,100
Temotu CSLR (SDF)	MFAT New Zealand	536,079
WC Community Economic Development	MFAT New Zealand	514,891
Honiara Flood Response 2014 Honiara Yacht Club	Other	2,014
Honiara Flood Response 2014 Natuzzi Family Foundation	Other	9,997
Honiara Flood Response 2014 Solomon Islands Credit Corporation	Other	13,760
Honiara Flood Response 2014 Solomon Islands Tobacco	Other	34,400
Temotu Tsunami Response/ Solomon Island Earthquake Feb 2013	Other	810,000
MCHN	SIG/NZ	1,400,000
Early Childhood Care and Development	SIG/NZ	1,000,000
Makira WASH	UNICEF	550,000
Honiara Flood Response 2014 UNICEF CERF Fund	UNICEF	306,823
Temotu WASH Recovery Project	UNICEF	663,000
MCHN - Temotu	UNICEF	1,200,000
Honiara Flood Response 2014 WVA PNS	WV Australia (PNS)	35,000
WVSI WC and Makira HEA Response	WV Australia (PNS)	18,000
HEA Prepositioning of NFI	WV New Zealand (PNS)	99,190
Honiara Flood Response 2014 WVNZ Appeal	WV New Zealand (PNS)	383,040
Temotu Emergency Radio Service Project	WV New Zealand (PNS)	157,291
Temotu MCHN - Match	WV New Zealand (PNS)	53,682
WC Community Economic Development (NZ Match)	WV New Zealand (PNS)	127,246
WC Murray Jones WASH	WV New Zealand (PNS)	28,588