PD-AAT-366

45080 932-096

DOC

ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR

FROM: PHA/PVC, Shirley Patterson

SEP 20 1976

Problem: Request for approval of a grant to the New Transcentury Foundation (NTF).

Discussion: As an adjunct to the Development Program Grant Program, PHA/PVC is instituting a program entitled "PVOs Helping PVOs." Many smaller PVOs cannot afford the "cost" of applying for a DPG, but given DPG-type assistance they could become a valuable ally in development.

The program of assistance to be provided by NTF will help smaller PVOs in the areas of Evaluation, Recruitment and Management. The purpose of the program is to enhance the capability of certain smaller PVOs to more broadly utilize their unique abilities to participate in socio-economic development programs in selected LDCs. In addition, NTF will establish a Secretariat to promote the role of women in development and will investigate the potential utilization and benefits from the establishment of a special fund by a donor agency to finance research, operational and experimental demonstration projects, administered by PVOs, to promote the role of women in development.

Recommendation: That you approve the project described in the attached Project Paper.

Approved: Alan R. Lewis

Disapproved: _____

Date: Sept. 20, 1976

Attachment:

1. Project Paper

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT PAPER FACESHEET

TO BE COMPLETED BY ORIGINATING OFFICE

1. TRANSACTION CODE ("X" appropriate box)
[X] Original [ ] Change [ ] Add [ ] Delete

PP

DOCUMENT CODE 3

2. COUNTRY OR ENTITY: WORLDWIDE/NEW TRANSCENTURY FOUNDATION

3. DOCUMENT REVISION NUMBER

4. PROJECT NUMBER: 932-13-950-096

5. BUREAU: a. Symbol: PHA; b. Code: 5

6. ESTIMATED FY OF PROJECT COMPLETION: FY 79

7. PROJECT TITLE - SHORT (stay within brackets): PVOs Helping PVOs-Transcentury

8. ESTIMATED FY OF AUTHORIZATION/OBLIGATION
a. INITIAL mo. 9 yr. 76 b. FINAL FY 79

9. ESTIMATED TOTAL COST ($000 or equivalent, $1 =)

a. FUNDING SOURCE	FIRST YEAR FY____			ALL YEARS		
	b. FX	c. L/C	d. Total	e. FX	f. L/C	g. Total
AID APPROPRIATED TOTAL	240		240	670		670
(Grant)	( )	( )	( )	( )	( )	( )
(Loan)	( )	( )	( )	( )	( )	( )
Other U.S. 1.						
Other U.S. 2.						
HOST GOVERNMENT						
OTHER DONOR(S)						
TOTALS	240		240	670		670

10. ESTIMATED COSTS/AID APPROPRIATED FUNDS ($000)

a. Appropriation (Alpha Code)	b. Primary Purpose Code	c. Primary Tech. Code	FY 78 d. Grant	FY 78 e. Loan	FY 78 f. Grant	FY 78 g. Loan	FY 79 h. Grant	FY 79 i. Loan	ALL YEARS j. Grant	ALL YEARS k. Loan
ST	769	990	240		215		215		670	
		TOTALS	240		215		215		670	
11. ESTIMATED EXPENDITURES										

12. PROJECT PURPOSE(S) (stay within brackets) [ ] Check if different from PID/PRP

To enhance the capability of PVOs, especially certain smaller ones, to more broadly utilize their unique abilities to participate in socio-economic development programs in selected LDCs, including particularly the more active participation of women in such development

13. WERE CHANGES MADE IN BLOCKS 12, 13, 14, or 15 OF THE PID FACESHEET? IF YES, ATTACH CHANGED PID FACESHEET.
[ ] Yes [ ] No

14. ORIGINATING OFFICE CLEARANCE

Signature: [signature] Date Signed: 17 SEP 1976

Title: ~~Shirley Patterson (Acting)~~ Director, PHA/PVC

15. Date Received in AID/W, or For AID/W Documents, Date of Distribution: mo. day yr.

AID 1330-4 (7-75)

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT IDENTIFICATION DOCUMENT FACESHEET

To Be Completed By Originating Office

1. TRANSACTION CODE: [A] A = Add, C = Change, D = Delete

PID

2. DOCUMENT CODE: 1

3. COUNTRY/ENTITY: New Transcentury Foundation - Worldwide

4. DOCUMENT REVISION NUMBER:

5. PROJECT NUMBER (7 digits): 932-13-950-096

6. BUREAU/OFFICE: A. Symbol: PHA; B. Code: 5

7. PROJECT TITLE (maximum 40 characters): PVOs Helping PVOs - Transcentury

8. PROPOSED NEXT DOCUMENT: A. 3 (2 = PRP, 3 = PP); B. DATE MM YY: 08 76

9. ESTIMATED FY OF AUTHORIZATION/OBLIGATION: a. INITIAL FY TQ; b. FINAL FY 78

10. ESTIMATED COSTS ($000 or equivalent, $1 =)

FUNDING SOURCE		Life of Project
a. AID Appropriated		670
b. OTHER U.S.	1.	
	2.	
c. Host Country		
d. Other Donor(s)		
	TOTAL	670

11. PROPOSED BUDGET AID APPROPRIATED FUNDS ($000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE C. Grant	PRIMARY TECH. CODE D. Loan	E. FIRST FY TQ F. Grant	E. FIRST FY TQ G. Loan	LIFE OF PROJECT H. Grant	LIFE OF PROJECT I. Loan
(1) ST	769	990		240		670	
(2)							
(3)							
(4)							
			TOTAL	240		670	

12. SECONDARY TECHNICAL CODES (maximum six codes of three positions each)

13. SPECIAL CONCERNS CODES (maximum six codes of four positions each): BR, PVOU, BWW

14. SECONDARY PURPOSE CODE

15. PROJECT GOAL (maximum 240 characters)

To improve the quality of life among the poorest majority in selected LDCs.

16. PROJECT PURPOSE (maximum 480 characters)

To enhance the capability of PVOs, especially certain smaller ones, to more broadly utilize their unique abilities to participate in socio-economic development programs in selected LDCs, including particularly the more active participation of women in such development.

17. PLANNING RESOURCE REQUIREMENTS (staff/funds)

18. ORIGINATING OFFICE CLEARANCE

Signature: [signature] 17 SEP 1976

Title: ~~Shirley Patterson, (Acting)~~ Director, PHA/PVC

Date Signed MM DD YY

19. Date Document Received in AID/W, or for AID/W Documents, Date of Distribution MM DD YY

AID-1330-2 (3-76)

PVOs HELPING PVOs

NEW TRANSCENTURY FOUNDATION

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I. Background

We in the West have begun to learn that much of the aid we have offered the developing world has not affected the lives of the people we thought we were reaching: the 800 million who are caught up in a poverty so miserable as to be an insult to human dignity. The United States, through the Foreign Assistance Acts of 1973 and 1975 and the Percy Amendment, has called for more resources to be channeled to the poorest of the poor, has determined that the private sector should take greater responsibility in the provision of assistance to the third world and has recognized the importance of promoting the role of women in development.

Private voluntary agencies, or non-governmental organizations, with their long histories of involvement with the poorest of the poor and with women in the developing world, are viable vehicles for the channeling of assistance under this new development orientation. Indeed, they possess great strengths for attaining the new objectives. At the same time, however, most voluntary agencies also face serious problems which inhibit their effectiveness in these areas.

Many voluntary organizations trace their origins to a humanitarian response to a clear and immediate need. In the economic recovery of Europe after World War II, in disaster relief, in feeding the hungry all around the globe, voluntary organizations have a distinguished record of contributing to human survival and progress. However, once the immediate crisis in a region had been solved, voluntary organizations frequently stayed on, establishing schools

and hospitals, revitalizing agriculture and improving the health and nutrition of much of the world's population. In short, voluntary organizations were often born of an immediate critical need and subsequently evolved into long-term development participants. In another sense they began as strictly operational agencies concerned with a highly specific product; i.e. the delivery of food. They then became involved in the long-term efforts to achieve economic and social progress which involved them in many process considerations as distinguised from product orientations.

Thus, in responding to new, development-oriented needs in the third world, voluntary agencies find themselves in fields of endeavor quite different from their original purposes and sometimes at odds with their crisis-response-oriented structures. Having moved into a new kind of business without adequately studying their identity and revising their stated purposes, there is in-house divisiveness in some agencies as to what their goals really are. The differences in goal perception often are particularly pronounced between headquarters and field staff.

These internal problems are often exacerbated when major donor institutions encourage voluntary agencies to shift the emphasis of their programs, and thus of their thinking, to development-oriented projects. When such encouragement is accompanied by the offering of financial resources, there may be a conflict. Acceptance of such resources with concomitant goal redirection infringes on their own

historic sources of funding which respond to their more traditional goal: relief.

Nonetheless, through their intrinsic character and unique experience in the developing world, private voluntary agencies offer a special opportunity for the accomplishment of the newly-oriented development assistance goals. In summary:

1. They are institutions with wide experience in being responsive to objectives which are perceived by economic planners as largely non-economic in central purpose.

2. They are institutions with long histories of concern for and experience with the needs of the developing world.

3. They are institutions which have experience in all kinds of voluntarism and citizen mobilization, both at home and abroad. The responsive participatory approach of non-governmental agencies and their successful experience with essentially non-democratic cultures is a great strength.

4. They are institutions with wide information networks, professional expertise, affiliate agencies and extensive contacts, which have in the past been under-utilized and which could in the future provide vital communication links and professional assets for development activities in the third world.

5. They are institutions who have demonstrated ability in reaching the poor groups in developing countries often with greater qualitative effectiveness than parallel government efforts.

6. They are institutions with long histories of working for and with women, domestically and internationally, who have good working rapport with women, who can and do attract superior women and who are able to play a lead role in promoting women's involvement in economic development.

The internal weaknesses of many private voluntary agencies, particularly smaller ones, are also significant and may be a major obstacle to utilization of their many strengths.

Project Implementation and Assessment

1. For many voluntary agencies new program initiatives flowing from new objectives are not an easy part of institutional behavior. Continuity in program process is lacking, and project development and assessment, especially outside tested paths, is often weak. Program initiatives and project guidelines and means of testing project impact need to be institutionalized beyond the current level.

Inter Agency Communications

2. Many voluntary agencies are not fully aware of the world-wide experience of other agencies especially in the areas of programming emphasis. Indeed, they do not have the depth of staff to maintain an active communication process with sister PVO's or potential donor agencies.

Donor Relationships

3. Many voluntary agencies react defensively when dealing with large donor groups, guarding against development of over-dependence on any external institution with different, even if complementary, goals. They thus fail to utilize the help, financial and otherwise, that these agencies have to offer.

Management Systems

4. Many voluntary agencies don't have the institutional strengths or financial ability to provide all the data, analysis or presentation required by most major donor agencies for project submissions.

Small Size and Project Focus

5. Many voluntary agencies wish to participate in ventures that are not large enough to interest donor agencies and thus must forego significant activities of interest to them.

BEST AVAILABLE

Inability to Engage Outside Help

6. Although recognizing their need in this area, many voluntary agencies have little or no experience in reaching out to other institutions to supplement their in-house skills, upgrade their professionals and conduct nationwide recruitment to fill their vacancies. Many are unfamiliar with the services available and how to effectively utilize them once obtained.

Internal Communication

7. For many PVO's there is an inadequate internal communications ystem to translate field experience into appropriate decisions in headquarters. For example, lack of adequate forums for dialogue nay lead to headquarters' concern about fund raising swamping innovative field programs in new, functional areas.

This analysis leads to the conclusion that there is an excellent opportunity to take fuller advantage of the particular, special, advantageous characteristics of the voluntary agencies if a tailor-nade program is provided to overcome the problems that inhibit them from making their full unique contribution to the new points of emphasis in economic assistance. The Private Voluntary Agencies offer a wide diversity of approaches and thus a flexibility in choice of type of organizational instrument or channel. They have the pioneering and experimental experience in working with the poor majority and with women. For many of the agencies, their small size, their low keyed (or even weak) management, and their "cause oriented" philosophy remain their major weaknesses as well as, in many ways, he keys to their primary strengths. Clearly they need professional nd technical help to realize their full potential, but such help ust be of a very special nature: sensitive to their unique historic urposes, constituencies and intellectual frames of reference.

II. The Organization

The New Transcentury Foundation (TNTF) was organized in December 1968 as a non-profit organization for the purpose of developing, establishing, and administering programs to improve the human condition. TNTF operates as an adjunct institution to TransCentury Corporation. There is no permanent core staff; rather, as programs develop, individuals are employed to manage the program. Some of these individuals are "loaned" by the TransCentury Corporation, others are hired directly. Banking, legal, audit, and general and administrative services (personnel, payroll, etc.) are provided to TNTF by TransCentury Corporation.

This arrangement allows TNTF to draw upon the experienced personnel at TransCentury Corporation and formulate a team which is highly capable of accomplishing a program. The personnel available to TNTF from the TransCentury Corporation have extensive experience in conducting a program of assistance to smaller PVOs as further described in this paper. Some examples of assistance provided previously are:

CARE, Inc. - Requested and received help in improving self-designed evaluation systems; the contract was with TransCentury, financed through a DPG previously obtained by CARE.

American Institute for Free Labor Development - Requested assistance in project design for nutrition-related activities. If funded, money will come from earlier AID contract of regional projects office.

American Institute for Free Labor Development - Provision of a training consultant to work with Caribbean labor leaders to help them develop management skills.

Catholic Relief Services - Has expressed interest in evaluation and program development assistance, though internal problems may delay formal request.

Foundation for Peoples of the South Pacific - Discussion of evaluation assistance, etc.

CODEL - Has expressed interest in TransCentury meeting the organization's intermittent need for outside help in recruiting, evaluating, etc.

Technoserve - Is currently being provided recruitment assistance for two positions.

Meals for Millions, Inc. - Needed assistance in survey design, requested TransCentury help in recruiting qualified consultants. Contract executed, funded from AID grant previously received by client.

Partners in Productivity - Is currently being provided recruitment assistance for an opening in their headquarters office.

The Lisle Fellowship, Inc.,-a small non-profit voluntary agency that sponsors exchange programs-has acknowledged need for project development and proposal preparation assistance but to date no resources are available.

The Pathfinder Fund-retained TransCentury to recruit for four positions all of which were filled by TransCentury

The Experiment In International Living-held several discussions with TransCentury concerning a broad range of technical assistance, including women's programs, but funds have not been found.

Planned Parenthood-World Population-has used TransCentury several times to meet their recruitment needs.

DELFI-A women's organization in San Jose, Costa Rica, discussed technical assistance in project design, particularly in connection with application for DPG to be made through USAID/CR. The AID Mission acknowledged need for help to agency, but could not identify source for financing.

Girl Scouts of the U.S.A.-TransCentury personnel provided on a pro bono basis staff development seminars to enhance marketing and management skills.

International Voluntary Services (IVS)-Contracted for a study of alternative organizational goals and the financial, organizational, and other implications of them. Financed by AID, contract performed by Jim Pines through American Technical Assistance Corporation

Planning Assistance, Inc.-Used TransCentury in recruiting for its headquarters staff.

Institute for Law and Economic Development-discussed its needs for recruitment and project development help. They were concerned with international transfer of research, etc.

ECHOE (Earth Campaign aginst Hunger and Over-eating),-a non-profit voluntary association concerned with world food problem-requested TransCentury's help in preparing proposals, but no financing was available.

Volunteers for International Technical Assistance - Used TransCentury's recruitment services on several occasions.

Junior League of Washington, D.C. - TransCentury provided management seminars for executive staff and Board of Directors.

Y.W.C.A. - On a pro bono basis TransCentury personnel provided general consulting services on goals and organizational strategy.

TNTF has sustained itself since 1968 with assistance from the parent Corporation and there is every indication that it will continue to do so in the future. There is currently a 30 month backlog of projects in TNTF with funding from various sources (Government/non-Government). The personnel to be utilized in this project have been involved in development for many years and with other PVOs for the past six years (see Part VII of this Paper). The commitment to PVOs of the organization and the personnel is strong and will continue to be so in the future.

III. Purpose

The purpose of this project is to enhance the capability of PVOs, especially certain smaller ones, to more broadly utilize their unique abilities to participate in socio-economic development programs in selected LDCs, including particularly the more active participation of women in such development. The New Transcentury Foundation will undertake a program of assistance to smaller PVOs designed to meet the felt needs of the PVOs in the areas of recruitment, management, evaluation and emphasizing the role of women in development. In addition, the New Transcentury Foundation's approach will be to further develop and enhance the communication network between the voluntary agencies as well as between the voluntary agencies and the host country governments.

IV. Approach

To effectively deal with this situation, Transcentury proposed making available a "needs assessment program" for the private voluntary agencies that are interested. This is a neutral, non-threatening way to enter into a professional relationship. Obviously, such an offer of needs assessment would not be positively entertained by 100% of the agencies, but Transcentury's past experience and specific discussion with some two dozen voluntary agencies gives strong indication that such service is desired. A skilled performance of a needs assessment survey then opens the door to the discussion of agency objectives and the resources needed to meet them.

The New Transcentury Foundation (TNTF) program of assistance to smaller PVOs will involve a needs assessment survey among the agencies indicating a desire for assistance. A needs assessment survey will examine agency goals, operations, evaluations processes, recruitment of staff, women's programs and involvement, host government relations and interagency communications with a view to identifying the types and quantities of consultant assistance needed.

TNTF will conduct approximately 8-10 surveys per year. A team of three to four TNTF staff will spend three to four days in semi-structured interviewing of an agency's headquarters staff: the executives, the management, the project developers, implementors and volunteers. A specially designed questionnaire will be sent to all field offices .

The process will be a participatory one in which the TNTF team will act as catalyst for the articulation of agency needs. Thus, the resulting document, though written by TNTF consultants, will be a statement by the agency itself of its needs, strengths and shortcomings and the areas in which it most requires and desires TNTF assistance. The assistance will be offered in the following areas:

A. Evaluation Assistance: By helping the PVOs to see the evaluation tool as a management resource, and to build it into daily operations with a minimum of dislocation, TNTF will institutionalize the evaluation process. The style and content of assistance will be dependent upon the results of the needs assessment and vary with attitudes and skills levels in the agencies. However, the following framework will be the starting point for consideration of individual agency technical assistance:

1. Review of current approach to evaluation and examination of information systems presently used for monitoring activities and assessing impact.

2. Identification of likely users of evaluation information and their specific needs, including AID and other donors

3. Discussion with senior management, persons responsible for design and collection of information, and operating staff to identify anticipated impacts, useful indicators for them, and feasible collection and analysis systems.

4. Blocking out of routine data collection procedures, identifying what will be collected, by whom, when, and what will be done with the information.

5. Identification of useful analysis and feedback procedures through discussion with people involved (not abstract design of an oversophisticated system).

6. Identification of special studies that may be especially useful and appropriate as part of evaluation plan.

7. Technical assistance to provide appropriate data collection forms and to assure that those responsible for collecting information understand rationale and procedures.

8. Review of first cycle of collection, to assess usefulness of the system and quality of implementation; review of the uses of the evaluation.

B. Staff Recruitment: TNTF will provide assistance in job definition and recruitment for all levels of professional personnel. A roster of individuals for future assignments will be developed and maintained. The roster will include those currently working within the agencies, as well as professionals from the outside who wish to be considered for appointment to these non-governmental organizations.

1. Recruitment for Specific Needs of Individual Private Voluntary Agencies:

(a) The development of specific candidates for the agency position: - TNTF's recruiting approach and skill rest on two factors: first, the full understanding of the agency and the particular qualifications of the professional needed to fill the vacancy and, second, the knowledge, through long experience, of individuals, organizations, and institutions likely to be the best sources of interested and qualified candidates.

The first task is a mutual job definition with the agency concerned. This is most effectively accomplished by several hours' conversation within the agency with officials who are related to the open position, and in particular with the individual or individuals who will make the selection decision. Usually, this is an ongoing process with the agency officials which can be done by phone. As initial candidates are forwarded, further questions tend to be raised about the job description and the qualifications that are truly relevant. This is particularly true for smaller agencies that have not had much experience with utilization of professional search services.

Following the initial meetings with the agency that define the position, required qualifications of the candidates, job attributes, salary allowances and fringes,

location, travel, supervision, and so on, the following TNTF system is activated:

(i) TNTF recruiter contact of candidates and sources of candidates by mail and telephone.
(ii) TNTF file search of its current files of over 6,000 potential candidates cross-referenced in over 100 categories.
(iii) Advertisements, if appropriate.
(iv) Systematic full search growing out of the above three initiatives.

A campaign by mail and by telephone is always a part of a full systematic search for recruiting the best candidates available throughout the United States, Institutions, organizations, and individuals identified as being involved in the discipline specified are sent personal letters, job descriptions, and, as the occasion warrants, specially prepared Newsletters. These initial contacts produce an initial group of candidates and identify additional sources of potential candidates.

A continuing mail campaign and personal telephone calls further expand the search effort. All new sources are contacted and individuals are queried about their interest and their knowledge of other qualified persons. Quickly, a chain reaction develops that generated quality applicants in a minimum of time. Interested persons complete application forms and are sent job descriptions and background information on the hiring institutions. Persons unable to apply at the time are encouraged to send resumes in order to be considered for future positions.

While the TNTF recruiter is developing the full search by mail and telephone, he or she processes the resumes of candidates on file in TNTF's general talent bank. Appropriate candidates are contacted to ascertain their interest in the available position and are also asked to circulate information about the opening among qualified colleagues and friends. In this way, the candidates become part of the national contact network.

(b) Processing of candidates: - The measure of recruitment ability is not just the production of large numbers of available candidates, but the qualifications of the individuals and the effectiveness of the screening to provide the private voluntary agency with the best available and most suitable candidates for the vacancy. TNTF has evolved a set of procedures that assure presentation of only those candidates

who meet the requirements of the job and are likely to accept an offer of appointment. A special application form, bio-data, reference checking, technical screening, and suitability interviews are combined in a nomination package that enables the agency to make rapid, informed, and confident personnel choices.

(i) The Application:-The application emphasizes linking of the applicant's resume and the company-designed application form to the specific job description of the position applied for. Applicants receive a copy of the job description and are invited to submit further relevant information about academic and professional background.

(ii) References:- TNTF uses both references supplied by the applicant and those from other individuals who know the applicant, his or her reputation, or his or her work. Like the application, TNTF's reference forms are keyed to job descriptions. They also emphasize specific behavioral reports rather than general statements about capability, giving attention to both professional performance and the likelihood that applicant and dependents will adapt successfully to the agency.

(iii) Suitability Interviews:- Those candidates who survive initial screening enter a most critical phase of Transcentury's system, designed to eliminate wasteful consideration by agencies of persons who are not likely to "make it" or who, when given more complete information, withdraw their applications. These suitability interviews accomplish the following important objectives: reduce attrition, broaden and personalize the information available to private voluntary agency decision-makers, and facilitate early orientation by the agency.

(c) The Nomination Dialogue: - Once the screening process is completed, a nomination package, which includes bio-data, an application form, references, an interview report for each nominated candidate, and a recruitment report for the position, is sent to the employing institution for review.

2. Private Voluntary Agency Candidate Roster Development and Maintenance:

TNTF will establish a national roster of individuals interested in career professional employment with private voluntary agencies. This roster would be for those currently employed by such agencies who are seeking advancement and those

who would like to begin professional employment with the PVOs. Once developed, the roster would facilitate recruitment, reduce costs and allow a self-sustaining operation financed from minimal fees.

The roster will be built from TNTF's current file, the results of individual search efforts previously described, contacts developed with the private voluntary agencies and from TNTF's currently maintained contact with over 1,100 universities and colleges and 80 professional associations.

The roster would include relevant specialists for short-term assignments, as well as for long-term, full-time career positions. Emphasis would be placed on securing adequate representation of women with international experience whose abilities are of interest to private voluntary agencies.

3. Provision of Short-Term Specialists for Overseas Assignments:

When an agency request for a short-term specialist for overseas assignment is received, candidates will be identified through the means described above and each person's bio-data will be screened for technical competence and relevant experience. If the bio-data passes the initial assessment, as least three work-related references will be elicited, by mail or telephone, to check on the person's technical abilities, as well as his or her suitability for work abroad, ans support for the goals and aspirations of private voluntary organizations in their development efforts.

In some cases, candidates may be interviewed, face-to-face or by telephone, using an adapted version of the interview questionnaire which Transcentury developed for its overseas recruitment contracts and which has been a particularly accurate predictor of a person's ability to work successfully in a developing country.

C. Management Consultant Services: The following conceptual framework is set forth, not as the approach to be used with one or all of the agencies, but a statement of background understanding from which a particular technical assistance approach to an individual agency can be constructed.

1. Are goals, strategic objectives, and operating targets sufficiently clear to enable receipt and use of outside technical assistance and consultant services?

2. Are data on current operations sufficient for management purposes?

3. Is there an adequate data base on assessment of the external realities that the agency faces?

4. Is the organizational structure appropriate for the size and functions of the agency and supportive of the communications network needed to operate effectively?

5. Are internal management practices and procedures adequate for achieving stated objectives? How can they be improved?

Like the other forms of assistance offered by TNTF in this project, help with internal management systems and personnel policies will be informal. TNTF will begin with the agency's top administrator and seek to identify problems and suggest alternative solutions with each succeeding level through a series of low-key, informal discussions appropriate for a relatively small, minimally systemitized organization. In those cases where groups need to be involved in development or implementation of changes systems, TNTF will provide services as group facilitators and for trainers. TNTF will operate as staff assistants to operating people with the objective of helping them develop and implement changes that they believe necessary.

D. Special Technical Assistance to Promote the Role of Women: TNTF will establish an international non-governmental agency secretariat which will be responsive to its constituents. Its functions will include (1) development of an analytic framework and an agency project classification schema; (2) preparation of an annotated bibliography on the role of women in socio-economic development; (3) establishment of a publications retrieval system; (4) development of case studies and special studies and special studies on the role of women in socio-economic development; (5) sponsorship of conferences and workshops on the role of women in socio-economic development.

1. The Tasks of the Service Secretariat:

Task 1. The development of an analytic framework and an agency project classification schema.

The object of this task is to collect and analyze data relevant to women in development, beginning with classification of the programs and orientations of members agencies, their goals, types of programs and strategies; how they relate to and/or utilize women in program implementation; and what impacts their programs have on women: their economic status, their relationships with men, their role as mothers, their traditional and cultural role, and their own human welfare.

This information gathering will be done through interviews with staff members of the member agencies, through special questionnaires developed for circulation to the field offices of the agencies and, as appropriate, to the indigenous groups with whom the agencies work, through field visits, and/or collection and analysis of internal project reports from the home and field offices of the agencies.

As the information comes in, a classified directory of organizations will be developed. This directory will organize the activities and cross-reference them by substantive areas and according to their impact on women. The directory will start with activities of the member agencies and eventually include other groups that engage in development activities.

Task 2. The preparation of an annotated bibliography on the role of women in socio-economic development.

A general annotated bibliography on the role of women in socio-economic development would be prepared. It might be limited, say, to the works of the last decade and generally be limited to publications in English, though bilingual Transcentury staff members may also review works available only in French or Spanish. The search for material would begin with such sources as the Business and Professional Women's Library in Washington, D.C., the Library of Congress, the Technical Assistance Information Clearing House (TAICH) bibliography on women, and academic research papers done on various aspects of women in development. In addition, the Secretariat, through TNTF's existing network with universities, associations, and development organizations, will gather all reports, documents, books and papers of relevance to women in development. This bibliography will be distributed to the member agencies and updated annually.

Task 3. Establishment of a publication retrieval system.

The Secretariat will establish a retrieval system for use by the private voluntary agencies. It will facilitate the obtaining of all documents in the annotated bibliography, as well as other materials related to the role of women in socio-economic development.

Task 4. Development of case studies and special studies on the role of women in socio-economic development:

To accomplish the case studies and special studies, TNTF will begin by interviewing private volunteer agencies and by sending questionnaires to the field offices. Together with the agencies, TNTF will review project reports and draw up case studies for the member agencies' individual internal use and for study and discussion as training tools for workshops and conferences. Using this technique to examine the historical process of the development, implementation and management of projects involving women, (including control and financial management), much can be learned about different approaches, program areas, economic, cultural and social variables, program measures, evaluation methodologies and management techniques.

Task 5. Organizing and conducting conferences and workshops on the role of women in socio- economic development

Organization of workshops, study groups and conferences will be another function of the Secretariat. These programs will take many forms, depending on the needs and schedules of participant members. Focus will be put on one substantive area (e.g., all member agencies involved in nutrition programs could gather for a one or two-day workshop on the problems unique to such programs) or a conference of member agencies will be held designed to study problems faced in common. Those program areas which most frequently developed difficulties during the year will be the focus of the conferences, and will be explored through case studies, assistance by outside specialists, discussion groups, and other study methods. Approximately 4 conferences and workshops will be conducted each year. TNTF also will organize an annual conference to facilitate face-to-face communication between voluntary agencies, Secretariat staff, donors and host country recipient groups on program issues.

E. Feasibility Study for Special Fund for Role of Women in Socio-Economic Development: TNTF will investigate the potential utilization and benefits from the establishment of a special fund by a donor agency to finance research, operational and experimental demonstration projects, administered by private voluntary agencies to promote the role of women in economic development. It appears that there are potential private voluntary agency projects that would promote the role of women in economic development that are not now being considered or

undertaken. These potential projects are of such a character that it does not appear possible to obtain "regular" funding from the sponsoring institution or from other institutional sources for such reasons as:

(a) They are too small.
(b) The usual extensive formalities of application cannot be met by the agency.
(c) The time of obtaining program approval from other sources appears to be too long.
(d) The context of program formulation and traditional developmental priorities makes direct traditional sources unavailable.

The study would investigate the demand for and benefits from the following project categories:

1. Operating projects that, in and of themselves, make a direct contribution to the role of women in economic development. Such projects would need to meet normal project approval criteria in terms of project design, cost-benefit analysis, and evaluation Plan . However, the risks involved in these programs can be significant and the "failure rate" is expected to be higher than usually expected.

2. Research/Demonstration programs that test out new approaches, techniques and theories, which, if proven, can be important to the role of women in economic development.

3. Direct research programs of data gathering amd analysis of relevance to assisting women to take a greater role in economic development.

The feasibility study will include the exploration with the voluntary agencies of the criteria for project approval. An initial starting point for exploration will be the assessment of criteria, such as the following:

1. Magnitude of cost compared with potential gain if the project is successful.

2. Uniqueness of project in adding to knowledge of what kinds of projects are or are not successful in promoting the role of women in economic development.

3. Potential of the project, if successful, to be replicated or to make significant multiple contributions to future

programs of the administering agency, other agencies, and the broad range of institutions working in the field of women and economic development.

4. If a research project, the importance of the subject addressed and the hoped-for results.

5. The length of time for impacts from the project to be felt.

Possible organizational arrangements for the administration of the fund will be assessed. It is assumed that the voluntary agencies participating in the fund will want to participate in its management and review approvals of all grants and contracts made by the fund. A variety of arrangements will be assessed.

The feasibility study will be conducted concurrently with the needs assessment survey described above.

V. PROJECT NARRATIVE

A. Program Goal

1. Statement of Goal - The broader objective to which this project contributes is the improvement of the quality of life among the poorest majority in selected less developed countries.

2. Measurement of Goal Achievement -

   a. Increased income among the poorest majority.

   b. Increased availability of basic services to the poorest majority.

   c. Better quality food, clothing and shelter available to the poorest majority.

3. Means of Verification -

   a. Host Country census or other national reports.

   b. USAID reports

   c. Site visits

4. Assumptions -

   a. That PVOs can implement development programs among the poorest majority in selected LDCs.

   b. That poorest majority will respond to the efforts of the PVOs.

   c. That Host Country governments will cooperate with PVOs.

B. Project Purpose

1. Statement of Purpose - The purpose of this project is to enhance the capability of PVOs, especially certain smaller ones, to more broadly utilize their unique abilities to participate in socio-economic development programs in selected LDCs, including particularly the more active participation of women in such development.

2. End of Project Status - The conditions that will indicate that the project purpose has been achieved are:

a. Secretariat will be serving PVOs to promote role of women in socio-economic development.

b. Management and recruitment systems are accepted and operating effectively to support primary aims of PVOs.

c. Smaller PVOs are managing programs which reflect their stated priorities involving women and the poorest of the poor.

d. Recruited members are accepted and are improving functioning of PVOs.

3. Means of Verification -

a. PVO use of Secretariat (records of inquirers, responses, etc.)

b. AID and PVO assessments of Transcentury technical assistance--using NTF client profile evaluation system.

c. Hiring record of PVOs from recruitment assistance: speed of vacancy fulfillment and employment of women

d. GAO and other audit reports on PVOs.

4. Assumptions -

a. Smaller PVOs will respond to Transcentury assistance.

b. Guidance concerning women in development will be considered relevant, necessary and/or useful by PVOs.

c. PVO and LDC have sufficient interest in priorities for women in socio-economic development of poor majority.

C. Project Outputs

1. Statement of Outputs -

a. Secretariat established designed to promote the the role of women in socio-economic development.

b. Assistance provided to smaller PVOs in areas of recruitment, evaluation, and management.

c. Assessment of the feasibility for a fund to promote role of women in socio-economic development.

2. Magnitude of Outputs -

a. One Secretariat will be established to provide:

(1) an analytical project framework and annotated bibliography,

(2) information retrieval system in place,

(3) 20 to 30 case studies,

(4) 6-9 conferences.

b. Recruitment assistance will have been provided to some 30 to 50 PVOs, a roster established and several dozen short-term technical assistants recruited.

c. 40-50 PVOs will have participated in a needs assessment survey with appropriate follow on technical assistance provided.

3. Means of Verification -

a. Reports from Transcentury.

b. Site Visits.

c. Secretariat records and documents.

4. Assumptions -

a. PVO will be responsive by providing staff and facilities time for their role in all aspects of Secretariat performance.

b. PVOs will continue to want to professionalize their staffing and management organization to achieve priority objectives.

c. Qualified personnel are available or can be made available for the Secretariat.

D. Inputs

1. Grant from AID.

2. Resource (personnel from Transcentury.

3. Staff assistance from the PVOs.

VI. IMPLEMENTATION PLAN

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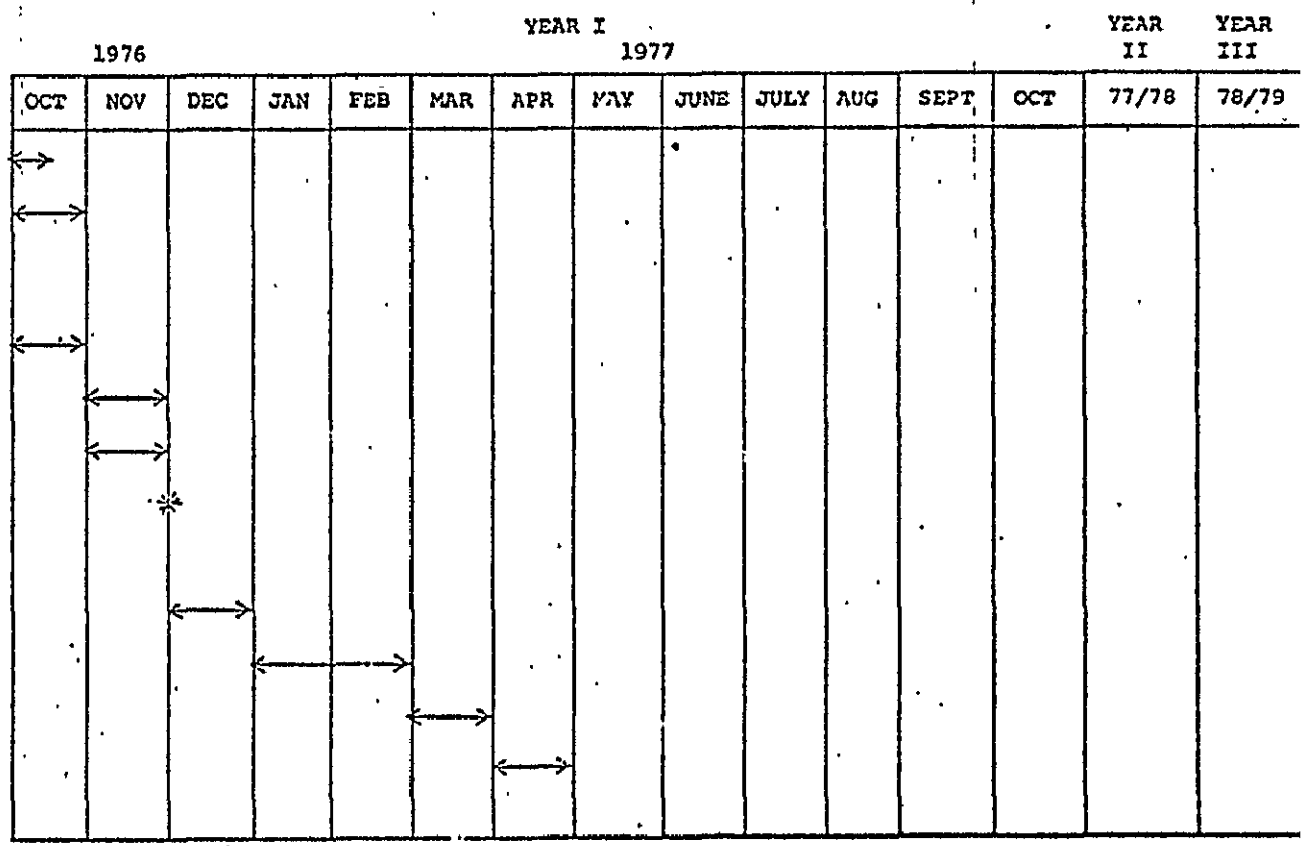
TABLE I.	Secretariat	1
TABLE II	Needs Assessment, Evaluation, and Management Services	4
TABLE III	Recruitment	5
TABLE IV	Feasibility Study Special Fund	6

TABLE I: IMPLEMENTATION PLAN - SECRETARIAT



- Consultation with AID on overall Implementation Plan
- Consultation with selected PVOs on approach
- Operations

A. Preparatory

1. Recruitment of 2 open positions
2. Information to all eligible PVOs on secretariat
3. Establishment of plans, schedules, and approvals
4. Two new staff onboard

B. Analytic Framework

1. Consultation with AID and PVOs
2. Framework preparation
3. Submission to PVOs and AID and review
4. Preparation and distribution of framework

TABLE I: IMPLEMENTATION PLAN - SECRETARIAT (continued)

Operations (continued)

C. Annotated Bibliography and Publication Retrieval System

1. Collection and assessment of relevant current bibliographies
2. Establishment of framework, goals, limits for new bibliography and retrieval system
3. Consultation with AID and selected PVOs on proposed tasks
4. Field work and preparation of draft final bibliography and submission to AID and selected PVOs
5. Publication and distribution of bibliography
6. Consultation with PVOs and AID on retrieval system
7. Design and set up of initial retrieval system
8. Operation of retrieval system

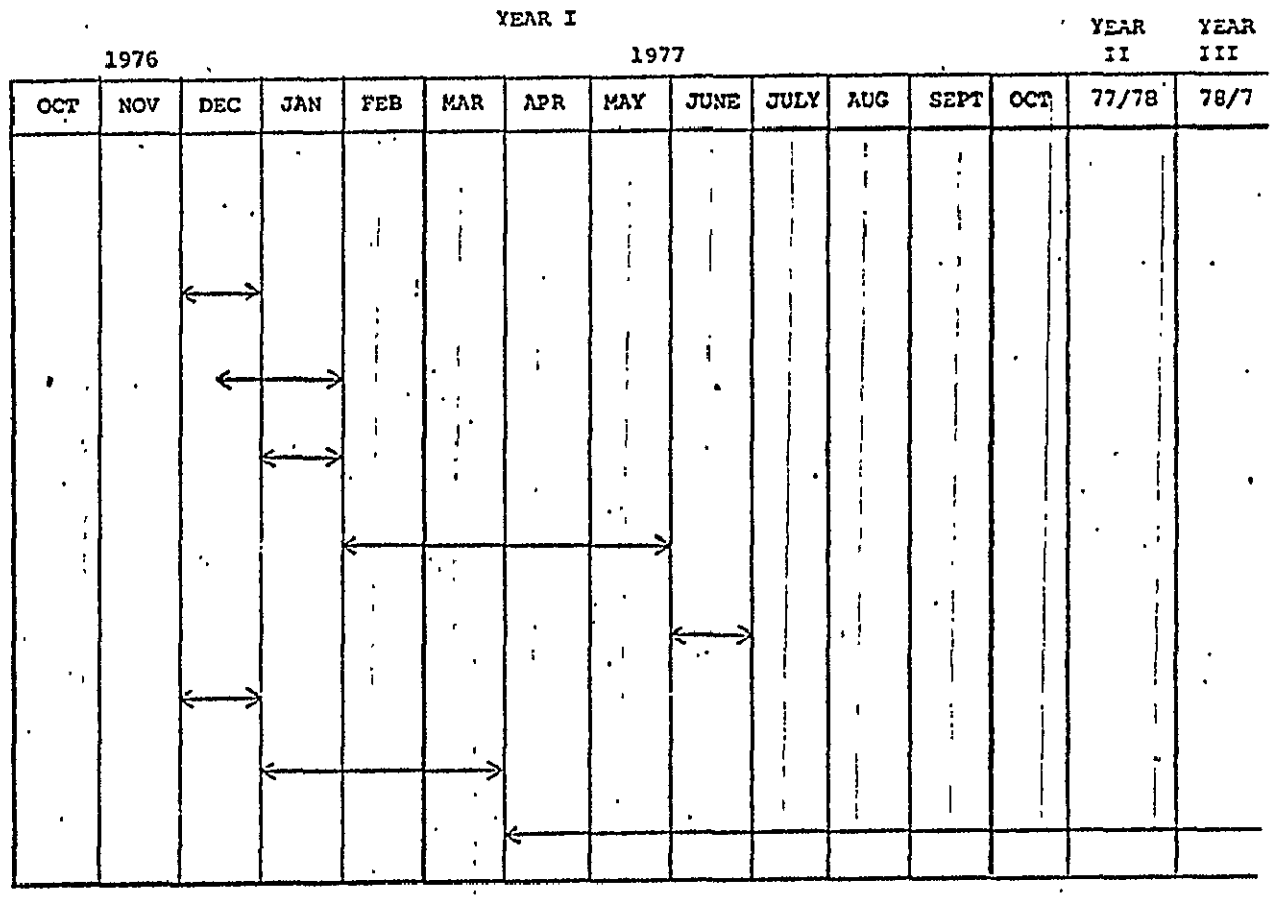
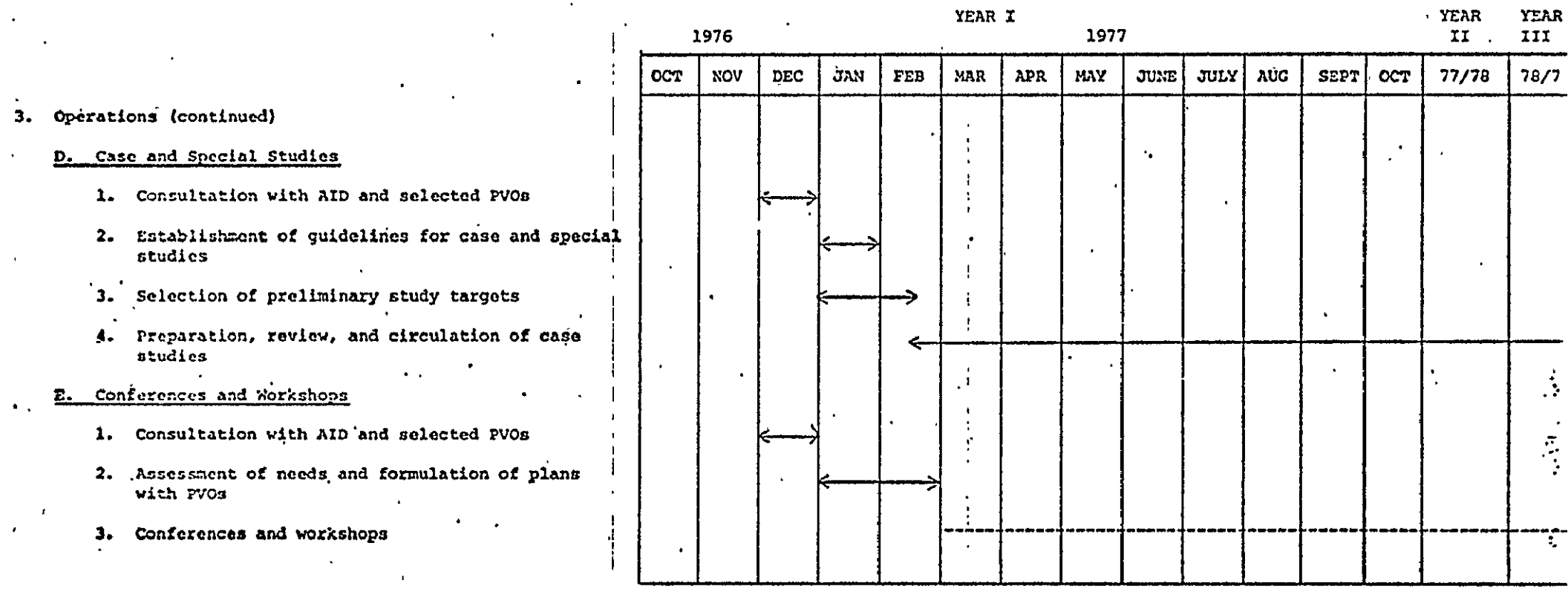


TABLE I: IMPLEMENTATION PLAN - SECRETARIAT (continued)



3. Operations (continued)

D. Case and Special Studies

1. Consultation with AID and selected PVOs
2. Establishment of guidelines for case and special studies
3. Selection of preliminary study targets
4. Preparation, review, and circulation of case studies

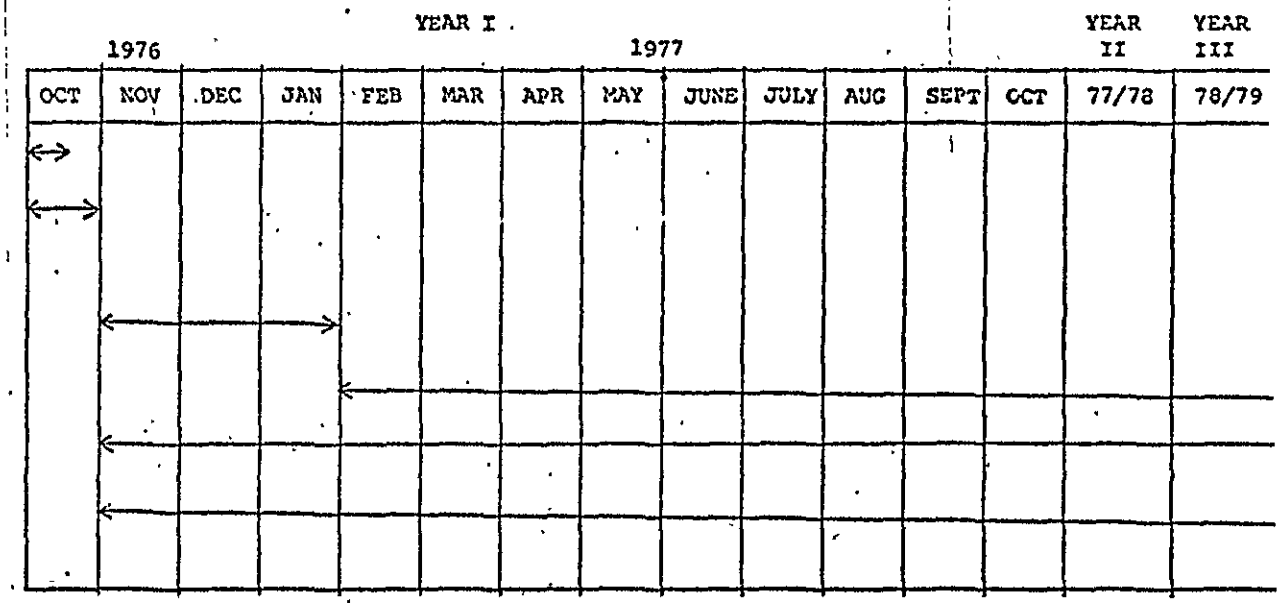
E. Conferences and Workshops

1. Consultation with AID and selected PVOs
2. Assessment of needs and formulation of plans with PVOs
3. Conferences and workshops

TABLE II: IMPLEMENTATION PLAN - NEEDS ASSESSMENT, EVALUATION AND MANAGEMENT SERVICES

	YEAR I													YEAR II	YEA III
	1976							1977							
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	77/78	78/
Consultation with AID	↔														
Consultation with selected PVOs	↔														
Operations															
A. Needs assessment		←													
B. Delivery of services															

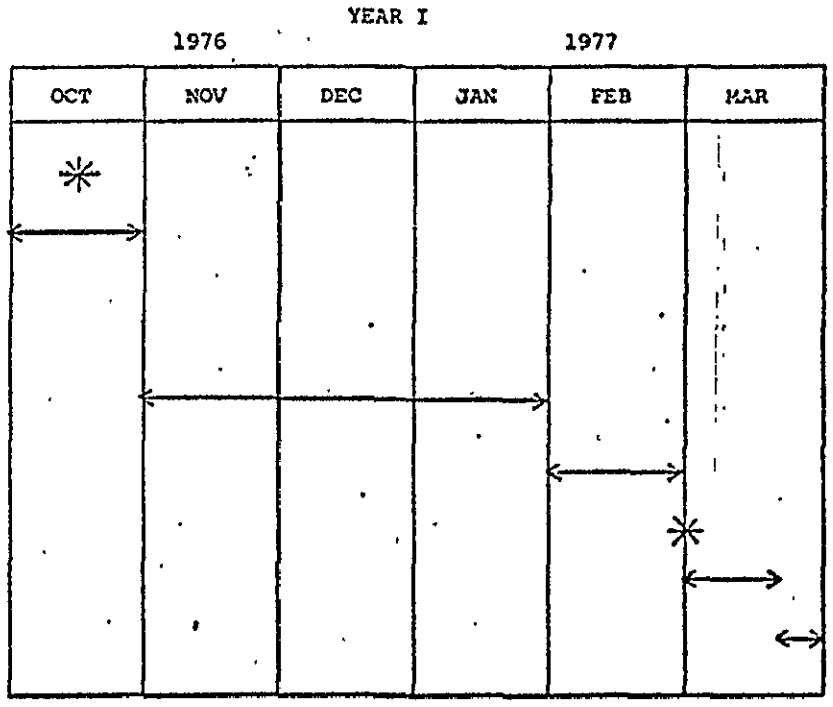
TABLE III: IMPLEMENTATION PLAN - RECRUITMENT



- Consultation with AID
- Consultation with selected PVOs
- Roster
  - A. Develop roster framework and solicit, screen resumes, etc.
  - B. Operations of roster
- Recruitment process for PVO headquarter jobs
- Recruitment and backstopping for short-term overseas jobs

TABLE IV: IMPLEMENTATION PLAN - FEASIBILITY STUDY SPECIAL FUND

1. Consultation with AID on plan of approach
2. Design of options to be addressed:
   - Operating projects
   - Research and demonstration
   - Direct research
3. Assessment of options with selected ~~selected~~ PVOs, several potential donor sources, and AID
4. Preparation of draft feasibility report
5. Submission of draft final report to AID
6. Review and comment by AID
7. Revision and submission of final report



Country:	Project No:	Project Title:	Date:	/ / Original / / Revision #	PPT Appr.
World-Wide	932-0096	PVOs Helping PVOs-Transcentury			

For FY:
CY:
Month:

0 12 24 36

Prior Actions

Post Actions

1 Grant Signed

2 Secretariat Staff Hired

3 Case Study Guidelines Established

4 Completion of Initial Recruitment Roster

5 Conference Plans Agreed Upon

6 Set-up for Retrieval System Completed

7 Completion of 4 Initial Needs Assessments

8 Analytic Framework Completion and Distribution

9 Bibliography Publication and Distribution

10 Evaluation

11 Workshop Plan Submitted for Year

12 Completion of Additional 4 Needs Assessment

13 Completion of 3 Additional Case Studies

14 Revision of ABRS

15 Provision of Assistance Evaluation to 8 PVOs

16 One Workshop Conducted

17 Workshop Plan Submitted for Yr.3

18 Evaluation

19 Completion of Additional 4 Needs Assessment

20 Completion of 3 Additional Case Studies

21 Revision of ABRS

22 Provision of Assistance to 12 PVOs

23 2nd Workshop Completed

24 Evaluation

Financial Plan

Actual

Evaluation

country: Worldwide	project no: 932-0096	project title: PVOs Helping PVOs - Transcentury	date:	/ / original / / revision #	apprvd:

CPI NARRATIVE

1. Grant Agreement signed by CM/COD/PHA.
2. New staff hired for Secretariat on Women in Development.
3. Guidelines established for conduct of case and special studies.
4. Initial recruitment roster completed.
5. Conference plan agreed upon.
6. Set-up for retrieval system of the Annotated Bibliography and Retrieval System (ABRS) completed.
7. Initial needs assessment survey completed (4 each).
8. Secretariat analytical framework completed and distributed.
9. ABRS published and distributed.
10. Evaluation conducted (PAR).
11. Workshop plan for second year agreed upon.
12. Additional 4 needs assessment surveys completed.
13. Completion of 3 case studies.
14. Revison (annual) of ABRS.
15. Assistance provided to 8 PVOs: total.
16. One workshop conducted.
17. Workshop plan for 3rd year agreed upon.
18. Evaluation completed (PAR).
19. Additional 4 needs assessment surveys completed.
20. Completion of 3 additional case studies.
21. Revision (annual) of ABRS .
22. Assistance provided to 12 PVOs total.
23. Second workshop completed.
24. Comprehensive evaluation conducted.

VII. STAFFING PLAN AND PERSONNEL

TransCentury proposes to use nine of its current consultants and to add one staff member to increase its capacity to serve the voluntary agencies. The resumes of the current staff members included in this paper. The functional responsibilities are shown in the following chart.

The nine current staff members will be available on a less than full time basis to perform the work, the actual balance of resources used will depend on the timing and character of demand for services. Three Foundation officers, Wiggins, Pines and Eddy are envisioned to take the lead in the work, each allocating a significant portion of their time. Other Foundation staff will play a supporting role.

Based on our extended considerations with many individuals about how best to support the role of women in socio-economic development, we propose to hire one full time additional staff officer with recent field experience. Given the language and area of experience of existing Foundation staff, this individual will probably bring a non-Africa overseas background and probably will speak Spanish.

PROPOSED FUNCTIONAL UTILIZATION OF STAFF

	Evaluation	Recruitment	Management Services	Women's Secretariat
Pines	X		X	
Eddy			X	X
Wiggins			X	X
Long		X		X
Irish		X		
Fiator		X		X
Bates	X			
Warren	X	X	X	
Francis			X	
New Hire #1				X

BEST AVAILABLE

JAMES M. PINES

James M. Pines, vice-president of TransCentury specializes in the evaluation process and in national nutrition planning. A lawyer and economist, he is fluent in Spanish, reads and understands Portuguese, and has a working knowledge of French. He has performed consulting assignments for a variety of private voluntary agencies, for AID, the World Bank, INCAP, FAO, The Swedish International Development Authroity, and others. Although much of his work has been in Latin America (Brazil, Colombia, Ecuador, Bolivia, El Salvador), he has also provided consultant services in Ghana, Tanzania, Thailand and Laos. In addition to providing technical assistance, Pines has an established reputation as a trainer of planning and operational personnel. He has lectured in AID-sponsored programs at the Massachusetts Institute of Technology and Meharry Medical College, has assisted CARE and Catholic Relief Service in training field staff, and is participating in AID-sponsored workshops in Senegal and Kenya during May and June, 1976.

During the academic year 1974-1975, Pines was a visiting fellow in nutrition planning at the Institute of Development Studies, University of Sussex (U.K.), working with Professor Leonard Joy.

Mr. Pines has served overseas in Ecuador where he developed and evaluated programs in urban nutrition, economic development, credit unions, agriculture, and teaching.

Prior to joining TransCentury in 1972, Mr. Pines held the following positions:

1967 - 1972:	Vice President and Senior Planning Consultant, American Technical Assistance Corporation
1964 - 1967:	Deputy Director and later, Acting Director of Planning and Program Review, U.S.

1962 - 1964: Administrative Director, U.S. Peace Corps, Guayaquil, Ecuador

1952 - 1962: Private Attorney

1948 - 1949: Instructor in Economics, University of Massachusetts

Mr. Pines holds a Master's degree in Economics from Harvard University, and a Bachelor of Law degree from Yale University Law School.

There follows a bibliography of evaluation studies and other reports prepared by Mr. Pines, many of these concerned or were for private voluntary agencies.

1. The Evaluation System of CARE, Inc.-Review and Recommendations
2. The Union-to-Union Program in Latin America
3. Evaluation of the American Institute of Free Labor Development Program (Participating Author)
4. Measuring the Impact of Labor Education
5. The International Voluntary Service: An Organizational Study
6. A Study of Latin American Programs of the Overseas Education Fund
7. The Impact of Peace Corps Work on Cooperatives (Study Director)
8. An Evaluation of Motivation Training as Used by AID in Latin America (Study Director)
9. Organization Development in AID: Washington, Panama, and Brazil
10. A Review of Possible World Bank Actions on Malnutrition Problems (co-author)
11. Planning National Nutrition Programs: A Suggested Approach (with Thomas Cooke)

12. The Tamil Nadu Nutrition Systems Study (Participant)

13. Some Guidelines for National Nutrition Planning in Tanzania

14. Socio-Economic Development in Irian Jaya (Indonesia) The Freeport Role

15. A Review of Fertilizer Marketing Alternatives in Madras (India) (with S.H. Chafkin)

16. Project Earning Power: A Program for the Handicapped

17. The Educational Media Council: An Organizational Study

18. An Evaluation of Project Threshold, a Job Corps Transition Program (Study Director and Principal Author)

19. The Impact of VISTA in Appalachia (Participating Author)

20. The Feasibility of Measuring VISTA Impact on Poverty Communities

21. Community Volunteers: A New Direction for VISTA

BRENDA BROZ EDDY

Brenda Broz Eddy is a Vice President of the New TransCentury Foundation. Ms. Eddy brings to this project a long history of involvement with voluntary institutions and agencies. Her interest in alternative institutions has led her to involvement with a number of interesting and innovative organizations including the Center for a Voluntary Society and the Women's National Education Fund. She is on the Board of Editors of the Voluntary Action Journal. Her interest in alternative management systems and institutions has involved her in work with the Girl Scouts, the Junior League, Washington Opportunities for Women, and others as a consultant in organizational development and marketing.

She brings to this project three distinct spheres of knowledge and experience. First, she is a specialist in management systems and organizational development. As both a professor of Management at the Georgetown University School of Business and a management consultant, she has experience with both the theory and practice of management systems and administrative methodologies. She has taught in the areas of Organizational Behavior, Marketing, Business Policy and Financial Management. She has consulted with a wide variety of agencies and institutions from the Junior League to the U.S. Army. She is a specialist in the development of alternative management systems and is currently supervising a major study for the Department of Labor on Alternative Scheduling/Quality of Working Life. This reflects her personal interest in the development of management systems, processes and structures that are responsive to the human dimensions of organizations as well as their technological and

financial realities.

A second focus of Ms. Eddy's career has been her long-time interest in and involvement with women, development and upward mobility. Ms. Eddy developed and taught the first course for Women in Management ever offered at a major university and has been a leader in creating teaching materials and curriculum for training women in a wide range of organizations and institutions. For the Chesapeake and Potomac Telephone Company, she designed and taught a program to move women into previously all-male management jobs in non-traditional areas such as plant maintenance and repair. She helped the U.S. Army with a monumental study of women and upward mobility. She has been a leader in TransCentury's own movement toward emphasis on women and was a principal force in the decision by the board of directors of the New TransCentury Foundation to make the independence and self-reliance of women its primary focus and objective. She has been a leader in TransCentury projects for women both at home and abroad. She is a member of numerous women's organizations and active in the Washington women's community.

Ms. Eddy is also a skilled training specialist and educator. She has background in both the organization and teaching of courses, with nearly eight years of college teaching experience, in addition to workshops, conferences and seminars on a wide variety of topics and with a long list of diverse groups. She is an expert in the case method of instruction and has researched and written case studies for use in classroom and workshop contexts. She is a skilled discussion leader and a specialist in laboratory techniques and experiential methodologies.

Ms. Eddy has worked in a wide variety of institutional settings. Prior to her tenure at Georgetown she was a consultant with Booz, Allan and Hamilton, where she was primarily involved with program planning and evaluation systems in economic development. She was also a Marketing representative for IBM where she developed expertise in the areas of data collection, data processing and data management. Her work there emphasized the development of project management systems including pert/pert cost control programs. Ms. Eddy also spent some of her professional life as a project director for Audience Studies Inc., a major marketing research organization. There she supervised a large staff of researchers, writers, editors and data processing people providing information to clients on market trends and responses.

Ms. Eddy holds a M.B.A. degree from Harvard University and a B.A. in Business Administration from the University of Southern California.

WARREN W. WIGGINS

Mr. Wiggins has been intimately involved in the design, organization and administration of programs involving technical assistance and the exchange of people between the United States and foreign countries for two and one-half decades. The central theme of this service for AID, the Peace Corps and TransCentury, has been in the creative design involved in starting new institutions and the modification of existing organizations, plus the subsequent direct day-to-day management of resultant programs so that the new designs become institutionalized. His accomplishments in developing and institutionalizing new approaches have been achieved in both the private and public sectors and have involved extensive relationships with private voluntary organizations. All of these achievements have been concerned with international technical assistance and developmen programs involving the United States and foreign countries. One of the main characteristics of his career has been staying with the new approaches or institutions for the length of time necessary to assure institutional rooting of new approaches. In the last twenty-five years there have been three broad accomplishments:

1. As a foreign aid administrator and programmer he has been concerned with technical assistance and economic development programs. His two tours in the Agency headquarters and three tours abroad (Norway, Philippines, and Bolivia) were all characterized by the development

of new approaches which were adapted and put into operations. As Assistant Deputy Director of the world-wide bilateral United States Foreign Assistance programs, he was in direct charge of all program review activities of the foreign aid program. In his overseas tours in the Philippines and Bolivia, he was substantially involved with the relationships to private voluntary agencies.

2. He is best known for his initial design work in the creation of the Peace Corps and his subsequent six years with the organization, first managing all overseas program development and operations, and then as Deputy Director in full operational charge of the agency when Sargent Shriver was both the Director of the Peace Corps as well as Director of the Office of Economic Opportunity. Many parts of the innovative design of the Peace Corps and its relation to some three dozen private voluntary agencies and universities in the first six years are directly related to Mr. Wiggins' leadership.

3. Mr. Wiggins created TransCentury Corporation and the New TransCentury Foundation. Both the institutions have been innovative in nature and successful in operation. In contract operations, TransCentury has carved out a role in international and

Peace Corps Exerience (1961-1967)

When Mr. Wiggins was the Deputy Director of all AID Far Eastern operations, he, together with Bill Josephson, wrote an "Idea Paper" on the Peace Corps called The Towering Task. This led to their appointment to the initial Task Force to create the Peace Corps.

As a member of this Task Force, as the Manager of Overseas Program Development and Operations, and as the Deputy Director of the Peace Corps, Mr. Wiggins was a central figure in its success story. Mr. Robert Sargent Shriver, Jr., former Director of the Peace Corps, has stated, "More than any other man, Warren W. Wiggins is responsible for the miracle of planning and organization that has brought the Peace Corps into being." For six years Mr. Wiggins' role in the Peace Corps involved general administration and program development in the fields of education, health, community development and related fields.

TransCentury Experience (1967 to Present)

In February 1967, Mr. Wiggins together with Mr. Irish founded TransCentury Corporation, and in 1968 founded the New TransCentury Foundation, to work on the urgent social and economic problems through the design, staffing and management of contract operations and service. Almost ten years later, TransCentury's two institutions have served or are serving over 70 clients in this endeavor.

domestic activities and has developed the respect of two dozen private voluntary agencies and non government organizations that have been clients of TransCentury. Additionally, TransCentury has served a score of foreign countries, the Departments of HEW, Labor, HUD, many local governments and over 50 private clients. In nearly all the relationships with these clients, the client sees TransCentury as both innovative in its approach and efficient in program implementation.

In a biographic sense, his experiences are outlined as follows:

AID Experience (1949-1961)

....Oslo, Norway, Program Officer and Senior Economist in the Marshall Plan Mission.

....Washington, D.C., Member of Averell Harriman's staff in the Office of the President as Officer-in-Charge of coordinating foreign military and economic assistance for Europe.

....Manila, Philippines, Senior Economic Advisor to the Philippines Government.

....Washington, D.C., Assistant Deputy Director of International Cooperation Administration in charge of worldwide programming

....Washington, D.C., Deputy Director of all Far Eastern Operations, International Cooperation Administration, charged with region wide line administrative responsibility.

General

Mr. Wiggins holds an undergraduate degree from the University of Colorado, and a Master's degree in public administration from Harvard University, where he also completed two and one-half years of graduate study in economics.

In February 1962, Mr. Wiggins received the U.S. Junior Chamber of Commerce Arthur S. Fleming Award as one of the "Ten Outstanding Young Men" in Federal Government.

CAROLYN M. LONG

Carolyn Long is a Vice President and member of the Board of the New TransCentury Foundation, and a Vice President of TransCentury Corporation. She manages all of TransCentury's international programs, and is very well-versed in every phase of such programs, including initial program design, recruitment and staffing, training, program implementation, and evaluation.

Having begun her international career at the age of nineteen, as a Peace Corps Volunteer in a very successful tour in French-speaking Gabon, Equatorial Africa, Ms. Long progressed rapidly through many levels of responsibility in international work and soon began directing programs. Today, eleven years after her Peace Corps tour, she runs multi-million dollar operations for TransCentury and her ability as a manager and administrator is highly respected by foreign and U.S. government officials with whom she works.

Ms. Long brings to her work not only an ability to develop and maintain a smooth-running program operation, but also a personal, non-bureaucratic style of administration which is particularly effective in the cross-cultural settings in which she operates.

Four of the five programs which she has managed for TransCentury have been concerned with the provision of technical assistance to developing countries. All have involved great amounts of detail, complex interrelationships between and among people, difficult and lengthy negotiations, pressures of time

and various competing needs of participating agencies and persons. Ms. Long has been able to weave together the various components of each program so that they ran with a minimum of confusion and upset and a maximum output of results.

Ms. Long's innovative approach to program development has made the international operations she runs dynamic and exciting. For example, in running TransCentury's contract with the Agency for International Development to recruit and backstop 100 technical assistance experts for African universities and ministries, she decided to hire and train African nationals to serve as recruitment and orientation specialists, not only to enhance the recruitment effort (which it did) but also to provide training in recruitment to Africans who could subsequently perform such services directly for their own national institutions.

Ms. Long has designed and developed TransCentury's outreach system which enables rapid and comprehensive collection and analysis of information and resources as well as identification of specialists in a wide variety of fields. One of the components of TransCentury's contract with AID for the provision of technical assistance in the field of nutrition planning was the development of a "Roster of Nutrition Planners and Specialists in Related Fields." In order to do this roster, Ms. Long and her staff contacted all of the universities in the country with nutrition programs, analyzed their programs against the nutrition planning needs of particular developing countries and in some cases visited the institutions to identify the best specialists to include in the Roster.

In a biographic sense, her experience is outlined as follows:

1974-present	Project Manager, TransCentury Contract for Provision of Technical Assistance to Developing Countries for Nutrition Planning with AID
	Director, TransCentury Recruitment and Administrative Backstopping Contract for the Nigerian Federal Ministry of Economic Development and Reconstruction
	Director, TransCentury Recruitment Operations with the Governments of the Ivory Coast and Saudi Arabia
1971-1974	Director, TransCentury Recruitment and Administrative Backstopping Contract with the Agency for International Development, Bureau for Africa
1970-1971	Director, TransCentury Contract for Recruitment and Administrative Support for Short-Term Consultants for the Peace Corps
1968-1969	Director, TransCentury Contract to Provide Clerical skills Training, Counselling and Remedial Education to Women in Preparation for Jobs with the Metropolitan Life Insurance Company, New York City
1968	Teacher, TransCentury Program to Provide Training and Orientation to Unemployed Persons, Anacostia, Washington, D.C. Conducted under the Washington Concentrated Employment Program
1967	Director, Peace Corps Training Program for Volunteer Secretaries for French-speaking Africa. Conducted at Dartmouth College, Hanover, New Hampshire, and Sainte Anne de la Pocatière, Quebec Province, Canada
1966	African Studies Seminar Leader and French Language Teacher, Peace Corps Training Program for French-speaking Africa, Advanced Training Program. Conducted at Dartmouth College, Hanover, New Hampshire and Montmagny, Quebec Province, Canada
1965	Technical Studies Supervisor/Gabon Resource Person, Peace Corps Training Program for Gabon. Oberlin College, Oberlin, Ohio
1963-1965	Peace Corps Volunteer, Port-Gentil, Gabon. Ran a secretarial training center and taught typing, English and physical education

Ms. Long holds an A.B. degree in sociology from Clark University, Worchester, Massachusetts, which she earned after her tour as a Peace Corps Volunteer. She speaks fluent French.

RICHARD K. IRISH

Mr. Irish, Vice President of TransCentury, has been intensely involved in the field of foreign affairs and for the last decade has performed substantial recruitment services for private voluntary agencies and for non-governmental organizations. A graduate of the School of Foreign Service of Georgetown University, Mr. Irish also did undergraduate work at Montana Institute and Berne University in Switzerland.

The private voluntary agencies for whom Mr. Irish has performed recruitment services under contract include:

Technoserve
Partners in Productivity
Pathfinder Fund
Planned Parenthood - World Population
Planning Assistance, Inc.
Volunteers for International Technical Assistance

The Non-governmental Organizations for whom he has performed contract recruitment services include:

Colombia Association
Conservative Vice Lords
Kidney Foundation
University of Hawaii
Urban Institute
Sterling Institute
Botswana Development Corporation

In 1967, Mr. Irish assisted Warren Wiggins in the foundation of TransCentury Corporation and later the New TransCentury Foundation. As manpower director of both, Mr. Irish staffed well over 50 TransCentury programs, hiring 1,500 people to work on its central and project staffs. At the same time, Mr. Irish

established TransCentury's most durable profit center - Talent Search - to provide executive placement services to domestic and overseas clients.

In 1970, Mr. Irish played a leading role in managing the "Transition Center" for returning Peace Corps Volunteers in which he assisted in job placement and recycling efforts for over 900 RPCVS. During this period, he wrote his best-selling book, Go Hire Yourself An Employer, a practical guide on finding meaningful employment. His second book If Things Don't Improve Soon, I May Ask You To Fire Me has recently been published; both books are published by Doubleday, Inc.

Most recently, Mr. Irish has been working with a score of university clients, including Bowdoin College, Johns Hopkins University, and M.I.T., in helping prepare people for domestic and international careers.

Prior to his employment with TransCentury, Mr. Irish worked as an executive with the Bank of America in its international section in San Francisco. After 5 years with the Bank, he and his wife, Sally, joined the Peace Corps and served as volunteers in the Muslim area of the Southern Philippines. After his overseas service, Mr. Irish worked for two years on the Peace Corps staff in Washington, managing its Talent Search component which recruited key Peace Corps staff for overseas and Washington assignments.

In 1966, Mr. Irish accepted an appointment as Executive Secretary to the Council for a Livable World, an arms control organization which the atomic scientist, Leo Szilard, founded to increase congressional understanding of potential arms limitation agreements.

DR. JOAN A. FIATOR

Dr. Fiator is TransCentury's Recruitment Coordinator of all international programs and an expert on African economic development and on women in development.

In her role as Recruitment Coordinator, Dr. Fiator is responsible for identification, recruitment, screening, nomination and orientation of candidates to host institutions under TransCentury's current international recruitment contracts with Nigeria, Ivory Coast and Saudi Arabia. Under past TransCentury contracts, Dr. Fiator has performed the same wide range of functions for thirteen other countries in sub-Saharan Africa. In this context, she has developed and maintained a talent bank of qualified experts in over eighty fields in which expertise is needed in developing countries. Dr. Fiator also assists in the identification and screening of nutrition planning experts for developing countries worldwide, under TransCentury's AID nutrition contracts.

As Assistant Editor of Africa Report, a top national magazine covering and analyzing developments in Africa, Dr. Fiator was highly valued for her writing and editorial abilities and for her accurate research to verify manuscript data. Detailed current knowledge of African affairs, including economics, politics, culture and development priorities and needs, was essential to the verification of data and the identification of criteria for selection of articles to be published in the magazine.

Dr. Fiator is well experienced in conference organization. She took complete charge of all arrangements for the tenth annual meeting of the African Studies Association in New York City,

involving over 2,000 participants. She coordinated the almost year-long organizational efforts for the four-day, two-hotel meeting, managed all revenue and expenses, solicited and arranged book exhibitors, managed the duplication and distribution of conference papers and their abstracts, and instructed and supervised over thirty graduate student volunteers during the meeting. In addition, she initiated for the Association the practice of soliciting advertising in the meeting program, a successful and remunerative plan which the Association had never before attempted. Participants lauded the effective and efficient manner in which the meeting, with its complicated logistical details, was organized.

Dr. Fiator is also experienced in data bank creation and management, having established for the U.S. Office of Education an information and data retrieval bank on international study and emplo ment opportunities. As part of her innovative approach, she worked with colleges and universities nationwide, helping them establish information centers for students interested in overseas study or employment, and developed a methodology through which she researched and exposed bogus firms offering employment or study arrangements abroad.

As a Peace Corps Volunteer in Gabon, Dr. Fiator was the nation' first career information counselor for students, working in the Ministry of Education. She established Gabonese-norms for European and American aptitude tests, tested and counseled students, projected manpower needs in the public and private sectors after extensive interviewing and research, and instituted a career information network for students which included a monthly Newsletter

in French. She published two reports in French through the Gabonese Government, a national manpower projection study and a detailed analysis of the relevance, adaptation and utility of Western aptitude and achievement tests in Gabon.

Chronologically, Dr. Fiator's professional experience is as follows:

1963-65:	Peace Corps Volunteer, Libreville, Gabon.
1965-66:	Research Assistant, U.S. Office of Education, Division of Foreign Studies.
1967-68:	Chairperson, African Studies Association Tenth Annual Meeting.
1969:	Assistant Editor, Africa Report magazine.
1971-73:	Short-term consultant on African recruitment contract with the Agency for International Development, TransCentury Corporation.
1975-	TransCentury Consultant on African affairs and women in development; Recruitment Coordinator for international programs.

Dr. Fiator has published articles on African development as well as her own poetry, and has done considerable research on women in Africa. Her husband is an international development economist from Benin (Dahomey), West Africa, and her interest in and research on women in development is aided by frequent trips to West Africa, where she is quite involved in the culture, problems and aspirations of her husband's family.

Dr. Fiator did her undergraduate work in psychology. She holds Master's degrees in comparative and international education and in African studies, and a doctorate in African economic development and educational planning, all from Columbia University.

The unique, interdisciplinary doctoral program at Columbia required that all students enrolled bring with them a background that included extensive experience in a volunteer capacity in a developing country. This requirement gave the program a strong practical bent in addition to the more traditional theoretical academics. Her doctoral dissertation was accepted for defense on the first draft, and she passed her defense with highest distinction, an honor rarely given at Columbia.

Dr. Fiator is fluent in French and has limited ability in the West African languages, Fon, Mina and Ewe.

RALPH RICHARD BATES

Mr. Bates' professional experience includes the areas of program planning and development, evaluation, administration and management, staff training, training design, interpersonal relations training and business management, at both the domestic and international levels. Two requirements have generally been reflected in Mr. Bates' work over the years. Since his career has been largely people-oriented, the demands for sensitivity, tact, interpersonal and communication skills and involving individuals in the planning and decision-making process have been consistently stressed. Another requirement has been seeking innovations in the delivery of services, whether personal, government-to-people, people-to-people, or international agency-to-people, to improve the quality and timeliness of those services.

Presently, Mr. Bates is a consultant to the Office of Planning, Evaluation, and Legislation of the Health Resources Administration (HEW). He is responsible for the development of a dissemination and utilization system for that agency's evaluation studies. In conjunction with this he is developing a training module on the system for presentation to the evaluation and program staff. Mr. Bates will deliver the training as well as provide follow-up technical assistance to insure implementation of the system.

As a program officer with TransCentury, Mr. Bates provides intermittent consultant services to developing countries committed to developing national nutrition programs. In this capacity, he serves as a nutrition planner and is our training specialist for

our nutrition and other programs. Mr. Bates also assisted AID/ Costa Rica develop a strategy for nutrition planning and is presently available to serve in a similar capacity as requested under our nutrition contract with AID.

In 1975, Mr. Bates worked as a staff trainer and curriculum design specialist for the Equal Employment Opportunity Commission training center. In this capacity, he was responsible for: development and implementation of needs assessment instruments for training of private and public sector managers; design and development of two, one-week seminars for the private sector and District Directors (GS-15) of the EEOC; design and development of a one-week training seminar for EEOC Training staff. Specific training units covered and included a systems approach to problem solving and planning, force field analysis, work planning, program monitoring, introducing change, team building and conflict resolution. He also served as lead trainer of a three person training team presenting two week experientially and participant based seminars.

Previously, Mr. Bates was a member of the Board of Directors of Mountain View Farm,Ltd., a greenhouse produce business, for two years. In this capacity, he initiated a semi-annual work-plan management structure for setting objectives, priorities, and division of responsibilities. Mr. Bates introduced task and process oriented weekly planning and management sessions. He personally adapted such human relations training techniques as problem identification and solving, goal and expectation setting, and feedback to the

particular needs of the corporation.

From 1970-1973, Mr. Bates was Assistant Chief of Programs and Training for the Latin American Region of Peace Corps. He was responsible for guidance to field Country Directors in preparation for five year Country Plans and for final headquarters' review and defense of proposed projects, including design and support of projects, and evaluation systems. Within his coordination, liaison, and support functions, he initiated on-the-job training for field staff during frequent field visits throughout Central America focusing on such subjects as the Peace Corps programming process, planning of staff work schedules, writing quantifiable project objectives and establishing behavioral training objectives. Mr. Bates managed a $375,000 training and technical assistance contract for the agriculture sector and was responsible for the development of a contract monitoring system.

Prior to this time, from 1968 to 1970, Mr. Bates was Associate Peace Corps Director in Costa Rica. He had primary responsibility for overall programming strategy, preparation of long-range Country Plans, establishing yearly/monthly staff work-plans, and developing in-country training. He worked closely with host country ministers and ministry officials and agency heads in conducting program feasibility studies and analysis. He identified and coordinated technical assistance resources to assist the Peace Corps and government of Costa Rica in program development and design. Mr. Bates initiated a Costa Rican Advisory Council to the Peace Corps to guide its activities and provide expert and technical advice on

specific projects. He participated in sector analyses of agriculture and cooperatives. Finally, Mr. Bates was responsible for providing administrative and programmatic support to 45 volunteers.

From 1964-1966, Mr. Bates was a Peace Corps Volunteer in Colombia where he was advisor to the Regional Development Association in the State of Narino. He assisted state economists and planners in conducting feasibility studies in agriculture, business and industry in order to promote joint ventures with U.S. counterparts. He was also assigned to an Indian handicraft cooperative to train members in bookkeeping, accounting, coop principles, marketing and promotion techniques, production and quality control standards, design and materials and equipment purchasing.

Mr. Bates received his BS from the University of Wisconsin in Political Science and Economics, and an MA from the University of Florida in Latin American Studies. He is bilingual in English and Spanish.

ROBERTA J. WARREN

Roberta J. Warren, TransCentury Vice President, has also been an independent consultant to public and private clients in the fields of organizational change, community health, education, program planning, analysis, and evaluation. Her work included evaluation of the Dominican Republic Project for the League of Women Voters' Overseas Education Fund; visiting and analyzing 10 of the 25 Ford Foundation funded comprehensive school improvement programs - domestic and Puerto Rico, participation in the design and proposal review process for the Department of HEW Environmental Education Program, Peace Corps staff training, evaluation of the Honduras Peace Corps Health Program, site visits and program review of the Ford Foundation funded High School Talent Search Project (Project Opportunity) including consideration of the Foundation's possible role in relation to desegreation and integration problems in education systems.

As Interim Deputy Director of the Independent Foundation Ms. Warren helped organize this foundation in 1970 to fund domestic projects of former Peace Corps and VISTA volunteers involved in social action programs.

For the Peace Corps, Ms. Warren was Acting Deputy Director in Santo Domingo, Dominican Republic, supervising and administering the Peace Corps program for 150 volunteers in community development, education, health and natural resources.

As Associate Peace Corps Representative in the Dominican Republic she was responsible for the programming of the first Peace Corps family program in Latin America. Other Peace Corps duties included working as a Training Assistant at Yale University and San Diego State College, and organizing and supervising field training in urban community development.

As a Peace Corps volunteer in Lima, Peru, Ms. Warren worked in Urban barriadas, coordinating health service planning and organizing local self-help groups.

Ms. Warren is in charge of all of TransCentury's survey activiti Last year, for example, she directed data collection efforts for nearly 18,000 interviews for housing studies throughout the United States. Examples of her survey responsibilities have included three broad-scope housing survey research studies: (1) a national survey of over 3,000 occupants of subsidized and non-subsidized housing involving a complicated filtration technique of locating and interviewing occupants of the primary respondents' former residences; (2) in conjunction with the filtration study, a multi-state survey of over 600 beneficiaries and non-beneficiaries of government subsidized housing; and (3) for the Urban Institute, a national survey in 117 housing authorities of public housing tenants, managers and staff. For each of these studies, Ms. Warren coordinated and supervised the recruitment and training of all field supervisors and interviewers, as well as supervising quality control, data collection verification and validation.

For TransCentury Ms. Warren directed a community health organizing project for the United States Public Health Service. She was responsible for the recruitment, supervision and program planning of five widely dispersed health teams working with both health providers and consumers in Chicano, Black and Applachian communities. One of her primary functions was the direction and implementation of the evaluation plan for this nation-wide program.

As a TransCentury Associate she served as Field Team Leader for the Kerner Commission on Civil Disorders. In this capacity she traveled to five of the 22 riot cities, studied and coordinated the efforts of the study teams in order to determine what happened, why it happened, and what could be done to prevent a reoccurance of disturbances. Data collection involved semi-structured interviews with a wide range of official and non-official observers and participants. She was a member of the writing and editing staff and coordinated the Commission's production efforts for the Bantam paperback edition.

Ms. Warren holds a B.A. in Psychology from Colorado University (1962). She is a member of the Board of Trustees of the Robert F. Kennedy Memorial, and of the Independent Foundation. She is listed in the 1966 edition of Outstanding Women of America and the National Register of Prominent Americans.

Ms. Warren is fluent in Spanish.

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VIII - PROJECT DESIGN SUMMARY LOGICAL FRAMEWORK

Life of Project: From FY TO to FY
Total U S Funding
Date Prepared:

Project Title & Number PVOs HELPING PVOs - TRANSCENTURY 932-13-950-096

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
rogram or Sector Goal: The broader objective to which this project contributes: o improve the quality of life among the poorest majority in selected less developed countries.	Measures of Goal Achievement: a. Increased income among poorest majority. b. Increased availability of basic services to poorest majority. c. Better quality food, clothing, and shelter available to poorest majority.	a. Host country census or other national reports. b. USAID Reports c. Site Visits	Assumptions for achieving goal targets: a. That smaller PVOs can implement socio-economic development programs in LDCs. b. That the poorest majority will respond to effort of the PVOs. c. That host country government will cooperate with PVOs.
Project Purpose: o enhance the capability of PVOs, specially certain smaller ones, to ore broadly utilize their unique bilities to participate in socio-conomic development programs in elected LDCs, including particu-arly the more active participation f women in such development.	Conditions that will indicate purpose has been achieved: End of project status. a. Secretariat will be serving PVOs to promote role of women in socio-economic development. b. Management & recruitment systems are accepted & operating effectively to support primary aims of PVOs. c. Smaller PVOs are managing programs which reflect their stated priorities involving women and the poorest of the poor. d. Recruited members are accepted and are improving functioning of PVOs.	a. PVO use of Secretariat (records of inquirers, responses, etc.) b. AID and PVO assessments of Transcentury technical assistance--using NTF client profile evaluation system. c. Hiring record of PVOs from recruitment assistance: speed of vacancy fulfillment and employment of women. d. GAO and other audit reports on PVOs.	Assumptions for achieving purpose: a. Smaller PVOs will respon to Transcentury assistance. b. Guidance concerning wome in development will be considered relevant, necessary and/or useful by PVOs. c. PVOs and LDCs have sufficient interest in priorities for women in socio-economic development of poor majority.
utputs: . Secretariat established, designed promote role of women in socio-conomic development. Assistance provided to smaller 'Os in areas of recruitment, evaluation, and management. Assessment of the feasibility or a fund to promote role of men in socio-economic develop-nt.	Magnitude of Outputs: 1. One Secretariat will be established to provide: a. an analytical project framework & annotated bibliography, b. information retrieval system in place, c. 20 to 30 case studies, d. 6-9 conferences. 2. Recruitment assistance will have been provided to some 30 to 50 PVOs, a roster established & several dozen short-term technical assistants recruited. 3. 40-50 PVOs will have participated in a needs assessment survey with appropriate follow on technical assistance provided.	a. Reports from Transcentury. b. Site Visits. c. Secretariat records and documents.	Assumptions for achieving outputs: a. PVOs will be responsive by providing staff & facilities time for their role in all aspects of secretariat performance. b. PVOs will continue to want to professionalize their staffing & management organization to achieve priority objectives. 3. Qualified personnel are available or can be made available for the Secretariat.
uts: Grant from AID in the amount oposed. Expertise of Transcentury rsonnel. Staff assistance from PVOs.	...tation Target (Ty...		Assumptions for providing inputs:

IX. PROJECT BUDGET

	YEAR I	YEAR II	YEAR III
Salaries			
Home Office Professionals	$ 78,283	$ 66,469	$ 65,698
Home Office Non-Professionals	10,000	10,500	11,000
Subtotal	88,283	76,969	76,698
Consultant Fees	12,000	12,600	11,550
Fringe Benefits (21.4% of salaries)	18,893	16,471	16,413
Overhead (50% of salaries plus fringe)	53,588	46,720	46,556
Travel	8,700	9,135	9,570
Per Diem	5,400	5,670	5,940
Other Direct Costs	16,500	14,675	14,620
Subtotal	203,364	182,240	181,647
G&A (18% of total costs)	36,605	32,803	696
TOTAL	$239,969	$215,043	$214,343

X. Reporting and Evaluation:

A. The New Transcentury Foundation will report progress to AID/W in accordance with the Implementation Plan and the Project Performance Tracking Critical Performance Indicator Network.

B. The evaluation schedule which is proposed will consist of the following three types:

1. Informal status analysis to be performed by the PHA/PVC Project Manager as a regular monitoring practice, with frequency as determined by Transcentury.

2. A non-intensive (regular PAR) evaluation performed by an AID/W team prior to the end of each annual anniversary date. This evaluation will be adequate to gauge the progress and identify problem areas. Furthermore, it will help to determine if continuation of the project is justified.

3. After the completion of two years of the project, an intensive evaluation will be undertaken to determine whether continuation of the project is justified. The evaluation will examine TNTF as an organization, the effectiveness of the program of assistance (including the demand therefor), the effectiveness of the Secretariat on Women in Development, the general feasibility of the project in relation to other AID projects of assistance to PVOs and the extent to which they have achieved the targets set for the end of the first two years of this activity.