

SUBJECT: Periodic Report

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GRANT PERIOD: September 1, 1985 - August 31, 1988

PURPOSE: To support PACT's program in selecting, funding, monitoring and evaluating PVO field-level development projects and increasing PVO effectiveness in development work.

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I. BACKGROUND

PACT is a consortium of 26 private, voluntary organizations (PVOs) of the United States and developing countries. The overall objective of PACT is to promote socio-economic development, specifically to support the initiative of low-income men and women in developing countries to improve their social and economic conditions through the collaborative efforts of private development agencies throughout the world, particularly by supporting and fostering local organizations' increased strength and self-sufficiency.

PACT addresses its objectives through a program of financial, service and technical support to PVOs to increase their overall management capability and effectiveness at field level. Through a tested process, PACT funds programs and projects of PVOs that help meet urgent human needs and develop the capacities of local organizations to solve local problems. PACT works to strengthen the management and programmatic capabilities not only of its membership but of the wider PVO community; and it actively encourages collaboration and the sharing of experience among development agencies worldwide towards this end. Utilizing its considerable experience and broad relationships among development institutions, PACT not only provides a structured environment for learning and exchange, but opportunities for PVOs to connect with wider sources of funding and expertise for project sustainability in specific countries and regions.

Since its inception in 1972, PACT's principal source of support has been the United States Agency for International Development, which has provided approximately \$38,000,000 in grants to the consortium.

PACT has successfully managed a Development Fund, which in total has channeled AID support to 450 project actions in Asia, Africa, Latin America and the Caribbean. The consortium's Supportive Activities Fund has been a unique mechanism for almost 500 small and flexible matching grants totalling over \$1,200,000 since its inception. These grants have been most often utilized to help formulate and test more creative projects, promote PVO interchange and upgrade management and field skills. Grants have helped shape project plans, train staff, underwrite technical assistance, and publish manuals and other learning materials.

While grant-related activities, including evaluation and assessment, account for a considerable allocation of time and resources, PACT has over these past two years developed and increasingly promoted its multi-dimensional Learning & Linkages Program and Technical and Management Assistance and Services Program. Designed to strengthen PVOs through an innovative series of activities, the Learning & Linkages Program provides a structured mechanism within the PVO community for compiling, analyzing and disseminating the PVO experience. Through the Technical and Management Assistance Program, PACT offers a broad range of workshops and training outlets to measurably improve PVOs' programming and management capabilities.

This is the first periodic report (September 1985 - June 1987) under the three-year Cooperative Agreement for \$7,780,000 "to

continue support of PACT's program to fund PVO field-level development and increase PVO effectiveness in development work."

One key feature of this Agreement is PACT's role as an intermediary with USAID; a second is the flexibility enabling both partners to initiate new programs, such as training and information services for USPVOs, in order to keep abreast of current development trends.

II. EXECUTIVE OVERVIEW

This Periodic Report is the first major attempt to draw a profile of PACT's continuing evolution under the Cooperative Agreement with USAID. This two-year period is characterized by:

- a successfully completed change in regional emphases
- a sharpening of regional strategies
- a shift away from direct funding of individual local PVOs to USPVOs and local consortia only
- increased learning promotion, training and technical services for the USPVO community-at-large
- creation of new collaborative opportunities for PVOs involving regional and national consortia and networks
- a steady move towards more strategic use of resources and focal support for creative project concepts
- stronger emphasis on project sustainability by strengthening local capabilities and leveraging non-AID funds

New Dimensions of PACT Cooperation

These new and sharpened directions are embraced by closer and more regular dialogue with USAID, stronger contacts with the entire USPVO community, and a consciously-growing mutuality and integration between PACT's funding tools, its means of promoting learning, and its ways of delivering technical and management assistance.

An additional dimension was judicious but pro-active use of PACT's "intermediary" role among US-based and Third World institutions and various donors, to create the climate and conditions under which Cooperative Agreement inputs could be amplified.

The Development Fund Director's "Overview of The Development Fund", which opens the first section, combined with the "Lessons Learned and Implications" section later in this report, summarize in greater depth PACT's new dimensions and the growing mutuality among its various institutional functions. The balance of this "Executive Overview," however, will focus on some sweeping developments not fully covered elsewhere.

The AID Relationship

These past two years saw a closer working relationship between PACT and PVC, in order to respond quickly to new priorities and take advantage of emerging opportunities.

This is exemplified by PACT's response to AID/PVC's interest in building a strong base of technical and management assistance for all US-based PVOs. The PACT "Training and Information Services" program was launched quickly, delivered to a wide audience, and has since raised demand significantly. Similarly, PACT efficiently met AID's request to increase its proportion of resources for Africa, exceeding projections of a 45% Development Fund allocation to that region.

For AID's part, PVC supported PACT's request to undertake a multi-PVO "Mali Initiative," both having an interest in Africa and more specifically the Sahel.

Since the beginning of the Cooperative Agreement, PACT has established an ongoing consultation process with PVC which has grown into a series of documented, issue-based "Dialogues" to clarify their joint thinking.

PACT has continued to pursue special institutional endeavors initiated by PVC, such as its work with InterAction and ORT, its Training and Information Services program for all USPVOs, the Sri Lanka PVO evaluation workshop, the "Solidarity Group Concept" report in Latin America, special grants as requested (e.g., GAPVOD/Ghana), and evolving mechanisms to increase support for US non-PACT members.

Changes in Governance

PACT has achieved more efficient governance through a smaller Board, which is in position to respond to institutional priorities, and to develop policies, with the speed as well as the deliberation required.

The new governing structure has another advantage, however, in freeing PACT members to focus on substantive development issues. The Annual Member Assembly held in January, 1987, for example, advanced pressing member concerns around PVO relationships with host governments and multilateral institutions.

Progress on Cutting Edge Issues

PACT has made headway on lead programmatic and managerial issues with non-member USPVOs as well as members. Its Training and Information Services program in the US raised enough demand to warrant expansion plans, which include more assertive use of PACT members' expertise. The Learning & Linkages "Small Enterprise Evaluation Project" (SEEP) represents both progress and products around a "cutting edge" issue. Twenty-five dues-paying USPVOs developed the project under a capable steering committee guiding two PACT associates. The project culminated in a programmatic manual and a major training workshop held in Annapolis.

PACT has also stepped up its global networking of and assistance to non-member USPVOs around key issues. Its intermediary efforts among members, local institutions, USAID Missions and multilaterals such as UNDP have resulted in new program opportunities in which non-member USPVOs can participate. A prim

example is the recent effort in Nepal which leveraged UNDP support along with \$8,750,000 of Mission funding for institutional strengthening, and provides tangible resources for USPVO-supplied technical assistance which otherwise would not have existed.

Pervasive Interests

In all of PACT's initiatives, and in the projects and relationships they embrace, PACT staff carried out recently-enacted Board policy insisting on active inclusion of women throughout the PVO planning and implementation process. PACT's other pervasive interest in each funded endeavor has been more effective program management and institutional-strengthening. The specific regional reviews in the Funding section, along with the Learning & Linkages reports, illustrate progress in these areas.

InterAction

The initiative with InterAction merits special attention when examining the closer relationship with PVC. PACT and InterAction Executive Directors and Board Chairmen have engaged in intensive dialogue, discussing areas of collaboration and ways to avoid potential conflict. This is a developing relationship. PACT and InterAction have now signed a mutually satisfying "Memo of Understanding" (see Attachment #1). The fact that the PACT Executive Director sits on the InterAction Executive Committee, and that the InterAction Director sits on the PACT Member Assembly, reflects the strengthening of this mutual cooperation.

The PACT and InterAction partnership resulted in joint sponsorship of a special training workshop on "Project Design and Implementation: Women as the Key to Successful Projects", held in October 1986. Plans for PACT to hold a workshop on the West Coast as part of an InterAction regional meeting is a further example of a continuing collaboration between the two agencies.

Future Directions

By further a) targetting its use of resources, b) blending its funding, learning and technical service functions, and c) utilizing its intermediary talents to leverage new opportunities for USPVOs to strengthen local institutions and extend benefits, PACT fully intends to increase impact and sustainability under the Cooperative Agreement, and to enhance professionalism and capability among USPVOs in the next phase to come.

The linchpins in this overall movement are stronger regional strategies which embrace PACT's new dimensions overseas, and closer institutional relationships which increase both effectiveness and coordination at home.

III. APPROACH AND STRATEGY

A. OVERVIEW OF THE DEVELOPMENT FUND

During the period of this report, the Development Fund, previously called the Project Fund, has processed 48 sub-grants to PVOs totalling \$2,395,454. During the recent year, over 96% of all new grants have been awarded to USPVOs, with 46% of those funds in turn helping to support national partner project work. The grants also included technical assistance funds for USPVO's to utilize in strengthening local staffs and partners. In a few "carry-over" instances from the prior Core Grant, local agency grantees used PACT resources to contract USPVO technical assistance.

Progress on Priorities

Beyond the numbers lies a growing emphasis on more organic ties between the Development Fund, Supportive Activities and Documentation Grants, Learning & Linkage initiatives, and Training, Information and other technical services. The goal was to move beyond funding of discrete, finite projects isolated in their impact, and towards more sustainable and replicable endeavors. The PACT staff's determined move, under Board guidance, towards such integration has helped the Development Fund sharpen geographic and sectoral priorities, draw upon and reinforce PACT's other tools for institution-strengthening, and devote focal prominence to each of the three regional strategies.

An analysis of the overall portfolio reveals the following:

Stronger Focus

There was more refined geographical focus and sectoral concentration. The sectors emphasized were income-generation, particularly through urban small-scale business and rural enterprise; accelerated agricultural productivity and more relevant nutritional projects; and primary health care, often as a complement to child survival programs, or as an adjunct to the income-generating priorities of beneficiaries.

Clearer Roles

In such projects, the roles of PACT members, and other USPVOs and their national partners, gained clarity. USPVOs increasingly provided key inputs of technical and management assistance to national groups and their consortia. PACT catalyzed relationships among US and local actors in several collaborative programs, as evidenced in Bolivia and Mali, by helping the partners both design the field-level programs and define appropriate implementation roles for themselves.

To further clarify member roles and PACT response, the Development Fund Director conducted a systematic member survey, the key findings of which appear in Attachment #2.

Encouraging Creativity

Because of efforts to more closely align the Development Fund with SAGs, Learning & Linkages, and PACT Technical Services, PACT staff have gradually moved into better position to encourage and materially sustain USPVOs' projects which both break new ground and have high-impact possibilities. Innovations are surfacing in method, sustainability, extension, and/or relationships forged. For the first time, for example, a PACT member in Asia organized women's small enterprise ventures as an adjunct to literacy. As the project amassed results, the lessons were concurrently used to revitalize the government's national adult education program methods and life relevancy.

Development Fund-Related Communications

The staff have attempted to communicate comprehensively with, and enforce links among, all related organizations throughout the funding process. PACT, after working through the different ground rules of the Cooperative Agreement, as well as establishing relationships with changed AID personnel, has with PVC now set up viable procedures. On a regular basis, the Development Fund Director appraises PVC of the upcoming portfolio, relationships with USAID Missions, and issues that require PVC counsel. In their field visits, the Director and regional officers keep USAID officials abreast of current activities. At PVC's suggestion, PACT has over the past two years also updated AID/Washington regional PVO officers. PACT-PVC periodic dialogues have served to refine key areas of inter-relationship between the two within the Cooperative Agreement. Such contacts and briefings have supported all AID bodies' attempts to increase coordination in effort and resources.

Intermediary Role and The Development Fund

A growing Development Fund pursuit has been to give life to projects with high potential for leveraging resources beyond its grant. PACT consults with the USPVO to determine authentically the reality and time-frame for marshalling other resources, such as those of the IDB or UNDP. Those resource bodies have, in turn, sought PACT's judgement regarding the appropriateness of an institution or project under consideration. In recent instances, PACT has been asked to assume an active "brokering" role. Examples of organizations with whom PACT has played such roles include the InterAmerican Development Bank, InterAmerican Foundation, African Development Foundation, UNDP/Asia and UNDP/Africa, European Economic Community, and several USAID Missions. PACT considers its intermediary role a critical factor in using its credibility and relationships with the wider resource community to multiply the original PVC funds.

Non-Member USPVOs and PACT Funding

The consortium has made a start in channelling both direct and indirect assistance to non-member USPVOs. A considerable number of these PVCs have met with PACT staff, and a few have presented

concept papers or proposals to the Development Fund. Some grant resources have been transferred to them at this juncture. In many cases, the PVO was seeking particular information regarding a country, region, or other funding source. In others, there were preliminary inquiries regarding membership. But, more often than not, non-member USPVCs have been the beneficiaries of PACT training and information services, and related supportive activities, and less of the Development Fund.

III. APPROACH AND STRATEGY

B. OVERVIEW OF CONSORTIA

Support for LDC consortia is rooted in PACT's broad experience as a consortium itself. PACT has discovered avenues, through relationships, studies and consultations with LDC consortia, towards making them effective national voluntary partners, and for building bridges of cooperation between them, their members, and PACT's own US constituency. PACT has also furthered the objective of strengthening local institutions by extending members' technical, managerial and other professional services to the more efficient consortia, or Voluntary Resource Organizations.

For the two-year period beginning September 1, 1985, PACT will have supported 19 consortia projects in five countries in Asia, six in Africa and five in Latin America/Caribbean, totalling \$262,484. Three regional studies of consortia are underway in Latin America/Caribbean, Africa and Asia.

As the 1984 PACT-sponsored global consortia studies and consultations revealed, USAID Missions, other donors and lenders, United Nations bodies, and governments are progressively turning to consortia as vehicles for carrying out cofinancing and technical assistance programs. This stems from a realization that consortia and other Voluntary Resource Organizations can often mobilize networks of agencies and communities with far greater speed than government. PACT's judgement on the readiness of VROs is frequently sought by resource bodies.

PACT envisions a continuing role in advancing LDC consortia through members' services and institutional grants. By capitalizing on the growing desire of governments, bi- and multi-laterals to effectively activate national voluntarism, the momentum has in turn created technical assistance and project opportunities for PACT's members and associates. Insights into LDC consortia needs, and the operations of their often significant local constituencies, have helped PACT forge collaborative efforts among such consortia and the appropriate USPVOs.

For PACT the period following the 1984 consultations and follow-up has been one of strategic, on-the-ground exploration and support with a gradually increasing number of consortia/VROs in all three regions. With the knowledge and insight now in hand regarding what such umbrella groups can do, what support they require, and how they can help USPVOs find the "right fit" in developing countries, PACT hopes to intensify its consortia work, and interweave it more tightly with the fabric of other PVO Development Fund activity in each region.

III. APPROACH AND STRATEGY

C. OVERVIEW OF LEARNING AND LINKAGES

The objectives of the program are:

1. to provide a structured mechanism within the PVO community for compiling, analyzing, and disseminating PVO experience; and
2. to use the lessons learned to influence the policy process of PACT, PVOs, and other development organizations.

The program complements, builds upon, and influences funding provided to PVO projects from the Development Fund. For example, the work of the Learning & Linkages Program on the role of women in projects has resulted in new program guidelines for the Development Fund. Similarly, the work on "Extending Benefits of PVO Projects" is intended to influence PVO project planning and PACT funding.

In a different relationship with PACT funding, several of the learning activities have grown from clusters of PACT-funded projects. Examples include the primary health learning program in Bolivia and the learning program on participation in Bangladesh.

During the report period, the major areas of activities have included:

1. Small Enterprise Evaluation Project: Production of a manual by 25 USPVOs for evaluating small enterprise projects.
2. Women in PVO projects: Training on gender analysis and an assessment of the role of women in PACT-funded projects.
3. Learning programs: Support to five learning programs involving US-based and local PVOs, including Solidarity Group programs (Latin America); strengthening PVOs (Latin America); primary health projects (Bolivia); training methodologies (Sri Lanka); and participation in PVO projects (Bangladesh).
4. Consortia: Support to African consortia for planning a regional survey and conference.
5. Documentation Grants: Support to PVOs to analyze and document strategies.
6. Program planning: Organization of new learning programs on Extending Benefits of PVO Projects: Role of USPVOs in Africa; and Oil Seed Projects in West Africa.

A more detailed description of the Learning & Linkages program appears in this report's Section IV.

III. APPROACH AND STRATEGY

D. OVERVIEW OF TRAINING AND INFORMATION SERVICES (TIS)

In June of 1986, on a PVC initiative, PACT began offering a new set of services to PVOs in the areas of institutional planning, financial management and organizational skills. In addition to subject-focussed workshops and other training, the program provides regular printed information on management resources and workshops covering specific managerial duties. Skills of PACT members and the USPVO community in general have been used to the fullest extent possible in delivering such services.

The TIS program's overall objective has been to strengthen PVO management capacity, both in their US-based administrative activities and in Third World program work. The program is also designed to strengthen collaboration through joint learning and sharing of information.

During the program's first year, PACT placed strongest emphasis on management training for program staff, surmising that it is often the PVO's program staff who accede to central management responsibilities without the benefit of formal training. Administrative, management and financial issues were of immediate appeal to other staff sections of PVOs.

Section IV. of this report, "Review and Analysis of Program," describes Training and Information Services extended during this first year in more detail.

While the majority of future workshops will continue to occur in New York and Washington, D.C., some will be offered more broadly around the US to the extent that funds and demand permit. Topic areas currently being considered for 1987-89 include, but are not limited to, Workplace Issues (including Staff Development), Program Management Issues, Constituency/Support Issues, and Administrative Issues.

As part of Information Services, the program will continue to publish the exchange bulletin "IMPACT." TIS plans to prepare or commission and publish two-three management guides or manuals each year. Other kinds of technical services, such as short-term consultancies to help USPVOs follow up on training, set up/revise management systems, etc., are currently being discussed.

IV. REVIEW AND ANALYSIS OF PROGRAM

A. FUNDING

1. DEVELOPMENT FUND: AFRICA

In this report period, PACT's Africa program has pursued multiple ways of carrying out the mandates of the Board's Africa Strategy Committee, which are to:

- a) facilitate the use of members and other USPVOs to strengthen the capacity of African NGOs;
- b) catalyze new development approaches by USPVOs in their work in Africa; and
- c) explore and strengthen networks of indigenous organizations.

Growing Emphasis and Matching Strengths

Consistent with the commitment to devote extraordinary resources to Africa, the Africa Development Fund grant portfolio stands at \$1,092,770, or 46% of fund resources (see Attachment #3). The bulk of the portfolio, and of all newly-funded projects, involves collaborative relationships between US and indigenous organizations in which the technical resources of external PVOs are matched with the grass-roots relationships of local institutions. This matching of strengths, along with the higher level of Development Fund resources, is essential to the Africa Regional Strategy.

Individual African PVOs and their consortia have made strides towards stronger coordination, greater managerial and technical competency, and more creative development generally. But Africa's vastness and cultural plurality, and the sizeable economic, social and environmental crises it regularly faces, make the local institutional challenge all the more formidable for national PVOs, their networks and voluntary resource organizations, and their USPVO partners.

Some Specifics:

Raising Potential and Reducing Risk

Despite these obstacles, several US/national partners are attempting to gradually break new ground in the kinds of assistance provided and how it is delivered. Two related examples are Technoserve projects in Ghana and Kenya, in which food production help also includes approaches to income generation. In Ghana, the focus is on medium scale oil seed processing, important in Ghana and replicable elsewhere. Similarly, in Kenya Technoserve is using cultured milk production as a vehicle for small enterprise as well as subsistence.

Additionally, in Kenya a grant approved recently by the PSC will enable World Education to extend its methodologies for technical and financial assistance delivery beyond Kenyan intermediary NGOs to community-based organizations.

Many such Development Fund grants, while involving certain risks because they break new ground, have a high potential for results and for learning. Both US and indigenous partners stand to benefit from the lessons generated, especially in terms of programmatic methodologies. More important, using Supportive Activities Grants to pre-test new ideas, and Learning & Linkages to bring multiple talents to bear on a creative project, reduces risk and advances chances for high-potential success. In several African Development Fund projects, acknowledging the importance of the "learning dimension" is essential to project funding, and learning and documentation exercises become an integral part of grant funding.

This is true of the Ghana oils grant and the Mali Initiative projects. The latter merits some description in its own right.

Mali Initiative

In helping draft PACT's Africa Strategy Statement in 1985, member PVOs asked PACT to take a lead role in a drought-affected area, and also in shaping innovative opportunities for collaboration. Having targeted Mali for this initiative in early 1986, PACT through its nine-member advisory committee facilitated a field mission to investigate programming possibilities. The planning and collaborative programming portion of this Initiative was funded partially by a \$60,000 grant from the General Electric Foundation.

The joint mission and subsequent fieldwork led to a series of four proposals for collaborative projects among PACT members and with Malian organizations. In each of these projects USPVOs have attempted to forge very direct, synergistic relationships, pooling strengths and expertise. PACT's early support of program development and co-financing of project implementation has enabled PVOs to lever significant new funding for these endeavors. It has also measurably increased USPVO activities in this Sahel country.

As a corollary to these collaborative projects, PACT and its members are working with the in-country PVO consortium of Mali, the CCA, to develop a series of management training sessions for personnel of US, Malian and third country PVOs active in Mali. These should help establish a Management Services Unit within CCA and further cement linkages between member agencies and local institutions.

Examples such as the Mali Initiative have drawn the attention of multilaterals to the advantages of working with an international consortium like PACT, which is both a convener of voluntary organizations and the first funding spark for promising new concepts.

UNDP

PACT has entered a contract with the UNDP for a project to promote effective collaboration among the UNDP, government agencies and international/national PVOs "as instruments for increased participation of people in development activities at the local community level."

As a result of PACT's efforts to increase member involvement in the UN system, the UNDP asked PACT and its members to critique its Fourth African Regional Cycle, and to submit a regional funding proposal for its Africa program. The "Preparatory Assistance Agreement" between PACT and UNDP was the culmination of PACT's efforts to open a wider window between PVOs and the UN organizations.

IV. REVIEW AND ANALYSIS OF PROGRAM

A. FUNDING

1. DEVELOPMENT FUND: ASIA

With the appointment of a full-time regional representative in September of 1986, PACT has intensified work in Asia, concentrating in five major countries -- Bangladesh, Indonesia, Nepal, Sri Lanka, Thailand -- and the South Pacific. To an ever-increasing degree, PACT has used its Development Fund as a channel of opportunity through which to help USPVOs enter the mainstream and to

- a) Enhance their proposed methodology or sectoral approach, making it more responsive to beneficiary needs and more cognizant of national institutional realities;
- b) Work more concretely towards "sustainability", both in program outcomes and in benefits to local institutions, by evolving sounder program strategy, offering the right kinds of technical assistance, and leveraging wider sources of funds;
- c) Promote extension of benefits where possible, through evaluations to help adjust future strategy as well as assess current outputs, and via PACT's own role as an intermediary with other PVOs, USAID, national consortia/VROs, government, and UN agencies.

The Fund as a PVO Learning Vehicle

As several USAID Mission people observe, what Asia lacks in material resources it often compensates for in creative opportunity and talent. To achieve or maintain more creative and effective roles here, USPVOs must constantly forge new relationships and derive maximum wisdom from their endeavors. Development Fund projects, when more closely merged with other PACT knowledge, avenues or services, are better growth mechanisms for the participating PVOs in specific areas of strategy, program, management and technical innovation.

Obviously, not every project submitted has sought to make such strategic use of PACT's limited funding. But, in those few cases where project funding and learning have not been mutual components, the Project Selection Committee has often interceded during the Review Process, suggesting ways the project might be re-developed (usually with PACT assistance), or asking that PACT staff refer the proposal to more likely sources.

Some Specifics:

Using the Fund to Strengthen USPVO Skills

Since September 1985 the Fund has supported 15 new projects and

refundings (see Attachment #3) in amounts totaling \$699,429, collectively aimed at increased development competency as well as enduring project impact. During this period there was an explicit shift away from direct funding of national PVO proposals and toward USPVO projects wherein PVOs played strengthening roles with national counterparts.

In some cases, however, there was a necessary emphasis on strengthening the programming and technical capacities of US grantees themselves. PACT assisted the Foundation for Peoples of the South Pacific, for example, to research and reformulate several single-sector concepts to increase their chances of success in Kiribati and the Solomons. FSP achieved designs which added a dimension of food production to nutrition promotion. PACT helped FSP reassess its own management and technical requirements, a need also perceived by AID/Washington. The PSC began noting an increase in quality of FSP-submitted designs. PACT consultants also extended direct help to improve field methodologies in Primary Health Care.

Forging Partnerships and Learning

PACT pursued stronger collaboration among USPVOs, and between US agencies and national partners, through the Fund. In Nepal, Meals for Millions teamed with several local PVOs and Government to launch an "Applied Nutrition Program" adapted from an effective, multi-Ministry experiment in Thailand (also supported by PACT). PACT staff facilitated a sharing of approaches among MfM and smaller US non-members such as World Neighbors, as both were operating in adjacent field sites with the same Nepali counterpart.

Also in Nepal, PACT supported a pioneer effort by World Education to link women's literacy with income-generating enterprise, and to create educational software for that purpose. As they were tested, those methods and materials were fed into the Ministry of Education's national adult program and have been adopted by most US, and several European, PVOs through Learning & Linkages-type action. Save the Children employs this software in all impact areas now, for example.

In Thailand, World Education used PACT support to guide a local PVO's evolution from inception to a point of full recognition and funding by the USAID Mission. The "Rural Friends Association" is now well-known for its program of extending credit, land and resources, and of leveraging private sector support for people in the extremely poor Northeast.

IV. REVIEW AND ANALYSIS OF PROGRAM

A. FUNDING

1. DEVELOPMENT FUND: LATIN AMERICA

During this report period, the PACT Development Fund underwent some notable changes in its application in Latin America. The new stress on smaller grants enhanced for members the Fund's strategic role, and required for PACT increased communication with members and other USPVOs to refine its regional strategy. This strategy's key elements revolve around grants that

- a) Encourage collaboration among its members and between members and other USPVOs;
- b) Increase the effectiveness of USPVO relationships with national PVOs;
- c) Leverage other funding to enhance program sustainability; and
- d) Hold strong learning potential.

Some Specifics:

The Fund as a Catalyst for Collaboration

Since September 1985, PACT has funded 14 new projects and refundings, requiring \$603,255 and achieving the 25% of Development Fund resources projected for this period (see Attachment #3).

In Latin America, PACT has actively sought opportunities to encourage collaboration among its members and between members and other USPVOs. Prime examples exist in Bolivia and Haiti, where there are high concentrations of PACT member activity.

In Bolivia, the consortium has combined funding for the projects of three members: Project Concern International, Esperanca, and International Voluntary Services. It has also developed a learning program involving members Save the Children, Meals for Millions and CARE, around issues vital to implementing their Primary Health Care programs.

A further example features PACT funding for AITEC's technical assistance to two national agencies, in order to launch "solidarity group" small enterprise credit programs. Concurrently, PACT supports a learning program to enable these PVOs to seek solutions to common problems, and to document the progress of their joint efforts throughout the region.

Building Effective Institutions

PACT has tried to better assist USPVOs in strengthening local development institutions. The Fund is a key implement for this,

especially when used in conjunction with Learning & Linkages support and PACT technical services.

Beyond the AITEC example, PACT worked closely with Technoserve to help a Belizean PVO adapt the Technoserve approach to assist rural enterprises. Besides the growth opportunity for the national agency, this was a learning experience for Technoserve, demonstrating an alternative to establishing its own program office here.

In Bolivia, PACT helped Esperanca nurture an agricultural project with a local PVO which complemented Esperanca's child survival program in the Chaco. In Haiti, PACT is helping Helen Keller International extend technical support to an association working closely with government on a community-based rehabilitation and vocational skill program for the blind.

Leveraging Funds

Throughout PACT-supported Latin America projects, there is emphasis on securing other funds to assure sustainability of programs. All projects wherein members supply technical assistance also include plans for developing other resources.

A prime example is project assistance to a Peruvian organization, ADIM, referred by AITEC, that is operating a solidarity group credit program directed for women. After supplying initial support, PACT helped ADIM to sustain the effort through interest income and Canadian monies. In Central America, PACT also works closely with its member, PADF, to organize both workshops and follow-through with PVOs wishing to explore and attract resources locally.

The Fund as a Window of Opportunity

PACT's new directions for its Development Fund have also reinforced its cooperation with USAID Missions to develop local programs, which has in turn opened opportunities for PACT members and other USPVOs to A) obtain new project resources, and B) strengthen their management capabilities.

This cycle of reinforcement is most evident in Costa Rica and Guatemala: PACT's technical assistance role in establishing a project processing mechanism there stemmed directly from the expertise gained from managing the Development Fund. This involvement has in turn created new possibilities for USPVOs to provide technical assistance and/or participate directly in projects. Furthermore, it is possible to program scarce Development Fund resources elsewhere, and to coordinate their use in these two countries with resources from the Mission programs.

Learning Potentials

Strengthening PVO management capabilities has been an exciting challenge for PACT. In late 1985, the consortium, with its member

Solidarios and USAID/Bolivia, developed a workshop on institutional planning for US and national PVOs. In Haiti, PACT is teaming with USAID and HAVA (the local PVO consortium), to design and carry out program management training that will involve myriad small PVOs -- many US-based -- that work there. Through OPG funds in Costa Rica and Guatemala, PACT helps other consortia launch long-range training aimed at increasing development competencies among USPVOs and national institutions alike.

By utilizing member experience often gained in endeavors given life by the Development Fund, augmenting it through joint Learning & Linkages action, and then building the results into its own technical services, PACT has sought a sounder base from which to respond to region-wide training needs.

The best instance is PACT's support to 10 members and grantees in Central America and the Andean region to define and analyze the issues most critical to institutional growth. The results of this wide endeavor are intended to advance institutional-strengthening programs in these regions. For example, the same consultants helping with coordination of this exercise will help design consequent training programs. Future Development Fund projects should be strengthened when afforded the advantage of this program's revelations and the training it inspires.

This increased involvement in management training in Latin America should further boost PACT's competency to organize learning experiences relevant to the mission and operations of PVOs based in the US.

IV. REVIEW AND ANALYSIS OF PROGRAM

A. FUNDING

2. CONSORTIA: AFRICA

In Africa, PACT was one of the first international organizations to recognize the critical need for consortia and networks. Its traditional support for consortia has helped its credibility locally and among international resource bodies. Consistent with the elevated Development Fund resource level for PVO action in Africa, consortia grants amount to \$118,900 for the period September, 1985 to August 1987 (see Attachment #4).

Institutional Aid

In addition to the CCA/Mali support mentioned earlier in the "Development Fund: Africa" report, the Zambia Council received a grant to sustain member activities while it completed a reorganization and 3-year plan. In Ghana, the Ghana Association of PVOs in Development (GAPVOD) received at PVC's suggestion help to operationalize a management training and service unit, build a PVO rural development fund and establish an information center. More regionally, the African Association for Literacy and Adult Education (AALAE) is to receive core support towards a Francophone Africa initiative to strengthen "institutions working in adult education". In these and all six major consortia grants, the opportunities for technical assistance and program cooperation from USPVOs were appreciably enlarged.

Networking

The Africa program has continued to participate in the increasing activity revolving around networks in Africa which, in June 1987, resulted in the creation of the "Forum of African Voluntary Organizations" in Dakar. PACT's member, the Zambia Council for Social Development (a major national consortium), took the lead in working with East Africa organizations to prepare a discussion paper for the Dakar conference.

Matching US and African Capabilities

The Africa consortium funding emphasis has been on institutions which can play roles in enhancing PVO communication across national boundaries, and which can help match US and local capabilities in providing technical assistance to programs. A case in point is the grant to VOICE of Zimbabwe, which has produced a series of enterprise development workshops to PVOs in Southern Africa. VOICE's Director also serves as Chairman of the newly-created "NGO Management Network" for East and Southern Africa.

In Zambia, PACT used a recent joint Supportive Activities Grant to Save the Children and the Zambia Council to complete a training needs assessment of Council members. This has led to UNDP/Zambia

support of an implementation phase in which Save the Children will match its training expertise with the indigenous training capabilities within the council.

IV. REVIEW AND ANALYSIS OF PROGRAM

A. FUNDING

2. CONSORTIA: ASIA

The six consortium/Voluntary Resource Organization efforts funded and guided by PACT in Asia for the period September 1985 through August 1987, total \$74,000 (see Attachment #4). These efforts generated momentum well beyond that amount, and created opportunities for expanded PACT support and greater USPVO participation in the coming year.

The Nepal Initiative

In Nepal, assistance to the Social Service National Coordination Council (SSNCC) helped leverage UNDF funding to add a dimension of local PVO development and management assistance to the Council's coordination functions. Every US as well as national PVO works through the SSNCC. This major PVO enhancement program now opens explicit channels through which USPVOs may provide technical assistance to national counterparts. Moreover, USAID/Nepal has entered the agreement and will program \$8,750,000 for the voluntary sector, mostly as resources available to the USPVO community for project-related work.

Additional Leveraging of Support

In Sri Lanka, PACT's assistance to the NGO Decade Service over the past two years has attained its goal of improved PVO-Government alignment in extending water and sanitation benefits to communities on a wider scale. Recent support has now helped the Decade Service, a consortium of 30 US/national PVOs with IVS and Save the Children as two key members, leverage funds from five donors for a Learning & Linkages program and joint project action among 12 US and national PVOs. The Decade Service also played a key role in developing the Evaluation Workshop that PACT conducted, at PVC's suggestion, for 18 PVOs in 1986: an example wherein PACT support for a consortium in turn helped in a PVO-strengthening effort of expressed importance to USAID.

Sectoral Consortia

In Bangladesh, core support for Voluntary Health Services Society (VHSS) came at a critical time in that institution's history. The support helped VHSS re-emerge as the key resource agency for health sector PVOs in Bangladesh. Several key USPVOs helped create VHSS, and remain members of the consortium.

Another sector-specific voluntary resource, WALHI of Indonesia, is employing its grant to promote joint programming and to hold learning workshops among agencies in the sphere of conservation and regenerative technologies. In the South Pacific, PACT and FSP helped develop and energize consortia such as the Pacific Council

for Development, essential longterm sources of help to the isolated and resource-poor voluntary agencies on these islands.

Broadening a Dynamic Base

In each of these cases, PACT cooperation and resources were applied strategically, to create a base of institutions and dynamic people to a) strengthen voluntary alignment among national and USPVOs; b) provide technical services to institutions-in-need while drawing on the expertise of others; c) enhance development methods and management skills; and, d) leverage political and material support from multiple sources. In the coming years, this base can be further cultivated and expanded on a country-by-country basis to increase the velocity of progress in the voluntary sector, and to build local institutional capacity while establishing appropriate roles for interested US agencies.

IV. REVIEW AND ANALYSIS OF PROGRAM

A. FUNDING

2. CONSORTIA: LATIN AMERICA

As evident in the prior description of Development Fund-related action in Latin America and the Caribbean, PACT's work with regional and national consortia is a linchpin in its regional strategy here. The period September 1985 through August 1987 features seven strategically-important umbrella efforts, totalling \$69,584 (see Attachment #4), which open the door for much more activity in the future.

Bolstering Capabilities and Coordination

Two of those seven grants helped start and backstop management training programs in Haiti (through HAVA) and the Dominican Republic (CEDOIS). Two grants to Solidarios were instrumental in helping this member-consortium re-examine its current role and plan for the future. In close collaboration with PACT, Solidarios is also examining the current status and efforts of consortia throughout Latin America, with the intent of bringing their leaders together in late 1987 to map a common action plan for bolstering members' development capabilities and self-sufficiency.

In Bolivia, a grant is enabling ASONGS, a consortium of health sector PVOs, to carry out a national PVO inventory and firmly establish its national structure. With PACT, PACT member support, and possibly with resources from USAID/Bolivia, this umbrella mechanism should help facilitate long-range PVO coordination in the health sector, and ultimately back that up with PVO training programs and with access to relevant USPVO expertise.

IV. REVIEW AND ANALYSIS OF PROGRAM

A. FUNDING

3. SUPPORTIVE ACTIVITIES

The Supportive Activities Fund remains an important complementary resource to the other functions and funding areas of PACT. Its purpose is to engage PVOs in a spectrum of activities to increase their institutional and technical capabilities, benefit from one another's program insights, and formulate or test more inventive project concepts.

Typical actions underwritten include program planning and design, program exchanges, topic-specific workshops, evaluations, access to technical assistance and publication of manuals.

A key feature of the Fund is its fifty percent matching criteria. Grants are intended to help agencies undertake activities not covered under normal budgets. PACT sees itself as a contributor to the "out-of-pocket" costs incurred, not as providing total funding. The requirement that agencies match its contribution by an equal amount from non-US government sources provides an added impetus for agencies to leverage outside funding.

Between September 1985 and June 1987, PACT made 63 Supportive Activities Grants totalling \$238,508.50 (see Attachment #5). These ranged in size from \$879 to the maximum of \$10,000 and were matched by at least an equal amount.

Since the beginning of the Cooperative Agreement, PACT has maintained the general guidelines for the Fund while, at the same time, favoring the following priorities:

- Project planning activities in Africa;
- Grants encouraging agencies and networks to focus on institutional strengthening;
- Promotion and strengthening of local consortia/VROs; and
- Efforts to bring in new partners and to assist newer and/or smaller PVOs to plan new projects, train staff, and increase linkages with other PVOs and development assistance organizations through participation in workshops and forums.

Highlights included grants to cover a portion of the expenses of PACT member agency participation in the joint program planning initiative in Mali, which drew positive reports from participants. Significant project activity has since grown from this PACT coordination and cost-sharing experiment.

Other grants enabled US agencies to carry out project planning activities in Africa with local partners in Kenya, Guinea Bissau and Zambia.

Grants for institutional strengthening included one which enabled the Foundation for the Peoples of the South Pacific to procure the technical assistance to set up a monitoring system measuring the impact of its Solomon Island's women-in-development program. Another grant helped Save the Children field test a more efficient financial record-keeping and reporting system.

Complementary to its other funding and technical assistance to strengthen local consortia, PACT issued several small grants to Goodwill Industries, the Experiment in International Living and Volunteers In Technical Assistance to provide technical assistance in management and planning to consortia groups in Zambia, Togo, Nepal and the Caribbean. Others assisted included GAPVOD in Ghana, WALHI in Indonesia and AALAE, a pan-African consortium.

A variety of non-member USPVOs have received diverse assistance from PACT including direct consultancy, networking opportunities, and small, mostly planning-type grants. One such grant helped Christian Eye Ministries carry out project development in Ghana and the Gambia. Another to Surgical Aid and Children of the World helped them finalize program plans in the Dominican Republic. PACT continues to welcome these agencies and assist where appropriate. Currently under discussion is a request from Aid to Artisans to enable them to further develop a project in Somalia.

IV. REVIEW AND ANALYSIS OF PROGRAM

A. FUNDING

4. APPLE

The PACT/APPLE Computer Grants is a partnership in which APPLE Computer has agreed to provide 150 computers, valued at approximately \$300,000, over three years to PVOs working in Third World development (see Attachment #6). PACT administers the program and assumes primary responsibility for selection of prospective grantees, shipping arrangements, training, and ongoing evaluation to ensure program effectiveness.

The program's goal has been to increase PVO effectiveness by advancing management capabilities through computerization.

USPVO Assistance to the Program

As a consortium, PACT has relied heavily on a member advisory group in establishing criteria, as well as the membership for referrals, training and follow-up. For example, during the first two years, AITEC has referred and trained many of the Latin American grantees. PADF conducted week-long trainings for Caribbean grantees, many of whom it initially recommended. VITA staff conducted computer training in Zimbabwe and the Central African Republic, and IVS/Bangladesh provided training to the Village Education Resource Center, a fellow Bangladeshi grantee. In all of the above, member organizations supplied significant resources to the program.

Individual members also benefit from the program. For example, three computers were donated to Foundation for the Peoples of the South Pacific network between South Pacific islands, and many of the Latin American APPLE recipients are now availing themselves of AITEC/ACCION International technical assistance.

Consortia

The PACT/APPLE Computer program also attempts to strengthen and reinforce PACT's priorities. Thus, many of the grantees are consortia themselves, e.g. VOICE/Zimbabwe, ASINDES/Guatemala, FOPRIDEH/Honduras, ADAB/Bangladesh. The majority of these consortia work directly with PACT and/or PACT members.

Private Sector Links

The program is an unusual link between the PVO community and a private corporation which is not limited to the donation of equipment. APPLE provides continual technical support, and has recently offered to provide APPLE technical personnel for workshops for individual agencies.

A grant from the fund for multinational management education

contributed to both the training and ongoing evaluation.

Final Year

This is the last year of the PACT/APPLE Computer Grants Program. During the past year, PACT has responded to 286 inquiries about the PACT/APPLE Program. One hundred twenty-eight proposals were received and evaluated, resulting in the approval of 52 grantees in Latin America, the Caribbean, Asia and Africa. Forty-eight additional grantees have been recommended for approval.

In total, the program has generated approximately 550 inquiries and well over 200 completed applications, resulting in the eventual approval of 150 requests.

APPLE has expressed an interest in extending the program for a fourth year, but both PACT and APPLE are waiting for the completion of the program evaluation to assess need, cost-effectiveness and overall impact.

Evaluation

The evaluation, soon to be completed, is concentrating on agencies that have had their computer for a year or longer. It is designed to document two fundamental values of the partnership: 1) the degree of usefulness of the computer packages to the grantees, and the ways in which they have been useful; and 2) the way the partnership has functioned, including its goals as understood both by PACT and APPLE computer.

IV. REVIEW AND ANALYSIS OF PROGRAM

B. LEARNING & LINKAGES

During the report period, the activities of the Learning and Linkages Program have included:

Small Enterprise Projects

The Small Enterprise Evaluation Project (SEEP) was launched in July 1985 with the receipt of a grant from the PVC office and the hiring of Ms. Elaine Edgcomb and Dr. Shirley Buzzard as Program Coordinator and Technical Coordinator, respectively.

Twenty-five PVOs have been dues-paying participants in SEEP. The project has been directed by a seven-member PVO Steering Committee. A PACT staff member has served on the Steering Committee and PACT has provided administrative services for SEEP.

The main product of SEEP has been the writing and publication of a manual entitled, "Monitoring and Evaluating Small Business Projects: A Step by Step Guide for Private Development Organizations." Prior to finalization, a draft manual was field-tested with PVO projects in India and the Solomon Islands. An initial printing of 1,500 copies is being sold to PVOs and other development agencies.

SEEP held a training workshop on evaluation, based on the approach and format of the manual, on June 22-24, 1987.

Other activities during the period have included one-day meetings and seminars for SEEP members, preparation of an occasional newsletter, and collaboration with the ARIES program on a four-day training session on case study writing and teaching.

SEEP has presented a proposal to PVC for continued support in FY1988. Proposed activities include: workshops for USPVOs on topics such as credit, training materials, and project planning; training overseas for US and local PVOs on use of the evaluation manual; technical assistance to PVOs in planning, implementing, and evaluating small enterprise projects; and translation of the manual into French and Spanish.

Women and Development

Over the past three years PACT has accelerated actions encouraging PVOs to increase their attention to the full involvement of women in their projects. These steps included: the preparation of a paper examining the role of women in PACT-funded projects; the organization of a workshop for PACT members to review the findings; and the appointment of an Advisory Committee of Board members to draft guidelines for PACT-funded projects stipulating the involvement of women. In June 1985, the amendments to the PACT goal statement and funding guidelines were adopted by the Board of Directors.

Since adoption of the guidelines, and during the present report period, the Learning and Linkages Program has worked with the Development Fund to promote increased member attention to women. In October 1986, PACT and InterAction jointly sponsored a training workshop called "Project Design and Implementation: Women as the Key to Successful Projects." Thirty-three PVO staff members attended the training, which was conducted by Mary Anderson of The Harvard Graduate School of Education and Tim Brodhead of the North-South Institute in Ottawa.

A second follow-up to the Board's adoption of new guidelines is the International Center for Research on Women's review of PACT-funded projects. PACT has requested ICRW to run the gamut of PVO action, including training, technical assistance, and field research, and recommend specific ways that the consortium and its members can strive for women's fullest participation in projects.

Learning Programs

PACT has supported five learning programs organized and implemented by PVOs. These programs differ from conventional field-level projects in that they try to optimize learning and its sharing among PVOs. Each of the five is a collaborative program among US and local PVOs.

Latin American Learning Program on Strengthening PVOs

Eight PACT members and grantees are participating in the Latin American Learning Program under the leadership of Dr. Farzam Arbab, director of FUNDAEC, a PACT member agency. During the first phase of the program, the eight participants prepared descriptions of their agencies and program strategies, and visited each other to review the reports and compare approaches.

In March 1986, representatives of the agencies met in Costa Rica to design learning projects that focussed on issues they identified as central to the theme of "strengthening development organizations". These include: the capacity of PVOs to influence the public and private sectors; strategies for training; strategies for recruiting and managing staff; the effectiveness of PVOs in analyzing and responding to different perceptions of social reality; financial stability of PVOs; identifying new financial resources for PVOs; the role of credit in development programs; strategies of adapting and transferring technologies; and problems of current organizational and administrative structures of PVOs. Each agency has had responsibility for one of the topics.

In June 1987, the participants met in Cali, Colombia, to review their papers and to decide on future implementations on the basis of what they have learned. A report on the program and the individual papers will be prepared and distributed.

Solidarity Group Programs

PACT has helped foster a network among Latin American agencies that implement small enterprise projects with solidarity groups of low-income merchants. AITEC has provided technical assistance to

most of the agencies and has worked with them to organize the networking activities.

At a December 1985 meeting in Colombia, the agencies reviewed their experiences with credit policies in training and evaluation. As a product of the workshop, PACT asked Maria Otero to document the lessons learned to date in these programs. Her report, entitled "The Solidarity Group Concept: Its Characteristics and Significance for Urban Informal Sector Activities", has been distributed to organizations in the US and Latin America.

The second workshop, focussing on evaluation of solidarity credit programs, was held in March 1987 in Honduras. As previously, PACT provided funding for a report (forthcoming). The agencies plan to continue their network and are seeking additional funds to complement PACT support.

Sri Lanka Training

PACT has provided assistance to the Sri Lanka Council for Water Supply and Sanitation Decade Service, a PACT consortium-grantee, to enable its member agencies to plan and implement a series of experimental training programs. Four separate groups of agencies are now focussing on developing programs for different types of NGO training. Their results should be relevant to PVOs elsewhere concerned with issues from popular motivation to extending the benefits of community-centered water and sanitation programs.

Bangladesh

Under the leadership of International Voluntary Services, six agencies in Bangladesh are conducting a review of PVO experiences with promoting beneficiary participation in their projects. They will design one or more pilot projects on the basis of what they learn.

Bolivia Primary Health

A group of PACT member and non-member agencies joined to organize a series of workshops and consultations for PVOs. The first workshop, held in July 1986, focussed on data collection, and the second, in February 1987, on training of community health workers. The agencies are now developing a common computerized data collection system.

PACT encouraged the agencies to undertake these joint learning programs and subsequently supplied funding for select activities. These complement existing PACT support to field-level primary health programs in Bolivia as well as proposed future support from USAID/Bolivia for PVOs involved in primary health programs.

Consortia

As follow-up to the international consultation on consortia sponsored by PACT in 1984, PACT has worked with African consortia to plan regional activities. A small grant to KENGO enabled leaders of several consortia to meet in November 1986. Their report played an

important role in the planning of the May 1987 Dakar conference of African NGOs.

PACT is further encouraging KENGO and other consortia to organize a survey and conference for a more definitive analysis on the status and development of consortia.

Additionally, a paper entitled "NGO Coordinating Bodies in Third World Countries" was written by Carolyn Stremlau for the March 1987 World Development/Overseas Development Institute Conference on NGOs. It will be published in the October 1987 issue of "World Development".

Documentation Grants

The purpose of the Documentation Fund is to assist PACT and its members/grantees to analyze, summarize, and generalize their experience in order to identify lessons of consequence to themselves, other PVOs, and the larger development community.

During the report period, 14 grants were made to PVOs (see Attachment #7).

Program Development

During the report period, staff worked on three programs that will be implemented in the second half of 1987. Each of the programs is closely related to PACT's funding of PVO projects.

Changing Role of U.S. PVOs in Africa:

PACT has invited several USPVOs to constitute an initial planning committee to involve USPVOs in reassessing the changing situation in Africa, and the new roles and relationships that they might establish vis a vis African PVOs. The Development GAP, a US public policy organization, is assisting in organizing the initial meeting scheduled for July 1987.

Extending Benefits of PVO Projects:

Consultations have been held with PACT members about ways they replicate, scale-up, or otherwise extend their small-scale projects to reach larger numbers of beneficiaries. Several agencies are now assisting in the preparation of a concept paper and research framework.

Documentation grants will be used to assist agencies to examine and share their experiences with different approaches to benefit extension.

Oil Seeds in West Africa:

During the course of his trips to Mali and other West African countries, a PACT associate investigated the interest of PVOs in a learning program to increase their ability to plan and implement small-scale oils projects in rural communities. A program design

has been prepared and will be discussed with USPVOs in August-September of 1987.

IV. REVIEW AND ANALYSIS OF PROGRAM

C. TRAINING & INFORMATION SERVICES (TIS)

Training Activities

The TIS Program has organized numerous workshops involving over 100 private voluntary organizations (see Attachment #8). Workshop subjects have ranged from "Management Skills for Technical Staff" to "The Secretary as Manager" to "Identifying, Securing and Managing AID Resources". Other topics include:

- Computer Systems and Applications
- Cost-Effectiveness Analysis for PVO Projects
- Financial Management for Program Staff
- Management Skills for Technical Staff
- Indirect Costs and Overhead Rates
- Fringe Benefits and Overseas Compensation

Workshops have drawn on PVO staff, outside consultants, volunteer professionals and PACT's own staff as resource persons. They are open to all members of the PVO and international development community. Participants range from small, lesser-known agencies (SACOW, Hermandad), to middle-sized organizations (International Eye Foundation, OEF), to larger and well-established groups (World Vision, CARE, and the Population Council).

Information Services: Outputs

- Three issues of IMPACT, an information bulletin that distills and synthesizes the wealth of management resource information available from PVOs and elsewhere, have been published to date. This bulletin targets a broad range of PVO management concerns including finance, training and personnel management. New TransCentury is collaborating with PACT on IMPACT.
- A reference manual for PVOs on the setting up and administering of field offices is currently in progress. This manual will help agencies setting up field offices for the first time as well as those interested in reviewing their procedures.
- A "PVO User's Guide to AID" is currently being written. This manual will describe AID's structure; the functions of the various parts of AID and their inter-relationships; the interplay between AID/Washington and the Missions, and other information to improve working relationships between AID and PVOs.

IV. REVIEW AND ANALYSIS OF PROGRAM

D. OTHER SERVICES

The other technical services PACT provides to members and other PVOs are designed to increase institutional effectiveness and to promote collaboration.

1. Information Exchange

Besides the publications mentioned, PACT often serves as an active clearinghouse of information. It circulates information of interest to specific members, maintains a roster of consultants, and provides lists of potential donors for agency projects.

2. Group Benefits Plan

PACT has continued to administer the Group Benefits Plan for PVOs. The Group Insurance Plan extends excellent health, dental life and disability insurance to member and non-member agencies at rates significantly below the market. The plan now covers 25 agencies and 900 participants.

PACT is currently exploring with its carrier a possible expansion of the plan to enable a greater number of non-profits to participate.

3. Salary and Benefits Survey

The 1985 and 1986 Salary and Benefits Survey has been completed and circulated. Forty-two organizations participated in the 1986 survey, and 67 have signed up for 1987. PACT is currently revising the questionnaire to achieve more analysis of results and to include overseas positions/compensation packages.

4. Associations

PACT has continued to play an active role in the establishment of PVO Associations such as

- a. PVO Financial Managers Association
- b. Personnel Co-op
- c. PVO Fundraisers' Group
- d. INFORMED (Association of Development Libraries)

PACT has served as the secretariat for the first three associations. It has been selective in the services sponsored, preferring where feasible to help other agencies assume functions on behalf of the larger PVO community.

As described in more detail elsewhere in this report, PACT staff provide regular technical assistance to PVOs in proposal preparation and project planning, design, and evaluation. PACT also helps agencies secure other sources of technical assistance, and through the Supportive Activities Fund contributes to its costs. Increasingly, as the Development Fund, Learning and Linkages Program and PACT's various technical services have been cast in mutually-supportive roles, Technical Assistance through Supportive Activities Grants has been used to design and test project ideas before submission to PACT's Project Selection Committee.

IV. REVIEW AND ANALYSIS OF PROGRAM

E. PROGRAM COMMITTEE -- MEMBER ASSEMBLY

The PACT Member Assembly was set up as a mechanism for the members to review substantive issues at an annual meeting.

The Program Committee was established by the Board and entrusted with the specific responsibility to develop the objectives and a possible agenda for the first annual Member Assembly, held in January 1987.

After a series of meetings and guidance from both the Executive Committee and the Board, the Program Committee defined the theme of the Member Assembly as "Increasing PVO Impact Through Collaboration," specifically with host governments (local to national levels), and with international assistance organizations, particularly the UNDP.

The assembly, attended by 45 members and resource people, featured addresses by and PVO dialogue with representatives from a third world host government and the UNDP. For the Member Assembly Report, see Attachment #9).

V. LESSONS LEARNED

Institutional Lessons: An Introduction

Perhaps the most important lesson learned at PACT in this report period has been around growing mutuality and movement toward integration between PACT's Development Fund, its Learning and Linkages Program, its Training and Information Services Program, and its other funding tools, means of promoting learning, and ways of delivering management assistance and technical services.

There appear to be myriad advantages in this growing synergism, as revealed in the mounting evidence of 15 years of operations and the sharpened directions of the past two years. And there remain formidable challenges in making this blending complete and internally reinforcing. Together, these comprise the lessons for the consortium overall, as well as for individual regional strategies and for future work with institutions in the US and elsewhere.

An overarching implication of PACT's evolution as a force in development seems to be that gearing its functions more closely with one another produces greater opportunities for achieving PACT goals of

- sustaining and extending development benefits
- strengthening local institutions
- defining and supporting appropriate roles for USPVOs

Rather than divide "Lessons Learned" by PACT program, region or generic "development conclusion", this section lists learnings and implications by each of four functional sides of the institutional prism: Funder, Intermediary, Promoter of Learning, Provider of Technical Services.

Preliminary evidence suggests that where these roles were in strongest harmony -- whether by conscious design or by evolution -- the outputs of the Cooperative Agreement were measurably enhanced. As such, strengthening the future link between the four functions, regardless of what specific "programs" are named, should further accelerate progress and amplify efforts under that Agreement. This forms a strong institutional mandate for the coming years.

PACT As Funder

1. PACT's Funding Role is generally most effective when it is applied strategically as
 - a. start-up to develop ground-breaking ideas, or to pre-test new concepts in advance of full project initiation (as the Supportive Activities Fund has been used);

- b. support for a new project which is creative and embodies high-impact potential if successful;
- c. support for a successful project which is clearly positioned for replication, as with the World Education/Rural Friends Association non-formal education and community development experiment in Thailand;
- d. support for a proven initiative for which wider political support, funding, or other resources need to be leveraged for sustainability, as with the Accion Comunitaria del Peru urban credit initiative;
- e. a tool for any combination of the above, especially for promising initiatives which otherwise might not be funded.

While Development Fund and other PACT resources have not always been targetted for the above purposes, the Project Selection Committee and PACT staff have become more judicious in their scrutiny of where limited project resources should be placed.

2. PACT funding has also been effective when used to cement new program relationships, particularly among
 - a. national consortia, their members or associates, and the appropriate USPVOs; and
 - b. national consortia and their members, associates, or networks.

While the quantity of consortia initiatives has taken time to build, the quality and fusion benefits -- to local institutions and USPVOs in terms of appropriate opportunities -- seem clear. Also, PACT support must continue to extend beyond strict "consortia" or "secretariats" to decentralized "networks", such as those promoted in Bangladesh and in Africa, and to those other Voluntary Resource Organizations that emphasize learning promotion or technical service, rather than "funding" or coordination roles. The latter conclusions were underscored in the 1984 PACT Consortia studies and consultations, and verified thereafter in the Africa and Asia regions.

3. PACT funding has yielded promising results when it has been used to bring about joint PVO concentration in
 - a. a geographical area, such as drought-stricken Mali; or
 - b. a priority sector, such as Primary Health Care in Bolivia.

While such initiatives require strong PACT facilitation (see "Intermediary" role), and take time to construct, they produce opportunities that amplify the funding resources which PACT and other initial funding partners commit.

4. In addition, PACT funds are amplified when they support efforts which
 - a. increase or extend development benefits at low cost, as with the replication of the "Solidarity Group" small enterprise project in Latin America; and/or
 - b. are apt to be more widely disseminated in a country or region, thereby mobilizing more local and USPVOs in the change process.
5. PACT can also mobilize funding strategically to supply or arrange for training, information, management help or other technical services specifically targetted to on-site issues, as with the Sri Lanka PVO evaluation workshop.
6. Finally, PACT has a strong advisory potential in certain countries, such as Guatemala, to apprise donors of PACT members' specific skills and expertise as well as local institutions' absorptive capacities. PACT has become well situated to monitor those capacities, and to further nurture them through the talents of various consortia and USPVOs.

PACT As Intermediary

1. PACT's "Intermediary Role" is key to leveraging resources to test, launch, sustain or extend promising programs among local and US-based institutions. Examples of this exist across regions, e.g., PACT's experience in Nepal with the UNDP.
2. This role is also an asset in striking mutually-acceptable agreements among US and local PVOs, donors and government, which increase funding efficiency while defining opportunities in which voluntary institutions can either a) take the lead, or b) act as partners with government in geographic or sectoral priorities, as in Costa Rica.
3. PACT can also act as a catalyst for networking among local consortia and PVOs, as in Bangladesh, and as such creates opportunities for its members and USPVOs in general to find the "right fit" in a given program.

This is a key aspect of the intermediary function, especially in the future as external operational roles are increasingly de-emphasized in many countries in favor of technical, managerial or methodological support. PACT has taken the necessary initiative, although perhaps not assertively enough as yet, in examining with members and others the future roles of PVOs as they are emerging in the Third World. The criticism has been levelled, especially from Africa and Asia, that some external organizations seem adverse to utilizing local human capital. PACT's intermediary function can be key to facilitating an examination of USPVO roles at policy levels, while continuing to open opportunities for appropriate external roles at program level, and supplying resources for their

start-up. Over time, PACT can and should more explicitly promote understanding between the US and Third World PVO communities, as with the initiative on the "Changing Role of USPVOs in Africa" (See IV. B. Learning & Linkages 6a.).

4. Also in the policy area, as the Learning & Linkages Program's women-in-projects initiative showed, PACT can help USPVOs examine project evidence, lessons and implications around issues which apply to all programs, such as women's roles, and then institute policy changes for themselves as well as for PACT funding criteria.
5. Where the interests of PACT and its members has been coincident with the current priorities of USAID Missions, as in Bolivia and Nepal, PACT has been able to shape joint strategies and leverage support from other donors and multilaterals such as UNDP which sharpen the strategic use of its own resources, while opening much greater locally-generated sources of funding for USPVOs. At the same time, PACT's ability to attune USPVOs to local institutional needs is pivotal, as is its ability to more avidly support the decentralization and networking which many local consortia and PVOs see as their growing priority.

PACT As a Promoter of Learning

1. PACT can be a particularly-effective promoter of learning when it facilitates or helps create field learning opportunities in which local and USPVOs can
 - a. Test creative, high-potential ideas at lowest possible risk to beneficiaries, and at costs which merit replication, such as the AITEC/ASEPADE rural enterprise program, which later leveraged IDB funds; and/or
 - b. Rally their collective talents around "cutting edge" issues of special relevance, such as the Latin American network attempting to improve small enterprise projects among solidarity groups of low-income merchants (See IV. B. Learning & Linkages program review).
2. In addition, PACT has been effective in involving the USPVO community in structured exercises to compile experience and then develop learning tools around lead issues. A prime example is the Small Enterprise Evaluation Project (SEEP), which culminated in a manual and a training workshop available all USPVOs.
3. PACT's can be more pro-active as a resource for SEEP-like exercises involving the US-based PVO community in coming years. Similarly, it can and should build further on "cutting edge" field learning opportunities involving local and US voluntary agencies, such as a joint program to test, evaluate and disseminate "Extension of Benefits" strategies, as in the Bolivia effort to extend child survival project benefits to adults through Primary Health Care.

4. With the cooperation and expertise of the appropriate US agencies, PACT should increase current efforts to give local PVO representatives access to formal and experiential training, especially that which emphasizes a built-in application and reassessment plan, as with the IIRR/SARRA regional training program for South Asia.
5. Finally, PACT is a strong resource for helping PVOs capture lessons during programs-in-progress for their own and wider use, as evidenced in the 14 Documentation Grants issued globally during the report period. During the next period, PACT can use the documentation tool even more actively to a) assist local and US non-member PVOs extract and operationalize their learning, and b) assist local consortia and accomplished members develop more effective ways of disseminating learnings from collaborative ventures around cutting edge issues.

PACT As Provider of Technical Services

1. Through its Training and Information Services Program in particular, PACT seems to have verified its relevance as a delivery mechanism for management development among U.S. PVOs-at-large, as exemplified by the steadily-increasing demand for training by USPVOs and current plans for expansion now under discussion. Also, PACT seems to have correctly identified a special need for access to management training among program staff of USPVOs.
2. Elsewhere, PACT has experienced some success in responding to its Project Selection Committee's call to de-isolate staff of local institutions and connect them with training opportunities available through appropriate USPVOs and others, as in the South Pacific and parts of Africa. It has also engaged in special efforts with individual US agencies such as FSP and several newer PVOs.
3. To increase future effectiveness of Technical Services delivery both in the US and in the Third World, PACT should
 - a) further build and strengthen follow-up on US-headquarters services; and
 - b) emphasize on-site, applied training designs in the Third World, particularly in light of recent findings during a Member Survey that US agencies and their national counterparts are themselves moving training and technical services as close to the locus of application and problem-solving as possible; and
 - c) add an ongoing consultative dimension to both US-based and Third World kinds of training and technical services, in order to field problems as they come up and adapt management approaches to the particular cultural, programmatic and organizational realities.

4. In developing countries, PACT can and should increase use of consortia and other Third World Voluntary Resource Organizations as lead mechanisms for training local institutions, while relying on the appropriate members and non-member USPVOs for technical, managerial and methodological backstopping.
5. Finally, PACT needs to encourage its members to reassess both their needs as potential recipients and talents as potential deliverers of training and other services to other non-member PVOs, especially as US-based demand for support increases.

VI. MANAGEMENT

A. GOVERNANCE COMMITTEE ACTIONS

PACT Restructuring

Noting the unwieldy nature of the decision-making process caused by a large and growing Board, the Governance Committee, a special task force, was appointed and after a review made recommendations for modifications of the present system.

At the December 4, 1985 meeting, the Board accepted the Committee's recommendations on restructuring, and amended the By-laws accordingly, creating a two-tiered governance system:

- **The Member Assembly** - all PACT agency members and elected non-member individuals to meet annually.
- **Board of Directors** - 15 elected members from the Member Assembly and the Executive Director.

Role of the Member Assembly

The new By-laws of PACT stipulate that the Member Assembly will meet once a year. The specific duties of the Member Assembly are to: elect members of the Board of Directors, establish dues, approve new members of PACT, ratify actions of the Board, and vote on changes in the By-laws.

These limited duties allow for the major part of the meeting to be devoted to substantive program discussions.

The first meeting of the Member Assembly was held from 21-23 January 1987, as reported in Section IV. E. "Program Committee - Member Assembly".

Board of Directors

The PACT Board exercises all normal corporate powers. It is composed of 16 members, 10 representatives of the member agencies, plus 5 persons serving in their individual capacities and the Executive Director (see Attachment #10).

The Board met four times during the reporting period: December 4, 1985, June 19, 1986, January 21, 1987 and June 25, 1987.

Standing Committees

Standing Committees are appointed by the Board from the membership. These committees are Audit and Finance, Nominating, Executive and Membership. The Finance Committee actions are covered in Section VII. Financial Report. Reports on Executive and Membership actions follow.

Executive Committee

The Executive Committee, composed of six members appointed by the full Board, exercises Board powers in the intervals between Board meetings. The Executive Committee met six times. Its actions are contained in Attachment #11.

Membership Committee

During this report period, the Membership Committee worked closely with the Governance Committee in restructuring PACT's governance mechanisms to ensure that membership policy was consistent with the realities of the consortium's organizational makeup and financial capabilities. In its follow-up, the Membership Committee made specific recommendations designed to focus priorities for membership, refine and strengthen guidelines, establish a recruitment strategy and elicit ideas on specific services PACT might appropriately offer its membership. These recommendations were accepted by the PACT Board at its meeting in June 1986.

During the report period, the Board formally approved recommendations on five new member applicants, three US PVOs and two from Latin America. CARE, Experiment in International Living (EIL) and Fundacion para la Educacion Superior (FES), Accion Comunitaria del Peru (ACP) and Opportunities Industrialization Centers International (OICI) were subsequently approved for membership in PACT. Two PACT members, International Educational Development and FICITEC, a Colombian organization, formally withdrew from membership in PACT, the former because it was no longer operational and the latter because its evaluation had put it organizationally outside the PACT criteria. While still awaiting formal notification, it is PACT's assumption that Partnership for Productivity's membership is no longer valid. These actions bring the membership total to twenty-six (see Attachment #12).

The Committee met in March 1987 to discuss new pending applications. Based on the Board directive establishing priorities for acceptance of new members to 1) enhance regional balance and 2) with a view toward bringing new perspectives and experience to PACT, it was recommended that the Haitian Association of Voluntary Agencies (HAVA) be encouraged to pursue membership in PACT. Several applicants were turned down as not meeting PACT's priorities. Three new US agencies expressed interest in pursuing PACT membership.

Based a survey of the membership, PACT continues to investigate new services it might appropriately provide to meet members' expressed needs.

Advisory Committees

The Board may appoint Advisory Committees from its members, or others. In this period, the Board established the following ad hoc committees:

- Program Committee - an example of this is dealt with in Section IV. E. Program Committee-Member Assembly.
- Advisory Committee to Establish PACT Policy on Women in Development - dealt with in Section IV. B. Learning & Linkages.
- Mali Advisory committee - dealt with in Section IV. A. 1. Development Fund: Africa

Project Selection Committee

The PSC now meets three times yearly to review the portfolio of projects coming before it. The PSC has functioned extremely well, both as a check and balance on the staff analysis and internal review of projects, and as a sage body of development experts who bring collective insights to the geographical region or sectoral areas being pursued by the US PVOs. Frequently, the PSC letters of approval lay down challenging conditions geared towards a re-examination of the proposed approach, proportionality between cost and benefit, linkages to other resource bases, and/or plans for phasing out.

The PSC members, elected by the PACT Board of Directors, have two-year terms and may be elected for a second two-year term. Its Chairman is Jack Vaughn, former Ambassador, AID Director and holder of many other US Government and private sector positions.

The other members of the PSC are:

Sally Yudelman: Former vice president of the InterAmerican Foundation, Resident Fellow at ICRW, and author of "Hopeful Openings".

May Rihani: "Women-in-Development" specialist and consultant, Creative Associates, a Washington-based development consulting firm.

Sayyid Karim: Bangladesh national who has worked at the UNDP for many years.

Shirley Lue Arnold: Consultant to the Rockefeller Foundation.

Joanne Leslie: PHC expert. Consultant to the World Bank, etc. Fellow at ICRW.

Robert Culbertson: Former AID official with a special responsibility for PVO development in Latin America/Caribbean. Also worked ten years with Ford Foundation in Asia.

VI. MANAGEMENT

B. SUPPORT FUNCTIONS AND STAFF RESOURCES TO MEET PACT GOALS

Under the terms of the cooperative agreement which began in September, 1985, PACT faced a sharp reduction in core funding, which caused it to shift and reduce staff. While there was a proportionate decrease in the number and size of Development Fund projects, the regional areas and responsibilities remained basically the same. In addition, several new programs were inaugurated, such as the Training and Information Services program (TIS) and the Small Enterprise Evaluation Project (SEEP).

During this early period, PACT was able to maintain the required level of quality in existing and new endeavors through

- 1) the introduction of word processing technology;
- 2) the strategic use of contracted associates and temporary employees, such as consultants to partially cover the vacant Asia regional representative position; and
- 3) further restructuring, specifically in the Development Fund and in the Financial Office, as described below.

Financial Office

PACT reduced the Finance Director from full-time to half-time, under the Cooperative Agreement, partially compensating for this by providing 1/3-time of a Junior Accountant (The remaining 2/3-time covered by non-Cooperative Agreement programs).

Training and Information Services

The changes in the Finance Office enabled the former Finance Director to eventually take charge of the new training (TIS) program, working now on a part-time (3/4) basis.

Development Fund

The Development Fund Director's time devoted to the Cooperative Agreement, as well as that of an Administrative Assistant, was reduced by 20%, and the Grant Manager's time by 50%. While the Asia Field Program was being largely handled by consultants and administered part-time by the Latin America Representative, the integrity of both programs necessitated the reappointment in September, 1986, of a full-time Asia Representative.

Small Enterprise Evaluation Project

Two PACT associates handled this project's technical aspects, but PACT administered it through the Learning & Linkages program. The addition of a full-time receptionist/typist freed secretarial

time for this project. This new position also enabled other support staff to better carry out their primary responsibilities.

Further to the changes outlined above, PACT was able to develop a number of new program initiatives, some at PVC's encouragement. While these initiatives represented vehicles to further PACT's overall development goals, they also had a positive impact on the Cooperative Agreement, by

- 1) Reinforcing and expanding current program opportunities for members and non-members;
- 2) Helping to pay overhead and prevent further retrenchment;
and
- 3) Enabling PACT to retain full-time staff who, under the Cooperative Agreement, would only be available part-time.

VI. MANAGEMENT

C. ADDITIONAL TECHNICAL AND SUPPORT ASSISTANCE

PACT Associates

PACT continues to develop and utilize its significant pool of resource individuals to assist in its many special but interconnected activities (Development Fund Support, Learning and Linkages Strategies, Training/Information and other Technical Services). These consultants include previous staff as well as individuals familiar with PACT from slightly different perspectives, such as former member agency staff, former Project Selection Committee Members, etc., and other independent resource persons with high credibility in their areas of expertise. PACT has been fortunate to utilize such "associates" in an increasingly sophisticated and ambitious program, while freeing the time and energies of regional and other staff to manage the broad strategy and dedicate themselves to the terms of the Cooperative Agreement with USAID. These "associates" continue to enable PACT to stimulate and respond to growing development opportunities in a timely manner while serving members and USPVOs in general. PACT considers them an invaluable resource today and in the next phases of work.

Support Systems

The Altos computer system, purchased in February 1984, was expanded from six to thirteen work stations, affording all staff access to the system. This includes word processing as well as a data base management system for health insurance, mailing lists and grants management, and enables PACT to take on more work with basically the same support staff.

PACT also purchased an IBM PC for its expanded financial needs. Software was customized by a computer consultant to PACT requirements. After six months of trials, the computer system will begin operations on July 1, 1987 for the new fiscal year.

A facsimile machine was purchased for better communications with PACT members, grantees, and group insurance participants as well as with the Guatemala and Costa Rica programs.

PACT also joined the ECONET telecommunication network. ECONET is an international computer-mediated form of communication. With a local telephone call, PACT can communicate with other ECONET users in all 50 states and 65 countries around the world. ECONET began with a grant from APPLE and is currently subsidized by a large private US corporation.

VI. MANAGEMENT

D. MONITORING AND EVALUATION

PACT evaluates its program at three levels: the individual Development Fund project, clusters of projects that relate to important development trends, and the PACT program level in total.

Project Level

PACT has placed more emphasis of late on clear self-evaluation activities within each project. Considering the smaller, more strategic grants PACT now makes, grantees are urged and assisted to track and assess the project's critical elements and relate them to their broader program or geographic strategy. Each project holder commits itself to identify the key issues to evaluate, the information it will gather (indicators), and how it will analyze and interpret the information in order to correct problems. PACT representatives work with project holders in planning these activities, and where necessary budget funds to assure their completion. The emphasis is on assuring that learning will occur and be applied at the project level and then elsewhere. As a product, a report is prepared for PACT documenting the process and outcomes.

As a minimum PACT expects each project implementor to present a progress report every six months. PACT representatives visit each project at least once a year to maintain good communication and to consider refunding where applicable. Many project holders share with PACT periodic evaluation reports prepared as part of their institutional activity. PACT has increasingly emphasized evaluation as a process vital to its members' institutional development, moving them away from isolated and often unutilized project reports.

Development Trends

In many instances PACT has been able to assess the impact of its projects and other activities in terms of key issue areas. The Project Selection Committee has served as an important feedback mechanism in this, by providing its observations on the common issues it sees pervading different projects. This feedback on issues ranging from appropriate approaches to primary health care to credit mechanisms for small enterprise are not only valuable inputs to project planning but to integrating PACT's various activities for greater impact on, say, the rights and roles of women. In a more formal sense, PACT also has contracted consultants to assess the impact of its projects in terms of their impact on women and others. Monitoring and evaluation at this issue or trend level provides invaluable insight not only to members wishing to propose creative, high-potential ideas, but to PACT's own decisions regarding fund emphasis and the kinds of services it should offer in parallel. Documentation Grants and common workshops are used much more frequently to disseminate learning and stimulate creativity among PVOs concerning major issues.

PACT Program Level

PACT also evaluates the collective activities within its entire program: Learning & Linkages, Training Information and all Technical Services, as well as the Development Fund. The overall program is reviewed internally on a regular basis, and monitored by the PACT Board every six months in order to affirm or reify policy direction.

VI. MANAGEMENT

E. FUND-RAISING

During the grant period, PACT received a \$60,800 grant from the General Electric Foundation for a joint membership project in Mali, and \$7,500 from the Fund for Multinational Management Education (FMME) for indigenous training expenses in connection with the Apple Computer Program.

PACT has determined that future fund-raising efforts should be directed solely to seeking program funding in areas usually beyond the fund-raising scope of individual field-oriented PVOs. These include the pre-planning, investigation and coordination associated with multiple PVO cooperation in specific geographic sites. Another area is the required support for collaborating local institutions that cannot receive American private sector funding directly.

VII. FINANCIAL NARRATIVE REPORT

- o As of May 31, 1987, PACT has expended \$4,726,446 out of the \$5,280,000 obligated for the first two years of the Cooperative Agreement. It anticipates expenditures of \$553,554 of the remaining AID-obligated balance by August 31, 1987, the end date of the current program year.
- o The PACT Indirect Rate for the year ended June 30, 1986 was 17.3% total direct expenses and grants. The approved overhead rate for the year ended June 30, 1987 is 17.3% and the anticipated overhead rate included in the fiscal year 1988 budget is 16.4%.
- o PACT believes it will effectively utilize the remaining \$2,500,000 in the year ending August 31, 1988 to further the objectives agreed upon with PVC. Details of the total Cooperative Agreement spending of \$7,780,000 for the period September 1, 1985 to August 31, 1988 are shown on the following page.

The Board, in order to ensure PACT's financial integrity requested the Treasurer to review the financial procedures. PACT's financial office was found to be functioning well, but it was proposed and agreed by the Board that letter of credit drawdowns would be limited to \$500,000 per month and that PACT would limit itself to three days' cash needs, plus two days for processing, for a total of five days' cash needs that would be on hand at any given time.

Cost-Sharing

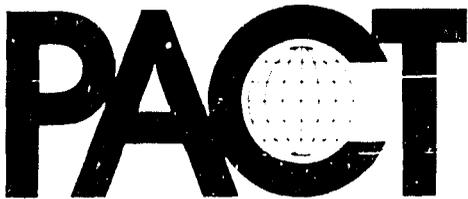
As a result of an AID audit of PVC, questions arose concerning the Matching Grant compliance of PACT grantees. This resulted in the need to revise PACT's cost-sharing procedures. In cooperation with PVC, PACT put into place a cost-sharing mechanism to insure that all grantees participate in a 25% cost-sharing for development and projects.

COOPERATIVE AGREEMENT

	<u>Year 1</u> <u>8/31/86</u>	<u>Year 2</u> <u>8/31/87</u>	<u>Year 3</u> <u>8/31/88</u>	<u>Total</u>
<u>Income</u>				
Cooperative Agreement	\$ 2,500,000	\$ 2,780,000	\$ 2,500,000	\$ 7,780,000
<u>Expenses</u>				
Project Fund, Consortia	1,445,520	1,614,000	1,200,000	4,259,520
Blocked Funds	---	---	75,000	75,000
Supportive Activities	128,162	125,600	120,000	373,762
Learning & Linkages	126,058	129,400	182,115	437,573
Trng & Inf. Serv/Mbr Serv.	79,856	100,000	94,693	274,549
Funding to Increase PVO Effectiveness	364,486	425,000	472,745	1,262,231
Administrative	355,918	386,000	355,447	1,097,365
Total Expenses	\$ 2,500,000	\$ 2,780,000	\$ 2,500,000	\$ 7,780,000

3 Year Summary of All Sources of Income

Cooperative Agreement (above)	7,780,000
Guatemala	1,050,000
Costa Rica	3,400,000
Small Enterprise	90,000
Management Assistance	72,235
Dues, Group Insurance, Interest	200,000
Private (Foundations)	68,300
Apple in Kind	370,000
Seminars/Workshops	<u>50,000</u>
Total Income-All Sources	<u>\$13,080,535</u>



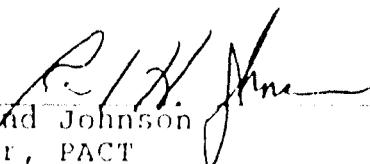
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UNDERSTANDING BETWEEN PACT AND INTERACTION

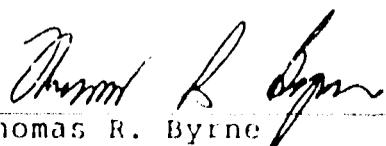
At a meeting of the chairs and chief executive officers of PACT and InterAction on May 26, 1987, it was agreed that:

- * while InterAction has as primary thrusts the broadening and influencing of public awareness of issues relating to PVO interests and concerns and creating a national constituency for development assistance, PACT is more oriented to increasing PVO effectiveness at the field level;
- * the respective roles of each organization are complementary and not competitive;
- * there is considerable scope for collaboration and cooperation between each organization.
- * there is need for greater dialogue between the two organizations, particularly at the level of the chief executive officers, but also at all levels;
- * InterAction and PACT should strive to cooperate and assure prior consultation, especially in the areas of development assistance, training and services, to avoid duplication or any appearance of competition.
- * and, that it is appropriate for PACT to be a member of InterAction but that it would not be appropriate for InterAction to be a member of PACT.

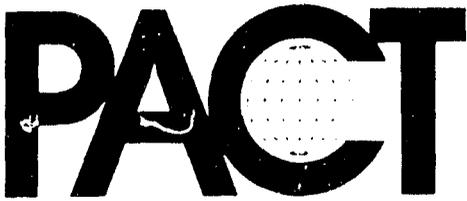
In short, it was agreed that close collaboration and consultation, to avoid any appearance of competition or conflict, is the "bottom line".


Roland Johnson
Chair, PACT


Nan Barton
Chair, InterAction


Thomas R. Byrne
Executive Director, PACT


Peter J. Davies
President and CEO, InterAction



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PACT PVO SURVEY REPORT
OF DEVELOPMENT FUND ACTIVITIES

During the past few weeks, PACT has met with as many of its member agencies as possible for the purpose of discussing various points related to the Development Fund. The idea was to review past performance and to identify future needs in order to ensure maximum responsiveness on the part of PACT. While not all member agencies were interviewed, in particular, the non-U.S. based agencies, there were a number of common themes evolving from the survey that are reported here below:

- 1) PACT funding has been critically important to the member agencies.

The members of PACT were unanimous in their opinion that PACT funding has been opportune because of the timeliness with which it was provided and/or the willingness of PACT to take a risk. Many indicated that projects would not have taken place at all, or at the existing scale, were it not for PACT's key input.

- 2) There is a need for ongoing, occasional technical and supervisory support for the local agencies spawned by U.S.-based members.

The US PVOs recognize that their intensive presence, usually around three years, will no longer be required with the local groups; nor is it desirable in development terms, on a full-time basis. However, totally cutting the chord without the benefit of periodic "check-ups" or technical inputs based on new phenomena or significant problems, would be unrealistic and, probably, irresponsible. Even subsidiaries of major corporations or spun-off industries periodically call upon their previous parent or partner group for intermittent services and counsel on planning and design.

The type of "project" funding required, then, falls outside the normal realm of "PACT-PSC projects". In brief, this type of assistance consists of budget support for the agency's consulting services, travel, and per diem and not much more. It comes out of the reality of temporary, transitory, technical services.

It presents a problem only insofar as it is difficult to ascertain beforehand the exact type of inputs and technical services that may be required. Obviously these services must be

accounted for and PACT, with its member agencies, must continually gauge the impact of the inputs.

3) There is a decentralization process taking place.

Member training programs are moving the training exercises out of the U.S. headquarters to overseas metropolitan centers and hub cities to the areas of the user populations. The members contend this is not only cost-effective but most relevant to the stages of development in which they are involved with the local organizations.

4) Some members cited the need to render a more sophisticated type of technical assistance.

Based on the major advances of the development groups with whom they are working, PACT members see the need to help local agencies establish and manage a revolving loan fund requires a particular type of initial handholding, encouragement and phased-out supervision. Gradually, however, with the success of the program and significant increases in loan recipients (and savings participants), the local agency may need to service its growing constituents with a different instrument such as a cooperative, the equivalent of a savings and loan institution, a mini-bank or a traditional bank. All of these growths require an appropriate type of technical assistance that can be rendered by the PACT member because of its expertise, credibility and human relationship with the principal actors.

5) PACT members want continued project and program support to test their proven methodologies and technologies (or variations) in different countries, new regional and cultural contexts.

The members argue for this type of project support, especially insofar as the programs carry the potential for significant policy change at the government or private sector levels or they constitute demonstrable impact from which other PVOs can benefit.

6) A few members indicated that they would strongly favor another type of "Mali Initiative" in another country.

PACT's key role of coordinator would remain vital to facilitate the entre, presence and the match-up of initial activities with the local PVO counterparts. As in the Mali Initiative, PACT would do some initial research and soundings within the country context (i.e., the Jon Otto reports on Mali and Niger). PACT, then, would inform the interested membership, sensitize them to the opportunities and risks and search out initial sources of funding.

Among the places mentioned were Niger, Mozambique, and the SADC region. These could be considered "exploratory" missions for development. Because of the uniqueness of the situation, PACT might make available to the participating members a certain amount of discretionary funds to analyze deeper its inputs with

the local groups, to provide for start-up activities and for documenting initial findings.

Beyond these overall themes, the PACT Survey also brought out a number of important points of interest related to specific questions. Some of these are discussed in the following paragraphs. Over the past three years, PACT's funding largely has been related to small-scale enterprise/income generation, primary health care, and training of community leaders and groups in technical and productive areas. Quite pervasive have been the themes of greater integration of women into the development process and institutional strengthening leading to greater self-sustainability of the program and the group itself.

In continuing to pursue these development themes, PACT members have cited a number of individual preferences that related closely to the above themes:

- 1) PACT funding is needed to support part-time technical assistance after the PVO's permanent presence in a given project is no longer required.
- 2) Institutional grants to support home office costs and to aid the design of new programs would be beneficial.
- 3) Financing for high-risk new projects and pilot programs that is not readily available.

Moreover, the PACT members, also, urged PACT to expand its various training programs at home and abroad.

Various suggestions were made for in-house training such as financial management, administration and field-level activities. Seminars, workshops, on-the-job training and cross-fertilization were among the potential vehicles. In terms of additional services, members were also interested in PACT taking an advocacy position with AID, World Bank, governments, UNDP, IDB, and others.

When asked "Do you think that PACT is suited to manage subgrant and technical assistance programs with local umbrella organizations?", PACT members across the board affirmed PACT's capability in the above areas. The high majority of them, also, supported PACT's recent initiatives to design and manage overseas cofinancing and technical assistance programs based on the 15 years of PACT's experience as a proven funder and facilitator of learning and technical assistance programs. Those participating in the current country programs in Costa Rica and Guatemala generally considered the PACT role and support very meaningful.

One member agency strongly objected to PACT entering into cofinancing programs with USAID because it was perceived as "competing with the members". Even though PACT might facilitate grants to member agencies and engage them in the rendering of technical assistance programs, as in Costa Rica and Guatemala, and other management assistance programs (Bolivia and Haiti), this agency's representatives were disturbed. That particular day, the

agency learned that PACT was to be awarded a cofinancing grant in an Asian country where the agency had been working for close to 15 years.

As indicated in another question, one member saw no problem (no cardinal sin) in competing with a member agency. Another member felt it would be valuable in some cases for PACT and a member (or a group of members) to go in together on a cofinancing/technical assistance program. One member found nothing abhorrent in PACT serving as a subsidiary to a member or another outside agency.

All the members clearly recognized the emerging importance of umbrella-type programs and the need for information sharing.

21

FUNDS APPROVED

FY87: JULY 1, 1986 - JUNE 30, 1987

PROJECT GRANTS

Number	Agency/Country	Date	Amount
New:			
#179	TNS/Ngorika/Kenya	8/86	\$ 50,000
#186	ORT/Cameroon	10/86	230,000
#187	PFP/Kenya	11/86	30,000
#188	TNS/Dairy/Kenya	11/86	10,000
		3/87	40,000
#189	IVS/Zimbabwe	11/86	47,971
#190	VITA/Zambia	11/86	49,678
#191	TNS/Ghana	11/86	50,000
#192	MFM/IVS/OEF/Mali	11/86	109,344
#193	Esperanca/Bolivia	11/86	72,080
#194	FSP/Kiribati	3/87	38,200
#195	World Ed./Sri Lanka	3/87	44,498
#196	IIRR/Regional	3/87	42,200
#197	MFM/Thailand	3/87	30,000
#198	IVS/CORACA/Bolivia	3/87	50,316
#199	CARE/Belize	3/87	33,014
#200	HKI/Haiti	6/87	49,081
#201	AITEC/Peru	6/87	25,000
	Subtotal		\$1,001,382
Refundings:			
#151A	AL0Z/Zimbabwe	11/86	\$ 60,500
#156	World Ed./Thailand	11/86	67,778
#166	World Ed./Nepal	11/86	62,556
#165	MFM/Nepal	3/87	50,000
#168	TNS/Panama	3/87	40,000
#169	PCI/Bolivia	3/87	42,090
#177	PIACT/PATH/Kenya	3/87	10,000
#178	BEST/Belize	3/87	40,000
#179	TNS/Kenya	6/87	50,000
	Subtotal		\$422,924
Other:			
#077	ITECA - audit	8/86	2,500
#103	FEHMUC - audit	9/86	800
#141	AITEC - audit	12/86	2,000
	Subtotal		\$5,300
	TOTAL		\$1,429,606

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CONSORTIA GRANTS

Number	Agency/Country	Date	Amount
#56	CEDOIS/D.R.	1/87	\$ 9,584
#58	CCA/Mali	1/87	10,000
#59	FSP/PANGO/South Pac.	2/87	10,000
#60	ASONGS/Bolivia	2/87	10,000
#61	HAVA/Haiti	2/87	10,000
#62	GAPVOD/Senegal	3/87	10,000
#63	VHSS/Bangladesh	3/87	10,000
	<u>TOTAL</u>		<u>\$69,584</u>

DOCUMENTATION GRANTS

#4	World Ed./Kenya	10/86	\$ 3,000
#20	SAVE/Somalia	7/86	6,000
#21	ASEPADE/Honduras	3/87	4,700
#22	GOVA/Ghana		10,670

Total \$24,370

TOTAL DEVELOPMENT FUND GRANTS \$1,523,560

Deobligations
7/1/86-6/30/87

New money:

#151B	IVS/Zimbabwe	\$24,398
#180B	PFP/Mali	18,766
#181	PFP/Mali	<u>45,700</u>
	Subtotal	\$88,864

Old money:

#96	CENCOOPS/Bolivia	8,000
#97	IMCA/Colombia	900
#100	CIDES/Colombia	1,350
#119	INCOOPE/Peru	15,000
	Subtotal	\$25,250
	Total Deobs.	\$114,114

DOCUMENTATION GRANTS

<u>No.</u>	<u>Agency/Country</u>	<u>Date Obligated</u>	<u>Amount</u>
1	PFP/Africa	12/84	\$ 9,811
2	FSP/South Pacific	12/84	10,000
	" "	11/85	3,430
			<u>13,430</u>
3	AITEC/Latin America	12/84	10,000
4	World Ed./Kenya	12/84	10,000
	" "	10/86	3,000
			<u>13,000</u>
5	TNS/Cross-Regional	1/85	10,000
6	PADF/Caribbean	6/85	10,000
7	IPRU/Uruguay	6/85	10,000
8	Bina Swadaya/Indonesia	6/85	10,000
9	CARE/Sudan	4/86	6,000
10	World Ed./Nepal	4/86	9,996
11	ASEPADE/Latin America	6/86	9,675
12	Banco de la Mujer/L.A.	6/86	9,000
13	SAVE/Ecuador/L.A.	6/86	9,700
14	GTA/L.A.	6/86	7,860
15	Agua del Pueblo/L.A.	6/86	8,765
16	FUNDAEC/L.A.	6/86	9,800
17	FUCODES/L.A.	6/86	9,000
18	PADF/L.A.	6/86	5,300
19	FUNDES/L.A.	6/86	9,200
20	SAVE/Somalia	7/86	6,000
21	ASEPADE/Honduras	3/87	4,700
22	GOVA/Ghana	4/87	<u>10,670</u>
		TOTAL	\$201,907

PACT CONSORTIA GRANTS

Number	Agency/Country	Oblig. Date	Amount
#63	VHSS/Bangladesh	3/87	\$10,000
#62	GAPVOD/Senegal	3/87	10,000
#61	HAVA/Haiti	2/87	10,000
#60	ASONGS/Bolivia	2/87	10,000
#59	FSP/PANGO/So. Pacific	2/87	10,000
#58	CCA/Mali	1/87	10,000
#57	C A N C E L L E D (ADAB)	----	-----
#56	CEDOIS/D.R.	1/87	9,584
#55	CONGAD/Senegal	6/86	10,000
#54	ZCSD/Zambia	6/86	10,000
#53	VOICE/Zimbabwe	5/86	26,400
#52	NGO Water Decade/Sri Lanka	5/86	10,000
#51	FSP/Pacific Council	12/85	10,000
#50	HAVA/Haiti	12/85	10,000
#49	SOLIDARIOS/L.A.	12/85	10,000
#48	BINA DESA/Indonesia	6/85	4,866
#47	NGO WATER DECADE/Sri Lanka	5/85	10,000
#46	FSP/Pacific Council	5/85	10,000
#45	FOAPH/Solidarite/Senegal	2/85	10,000
#44	CARD/Caribbean	10/84	5,000
#43	KENGO/Kenya	10/84	10,000
#42	ENCUENTRO/INDES Argentina	10/84	10,000
#41	SSNCC/Nepal	8/84	28,270
#40	VHSS/Bangladesh	7/84	15,000
	--	3/86	10,000
#39	CONGAD/Senegal	7/84	9,817
#38	ALAHUA/L.A.	8/83	7,500
#37	VHSS/Bangladesh	10/83	8,380
#36	ALOP/L.A.	7/83	7,500
#35	BINA DESA/Indonesia	6/83	10,000
#34	ENCUENTRO/INDES/Argentina	6/83	5,000
#33	CEDOIS/D.R.	5/83	10,000
	--	11/84	5,000
#32	SOLIDARIOS/L.A.	11/82	8,239
#31	FOAPH/GOODWILL/Senegal	11/82	5,000
#30	GLARP/L.A.	11/82	10,000
#29	WALHI/Indonesia	8/82	5,860
#28	AAEA/Africa	8/82	5,000
#27	KENGO/Kenya	8/82	10,000
#26	ZCSD/Zambia	7/82	70,767
#25	SOLIDARIOS/L.A.	4/82	4,000
#24	CONGAT/PLAN. ASSIST./Togo	2/82	83,750
	--	3/83	20,200
	--	8/83	79,917
	--	3/84	34,577
#23	ZCSD/Zambia	12/81	10,000
#22	SOLIDARIOS/L.A.	11/81	8,683
#21	ZCSD/Zambia	11/81	3,000
#20	SOLIDARIOS/L.A.	8/81	4,875

#19	ASECSA/L.A.	7/81	5,000
	--	1/83	5,000
	--	6/84	5,000
#18	SOLIDARIOS/L.A.	7/81	4,375
#17	SAVE/El Salvador	7/81	3,000
#16	INDES/Argentina	1/81	5,000
#15	INDHRRRA/Indonesia	10/80	5,000
#14	SPONG/Upper Volta	6/80	2,500
#13	CCDF/Cameroon	12/79	5,000
#12	IED/L.A.	1/80	2,500
#11	CCDCC/Cameroon	12/79	5,000
	--	9/81	1,650
	--	3/82	5,586
	--	2/83	3,000
#10	ZCSD/Zambia	12/79	5,000
#09	ZCSD/Zambia	11/79	3,070
#08	OCAC/Chile	11/79	3,000
#07	CONGAT/Togo	8/79	5,000
#06	OCIT/Colombia	8/79	3,000
#05	CONGAT/GOODWILL/Togo	12/78	5,000
#04	ZCSD/Zambia	4/78	3,000
#03	CONGAT/Togo	12/77	3,260
#02	CONGAT/Togo	8/77	5,000
#01	SOLIDARIOS/L.A.	1/77	3,000

REGIONAL SUMMARY

	<u># of projects</u>	<u>%</u>	<u>\$ Amount</u>	<u>%</u>
Africa	25	40	\$470,494	59
Asia	13	21	147,376	19
LA/C	24	39	174,256	22
TOTALS	62		\$792,126	

AFRICA

<u>Number</u>	<u>Agency/Country</u>	<u>Date</u>	<u>Amount</u>
#62	GAPVOD/Senegal	3/87	10,000
#58	CCA/Mali	1/87	10,000
#55	CONGAD/Senegal	6/86	10,000
#54	ZCSD/Zambia	6/86	10,000
#53	VOICE/Zimbabwe	5/86	26,400
#45	FOAPH/Solidarite/Senegal	2/85	10,000
#43	KENGO/Kenya	10/84	10,000
#39	CONGAD/Senegal	7/84	9,817
#31	FOAPH/GOODWILL/Senegal	11/82	5,000
#28	AAEA/Africa	8/82	5,000
#27	KENGO/Kenya	8/82	10,000
#26	ZCSD/Zambia	7/82	70,767
#24	CONGAT/PLAN. ASSIST./Togo	2/82	83,750
	--	3/83	20,200
	--	8/83	79,917
	--	3/84	34,577
#23	ZCSD/Zambia	12/81	10,000
#21	ZCSD/Zambia	11/81	3,000
#14	SPONG/Upper Volta	6/80	2,500
#13	CCDF/Cameroon	12/79	5,000
#11	CCDCC/Cameroon	12/79	5,000
	--	9/81	1,650
	--	3/82	5,586
	--	2/83	3,000
#10	ZCSD/Zambia	12/79	5,000
#09	ZCSD/Zambia	11/79	3,070
#07	CONGAT/Togo	8/79	5,000
#05	CONGAT/GOODWILL/Togo	12/78	5,000
#04	ZCSD/Zambia	4/78	3,000
#03	CONGAT/Togo	12/77	3,260
#02	CONGAT/Togo	8/77	5,000

BY AGENCY:

<u>Agency</u>	<u># of grants</u>	<u>\$ amount</u>
AAEA/Regional	1	\$ 5,000
CCA/Mali	1	10,000
CCDCC/Cameroon	2	20,236
CONGAD/Senegal	2	19,817
CONGAT/Togo	5	236,704
FOAPH/Senegal	2	15,000
GAPVOD/Ghana	1	10,000
KENGO/Kenya	2	20,000
SPONG/Upper Volta	1	2,500
VOICE/Zimbabwe	1	26,400
ZCSD/Zambia	7	104,837
	<u>25</u>	<u>\$470,494</u>

ASIA

<u>Number</u>	<u>Agency/Country</u>	<u>Date</u>	<u>Amount</u>
#63	VHSS/Bangladesh	3/87	\$10,000
#59	FSP/PANGO/So. Pacific	2/87	10,000
#52	NGO Water Decade/Sri Lanka	5/86	10,000
#51	FSP/Pacific Council	12/85	10,000
#48	BINA DESA/Indonesia	6/85	4,866
#47	NGO WATER DECADE/Sri Lanka	5/85	10,000
#46	FSP/Pacific Council	5/85	10,000
#41	SSNCC/Nepal	8/84	28,270
#40	VHSS/Bangladesh	7/84	15,000
	--	3/86	10,000
#37	VHSS/Bangladesh	10/83	8,380
#35	BINA DESA/Indonesia	6/83	10,000
#29	WALHI/Indonesia	8/82	5,860
#15	INDHRRRA/Indonesia	10/80	5,000

BY AGENCY:

<u>Agency</u>	<u># of grants</u>	<u>\$ amount</u>
FSP	3	\$ 30,000
INDHRRRA/BINA DESA	3	19,866
NGO WATER DECADE	2	20,000
SSNCC	1	28,270
VHSS	3	43,380
WALHI	<u>1</u>	<u>5,860</u>
	13	\$146,376

LATIN AMERICA/CARIBBEAN

Number	Agency/Country	Date	Amount
#61	HAVA/Haiti	2/87	10,000
#60	ASONGS/Bolivia	2/87	10,000
#56	CEDOIS/D.R.	1/87	9,584
#50	HAVA/Haiti	12/85	10,000
#49	SOLIDARIOS/L.A.	12/85	10,000
#44	CARD/Caribbean	10/84	5,000
#42	ENCUENTRO/INDES/Argentina	10/84	10,000
#38	ALAHUA/L.A.	8/83	7,500
#36	ALOP/L.A.	7/83	7,500
#34	ENCUENTRO/INDES/Argentina	6/83	5,000
#33	CEDOIS/D.R.	5/83	10,000
	--	11/84	5,000
#32	SOLIDARIOS/L.A.	11/82	8,239
#30	GLARP/L.A.	11/82	10,000
#25	SOLIDARIOS/L.A.	4/82	4,000
#22	SOLIDARIOS/L.A.	11/81	8,683
#20	SOLIDARIOS/L.A.	8/81	4,875
#19	ASECSA/L.A.	7/81	5,000
	--	1/83	5,000
	--	6/84	5,000
#18	SOLIDARIOS/L.A.	7/81	4,375
#17	SAVE/El Salvador	7/81	3,000
#16	INDES/Argentina	1/81	5,000
#12	IED/L.A.	1/80	2,500
#08	OCAC/Chile	11/79	3,000
#06	OCIT/Colombia	8/79	3,000
#01	SOLIDARIOS/L.A.	1/77	3,000

BY AGENCY:

<u>Agency</u>	<u># of grants</u>	<u>\$ amount</u>
ALAHUA	1	\$ 7,500
ALOP	1	7,500
ASECSA	1	15,000
ASONGS	1	10,000
CARD	1	5,000
CEDOIS	2	24,584
ENCUENTRO/INDES	3	20,000
GLARP	1	10,000
HAVA	2	20,000
IED	1	2,500
OCAC	1	3,000
OCIT	1	3,000
SAVE THE CHILDREN	1	3,000
SOLIDARIOS	7	43,172
	<u>24</u>	<u>\$174,256</u>

FY86 FUNDING ACTIONS

<u>Projects</u>	<u>Agency/Country</u>	<u>Date</u>	<u>Amount</u>
New			
#176	IVS/Zimbabwe	11/85	\$ 34,000
#177	PIACT/PATH/Kenya	11/85	36,098
#178	BEST/Belize	3/86	40,000
#180	PfP/SCF/Mali	6/86	96,239
#181	PfP/CARE/Mali	6/86	91,425
#182	WEI/SCF/Mali	6/86	64,515
#183	FSP/Sol. Islands	6/86	32,100
#184	Bina Swadaya/Indonesia	6/86	35,000
#179	TNS/Kenya	6/86	50,000
		Subtotal	\$479,377
Refundings			
#111	SIDT/Sol. Islands	8/85	\$ 41,130
#139	NKDT/FSP/Vanuatu	8/85	16,709
#140	Esperanca/Bolivia	8/85	53,602
#142	IVS/Botswana	8/85	17,300
#156	World Ed./Thailand	8/85	<u>62,890</u>
		Subtotal	91,631
#166	World Ed./Nepal	11/85	53,457
#168	TNS/Panama	11/85	30,000
#165	MfM/Nepal	11/85	15,000
	MfM/Nepal	3/86	35,000
#169	PCI/Bolivia	3/86	40,000
#149	CERID/Nepal	3/86	38,988
#146	INDES/Argentina	3/86	50,000
#172	TNS/Ghana	3/86	40,000
#159	WEI/Kenya	6/86	90,000
#161	MFM/Sierra Leone	6/86	80,000
#167	OEF/Senegal	6/86	50,000
#145	SCF/Sri Lanka	6/86	70,000
#154	VERC/Bangladesh	6/86	45,600
#155	ACP/Nepal	6/86	29,052
#162	ADIM/Peru	6/86	63,000
#163	ASEPADE/Honduras	6/86	28,674
		Subtotal	\$768,771
		Refundings Subtotal	\$960,402
#152	IVS/Q'antati	Evaluation	\$ 2,500
#151	AL0Z/Zimbabwe	Evaluation	3,000
#110	GPS/Mexico	Audit	1,800
#035	0FADEC	Audit	3,000
#077	ITECA/Haiti	Audit	1,500
#170	WAND	Audit	1,500
		Subtotal	\$ 13,300
		Total Projects	\$1,453,079

Consortia

#40	VHSS	3/86	\$10,000
#49	Solidarios	12/85	10,000
#50	HAVA	12/85	10,000
#51	FSP	12/85	10,000
#52	Sri Lanka Water Decade	5/86	10,000
#53	VOICE	5/86	26,400
#54	ZCSD	6/86	10,000
#55	CONGAD	6/86	10,000
Total Consortia			\$96,400

Documentation

#02	FSP	11/85	\$ 3,430
#09	CARE/Sudan	4/86	6,000
#10	World Ed./Nepal	4/86	9,996
#11	ASEPADE	6/86	9,675
#12	Banco de la Mujer	6/86	9,000
#13	Save the Children	6/86	9,700
#14	GTA	6/86	7,860
#15	Agua del Pueblo	6/86	8,765
#16	FUNDAEC	6/86	9,800
#17	FUCODES	6/86	9,000
#18	PADF	6/86	5,300
#19	FUNDES	6/86	9,200
Total Documentation			\$97,726

TOTAL FUNDING PACT FY86 (July-June) \$1,597,205

TOTAL FUNDING AID FY86 (Sept.-June) \$1,411,574

BREAKDOWN

Projects	\$1,403,079	
	- 191,631	(August 1985 refundings)
	<u>\$1,211,448</u>	
Documentation	\$103,726	(\$97,726 + #20 for \$6,000)
Consortia	\$ 96,400	

NEW PROJECTS AND REFUNDINGS APPROVED
FOR THE PERIOD JULY 1, 1986 - JUNE 30, 1987

AFRICA

<u>Country</u>	<u>Project</u>	<u>Agency</u>	<u>Member/ Member-referred/ Non-member</u>	<u>Amount</u>
Cameroon	<u>A Center for Computer Applications and Training: Meeting the New Technological Challenge</u> Focus: Provide technical training in computer-related skills--orientation/familiarization, maintenance, applications--leaving a Cameroonian organization in place when ORT assistance terminates.	ORT International	Non-Member	\$230,000 (2 years)
Ghana	<u>Palm Oil Processing Plant</u> Focus: to assist two groups of farmers to develop and manage medium scale oil palm processing plants in their villages.	Technoserve	Member	50,000
Kenya	<u>Development and Evaluation of Print Materials to Increase Access to Clean Water in Kenya</u> Focus: T.A. for institutional strengthening of KWAHO and to increase capability to promote healthful use of water among KWAHO's low-income beneficiaries.	PIACT/PATH	Non-Member	10,000
	<u>Ngorika Water Society Project</u> Focus: Management assistance and training to the Water Society to bring piped water to 1000 families at Ngorika and to operate the water system to be financially self-sustaining through the charging of rates.	Technoserve	Member	100,000 (2 years)
	<u>Bridge Grant to Support Women in Development Program</u> Focus: to extend funding until PFP receives planned grants from the Ford Foundation and the Kenya Rural Enterprise Program.	PfP Service Foundation	Member-Referred	30,000
	<u>Venture Capital Dairy Processing Company</u> Focus: to provide management and technical assistance to create a rural-based plant for the production of cultured "mala" milk and cheese.	Technoserve	Member	50,000
Mali	<u>Mali Institutional-development, Enterprise and Nutrition (MIEN) Project</u> Focus: collaborative effort to improve nutrition, health and income of women and families, and to improve the institutional capability of a Malian NGO, Groupe de Jeunes.	MFM/IVS/OEF	Member	109,344
Zambia	<u>Resource Access Program for Rural Women</u> Focus: to provide rural women with access to some of the technical, information, and credit resources they need to improve their food supply.	Volunteers in Technical Assistance	Member	49,678

<u>Country</u>	<u>Project</u>	<u>Agency</u>	<u>Member</u> <u>Member-referred/</u> <u>Non-member</u>	<u>Amount</u>
Zimbabwe	<u>Literacy-Related Small Enterprise Development</u> Focus: to investigate new ideas of generating income and to train community adult literacy teachers in the skills necessary to assist women's literacy groups to initiate and manage productive projects.	Adult Literacy Organization of Zimbabwe	Member-Referred	60,500
	<u>Farmers' Groups Training Project</u> Focus: to place two volunteers with National Farmers Association of Zimbabwe. Their assistance will improve NFAZ's ability to identify, design and implement group projects resulting in increased productivity for communal farmers.	International Voluntary Services	Member	47,971
			<u>Total for Africa</u>	<u>\$737,493</u>

<u>Country</u>	<u>Project</u>	<u>Agency</u>	<u>Member/ Member-referred/ Non-member</u>	<u>Amount</u>
ASIA				
Kiribati	<u>Food Production, Marketing and Nutrition</u> Focus: to help the National Women's Organization (AMAK) to commercially assess and promote the Skaife method of producing high-yield vegetables and to help other NGOs expand the on-going Home Gardens program throughout Kiribati.	Foundation for the Peoples of the South Pacific (FSP)	Member	\$ 38,200
Nepal	<u>Applied Nutrition Program</u> Focus: implement an Applied Nutrition Program working with communities to develop and implement health and nutrition-related projects; the process includes the establishment of an integrated nutrition program using a participatory community-based approach.	Meals for Millions	Member	50,000
	<u>Literacy Training for Women and Post-Literacy Income Generation</u> Focus: Support literacy training and post literacy income generation activities for women.	World Education	Member	62,556
Sri Lanka	<u>Supporting Long-term Development Efforts of Grass-roots Organizations through University-based Training Services</u> Focus: to provide training and workshops for NGOs, government organizations, village leaders, and youth in Sri Lanka to revise the current curricula of the University of Colombo which will spearhead this outreach effort.	World Education	Member	44,498
Thailand	<u>Technical Assistance for the Landless Peasants and Small Farmers Development Project</u> Focus: to provide T.A. to the Rural Friends Association in six specified sectors to enable them to improve their capacity for delivery of services to a multi-faceted project in Surin Province.	World Education	Member	67,778
	<u>Korat Applied Nutrition Program</u> Focus: to fund 26 new villages in Korat to extend benefits of improved nutrition, health and income of women and villagers through integrated development action.	Meals for Millions	Member	30,000
Regional	<u>Learning Exchange Program</u> Focus: to aid collaborative work between the South Asia Rural Reconstruction Association (SARRA) and the Asia Non-Government Organization Coalition (ANGOC) to conduct a learning exchange program for development managers and practitioners who are network partners of SARRA, ANGOC and IIRR in Nepal, Sri Lanka, Bangladesh and India.	International Institute of Rural Reconstruction	Member-Referred	42,200
			<u>Total for Asia</u>	<u>\$335,232</u>

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LATIN AMERICA & CARIBBEAN

<u>Country</u>	<u>Project</u>	<u>Agency</u>	<u>Member/ Member-referred/ Non-Member</u>	<u>Amount</u>
Belize	<u>Technical Assistance for Agricultural Producer Cooperatives</u> Focus: Provide management and technical services to farmer cooperatives to become self-sufficient in management and ability to acquire credit from local sources.	Belize Enterprise for Sustained Technology (BEST)	Member-referred	\$40,000
	<u>Enhancing Institutional Sustainability of the National Development Foundation of Belize</u> Focus: to consolidate the Development Foundation of Belize as a major contributor to the small enterprise sector of Belize; to help the field extension officers be more efficient in their work of evaluating and assisting small businesses.	CARE	Member	33,014
Bolivia	<u>Integrated Primary Health Care</u> Focus: Increasing the accessibility of health care services and improving the health status of low-income people making their living primarily in agriculture.	Project Concern International	Member	42,090
	<u>CORACA Marketing Development Project</u> Focus: to enable an agricultural economist to help CORACA, a cooperative organization, to develop a marketing program.	International Voluntary Services	Member	50,316
	<u>Integrated Training and Extension Project for Chaco Residents</u> Focus: to strengthen FUNDESIB to assume the non-health aspects of a self-reliant integrated development program offering basic education, agricultural extension, and primary health care.	Esperanca	Member	72,080
Haiti	<u>Development of Community-Based Rehabilitation Services for Blind and Low Vision Persons</u> Focus: to establish a national delivery system for community-based rehabilitation of blind adults. The specific target is to help nearly 1,000 incurably blind persons over the next two years gain independence and reintegrate themselves into their communities, emphasizing job skills and remunerative employment for the blind.	Helen Keller International	Member	49,081
Panama	<u>Horticulture Improvement Program</u> Focus: Technical Assistance to Cooperatives to improve production and marketing of vegetables.	Technoserve	Member	40,000

<u>Country</u>	<u>Project</u>	<u>Agency</u>	<u>Member/ Member-referred Non-member</u>	<u>Amount</u>
Peru	<u>Technical Assistance for the Consolidation of Accion Comunitaria del Peru's Microbusiness Program</u> Focus: to provide T.A. for assessment of ACP's technical assistance needs in light of its expansion potential; to implement the mutually-agreed upon recommendations regarding the deficiencies detected; the elaboration of a long-term plan for the consolidation and institutional strengthening of ACP.	Accion International/ AITEC	Member	25,000
			<u>Total for LA/C</u>	<u>\$351,581</u>
			<u>TOTAL ALL REGIONS</u>	<u>\$1,424,306</u>

CONSORTIA GRANTS

9/1/85 - 8/31/87

AFRICA

1. African Association for Literacy and Adult Education \$ 25,000
(AALAE) - Francophone Africa

Core support towards their Francophone initiative. Goals include institution building and strengthening of self-reliant organizations in the field of literacy and adult education.

2. Comite de Coordination des Actions des ONG au Mali 10,000
(CCA) - Mali

Support for member activities such as organization/coordination of inter-agency meetings, publication of Cellule Action, and general management of the consortium's fiscal and administrative life.

3. Conseil des Organisations non Gouvernementales 17,500
d'Appui au Developpement (CONGAD) - Senegal

Operational support to consolidate and strengthen internal operations to provide services to its members.

4. Ghana Association of Private Voluntary Organizations 10,000
in Development (GAPVOD) - Ghana

Funding to help cover costs to operationalize NGO Management Training and Service Unit, build an NGO Rural Development Fund for indigenous Ghanaian development activities, and establish a Research and Publications Unit within the GAPVOD secretariat.

5. Voluntary Organizations in Community Enterprise 46,400
(VOICE) - Zimbabwe

Provide core costs to strengthen VOICE in increasing the capacities, effectiveness and efficiency of PVOs in Zimbabwe. PACT support will be primarily for functions such as information sharing, research and evaluation, program planning, policy development and advocacy, and training.

6. Zambia Council for Social Development (ZCSD) - Zambia 10,000

Bridge grant to support ongoing activities while a reorganization is completed and a three-year plan and accompanying funding proposal is prepared.

Africa Total \$118,900

ASIA

- | | | |
|----|---|-----------------|
| 1. | Foundation for the Peoples of the South Pacific
(<u>FSP</u>) - Pacific Region | \$10,000 |
| | Funding to complete the final stage in setting up
a Pacific Council for Development consortium. | |
| 2. | Foundation for the Peoples of the South Pacific
(<u>FSP</u>) - Pacific Region | 10,000 |
| | Support to PANGO for institution building to aid
in networking and sharing of resources in the
North and South Pacific Islands. | |
| 3. | Sri Lanka NGO Council for Water Supply and
Sanitation Decade Service - Sri Lanka | 10,000 |
| | To assist with conducting/organizing planning and
training workshops for grassroots member NGOs,
producing communications and education materials,
information clearance, and coordination among NGOs
fostering continuing linkages for program extension
and replication. | |
| 4. | Village Education Resource Center (<u>VERC</u>) - Bangladesh | 10,000 |
| | Support to help define opportunities for collaboration
among national NGOs, to provide access to important
development information, and to help existing projects
find appropriate resources. | |
| 5. | Voluntary Health Services Society (<u>VHSS</u>) - Bangladesh | 20,000 |
| | Support for program of training, workshops and
information dissemination in community health for NGOs
in Bangladesh. | |
| 6. | <u>WALHI</u> - Indonesia | 14,000 |
| | To provide support to conduct a regional meeting
for NGOs in Sumatra on Environmental Conservation.
As follow-up, WALHI will provide T.A. to NGOs for
the design and implementation of feasible projects
identified as a result of the meeting. | |
| | Asia Total | \$74,000 |

LATIN AMERICA/CARIBBEAN

1.	Asociacion Nacional de Organizaciones no Gubernamentales que Trabajan en Salud (<u>ASONGS</u>) - Bolivia	\$10,000
	Support for institutional strengthening of ASONGS - to carry out a national inventory of NGOs working in health in Bolivia and to create a council to establish a national structure for the consortium.	
2.	Caribbean Association for the Rehabilitation of the Disabled (<u>CARD</u>) - Caribbean Region	10,000
	To help cover administrative costs while CARD undergoes an interim restructuring phase in order to become a more viable, self-reliant and effective organization.	
3.	Centro Dominicano de Organizaciones de Interes Social (<u>CEDOIS</u>) - Dominican Republic	9,584
	Support for institutional strengthening through courses and training in project planning and evaluation, fund accounting, preparation of technical reports, and training of administrative staff.	
4.	Haitian Association of Voluntary Agencies (<u>HAVA</u>) - Haiti	10,000
	To conduct a feasibility study on a hostel/conference center for development-related agencies and activities. The center would provide accommodations and meeting space for workshops and seminars for HAVA members and other development-oriented groups.	
5.	Haitian Association of Voluntary Agencies (<u>HAVA</u>) - Haiti	10,000
	To help launch a series of workshops on project planning and for follow-up evaluations after the workshops.	
6.	<u>SOLIDARIOS</u> - Latin America	10,000
	To support a workshop to evaluate SOLIDARIOS' changing role as a consortium.	
7.	<u>SOLIDARIOS</u> - Latin America	10,000
	Partial support for the organization and promotion of a preliminary meeting for the II Non-Profit Consortia Meeting, including the gathering of data on the progress made by national consortia since the last meeting.	
	LA/C Total	\$69,584
	<u>CONSORTIA GRAND TOTAL</u>	<u>\$262,484</u>

SUPPORTIVE ACTIVITIES GRANTS
September 1985 - June 1987

435	<u>Esperanca</u> Exchange visit and consultation between Esperanca/ Bolivia staff and a FUNDAEC affiliate.	\$ 4,308
436	<u>World Education</u> Program development consultation and technical assistance with ARP in Senegal.	1,000
437	<u>Accion International/AITEC</u> Sponsorship of a Solidarity Group Program interchange.	1,000
438	<u>Centro para el Desarrollo Social y Economico</u> Evaluation of DESEC in Bolivia and its affiliates.	1,225
439	<u>World Education</u> Collaborative program planning in Mali.	2,000
440	<u>Technoserve</u> Collaborative program planning in Mali.	2,000
441	<u>OEF International</u> Representing both itself and the interests of International Voluntary Services, collaborative program planning activities in Mali.	2,948
442	<u>Goodwill Industries</u> Collaborative program planning in Mali.	3,225
443	<u>Save the Children</u> Collaborative program planning in Mali.	2,000
444	<u>Volunteers in Technical Assistance</u> Collaborative program planning in Mali.	2,000
445	<u>Meals for Millions/Freedom from Hunger Foundation</u> Collaborative program planning in Mali.	2,000
447	<u>Ghana Association of Private Voluntary Organizations in Development (GAPVOD)</u> Participation by the GAPVOD Coordinator at the ICVA-sponsored seminar: NGO Management Development and Training.	1,888
448	<u>OEF International</u> Planning activities related to a broader plan to organize regional secretariats as part of the Women, Law and Development program.	2,500

449	<u>Fundacion Eugenio Espejo</u> A contribution toward the cost of the seminar: "The Micro-Enterprise Sector in Ecuador" organized for CIDAM (Inter-institutional Committee for Support of Micro-Enterprises/Ecuador.)	1,500
450	<u>International Voluntary Services</u> Partial support of local agencies' participation at the Regional Production and Marketing Workshop held in March under the auspices of the Organization for Rural Development in St. Vincent.	3,500
451	<u>Conseil des Organismes Non Gouvernementaux en Activite au Togo (CONGAT)</u> Contribution toward the cost of West African agencies' participation at CONGAT's Journees de Reflexion held in Togo.	5,000
452	<u>Partnership for Productivity</u> Collaborative program planning in Mali.	1,310
453	<u>Pan American Development Foundation</u> A contribution toward the cost of the PADF- sponsored Resource Exchange Forum held in Washington, D. C.	5,000
454	<u>Fondo Ecuatoriano Populorum Progressio (FEPP)</u> Participation by FEPP at the CEPAL-sponsored Third Course on Social Planning for Non- Governmental Organizations.	1,000
455	<u>Helen Keller International</u> Publication of Helen Keller's manual for community-based rehabilitation field workers.	4,000
456	<u>Fundacion Nacional para el Desarrollo Social (FUNDES)</u> Contribution toward local agencies' participation at the FUNDES-sponsored seminar: "Microplaneacion Regional," an activity integral to the development of a local consortium.	2,600
457	<u>OEF International</u> Translation and publication of the French edition of Navamaga: Group Training Activities for Health and Income Generation.	5,000
458	<u>Association for Craft Producers - Nepal</u> Contribution toward a marketing and promotional plan for ACP handcraft products.	3,000

459	<u>Zambia Council for Social Development</u> Zambia Council participation in two events: The 1986 International Council for Social Welfare Conference and the Annual Assembly of Solidarios held in Uruguay.	10,000
460	<u>ACCION International/AITEC</u> Project exchange visit of two "Grupos Solidarios" affiliate representatives in Colombia with two groups working with the same concept in Peru.	879
461	<u>Fundacion Ecuatoriana de Desarrollo</u> Audio Visual on regional initiatives in Solidarity Group Credit Programs.	1,000
462	<u>Solidarios</u> Project exchange visit by Solidarios member, FUNDIPESCA in Brazil, to another member, Fundacion Dominicana de Desarrollo in the Dominican Republic.	1,112
463	<u>OEF International</u> Collaborative program planning in Mali by a team of three from OEF International, International Voluntary Services, and Meals for Millions/Freedom from Hunger Foundation.	6,998
464	<u>Goodwill Industries of America</u> Reprogrammed funds as a contribution toward the cost of Goodwill's training and technical assistance to the Caribbean Association for the Rehabilitation of the Disabled (CARD).	3,000
465	<u>Council of Caribbean Institutions for Development (COUNCARID)</u> Sponsorship of membership planning meeting in St. Lucia.	6,000
466	<u>Christian Eye Ministry</u> Program planning and development activities in Ghana and the Gambia.	5,000
467	<u>World Education</u> Program planning in collaboration with the Faculty of Education, University of Colombo, Sri Lanka.	2,530
468	<u>Foundation for the Peoples of the South Pacific</u> Planning and re-design of the Regional Nutrition Program for the South Pacific.	3,227

469	<u>Goodwill Industries of America</u> Training and technical assistance to the Caribbean Association for the Rehabilitation of the Disabled (CARD).	5,000
470	<u>Wahana Lingkungan Hidup Indonesia (WALHI)</u> Sponsorship of a seminar: "Management Training for Asian Women NGO Leaders" held in Indonesia from November 10-20, 1986.	6,000
471	<u>Meals for Millions/Freedom from Hunger Foundation</u> In collaboration with OEF International and International Voluntary Services, collaborative program planning in Mali.	2,494
472	<u>OEF International</u> Short-term training in the U.S. in herd management, animal nutrition, milk production testing, etc. for a delegation of women leaders involved in small dairy projects in El Salvador.	2,000
473	<u>Research Centre for Educational Innovation and Development (CERID) - Nepal</u> Study program in income generating project approaches with VERC in Bangladesh and Bina Swadaya, Indonesia.	5,000
474	<u>Foundation for the People's of the South Pacific</u> Technical Assistance for the setting up of a monitoring system to enable FSP/Solomon Islands staff to measure the effect of its Women In Development program.	1,800
475	<u>Volunteers In Technical Assistance</u> Technical Assistance by VITA to establish a computerized health management information system within the Aga Khan Community Health Program in Dhaka, Bangladesh.	10,000
476	<u>SAVE the Children</u> Field testing a more efficient field office financial record keeping and reporting system.	5,000
477	<u>Experiment in International Living</u> Training and advisory services to CONGAT/Service.	4,925
478	<u>CARE</u> Project planning for a food storage and security pilot project in Kenya.	5,000
479	<u>African Association for Literacy and Adult Education</u> Program planning and consortium development.	5,000

480	<u>International Women's Tribune Centre</u> Workshop on marketing skills carried out in collaboration with El Movimiento Manuela Ramos in Lima, Peru.	4,000
481	<u>Association of Crafts Producers - Nepal</u> Technical assistance in design and marketing for ACP producer groups.	5,000
482	<u>The Experiment in International Living</u> Collaborative program development activities with PACT in the Philippines.	3,325
483	<u>International Voluntary Services</u> Technical assistance to the Zimbabwe Women's Bureau to set up and run four workshops for craft producers in rural Zimbabwe.	2,940
484	<u>Experiment in International Living</u> Management training of Chief of Social Services National Coordination Council of Nepal (SSNCC) Training Division.	6,250
485	<u>Project Concern International</u> Program planning for women's primary health care related projects and initiatives in Papua New Guinea .	1,919
486	<u>Development GAP</u> Planning activities for a Caribbean support program. This grant constitutes a reprogramming of funds provided to World Education under SAG #430 for the same purposes.	6,579.50
487	<u>Volunteers In Technical Assistance</u> Program planning in collaboration with Village Industry Service in Zambia.	2,900
180	<u>Goodwill Industries of America</u> Technical assistance in planning and reorganization for the local consortium, the Caribbean Association for the Rehabilitation of the Disabled (CARD).	2,000
489	<u>Pan American Development Foundation</u> Support for a training workshop, "Basic Fundraising Skill, and Techniques", held in May in San Jose, Costa Rica.	5,000

490	<u>Esperanca</u> Project planning activities for a primary health care project in Guinea Bissau.	6,208
491	<u>ACCION International</u> Development and publication of a users manual on how to run a micro-enterprise program.	7,000
492	<u>Meals for Millions/Freedom from Hunger Foundation</u> Assessment of MfM/FFHF Inter-Program Credit Systems.	6,000
493	<u>Zambia Council for Social Development</u> Carrying out a training needs assessment survey among ZCSD member organizations in collaboration with Save the Children.	9,360
494	<u>Research Centre for Educatinal Innovation and Development (CERID/Nepal)</u> Production of non-formal education materials and manual for NFE facilitators.	10,000
495	<u>Experiment in International Living</u> Joint information gathering/training needs assessment and pprogram planning with Nur University in Bolivia.	1,625
496	<u>Surgical Aid to Children of the World</u> Feasibility study/project planning for a two-pronged medical/surgical and community health program in the Dominican Republic.	3,000
497	<u>The Adult Literacy Organization of Zimbabwe</u> Participation in the first AALAE General Assembly and ICEA Conference to be held in Nairobi in July 1987	1,595
498	<u>World Education</u> Program planning - Swaziland	<u>1,838</u>
	TOTAL	\$ 238,508.50

FIRST-YEAR PACT/APPLE GRANTEES

AFRICA

VITA/CENTRAL AFRICAN REPUBLIC

KENYA ENERGY NGO/KENYA
APPROPRIATE TECHNOLOGY ADVISORY COMMITTEE/ KENYA
PARTNERSHIP FOR PRODUCTIVITY INTERNATIONAL/KENYA

AFRICARE/MALI

AFRICARE/SOMALIA

CONSEIL DES ORAGANISMES NON GOUVERNEMENTAUX EN ACTIVITE
AU TOGO/TOGO

ZIMBABWE PROJECT/ZIMBABWE
ADULT LITERACY ORGANIZATION OF ZIMBABWE/ZIMBABWE
VOLUNTARY ORGANIZATIONS IN COMMUNITY ENTERPRISE/ZIMBABWE
AMERICAN FRIENDS SERVICE COMMITTEE/ZIMBABWE

ASIA

INTERNATIONAL VOLUNTARY SERVICES/BANGLADESH
VILLAGE EDUCATION RESOURCE CENTER/BANGLADESH

BINA SWADAYA/INDONESIA

FAMILY PLANNING ASSOCIATION/NEPAL
NEW ERA/NEPAL
RESEARCH CENTRE FOR EDUCATIONAL INNOVATION AND
DEVELOPMENT/NEPAL

FREEDOM TO BUILD/PHILIPPINES
KAHAYAG/PHILIPPINES
PAGTAMBAYAYONG/PHILIPPINES

FOUNDATION FOR THE PEOPLES OF THE SOUTH PACIFIC/TONGA/SOUTH
PACIFIC
FOUNDATION FOR THE PEOPLES OF THE SOUTH PACIFIC/FIJI/SOUTH
PACIFIC

RURAL FRIENDS/THAILAND
MEALS FOR MILLIONS/THAILAND
VITA/THAILAND

FIRST-YEAR PACT/APPLE GRANTEES CONTINUED

LATIN AMERICA

NATIONAL DEVELOPMENT FOUNDATION OF BELIZE/BELIZE
FUNDACION PARA LA APLICACION Y ENSEANZA DE LAS CIENCIAS/
COLOMBIA
FUNDACION NACIONAL PARA EL DESARROLLO SOCIAL/COLOMBIA
FUNDACION FAMILIAR/COLOMBIA
CORPORACION ACCION POR ANTIOQUIA/COLOMBIA
COOPERATIVA MULTIACTIVA DE DESARROLLO SOCIAL/COLOMBIA
CENTRO DESARROLLO VECINAL "LA ESPERANZA"/COLOMBIA
MUJERES EN DESARROLLO DOMINICANA/DOMINICAN REPUBLIC
FONDO ECUATORIANO POPULORUM PORGRESSIO/ECUADOR
HAITIAN ASSOCIATION OF VOLUNTARY AGENCIES/HAITI
GROUPE TECHNOLOGIE INTERMEDIARE D'HAITI/HAITI
ASESORES PARA EL DESARROLLO/HONDURAS
FUNDACION PARAGUAYA DE COOPERACION Y DESARROLLO/PARAGUAY
ASOCIACION PARA EL DESARROLLO E INTEGRACION DE LA MUJER/PERU
ASOCIACION PRO DESARROLLO DE LA ISLAS DE LA BAHIA/ROATAN

CARIBBEAN

CARIBBEAN ASSOCIATION FOR REHABILITATION OF THE DISABLED/
ANTIGUA
NATIONAL DEVELOPMENT FOUNDATION OF ANTIGUA & BARBUDA/ANTIGUA
NATIONAL DEVELOPMENT FOUNDATION OF BARBADOS/BARBADOS
WOMEN & DEVELOPMENT UNIT/BARBADOS
FARM TO MARKET, LTD./DOMINICA
ASSOCIATION FOR CARIBBEAN TRANSFORMATION/DOMINICA
FOUNDATION FOR NATIONAL DEVELOPMENT/ST. KITTS
NATIONAL RESEARCH & DEVELOPMENT FOUNDATION/ST. LUCIA
ASSOCIATION FOR CARIBBEAN TRANSFORMATION TRINIDAD

SECOND-YEAR PACT/APPLE GRANTEES

AFRICA

FIKRIFAMA/MADAGASCAR

UNHPM/MAURITANIA

AFOTEC/SENEGAL

YMCA/SENEGAL

MEALS FOR MILLIONS/SIERRA LEONE

LUTHERAN WORLD RELIEF/TANZANIA

INTERNATIONAL VOLUNTARY SERVICES/ZIMBABWE

IRED/ZIMBABWE

MANICALAND DEVELOPMENT ASSOCIATION/ZIMBABWE

ORGANIZATION OF COLLECTIVE COOPERATIVES/ZIMBABWE

ZIMBABWE WOMEN'S BUREAU/ZIMBABWE

ZIMCARE TRUST/ZIMBABWE

ZIMFED/ZIMBABWE

ASIA

MICRO INDUSTRIES DEVELOPMENT ASSISTANCE SOCIETY/BANGLADESH

SAVE THE CHILDREN/BANGLADESH

FIJI SOCIETY FOR THE BLIND/FIJI

ARAVIND EYE HOSPITAL/INDIA

FOUNDATION FOR THE PEOPLES OF THE SOUTH PACIFIC/SOLOMON
ISLANDS

IRED/SRI LANKA

LATIN AMERICA

INDES/ARGENTINA

ESPERANCA/BRAZIL

ESPERANCA/BOLIVIA

ASOCIACION GRUPOS SOLIDARIOS DE COLOMBIA/COLOMBIA

SECOND-YEAR PACT/APPLE GRANTEES CONTINUED

SERVIVIENDA/ COLOMBIA
WOMENS WORLD BANKING/COLOMBIA

FEDERACION DE ORGANIZACIONES VOLUNTARIAS/COSTA RICA
CINDE/COSTA RICA

FUNDACION PARA EL DESARROLLO COMUNITARIO/DOMINICAN REPUBLIC
ADEMI/DOMINICAN REPUBLIC

ASINDES/GUATEMALA
FUNDACION DEL CENTAVO/GUATEMALA

APROCACAHO/HONDURAS
FOPRIDEH/HONDURAS

IPRU/URUGUAY

CARIBBEAN

INTERNATIONAL VOLUNTARY SERVICES/ANTIGUA
CARIBBEAN COUNCIL FOR THE BLIND/ANTIGUA

DEVELOPMENT FOUNDATION OF THE BAHAMAS/BAHAMAS

SAVE THE CHILDREN/DOMINICA

NATIONAL DEVELOPMENT FOUNDATION OF ST. VINCENT & THE
GRENADINES/ST. VINCENT

INTERNATIONAL VOLUNTARY SERVICES/ST. VINCENT

6. GTA Latin America
Title: PDO Strategies and Methods for the
 Training of the Human Resources
-
7. Agua del Pueblo Latin America
Title: PDO Strategies for the Recruitment and
 the Administration of Human Resources
-
8. FUNDAEC Latin America
Title: Organizational and Administrative
 Structures of Private Development
 Organizations
-
9. FUCODES Latin America
Title: Financial Stability
-
10. PADF Latin America
Title: Strategies for the Development of
 Additional Permanent Resources for
 Private Development Organizations
-
11. FUNDES Latin America
Title: The Role of Credit in the Strengthening
 of Local Structures and Private Develop-
 ment Organizations
-
12. Save the Children Somalia
Title: International Relief/Development Project
 to document PVO experiences in providing
 emergency aid in Africa and to develop
 guidelines for designing future famine
 relief responses.
-

13. ASEPADE Honduras

Title: Preparation and printing of a document based on March 1987 Evaluation Workshop. (200 Spanish copies, 300 english)

14. GOVA Ghana

Title: Collection and analysis of data information from twelve target villages and preparation of a report that will produce lessons of interest to improve its development strategy and share experience with other PVOs and organizations.

TRAINING AND INFORMATION SERVICES PROGRAM

PARTICIPANTS AND PRODUCTS

Over 400 participants representing more than 40 PVOs participated in 17 workshops during the report period. Twelve of the 17 workshops have been held since '86, when the TIS program officially began.

Forty-two agencies participated in the 1986 Salary and Benefits survey, and 72 have expressed interest in participating in the 1987 survey.

Three issues of IMPACT have been produced since June 1986. Two publications are currently in the finishing stages of development.

MEMBER ASSEMBLY REPORT

The PACT Member Assembly was held January 21-23. The theme of the meeting was collaboration as a means of increasing the impact of private voluntary organizations (PVOs). This is an issue that is becoming of greater concern to PVOs as they attempt to maximize their effectiveness in the context of diminishing resources. More specifically, the Assembly focused its discussion on PVO collaboration with host governments and multilateral development institutions.

The Assembly began with a keynote address on government/PVO collaboration given by former Minister of Finance of Liberia, the Honorable Ellen Johnson Sirleaf. After the keynote address, panel presentations were made on specific topics using case studies to illustrate learnings from existing attempts at collaboration. The presenters, for the most part, represented PACT member agencies or members of PACT's Board of Directors. However, resource people from multilateral development institutions made presentations and answered questions as well. Each panel was followed by a period for general discussion.

The final session of the Assembly was set aside for business concerns. During this period, methods PACT and/or its members might use to facilitate collaboration were identified and their practicality discussed.

KEYNOTE ADDRESS: GOVERNMENT/PVO COLLABORATION

Although, PVOs bring tremendous resources to lesser developed countries, typically, their current and potential contributions to development are inadequately known or appreciated by governments. The role PVOs can play in policy formulation and implementation of that policy is under-utilized by host governments.

Ellen Johnson Sirleaf challenged PVOs to overcome obstacles to government/PVO collaboration with a better understanding of the government perspective. The following are some of the main points made in her keynote address:

Governments are interested in programs that are replicable and self sustainable. PVOs should design programs that give high-priority to these issues.

PVOs seeking to influence public policy are likely to succeed only if their work has been well regarded over a period of time. They need to be credible.

Particularly foreign PVOs can be arrogant, insensitive, inappropriate in their attempts to affect public policy. Altruism and good intentions do not themselves qualify a PVO to comment on a government's policy even if that policy affects the PVO's operations.

To be taken seriously as equal partners to governments, PVOs need to overcome what governments perceive as their amateur status. This involves taking on new responsibilities and new risks.

Finally, international PVOs must increase their collaboration with truly indigenous agencies. This will help insure the relevancy of their programs and promote trust.

PVO/GOVERNMENT COLLABORATION: SHOULD WE OR SHOULDN'T WE

Emerging from the discussions were two opposing perspectives on the question of collaboration:

PVOs SHOULD NOT collaborate with governments because:

- They are unreliable. Because of certain inherent characteristics of governments, they can't always deliver on their promises. Their bureaucratic procedures can be very slow.
- They are political. Their political motivations often outweigh concern for development and their "manipulation" of resources for political purposes can negatively affect a project.

PVOs SHOULD collaborate with governments because:

Although it is clear that it is sometimes unwise for a PVO to collaborate on a given project with government, most PVOs seem to feel that such project collaboration is desirable. This is primarily because the tremendous resources available to governments expand the impact of programs and because PVOs see themselves as a necessary voice of social conscience to remind government of its obligations to the people and to build consistent social policy beyond political cycles.

PVO/MULTILATERAL COLLABORATION: SHOULD WE OR SHOULDN'T WE

As with PVO/Government collaboration, there were different perspectives on the wisdom of PVO/multilateral collaboration.

- They are difficult to work with because they are overburdened with bureaucracy and maze-like structure.
- There is often a political agenda that takes precedence over development.

PVOs SHOULD collaborate with multilaterals because:

Of the two perspectives, the one endorsing collaboration efforts was the more favored. It was felt that both PVOs and multilaterals need to maximize their resources and collaboration is a viable and desirable means through which to achieve this.

For PVOs, some of the benefits of collaboration with multilaterals are:

- expansion of contact with other PVOs working in different countries through their own contact with the staff of multilaterals.
- gain access to greater resources.
- gain access to a wide network of pertinent information about specific country conditions, government priorities, strategies, plans and so on.

For multilaterals, some of the benefits of collaboration with PVOs are:

- PVOs can help multilaterals reach beyond governments to the field-level.
- develop greater public recognition of their programs and goals through their association with PVOs.
- exposure to a wider understanding of development and development approaches.

COLLABORATION: UNDER WHAT CONDITIONS, WHEN, HOW

Presentations and discussions addressed the optimal conditions under which collaboration should occur, at what point in the development process it should be introduced and how it might take place, and what difficulties stand in the way of effective collaboration.

Issues and Strategies for PVO/Government Collaboration:

Governments are different. Some welcome other institutions' contributions to their countries' economic and social development, and are committed to all of their people's welfare; others are less welcoming and committed and, therefore, make more difficult partners for PVOs to collaborate with. In deciding to collaborate with a government, a PVO must work within the existing structures, even if it means sublimating its own priorities. Thus, any PVO seeking to work with a government needs to know what base the government is coming from, what philosophy it is pursuing. In addition, the PVO

needs to ask these same questions of itself. What base is it coming from; what philosophy is it pursuing? The answers to such questions may reveal inherent tensions between governments and PVOs which make genuine collaboration, i.e., equal partner relationships, very, very difficult.

The optimal conditions for PVO/Government collaboration are working with fair, democratic governments which have the interest of their people at heart and which are supportive of PVOs. These optimal conditions are rarely, if ever, fulfilled. For example, few governments so welcome PVOs that they cheerfully grant tax exemptions to them. As a result, PVOs need to approach government with a spirit of pragmatism and flexibility. A number of strategies identified to help facilitate PVO/Government collaboration:

- Governments are political institutions, to a large degree. Moreover, they are made up of people, some of whom share a PVOs goals and others of whom don't. A PVO needs to make connections and seek alliances within such a heterogeneous environment.

- There is some evidence to suggest that groupings/consortia/associations of PVOs might achieve more for PVOs than individual negotiations with government. Such collectives could provide forums for discussion about public policy matters, and vehicles for negotiating an overall framework governing PVOs' presence and operations within the country.

- PVOs should be more prolific in their evaluations, documentations and publications so that governments may use this information in trying to address the macro-economic issues of their countries.

- PVOs working at the field-level should begin to look at how government policies affect the lives of their beneficiaries. These findings, followed by appropriate action, could lead to changes in some government policies.

- It was suggested that governments might assist the collaborative process by setting up a special unit within their administrative structures to deal specifically with PVOs (and multilaterals). One function of this unit might be to ensure that PVOs are involved in the initial planning efforts of the government.

Issues and Strategies for PVO/multilateral Collaboration:

Specific forms of collaboration between multilaterals and PVOs were elaborated upon by Ms. Sarah Timpson, Director/NGO Affairs, UNDP:

- Parallel financing where the multilateral finances one component and the PVO another.

- Co-financing where the PVO and the multilateral are joined together under one effort.

- PVO cooperation in implementing the multilateral's project (subcontracting).

- Technical experts being recruited to work on designing and/or implementing projects.

In addition, a number of important, general ingredients for successful collaboration between PVOs and multilaterals were identified by the Assembly.

- The relationship between the two parties should be one of "mutual" collaboration by determining commonalities and areas where they may strengthen one another.

- The relationship and agreements should be formalized to avoid misunderstandings.

- Efforts at collaboration should begin at the country level rather than at the level of headquarters.

- When the PVO seeks to collaborate with both government and multilaterals, the multilaterals should be approached first as governments frequently see PVOs as competitors with multilaterals for funds.

- PVOs need to improve their management skills and administrative procedures.

- PVOs need to involve themselves more actively in the political scenario.

- As personal contacts and alliances are so important to the development process, PVOs need to start moving in the same social circles as the staff of multilaterals.

PVOs voiced four suggestions to multilaterals to facilitate the PVO/multilateral partnership. Multilaterals were asked to consider:

- Revision of their procedures for channeling funds to PVOs.

- Reduction of administrative requirements attached to the funds.

- Helping governments to see PVOs as necessary, viable partners in development in order to reduce the appearance of competition between PVOs and multilaterals.

The following concrete suggestions were made in order to facilitate future PVO/United Nations Cooperation:

- the U.N. should give information to PACT and/or INTERACTION concerning when country planning or donor roundtables will occur. This information should then be distributed to PVOs.

- the U.N. should start bringing PVOs together with governments.

- PACT should play a role in indentifying possible liaisons with the U.N.

CONCERNS

Throughout the three days of discussions, several concerns or issues were repeatedly raised. Two concerns raised in many different contexts were:

The need to distinguish between international and indigenous PVOs when talking about collaboration was underlined. It may be that each has a different role to play in collaborative efforts, different conditions under which they will choose to collaborate, and different ways of defining collaboration.

PVOs are serious about collaborating with multilaterals and governments. However, many wonder how to do this without losing their distinctive identity or being used by government to promote political ends.

The Assembly was also cautioned to remember that collaboration is a means and not a goal.

PACT and PVO COLLABORATION

The Assembly ended with an endorsement of the concept of collaboration. It also passed a resolution that PACT should modify its funding guidelines so that priority is given to projects that incorporate joint financing with multilateral institutions.

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ACTIONS TAKEN BY THE EXECUTIVE COMMITTEE 1985

November 14, 1985

- Recommended Board acceptance of Bylaws as amended by Governance Committee with suggested revision of Article IV.1: Member Assembly, so that both Member Agencies and Individual Members be members of the Member Assembly provided that representatives from Member Agencies constitute a majority.
- Recommended Financial Report update.
- Approved a provisional salary schedule to permit salary increases with the understanding that the Executive Director will work with the Finance Committee to develop a new salary schedule with appropriate rationale, including its relationship to the organization of PACT.
- Reviewed performance of Executive Director and recommended his continuation.

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ACTIONS TAKEN BY THE EXECUTIVE COMMITTEE IN 1986

March 13, 1986

- Endorsed continued support to the Mali Initiative. Recommended that the Chairperson appoint a Task Force to review income-generating possibilities other than fundraising for PACT, with reference to the trend in Congressional Privatness legislation.
- Encouraged PACT to continue to formalize relations with the United Nations and the specialized agencies where they seem to offer productive results.

June 18, 1986

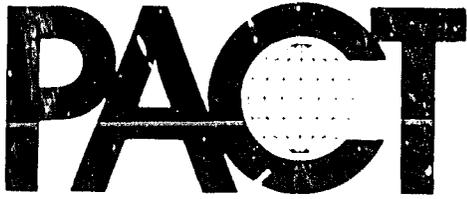
- Approved that the Executive Director be authorized to enter into and conclude negotiations with specific donors for restricted grants/contracts to be carried out in accordance with PACT's general objectives and policies (modified at Board of Directors Meeting the following day)
- Agreed that Criteria No. 9 regarding the current Membership Policy criteria for application for membership, would now read, "Show evidence of institutional capability and adequate and stable financial resource base to accomplish objectives." Criteria No. 11, concerning double membership, will remain with the same wording as before.
- Agreed to add as Item No. 4, under Responsibility of Membership in the same Membership Policy document, "As consortium members of PACT represent all their constituents at PACT, consortia have a critical responsibility to keep their members fully informed of PACT policies, services, activities and to represent their members to PACT."
- Recommended that the Board approve the recommendation of the Program Committee to hold the next annual meeting of the Member Assembly on January 21 - 23, 1987.
- Recommended that the Board approves the Program Committee's recommendation that the meeting focus on the theme of Increasing PVO Impact through Collaboration and urges member agencies to participate actively with the Program Committee in planning and presenting it to the Assembly.
- Recommended that the Resource Committee review the Resource Development Program and make the recommendations.

- Approved the PACT budget with suggestions of some minor modifications for future budget preparations.

November 13, 1986

- Suggested that PACT continue to be aggressive in identifying additional funds for Mali program.
- Approved the resolution that Warren Downs, Director of Finance, and Administration, be approved as trustee for PACT's Pension Fund, replacing Alison Smith, Associate Director.

December 1986



Private Agencies Collaborating Together 777 United Nations Plaza New York NY 10017 (212) 697-6222

PACT MEMBER AGENCIES

WHO THEY ARE and WHAT THEY DO

PRIVATE AGENCIES COLLABORATING TOGETHER (PACT)

777 United Nations Plaza, New York, NY 10017
(212) 697-6222

PACT is an international consortium of private agencies designed to promote a coordinated approach to planning for overseas programs, to improve the capability of private agencies and to provide information and services to member agencies. PACT supports development projects in Africa, Asia and Latin America undertaken by private agencies in the areas of cooperatives and loans, education, agriculture, small industry development and management, technology transfer, health care and low-cost housing.

ACCION COMUNITARIA DEL PERU (ACP)

Avenida Republica de Chile 683, Casilla Postal 1744, Lima 100, Peru
32-8630, 28-1950

Accion Comunitaria del Peru is a technical cooperation organization created 16 years ago by the private entrepreneurial sector. Its purpose is promoting the integral development of communities having few resources, through coordinated action with the pertinent agencies and the organized, involved participation of both leaders and community-dwellers. ACP is working in three broad program areas: urban development, economic development and educational development. It has emphasized credit and technical assistance programs for women also in its attention to micro-entrepreneurs.

ACCION INTERNATIONAL/AITEC

1385 Cambridge Street, Cambridge, MA 02139
(617) 492-4930

Organizes and provides technical assistance to rural and urban socioeconomic development programs in Latin America. AITEC provides technical assistance to integrated regional rural development programs and management training and advisory services, in conjunction with credit extension, to stimulate micro-businesses in urban and rural areas.

CARE

660 First Avenue, New York, NY 10016
(212)686-3110

The objectives of CARE are to assist the poor of the developing world to achieve sustained improvement in their lives, and to offer relief in times of crises when there is acute suffering and life is threatened. This is achieved through the provision of training, technical assistance, material resources (including food aid where appropriate) and management support. CARE projects are always undertaken with local counterpart agencies and emphasize self-help through community participation.

CONSEIL DES ORGANISMES NON GOUVERNEMENTAUX EN ACTIVITE AU TOGO
(CONGAT)

1, rue Marechal Foch, B.P. 1857, Lome, Togo
(228)21-24-89

CONGAT, a consortium of 22 private development agencies, seeks to maximize the impact of its member agencies on the national development of Togo through inter-agency collaboration, primarily in the areas of water resource development, rural development, industrial development, social development, and the development of complementary services.

ESPERANCA

1911 West Earll Drive, Phoenix, AZ 85015
(602)252-7772

Cooperates with the long range medical goals of the Brazilian Government to expand its health services to the interior. Assistance includes visiting surgical teams, public health education, clinic and hospital boat, internship program with the Federal University of Para in which senior medical and dental students work in rotation in clinics to provide additional health services, nutrition program, and a medical auxiliary training program in villages. Programs currently expanded into Bolivia and Guinea-Bissau.

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THE EXPERIMENT IN INTERNATIONAL LIVING

Kipling Road, Brattleboro, VT 05301-0676
(802)257-0326, (802)257-7751

Operates the School for International Training which conducts academic programs and training projects at both graduate and undergraduate levels specifically to prepare U.S. and foreign nationals for development assistance careers with voluntary organizations. The Experiment is a major trainer of Peace Corps Volunteers and arranges international travel, study and homestay for U.S. and foreign students through its cross-cultural exchange program in 36 countries. EIL anticipates implementing an overseas rural development training program for youth of developing countries. The Experiment is the U.S. member of an international movement with offices and representatives in more than 65 countries.

FONDO ECUATORIANO POPULORUM PROGRESSO (FEPP)

Calle Mallorca 427, Apartado 5202, Quito, Ecuador
529372

Promotes the integral development of the small farmer and low income urban dwellers through financial and technical support for income generating projects. Principal activities include the promotion of credit, training and technical assistance to organized, community-based groups.

FOUNDATION FOR THE PEOPLES OF THE SOUTH PACIFIC

Pacific House, P.O. Box 727, 2-12 West Park Avenue, Long Beach, NY 11561
(516)432-3563

Provides training and technical assistance for self-help community development groups and cooperatives and financial assistance for self-help projects, mainly in small business development, fisheries and agriculture in the Trust Territory of the Pacific Islands, Papua New Guinea, Fiji and other nations of the Pacific Basin.

FUNDACION PARA LA APLICACION Y ENSEANZA DE LAS CIENCIAS (FUNDAEC)

Apartado Aereo 6555, Cali, Colombia
52-1707, 58-57-10, 54-17-46

Promotes the teaching of science and its applications to the well-being of the communities, including research and development of learning methods for the different levels of rural and urban environments, as well as basic studies in natural sciences that have a direct relation to well-being. Has pioneered concept and development of "Rural University".

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FUNDACION PARA LA EDUCACION SUPERIOR (FES)

Apartado Aereo 5744, Cali, Colombia
(57-3)2828811

Gives support to education, science and culture in order to improve the opportunities for social, cultural and economic development of the less privileged groups. Directs its efforts towards the promotion and the collaboration of development organizations within the country and on a regional scale; to the improvement of the capacity and quality of development projects; and to the support of entities, groups and persons devoted to contributing to the betterment of living conditions.

GOODWILL INDUSTRIES OF AMERICA

9200 Wisconsin Avenue, Bethesda, MD 20814
(202)530-6500

Provides leadership and technical assistance to U.S. and foreign affiliates as well as nonaffiliates in their efforts to improve the quality and effectiveness of rehabilitation services to handicapped, disabled and disadvantaged people. Goodwill affiliate offices are located in Africa, Asia and Latin America.

HELEN KELLER INTERNATIONAL

15 West 16th Street, New York, NY 10011
(212)620-2100

Carries out integrated eye care programs which include training local personnel to recognize and treat eye diseases, establishing and improving rehabilitation services for blind children and adults, and conducting related evaluation and research. Serves countries in Africa, Asia and Latin America.

INTERNATIONAL VOLUNTARY SERVICES

1424 16th Street, N.W., Washington, DC 20036
(202)387-5533

Recruits skilled technicians internationally to fill particular posts at the request of host governments and institutions. Assistance is given in the areas of community development, housing, cooperatives and loans, agriculture, industrial development and health care, emphasizing development of local institutions. Volunteer technicians are currently serving in countries in Africa, Asia and Latin America.

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MEALS FOR MILLIONS/FREEDOM FROM HUNGER FOUNDATION

1644 DaVinci Court, P.O. Box 2000, Davis CA 95617
(916)758-6200

Carries out development projects designed to strengthen the capabilities of developing communities to solve their own food and nutrition problems within the existing economy and culture; to give special emphasis to the nutritional needs of infants, children and pregnant and lactating women; and to advance and perfect the participatory approach to achieve lasting development. MFM/FFH works to achieve these goals through comprehensive and integrated applied nutrition programs which include food and nutrition training, agricultural development, food technology transfer and information dissemination. Assists projects in Africa, Asia, Latin America and the United States.

NEW TRANSCENTURY FOUNDATION

1724 Kalorama Road, N.W., Washington, DC 20009-2624
(202)328-4400

NTF is a consultant organization operating domestically and overseas. It provides technical assistance and management consulting services in the areas of recruitment, organizational development, program planning and evaluation, management information systems, budgeting and accounting, fund raising, and women in development for private agencies working in the Third World.

OEF/INTERNATIONAL

1815 H Street, N.W., 11th Floor, Washington, DC 20006
(202)466-3430

Responds to specific requests for technical assistance through a professional multinational staff in Asia, Latin America and Africa. A major portion of its resources is directed toward helping women acquire skills needed to bring about change and increase their incomes. Programs include training of housing "promoters" in techniques of communication, group dynamics and programming and planning; and surveys in rural areas which focus on roles and needs of women. Programs in the U.S. are aimed at heightening the awareness of the role women play in international development and involving Americans in international cooperation programs.

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OPPORTUNITIES INDUSTRIALIZATION CENTERS INTERNATIONAL (OICI)

240 W. Tulpehocken Street, Philadelphia, PA 19144
(215)842-0220

OICI is actively engaged in building human resource development institutions, primarily in Africa. OICI operates three types of programs: vocational, agricultural and management/business development. OICI assists in the establishment, operation and expansion of skills training programs in these three program areas.

PAN AMERICAN DEVELOPMENT FOUNDATION

1889 F Street, N.W., Washington, DC 20006
(202)789-3969

Assists in the establishment and expansion of autonomous, indigenous National Development Foundations in Latin America. These foundations encourage local private sector participation in development activities through the establishment of revolving loan funds and bank guarantees to finance community self-help projects, small business development, health services, agriculture and education, as well as coordinate the work of other non-governmental agencies. Channels contributions of tools, machinery, educational materials and medical equipment.

PROJECT CONCERN INTERNATIONAL

3550 Afton Road, San Diego, CA 92138
(619)279-9690

Provides comprehensive programs of health care and preventive medicine including training for village health workers; nutrition centers; disease control, sanitation and water projects; and provision of family planning information. Conducts a child sponsorship program. Through OPTION, a division of PCI, recruits physicians, nurses, dentists, and allied health personnel for health care facilities. Assistance is given to countries in Africa, Asia, Latin America and the Middle East.

SAVE THE CHILDREN FEDERATION

54 Wilton Road, Westport, CT 06880
(203)226-7271

Conducts child sponsorship programs and community development projects in areas such as housing, cooperatives and loans, education, agriculture, small industry development, nutrition and health care. Emphasis is on community self-help through grass roots organization as well as training and technical assistance. Programs are conducted in Africa, Asia, Latin America, Europe and the Middle East.

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SERVIVIENDA

Apartado Aereo 51681, Bogota, D.E., Colombia
2-45-16-59, 2-85-09-73

Manufactures low-cost, prefabricated houses to be sold to low-income families on special mortgage terms. Provides visual aid education courses to home purchasers, and organizes savings and loan cooperatives. A principal in global network of private agencies whose goal is to provide for economic, social and technical needs vis-a-vis housing and shelter in developing countries.

SOLIDARIOS

Apartado Postal 620, Santo Domingo, Dominican Republic
(809)566-5641

Promotes the participation of the marginal groups in the development process of their respective countries, giving support to its collective work through the strengthening of the member foundation, the integration of the private sector to this work and the stimulation of similar actions by public institutions.

TECHNOSERVE

148 East Avenue, Norwalk, CT 06851
(203)852-0377

Provides technical, managerial and financial assistance to locally-owned self-help enterprises and trains participants in such enterprises and related local institutions. Most enterprises assisted are related to the processing of agricultural products. Support is given in Africa and Latin America.

VOLUNTEERS IN TECHNICAL ASSISTANCE (VITA)

1815 North Lynn Street, Arlington, VA 22209
(703)276-1800

Provides technical cooperation services, including technology design and problem solving, project planning, needs assessment, information systems analysis and on-site consulting to groups and individuals in the U.S. and abroad. Works with local institutions to promote implementation of technologies appropriate to local cultural requirements and technical needs. Emphasis is on village and mid-level technologies in the fields of renewable energy sources, agriculture, sanitation, housing and small business development. Over 100 countries have been assisted through its by-mail inquiry service and longer range development efforts have been undertaken in Africa, Asia, and Latin America.

WORLD EDUCATION

210 Lincoln Street, Boston, MA 02111
(617)482-9485

Provides training to staff members of public and private agencies in assessing needs of client groups, planning and designing learner-centered educational programs, developing integrated curricula (e.g., health, employment, civic participation, appropriate technology, agriculture), and designing workshops and training trainers. Also undertakes experimental programs and publicizes experience accumulating in the field. Assistance is provided to countries in Africa, Asia, Latin America and the Middle East.

ZAMBIA COUNCIL FOR SOCIAL DEVELOPMENT

P.O. Box 51053, Lusaka, Zambia
71 4412

Promotes and supports policies and programs which are beneficial to, and serve the development of, the people of Zambia and their social environment, especially social development programs and programs which include the eradication of disease, hunger, ignorance, poverty and unemployment. Also promotes, coordinates, extends and organizes cooperation of national local representatives of voluntary agencies, statutory authorities, government departments, and others in the furtherance of these purposes.

January, 1987