Please acknowledge receipt and acceptance of this Grant by signing all copies of this Cover Letter, retain one set for your files, and return the original and one copy to this office.

Sincerely yours,

James L. Gingerich
Acting Mission Director

Attachments:

1. Schedule
2. Program Description
3. Standard Provisions
4. OMB Circular A-122

ACKNOWLEDGED:

Private Agencies Collaborating Together, Inc.

BY: _____

TYPED NAME: David Walker

TITLE: PACT Representative - Nepal

DATE: May 21, 1993

Clearance: PPD/PD:SPatton: _____ RByes: _____ EM:HJamshed: _____

USAID
S. AGENCY FOR
NTERNATIONAL
DEVELOPMENT

MAY 13 1993

Mr. David Walker, PACT Representative - Nepal
Private Agencies Collaborating Together, Inc. (PACT)
1901 Pennsylvania Avenue NW
Washington, DC 20006

Subject: Grant No. 367-0159-G-00-3147-00

Dear Mr. Walker:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "A.I.D." or "Grantor") hereby grants to Private Agencies Collaborating Together, Inc. (hereinafter referred to as "PACT" or "Grantee") the sum of Nine Hundred Fifty-Four Thousand, Seven Hundred and Twenty-Nine ($954,729) to provide support to PACT for its program entitled Strengthening NGO Activity in Nepal to Promote Democratic Pluralism as more fully described in the Schedule of this grant and the Attachment 2, entitled "Program Description'.

This Grant is effective and obligation is made as of the date of this letter and shall apply to commitments made by the Grantee in furtherance of program objectives during the period beginning with the effective date and ending May 12,1996. Funds advanced by AID but unexpended by the Grantee at the expiration of this period shall be refunded to A.I.D.

The total estimated amount of the Grant is $954,729 of which $250,000 is hereby obligated. AID shall not be liable for reimbursing the Grantee for any costs in excess of the obligated amount.

This Grant is made to the Grantee on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1, entitled the Schedule, Attachment 2, entitled "Program Description," and Attachment 3, entitled "Standard Provisions," which have been agreed to by your organization.

FISCAL DATA

PIO/T No. :367-0159-3-30007

Appropriation No.	BPC	Amounts
72-1131021	HDVA-93-27367-CG13	7,000
72-1131021	HDVA-93-27367-BG13	208,000
72-1131021	HDPA-93-27367-KG13	5,000
72-1131021	HDVA-93-27367-KG13	30,000

Total Obligation:	$250,000
Total Estimated Grant Cost:	$954,729
Technical Office:	PPD/PD
Funding Source:	USAID/N
Duns Number:	007705911

SCHEDULE

A. Purpose of Grant:

The purpose of this Grant is to provide support to Private Agencies Collaborating Together, Inc. (PACT) for its program to Strengthen NGO Activity in Nepal to Promote Democratic Pluralism as more fully described in the Schedule of this grant and the Attachment 2, entitled "Program Description'.

B. Period of Grant:

1. The effective date of this Grant is the date of the Grant Officer's signature and the estimated expiration date is May 12, 1996.

2. Funds obligated hereunder are available for program expenditures for the estimated period from the effective date of the grant through March 31, 1994.

C. Amount of Grant and Payment:

1. The total estimated amount of the grant for the period shown in B.1 above is $954,723.

2. A.I.D. hereby obligates the amount of $250,000 for program expenditures during the period set forth in B.2. above.

3. Payment shall be made to the Grantee in accordance with procedures set forth in Attachment 3 - Optional Standard Provision No. 3 entitled "Payment -Letter of Credit."

4. Additional funds up to the total amount of the Grant shown in C.1. above may be obligated by A.I.D. subject to the availability of funds, and to the requirements of the Standard Provision of the Grant, entitled "Revision of Financial Plan".

D. Financial Plan:

1. The following is the Grant Budget including local cost financing items, if authorized. Revisions to this budget shall be made in accordance with Standard Provision of this Grant, entitled "Revision of Grant Budget."

BUDGET

Description	Year1	Year 2	Year 3	Total
Salaries and Benefits	$ 95,842	$106,346	$112,421	$314,609
Travel and Allowances	40,413	46,408	48,046	134,867
Equipment/Commodity And Rental	46,840	12,005	12,238	71,083
Training & Consultants	8,000	12,000	21,000	41,000
Other Direct Expenses	3,100	4,365	4,239	11,704
Subgrants	27,000	87,000	72,500	186 500
Overhead	64,233	63,007	67,726	194,966
Total	$285,428	$331,131	$338,170	$954,729

2. Without the prior written approval of the Grant Officer, the Grantee may not exceed the Grant total (USAID Contribution) set forth in the budget. The cost for training and overhead line items are fixed with no flexibility for line item transfer and the Grantee may not adjust them.

3. All subgrants under this grant are estimated to be less than $25,000 in cost. If any individual subgrant of $25,000 or more is intended, the Grantee shall notify the Project Officer immediately for approval.

E. Reporting:

1. Financial Reporting

a. Financial reporting requirements shall be in accordance with the Standard Provision of this Grant entitled "Payment - Letter of Credit".

b. In addition, one copy of all financial reports shall be submitted to the Technical Office specified in the Cover Letter of this Grant.

2. Program Performance Reporting

a. The Grantee shall submit quarterly program performance reports, and a final report, which briefly present the following information:

(1) A comparison of actual accomplishments with the goals established for the period. If the output of programs or projects can be readily quantified, such quantitative data should be related to cost data for computation of unit costs,

(2) Reasons why established goals were not met, and

(3) Other pertinent information including, when appropriate, analysis and explanation of cost overruns or high unit costs.

b. Between the required performance reporting dates, events may occur that have significant impact upon the program. In such instances, the Grantee shall inform AID as soon as the following types of conditions become known:

(1) Problems, delays, or adverse conditions that will materially affect the ability to attain program objectives, or prevent the meeting of time schedules and goals. This disclosure shall be accompanied by a statement of the action taken, or contemplated, and any AID assistance needed to resolve the situation.

(2) Favorable developments or events that enable time schedules to be met sooner than anticipated.

c. If any performance review conducted by the Grantee discloses the need for change in the budget estimates in accordance with the criteria established in the Standard Provision of this Grant entitled "Grant Budgets", the Grantee shall submit a request for budget revision.

d. Five copies of each program performance report shall be submitted to the Project Officer, PPD/PD, USAID/Nepal.

3. Special Reports

The Grantee shall submit the pertinent information required under Quarterly Report and Activity Progress Report of the Attachment A of this grant. The Grantee shall provide special reports as requested by the Grant Officer or the Project Officer, USAID/Nepal.

F. **Key Person:**

The key person under this grant is:

Dr. David Walker
PACT Representative - Nepal

The AID liaison Official is the Chief, PPD/PD, USAID/Nepal or his designee.

G. **Overhead Rates:**

Pursuant to the Standard Provision of this Grant entitled "Negotiated Indirect Cost Rates-Provisional", a rate or rates shall be established for each of the "Grantee's accounting periods during the term of this Grant. Pending establishment of final indirect cost rates for the initial period, provisional payments on account of allowable indirect costs shall be made on the basis of the following negotiated provisional rate applied to the base which is set forth below.

Type	Effective Period From	Through
Provisional	Effective date of Grant	Until Amended

Overhead Rate (A)	Fringe Benefit Rate (B)	Pass - Through Rate (C)
32.38	28.00	5.01

(A) Modified total Direct Costs less subgrants
(B) Salaries
(C) Subgrants

H. **Title to Property:**

Title to property purchased under this grant shall vest in the Grantee. Property shall be maintained and disposed of according to the terms of the Optional Standard Provision of this Grant entitled "Title to and use of Property (Grantee Title)".

I. **Special Provision:**

1. OMB Circular A-122

The Circular reserves the sections on bid and proposal costs and independent research and development costs. AID and the Grantee hereby agree upon the following treatment of these costs, pending such time as the Circular is amended to include them:

a) Bid and proposal (b&p) costs are the immediate costs of preparing bids, proposals, and applications for potential activities such as Government and non-Government grants, contracts and agreements, including the development of scientific, cost, and other data needed to suppo. the bids, p oposals, and applications. In general, (b&p) costs of the current accounting period are allowable as indirect costs. (B&P) costs of prior accounting periods are unallowable in the current period. In this regard, (b&p) costs incurred for the preparation of requests for specific projects and programs are acceptable for recovery as indirect costs. However, proposal costs incurred in the attempt to obtain unrestricted funds are to be treated as fund raising and must be included in the organization's direct cost base. If the organization's established practice is to treat (b&p) costs by some other method, the results obtained may be accepted only if found to reasonable and equitable. (B&P) costs do not include independent research and development costs which are covered by paragraph (2) below, or preaward costs covered by Attachment B, Paragraph 33, of OMB Circular A-122.

b) Independent research and development (r&d) costs are for (r&d) conducted by an

organization which is not sponsored by Federal or non-Federal grants, contracts or other agreements. Independent (r&d) costs must be included in the organization's direct cost base for allocation of its proportionate share of indirect costs. The costs of independent (r&d), including its proportionate share of indirect costs, are unallowable under AID agreements.

2. Close out

a. Upon request, A.I.D. shall make prompt payments to a recipient for allowable reimbursable costs under the agreement.

b. The grantee shall immediately refund any balance of unexpended cash that A.I.D. has advanced or paid and that is not authorized to be retained by the grantee for use in other grants or agreements.

c. A.I.D. shall obtain from the grantee within 90 calendar days after the date of completion of the agreement all financial, performance, and other reports required as the condition of the grant. A.I.D. may grant extensions when requested by the recipient.

d. When authorized by the grant, A.I.D. shall make a settlement for any upward or downward adjustments to A.I.D.'s share of costs after these reports are received.

e. The grantee shall account for any property acquired with A.I.D. funds or received from the Government in accordance with provisions of paragraph T of Chapter 1 of HB 13.

3. Participant Training, if any, financed under this grant shall be administered pursuant to the Standard Provision of this grant entitled "Participant Training".

J. **Order of Precedence:**

Any inconsistency in this grant shall be resolved by giving precedence in the following order: (a) the grant letter; (b) the Schedule; (c) the Standard Provisions; (d) the program description; and (d) other documents, exhibits and attachment.

K. **Laws of Nepal:**

Grantee shall comply with all of the laws of His Majesty's Government, the Government of Nepal, prior to and during the undertaking of this program, so long as these laws do not conflict with the terms of this grant. If such a conflict becomes apparent during performance of this program, the Grant Officer shall be informed.

L. **Cost Sharing:**

The total cost of the program is estimated at $1,272,993. A.I.D.'s portion of this total program cost shall not exceed either 75% or $954,729, whichever is less. The Grantee agrees to expend from non-federal funds an amount at least equal to 25 percent of the total cost of the program.

M. **Use of AMA Facilities:**

U.S. nationals employed under this grant shall be entitled to the use of recreational facilities and the Commissary to the extent permitted under the constitution and by-laws of the American Mission Asoociation.

N. **Alterations and Additions to Standard Provisions:**

1. The following Standard Provisions are applicable to this Grant:

   2. Payment - Letter of Credit
   5. Air Travel and Transportation
   6. Ocean Shipment of Goods
   7. Procurement of Goods and Services
   8. A.I.D. Eligibility Rules for Goods and Services
   9. Subagreements
   10. Local Cost Financing
   12. Publications
   14. Negotiated Indirect Cost Rates - Provisional (Nonprofit)
   16. Regulations Governing Employees
   17. Participant Training
   21. Title to and Use of Property (Grantee Title)
   24. Cost Sharing (Matching)
   25. Use of Pouch Facilities
   26. Conversion of United States Dollars to Local Currency
   28. Rights in Data

2. In the Standard Provision of this grant entitled "Use of Pouch Facilities," in paragraph (a) (4), delete the address listed, and insert the following in its place:

   Name of Individual or organization (followed by
   Letter symbol "G")
   USAID/Kathmandu
   Agency for International Development
   P.O. Box 96950
   Washington, DC 20090-6950

A PROPOSAL TO THE USAID MISSION IN NEPAL

Strengthening NGO Activity in Nepal
To Promote Democratic Pluralism

Submitted by

PRIVATE AGENCIES COLLABORATING TOGETHER (PACT)

1901 Pennsylvania Avenue NW
Washington, DC 20006

April 15, 1993

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EXECUTIVE SUMMARY

At the end of March, 1993, the extension of USAID's assistance to PACT came to an end. This assistance began in August, 1988, when PACT initiated a project aimed at helping the Social Service National Coordination Council (now the Social Welfare Council) to strengthen Nepalese NGOs through a program of training and small grants. Technical assistance during the first phase was provided by the United Nations Development Program (UNDP).

The original NGO Strengthening Project lasted for two years, which was followed by a one year hiatus, during which the Council went through a series of organizational changes brought on by the democratic revolution of 1990. New regulations promulgated under the interim government simplified the process by which INGOs could work in collaboration with counterpart Nepalese organizations. Under Phase II of the project PACT carried out NGO strengthening activities in partnership with a newly formed Nepalese NGO, the Forum for Environment and Development (FED).

The need for strengthening Nepalese NGOs is readily apparent. In spite of the number of new NGOs, donor interest has been frustrated by a widespread lack of institutional capacity on the part of local organizations to carry out sustainable social and economic development work. The expectation that people's institutions can play a vital role in consolidating democracy is also far from being realized.

Under Phase II of the NGO Strengthening Project the PACT/FED team developed and tested a range of NGO capacity-building measures aimed at increasing the ability of grass-roots organizations to mobilize popular participation for social and economic transformation and to consolidate democratic norms and values. The project worked to build a coalition of NGOs in Dhading and at the same time assisted NGOs and INGO partners in other parts of the country. In a unique example of NGO-government collaboration the PACT/FED team recently assisted the Dhading District Education Office by training 150 literacy facilitators for the district's adult education program.

The proposal that follows describes the strategies that were developed during Phase II and the activities that PACT hopes to continue and expand in support of Nepal's NGO sector. One component of the proposed program is to continue direct support for Nepalese NGOs through a combination of training and micro-learning funds. A new component will be to act as an umbrella organization channeling grants to Nepalese NGOs and to NGO Support Organizations, providing them with strategic services to enhance their long-term financial and programmatic sustainability. This new three-year program is being proposed for consideration under the Mission's PVO Co-financing Project.

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INTRODUCTION

Three years after the establishment of democracy, in spite of unprecedented interest on the part of donors and continued encouragement from the elected leaders of government, the NGO movement in Nepal is still struggling to find a role in the national development process. In this period of political transition it is perhaps not surprising that the impact of the NGO community, in terms of concrete achievements, has hardly been commensurate with the attention it has received or the mushrooming growth in the number of new organizations. Although the potential donors are many, there are still only a few local and national organizations that have the institutional capacity to carry out substantive development work. It could even be said that, with a few notable exceptions, the advent of democracy has hardly altered the NGO picture in the field. Local organizations still show the same institutional weaknesses, donor dependence, "top-down" approach to planning and welfare orientation that were characteristic of the movement under the Panchayat system.

The potential contribution of the NGO movement in Nepal to nurturing democratic principles and practices and fostering social and economic development is enormous, as has been demonstrated in other Asian countries and even by a few genuine grassroots movements and experienced organizations in Nepal itself. But the need for a systematic and intensive program of institution-building and strategic support is manifestly evident if the NGO community is to fulfill its promise.

PROBLEM TO BE ADDRESSED

Most local NGOs lack a clear vision of where they want to go and how to get there. Organizational weakness is reflected in poor communication and management skills: meetings are infrequent and irregular, officers do not know their roles and responsibilities, and staff consists of volunteers who are untrained in the processes of community development. Even some of the more established NGOs with full-time workers all too often follow the traditional government model of deciding what needs to be done and then imposing their plan on some unsuspecting community. As the community never feels ownership of the project the inevitable result is poor motivation and lack of sustainability.

In particular, NGO workers need exposure to a range of techniques for including beneficiaries in all phases of project design and implementation. Most NGO programs are designed in response to donor needs and not to community needs. NGOs need to understand that it is the villagers who are at once the objectives, the beneficiaries and the agents of development. The participants themselves should be the ones to identify their needs, make plans for meeting those needs, implement the plans and reap the

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benefits of their efforts. The one or two examples of NGOs that have started out as genuine grassroots movements based on a community's desire to uplift itself and become self-reliant have been remarkably successful and reveal the potential contribution that an NGO movement is capable of.

Institutional weakness is revealed in the dependence of many local NGOs on one or more "leaders" who provide the organization's energy and momentum. Often an inspired leader can play a catalytic role in awakening a community to its potential and giving it a vision that can be translated into action. But institutionalization requires support by the rank and file members for the organization itself and what it stands for, as well as mechanisms that can sustain the organization once its founders have moved on. There are all too many "one man" NGOs whose identities are inseparable from the personalities of their founders. These founders are reluctant to decentralize decision-making or delegate authority. A true democracy depends on institutions that encourage meaningful participation and that nurture leadership qualities. So long as NGOs continue to follow hierarchical and paternalistic models they will hinder initiative and dampen the enthusiasm of the of the general members.

Another sign of institutional weakness is excessive reliance on donor support to initiate activities. It is true that outside funding can enable an organization to expand the scope of its activities dramatically, but where there is a genuine need, local manpower and resources can be mobilized to accomplish a lot. The mobilization of local human resources can contribute significantly to solving problems of financial and managerial self-sufficiency. Successful grassroots organizations rely on volunteers and material contributions from community participants. Encouraging savings among community members and developing income generating activities through participation in group activities are possible ways to improve the economic base at the community level.

For many NGOs, the first step in improving their potential for financial self-sufficiency, and thus their long-term sustainability, is to strengthen their basic management capacity. NGOs need to broaden their capacity to manage current income and explore options for self-financing mechanisms, such as through marketing services or increasing organizational income through small scale business ventures. The possibility of endowments for NGOs should also be explored as a mechanism for enhancing sustainability and ensuring continuity between projects.

Many NGOs have found that adult education is an excellent entry point for community mobilization. But literacy training has become overly message-oriented in recent years as an increasing number of donors have sought to incorporate their agendas into the adult education curriculum. NGOs engaged in literacy

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programs need to focus on processes that encourage adults to learn from each other rather than only from a teacher, that build self-confidence and the ability to speak one's mind rather than mimic the rote learning methods of primary education, that encourage reflection and critical thinking rather than parroting prescribed formulas, and that promote genuine group decision-making rather than blind allegiance to self-styled leaders. When conducted in this spirit, adult education programs can become potent sources for group action, can give voice to those who have never been heard, can open the way for decentralized decision-making and lay a solid foundation for a democratic society.

Larger NGOs are hampered by their reliance on outside trainers and could expand their activities more systematically if they had their own in-house training capability. Some, for example, could make use of master trainers to prepare their own literacy facilitators. In other instances program officers and field supervisors could improve the skills of group leaders by offering training in areas such as needs assessment and project identification.

Almost all NGOs could benefit from training in the principles of leadership, group decision-making, management, record-keeping, financial accountability and democratic methods of committee selection, along with training in participatory strategies for supporting grass-roots development.

Most NGOs also need training in strategic planning and project formulation. Few have experience in putting together a complete or coherent investigation. Many can identify problems, but treat the causes superficially, if at all. Therefore they do not give a logical cause and effect analysis of what steps need to be taken to effect a solution. Proposal writing is itself a skill area that requires further development within the NGO community.

PREVIOUS WORK DONE ON THE PROBLEM

During their past year of collaboration PACT and FED have established a track record for providing high quality training to NGOs. The project's small staff has been trained by the PACT Adviser in areas such as project identification, participatory development, literacy, leadership, group decision-making, project management and proposal writing. The project team has developed a range of new and innovative materials designed to meet a variety of training needs. These training strategies and materials have been tested in workshops with NGOs and, where appropriate, in the field with village participants.

Some of the salient features of the project are as follows:

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- Of the fifteen training programs that have been carried out so far all but two have all been conducted outside of Kathmandu Valley (two in Banke, two in Chitwan and six in Dhading, one in Nuwakot, one in Dang, one in Lamjung).

- All training has been done by the project staff itself to ensure quality, continuity and the systematic incorporation of lessons learned.

- The project has developed, tested and implemented a skill-based training program for literacy facilitators which is now being used by several other key agencies in the field. In addition to training facilitators directly, the project has conducted two Training of Trainers courses for NGO staff in order to give them the ability to conduct their own training. In the case of BASE, an NGO in Dang which is currently conducting 650 literacy classes, after the initial TOT during which 23 BASE staff were trained, a PACT staff member supervised three subsequent training programs carried out by BASE trainers in order to consolidate their skills.

- With the exception of the training course for literacy facilitators, which is highly structured in order to make it replicable, training programs are not pre-packaged. They consist of modules that can be flexibly tailored to meet the needs of participating NGOs. Participants have ranged from highly educated college graduates to illiterate villagers.

- The project has refrained from the detrimental practice of paying training allowances to participants. Only room, board and travel costs are covered. The enthusiasm of the participants has been consistently high due to the nature of the training itself and not to any prospect of personal monetary gain.

- PACT/FED does not directly implement any development work, nor does it focus on any particular sector. Rather it strengthens local organizations to carry out projects of their own choosing based on local needs. This will contribute to the development of local capacity and help to ensure sustainability.

- PACT/FED training has been extended to local government in the case Dhading where the District Development Committee requested the project to train literacy facilitators for the government's program. The success of this effort opens up a range of new possibilities for NGO/GO collaboration such as offering leadership and management training to the members of VDCs.

- The approach shows promise of being able to leverage small amounts of funding into substantial projects by creating

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capacity which other donors can build on. Several donors have expressed support for the institution-building activities being carried out by the project and have affirmed their willingness to fund proposals from trained NGOs.

The Project Strategy

To date the project has pursued two distinct strategies for strengthening NGOs. The first strategy is one that was initiated by the project itself. SSNCC had asked PACT/FED to work in Dhading and to strengthen the NGO sector there. In this district the project has played a pro-active role, beginning with a series of field visits in January, March and early April, 1992, to identify registered and potential NGOs and to evaluate the training needs of the organizations there. This was followed in the second half of April by a workshop to orient 15 local organizations to the processes of community development, participatory needs assessment and project formulation. One outcome of the workshop was the creation of an NGO network in the district. A Coordinating Committee was formed and has met regularly.

After that training several follow-up visits were made to encourage the NGOs to develop proposals that could be supported with micro-learning funds. One proposal was funded in September and another in November and an umbrella grant was given to FED in February to assist nine local NGOs to implement literacy classes. This process began in December when a group of 30 facilitators representing the nine organizations were given training. Unfortunately, due to a shortage of books at the Ministry, classes could not begin until two months later.

In Dhading the project staff has consulted with the various departments of HMG, such as the Chief District Officer, the Local Development Officer, the District Education Supervisor and the GTZ-supported Dhading Development Project, as well as with the Chairman of the District Development Committee to solicit support and cooperation for NGO activities in the district. Project staff have also been able to link one local NGO in Dhading with an international donor, CEDPA.

In a unique example of NGO/HMG collaboration, the District Chairman, after observing the literacy training conducted for NGOs in December, requested PACT/FED to train the facilitators for the government program as well. The Dhading Development Project and the District Education Office were also supportive of the idea. Previous training programs for literacy facilitators in Dhading had been through lectures by "resource persons." Although all 150 facilitators had been invited for one nine-day session, the PACT/FED staff changed the format and invited only half that number at a time. These in turn were divided into two

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groups and trained for nine days each. This kind of collaboration between local government and NGOs is an example of genuine partnership at the district level.

The second strategy of the PACT/FED Project has been to respond to requests from local NGOs elsewhere in the country and to INGOs and donors on behalf of their partner organizations. Two training programs were conducted to support 15 district chapters of the Nepal National Social Welfare Association which is being assisted to implement a scholarship program by Save the Children Federation/USA. The Chitwan Branch of NNSWA subsequently wrote proposals for two micro-enterprise activities that are currently being run with micro-learning funds provided by the project. The Danish Association for International Cooperation (MS) requested PACT/FED to conduct a Training of Trainers for the staff of Nari Bikas Kendra in Nepalgunj to support its community development work. Subsequently MS invited the project to conduct a similar training for the field staff of line agencies in Lamjung. A TOT for literacy trainers from 30 NGOs was held in Jawalakhel in collaboration with World Education. World Education has asked PACT to provide the technical assistance for a similar TOT to be held in Pokhara at the end of April.

At the same time, several local Nepalese NGOs have also approached the project directly for training. One such training was conducted in Chitwan for a local NGO called Educate the Children. Workshops on participatory development were held for groups of 12 to 15 NGOs in Balambu (on the western edge of Kathmandu Valley) and in Nuwakot. These workshops were requested because the participating NGOs had heard about the similar workshop the project had conducted in Dhading. One club trained in Balambu has received a micro-learning fund to carry out a goat-raising project for 14 poor families. A TOT for literacy trainers was conducted in Rawat village, Dang, for 23 members of BASE as well as trainers from SAFE (an NGO from Nepalgunj representing the Badi community), NGO Forum, Save the Children/USA and others. As the workshop was a full 10-day residential program, time was also available to include sessions on leadership, committee formation and the roles of committee officers.

One member of a local NGO who participated in the Dang training was later utilized by PACT/FED to assist with two facilitator training programs in Dhading. After these three intensive training experiences, PACT recommended this young man to NGO Forum who needed a trainer to conduct a TOT in Nepalgunj. (Our own staff was not available at the time.) The young man conducted the entire training by himself and his work was highly praised by both the participants and by NGO Forum. This was a particularly successful example of the kind of development of human resources that is one of the objectives of the project.

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The growing interest in NGO capacity building on the part of international donors and local organizations is evidence that the PACT/FED Project is providing an important service to the NGO community.

The Training Focus

The focus of training is on the development of human resources which is at the heart of social transformation. A purely economic approach to development can lead to divisions in the community and may undermine many of the traditional values of village life. The project takes the position that human development is a necessary precursor to material development. First comes the awakening of individual awareness and the emergence of a vision of the future. Then comes the grassroots stirrings of the local villagers wishing to apply their knowledge and skills to improving the daily life of their community. Such stirrings can be fostered and encouraged by outside institutions, but without them any activities introduced from above are likely to prove short-lived. Some of the training strategies that the project has used to encourage human development and democratic processes are described below:

- The training programs themselves start with the participants formulating a vision of the kind of society they hope to live in rather than the traditional rehash of the problems they are facing. The trainees also spend time identifying the building blocks required to create the society they envision. It is interesting to note that when community development is approached from the point of view of problems (as was often the practice in Phase I of this project), participants tend to see physical inputs as the solution, but when the starting point is their vision of a model society the most important building blocks are usually seen to be human qualities (such as education, unity and the ability to work in groups) rather than material inputs.

- The training approach attempts to help participants think about the development and prosperity of the whole community rather than focus on just the individual or family levels. It is important that the community be considered in its entirety and that indigenous patters of development be allowed to emerge rather than outside models imposed. Such an approach demands maximum freedom for creative consultation and opportunity for local decision-making.

- For this reason the training emphasis is on the kind of "bottom up" participatory planning that will provide a solid foundation for democracy and decentralization. To support this approach a series of training activities has been developed that focus on the principles and practice of group problem solving and reaching consensus. These approaches

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have been found to be new and refreshing for the participants who are only familiar with an authoritarian, "top-down" decision-making process.

- As part of leadership training the participants are asked to identify the qualities of good leadership. Trainees are then introduced to a purely democratic method of selecting local committees through a process that focuses on leadership qualities rather than on factions or personalities.

- Briefly stated, every adult member of the unit for which the committee is being elected is eligible to serve, and votes are made by secret ballot without nominations, campaigning or even discussion of names. If a committee of five is to be elected each voter writes down the names of the five people who best embody the qualities they would like to see in their leadership. The five receiving a plurality of votes are elected. Annual elections will help to ensure accountability. As the members become more mature and understand the process better, electioneering or other means of influencing the voting process will not be tolerated. Periodic meetings of the committee with the local community will ensure that project activities are kept on track and that problems are identified early and dealt with openly.

- Such a democratic process will go a long way toward dispelling the doubts and suspicions that surround the self-appointed committees that currently manage many projects and will help to ensure the wholehearted support of the community. Full disclosure of all financial transactions will also help to establish trust and confidence. As part of training a mock election is carried out using these principles to select a management committee for the training workshop and the procedure for tallying votes is demonstrated. (This is not done until the second day of training so that all the participants have had a chance to get to know one another personally.) The committee is also given certain responsibilities in order to make the exercise more meaningful.

In Nepalgunj the project carried out a training of trainers (TOT) for coordinators and group leaders of Nari Bikas Kendra (Women's Development Center). The training focused on participatory methods of needs assessment and community consciousness raising. Most traditional data collection techniques provide information to the social workers but the community is excluded from sharing in the information and participating in its analysis. For this kind of training the PACT/FED team has introduced a number of activities that can be used with illiterate villagers not only to help them identify needs but also to raise their awareness about various aspects of their community situation. In each case the

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participants are the "experts" and the social workers are the learners. These activities included:

- making a community map and discussing the physical situation of the village;
- using different colored beans to carry out a community census, broken into gender and age groups, and discussing the situation of each group;
- creating stories about village life using "unserialized pictures";
- drawing pictures of critical incidents in the life of their village;
- prioritizing problems and identifying their causes using a set of "problem pictures"; and
- thinking about and discussing potential income generating possibilities by sorting through a set of 36 "income generating pictures".

The participants from Nari Bikas Kendra have since trained the staff of their branch office in Surkhet in the use of these techniques. A similar training course was conducted for the field staff of line agencies working in Lamjung.

The training program for literacy facilitators that has been developed and tested by the project is highly structured in order to introduce specific behavioral skills. The course contains no lectures and little theory. Experience has shown that lectures and theories about participatory learning cannot be translated into classroom practice by trainees who have come from a formal, rote-learning background. The principles of nonformal education are discovered through experiential learning and analysis. The skills of facilitating are mastered thorough rigorous practice. The training course mirrors the nonformal approach and uses the same four teaching methods that the facilitators will be expected to use in their own classes: introducing, peer teaching, playing games and testing. The purpose is to make the trainees so familiar and confident about the nonformal methods that it will feel more natural for them to teach their classes according to the methods in the guidebook than to fall back on the techniques of primary school. The training course has demonstrated its effectiveness in that, after only nine days of training, simple village men and women are able to facilitate classes in an entirely nonformal and participatory manner. Some new materials were developed especially for the facilitator training course and are not available except through the PACT/FED office. These will have to be published in the future.

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Income Generation

Under Phase I of the project a number of NGOs used micro-learning funds to support family income generating activities. These were generally not very successful, and this was partly due to a lack of maturity and experience on the part of the NGOs. In some cases they were reluctant to trust the funds to the very poor families who really needed assistance. They tended to give the money to better off families who they felt would be able to repay the loans. In other cases they gave the entire micro-learning fund to two or three families and the outstanding debt was so great that the families could not repay the loans. Such economic activities did little to increase prosperity or promote harmony in the villages.

In retrospect, a more successful approach was one pioneered by PACT in 1985 and 1986 when it supported four women's organizations in Nepal to carry out a program in literacy and income generation (Nari Bikas Kendra in Nepalgunj, Nari Bikas Sang in Biratnagar, and Mothers Clubs in south Lalitpur and Bhojpur). At the end of the literacy classes each group of women was given a small revolving loan fund (only Rs. 4,000) to help them start some simple economic activities. The funds were supervised by each group, kept in a bank, and the account was managed by the group leader and a representative of the sponsoring NGO. With loans averaging Rs. 500 the women carried out many small economic activities such as petty trade, livestock projects, sewing and tailoring and opening tea stalls and small village shops.

What is noteworthy about the effort is that in the case of the Nepalgunj and Biratnagar groups the funds are still there and being utilized after seven years. The success of the project was largely due to group trust and cohesiveness built up during the literacy class, the modest size of the funds which made the loans manageable, the selection criteria for participation in the program which was based on joining a literacy class and which therefore tended to assure the participation of more disadvantaged women, local control over selection of activities to be funded, and the fact that the funds belonged to the groups and did not have to be returned to an outside institution. It is also worth noting that the NGOs carrying out these activities were able to attract other donors to build on the promising start of the original project. (The loan funds in south Lalitpur collapsed early on due to the insincerity of one or two borrowers; no information is available about the groups in Bhojpur.)

The lessons learned from these various efforts to promote community income will be helpful in designing economic development activities for the current project.

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Looking Ahead

A limitation during Phase II was the small size of the project staff as demand for project services continued to grow. An increase in the number of trainers from three to seven will make the project better able to respond to NGO needs in a flexible manner. Other staff such as a Program Officer, a Grants Management Specialist, a full time accountant and support staff will also help to increase project effectiveness.

A serious hinderance to reaching remote NGOs was the lack of a project vehicle. This problem did not prevent the team from conducting training outside of Kathmandu Valley, but it made it inconvenient and time-consuming to visit projects that could not be reached by public transportation. A four-wheel drive vehicle will help to overcome this constraint. Phase II was also seriously hindered by lack of appropriate office equipment, such as a computer or a typewriter. Some documents were given to agencies for typing, but most were prepared by the PACT Adviser on his personal computer at home. The ability to write reports at the office will save time and help to develop staff report-writing skills. An in-house capacity to prepare training materials will enable the project staff to be more experimental and productive. Therefore it is anticipated that at least two computers (1 IBM compatible and 1 Macintosh for Devanagari typing) and two printers (1 letter quality dot-matrix for reports and correspondence and 1 laser printer for training materials) will be required to enable the staff to produce the documentation and materials required for the new project.

With regard to institution-building, the one-year time frame of the Phase II extension limited the amount of long-term strategic support that the project was able to offer to local NGOs. Experience has shown that short-term or one-shot interventions do not generally produce lasting results. A more effective strategy would be to work with a selected number of local NGOs and NGO Support Organizations over a period of time. These, in turn, would work directly with community groups or with other NGOs. A longer term strategy would permit the community-building processes developed by PACT over the past year to be passed on to other institutions and the impact would be substantially expanded. PACT's partner in Phase II, the Forum for Environment and Development (FED), has gained considerable capacity for NGO strengthening during the course of this year and is now able to conduct training courses on its own. PACT will continue to work closely with FED in the new project, but the objective will be to increase FED's independence and long-term sustainability. FED will set up its own office, management and accounting systems and develop its own programs. While the general workshops and project support for local NGOs will continue in the new project, PACT envisions establishing long-term strategic relationships with several additional organizations.

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PROJECT DESCRIPTION

Project Goal

To promote and consolidate democratic norms, values, practices and principles at the grassroots level.

Purpose

To increase the institutional capacity of Nepalese NGOs to carry out effective grassroots transformation.

Objectives

1. To develop, test and implement a range of strategies for promoting sustainable grassroots development and increasing community prosperity.

2. To improve the effectiveness and long-term impact of literacy programs being implemented by NGOs.

3. To assist Nepalese NGOs to improve their capacity to mobilize human and material resources.

4. To assist Nepalese NGOs to employ principles and practices that will contribute to the promotion and consolidation of democratic norms and values.

5. To strengthen the capacity of Nepalese NGO Support Organizations such as the Forum for Environment and Development (FED) to offer strategic services to the NGO community of Nepal.

PROJECT STRATEGY

As has previously been the case, PACT will not implement projects directly in the field itself but will continue to act as a resource, training and funding organization to strengthen Nepalese NGOs and their capacity to promote grassroots transformation. PACT will continue to focus on the development of human resources by increasing the effectiveness of literacy programs being implemented by NGOs. This will involve training and materials development focused on literacy itself. Additionally, it will include the institutional strengthening of NGO management and the ability of NGOs to build on the foundation laid by literacy programs to promote a process of sustainable community development--a process that will include participatory needs assessment, group formation, women's involvement, skills training, and the promotion of micro-economic activities, among others. PACT will work to strengthen the following two kinds of NGOs:

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- NGO Support Organizations. This category includes Nepalese NGOs that do not directly implement projects at the village level, but that support local NGOs or community-based organizations such as lite acy groups, user committees or unregistered associations. Examples of NGO Support Organizations are FED, which is working with local NGOs in Dhading; NGO Forum, which is working with 47 member organizations in 25 districts throughout the country; Didi-Bahini, which has been working to strengthen 15 women's NGOs; and Innovative Forum for Community Development, which trains literacy facilitators and prepares learning materials. These examples are cited for the purpose of illustration only. Project support will be given only in light of identified needs and well-defined programs.

- Local NGOs. These are organizations that work directly with beneficiaries at the grassroots level and may include community-based organizations or local government. Most NGOs in Nepal fall into this classification. In the previous phase PACT worked with Educate the Children, Nari Bikas Kendra, BASE, local chapters of NNSWA and others representative of this category.

Training workshops, NGO capacity-building activities and projects supported by small grants and micro-learning funds will be developed in collaboration with recipient organizations. While the criteria utilized for the recently completed Phase II has allowed project staff the necessary flexibility to choose their opportunities as broadly as possible, it is incumbent upon the staff to select participants and recipients based on a more targeted approach. This is possible now that the project staff have had more opportunity to study the needs of the Nepalese NGO community and have developed their own vision of the project's role within that community. Thus, while the need to maintain flexibility remains (i.e., targets of opportunity may arise that cannot be anticipated now), the criteria described in the following sections have been developed to assist in a more focused targeting of project inputs.

Training Selection Criteria

As in the previous project, strategies in the new project will target NGOs that plan, design, implement and manage activities outside the immediate Kathmandu area. Training strategies will be responsive in the case of NGO Support Organizations and pro-active in the case of local NGOs (as demonstrated in Dhading). Two tiers of additional criteria will also be utilized:

1. For NGO Support Organizations (responsive):

   a. NGO Support Organizations eligible to receive training will have a readily identifiable constituency;

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b. those organizations which have the potential for providing long-term strategic services to smaller NGOs and community-based organizations will be targeted;
c. NGO Support Organizations offering support for adult literacy will be given priority; and
d. NGO Support Organizations demonstrating a community development motivation will be given priority.

2. For Local NGOs or Community-Based Organizations (pro-active):

a. local NGOs or community-based organizations eligible to receive training must have a readily identified rural clientele or constituency;
b. local NGOs will be based in the areas where the rural clientele or constituency is based;
c. local NGOs will have two donors or less;
d. local NGOs and community-based organizations demonstrating a degree of community participation within their administrative structure will be targeted;
e. local NGOs targeting minorities or women will be prioritized;
f. local NGOs using adult literacy as an entry point will be given priority; and
g. local NGOs demonstrating a community development motivation will be targeted.

The above criteria will be examined regularly during the implementation of the project for course correction and validity.

In addition to strengthening NGO Support Organizations and Local NGOs through training, PACT will also offer project support in the form of two kinds of grants:

- Small grants targeted mainly at NGO Support Organizations to support their efforts to strengthen local NGOs.

- Micro-learning funds granted directly to local NGOs or community-based organizations to carry out activities at the village level. Proposals for micro-learning funds may come either in response to training conducted by PACT itself or through training activities conducted by PACT-funded NGO Support Organizations.

Small Grant Selection Criteria

The purpose of the small grants is to enable NGO Support Organizations to develop and implement programs of long-term strategic support for local NGO partners or community groups. The grants will contribute to the sustainability of the NGOs and will be accompanied by appropriate training and management support. The following criteria will apply to organizations receiving small grants:

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a. grants will generally range from $5,000 to $15,000 and will support long-term programs (up to 3 years);
b. at least 25% of the total program cost will be born by the grantee in the form of manpower, in-kind contributions or support from other donors;
c. grants will be provided primarily for project activities although a portion (up to 15%) may be used for institutional support (key project staff and project related office expenses);
d. grantees may apply a limited amount of each grant (up to 10%) towards an endowment to enhance their long-term organizational sustainability;
e. preference will be given to NGO Support Organizations working with local NGOs or community-based organizations outside of Kathmandu Valley.

Micro-learning Fund Selection Criteria

The objective of this component is to provide practical experience to rural grassroots NGOs and community groups who have been trained under the project. While administered separately from the training component these micro-learning funds are an extension of the training process. Thus, micro-learning funds will be utilized for practical application of the participatory community development strategies learned during training. The following criteria will apply:

1. Micro-learning funds will be provided to local NGOs and community groups fulfilling the following criteria:

   a. for activities requiring from $500 to $2,000;
   b. for activities outside the immediate Kathmandu area;
   c. for activities designed and implemented in conjunction with a readily identifiable rural clientele or constituency;
   d. for organizations that have received training under the project; and,
   e. will include community participation as demonstrated by human and material resources contributed (at least 40% of total costs) in addition to funds provided by the project.

2. Micro-learning funds will be provided for the following sectoral/technical activities:

   a. basic literacy or post-literacy activities;
   b. community-planned development activities;
   c. community-based skills training; or
   d. revolving funds.

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Gender Issues

The incorporation of gender issues into NGO strengthening programs is an urgent priority. Although women in Kathmandu are making significant advances in all fields, at the village level their status has hardly changed. This is due primarily to lack of education and opportunity and to the traditional patriarchal orientation of Nepalese society. In order to raise the awareness of participating NGOs about gender-related issues and constraints and to increase their understanding of how gender considerations affect development, PACT will integrate gender-analysis skills into NGO capacity-building programs.

Because women have been traditionally deprived of formal schooling, many women are attracted to adult literacy classes. These have shown themselves to be a potent source of women's empowerment by expanding their horizons, changing their self-image, increasing their confidence and leading to fuctional group formation. NGOs who use literacy classes as an entry-point for community development have many opportunities for channeling women's energies, talents and voices into community planning and decision-making. By consciously including gender awareness in NGO training and by providing NGOs with tools for gender analysis the project will strive to accelerate the integration of women into meaningful community development activities.

In its own staff hiring PACT will make a concerted effort to recruit qualified women. In its training programs PACT will urge NGOs to include women among their participants. Sex disaggregated data will also be collected on project beneficiaries. Furthermore, monitoring and evaluation will assess the degree to which women have control over the inputs and the outcomes of project funded activities.

Activities to be Carried Out Under the New Project

Continued Staff Development. PACT's training staff, which now includes three trainers, will be expanded to seven, including a Training Officer, 3 Trainers and 3 Assistant Trainers, so that the project can carry out a number of training and follow-up activities simultaneously. PACT will also recruit a Program Officer who will be responsible for program management, coordination and monitoring program progress. A Grants Management Specialist will be responsible for screening and monitoring small grants and micro-learning funds and for conducting (or arranging) appropriate financial training for recipient NGOs. Support staff such as an accountant, a secretary/receptionist, a messenger, a driver and a watchman will also be recruited. The expanded staff will be needed to handle the increased volume and complexity that an umbrella project will entail. Also, training new staff is one way to contribute to the

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development of a cadre of professionals that are experienced in developing and conducting NGO strengthening activities.

Further Development and Testing of Materials and Training Strategies. Materials and training modules will be developed in response to needs identified during the project's interaction with NGOs in the field. For example, the project is currently developing training strategies to assist NGOs and community groups to manage revolving loan funds, conduct market surveys and carry out micro-economic activities. New materials on organizational development are also in planning stage. facilitator's guidebook giving lesson plans in outline form for books two, three and four of Naya Goreto is being prepared and a follow-up numeracy program that will increase the ability of new literates to apply their numeracy skills to practical situations is under development. A new set of materials will help NGO and project committee office bearers better understand their functions and play a more supportive and less domineering role in group efforts. Training activities to improve the conduct of community meetings and ensure mechanisms for feedback and the widest possible participation in decision-making will also be prepared. The project will develop its own in-house capacity to produce laser-printed, camera-ready training materials using Devanagari fonts on a Macintosh computer.

Institution-Building Activities. Many INGOs much larger than PACT have extensive community development projects or other programs with a specific sectoral focus. Although they have ample administrative capability and sufficient program and field staff, they lack the in-house capability to provide institution-building training or training of trainers in specific skills areas to their partner organizations. In this regard the PACT/FED Project has filled a much needed gap. In addition to Save the Children, MS and World Education, which have already utilized the services of the project, other interested donors and INGOs include CEDPA, DANIDA, GTZ, UNICEF, the World Bank and the Asia Foundation. Institution-building activities will include the direct training of NGO staff as well as the training of trainers to increase the in-house capability of larger NGOs and NGO Support Organizations to be self-sustaining.

Small Grants to Strengthen NGO Support Organizations. A number of NGOs have recognized the need for strengthening local NGOs and community groups. Small grants (ranging from $5,000 to $15,000) will be made to Nepalese NGO Support Organizations in order to assist them to develop long-term strategies (up to 3 years) to work with partner organizations or with community groups. Along with the grants PACT will provide training in management, accounts and record keeping, and participatory methodologies, as well as other institutional strengthening measures as required.

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Micro-learning Fund Support for Project Activities. Very small project grants will be given to NGOs and community groups that prepare project proposals subsequent to training. The funds are considered part of training, their purpose being to give the NGOs a tangible activity to carry out in the community as a way of putting to use the new skills they have learned. Because the funds are small ($500 to $2,000), it is expected that local participation in terms of manpower and resources will be high (equivalent to at least 40% of total project cost). The activities carried out under a micro-learning fund will also provide a local NGO with a track record that can help the organization demonstrate to other donors its capacity to take on larger projects.

Technical Services. In addition to training support offered by the PACT staff itself, technical training to backstop specific project activities may be arranged where appropriate. These might be in areas such as livestock management, horticulture or cottage industries. Technical services will also include onoe-on one consultations, monitoring and evaluating project activities and assistance to NGOs in the preparation of proposals for other donors. PACT will take advantage of relevant training opportunities in Nepal and in the region in order to improve the skills of both its own staff as well as the staff of NGOs receiving small grants or micro-learning funds.

Coordination, Resource Linkages and Networking. Where appropriate, district-level workshops will be held, bringing together NGOs, government line agencies and donor organizations. Continued support will be given to FED to strengthen the NGO network in Dhading. A workshop involving 20 NGOs in Nuwakot was held in September. This is another district where the possibility of forming an NGO network will be pursued. The project staff will look for opportunities to facilitate better coordination among NGOs and between NGOs and government, especially outside of Kathmandu, where the need for networking is greatest. In January, 1993, PACT/FED trained literacy facilitators for the government's literacy program in Dhading. The project will also assist the District Education Office to supervise classes. The Social Welfare Council has encouraged PACT/FED to consider offering its training in leadership and participatory development to members of VDCs as well as to NGOs. These opportunities for NGO/government collaboration will be explored. Through its contacts with NGOs, INGOs, HMG and donors PACT will facilitate resource linkages, field visits and other forms of networking activities. The project will also assist local community groups and user groups to become registered as NGOs.

Documentation. Tested training modules will be written up in a manual for other trainers working in the area of NGO strengthening. Successful NGO capacity-building strategies will

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be written up as case studies. Materials to support specific kinds of training will be made available to other organizations.

OUTPUTS

Output A cadre of seven NGO trainers at PACT serving the NGO community, who can carry out training activities independently in the following areas:

- training of literacy facilitators and training of trainers of literacy facilitators;
- NGO management, organizational development, project planning and proposal writing;
- simple accounting methods appropriate for NGOs;
- participatory training methods;
- community participation, group decision making, needs assessment and consensus building to promote action planning;
- gender analysis;
- identification and development of community-based income generating activities;
- conducting a market survey; and
- revolving fund management.

Output Sixty training modules in training of literacy facilitators, organizational development, micro-economic activities, community participation and decision making developed, tested and published by the project. Additional training materials development supported by other donors.

Output Training strategies developed and tested (at least four currently identified):

- skill-based training of trainers and facilitators in adult literacy and nonformal education methods;
- participatory planning and decision making at the grassroots level;
- needs assessment and project identification using "community mapping" techniques;
- grassroots-based micro-economic activities based on the existence of already established groups (such as literacy groups, user groups, local committees, etc.).

Output NGO Support Organizations providing strategic services to local NGOs:

- at least three small grants per year ranging up to $15,000 to Nepalese Support Organizations to carry out strengthening activities for local NGOs and community organizations;

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- an additional 12 small grants averaging $12,000 over the project period leveraged for Nepalese Support Organizations from other donors;
- at least 25% of costs of each sub-project covered by counterpart organization in terms of in-kind, manpower or leveraged fund contributions;
- all grant-receiving NGO Support Organizations receive training from PACT in management, account and record keeping, gender analysis and participatory strategies for involving communities in planning, implementing and evaluating projects;
- all grant-receiving NGO Support Organizations develop in-house training capability through training-of-trainers workshops, including the capacity to train literacy facilitators;
- grant-receiving institutions establish long-term strategic relationships with partner NGOs.

Output Increased institutional capacity of local NGOs to undertake and sustain grassroots development:

- at least 15 workshops and training programs per year conducted for local NGOs supported by the project to train NGO literacy facilitators and NGO staff in the principles of leadership, NGO management and community development;
- an additional 25 training activities for local NGOs over the project period supported by other donors;
- fifteen larger local NGOs develop over the project period in-house training capability through training-of-trainers workshops, including the capacity to train literacy facilitators.

Output Local NGOs and community-based organizations, in collaboration with beneficiaries, carry out tangible activities subsequent to training:

- at least 12 NGOs and community-based organizations per year access micro-learning funds provided by the project (ranging from $500 to $2,000);
- an additional 14 micro-learning funds per year leveraged from other donors;
- at least 40% of total costs for these community based projects covered by local participation in the form of manpower and other resources;
- at least 50% of projects are micro-economic activities;
- a project-based tracking and monitoring system developed and implemented by PACT staff in collaboration with local NGOs and community groups.

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Output Networks and resource linkages built among NGOs, INGOs, government line agencies, and donor organizations that contribute to skills enhancement and organizational development of NGOs:

- ten technical and financial resource linkages made per year for local NGOs through PACT and counterpart NGO facilitation: 50% brokered directly by PACT and 50% made indirectly through counterpart assistance;
- three district level seminars/workshops held bringing together NGOs, government line agencies and donor organizations according to geographic or sectoral interest;
- ten specialized training activities arranged to backstop project activities, in areas such as livestock management, horticulture or cottage industries;
- ten informal community groups or user groups registered as NGOs.

Output FED demonstrating independent capacity to provide support services to the Nepalese NGO community:

- five service contracts for training from other NGOs and donors;
- FED develops activities independent of the project with PACT;
- FED has a written strategic program and management plan;
- FED has financial and administrative systems in place to manage its yearly operating budget;
- FED recruits and retains at least three NGO trainers;
- FED has established linkages and brokered resources with other NGOs, INGOs, government offices (such as the Local Development Office), and other donors for collaborative programs;
- FED secures support from private, bi-lateral and/or multi-lateral donors for program and operating costs.

PROJECT MANAGEMENT

PACT will be the USAID grantee and overall manager of the project. As such, it will organize, channel and account for project resources and report to USAID. PACT will be accountable to USAID/Nepal for project implementation and will also coordinate other donor inputs and counterpart contributions. The expatriate PACT Representative will have overall responsibility for management of the project and for the disbursement of funds.

The project management functions are divided into three main areas: financial management, program management and program coordination. PACT will carry out the major management functions as follows:

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Financial management:
- prepare and submit program and financial reports;
- assure contract compliance and USAID regulations;
- report to HMG and SWC as required;
- manage office finances and financial support for program activities;
- manage consultant contracts.

Program management:
- recruit, orient and train national program staff;
- identify partners and their training needs;
- develop, test and publish training modules;
- prepare, coordinate and implement training workshops (with partner NGOs);
- provide training support to NGOs (with partners);
- monitor and evaluate training accomplishments, application at the community level and training impact;
- manage and monitor small grants;
- manage and monitor micro-learning funds;
- monitor program progress toward achieving objectives;
- design and implement systematic guidelines and procedures for program management, administration and training;
- manage technical assistance, exchanges and resource support to Nepalese NGOs;
- develop, monitor and evaluate annual workplans and budgets;
- prepare program documents, reports, and training manuals.

Program Coordination:
- facilitate functional training and technical assistance relationships among Nepalese NGOs, INGOs, other donors and government entities;
- broker INGO/NGO/donor/government linkages and technical assistance;
- liaise with USAID and other donors.

STAFFING

Dr. David Walker, who has had over 15 years of experience in development work in Nepal, will devote full time to the implementation of this project. As PACT's Representative, Dr. Walker will be responsible for the overall financial and managerial functioning of the program and for liaison with the USAID Mission to Nepal. Dr. Walker will be back-stopped at the PACT Headquarters in Washington by Heather Clark, the Deputy Director, Bindu Sharma, the Nepal Desk Officer, and Susan Liebold, Program Assistant for Nepal, as well as by Andra Corrothers, the Asia Regional Representative, who is based in Jakarta, Indonesia. The anticipated organization of the project staff is shown below:

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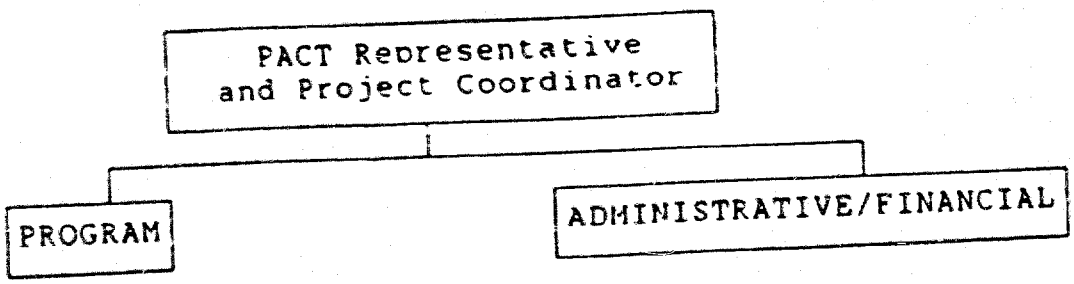

Program Officer

Grants Management Specialist

Training Officer

3 Trainers

3 Assistant Trainers

Accountant

Secretary/Receptionist

Messenger

Driver

Watchman

TRACKING AND MONITORING ACCOMPLISHMENTS

The project will prepare reports and publish materials in order to disseminate information about the materials being developed and the strategies being tested. These will include:

- Quarterly narrative and financial reports;
- Reports on workshops and training activities;
- Reports from field visits;
- Training manuals describing the strategies and materials being used by the project;
- Case studies describing lessons learned.

Tracking and Monitoring

An improved tracking and monitoring system is required to adequately measure the outputs and indicators. In order to accomplish this, a new system to track and monitor small grants and micro-learning funds will be required. A consultant will be engaged to work with the project staff to design instruments to track disbursements, monitor fund utility and linkage to project outputs, and to assess community participation and decision-making. In addition, the consultant will assist in the development of a project-based system to track and monitor local manpower and in-kind contributions to project objectives.

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The design of the system will be modest so that it can be easily understood by communities, NGOs and project staff, and it will be tailor-made to fit the requirements of the project. The system developed will also provide participating NGOs with practice in the design of monitoring systems. In addition, the system will aid project evaluators to understand how the micro-learning funds were utilized as a training follow-up device and as a way to link training to the objectives of the project.

Evaluation Plan

Since the project will test the efficacy of literacy programs and nonformal, participatory processes in bringing about community transformation through NGOs, the evaluation will focus on the development of local NGOs, NGO Support Organizations and the role of community participation and decision making in planning and implementing activities. In addition, the evaluation will examine the methodologies and techniques developed and their link to the promotion of democratic principles and practices at the community level. The evaluation will also assess the "spin off" or "down stream" effects of the project's activities in obtaining additional resources including human, material and monetary for participating NGOs. The evaluation team will also assess the viability of FED's training services at the end of the project and the quality of services provided by other NGO Support Organizations receiving small grants. The scope of work for the evaluation will be jointly developed by PACT and USAID.

It is now anticipated that one evaluation will take place during this three year project (May 1, 1993 - April 30, 1996). Since PACT's institutional commitment to the NGO community is a long-standing one, the evaluation is now scheduled for the 24th month of the project (April, 1995) and will be forward looking, as well as an assessment of the preceding strategies and activities. Evaluation recommendations will be used as the basis for the design of a follow-on activity, if required.

An evaluation team consisting of the following personnel is anticipated:

1. an institutional development specialist (also serving as chief-of-party);
2. a participatory training specialist; and
3. a nonformal education specialist.

Currently, PACT expects to field one local expatriate and two Nepali evaluation team members.

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END OF PROJECT STATUS

By the end of three years it is anticipated that the following will have been achieved:

- The project contributes substantially to the Nepalese NGO community by:

  a. increasing the capacity of NGOs to deliver effective adult literacy programs and follow-up activities;
  b. increasing NGO capacity to plan, design, implement and manage community-based projects, such as micro-economic development activities, skills training and group learning activities;
  c. improving the identification of community needs and the participation of communities, especially women, in the planning and implementation of activities; and,
  d. assisting Nepalese NGOs to understand the principles of community development and community-based decision making to increase the potential for sustainability of group actions.

- A range of strategies for strengthening Nepalese NGOs of different size, purpose and capacity developed, tested and documented. Training modules along with sample training outlines available to the NGO and INGO community for replication and expansion.

- Resource linkages that promote NGO project continuity established between local NGOs and INGOs, district-level government programs (especially through the Local Development Office) and bi-lateral donors.

- Informal grassroots community organizations and user groups registered as NGOs.

- At least six NGO Support Organizations such as the Forum for Environment and Development (FED) strengthened as self-sustaining resources to the NGO community of Nepal.

PACT CORPORATE CAPABILITY

PACT is an international NGO consortium consisting of 28 NGOs from developing and developed countries. Since its inception in 1971, PACT has established a wide global network and built new NGO alliances and coalitions for change. These coalitions center on issue-focussed learning programs, communications, support projects and strengthening NGO financial and technical services. As an outgrowth of these efforts, PACT has engaged in related policy reform activities, adding substance to advocacy efforts of NGOs by developing "learning and linkage" programs, supporting strategic planning assistance, and engaging directly in the

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promotion of NGO and community concerns with governments, donors and multilateral organizations.

PACT's overall purpose is to strengthen the NGO sector in the countries it assists through various means:

-Assisting national NGOs to become more long-term and strategic in nature by working with other institutions to ensure sustainability and by building linkages with other NGOs, government, the private sector and donors; arranging technical resources and financing through a wide variety of resource organizations.

-Promoting greater community participation, environmental impact, stronger roles for women, helping NGOs to forge and strengthen people's organizations, helping underprivileged groups gain access to local government resources, influencing government relationships with NGO institutions, and linking environment and economic development.

PACT's main purpose is to strengthen the national voluntary sector in developing countries. For over 17 years PACT has assisted national NGOs in Asia, Africa and Latin America to improve their field level impact, training, management and administrative skills. Its approach usually combines some form of partnership with a national NGO support entity (consortium, training group, etc.) to strengthen their technical and financial service operations and to develop long-term approaches to involvement in larger scale development programs.

In Asia PACT is currently carrying out programs in Bangladesh, the Philippines, Indonesia and Thailand as well as in Nepal.

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to Promote Democratic Pluralism
May 1, 1993 - April 30, 1996

(In US $)

Expenses	PACT/Other	USAID Year 1	USAID Year 2	USAID Year 3	Total
I. Salaries and Benefits					
A. PACT HQ Salaries		11.350	11.918	12.513	35.781
B. PACT Field Salaries		52.500	54.600	57.330	164.930
C. Local Staff Salaries	17.049	21.632	22.714	23.849	85.244
D. PACT HQ Benefits		3.178	3.337	3.504	10.019
E. PACT Field Benefits		14.560	15.288	16.052	45.900
F. Local Staff Benefits	1.066	2.058	3.833	3.924	10.861
G. Staff Development	10.000	2.500	2.625	2.756	17.881
Subtotal I	28.115	107.278	114.314	119.929	369.636
II. Travel and Allowances					
A. International Travel		6.232	6.544	6.871	19.646
B. Domestic Travel	4.691	5.952	6.250	6.562	23.455
C. Relocation Travel				6.232	6.232
D. Home Leave Travel			7.848		7.848
E. R & R Travel		7.201			7.201
F. Relocation Shipping				1.500	1.500
G. Relocation Storage		3.480	3.480	3.480	10.440
H. Educational Allowance		24.770	26.770	28.109	79.649
Subtotal II	4.691	47.635	50.891	52.753	155.970
III. Equipment and Rental					
A. IBM computer, LQ printer		3.275			3.275
B. Mac computer, laserprinter		3.840			3.840
C. Photocopy machine		3.550			3.550
D. Fax machine		1.300			1.300
E. Office Rental		3.600	3.780	3.969	11.349
F. Office Furniture		1.500			1.500
G. Office Utilities		600	630	662	1.892
H. Employee Housing		4.800	5.040	5.292	15.132
I. Eight passenger 4WD jeep		22.500			22.500
J. Vehicle Maintenance		900	945	992	2.837
Subtotal III	0	45.865	10.395	10.915	67.175
IV. Training and Consultants					
A. Training Activities	34.000	12.000	12.000	12.000	70.000
B. Evaluation				9.000	9.000
Subtotal IV	34.000	12.000	12.000	21.000	79.000

BEST AVAILABLE DOCUMENT

to Promote Democratic Pluralism
April 1, 1993 - March 31, 1996

In US $

Expenses	PACT/Other	USAID Year 1	USAID Year 2	USAID Year 3	Total
V. Other Direct Expenses					
A. Telephone		1,085	1,134	1,191	3,405
B. Office Supplies		1,922	2,016	2,117	6,053
C. Training Materials	6,000	1,200	1,200	1,200	11,600
Subtotal V	6,000	4,205	4,350	4,508	21,058
VI. Subgrant Expenses					
A. Small Grants	165,000	45,000	45,000	45,000	300,000
B. Micro-Learning Funds	99,000	18,000	18,000	18,000	153,000
Subtotal VI	264,000	63,000	63,000	63,000	453,000
VI. Total Direct Costs	338,806	279,977	254,950	272,105	1,145,838
VII. Total Direct USAID Costs		279,977	254,950	272,105	807,032
VIII. Indirect Costs					
A. On direct costs @ 32.38%	0	70,257	62,154	67,708	200,119
B. On grants @ 5.01%	0	3,156	3,156	3,156	9,469
USAID Total		353,391	320,260	342,969	1,016,620
PACT/Other Total	338,806				338,806
Grand Total					1,355,426
USAID contribution as a percent of total budget					75.00%

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BUDGET NOTES

I. Salaries and Benefits

A. Pact HQ Salaries. 10% of Program Associate, Bindu Sharma's salary @ $43,500 per year and 25% of Program Assistant, Susan Liebold's salary @ $28,000 per year with an annual adjustment of 5% for inflation.

B. PACT Field Salaries. Project Director David Walker's salary @ $52,000 a year (a 4% increase over current salary of $50,000) with an annual adjustment of 5% for inflation.

C. Local Staff Salaries. Local staff salaries are payable 13 times a year. the following local staff are anticipated:

1. Program Officer @ Rs. 12,000 per month.
2. Grants Management Specialist @ Rs. 12,000 per month.
3. Training Officer @ Rs. 12,000 per month.
4. 3 Trainers @ Rs. 8,000 per month each.
5. 3 Assistant Trainers @ Rs. 6,000 per month each.
6. Accountant @ Rs. 10,000 per month.
7. Secretary/Receptionist @ Rs. 6,000 per month.
8. Messenger @ Rs. 3,000 per month.
9. Driver @ Rs. 5,000 per month.
10. Watchman @ Rs. 2,500 per month.

Monthly payroll in US dollars is $2,090. Allowance is made for annual 5% increments for inflation. Eighty percent of local staff salaries will be covered by the USAID grant and 20% will be covered by other sources.

D. PACT HQ Benefits. @ 28% of salary calculated according to time devoted to the program. Benefits include insurance, medical, social security and pension plans according to PACT policies.

E. PACT Field Benefits. 28% of Project Director's salary.

F. Local Staff Benefits. Includes monthly child allowance of Rs. 200 per child (calculated at 2 children per employee), monthly medical allowance of Rs. 200 per employee, and provident fund contributions of 10% of salary after 1 year of service. Only three employees will qualify first year.

G. Staff Development. Regional training calculated at 1 training activities per year @ $2,500 funded by USAID grant. One or two additional training opportunities per year will be funded from other sources.

II. Travel and Allowances

A. International Travel. One trip annually to US for Project Director to attend annual PACT retreat and one trip to Nepal for HQ staff @ $3,116 per round trip ticket.

B. Domestic Travel. Local per diem is $4/day plus actual hotel expenses calculated at $3/day. Travel is estimated at 60 person days per month ($420) plus $200 per month for diesel.

C. Relocation Travel. 4 adult full fare economy tickets to US East coast @ $1,558 each.

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D. Home Leave Travel. To be taken during summer of 1995, calculated at 4 adult excursion tickets @ $1,962 each.

E. R & R Travel. Calculated at 3 adult excursion tickets at $1,962 and 1 child's ticket at $1,315 to US East coast.

F. Relocation Shipping. Shipping allowance is calculated by weight. A flat rate of $1,500 has been budgeted.

G. Relocation Storage. Calculated @ $290 per month as per current prices.

H. Educational Allowance. Three children for 3 years based on school fees as of February, 1993:

Elementary school tuition @ $7,240 x 1
Middle school tuition @ $7,790 x 3
High school tuition @ $8740 x 5
Bus fee @ $500 x 9

III. Equipment and Rental

A. IBM compatible office computer. 386 SX standard with 24-pin dot-matrix printer, purchased locally, duty free prices as of February, 1993:

Epson 386 computer	$ 1,800
Epson LQ 1170 dot-matrix printer	775
American Power Conversion 600 Smart UPS	700
Total	$ 3,275

B. Macintosh computer with laser printer. To produce training materials in Devanagari. Purchased locally, duty free prices as of February, 1993:

Macintosh Classic II color computer	$ 1,300
Personal laserWriter NTR	2,199
Local Talk cables	158
Shipping and handling @ 5%	183
Total	$ 3,840

C. Photocopy machine. With enlargement and reduction features and photo mote for materials development. Purchased locally, duty free prices as of February, 1993:

Mita DC-1855 Copy system $ 3,550

D. Fax machine. Purchased locally, duty free prices as of February, 1993:

Mita TC-120 Fax $ 1,300

E. Office rental. Calculated @ $300 per month.

F. Office furniture. Flat rate of $1,500.

G. Office utilities. Calculated @ $50 per month.

H. Employee Housing. Calculated @ $400 per month.

I. 4WD jeep. An American vehicle will be purchased if specifications can be met. If not, other options will be considered. Specifications as follows:

Right hand steering, manual transmission, four wheel drive, diesel engine;
Long chassis, seating eight passengers with three bench seats facing forward.

J. Vehicle maintenance. Calculated at $75 per month.

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Strengthening NGO Activity in Nepal
to Promote Democratic Pluralism
June 1, 1993 - May 31, 1996

(In US $)

Expenses	PACT/Other	USAID			Total
		Year 1	Year 2	Year 3	
I. Salaries and Benefits					
A. PACT HQ Salaries		11,350	11,918	12,513	35,781
B. PACT Field Salaries		52,000	54,600	57,330	163,930
C. Local Staff Salaries	10,085	12,048	16,840	18,524	57,496
D. PACT HQ Benefits		3,178	3,337	3,504	10,019
E. PACT Field Benefits		14,560	15,288	16,052	45,900
F. Local Staff Benefits	822	1,706	3,363	3,498	9,388
G. Staff Development	9,500	1,000	1,000	1,000	12,500
Subtotal I	20,406	95,842	106,345	112,421	335,014
II. Travel and Allowances					
A. International Travel		1,962	2,060	2,163	6,185
B. Domestic Travel	4,691	3,000	6,250	6,562	20,503
C. Relocation Travel				6,232	6,232
D. R & R Travel		7,201	7,848		15,049
E. Relocation Shipping				1,500	1,500
F. Relocation Storage		3,480	3,480	3,480	10,440
G. Educational Allowance		24,770	26,770	28,109	79,649
Subtotal II	4,691	40,413	46,408	48,046	139,557
III. Equipment and Rental					
A. IBM computer, LQ printer		3,425			3,425
B. Mac computer, laserprinter		3,840			3,840
C. Photocopy machine		3,550			3,550
D. Fax machine		1,300			1,300
E. Office Rental		4,800	5,040	5,292	15,132
F. Office Furniture		1,500	350		1,850
G. Office Utilities		600	630	662	1,892
H. Employee Housing		4,800	5,040	5,292	15,132
I. Eight passenger 4WD jeep		22,500			22,500
J. Vehicle Maintenance		525	945	992	2,462
Subtotal III	0	46,840	12,005	12,238	71,083
IV. Training and Consultants					
A. Training Activities	34,000	8,000	12,000	12,000	66,000
B. Evaluation				9,000	9,000
Subtotal IV	34,000	8,000	12,000	21,000	75,000

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Strengthening NGO Activity in Nepal
to Promote Democratic Pluralism
June 1, 1993 - May 31, 1996

(In US $)

Expenses	PACT/Other	USAID Year 1	USAID Year 2	USAID Year 3	Total
V. Other Direct Expenses					
A. Telephone		900	945	992	2,837
B. Office Supplies		1,200	1,920	2,000	5,120
C. Training Materials	8,000	1,000	1,500	1,250	11,750
Subtotal V	8,000	3,100	4,365	4,242	19,707
VI. Subgrant Expenses					
A. Small Grants	143,667	21,000	60,000	50,000	274,667
B. Micro-learning Funds	107,500	6,000	27,000	22,500	163,000
Subtotal VI	251,167	27,000	87,000	72,500	437,667
VI. Total Direct Costs	318,264	221,194	268,123	270,447	1,078,028
VII. Total Direct USAID Costs		221,194	268,123	270,447	759,764
VIII. Indirect Costs					
A. On direct costs @ 32.38%	0	62,880	58,648	64,095	185,622
B. On grants @ 5.01%	0	1,353	4,359	3,632	9,344
USAID Total		285,427	331,129	338,174	954,729
PACT/Other Total	318,264				318,264
Grand Total					1,272,993
USAID contribution as a percent of total budget					75.00%

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BUDGET NOTES

I. Salaries and Benefits

A. Pact HQ Salaries. 10% of Program Associate, Bindu Sharma's salary @ $43,500 per year and 25% of Program Assistant, Susan Liebold's salary @ $28,000 per year with an annual adjustment of 5% for inflation.

B. PACT Field Salaries. Project Director David Walker's salary @ $52,000 a year (a 4% increase over current salary of $50,000) with an annual adjustment of 5% for inflation.

C. Local Staff Salaries. Local staff salaries are payable 13 times a year. The following local staff are anticipated:

1. Program Officer @ Rs. 12,000 per month.
2. Grants Management Specialist @ Rs. 10,000 per month.
3. Training Officer @ Rs. 10,000 per month.
4. 3 Trainers @ Rs. 7,000 per month each.
5. 3 Assistant Trainers @ Rs. 5,000 per month each.
6. Accountant @ Rs. 10,000 per month.
7. Secretary/Receptionist @ Rs. 5,000 per month.
8. Messenger @ Rs. 3,000 per month.
9. Driver @ Rs. 4,000 per month.
10. Watchman @ Rs. 2,500 per month.

Monthly payroll in US dollars is $1,472. Allowance is made for annual 10% increment for inflation. Eighty percent of local staff salaries will be covered by the USAID grant and 20% will be covered by other sources. Only 11 staff will be hired during the first year of the project.

D. PACT HQ Benefits. @ 28% of salary calculated according to time devoted to the program. Benefits include insurance, medical, social security and pension plans according to PACT policies.

E. PACT Field Benefits. 28% of Project Director's salary.

F. Local Staff Benefits. Includes monthly child allowance of Rs. 200 per child (calculated at 2 children per employee), monthly medical allowance of Rs. 200 per employee, and provident fund contributions of 10% of salary after 1 year of service. Only three employees will qualify first year.

G. Staff Development. Regional training calculated at 1 training activitiy per year @ $1,000 funded by USAID grant. Additional training opportunities per year will be funded from other sources.

II. Travel and Allowances

A. International Travel. One trip annually to Nepal for HQ staff @ $1,962 per round trip excursion ticket. This cost allows for an expected 20% increase in air fares during the project's first year and 5% during subsequent years.

B. Domestic Travel. Local per diem is $4/day plus actual hotel expenses calculated at $3/day. Travel is estimated at 60 person days per month ($420) plus $200 per month for diesel.

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C. Relocation Travel. 4 adult full fare economy tickets to US East coast @ $1,558 each.

D. R & R Travel. Calculated at 3 adult excursion tickets at $1,962 and 1 child's ticket at $1,315 to US East coast during the summer of 1994 and 4 adult excursion tickets @ $1,962 each during the summer of 1995.

E. Relocation Shipping. Shipping allowance is calculated by weight. A flat rate of $1,500 has been budgeted.

F. Relocation Storage. Calculated @ $290 per month as per current prices.

G. Educational Allowance. Three children for 3 years based on school fees as of May, 1993:

Elementary school tuition @ $7,240 x 1
Middle school tuition @ $7,790 x 3
High school tuition @ $8740 x 5
Bus fee @ $500 x 9

III. Equipment and Rental

A. IBM office computer. 486 SX with 24-pin dot-matrix printer, purchased locally, duty free prices as of May, 1993:

IBM PS/1 model 2133 computer	$ 1,950
Epson LQ 1170 dot-matrix printer	775
American Power Conversion 600 Smart UPS	700
Total	$ 3,425

B. Macintosh computer with laser printer. To produce training materials in Devanagari. Purchased locally, duty free prices as of February, 1993:

Macintosh Classic II color computer	$ 1,300
Personal laserWriter NTR	2,199
Local Talk cables	158
Shipping and handling @ 5%	183
Total	$ 3,840

C. Photocopy machine. With enlargement and reduction features and photo mote for materials development. Purchased locally, duty free prices as of May, 1993:

Mita DC-1855 Copy system $ 3,550

D. Fax machine. Purchased locally, duty free as of May, 1993:

Mita TC-120 Fax $ 1,300

E. Office rental. Calculated @ $400 per month.

F. Office furniture. Flat rate of $1,500 during the first year and $350 during the second year.

G. Office utilities. Calculated @ $50 per month.

H. Employee Housing. Calculated @ $400 per month.

I. 4WD jeep. An American vehicle will be purchased if specifications can be met. If not, other options will be considered. Specifications as follows:

Right hand steering, manual transmission, four wheel drive, diesel engine;
Long chassis, seating eight passengers with three bench seats facing forward.

J. Vehicle maintenance. Calculated at $75 per month.

IV. Training and Consultants

A. Training activities. 10 to 15 events a year with USAID support and 25 additional events over the project period to be supported by other donors. Each event budgeted at $1,000 with USAID share 80% and 20% from counterpart contributions.

B. Evaluation. To take place at the beginning of year three:

1 locally recruited international consultant for 25 days @220	$ 5,500
2 local consultants for 25 days @40	2,000
Per diem: 75 person days @ 10	750
Local travel	500
Other direct costs	250

V. Other Direct Expenses

A. Telephone. Telephone and fax @ $75 per month.

B. Office supplies. Calculated at $100 per month during the first year and $160 per month in subsequent years.

C. Training materials. Including production and printing. 20 modules the first year, 30 the second year and 25 the third year at $50 each. An additional $8,000 for training materials will be contributed by other users during the three year project period.

VI Subgrant Expenses

A. Small grants. Three grants the first year averaging $7,000 and 5 to 6 grants per year averaging $10,000 in subsequent years to larger NGOs or NGO support organizations. Counterpart contributions to these grants will be 25%. An additional 10 grants @ $10,000 each will be negotiated from other donor sources for utilization by trained NGOs.

B. Micro-learning funds. Four funds during the first year and 15 to 18 in subsequent years averaging $1,500 each from USAID budget to support community-based project activities. Counterpart contributions to these activities will be 40%. An additional $70,500 in small grants will be leveraged from other donors during the three year project period.

VIII. Indirect Costs

A. On direct costs. 32.38% as per negotiated Indirect Cost Rate proposal.

B. On small grants and micro-learning funds. At 5.01%.

PVO PROGRESS REPORT FORMAT

Reporting Period: to

Name of PVO:

Title of Project:

USAID Grant Agreement Number:

Date of this report:

1. One Page (maximum) Summary Statement of Progress During the Reporting Period.

2. One Page (maximum) Statement of Overall Status of Project to Date.

3. Accomplishments - Each accomplishment should be described in 1-2 sentences.

   A. Activity No. 1

      1. Planned Accomplishments for Current Reporting Period

      2. Accomplishments During the Reporting Period

      3. Planned Accomplishments for Next Reporting Period

   B. Activity No. 2

      Etc.

4. One Page (maximum) Description of Problems Encountered, Lessons Learned, and Resulting Implementation Plan Changes.

5. Statistical Reporting - Follow the format on the following page. At a minimum, include: Activity, output, Goal, Statistics by Quarter, Total, % Goal Achieved, and Male/Female data. Include other criteria as relevant for your output.

6. Expenditure/Financial Report - Follow the sample format. At a minimum, include: Line Item, Expenditures This Period/PVO, Total Grant/USAID, Period/USAID, Expenditures This Period/PVO, Total Grant/USAID, Total Contribution/PVO, Expenditures to Date/USAID, Expenditures to Date/PVO, Remaining Grant/USAID, Remaining Contribution/PVO, % Spent/USAID, and % Spent/PVO.

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STATISTICAL REPORT
Example - Displaced Children's Project

**Show statistics by Activity, Output

ACTIVITY NO. 1 - PERMANENCY PLANNING

OUTPUT NO.1: CHILDREN RETURNED TO FAMILY

	Goal	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	TOT	% Goal
														44	35%
	125	9	9	12	14										
														18	
Age:	0-5	3	2	8	5									17	
	6-12	3	7	2	5									9	
	12+	3	0	2	4									24	
Female		5	4	10	5									20	
Male		4	5	2	9									7	
Disabled		2	1	4	0									8	
Minority		0	3	4	1										

ACTIVITY NO.2 - TRAINING

OUTPUT NO.1: PROVIDE TRAINING FOR ORPHANAGE STAFF (CHILD CARE PRACTICES, CHILD ASSESSMENTS AND PERMANENCY PLANNING)

	Goal	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	TOT	% Goal
														58	47%
	124	10	18	15	15										
														4	
Directors		1	2	0	1									11	
Doctors		3	7	0	1									6	
Nurses		2	0	0	4									21	
Child Care		2	4	10	5									16	
Staff		2	5	5	4										
														38	
Female		8	9	14	7									20	
Male		2	9	1	8										

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PVO PROGRESS REPORT FO

Reporting Period: to

Name of PVO:

Title of Project:

USAID Grant Agreement Number:

Date of this report:

1. One Page (maximum) Summary Statement of Progress During the Reporting Period.

2. One Page (maximum) Statement of Overall Status of Project to Date.

3. Accomplishments - Each accomplishment should be described in 1-2 sentences.

   A. Activity No. 1

      1. Planned Accomplishments for Current Reporting Period

      2. Accomplishments During the Reporting Period

      3. Planned Accomplishments for Next Reporting Period

   B. Activity No. 2

   Etc.

4. One Page (maximum) Description of Problems Encountered, Lessons Learned, and Resulting Implementation Plan Changes.

5. Statistical Reporting - Follow the format on the following page. At a minimum, include: Activity, Output, Goal, Statistics by Quarter, Total, % Goal Achieved, and Male/Female data. Include other criteria as relevant for your output.

6. Expenditure/Financial Report - Follow the sample format. At a minimum, include: Line Item, Expenditures This Period/USAID, Expenditures This Period/PVO, Total Grant/USAID, Total Contribution/PVO, Expenditures to Date/USAID, Expenditures to Date/PVO, Remaining Grant/USAID, Remaining Contribution/PVO, % Spent/USAID, and % Spent/PVO.

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STATISTICAL REPORT
Example - Displaced Children's Project

**Show statistics by Activity, output

ACTIVITY NO. 1 - PERMANENCY PLANNING

OUTPUT NO.1: CHILDREN RETURNED TO FAMILY

	Goal	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	TOT	% Goa
	125	9	9	12	14									44	35
Age: 0-5		3	2	8	5									18	
6-12		3	7	2	5									17	
12+		3	0	2	4									9	
Female		5	4	10	5									24	
Male		4	5	2	9									20	
Disabled		2	1	4	0									7	
Minority		0	3	4	1									8	

ACTIVITY NO.2 - TRAINING

OUTPUT NO.1: PROVIDE TRAINING FOR ORPHANAGE STAFF (CHILD CARE PRACTICES, CHILD ASSESSMENTS AND PERMANENCY PLANNING)

	Goal	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	TOT	% Goa
	124	10	18	15	15									58	47
Directors		1	2	0	1									4	
Doctors		3	7	0	1									11	
Nurses		2	0	0	4									6	
Child Care Staff		2	4	10	5									21	
		2	5	5	4									16	
Female		8	9	14	7									38	
Male		2	9	1	8									20	

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STATISTICAL REPORT
Example - Rehabilitation and Prosthetics

**Show statistics by Activity, Output
Grantees should provide the information below in addition to
their individual project goals.

OUTPUT NO.1: MEDICAL PROJECT STAFF RECRUITED & ON BOARD

Staff	Goal	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	TOT	% Goal
Total Staff	26	6	10							16	62%
Physician	4	1	2							3	75%
Prosthetist	8	3	4							7	88%
Phys Therpst	8	1	2							3	38%
Voc Trainer	4	1	0							1	25%
Other	2	0	2							2	100%
Female		3	6							9	
Male		3	4							7	

OUTPUT NO.2: MEDICAL STAFF TRAINED

Staff	Goal	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	TOT	% Goal
Total Staff	100	2	20							22	22%
Physician	12	1	2							3	25%
Prosthetist	25	1	7							8	32%
Nurse	15	0	2							2	13%
Prosth Tech	20	0	4							4	20%
Phys Therpst	25	0	5							5	20%
Other	3	0	0							0	0%
Female		0	10							10	
Male		2	10							12	

OUTPUT NO.3: DEVICES PRODUCED AT LOCATION XXX
(Show production statistics at each location)

Staff	Goal	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	TOT	% Goal
Total	1000	6	10							16	2%
Prostheses											
Below Knee	4	1	2							3	75%
Above Knee	8	3	4							7	88%
Upper extremity	8	1	2							3	38%
Braces	4	1	0							1	25%
Wheelchairs	2	0	2							2	100%
Crutches		3	6							9	
Orthepedic Shoes		3	4							7	
Other Devices											

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Staff	Goal	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	TOT	% Goal
Total (fitted)	1000	50	150							200	20%
FITTED FOR:											
Prostheses										30	15%
Below Knee	200	10	20							50	25%
Above Knee	200	10	40							30	15%
Upperextremity	200	10	20							5	5%
Braces	100	5	0							25	50%
Wheelchairs	50	5	20							11	7%
Crutches	150	5	6							43	48%
Orthopedic Shoes	90	3	40							6	60%
Other Devices	10	2	4								
Follow-up Visit			25								
Referral			3								
Other											
Female		30	25								
Male		70	125								

OUTPUT NO.5: VOCATIONAL TRAINING

Staff	Goal	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	TOT	% Goal
Patients Trained	750	0	25							25	3%
(Skill Trained)	250	0	10							10	4%
Trainee Employed	250	0	0							0	0%
(Skill Trained)	250	0	10							10	4%
Trainee Employed	250	0	2							2	1%
(Skill Trained)	250	0	5							5	2%
Trainee Employed	250	0	5							5	2%
Female		0	1								
Male		0	24								

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EXPENDITURE/FINANCIAL REPORT

REPORTING PERIOD: TO

LINE ITEM	EXPENDITURES THIS PERIOD USAID	EXPENDITURES THIS PERIOD PVO	TOTAL GRANT USAID	TOTAL CONTRIBUTION PVO	EXPENDITURES TO DATE USAID	EXPENDITURES TO DATE PVO	REMAINING GRANT USAID	REMAINING CONTRIBUTION PVO	% SPENT USAID	% SPENT PVO

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