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## VOLUME I

# EVALUATION OF THE INSTITUTIONAL STRENGTHENING AND GRANT MAKING (ISGM) PROGRAM OF THE HORN OF AFRICA SUPPORT PROJECT

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*Submitted to:*

**USAID/REDSO/ESA  
AEP-I-00-00023-00  
Task Order No. 802**



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**April 2001**

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ISGM EVALUATION REPORT

## **I. EXECUTIVE SUMMARY**

The Institutional Strengthening and Grant Making (ISGM) program is a key activity in the U.S. Greater Horn of Africa Initiative (GHAI) as well as in the current strategy of the U.S. Agency for International Development (USAID) in that region. ISGM provides assistance to local African non-government organizations (NGOs) working regionally in the areas of food security and conflict prevention, mitigation and response in nine of the ten GHAI countries as well as in the non-presence countries of that area. USAID's Regional Economic Development and Support Office (REDSO) for East and Southern Africa (ESA) in Nairobi, Kenya manages this effort through a contract awarded in September 1998 to Pact, a U.S. private voluntary organization (PVO), in partnership with an African NGO, MWENGO. The activity is intended to last up to five years at a cost of \$10 million.

In the course of this first review of ISGM, the evaluation team found many positive results in applying the broader GHAI goals, in supporting the Strategic Objectives (SOs) and the Intermediate Results (IRs) of REDSO/ESA and in accomplishing specific contract performance indicators. After a somewhat slow and difficult start, Pact and its subcontractor, MWENGO, have accelerated the pace of their work, benefiting more than 300 African NGOs so far in the form of grant-making (15) and numerous, smaller institutional strengthening and other grants to build the capacities of these local organizations. When interviewing a number of the NGOs receiving grants, the team was impressed not only with the commitment of these groups to their regional food security and peace building work, but also with the practical improvements (e.g., strategic planning, financial management, networking, websites) provided to them by the Pact/MWENGO team. The target of sustainability of at least ten African NGOs is now within reach. Of particular note is the active involvement and leadership of women in many of these local NGOs. Also, the role of an African Advisory Council in the decision-making process for grant making is another innovative and progressive characteristic of ISGM. Finally, the feedback from African stakeholders about ISGM is virtually universal in complimenting the U.S. Government and USAID, especially because ISGM is helping strictly African NGOs in their institutional strengthening, ISGM involves Africans directly in designing and implementing activities and Africans participate in approving the grants.

As a result of this mid-term evaluation, the team has the following major conclusions and recommendations:

- REDSO/ESA should definitely continue supporting ISGM because of its accomplishments so far as well as its direct support to the Mission's SOs and IRs.
- For the same reasons, ISGM should be given high priority in the allocation of budgetary resources.
- To achieve even greater impact and efficiency ISGM should be more closely aligned with the work of all of the SO teams, including one not now covered, in REDSO and of other USAID operating units in the GHAI region.
- REDSO should proceed as soon as possible with the next round of competitive procurements for grant making, although serious consideration should be given to some targeting of NGOs working with specific SO teams or Missions and in non-presence countries.

- Because the work of the African Advisory Council is a very positive feature of ISGM, REDSO should not only continue the Council's active involvement, but also consider some expansion of its role.
- After some initial problems, both Pact, the prime contractor, and MWENGO, the subcontractor, are performing very well in their contractual relationship implementing this NGO activity and their partnership should not only be sustained, but consideration ought to be given to enhancing it.
- Because there is a clear but, as of yet, unquantified benefit for women, ISGM and REDSO should make every effort to develop this gender data and analysis further as this NGO activity continues.
- As REDSO's role evolves towards more actual regional project management in addition to support services, USAID needs to adjust and update some of its management and administrative procedures in order to take due account of these regional project needs.
- While this is a mid-term evaluation, though with very positive findings, conclusions and recommendations, USAID should start planning now for the post-ISGM period in the form of a successor to this NGO program involving greater African management of operations and ownership of the development agenda.

## II. ACRONYMS

AAYMCA	Africa Alliance of the Young Men's Christian Associations
APF	Africa Peace Forum
BYDA	Bar-el-Gazal Youth Development Agency
CECORE	Center for Conflict Resolution
COMESA	Common Market for East and Southern Africa
CTO	Contract Technical Officer
CPMR	Conflict Prevention, Mitigation and Response
ESA	East and Southern Africa
FAN	Forest Action Network
FEWS	Famine Early Warning System
FIDA	International Federation of Women Lawyers
FS	Food Security
GHAI	Greater Horn of Africa Initiative
IGAD	Inter-Governmental Authority on Development
HASP	Horn of Africa Support Project
IBAR	Inter-African Bureau for Animal Resources
IQC	Indefinite Quantity Contract
IR	Intermediate Result
IS	Institutional Strengthening
ISGM	Institutional Strengthening and Grant Making Program
KRA	Kenya Rainwater Association
MCAT	Management Capacity Assessment Tool
MWENGO	Mwelekeo wa NGO
NAWOU	National Association of Women Organisations in Uganda
NGO	Non-Governmental Organization
OAU	Organization of African Unity
OCAT	Organizational Capacity Assessment Tool
OFDA	USAID's Office of Foreign Disaster Assistance
OLS	Operation Lifeline Sudan
PVO	Private Voluntary Organization
RCO	Regional Contract Office
REDSO	Regional Economic Development and Support Office
RFA	Request for Applications
RFP	Request for Proposals
SO	Strategic Objective
SPO	Special Objective
UNCED	United Nations Conference on Eradication of Desertification
UNICEF	United Nations Children's Education Fund
USAID	U.S. Agency for International Development
USDH	U.S. Direct Hire Employee
WASDA	Wajir South Development Association

### **III. APPROACH AND METHODOLOGY**

Following a brief competition period under an Indefinite Quantity Contract (IQC), AEP-I-00-00-00023-00, the Regional Contract Office (RCO) of the Regional Economic Development and Support Office (REDSO) for East and Southern Africa (ESA) of the U.S. Agency for International Development (USAID) in Nairobi, Kenya awarded a task order (No. 802) on March 6, 2001 to Development Associates, Inc. of Arlington, Virginia. The purpose of this task order is to prepare an evaluation of the Institutional Strengthening and Grant Making (ISGM) program of the Horn of Africa Support Project (HASP). A copy of the scope of work is attached to this report as Annex A. Development Associates mobilized a consultant team on March 8 in Washington, DC, composed of Dennis M. Chandler as team leader and Dr. James Osborn as project development expert, both whom have had extensive, senior level experience working on a variety of USAID programs in sub-Saharan Africa and elsewhere. The third member of the team, Miriam W. Gachago, a Kenyan specialist in non-governmental organizations (NGOs), training and gender issues, joined the team upon its arrival in Nairobi.

The evaluation team's approach consisted of a review of all available documents relating to the USAID/REDSO, HASP and ISGM program (See Annex D for a partial list). The team also met at least once with appropriate USAID officers in Washington, Nairobi, Kenya; Kampala, Uganda; and Harare, Zimbabwe. In addition, the evaluators interviewed the responsible individuals of Pact, the NGO prime contractor, in Washington and Nairobi; the Director and staff of MWENGO, the NGO subcontractor, in Harare and Nairobi; seven members of the African Advisory Council in Nairobi; and also other regional institutional contractors in Nairobi. Furthermore, evaluation team members visited the offices of all of the NGOs available in Nairobi and Kampala that were partners in this project. Annex B describes the evaluation team's work plan and Annex C lists the names of people contacted.

Following this intensive review process within the time period allowed by this USAID task order, the evaluation team prepared a draft report, consisting of background information about ISGM as well as the team's preliminary findings, conclusions and recommendations relating to this assignment. The team presented this draft report in writing to USAID/REDSO/ESA managers on April 5, 2001, and discussed it with them the following day, before the departure of Messrs. Osborn and Chandler to the U.S. The team then continued working on the final report while it awaited receipt of USAID's written comments on the draft. The Development Associates team carefully considered these USAID comments in the completion of the final evaluation report of ISGM and submitted the final report to REDSO by the agreed upon date of April 21, 2001.

The Development Associates team wishes to express its sincere appreciation to all of the staff and managers of USAID, Pact, MWENGO, the African Advisory Council and the NGO partners for their cooperation in the preparation of this evaluation. The team also commends the dedication, hard work and successes of the many individuals and organizations involved in helping to bring about greater NGO institutional strengthening, especially in the food security and conflict prevention/peace building sectors in the Horn of Africa region.

#### **IV. GHAI/HASP, ISGM AND USAID/REDSO/ESA STRATEGY**

##### **A. BACKGROUND**

During the last decades of the twentieth century, there have been few regions of the world that have experienced as much human suffering as has the Greater Horn of Africa (GHA). Wars, tribal conflicts, droughts and famines have wreaked havoc on this area, resulting in hundreds of thousands of lives lost, countless refugees and displaced persons, and general social and economic upheavals. The governments of the countries in the region have either been unable to cope with these disasters, have often actually exacerbated them or have sometimes been non-functional. The United States and the international community have responded to these recurring calamities with billions of dollars of food aid and other assistance, but have been largely frustrated in trying to deal with many of the core issues, especially those that are more political in nature. They also have realized that, if ever there were to be a more lasting resolution, it would have to come from within and be led by the people and organizations of the region.

Out of this tragic situation grew the Greater Horn of Africa Initiative (GHAI) by which the United States would assist local governmental and non-government organizations (NGOs) in the region to address many of the root causes of these chronic problems. A key element in this new approach would be the greater emphasis placed on the increased role of African organizations themselves in finding and implementing solutions. The U.S. Agency for International Development (USAID) acted on this U.S. Presidential initiative by providing a \$23 million Horn of Africa Support Project (HASP) designed to support the activities of African organizations in promoting food security (FS) and conflict prevention, mitigation and response (CPMR).

##### **B. GHAI/ISGM**

The Institutional Support and Grant Management Program (ISGM) is a major assistance and cooperation vehicle of the U.S. inter-agency GHAI. Through GHAI and HASP, USAID finances a Grant Agreement with the African Inter-Governmental Authority on Development (IGAD). The agreement was refined in June, 1997 to concentrate on catalytic support for IGAD itself and the implementation of a "grant-making/institutional strengthening mechanism for African [non-governmental] Institutions," i.e., ISGM. The USAID/REDSO/ESA Mission in Nairobi manages ISGM through a contract with Pact, an American private voluntary organization (PVO). The contract came into effect on September 3, 1998 with an intended cost of \$10 million and a duration of five years.

The U. S. Presidential GHAI began in 1994 and took its definitive form for USAID in the GHAI Strategic Plan covering the fiscal years 1998-2002. It treats ten (10) countries in the area: Rwanda, Burundi, Tanzania, Kenya, Uganda, Sudan, Somalia, Ethiopia, Eritrea and Djibouti. It calls for USAID actively to engage all stakeholders in this troubled region, especially African NGOs, in effecting its strategy, the overarching principles of which are:

African Ownership Strategic Coordination Linking Relief and Development Regional Perspective Promoting Stability.
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GHAI's Strategic Objectives are:

Strengthening African Improved Capacity to Enhance Regional Food Security (FS)	Strengthening African Capacity to Prevent, Mitigate and Respond To Conflict in the GHA Region (CMPR)	Access to Regional Analytical Information. (Special Obj.)
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For ISGM, the defining and controlling document is USAID/REDSO's contract with Pact (623-C-00-98-00026-00). It confirms the above GHAI principles and strategic objectives as the basis of the program. ISGM's concentration on NGOs follows from the contract's basic assumption that "in order to achieve food security and CMPR results the capacity of NGOs working these sectors must be strengthened." Thus, ISGM is "a grant-making program for eligible African non-governmental institutions [to] provide institutional strengthening (IS) services to African organizations [which] will be implementing activities that contribute to the HASP/GHAI results of" FS and CMPR. ISGM's means to achieve these results should take the forms of institutional strengthening, promotion of innovation and strategic coordination.

In the program of REDSO/ESA as late as March 2000 (date of the FY2002 R-4 submission), REDSO had one strategic objective of three (four the year before) entitled: "Establishing a Strong Basis for Implementation of the Greater Horn of Africa Initiative." However, that report indicated that REDSO would adopt a new strategy soon, *inter alia* "to better integrate the GHAI into [its] regional program. Thus, the "REDSO/ESA Strategy FY 2001 – 2005" (June 2000) absorbed GHAI (and with it, ISGM up to a point), having among five Strategic Objectives (SOs) one to enhance African capacity to achieve regional food security (#5) and one to enhance capacity for managing conflict (#6). Apart from the REDSO's traditional regional services objective, the other two SOs treat health (#7) and non-presence country programs (#9) – in which there is also a strong need for NGO strengthening and activity support.

This REDSO strategy, affecting 22 countries in its East and Southern Africa region of responsibility, was further refined in another version, entitled REDSO/ESA's "Strategic Plan 2001-2005, Strengthening Partnerships and Capacity" (undated), a copy of which was given to the evaluators during the latter stages of their stay in Nairobi. This document focuses on the three SOs to enable REDSO to achieve its goal of a healthy, food secure and peaceful region. The team was also then told that some of the performance indicators for this seemingly still evolving strategy are yet to be worked out following this latest revision. Strategies for non-presence countries, while clearly related regionally and managerially, are to be treated more separately on an individual country basis.

GHAI's higher principles are likewise adopted in REDSO's strategic construct, in which regionalism is the cornerstone and the focus is on "empowering African organizations to identify and solve their own problems" through organizational strengthening, increased availability of appropriate technologies and innovations, increased networking and cooperation, increased availability of information and use of communication technologies and an improved policy environment. Most notably the GHAI principles of African ownership and regional perspective are operationally fundamental.

There is without question a near perfect fit of the operational principles and *modus operandi* of ISGM into this strategy. Pact has accordingly easily adapted its Intermediate Results (IR) array derived from the GHAI strategy of 1997 to focus on the new (June 2000) REDSO/ESA SOs, IRs and sub-IRs (22 of the last, in all). It may be a year or more before REDSO refines these measures further, possibly changing them somewhat. The current versions are the basis of this evaluation's analysis and the team does not believe that any conclusion will be invalidated by marginal changes in wording in some uncertain future. (See Figure 1, below, second page.)

In short, ISGM seeks to enhance African NGO capacities in FS and CMPR. It does it regionally through grants and activities benefiting two and usually more countries in the region. And prominent among its means are stimulating technological innovation, networking and strategic coordination. Figure 1 summarizes this in its first page. ISGM provides grants, non-grant assistance and develops and/or supports regional sustainability-inducing assets, against some targets in the Pact contract, including most importantly the development of ten sustainable NGOs. These actions result in effects on indigenous NGOs translatable into REDSO results as currently understood, the structure of which has one fundamental objective: enhanced African capacity.

**FIGURE 1**  
**SUMMARY OF ISGM STRUCTURE AND PERFORMANCE (TARGETS)**

**ISGM STRUCTURE AND PERFORMANCE (TARGETS)**

**REDSO/ESA STRATEGY FY2001-2005:**

*AT THE END OF THE FIVE-YEAR STRATEGY, THERE WILL BE A NUMBER OF MATURE, SUSTAINABLE REGIONAL ORGANIZATIONS IN ESA THAT HAVE THE INTERNAL CAPACITY TO OPERATE EFFECTIVELY TO ACHIEVE THEIR AND THE REGION'S AGENDAS IN THE AREAS OF CONFLICT MANAGEMENT, FOOD SECURITY AND PROVISION OF HEALTH SERVICES.*

**SO5: ENHANCED AFRICAN CAPACITY TO ACHIEVE  
REGIONAL FOOD SECURITY**

**SO6: ENHANCED AFRICAN CAPACITY FOR MANAGING  
CONFLICT IN THE REGION**

**MEANS:**

**INSTITUTIONAL STRENGTHENING  
APPROPRIATE TECHNOLOGIES/INNOVATION  
NETWORKING AND STRATEGIC COORDINATION**

**ISGM INPUTS:**

**A. NGO GRANTS**

18 Rnd 1&2 (40)  
(10 NGOs Sustainable)  
(10 Innovative)  
18 Nascent (10)  
8 CPMR  
10 FS

**B. NON-GRANT**

**ASSISTANCE TO NGOs**  
Through Grants = 187  
67 CPMR  
120 C/FS  
Non-grant = 130+  
52 CPMR  
32 FS  
43 C/FS

**C. REGIONAL**

**SUSTAINABILITY-  
INDUCING ASSETS**  
Data Bases 2 (2)  
Tools  
Info Dissemination  
4 conferences (5)  
4 Networks (5-10)  
Centers of Excellence  
Human Resources  
Af. Advisory Council  
[MWENGO]

**ISGM INPUTS BY SUB-IR : GRANT AND NON-GRANT [OCTOBER 1998-MARCH 2001]**

**IR1: REGIONAL ORGANIZATIONS STRENGTHENED (S05)**

**AFRICAN CONFLICT MANAGEMENT ORGANIZATIONS STRENGTHENED (S06)**

No. of Inputs: Grant/(pln) Non-grant

Sub-Irs

1. Improved Institutional Management/Governance (SO5)	8		
Strengthened Institutional and Financial Management/Governance (SO6)	7		
2. Improved Strategic Planning/M&E (SO5)	4	(3)	
Strengthened Strategic Planning, Program Development and M&E (SO6)	6	(1)	
3. Improved ability to Generate and Manage Funds (SO5)	4	(3)	
Automated Office Systems Upgraded (SO6)	3	(1)	
4. Improved Technical Skills (SO5)	2	(5)	
5. Improved Technical Skills in Conflict Prevention, Mitigation and Response (SO6)	1	(4)	
5. Improved Program Design and Management Skills (SO5)	3	(1)	
<b>TOTAL</b>	<b>38</b>	<b>(18)</b>	<b>13+</b>

**IR2: IMPROVED REGIONAL USE/AVAILABILITY OF APPROPRIATE**

**TECHNOLOGIES/PRACTICES (SO5)**

**INCREASED AVAILABILITY OF BEST PRACTICES (SO6)**

Sub-Irs

1. Technologies Disseminated (SO5)	1	(4)	
Best Practices Disseminated (SO6)	3	(1)	
2. Technologies Identified and Tested (SO5)		(4)	
Best Practices Identified and Tested (SO6)	2	(3)	
<b>TOTAL</b>	<b>6</b>	<b>(12)</b>	<b>0+</b>

**IR3: INCREASED NETWORKING AND COOPERATION (SO5)**

**INCREASED COMMUNICATION/NETWORKING AMONG**

**STAKEHOLDERS IN CONFLICT SITUATIONS (S06)**

Sub-Irs

1. Increased Public and Private Sector Information Sharing(SO5)	2	(1)	
Enhanced Mechanisms for Face-to-Face Communication among Stakeholders (SO6)	2	(1)	
2. Increased Information Sharing across Disciplines (SO5)	3	(2)	
Enhanced Capability for Electronic Communication among Stakeholders (SO6)	3	(3)	
3. Increased Use of Information Technologies (SO5)	1	(6)	
Protocols/Rules of Engage. for Problem-Based Interactions among Stakeholders (S06)	1	(1)	
<b>TOTAL</b>	<b>12</b>	<b>(14)</b>	<b>26+</b>

**IR4: SELECTED POLICY, REGULATORY AND PROCEDURAL**

**CHANGES ADVOCATED BY AFRICAN PARTHERS (SO5 ONLY)**

Sub-Irs

1. Policy Analyses Conducted	1	(1)	
2. Increased Dialogue on Policy/Regulatory Issues	2	(1)	
3. Advocacy Activities Expanded		(2)	
<b>TOTAL</b>	<b>3</b>	<b>(4)</b>	<b>0</b>

## V. ISGM PROGRAM: FINDINGS

### A. FORM AND CONTENT OF ISGM

The ISGM program is contracted out to Pact, which has a sub-contract for institutional strengthening services with MWENGO, a regional African NGO headquartered in Harare. Pact directs and manages all activity and takes particular responsibility for grant-making, much of the non-grant assistance to African NGOs, much of the development and deployment of the infrastructure the program requires – called here Regional Sustainability-Inducing Assets – and monitoring, evaluating and reporting (through its MERIT system).<sup>1</sup>

Grant-making by ISGM's Pact is effected through open competition and employs an African Advisory Council to vet, suggest modifications of and rank competing proposals. There are currently 15 grants, of which the first three have already been closed and two audited. (See Table 1.) Referring to Figure 1, it may be seen that these grants must support institutional strengthening and can also support activities -- of African NGOs operating internationally in the region and pursuing food security and/or conflict management ends. They also should employ appropriate technology/innovation and/or networking/strategic coordination means. Ideally, they should serve some, or many, of the more specific intermediate and sub-intermediate results of REDSO/ESA's strategy, as displayed on the second page of Figure 1. For results, see V.F., below.

There is more, however. A common, but erroneous, view in some circles is that ISGM is little more than a grant management scheme with a predominance of institutional strengthening. It is seen, as such, to be cumbersome, somewhat slow, perhaps costly and possibly unresponsive to REDSO's current needs. If the principles of GHAI and now REDSO are taken literally, and their obvious implications are understood (in particular, African ownership and regionality), then this is clearly not so. For African ownership, take the African Advisory Council: it may be an extra step; but it is not time consuming (its one-week review process is minimal in USAID's work cycle). Rather, the Council's serious analysis, African identity, collaborative work style and project-level recommendations seemed eminently reasonable to the evaluators and add substantive value and African political credibility to this program (See E., below).

Likewise, devising regional approaches in NGO FS and CPMR activities is a challenge. And institutional strengthening (IS) aimed at sustainability of indigenous NGOs could scarcely be regarded as a likely quick fix even by optimists: this is a long haul process. In that regard, as illustrated above, if Pact/MWENGO perform adequately, ISGM can hardly fail to deliver numerous REDSO strategic results at the IR and sub-IR levels highly attuned to the Mission's and USAID's fundamental African institution-building purpose.

Therefore, ISGM is far more than simply a grant maker that institutionally strengthens. In terms of inputs, ISGM provides (a) grants for IS alone, or combined with activity support; (b) non-grant assistance; and (c) regional sustainability-inducing assets. (See Figure 1 and Tables 2-4). Results are analyzed in V. F. and G., below.

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<sup>1</sup> Management methods and issues under the contract are treated in B, C, and D, below. For purposes of this analysis, management is considered as unitary and is referred to as ISGM Pact or Pact/MWENGO.

It is not a function of this evaluation to compare ISGM's costs and results to those of other REDSO programs. However, along absolute cost/benefit lines, and considering the contract nature of the competitively procured services, the Pact contract and its deliverables – and ISGM's performance so far (but allowing for the initial year's delay in effective start-up) -- are commendable and appear to be in line with international cost standards. Treated in a bit more detail below (V.F. 1.), taking into account sunk costs in tools, human resources, data bases and other assets, the marginal cost of various inputs for institutional strengthening (e.g., financial management workshops) by now is remarkably low: ca. \$250 plus travel per NGO, according to Pact in two cases.

Thus, ISGM has had to create, adapt or update regional assets at some cost to sustain grant-making. Beyond that role, however, these assets can and should be seen, in themselves, as potentially lending to the sustainability of NGOs and NGO strengthening efforts now and in the post-ISGM future around the Greater Horn region. Four were foreseen specifically in the Pact contract as deliverables: databases, information-disseminating conferences and the like, networks, and the African Advisory Council itself. (See targets on Figure 1). Otherwise, Pact/MWENGO have adapted and refined previously designed development mechanisms, like the Organizational Capacity Assessment Tool (OCAT), which they then modified for ISGM to fit the individual NGO development organizations and reflect their regional nature. In addition, they have developed the Management Capacity Assessment Tool (MCAT) specifically for ISGM. They have also developed training materials on each of the subjects that they have addressed and will soon be coming up with standard training manuals. Finally, ISGM also actively supports regional centers of excellence. The results of these efforts are analyzed in V.F.3, below.

The third category of inputs from ISGM is non-grant assistance - called that not because the funds used are not grant development assistance, but because these numerous activities and interventions do not target competed grantees. Rather, they target regional NGOs in far wider numbers and geographical distribution than the grant competition winners could possibly represent. And they lend to institutional strengthening, innovation and networking along FS and CPMR lines. This is arranged in two ways: either the benefiting NGOs are assisted by the activities of ISGM grantees; or they are aided directly by Pact/MWENGO support efforts around the region that often are associated with networking, innovation-dissemination, centers of excellence and data base development. Regional assets back up these non-grant assistance activities, of course. This process is analyzed in V.F.3, below.

## **B. PACT**

Pact began in 1971 as a U.S. PVO and NGO. Pact's mission is to work globally to reduce poverty by helping to build strong communities that provide people with an opportunity to earn a dignified living, raise healthy families and participate in democratic life. Pact proposes to achieve this by strengthening the capacity of grassroots service delivery organizations, coalitions and networks and by assisting in forging links among governments, business and the citizen sector to address urgent social and economic needs. Pact is currently working in about 18 countries in Africa, Asia and Latin American and the Caribbean.

When USAID/REDSO/ESA issued the RFP for the ISGM contract in 1998, Pact submitted its proposal, including MWENGO as a partner in the form of a planned subcontractor. Following a best-and-final-offer (BAFO) round, Pact was awarded this USAID contract on September 3, 1998. The contract was intended to finance the provision of technical services and funding for grant-making to and institutional strengthening of African NGOs in the GHAI region. This REDSO/Pact contract designated two key personnel: the chief-of-party and the grants manager, both of whom are Pact employees. While a MWENGO employee does function as the deputy chief-of-party in the Nairobi headquarters of ISGM, this is not a USAID-required arrangement. At the same time, however, while MWENGO is not specifically mentioned in the USAID/Pact contract, apparently the proposed role of this East and Southern African NGO as a subcontractor was viewed favorably by REDSO as helping to achieve the GHAI/HASP/ISGM principle of greater African ownership and participation. Pact and MWENGO signed a USAID-approved subcontract under ISGM and elaborated on the relationship in a Memorandum of Understanding.

The ISGM program had a very slow and difficult start. There were numerous problems, mostly of an administrative nature, that severely hampered the beginning of the program elements in ISGM during the better part of the first year of implementation. It seemed to take an inordinate amount of time for ISGM to find office space, procure commodities, hire staff, finalize the Request for Applications (RFAs), set up the Advisory Council and generally begin the planned institutional strengthening and grant-making. As a result, Pact, of its own volition and with REDSO approval, made a key business decision to change its chief-of-party. Shortly thereafter, in a related vein, MWENGO also changed the deputy chief-of-party. Both of these replacement managers (as well as the rest of the capable ISGM staff) now seem to be administering very effectively the various activities of the ISGM program, as described in the other sections of this report. ISGM's regional nature, without the benefit of a bilateral agreement, also added to delays.

### **C. MWENGO**

MWENGO is an acronym derived from a Kiswahili expression, "Mwelekeo wa NGO", that simply means giving direction or vision. MWENGO's mission is to strengthen the capacity of NGOs in Eastern and Southern Africa and to articulate and implement a development agenda that is rooted in African experience and analysis. MWENGO's origins go back to the late 1980s when the African NGO leaders were grappling with the question of "what ails the African NGO." As they tried to answer that question, the NGO leaders saw the need for a coordinating body as they sought to address the issues identified. Accordingly, MWENGO was founded and registered in 1991 as a regional NGO headquartered in Harare.

MWENGO has a membership of 76 regional NGOs, who constitute the general assembly that meets triennially to review the organization's programs, make projections for the next three years, elect an executive committee and appoint project task forces. The executive committee consists of seven NGO leaders and is responsible for supervising the work of the secretariat while the task forces work with the program officers in developing creative strategies for the program activities.

An Executive Director, who is supported by three program officers that work in four program areas all targeted to the African NGO, leads the MWENGO secretariat. Focus areas are:

- a) NGO Self-Understanding - This program assists the NGOs go through a process of self-analysis. This process applies to individual NGOs as well as the NGO sector in general. The results lead to development of capacity building programs.
- b) Strengthening organizations for sustainable development - This activity involves research, materials development and a training component aimed at strengthening both the technical and managerial capacity of NGOs.
- c) Civil society and advocacy – This component seeks to help NGOs appreciate the need to be responsive to the broader social and political context within which they operate. The great need to influence policy and challenge institutional barriers to development is given emphasis.
- d) Communications - This element plays a dual role: that of keeping the NGOs and the rest of the world informed about the activities of MWENGO, and that of being a resource to the MWENGO community by providing various materials.

The MWENGO secretariat also networks with many civil society organizations at the regional and international levels.

Due to its regional nature, MWENGO is unable to acquire funding from bilateral donors. Thus, its major donor partners are regional donors and private foundations. MWENGO raises about 92 percent of its funding from such sources. The rest of the funds are raised from subscriptions and related income. MWENGO has made great strides in improving its donor base over time in order to ensure sustainability of its programs. Prior to ISGM, MWENGO has not worked directly with USAID in any project. While the challenge of maintaining donor relations is immense, MWENGO is confident that so long as it maintains its focus, implements good programs and maintain a high level of accountability it will continue to receive adequate funding.

#### **D. PACT/MWENGO RELATIONSHIP**

Pact and MWENGO established contact in 1996 when MWENGO was invited to some Pact activities in Southern Africa. The two organizations soon realized that they could combine their skills and in that spirit submitted to USAID a joint proposal for implementing “STRENGTH”, a program for institutional strengthening of NGOs in Southern Africa. They did not win this bid, but in the meantime the request for proposals (RFP) on ISGM was published and again they submitted a proposal. Pact won this contract with MWENGO as an intended subcontractor.

In going through their teaming process, MWENGO and Pact had basic understanding on:

- a) Pact had much more experience in dealing with USAID and would therefore be the prime contractor, handling all the contractual arrangements for the project. MWENGO was proposed to be a subcontractor to Pact, but, as usual, this subcontract would have to be approved by USAID. In addition, the two organizations agreed that they would have a Memorandum of Understanding to guide their relationship in the program’s implementation.

- b) MWENGO did not feel comfortable dealing with USAID due to the management complexities and time involved in accounting for funds. Therefore, it was agreed that Pact would handle all financial transactions with USAID. Pact would provide the chief-of-party, who would be responsible for the overall management of the project, and MWENGO would provide a deputy chief-of-party, who would also be in charge of the IS portion of the project.
- c) Because Pact had lengthy experience in managing grant-making programs, it would also specialize in that element of ISGM. Since MWENGO was expert in dealing with institutional strengthening of NGOs, it would handle that task in the implementation of ISGM.

While not all of these aforementioned points were included specifically, they were reflected in principle in the division of responsibilities in the USAID-approved sub-contract signed by Pact and MWENGO on March 13 and May 24, 1999, respectively. This subcontract also included specific deliverables, schedules as well as the reporting and monitoring requirements.

### **Memorandum of Understanding**

In March 2000, Pact and MWENGO signed a Memorandum of Understanding (MOU). The purpose of this MOU was to outline more precisely a guiding framework for the development of a partnership that would enable them to work effectively on ISGM and also explore possibilities for further collaboration. The MOU had been negotiated with recognition that both organizations had specific strengths and contributions that they would be bringing into the project. The MOU is not a USAID-required document and, as such, has no contractual weight for USAID, although the MOU does speak well of the working relationship between these two organizations in ISGM.

With regard to ISGM, the MOU:

- Reiterated what had been outlined in the subcontract in terms of roles and responsibilities of each organization and stated that the MOU would not supersede the clauses of that contract.
- Identified specific action areas for each organization in project implementation. These are:
  - Close collaboration in day-to-day operations of the project.
  - Use of both organizations' names in all communication about the project.
  - Joint decision making in allocation of project resources and responsibilities.
  - Activity monitoring and reporting that satisfies the needs of both organizations.
  - Collaboration at every opportunity in program-related advocacy/government relations.

### **Developments in Pact/MWENGO Relationship**

The Pact/MWENGO relationship, while good, has occasionally been a subject of discussion within the two organizations and also between them and USAID. Because there is a general feeling by some that the relationship may not have entirely developed according to expectations, it is important to review briefly what has happened in the process of ISGM implementation.

#### ***a) Interpretation of the Subcontract and MOU -***

While USAID was impressed with the potential role of MWENGO in ISGM, the REDSO

contract with Pact does not even mention MWENGO. Therefore, the subcontract and the MOU are the two main documents that have governed the relationship between Pact and MWENGO in ISGM. Although the two organizations had agreed on negotiating a MOU even before a subcontract, it was necessary that they sign the subcontract first to enable USAID to authorize them to move forward with the project's activities. Because MWENGO was somewhat uncomfortable with signing the USAID-required subcontract before the MOU, it took almost two months from the time that Pact signed before MWENGO did. After signing the subcontract, work had to start immediately and the negotiation and signing of the MOU took almost another year.

These two documents seem to have had different levels of importance and maybe even meanings to the two organizations. To Pact, it seems that the subcontract has been the more important document. Once it was signed, USAID then authorized work to start as planned. MWENGO's role is that of a subcontractor to provide specified services and that relationship was well documented in terms of work expectations and financial obligations. Because their ISGM relationship is governed by a subcontract and MWENGO has been viewed by USAID as qualified to provide the stipulated services, there is no reference to "equal" partnership of MWENGO as a subcontractor or to Pact's mentoring MWENGO. In the course of the evaluation, Pact, as the prime contractor and ultimately accountable, has made repeated reference to the subcontract as the controlling document in their respective ISGM roles. On the other hand, MWENGO feels that the MOU should have been the more important document to guide their relationship.

#### ***b) Staffing***

According to the subcontract, Pact was to provide the chief-of-party, who was to be responsible for the overall management of the project. At the same time, MWENGO was to provide the deputy chief-of-party to be responsible for the implementation of the institutional strengthening component of the project. The chief-of-party and deputy were hired by their respective organizations. As indicated elsewhere in this report, both Pact and MWENGO subsequently changed these senior personnel in order to improve the performance of ISGM. For this and other reasons, the project had a rough start during its first year. In addition to the chief-of-party, Pact also provides a second key position in the form of an expert in grant-making as well as the rest of the support staff. MWENGO in turn has a second staff member based in Harare who supports the IS expert part-time. To some, the MWENGO presence in the Nairobi ISGM office is so limited that there is a chance for it not to be noticed, except as a well integrated part of ISGM.

#### ***c) Use of Both Organizations' Names***

The identity of the ISGM implementers has been at times a sensitive issue. While some of the documentation, like the "ISGM Update", has borne the names of both organizations, in other cases only the name of the prime contractor, Pact, has been listed. Communications from the project has often been on Pact letterheads. This has happened although the MOU has not been renegotiated.

#### ***d) Joint Decision Making in Allocation of Resources***

The planning process for ISGM is a joint activity between Pact and MWENGO, with each of them taking the lead in their assigned areas. The work plan is, however, dependent on the availability of funds and this is an area in which Pact, as prime contractor, has final control. Once

the work plan is approved by the chief-of-party, however, the resources are allocated to the IS and grant-making units and the activities are implemented. It was reported to the evaluators that in a few cases, however, Pact has made decisions that seem to change the work plan without apparently consulting sufficiently with MWENGO. In addition, Pact has at times hired experts in IS without any prior consultation. While these instances may be few, they tend to cause hard feelings among the respective staffs and could even affect work performance in some cases.

#### e) Activity Implementation, Monitoring and Reporting

Activity implementation, monitoring and reporting are the three areas where Pact and MWENGO have demonstrated sustained teamwork. Even though the areas of specialization are identified, the team has gone as one to the NGO grantees and most of the grantees do not know that there is any difference between Pact and MWENGO. The grantees have a lot of respect for the team because they feel that they have helped them to make major strides in their development.

#### **Effects on Work Performance**

According to some, more work could have been done if the working relationship were better between the two organizations. It is, however, important to point out that the ISGM objectives have been met despite any such sensitivity about roles and responsibilities and even in light of the problems experienced at the beginning of the project. The findings of the evaluation team indicate that most of the objectives are being achieved and that there is no serious issue between Pact and MWENGO impeding progress in delivering the services for which they were hired under ISGM.

#### **E. ADVISORY COUNCIL**

All of the pertinent USAID documents speak of the creation of an Advisory Council under the HASP. These include the July 28, 1995 Project Paper; the Project Agreement signed by REDSO/ESA and IGAD on September 20, 1995, as amended; the May 15, 1997 "HASP Grantmaking Program Options Paper"; the June 20, 1997 Action Memorandum signed by the REDSO/ESA Director; the RFP for the ISGM; and the eventual scope of work in the September 3, 1998 contract signed between PACT, as the winning bidder, and REDSO/ESA. Therefore, there can be no doubt about the consistent intention and commitment of USAID to foster significant African ownership and participation in the management of this part of the HASP program. The only refinement appears to have been a modification of the role of this Advisory Council from that of the HASP Advisory Council to the ISGM Advisory Council.

The ISGM Advisory Council held its first regular meeting from June 20 to June 24, 1999 in Nairobi. At that inaugural session, the Council established its charter, discussed roles and working relationships among its 10-12 members and with USAID and PACT and then reviewed grant making project proposals under Round I of ISGM as submitted to it by PACT and USAID/REDSO. According to its charter, the Council's officially stated purpose was to review the short-listed applications presented to it and to make funding recommendations to REDSO, which reserves the right to approve or disapprove those recommendations. Council members are invited to serve by USAID and ISGM and their tenures are expected to be of a limited duration and to rotate. The Council met for the second time in Addis Ababa from January 17 to January

21, 2000 to review the grant-making proposals under ISGM's Round II. Although all of the relevant documents appear to refer to the Council's meeting at least twice a year, the only other time when the Council was formally convened in part was when seven of its members met with this ISGM evaluation team on March 29, 2001. It was only at this last session that the Council members received any stipend for their services, in addition to the usual reimbursement for their travel and per diem expenses.

In its meeting with seven members of the Advisory Council, the evaluation team found them to be an impressive group of wise and seasoned representatives of various geographic and professional backgrounds. The Council members obviously took their ISGM responsibilities very seriously in reviewing proposals expeditiously and in offering to provide other advice and/or services to USAID as well. In a half-day discussion, the Council representatives complimented the U.S. Government and USAID and strongly endorsed the ISGM regional grant-making process. They made favorable comments particularly about ISGM's methodology for its African identity in the form of assisting only African NGOs and in including African decision-makers in the form of the Council in the grant-making approval process.

When discussing the role of the Advisory Council with other stakeholders and those actually knowledgeable about ISGM, there was near unanimity about the importance of this concept of African management participation, a GHAI principle, being put into practice. Virtually everyone believed that the Council members selected were qualified and that they took their work seriously. While not everyone agreed with the actual decisions and recommendations of the Council all of the time, these appear to have been honest differences of opinion, at least partly motivated by one's respective areas of interest and responsibilities.

It is interesting to note that the Advisory Council's role is strictly limited to the review of and recommendations for approval or disapproval of proposed grant activities under ISGM. As discussed elsewhere in this evaluation report, there are numerous other grant and non-grant funded forms of assistance financed by ISGM that are not within the purview of the Council. In addition, there are, of course, many other USAID regional and bilateral NGO activities, which are also funded separately and have no input from the Advisory Council.

## **F. NGO PARTNERS: SELECTION PROCESS AND MACRO RESULTS**

### **1. Introduction and Summary**

As noted, results from ISGM can conveniently be identified and analyzed at the macro-scale, i.e. across all operations, in terms of REDSO's current results framework. This has been assayed for the grants, the non-grant assistance, and the development and deployment of sustainability-inducing assets. Summary data are displayed in Figure 1, at the end of Section IV. 2

The REDSO/Pact ISGM contract specifies deliverables, here termed inputs or events, and one sustainability target only. The target is that at least ten NGOs be made sustainable by the end of the program. At mid-term, none has been (see 2, below.). Five to six are regarded as promising;

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2 the time limits of this evaluation have created an almost complete dependence on Pact for the data used in this section. Their work to provide tables to the evaluation team's specifications was arduous and is greatly appreciated. Independent verification of these data has not been possible, but they appear reliable, given the MERIT system.

but, attaining the target likely will not occur if at least the intended third, and more usefully also a fourth and fifth rounds of grant-making, primarily competitions -- suitably tailored to REDSO/ESA's needs -- are further delayed or suppressed. Up to forty grants are to have been made, according to the contract, and so far there have been 18 from the first two competitive rounds and three have been completed. Again, more rounds are required to reach that target.

Eight of the current 18 grants are directed at African NGOs treating CPMR issues and ten to FS. In late 2000, ISGM acknowledged USAID's view that "peace and development of any kind are fundamentally intertwined;" and it began including a CPMR component in all grants in the belief "that activities for enhancing food security have the potential to create the enabling environment for conflict resolution." This is a good first step in recognizing and acting on the important synergies of food security and conflict, presumably consistent with any new USAID priorities; although at present some SO leaders in REDSO may not always see it that way.

The foremost means of enhancing NGO capacity in ISGM is institutional strengthening *per se*. This is accomplished through grants and non-grant assistance to NGOs and by bringing to bear various tools, conferences, networks and other assets developed by Pact/MWENGO that lend to innovation and networking. Non-grant institutional strengthening through grantees has aided at least 187 NGOs in the GHA region, 120 specializing in CPMR and the rest a combination of that and FS. (Details on effects of individual grantees along these and other lines are found in Tables 2-1 through 2-18, in Annex F.) Non-grant assistance provided directly, usually in the forms of conference participation, receipt of information, and participation in networks has benefited some 52 GHA African NGOs confronting FS, 32 confronting CPMR and 43 some combination of both.

Regional "sustainability-inducing assets" have been created, strengthened or, where they were already strong, supported by ISGM to enable its grant program and to further NGO institutional strengthening region-wide. They take the forms of databases, assessment tools, information dissemination objects, centers of excellence, networks, and human resources (see Table 4, below). Databases and networks have targets specified in the REDSO/Pact contract, as do conferences and workshops.

Although REDSO/ESA is still revising its performance indicators, it appears so far that ISGM reaches a remarkable breadth of REDSO strategic interests across its results matrix. While the Mission plan is to begin engaging more of ISGM's outputs into SO/IR reporting, tabulation at mid-term of ISGM (Figure 1, page 2, above) now confirms that 18 of 22 Sub-IRs have found inputs or events effected by ISGM already and the four remaining have planned results. (The relationship between inputs/events and actual results, that is enhanced NGO capacity along various lines, will be discussed in 2, 3, and 4, below.). The mid-term inputs/results pattern of ISGM by REDSO/ESA IR is as follows:

<b>ISGM INPUTS/EVENTS BY REDSO IR</b>				
<b>INPUTS/EVENTS</b>	<b>IR1</b>	<b>IR2</b>	<b>IR3</b>	<b>IR4</b>
Grants – Actual	34	6	11	3
Grants Additionally Planned	20	13	14	4
Non-Grant	32	0	44	0
<b>TOTAL</b>	<b>86</b>	<b>19</b>	<b>69</b>	<b>7</b>

ISGM likewise reaches widely and deeply into most of the Greater Horn region – including not insignificantly the non-presence countries of Sudan (south), Somalia, and Burundi. The 18 grantees delivered 68 inputs/events or partnered across nine of the ten GHAI countries. Non-grant inputs/events numbered at least 79 across seven countries, more than half in Uganda. Other non-grant inputs/events/partnering inputs/events numbered at least 127 in all ten countries, USAID’s non-presence countries included.

<b>REGIONALITY OF ISGM</b>										
INPUTS/ RESULTS/ EVENTS/ PARTNERS	RWA #	BUR #	TAN #	KEN #	UG #	SUD #	SOM #	ETH #	ERIT #	DJI #
Grant (18)	7	2	9	16	12	7	3	8	4	0
Non-Grant by Grantee	2	0	10	7	41	1	0	8	1	0
Other Non- Grant	1	2	10	49	8	7	14	10	3	10
<b>TOTAL</b>	<b>8</b>	<b>4</b>	<b>29</b>	<b>72</b>	<b>61</b>	<b>15</b>	<b>17</b>	<b>18</b>	<b>8</b>	<b>10</b>

## 2. Grantee NGOs

The grant-making procedure of Pact/MWENGO is as straightforward as any, according to the participating NGOs. Despite the increased regulations because it is a USAID-funded procurement, Rounds I and II have apparently been comprehensible to, if not always easily navigated by, the regional African NGO community. ISGM’s standard procedure so far has been to compose RFAs, advertise them widely and process applications. The role of the African Advisory Council is central to the process, as described in E., above. ISGM staff members have visited more remote or less NGO-friendly countries in the region in order to establish special ISGM/RFA publicity.

The processing of grants often requires screening by ISGM for responsiveness, selected field visits and past performance verification, and sometimes a clarifying step for final proposals, which ISGM and the African Advisory Council have successfully jointly managed in several cases. The Advisory Council reviews, scores and recommends action on the short list of proposals. Individual U.S. Embassy Country Team concurrence is required for grants to proceed.

A second stage of grant processing involves assessment of prospective NGOs applying the OCAT, MCAT, and regional assessment tools to gauge IS requirements (see 3., below for findings) and performance of a certain amount of skill building. Following this, pre-award conditions for award are addressed through training/mentoring and/or technical assistance, which generally take place over three to nine months (see Tables 2-1 through 2-18 section IV). Then the grant is negotiated, signed by the parties and approved by REDSO/ESA. In two rounds, the ratio of applications to awards is 11:1. The ratio of applications to those forwarded to the African Advisory Council is 7:1. This seems reasonable and cost-effective.

<b>GRANT PROCESSING</b>						
ROUNDS	APPLI-CATIONS	RESPON-SIVE	TOO FLAWED	TO AAC	RECOM'D FOR FUNDING	AWARDS
One	85	14	5	9	7	6
Two	109	39	14	20	13	9+3pending+ 1 suspended
TOTAL	194	53	19	29	20	15 (18) +1

**The duration of solicitation/review/pre-award/negotiation and clearance process** in ISGM has been seen to be long – by some in USAID and some grantees alike. The one-week meetings and deliberations of the Advisory Council are but one factor, treated in E., above. The pre-award activities present a more important element, however. The average duration of pre-award activities for the 15 current fully operating grants was 6.3 months: ranging from five cases of four months (the first five grants) to five of seven months, to one of nine and one of 11 months (KRA). In that last case, skill building in accounting and general finance, with two workshops, took six or more months by itself. One of the nine-month duration pre-award sequences was for Vetwork-Sudan, which required considerable assistance in registering in Kenya and Uganda as well as conventional skill building and is completely acceptable. The other, LEAT, received assessments and skill building, the former at months one, two, and six; and the latter in months eight and nine. This duration should not, on the face of it, be acceptable in achieving the goals of ISGM.

One finds that an average of six months to equip an indigenous NGO to accept and implement a grant to USAID standards in the GHA region is not a bad record. Having more or less perfected its instruments and training programs, the constraint on Pact/MWENGO's timeliness appears to be availability of staff and mentors, as well as travel conditions. The solution would be to augment, but a positive cost/benefit ratio for that would be doubtful. On the other hand, as noted above, the cost/benefit ratio of current IS modules appears to be fairly reasonable under the circumstances. Some indicative figures of input costs for IS to grantees were proffered by ISGM, but would have to be verified to be used in a serious cost/benefit analysis. Nevertheless, these estimates are impressively modest in the circumstances: about \$4,800 per NGO application for an OCA/MCAT; a cost of workshops in strategic planning and communications each of around \$5,000 for 20 NGO participants plus travel (\$250/NGO); individual work with grantees at about \$1,500; networking workshop @ ca. \$40,000 for 50-60 participants (ca. \$750/NGO). These estimates may or may not include overhead.

**Does all this lend to sustainability** and reaching ISGM's modest initial goal of 10 NGOs in that state? The answer is: probably yes. But when? First, it depends on what the definition of "sustainability" is. It is not possible in rational project management to postpone this discussion until the indefinite future. A surrogate measure at the least is required to reassure managers. ISGM's standard is the OCAT that is applied in early grant stages to each NGO for diagnostic purposes, but also to set a benchmark for that NGO and an average for the current set of grantees. The benchmark is an organizational capacity score derived from the complex, lengthy and seemingly very thorough OCAT questionnaire, which is administered over days by a Pact/MWENGO team. (See 3, below.). The method then is to have set thresholds of increasingly

greater sustainability based on relevant factors, including external (especially community and donor) relations and to see at the end of each grant, when the NGO has been reevaluated later, just where the NGO stands. There would be some predictability at that stage and certainly quantitative and qualitative indications of further strengthening needs.

Based on its experience, ISGM has set three thresholds according to four categories of NGO capacity, as indicated below (characterizations of “sustainability”, fourth column, are those of the evaluation team):

NGO CAPACITY	RANGE	THRESHOLD TO NEXT PLATEAU	SUSTAINABILITY
Nascent	0.0 - 1.4	1.5	None
Emerging	1.5 – 2.9	3.0	Increasingly probable
Expanding	3.0 – 4.4	4.5	Reliable
Mature	4.5 - 6.0	---	Certain

The mean OCAT scores for the first 14 grantees tested was 1.39, meaning that in ISGM’s terms, “intensive organizational capacity support [would] have to be provided for the organizations to mature.” While interviews with ISGM staff indicated that they may believe the threshold for NGO sustainability in ISGM terms is crossed on entering the “emerging” realm, i.e. scoring 1.5, this can scarcely be credited. Entering ‘expanding’ would appear to be fine, but USAID and/or REDSO may have other views/standards that should be considered in view of ISGM’s actual experience.

On a more intuitive basis, ISGM managers have indicated they believe the most likely sustainability-attaining NGOs of the current crop are YMCA, FAN, Vetnetwork, CIFA, LEAT, and WASDA – among those with larger programs and not just one-off conferences/reports. ISGM hastens to point out that Round III, postponed by REDSO for eight months or more, could or would considerably relieve the pressure to meet the target of at least ten sustainable NGOs by the end of ISGM. The time to effect a score, say, of 2.4 on the part of new grantees would have to be a year and a half or less. It would be necessary to cull candidates carefully according to perceived OCAT ability, choose the strongest and also be consistent with current REDSO/ESA strategy.

Of course, REDSO managers may wish to create their own, *sui generis*, definition and measures of sustainability, and the one in use in ISGM may then not conform. In that case, Pact should be instructed, preferably by contract amendment, to adjust its measures and reporting as necessary on the basis of an independent analysis of the REDSO construct in relation to regional realities as it sees them. This could be immensely enlightening and, indeed, should be considered as a task to be performed under the Pact contract’s “Special Studies” provision.

**The macro experience of NGO grantees at mid-term of ISGM** is laid out in Tables 2-1 through 2-18, Annex F. The design of Table 2 – one sub-table for each NGO grantee – is intended to convey critical information from the databases of Pact in a way by which the reader can see what each grant is for, its dimensions, and the sequence of events (real and prospective)

until final audit. The considerations central to ISGM -- FS/CMPR, Institutional Strengthening, Innovation/Best Practices, Networking/Strategic Coordination, Centers of Excellence, and Leveraging of other donor resources – are highlighted in a cascade down to entries in and for the REDSO/ESA current strategic results matrix. Tables 2-1 through 2-15 are summarized in the boxes below as to the grant's focus, geographic reach, magnitude and timing, type and subject of activity, REDSO/ESA results, use of sustainability-inducing ISGM assets, and leveraging of other donor support.

Seven of the 15 grants treat conflict, seven food security, and one both. All countries of the Greater Horn region have had activities supported by grants. Twelve out of 15 grants have had an impact in Kenya, nine in Uganda, and eight in Tanzania. This reflects those countries' greater development of indigenous NGOs and their easier access to ISGM; but this also shows that greater efforts at geographical spread should be made in the next round of grant-making and competition. Nine of the grants were in the range of \$240,000 - \$250,000 and at the other extreme, there were three at or below \$10,000 – the so-called “engagement” grants. The bias towards the maximum in grant size may reflect a view that more than just institutional strengthening, i.e. activity support, is preferable. The success so far with several of these grants suggests that more activity orientation in future, perhaps less-competitive, grants is feasible.

ISGM/Pact reports on the sub-activities in its grant management in terms of REDSO's food security (FS) and conflict management (CPMR) objectives and the specific Intermediate Results (IRs) and Sub-Intermediate Results (Sub-IRs) detailed in its Strategy FY 2001-2005 of June 2000. It may be a year or more from now before REDSO perfects its IR/Sub-IR definitions; therefore, those of June 2000 are used here to demonstrate ISGM's relevance. As in Figure 1, above and elsewhere, the boxes above indicate Sub-Intermediate Results obtained by ISGM according to REDSO's numbering system: FS (#5) and CPMR (#6). The following decimal places denote IRs and Sub-IRs, whose names are contained in the second half of Figure 1. It is not surprising that measures of organizational strengthening efforts for both strategic objectives are distributed across all grants and networking and cooperation activities are also relatively strong.

A particular thrust of ISGM's institutional strengthening is assistance to get African NGOs up on and using the internet: interacting with neighboring and worldwide organizations of all sorts on common interests. Pact-Kenya has an elaborate website ([www.pactke.org/isgm/](http://www.pactke.org/isgm/)) with a great deal of information about the ISGM program, the newsletter, the NGO directory, links and so forth. MWENGO's website ([www.mwengo.org](http://www.mwengo.org)) is similarly informative. It has a brief description of ISGM's aims but is weak on form and content. Employing the Google search engine from the U.S., searches for websites of grantees (April, 2001) came up with three: NAWOU, CECORE and FIDA-Uganda (extant but unavailable at the time). That is unsurprising given the early commencement of these grants and the vitality of Uganda NGOs. Searches for four other grantees (VETWORKs, PERIMART, BYDA, and RWN) let to Pact's site. Information on, though not a home page for, LEAT of Tanzania was discovered via the Environmental Law Center's site, and APFO was likewise found via the European Platform for Conflict Prevention and Transformation. A search for MWENGO found over 150 references in stories and indices. Thus it is abundantly easy to gain information on most of the grantees in ISGM already. The richness of communication, networking and information sharing we now see among indigenous African NGOs with access to the worldwide web is striking. ISGM managers

**SUMMARY OF 15 GRANTS**

DATUM	FIDA	NAWOU	CECORE	YMCA	FAN	VET-WORKS	PERIMART	CIFA	BYDA	RWN	LEAT	KRA	APFO	WASDA	REFSO
Focus	CPMR	FS	CMPR	CPMR	CPMR	FS	FS	FS	CPMR	CPMR	FS	FS	CPMR	FS/CMPR	FS
Countries	GHA	U,K,TR,ET,ER,SU,SO	U,K,T,R	ET, K, T, R	U, K, T, SU, ET	U, K, SUD	K, U, T, ET	K, ET	SU, K, U	R	K, U, T	K, U, T, ET, ER, SU	K, U, T, R, B, ET, ER, SO, SU	K, SOM	K, U
Amount \$000	91.3	143.3	239.8	250	243.5	250	8.7	250.	10	10	250	250	250	249.6	154
Dates	10/99-3/00	10/99-3/00	10/99-1/01	10/99-10/01	10/99-9/01	3/00-9/01	11/00-5/01	11/00-1102	11/00-5/01	11/00-5/01	2/01-12/03	1/011/03	2/01-12/03	11/00-05/02	12/01-12/02
Type	Activ	Activ	IS & Activ	IS & Activ	IS for Refug ee	IS	IS EG	IS & Activ	IS	IS	IS Activ	IS Activ	IS Activ	IS & Activ	IS Activ
Subject	CPMR, Reg Coord Netw Advocacy	FS Netw coord	CMPR Innov/ B.P and Netw orking	IS for refu gee work	CPMR Innov Best Practi ce netwk	IS for comm u- nity animal health work ers	IS	Capy bldg for live stock mgt	IS	IS	Legal Instl Arran gemnts Trans- nation al Resour ces	Best Prac tices Netwk	Con- flict Early Warni ng/ Res Ponse & Mgt	Capaci- ty- bldg. for pastora lists via Innov and Netwo rking	\dev & dissem ination improv ed ag varie ties & techno logies

DATUM	FIDA	NAWOU	CECORE	YMCA	FAN	VETWORKS	PERIART	CIFA	BYDA	RWN	LEAT	KRA	APFO	WASDA	REFSO
REDSO/ESA Results by Sub-IR	6.1.1 6.1.2 6.1.3 6.1.5 6.2.1 6.3.2 6.3.3	5.1.1 5.1.3 5.1.4 5.2.2 5.3.1 5.3.3 5.4.2	6.1.1, 6.1.2, 6.1.3, 6.1.5, 6.2.1, 6.2.2, 6.3.1, 6.3.2.	6.1.1, 6.1.2, (6.2.1)* (6.2.2) (6.3.2)  *prospective	6.1.1 6.1.2 6.1.3 6.1.5 6.2.1 6.2.2 6.3.1 6.3.2	5.1.1, 5.1.2, 5.1.3, 5.2.1 (5.2.2), 5.3.1, 5.4.1, 5.4.2	5.1.1 5.1.2 5.1.3 5.1.4 (5.1.4) 5.1.5 (5.3.3)	5.1.1 5.1.2 5.1.3 (5.1.4) 5.2.1 5.3.2 (5.3.3)	6.1.1 6.1.2 6.1.3 (6.3.2)	6.1.1 6.1.2 6.1.3 (6.3.2)	5.1.1 (5.1.2) (5.1.3) (5.1.4) (5.1.5) (5.2.1) (5.2.2) (5.3.1) (5.3.2) (5.3.3) (5.4.1) (5.4.2) (5.4.3)	5.1.1 (5.1.2) (5.1.3) (5.1.4) (5.1.5) (5.2.1) (5.2.2) 5.3.2 (5.3.3)	6.1.1 (6.1.2) (6.1.3) (6.1.5) (6.2.1) (6.2.2) (6.3.1) (6.3.2) (6.3.3)	5.1.1, 5.1.2, 5.1.2, (5.1.4), (5.1.5), (5.2.1), (5.2.2), 5.3.2, (5.3.3), (5.4.3)	5.1.1 (5.1.2) (5.1.3) (5.1.4) (5.1.5) (5.2.1) (5.2.2) (5.3.2) (5.3.3) (5.4.1) (5.4.2) (5.4.3)
Sustain- ability- Inducing Assets/ Centers of Excellence			Af. Center For Comm un- ication & Educat ion			Arid Land Net. KRA/ G, OAU/ IBAR, ILRI.	(ALN) (OAU- IBAR) (ILRI) (KRA)	ALN OAU- IBAR ILRI KRA APFO	(NPI) (GHR CMPR NCC)	(NPI_ (GHR CMPR NCC)	(OAU IBAR) (ACT) (MOI U.) (TFNC)	(ALN) (OAU IBAR) (ILRI) (AC CE)	(NCC) (NPE) (AC CE) (AAC)	ALN. OAU/ IBAR, ILRI/A KRA/ G, NPI, APFO	OAU IBAR ICRAF ACCE
Donor Leveraging			TA from Search For Comm on G.	IDP report		\$30,00 0 from CARE						OAU IBAR SUP- PORT		Up to \$60,00 0 from UNDP	

may be congratulated for grasping and moving with this. The benefits should be undeniable, in terms of both cooperation and dispersion of innovation – far beyond the small set of grantees currently in the ISGM program.

Measures of new or best technology dissemination (5.2.1, 6.2.1, 5.2.2, and 6.2.2) are less common. That is not necessarily bad, in that arguably technology is not the worst constraint. As for centers of excellence, eleven grantees avail themselves of such services or connections and five of the 15 have been able in one way or another to leverage donor support. Both of these are commendable indicators of movement toward sustainability.

**The relationship of ISGM to REDSO SOs or programs other than SO5 (FS) and SO6 (CPMR)** arises as a question for this evaluation in light of the apparent ability of ISGM to facilitate the delivery of strategic results for indigenous NGOs efficiently and explicitly. ISGM is a contract mechanism that works and the program has invested in regional assets for African NGO capacity building that has wide-ranging potential utility. So long as REDSO's programs require an expanding involvement of indigenous NGOs, that collaboration will imply strengthening and support of the type ISGM has proven itself capable of providing reasonably rapidly and fairly inexpensively.

In REDSO/ESA's newly revised strategy, the Health Systems SO (#7) is the remaining regional/sectoral one. ISGM's methods and procedures are no less germane to the requirements of this SO than to those of the SOs it now treats. The evaluators find that buy-ins from funding vehicles serving SO7 could be accommodated in an amended contract with little difficulty.

REDSO's then has one country-specific/non-sector-specific mandate, aimed at the needs of GHA countries where there is no USAID presence: Burundi, Somalia and Sudan (Djibouti is non-presence, but receives no assistance at present.). In this case, regionality is generally not the point; but support of African NGOs could well be – whose capacity is no doubt in dire need of improvement. Again, buy-ins from the non-presence country budgets could be arranged for in a modified contract. Regionality and networking elements in the ISGM process could be excepted and institutional strengthening, innovation, use of centers of excellence and leveraging retained.

### **3. Non-Grantee NGOs**

ISGM has wide-ranging effect on GHA African NGOs through both its direct grant program, whose grantees impact on sets of other NGOs, and through a program of institutional strengthening, innovation dissemination and networking/strategic coordination undertaken by ISGM apart from grantee programs. It is difficult in a quick review to quantify this precisely and, even more, to make qualitative judgments. Perhaps partly for that reason, this element of ISGM and the attendant results do not figure specifically in the Pact contract. Thus, this is an aspect of ISGM that has gone generally less noted and/or less appreciated. Here one refers to the boxes above in Section 1, and to Tables 3-1 through 3-4 (Annex F) in which ISGM databases a first cut has been taken, and updated, at portraying inputs, outputs and preliminary results.

For NGOs affected by the programs of direct ISGM grantees, we see that the list is long – 187 African NGOs at last count – and that the focus has been on CPMR, or a combination of that with FS. Of those for which specification of regional location has been possible, the

predominance of involvement has been in Uganda. This presumably should be credited largely to the vigor (and legal security) of NGOs there. Tanzania with 10, Ethiopia with eight and Kenya with seven follow; Eritrea and Sudan each had one. And the major means by which NGOs affected in this way came to that was via the conferences and training provided by grantees: on the role of media, engendering the peace process, natural resource based conflicts, GHA women, community training on natural resources based conflicts, experiences and strategies for intervention. See Annex F. for details of grantees' activities.

For NGOs assisted by programs of ISGM outside of grant operations, one sees in Tables 3-2 through 3-4 a vast array of African NGOs – 127 in all. There have been 52 concerned with FS, 32 concerned with CPMR, and 43 umbrella and networking NGOs covering both, or occasionally neither (e.g. child welfare). They have received benefits from ISGM associated primarily with FS Sub-IRs 5.1 and 5.3 and CPMR Sub-IRs of 6.1 and 6.3; in other words, institutional strengthening and increased networking/strategic coordination. Some also attach to centers of excellence, the African Advisory Council and other donors for leveraging funds. Geographical distribution again has benefited NGOs in all GHA countries. Training in NGO governance, strategic planning, and accounting; application of capacity assessments, strategic planning, and pastoralist workshops; and a regional consultation on conflict resolution and peace building in the GHA region figure prominently.

There are several ISGM macro evaluation findings in this regard. First, there is unquestionably a regional NGO strengthening phenomenon afoot here that is not summed up by a view of only the 18 grants. Second, it is largely unrecorded in USAID, in particular as against SOs, IRs and Sub-IRs; in terms of the geography of FS and CPMR problems that REDSO/ESA confronts; and in relation to the principles of the Mission's strategy, like African ownership. Third, the larger set of regional NGOs relevant to USAID strategy that this represents in terms of actual engagement in problem solving is impressive. Fourth, while preliminary results from grants are of major importance and comparatively more accessible and transparent, not least the secondary ones included in this category, ISGM's non-grant NGO benefits in terms of strengthening, networking and innovation dissemination seem to be considerable.

#### **4. Regional Sustainability-Inducing Assets**

ISGM managers have had to create, adapt and/or strengthen a range of tools, databases, information dissemination devices, networks, and regional institutional and individual human resources in order to proceed with their task. Some databases and networks were indicated rather vaguely as targets in the Pact contract. But, the set of these can at mid-term already be seen as real, as well as prospectively even better, assets for regional NGO strengthening in the long-run. Table 4, below, sets forth in some detail the accomplishments so far -- as derived from ISGM's existing program databases' and compiled diligently by ISGM for the purposes of this evaluation.

It has not been fully possible within the time allowed in this evaluation to verify completely all that ISGM, under the Pact contract, has presented for consideration, in particular the success and utility of centers of excellence and networks. That said, below is a short summary of the state of the ISGM assets and their relevance to NGO institutional strengthening in the GHA region.

- Databases. If nothing else, ISGM will have laid down an informational foundation for NGO assistance in the region. It is not possible to compare the three ISGM databases – on organizations, consultants, and financial and administrative mentors – to others along the same lines in the region. It is difficult to imagine their equals, however. And in any case, these belong to REDSO/ESA. The first, and perhaps the second, are not necessarily dynamically maintained, probably because of lack of demand. It would strengthen ISGM's effect if a direction to do so, that is to search out organizations and consultants proactively, were transmitted by USAID/REDSO. In any case, all databases are in use and appear to exceed expectations.
- Tools. There has been inadequate time to analyze and judge more fully these essential mechanisms of Pact/MWENGO's invention and/or adaptation. They consist of two organizational capacity assessment tools, OCAT and MCAT, which are used for planning institutional strengthening and eventually for judging results in terms of sustainability, two imaginative assessment indices created to be responsive to the REDSO/ESA strategy elements of regionality and advocacy, and a series of five core courses used primarily, but not exclusively, for strengthening of grantee NGOs before and during their grant periods. Feedback from grantee NGOs has indicated great satisfaction with the assessment tools and courses. It is unclear how the indices have been employed as yet, beyond an interesting academic exercise. But if future grant rounds and buy-ins from REDSO/ESA SO teams and bilateral Missions were to occur, they could be very useful indeed.
- Information Dissemination. In today's electronic age, e-mail and websites are essential. NGOs in this region are attuned to this, and the assistance ISGM provides to wire them is impressive and greatly appreciated. That means, in turn, that ISGM should be a model to them and masterful at employing these information exchange devices itself. Also, the ISGM Newsletter appears adequate, but could be more detailed along the lines of this evaluation's analysis. Finally, ISGM managers became aware that certain GHA countries would be ahead of others in competitive terms on grant-acquisition. ISGM accordingly is trying to reach out, both to less sharp NGOs in East Africa, and more importantly to NGOs in Ethiopia, Sudan, Rwanda and Burundi. Nine distribution centers function periodically to make RFAs more available and better distributed. This is commendable; yet more effort would be warranted during future grant competitions, and possibly with regard to non-grant activities as well.

**Table 4. ISGM Regional Sustainability Inducing Assets**

ATABASES	TOOLS	INFO DISSEMINATION
<p>• <b>GHA Organizational Database</b> The <i>Organization Database</i> catalogs key organizations in the Greater Horn of Africa that work in the areas of food security and conflict resolution. Currently, the database lists over 230 organizations from the nine GHA countries (no organizations have been identified in Eritrea). Information about each organization (i.e. organizational name, focus area of work, contact person, postal and email addresses) is listed on a web page making the information accessible worldwide.</p> <p>• <b>Consultant Database</b> The <i>Consultant Database</i> is currently an internal database that ISGM has established to identify resource persons, consulting firms or training institutions that provide services in the fields of food security and conflict prevention. Currently the database lists approximately 260 resource persons working in the ten GHA countries. The list includes name, focus area of work, postal and email address. The database is continually updated and expanded.</p> <p>• <b>FAME (Financial and Administrative Mentors) Database and Electronic Forum</b> The <i>FAME electronic network</i> system is a small database composed of individuals who participated in the NGO mentor training course, and an associated electronic chat room (the <i>FAME Forum</i>) which allows the mentors to "talk", ask questions, and exchange information relevant to their work in support of NGOs and in finance, administrative, and grant management issues. The FAME forum has been popular among participants, and is expected to expand as a discussion forum through regular topical postings.</p>	<p>• <b>GHA Organizational Capacity Assessment Tool for Food Security and CPMR Organizations:</b> The GHA Organizational Capacity Assessment tool (OCAT) was created by representatives for GHA FS and CPMR organizations and allows African NGOs to identify their current organizational strengths and weaknesses in order to establish a plan for improvement. The OCA process includes fielding a consultant team to an NGO to interview board members, management, employees, donors, collaborating partners, and community members, and to conduct a document and financial review. ISGM works with the NGOs to score their organizational capacity in terms of: governance; management practices; external relations; financial resources; human resources; service delivery; and sustainability. Each NGO then develops a specific institutional strengthening agreement unique to the organization that lays out a plan to improve the organizational capacity of the NGO over the life of the grant. ISGM provides intensive training and/or helps coordinate support for the NGO to obtain the skills required to build organizational capacity. Each NGO is periodically re-assessed (after they received support from ISGM) to track organizational growth.</p> <p>• <b>ISGM Management Capacity Assessment Tool (MCAT)</b> This tool has been created by ISGM financial and administrative staff to assist in the pre-award assessment process of GHA FS and CPMR organizations. The assessment provides a quantitative basis for determining the relative risk involved in issuing a grant to a specific organization. MCAT results are shared with the REDSO mission and results discussed prior to award. If the organization is found to be grant worthy areas of weakness are built into the strategic plan to improve the financial capacity of the NGO over the life of the grant.</p> <p>• <b>Regional Capacity Assessment Index</b> All ISGM grantees are considered to be regional entities, i.e. they are operating across borders with activities in at least two countries. To help NGOs analyze their own abilities to promote <u>wide scale</u> regional food security and conflict prevention, ISGM classifies the degree to which an organization has the capacity (and desire) to work at a regional level. Specifically, ISGM works with the NGOs to score their regional capacity in terms of strengths and weaknesses in the areas of: regional governance; regional management practices; regional external relations; regional financial resources; and regional service delivery. Areas of weaknesses may be incorporated into the NGOs work plan to improve regional capacity over the life of the grant.</p> <p>• <b>ISGM Advocacy Capacity Assessment Index</b> Broad based long term success for food security and conflict prevention programs in GHA require regionally focused NGOs be empowered to advocate and influence change in favor of a policy and legislative environment conducive to improved food security and conflict prevention. To assist organizations in analyzing their capacity to undertake such work ISGM will create (in 2001) a <b>GHA Advocacy Capacity Assessment Index</b> to support NGOs in guided self-assessment of advocacy activities and skills within their organizations. Areas of weaknesses may be incorporated into the NGOs work plan to improve their skills over the life of the grant.</p> <p>• <b>ISGM CORE Courses</b> ISGM has developed a series of core courses offered to every grantee to improve basic skill competencies and improve the chance for successful outcome of the grant; These course are:  <b>Managing Grants and Contracts</b>  <b>Financial Control for Non-Financial Managers</b>  <u>Strategic Planning</u>  <b>Strategic Communications</b>  <b>Monitoring, Evaluation and Reporting</b>  For each course ISGM has identified a GHA Center of Excellence who will in the long term provide these courses to regional FS and CPMR organizations. ISGM will transfer all course materials and often teams up with the Center to co-develop materials and co-teach these courses to grantees and other relevant parties.</p>	<p>• <b>ISGM Newsletter</b> Four times a year ISGM produces and distributes a newsletter which highlights information pertinent to food security and CPMR. The newsletter is published on our webpage making it accessible worldwide and 500 hardcopy versions are also printed and mailed to USAID missions and GHA NGOs.</p> <p>• <b>ISGM Email Updates</b> To encourage information distribution in support of GHA food security and CPMR organizations, ISGM routinely sends out updates or notices of special interest to 122 regional NGOs who have provided email address. These updates include information about new donor requests for proposals, and educational info on sector-related subjects and other topics. This mailing list continues to grow as NGOs come on-line or request participation.</p> <p>• <b>ISGM Website</b> ISGM creates and maintains a website with information about ISGM, and its capacity building and NGO strengthening activities, as well as <u>grants</u> in the Greater Horn of Africa. Also available are information resources like our newsletter, discussion forums, a <u>Web guide</u> of useful links, the <u>NGO Directory</u>, and much more.</p> <p>• <b>Distribution Centers</b> ISGM works with 9 regional dispersal centers that help promote participation in the ISGM program. During an RFA period ISGM staff members travel to many of these dispersal centers to hold informational meetings with local NGOs about the ISGM program and to encourage response.  The centers are:  KENYA: THE NATIONAL COUNCIL OF NGOs  UGANDA: THE NATIONAL NGO FORUM  TANZANIA: TANZANIA COUNCIL FOR SOCIAL DEVELOPMENT, TANGO (AN UMBRELLA ASSOCIATION); CORDS  ETHIOPIA: CHRISTIAN RELIEF &amp; DVP ASSOC  SUDAN: SUDAN COUNCIL OF CHURCHES  <b>BURUNDI: PROFAD</b>  RWANDA: THE CENTRAL AFRICAN NEWSLINE  *Eritrea, Djibouti, Somalia through other means. The RFA is also announced in newspapers across the region.</p>

**Table 4. ISGM Regional Sustainability Inducing Assets (continued)**

Centers of Excellence	Networks
<p>Centers of Excellence can be defined as groups or organizations that are well placed in the region to provide leadership support to upcoming food security and conflict prevention organizations. The ISGM program helps strengthen Centers of Excellence throughout the region by partnering with them in each of our core skill areas (CPMR and FS technical skills, finance, organizational capacity, strategic communications, monitoring and evaluation). This requires curriculum development, training of trainers and facilitators, and strong coordination and collaboration. Our goal is to establish long term support systems that will address critical areas of capacity deficiency in regional FS and CPMR organizations.</p>	<p>Networks can be loosely defined as any activities that link people who share a common goal or concern for a specific topic or issue. Effective networks are those which add value to individual action (by doing things together members add value to what they would otherwise have done individually). For ISGM networking is seen as one critical part of an overall strategic communication strategy that GHA Egos should develop and implement. To that end ISGM works to build and strengthen general communications skills as well as sectoral and sub-sectoral networks for food security and CPMR.</p>
<p><b>OAUIBAR:</b> Provides long term support and training of pastoralist grantees and regional food security organizations.</p> <p><b>Kenya Rainwater Association:</b> Provides long term support for organizations involved in rainwater harvesting. Promotes best practices and networking.</p> <p><b>Nairobi Peace Institute:</b> Provides long term institutional strengthening of CPMR organizations.</p> <p><b>Arid Lands Network:</b> Promotes networking and best practices for organizations involved in arid land management.</p> <p><b>African Council for Communication &amp; Education (ACCE):</b> Provides organizational capacity development in the area of communications.</p> <p><b>ILRI &amp; ASARECA:</b> Research institute promoting best practices to livestock membership organizations.</p> <p><b>ACTS:</b> Provides support in the areas of policy analysis and advocacy</p> <p><b>ICRAF:</b> Promotion of best practices and networking among agroforestry organizations.</p> <p><b>AAC:</b> Provides support and promotion of best practices in CPMR</p> <p><b>Univ. of Nairobi:</b> Provides long term support to NGOs in the area of Strategic Planning.</p>	<ul style="list-style-type: none"> <li>▪ <b>Community Based Conflict Resolution Network:</b> Serves the needs of relevant media, peace and conflict resolution workers and other regional stakeholders. Operated by CECORE.</li> <li>▪ <b>The Peace Network:</b> Being developed in response to a regional CPMR conference, the network will promote best practices in CPMR and serve the communication needs of regional conflict prevention and mitigation organizations. National Church Councils / Catholic Secretariat/ MWENGO</li> <li>• <b>Pastoral Network:</b> Currently being reborn, this network will provide focus on building skills and knowledge of the many pastoral related NGOs on the GHA region. Operated by OAUIBAR with support from PACT</li> <li>▪ <b>Food Security &amp; NRM Policy Network:</b> The Lawyers Environmental Action Team is currently building a series of regional networks relating to identifying legal issues affecting food security and natural resource management. Policy development/ analysis and advocacy will remain the focus of this network.</li> <li>▪ <b>Rainwater Harvesting Network:</b> The network will coordinate the identification and evaluation of promising rainwater harvesting technologies and promote best practices. Operated by Kenya Rainwater Association.</li> <li>▪ <b>CPMR Early Warning System Network:</b> The network will strive to collect, analyze and disseminate in a timely manner information on structural and dynamic factors which contribute to instability in order to promote peace. Operated by African Peace Forum.</li> </ul>

**Table 4. ISGM Regional Sustainability Inducing Assets (continued)**

Human Resources	
<p>The ISGM program also helps strengthen skills of key stakeholders in the region. Our goal is to expand the pool of actors (create long-term sustainable support systems) available to regional food security and CPMR organizations to support the organizations in their efforts to address critical issues or areas of capacity deficiency</p>	
<p style="text-align: center;">African Advisory Council Members Provide guidance, knowledge, and expertise in regional food security and CPMR issues:</p> <p><b>Ms. Ann Marie N. Semakula (Uganda):</b> Chairperson, The Uganda Association of Women</p> <p><b>Mr. Aklu Girgre (Ethiopia)</b></p> <p><b>Mr. Stephen Karangizi (Uganda):</b> C/o COMESA Secretariat</p> <p><b>Dr. Bona Hora (Ethiopia):</b> World Health Organization Liaison Officer for Great Lakes Region</p> <p><b>Mr. William W. Wapakala (Kenya):</b> Farm Kenya Representative</p> <p><b>Prof. Patrick O. Alila (Kenya):</b> Director Institute of Development Studies, University of Nairobi</p> <p><b>Mr. Vedasto Rutachokozibwa (Tanzania)</b> USAID/FEWS Project</p> <p><b>Mr. Abdullatif Mohamud Abdi (Somalia)</b> Development Consultant and Regional Livestock Expert</p> <p><b>Hon. Hussein Ali Dualeh (Kenya)</b> Somali Affairs Monitoring Committee</p> <p><b>Dr. Isaac Cuir Riak (Kenya)</b> United State International University</p> <p><b>Mr. Benson Muchoqe (Djibouti)</b> IGAD SECRETARIAT</p>	<p><b>Financial and Administrative Mentors (FAME TEAM)</b> To facilitate the creation and strengthening of a regional network of skilled mentors and advisors capable of performing, overseeing and conveying to NGOs the full range of USAID grant administration and program monitoring activities; ISGM identified and trained financial administrators/trainers from primarily African Organizations around the region as financial mentors. ISGM and or the grantees themselves periodically employ these individuals to provide financial and administrative mentoring support</p> <p><b>Mr. Koonyo</b> at Ewasa Ngiro South Dvp Authority  <b>Mr. Mwangela</b> at Improve Your Business Consulting  <b>Mr. Kashaangaki</b> at JM Mantle &amp; Co.  <b>Mr. Kigundo</b> at Kigundo &amp; Co  <b>Mr. Mukiri</b> at Mukiri &amp; Co  <b>Mr. Orr</b> at Orr &amp; Associates  <b>Mr. Kabarra</b> at Price Waterhouse Coopers  <b>Mr. Ngaine</b> at Sterling Securities  <b>Mr. Wambulaba</b> at Wambulaba Associates</p>

**Organizational Capacity Assessors (OCATERS)**

To facilitate the creation and strengthening of a regional network of skilled mentors and advisors capable of performing organizational capacity assessment and institutional strengthening mentoring; ISGM identified and trained organizational development consultants /trainers from primarily African Organizations around the region as OCATERS. ISGM and or the grantees themselves periodically employ these individuals to conduct organizational capacity assessments and/or mentoring support

**Mr. Kabann Kabanukye**, Makerere University (Uganda)

**Dr. Mussa Mohamed**, MMA Consultants (Ethiopia)

**Mr. Steven Kirimi**, NGO Council (Kenya)

**Ms. Jacqueline Nyokabi**, NGO Council (Kenya)

**Mr. Terekegn Ararso**, Rainbow Management Consultants (Ethiopia)

**Mr. Mutsotso Beneah Manyuru**, University of Nairobi (Kenya)

**Mr. Rahab Kenana**, Kenya Pastoralists Forum (Kenya)

**Mr. Ali Elmi Ahmed**, Nomad Aid (Djibouti)

**Ms. Sheila Mukabakooba Kawamara**, Uganda Women's Network

**Ms. Irene Gathinji**, East Africa Wildlife Society (Kenya)

**Mr. Nicholas Loupa**, SALTICK (Kenya)

**Ms. Peris Tobiko**, NSSF (Uganda)

**Ms. Fayemi Ade CoudoroJean-Marie** Health and Environmental Watch (Kenya)

**Mr. Bigambo Nandiga**, TWESA (Tanzania)

**Mr. T.S. Muyoya**, MWENGO (Zimbabwe)

**ISGM STAFF AT PACT/MWENGO**

It may also be noted that our Pact Kenya and MWENGO staff who currently implement the ISGM program also will be available to provide long term support to NGOs in the region.

- Centers of Excellence. Cooperation with and support of these appears to be an original contribution by ISGM managers to the program. As Pact/ MWENGO puts it, they are expected to be "well placed in the region to provide leadership support to upcoming food security and conflict prevention organizations. Some are already being brought to bear in NGO strengthening, innovation dissemination and networking. Not to fault the authors of the ISGM contract, but this idea is one whose time came and luckily ISGM noticed. For although a contract is time-limited, the need for NGO strengthening in the GHA will endure. These centers represent a promise that is important. Again, the evaluators had no time or mandate to review these centers and their role. Their names and specialties speak much. But, their effect so far and potential utility require judgment from another analysis. Some of them are ISGM grantees. They are: OAU/IBAR, Kenya Rainwater Association, Nairobi Peace Institute, Arid Lands Network, African Council for Communications and Education,

ILRI and ASARECA (agricultural organizations), ACTS (policy advocacy and analysis, ICRAAF (agro-forestry, actually not an NGO but rather an ICRAF entity), the African Advisory Council of ISGM, and the University of Nairobi. (Identification of acronyms for these and other regional NGOs may be found at the beginning of this report and in Annex H., Table 5.)

- Networks. Networking is central to ISGM's concept for NGOs to strengthen regionally. ISGM lists six networks as having been activated but not necessarily still active. Failures, in immediate terms, are common. It is no surprise that leaping into and running around in electronic networks is both hard and often not immediately valuable. The usual GIGO ("garbage in/garbage out") problem arises, not to mention less than totally reliable and inexpensive web connections. Nevertheless, ISGM has been instrumental in starting or assisting the following: Community Based Conflict Resolution Network operated by CECORE, a grantee; Peace Network with MWENGO; Pastoral Network being reborn by OAU/IBAR; Food Security and NRM Policy Network for environmental lawyers; Rainwater Harvesting Network, operated by KRA, an ISGM grantee; and CPMR Early Warning System Network, operated by Africa Peace Forum, an ISGM grantee. Thus, against the ISGM contract target of five to ten networks, we now have six listable and perhaps four operating. As many as seven others have failed, according to ISGM managers.
- Human Resources. Again, the question arises about the sustainability of ISGM principles and objectives and a continuation of their application in the future. The Pact/MWENGO team has had to constitute itself, help set up an African Advisory Council, and recruit/train a cadre of Organizational Capacity Assessors and other trainers in order to perform their contractual duties in the period specified. All have apparently been effective, though not without fault, and their achievement a credit to ISGM. Pact/MWENGO's staff and their effectiveness are assessed elsewhere in this report. Here one may say that their results so far speak for themselves. Yet, as significant proportions of current staff are African professionals, they undeniably represent a valuable resource now and for the future. The nature and value of the Advisory Council is also treated elsewhere in this report. It has performed its assigned tasks expeditiously and has been immensely useful to the grant process by injecting more African knowledge and operational African ownership of development actions.

Lastly, to operate effectively, ISGM needed mentors and advisors to nascent NGOs assisted by its program, and also a skilled group of OCAT operators ready to land on grantees and prospective grantees like SWAT teams. ISGM has developed these human resources in the form of numerous OCAT specialists. The use of regional educational institutions for their training is impressive. While it has not been possible to evaluate more fully their performance and value at this time, ad hoc observations and feedback from NGOs seem to put a high value on these human resources. And the same should be said emphatically of the African professional staff of ISGM. They represent now and in the future a major asset to NGO strengthening in this region.

## **G. NGO PARTNERS: MICRO RESULTS AND FEEDBACK**

The evaluation team visited with all six NGOs in Round I in both Kenya and Uganda and a selection of the Round II NGOs operating from Kenya. With no exception, all the NGOs have been full of praise for ISGM. They have particularly benefited from the institutional strengthening element. Most of the NGOs indicate that earlier they had unsuccessfully tried to raise funding for institutional support. They view the ISGM granting process as a very important part of their organizational development. Some of the NGOs dared to say that the ISGM application process was good in itself even if they had not obtained the funding.

### **a) Selection Process**

In most cases, it took between three and six months from the time of application to when the grant was approved. For the NGOs, the period was not just a time to wait. For most of them, it was a time of engagement when they were expected to clarify their proposals and deal with pre-award requirements. The activities depended on the needs of a particular NGO and for some NGOs, the period extended beyond six months. Most of the NGOs did not dislike this period so long as they were kept informed and engaged. A few of the NGOs, especially those who passed the six-months mark, felt that the waiting time was too long and it should have been shortened.

### **b) Organizational Capacity Assessment (OCA) Tool**

All the organizations went through the OCA as soon as the application process started or when the ISGM grants were approved. Virtually every organization views the OCA as the beginning of true institutional strengthening. The ISGM tool used allows self-discovery and criticism leading to planning on how to enhance the strengths and address the weaknesses for the benefit of the organization. Most of the NGOs have adapted this tool for their partners and this has made it easy for them to move together into the next stage of development and project implementation.

### **c) Board and Staff Training**

Most of the weaknesses identified through the OCA are addressed by ISGM training of the boards, staff and partners. Some of the training was carried out at each organization to meet their specific needs. The rest of the training was organized jointly for various organizations to meet general needs. These were mainly financial management, strategic planning, networking, website development/communications and monitoring and evaluation. The NGOs valued the ISGM training provided because it was addressing their actual needs.

### **d) Development of Strategic Plans**

The NGOs participating in ISGM did not have strategic plans. The older organizations did not know that they needed to have one, and if they knew, they had left it for some time in the future. The nascent NGOs had not had the opportunity. ISGM required them to have such plans and this compelled them to develop them. The strategic plan exercise proved to be more useful than the NGOs ever imagined. It turned out to be a time of analysis and consolidation of NGO activities and aspirations. Many of them view the strategic plan as "the guiding light" for their organization.

### **e) Establishment and Strengthening of Networks**

While most of the NGOs participating in ISGM were already networking with a number of partners, their networks grew tremendously within their countries and the GHA region and beyond. This was especially so for NGOs that organized regional conferences. They now plan to communicate regularly with the other organizations. This has been made much easier by ISGM because the NGOs now have websites where they can post information for their networking partners. The installation/improvement of the information technology within the ISGM NGOs increased their capacity to perform within the scope of ISGM and other projects.

### **f) Development and Installation of Financial Management Systems**

Lack of financial management systems was one of the major weaknesses found in many of the NGOs. Some of the NGOs indicated that though they were transparent in all of their financial dealings, the management was a tedious process and at times they could not trace some of the mistakes that had occurred in the process of accounting. The computerized systems introduced by ISGM are very much appreciated by the NGOs and they are using them not only for ISGM but also for all their operations. This has given them extra confidence when approaching and accounting to other donors as well as dealing with their own constituencies.

### **g) Leveraging of Donor Funding**

Obtaining and accounting for USAID funding is reputed to be the ultimate certification in accountability. While the NGOs admit that it was difficult to meet the required USAID standards, they now have systems in place that earn them respect from other donors as well as NGOs. Some NGOs have already received new grants from other donors partly as a result of ISGM.

Suffice it to say that the NGOs were universally appreciative of this USAID-funded assistance in strengthening their institutions and in helping to finance some of their grant activities. The NGOs also like the professional approach of the Pact/MWENGO team in addressing their needs and in providing ready advice and solutions. The NGOs universally compliment USAID for ISGM.

## **H. GENDER**

In the OCA tool, one of the sections concentrates on gender diversity in an organization's governance and project implementation. The areas for consideration are:

- Participation in governance and management of the organization
- Inclusion of gender and diversity issues in the programs and operations of the organization
- Development of a gender policy
- Provision of gender training at various levels of the organization.

The grantees have taken the gender issue seriously and do not want to be found lacking in this regard. Most of the NGOs that are implementing long term projects had already set targets for

achieving a level of gender diversity. These have mainly been included in the NGOs' strategic plans. In one of the projects operating in nomadic/pastoralist areas, the NGO grantee (WASDA) was surprised to find that women are excluded when dealing with animal health issues in a project context, while they have a very clear role in animal health within the traditional context. The organization is planning to have specific targets for the participation of men and women in the project and has included addressing of gender issues in its strategic plan. This will ensure that women, who have been marginalized in the society, will not only keep what they already have, but will also make specific gains towards achievement of equity during the project period.

Gender training has been provided in most of the NGOs both at the organization and community levels. While ISGM statistics are not available on this training, it is evident that the organizations are adequately aware of the importance of gender sensitivity in the process of project implementation. It is also important to note that the training was originated by the organizations themselves and not by Pact/MWENGO or USAID.

It was also observed that more than 50 percent of the NGOs funded during the first round of grants were either women's organizations or were predominantly led by women. Pact/MWENGO confirmed that this was not by design, but these were the NGOs whose proposals met the criteria.

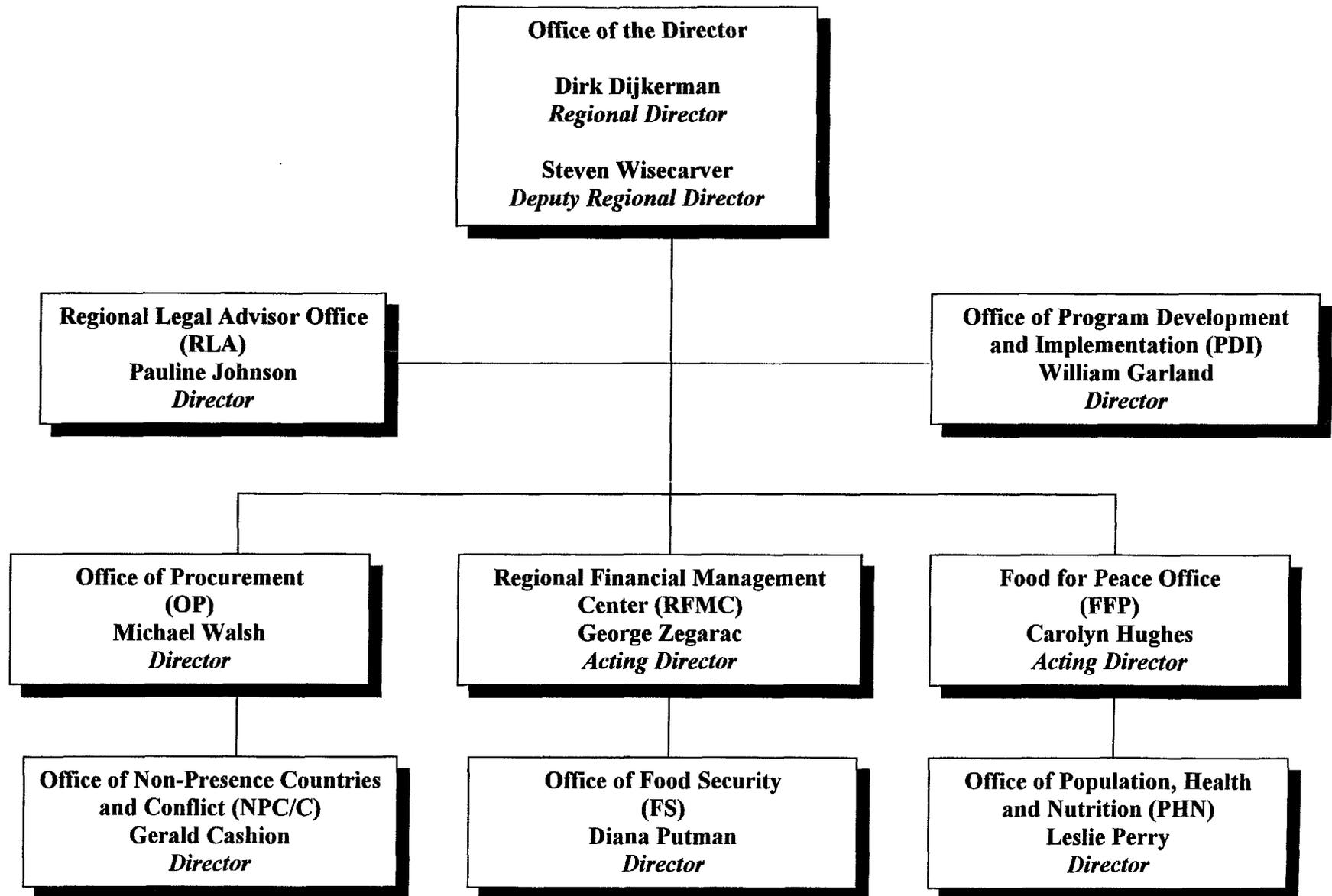
The evaluators, however, have a basic concern about the lack of ISGM monitoring and reporting on gender issues. Currently there is no indication in the ISGM reports that this is being addressed and there appear to be no tools developed to be used for such gender monitoring. Also, it appears that REDSO has been unaware of the potentially significant impact that ISGM is having and will have on women in development in the GHA region.

## **I. USAID MANAGEMENT**

### **Background**

USAID/REDSO/ESA is organized, on the one hand, in a somewhat typical USAID Mission fashion with groupings of line and staff offices lead by an Office of the Director with a Deputy. (See attached REDSO/ESA Organizational Chart in Figure 2). On the other hand, there are a number of unique factors that affect REDSO/ESA's organization and management of activities such as ISGM. First, REDSO is a regional Mission, which has responsibilities for addressing development and humanitarian issues in three major SO areas across 22 countries in East and Southern Africa, including the ten countries in the GHA area. Therefore, because REDSO's mandate is to work on such multi-country problems and with regional organizations, it has no real bilateral "home", with all that that fact implies in terms of program content, administration and its dealings with and support from national governments and organizations. Second, while it was difficult enough to administer a regional USAID when it was primarily supporting bilateral Missions, it is even more so now that REDSO/ESA itself is responsible for the design, funding and management of some such programs in this vast region. Third, REDSO's task is even more complicated because many of the activities are in non-presence countries where there are no USAID offices and sometimes not even any U.S. Embassies. Fourth, unlike other regions of sub-Saharan Africa, there is less regional identity, cohesiveness and history of working together in the Greater Horn area and the GHAI program is consequently more of a "top-down" program

Figure 2. REDSO/ESA Organizational Chart



initiated by a U.S. Administration. Fifth, the GHAI, of which HASP and ISGM are a part, is unfunded and consequently must compete vigorously for financing with bilateral programs that are themselves under increasing budgetary pressures. Finally, USAID's severe shortage of senior, experienced U.S. direct hire (USDH) officers and its consequent reliance on contractors, though qualified, can sometimes complicate the management structures of Missions, including REDSO/ESA, by resulting in creative organizational alignments because contractors, at least in the past, were not supposed to exercise all of the same USG authorities as do USDH employees.

#### **a) ISGM Management Structure**

With the above in mind, the GHAI, HASP and the ISGM program are situated in and managed by U.S. PSCs in the REDSO's Office of Program Development and Implementation (PDI), which also has other major responsibilities for overall program planning, budget allocations, monitoring and evaluation. This management arrangement appears to have been decided upon in order to give GHAI and its various program components greater prominence when they were clearly a political priority and also to spread around the administrative workload in the absence of as many senior USDH officers as perhaps are needed in REDSO. (It is interesting to note that another major SO office in REDSO is led by an experienced, former USDH officer, but who is now a PSC and, apparently for that reason, reports through still another senior USDH officer).

The evaluation team finds the above described REDSO management arrangement to be less desirable because it places a line/functional office (GHAI/HASP/ISGM) in a staff office, which is already very busy with its many staff functions and where it may create the appearance for some of potential conflicts in terms of the allocation of scarce budgetary resources. In addition, the ISGM program, despite its actual support of two of the REDSO's major SOs/IRs (food security and conflict) is not as well integrated into these SO/IR activities as it ought to be for maximum effectiveness. Some of this relates to USAID's typically poor communications within the REDSO and between the REDSO and other bilateral Missions about the actual accomplishments of ISGM, its relevance to the SOs/IRs and its user friendly implementation mechanism, as discussed elsewhere. The consequences have been periodic misunderstandings among the offices concerned. There also appears to be less than optimum efficiency in the implementation and complete reporting of SO/IR performances because SO teams do not take full account of the results achieved under ISGM in those specific SO/IR areas.

#### **b) Contract/Subcontract**

The evaluation team has noted with interest that the ISGM program is being implemented via a contract/subcontract mechanism, rather than a cooperative agreement or grant, which are normally the procurement vehicles used when dealing with NGOs like PACT and MWENGO, who in turn work with local NGOs. According to the REDSO Contract Office, this course was decided upon because the scope of work "defined strategic objectives and results oriented activities to accomplish intermediate results with specific illustrative performance indicators." If a cooperative agreement or grant were chosen instead, there would have been more flexibility given to the implementing NGOs about how best to meet the general objectives of the program, but with less precision in terms of meeting REDSO's SO/IR matrix of results. Despite the fact that PACT and MWENGO were less experienced in delivering services via the contracting route, REDSO was sufficiently impressed with their overall capabilities and the quality of their

proposal, including the involvement of MWENGO as an African partner, to award the ISGM contract to this bidder in a competitive procurement process.

In this case, however, the team found that the contract/subcontract route led to some initial uncertainty on the part of the implementers, particularly MWENGO, which had never worked in a USAID-funded contract before and was unfamiliar with this arrangement. This resulted, in part, in an early learning process for MWENGO and, to some extent, PACT about how best to comply with all of USAID's regulations and procedures. Both PACT and MWENGO now appear largely to have overcome those start-up hurdles and are working more effectively to deliver the services called for in the contract, as discussed in other parts of this ISGM evaluation report.

### **c) Administrative Support**

Another USAID management issue that has definitely affected ISGM has been the time and effort required by all concerned to resolve problems and delays related to tax exemptions, duty free status, vehicle importation and similar administrative issues affecting regional institutional contractors. Despite the 30-40-year existence of REDSO, USAID as an agency still has no clear policy and procedures to deal with these real world administrative problems. In reviewing the files and talking to those involved, one sees inconsistent and varying practices in this area, which can make life and work very difficult for some institutional contractors. To be fair, one has to quickly add that the regional nature of a REDSO not covered apparently by the existing Kenya bilateral agreement and the lack of bilateral project or strategic objective agreements does complicate matters in this vexing area. A draft of a new bilateral agreement that will hopefully address regional activities is in Washington awaiting clearance. Also, REDSO's reduced management staff has been very busy handling similar matters for its own USDH and PSC employees.

While institutional contractors like PACT are supposed to be more self-sufficient, some of these administrative matters are simply beyond their control and they need the intervention of REDSO to facilitate clearances of goods, obtain tax-free status, etc. In talking to other REDSO institutional contractors, one sees a very confused picture of how such issues are actually handled and hears about how much time is spent on such necessities, sometimes to the detriment of the program. While some contractors are better in this regard than others are - and PACT should have been, as discussed elsewhere - USAID, whether it was REDSO or USAID/Washington, seems occasionally to have given inconsistent signals in this key administrative support area. Some USAID advice or decision making was more along the lines of what was perceived as not being permissible, rather than providing practical support for a job that USAID wants done.

### **d) Communications**

As indicated elsewhere in this report, the evaluators have positive findings about the successes of and lessons learned from ISGM so far. However, this story has not been effectively told and virtually all parties have created wrong impressions because of faulty communications involved. In addition, a lot of very busy people in REDSO work hard in very compartmentalized ways and do not always have the time or opportunity to share information in a useful manner. Partly for

this reason, the evaluation team has spent countless hours working with very capable staff in ISGM to help restructure more of its reporting in a way that will lend itself to easier and quicker understanding and practical use by REDSO SO teams and managers. There is apparently some discussion underway within REDSO about an “institutional viability scale” that may touch some of the same types of data and performance indicators, but it has not yet connected with ISGM.

#### **e) NGO Selection Process**

As pointed out earlier, the ISGM program has administered the first two rounds of the NGO selection process for grant making, resulting in six grants having been made in Round I and another twelve made or being processed for Round II. This is in addition to numerous Institutional Strengthening grants and other small grants made under this program, as discussed in other parts of this report. Additional REDSO funding is needed to finance fully all of these Round II grants and to consider future grants. While an RFA has been prepared for the Round III NGO selection process, it is being held in abeyance pending the outcome of this evaluation. In the meantime, REDSO SO teams and other USAID entities (bilateral Missions, OFDA, OTI) are continuing to work separately with some of the same NGOs in similar capacities and SO fields.

The evaluation team found this situation of parallel USAID activities with the same or similar NGOs and SOs/IRs to be less than optimum in terms of work load and management efficiency. While not wishing to get mired in traditional regional versus bilateral program debates, the team sees a now reasonably well functioning NGO selection and strengthening processes in ISGM that could be put to greater use in support of specific REDSO SOs and other USAID offices. One must hasten to add that some modifications would and could be made in how such NGO selections are made in order to reflect individual circumstances and specific needs. Therefore, the evaluators find that REDSO now has an opportunity to make some practical adjustments as it decides about how best to proceed with Round III of the NGO selection process.

#### **J. POST ISGM**

As indicated earlier, the evaluators found a number of positive developments at this mid-way point in ISGM. There are a large number of NGOs receiving assistance under ISGM and working in the priority SO/IR areas of interest to REDSO/ESA. Pact and MWENGO are well on their way to achieving the targets and goals laid out in the scope of work in the USAID/Pact contract. Because no situation is ever static, the Mission is revising some of its thinking about how best to utilize the operations of ISGM, particularly as the Mission’s somewhat evolving strategy becomes more finite with performance indicators. In this context, it is not too soon to start thinking about a successor to the ISGM program, the increased role of African partners and generally building upon the foundation that has been and continues to be put in place by ISGM. More is said about this possible agenda in the following section of this evaluation report.

## **VI. CONCLUSIONS AND RECOMMENDATIONS**

Based on its findings and analysis, the evaluation team has the following conclusions and recommendations regarding the ISGM program:

### **A. RANGE, QUANTITY AND QUALITY OF RESULTS – UTILITY TO REDSO**

ISGM was created by HASP managers to fill a need in the GHAI for non-governmental organizations capable, motivated, willing and supported to play major, even central, roles in regional promotion of food security and conflict management. The same principles, needs and means set forth for the Pact contract under the GHAI apply exactly *vis a vis* the new REDSO/ESA strategy. The results structure of that strategy, in fact, is more detailed and pointed than GHAI's; and that of ISGM has been adapted to an almost perfect match (for SOs 5 and 6).

The question, therefore, is not one of the match of intents and rhetoric. It is whether ISGM actually delivers in a manner and at a scale, economically, that matches the strategic imperative and constraints of REDSO today. This question has been examined at the macro scale by considering the principles, strategic objectives and means REDSO/ESA has adopted, and by tabulating and analyzing ISGM's delivery of inputs as against IR and Sub-IR targets – as well as the targets set in the Pact contract itself. And it has been examined at the micro scale: where the African institutional ownership resides. A representative set of grantee NGOs and the Advisory Council have been interviewed at length. At both scales, the answer to the question is “yes.”

In addition, ISGM also has potentially important relevance and utility to another REDSO/ESA SO (#7): Enhanced Regional Capacity to Improve Health Systems, as well as to facilitate the work of REDSO in addressing SO/IR concerns in non-presence countries.

Given the momentum, reach and vigor of ISGM under the Pact contract, it is fair to estimate that if the project is expanded as recommended here, it should reach and improve to a degree at least 80 percent of the potentially viable indigenous NGOs in the Greater Horn region. ISGM's database already records details of 346 NGOs in 19 countries (the most, 114, in Kenya with Uganda (81) and Tanzania (55) following next). More NGOs in Rwanda, Burundi and Djibouti are about to join the list. ISGM's assistance through grants has benefited 178 indigenous NGOs and that through non-grants another 127. What this means is that assisting large numbers of these NGOs, and also community based organizations (CBOs), is possible even in remote Greater Horn areas. More effort could be directed at this outreach through publicity and avid networking by existing grantees. However, a more systematic approach would also be in order: to employ the “special study” provision of the ISGM contract to get a thorough survey and assessment of accessibility and viability done throughout the region this year.

The conclusion of this evaluation is that ISGM is essential: REDSO/ESA should continue it and augment it as possible both directly and through buy-ins. To suppress ISGM now would only mean that it would have to be reinvented later at a higher cost.

Accordingly, the evaluation team recommends the following:

- ISGM should be given high priority in the allocation of REDSO's resources, including those devoted to non-presence countries. And for the GHA region, both the REDSO/ESA Health and the bilateral GHA regional USAIDs should be enabled to buy-in to it.
- The next round (III) of RFA procurement should begin immediately and subsequent ones be planned promptly thereafter. Grant-making should be bifurcated to support open competition candidates as before, and secondly to be directed separately at NGO targets suggested by REDSO SO offices (follow-on grantees or new ones properly vetted).
- The essential "African ownership" principle should be confirmed by retention of the Advisory Council in ISGM decision-making, and ideally by enhancing its mandate to include broader advice on development activities under consideration or already undertaken by REDSO/ESA.

## **B. PACT**

Pact has established an elaborate and impressive monitoring, evaluation, and reporting system called MERIT, which tracks virtually all of its important activities and is user-friendly. Nevertheless, Pact's reporting does not do justice to ISGM's results. Nor does it serve REDSO/ESA's essential interests as well as it could. The confusion of ownership of ISGM in REDSO, as among SO leaders in particular, has to a degree betrayed ISGM's meaning and obscured its utility. ISGM/Pact has developed some excellent procedures, networks and other assets to further indigenous NGO development in the region, but it has not been appreciated sufficiently by its client nor used to optimal effect. Pact's performance, furthermore, has been imperfect in ways that are correctable: in its initial start-up, speed of grant management, efficacy of communications and reporting to USAID and NGOs, and perhaps relations with its subcontractor, MWENGO.

Therefore, the evaluation team recommends the following:

- Pact should adopt a more results-oriented reporting format, similar, possibly to that developed for this evaluation.
- In doing so, Pact should take on the responsibility to set forth the requirements for a contract amendment incorporating something like the herein-proffered recommendations.
- At the same time, Pact should improve its response time to demands of grantee development.
- Pact should improve its information dissemination regionally for better coverage of potential grantees and publicity among donors and governments.
- Pact should take steps to get past this "African Agenda," rhetorical/cooperative impasse with MWENGO. While not harming program implementation in any grievous way, the African ownership imperative of GHAI and now REDSO/ESA requires a correction of impressions. That is not least because MWENGO should probably be a contender for succession to Pact in contracts for ISGM-like services at some point in the future of the GHA region.

## **C. MWENGO**

The evaluation team concludes that MWENGO as an indigenous NGO has the basic infrastructure to enable it to grow and contribute not only to ISGM, but also to the broader African development agenda. It has a widespread patronage from the area of operation and its governance structures are member-based. The NGOs that had foreknowledge of MWENGO

respect the organization especially in the area of institutional strengthening. They have been able to attract funding for their activities from a variety of donors.

The evaluation team views MWENGO as an organization with a sustainable base. As a growing organization, they are doing a satisfactory job with ISGM and their other projects. Because MWENGO could use further capacity development in some areas and more experience working with USAID, the team concludes that MWENGO is not yet ready to assume a prime contractor role in ISGM, but could take on more responsibility during the later stages of ISGM.

Accordingly, the team recommends the following:

- Continued active participation by MWENGO in the current ISGM with a view to building its capacity further as well as providing the required ISGM services.
- That MWENGO should in the future pursue a more proactive role in taking on more responsibility within its relationship with Pact with a long-range view to possibly taking over from Pact in a post-ISGM period and thereby enhancing the African ownership.
- That MWENGO take the initiative to approach USAID to be considered for other grants, cooperative agreements and contracts for other projects to develop a more direct relationship.

#### **D. PACT/MWENGO RELATIONSHIP**

The evaluation team has concluded that the sub-contractual arrangements between Pact and MWENGO are proper, that they appear to be following USAID requirements and that work performance is within the accepted standards. There are, however, some hard feelings in MWENGO quarters that they are treated as “junior” partners in what they expected to be an equal partnership negotiated by a MOU. These feelings may relate to the fact that a sub-contractor is, by definition, “junior” to a prime contractor in USAID terms. In some instances, this contractual relationship may have sometimes blocked communications lines especially between the senior Pact and MWENGO staff. The overall conclusion is that any sensitivities in the Pact/MWENGO relationship has not detracted from the success so far of ISGM

The evaluation team recommends:

- That since USAID only recognizes the Pact/MWENGO sub-contract, the two organizations renegotiate it to include some of the aspects covered in the MOU.
- In the sub-contract modification, MWENGO should be willing to take on more responsibility with a view to learning how to handle USG funding (because lesser NGOs are already doing it, MWENGO should surely be able to do so as well, if it is willing). This new sub-contract amendment would then need to be approved by USAID.

#### **E. ADVISORY COUNCIL**

The evaluation team concludes that the African Advisory Council is a valuable asset to the ISGM program. The Council’s active participation in reviewing and approving grant proposals gives credence to the GHAI principle of African ownership and management. USAID receives favorable comment in this regard, particularly because there are probably very few other projects like this. Council members appear to provide added value to the review of proposed grants

based on their individual and group knowledge of and experience in related activities. The evident concern of Council members in addressing the food security and conflict problems and to endorse quality proposals in the Horn area serve to enrich USAID's understanding of the development and humanitarian problems in the region. Finally, the team has a sense that the Council is an underutilized resource that is ready, willing and able to provide additional services to the HASP program and other USAID activities.

Accordingly, this evaluation team strongly recommends:

- That the role of the Advisory Council be continued in ISGM as a clear sign of USAID's commitment to African ownership and participation.
- That USAID give serious consideration to an expansion of the Council's responsibilities. For example, it could provide added input to some of the institutional strengthening and other activities under the ISGM program. In addition, individual Council members could advise other SO teams in their respective areas of expertise and/or in separate NGO grant making activities.
- While it is not technically part of this evaluation team's scope of work, the team recommends that REDSO management might very well benefit from having more of an African "sounding board" with a knowledgeable group of African advisors from the region. Such inter-action could provide substantive inputs as REDSO designs activities and seeks to elicit support for its regional programs among its constituents in the GHAI area, with bilateral USAID Missions and with USAID/Washington.

#### **F. NGO SELECTION PROCESS/ROUND III**

Based on the findings and figures as outlined in other sections, the evaluation team has concluded that the ISGM program has met or exceeded many of its objectives and performance indicators in providing assistance to numerous African NGOs for specific grants or institutional strengthening. In addition, ISGM is very closely aligned with REDSO's newly approved strategy and should actually be incorporated more into the R-4 reporting under the relevant SOs/IRs. The NGO selection process - involving the vetting by Pact/MEWNGO, the parallel U.S. Country Team clearance and the Advisory Council review and recommendations - works well in meeting the goals and objectives of the USAID strategy and the objectives of the ISGM contract.

Therefore, the team strongly recommends that:

- REDSO proceed with a Round III NGO selection process in some manner as a way of continuing, at least in part, some competitive assistance to local NGOs working in agreed upon SO fields.
- The Round III selection process be a hybrid combining full and open competition with a more short-listed version of competition of selected African NGOs that work more closely with REDSO SO teams and other USAID interests.

#### **G. NGO PARTNERS**

The evaluation team has concluded that the institutional strengthening activities under ISGM may have the greatest potential impact on the participating NGOs. In addition, based on

extensive interviews, it is clear that the OCAT and MCAT, as adapted to ISGM, are very useful diagnostic mechanisms in starting the process of institutional strengthening. Finally, while most of the NGOs have been launched into a higher level of networking by being connected to the Internet and with the development of individual organizational websites, some of the grantees indicated that they did not have sufficient technical skills to maintain these facilities.

Accordingly, the evaluators recommend:

- That ISGM continue with its institutional strengthening both for the grantees and non-grant NGOs. More funds should be allocated to this activity to enable ISGM to deal with some of the strategic partners of the grantees as well as of the SO teams.
- That the OCAT/MCAT become standard procedure for any NGOs selected for REDSO funding.
- That ISGM follow-up with its NGO grantees to ensure that they maintain the networking systems already created.

## **H. GENDER**

While the NGOs have shown that they are positive to addressing gender issues, there are no ISGM reporting mechanisms in place to show how far they have moved. And yet, ISGM seems to have great potential for impacting women in development. The evaluators concluded that the REDSO and ISGM need to pay more attention to this concern.

Therefore, it is recommended

- That Pact/MWENGO assists the NGOs to develop indicators for monitoring the implementation and operating of gender responsive programs and organizations. REDSO should also work with ISGM to develop systems for maintaining gender-desegregated data and report these accordingly by SO/IR.

## **I. USAID MANAGEMENT**

1. Future USAID Support - Because of its now documented success to-date, the evaluation team concludes that ISGM definitely merits future USAID support and priority for additional funding. Since this ISGM evaluation does not look at the overall REDSO program - not to mention the bilateral USAID programs in the GHAI region - it is not possible for the evaluators to ascertain exactly what priority should actually be given to ISGM versus the other regional and bilateral activities vying for scarce budgetary resources.

However, for all of the reasons previously stated, the evaluators recommend

- That ISGM continue to be accorded high priority for funding.
2. Closer Ties to Other USAID Interests - At the same time, the point has been convincingly made that ISGM needs to be more closely coordinated with other USAID activities because of shared SO/IR interests. Also, as a proven conduit for providing assistance to African NGOs in SO/IR areas, ISGM can function, in part, as a service vehicle to other USAID

activities. This could also be a labor-saving device because it would reduce the numbers or complexity of separate procurement actions. Such a buy-in mechanism could also economize on the use of scarce budgets while still assisting African NGOs in agreed upon SO/IR areas.

Therefore, this evaluation team strongly recommends:

- That REDSO SO teams, bilateral Missions and other USAID offices in the region seriously consider a more coordinated approach to ISGM, including buying-in to ISGM for more directed procurement of specific NGO services of interest to those funding USAID entities.
3. REDSO's ISGM Management Structure – The evaluation team has concluded that the management interests of REDSO and the SO teams would be better served if the ISGM program were situated and managed from a line office in the Mission. This is not a criticism of the PDI Office or staff, but their purposes and interests are simply different. They are also too busy handling other Mission-wide responsibilities to be able to devote sufficient time and energies to managing an active project like ISGM. In addition, it is highly desirable, if not essential, to better integrate ISGM activities into the SOs/IRs and programs that it is intended support (at present, food security, conflict, and non-presence countries). In addition, because of REDSO staff transfers now underway or planned, including the recruitment of a new U.S. PSC Project Manger for ISGM, this would appear to be an opportune time to make such changes.

Accordingly, the evaluators recommend:

- That ISGM (and presumably GHAI/HASP) be managed by any of several other office arrangements. For example, the first, and preferred option, is to make GHAI/HASP/ISGM a free-standing office led by the current U.S. PSC now directing HASP/ISGM and reporting to the Deputy Mission Director. A second option is to place HASP/ISGM in another REDSO office, such as the Office of Non-Presence Countries and Conflict (NPC/C), which is now led by a senior USDH officer and is currently responsible for two of the program areas assisted by ISGM (conflict and non-presence countries). A disadvantage of the latter option is that office is already very busy with its many other tasks, especially for the non-presence countries.
  - That a more formal “project committee” function be re-established under the chairmanship of the current HASP/ISGM CTO and that it consist of SO/IR and other concerned offices. This would enable more active involvement by the SO teams in order to better inform, coordinate and take advantage of the facilities afforded by ISGM for each SO.
  - That REDSO seriously consider expanding the scope of ISGM’s technical areas of NGO responsibility to include the Health SO/IR because of its obvious impact on conflict and food security, to address more of these concerns in non-presence countries and to achieve any management efficiencies involved with working with local NGOs.
4. Contract/Subcontract - The evaluation team certainly understands and finds no fault with the REDSO decision to proceed in the ISGM procurement via the contract/subcontract route rather than the perhaps more typical cooperative agreement when dealing with NGOs working with other NGOs. The more directive nature of a contractual relationship would appear to be more conducive to the achievement of specific performance indicators in direct

support of SOs/IRs. And, despite some early problems for PACT and MWENGO, the contract/subcontract mode has not detracted from the overall positive results achieved so far in ISGM. Not everyone in USAID or the NGO community would agree with this decision, however, because of perceived difficulties and limitations with USAID contracts.

Therefore, the evaluators recommend:

- That USAID's REDSO, Africa Bureau and/or Office of Procurement monitor the progress in using this ISGM contract mechanism with NGOs and report the results as a way of informing others about what appears to be a useful approach to getting a job done well under USAID's reengineered management.
5. Contract Amendment - Given the validity of the contract method for acquiring the services of Pact/MWENGO to implement ISGM, the evaluators conclude that a contract amendment would be the easiest course to take to effect the recommendations of this evaluation. That recommended modification should have, *inter alia*, the following elements.
- A general replacement of GHAI references by ones to the REDSO Strategy of 2001-2005, including philosophy, principles, and objectives thereof.
  - The addition of that strategy's third SO, Health, as a focus of ISGM.
  - Change of description of the African Advisory Council to confirm the periodic rotation, payment of honoraria for attendance at meetings, and additional consultation to REDSO.
  - Removal, in so far as possible, of reference to HASP and IGAD as relevant to ISGM decision-making, in favor of closer connection to current REDSO strategy.
  - Provision for non-competitive or not completely competitive grant making to indigenous NGOs serving the three SOs, according to category, e.g.: non-presence country needs, follow-on grants to graduate ISGM grantees, selected NGOs in need of special strengthening or activity support having high priority to SO teams of REDSO.
  - Greater specification of reporting by the contractor on SO/IR/Sub-IR results, on the universe of indigenous NGOs being affected by ISGM, and on non-grant effects in the wider NGO community.
  - Specification of at least one "Special Study" to be completed within one year: on the universe of NGOs relevant to REDSO's strategic interests in the Great Horn region and perhaps beyond.
6. Administrative Support - The start-up of any new program is almost always very difficult, particularly in administrative areas. Certain arrangements need to be made quickly and support in place early to enable work to proceed expeditiously. PACT could and should have done a better job in this regard, such as sending to Nairobi right away a "SWAT team" to jump-start all such matters (finding office space, procuring equipment, hiring staff, addressing tax status issues, etc.).

At the same time, however, a further review of ISGM files leads to the conclusion that while some in REDSO were very helpful, as an agency USAID could have been more forthcoming in facilitating clearances of office and personal goods, purchasing a vehicle and figuring out a way to deal with VAT and other taxes. If USAID and REDSO cannot or will not provide needed administrative support, then the contractor's work suffers and USAID loses in the

end. Admittedly, USAID does not have full control over some of these sticky issues when dealing with reluctant local government officials. Also, the new bilateral agreement with the Government of Kenya, if/when approved, should help in this regard. However, the contractor is really left with few, if any, alternatives but to rely on USAID's support or to pay the taxes or other fees. In the latter case, such expenses should be allowable for billing under the contract.

Therefore, the evaluators recommend:

- That USAID/Washington and REDSO clarify its policy and procedures in this area of administrative support for institutional contractors, especially regional ones.
  - That USAID confirm that when all else fails legitimate expenses related to these administrative matters be clearly reimbursable under the contract.
7. Communications - During the four weeks spent in the region, it has become very clear to the evaluators that there have been poor communications about ISGM among USAID offices. This is not a new or recent phenomenon for USAID. However, it does detract from the effectiveness of USAID's various programs when officers do not have the facts or the right data about what is taking place under ISGM. Hopefully, this evaluation report will help to bridge this communications gap so that managers can make more informed decisions.

Accordingly, it is recommend:

- That ISGM managers and PACT/MWENGO better inform REDSO senior managers and SO teams as well as other USAID offices and bilateral USAID Missions in the region about the role and activities of ISGM.
- In turn, that the recipients of this information work together more to coordinate and enhance their respective activities with the awareness of what other USAID "spigots" and mechanisms are helping to bring about in common areas of responsibility.

#### **J. POST-ISGM: AFRICAN OWNERSHIP AND THE AFRICAN DEVELOPMENT GENDA**

Unquestionably the principles, objectives, and modes of operation of ISGM are appropriate to the times. That is owed not just to some GHAI prescience, but more to the success of particular ISGM actions – coincident with the development of REDSO/ESA's new strategy. Conclusions and recommendations above point to a continuation and augmentation, even, of ISGM through its intended or perhaps somewhat extended life. But what about sustaining its certainly valuable and even essential functions into the future?

Thus, the evaluators recommend:

- That this question be answered definitively by REDSO/ESA ASAP.
- That the end game of ISGM should be thought through thoroughly with major stakeholder participation.
- That African institutionalization of ISGM's major functions, contributory potential, assets, access and goodwill should be considered to be the obvious route unless proved otherwise

regardless of budget constraints in USAID. ISGM's essential features should be planned to endure under African ownership and according, within reason, to an African development agenda.

- Actions leading to this should be incorporated in the contract amendment this evaluation sees as a forthcoming REDSO/ESA action.

## VOLUME II

# EVALUATION OF THE INSTITUTIONAL STRENGTHENING AND GRANT MAKING (ISGM) PROGRAM OF THE HORN OF AFRICA SUPPORT PROJECT

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*Prepared by:*

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Miriam W. Gachago  
James Osborn, Ph.D.**

*Submitted to:*

**USAID/REDSO/ESA  
AEP-I-00-00023-00  
Task Order No. 802**



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**April 2001**

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**VOLUME II**

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## ANNEX A

### SCOPE OF WORK

The ISGM three principal areas of emphasis are Food Security, Conflict Prevention Mitigation and Response and Capacity Building. The evaluation should provide a detailed presentation of the ISGM accomplishments to date as well as problems encountered and lessons learned in the process. It should also include an assessment of the value and practicality of the various concepts and themes that direct the activities of the ISGM. Finally, the evaluation should identify areas of program impact, if any. Specifically, this evaluation should include the following:

- A. Detailed information of the ISGM program accomplishments, including information on the funded NGOs, their costs and contributions to the achievement of ISGM results and GEAI goals and principles.

More specifically, the team should review the purposes of each grant agreement and achievements therefrom, and the cost effectiveness of the grants as related to the purposes of both the ISGM and the specific activities implemented by the African NGQs.

- B. Detailed information and feedback from the partners about the program.

Specifically the team will address the adequacy of the NGO selection process by the African Advisory Council its effectiveness. Advisory Council PACT/MWENGO relationship should also be addressed in this evaluation

“The pre-award surveys and the length of time before grant awards are made by FACT/MWENGO, and the performance monitoring and evaluation of the grantees by PACT /MWENGO.

The perception of partners about the value of the program, recommendations as to whether or not the program should be continued, or whether changes should be made in program design and or implementation. The partners, participants and beneficiaries to be interviewed are listed in section IV below.

- C. An Assessment of the validity of program assumptions and progress in achieving key results as stated in the ISGM contract and other relevant documents:

- Capacity of the ISGM funded regional NGQs strengthened
- Strategic coordination between key development actors (African organizations, donors, and government) clearly established to date
- Responsiveness of the NGOs, PACT/MWENGO and the Advisory Council to African Agenda
- Innovative and effective regional approaches to Food Security and Conflict Prevention Mitigation and Response promoted

The team should make recommendations on whether there are too many results proposed, and if not, suggest how to prioritize the results.

- D. A review of the basic assumption of the ISGM program is that the capacity of African NGQs must be strengthened in order for these NGQs to achieve results:

‘ The team should report on the progress made by PACT and MWENGO in strengthening the capacity of the ISGM grantees. Further, this report will include an analysis of the

separate organizational roles of PACT and of MWENGO in the transfer of skills to the ISGM grantees.

- E. Assess the effectiveness and sustainability of the partnership of PACT and MWENGO.

Clearly delineate problems encountered in the working relationship between PACT and MWENGO and recommendations made on how problems could be solved.

- F. The team should make recommendations on how the ISGM program can best support the 3 SOs in the Mission's new strategy approved in August 2000

- G. Methods and procedures to be used for the evaluation include the following:

A review of the ISGM contract, the GILAI strategy, the REDSO/ESA newly approved strategy (August 2000) and other key documents and in-depth interviews with grantees and their colleagues.

The team will also interview key persons associated with the ISGM program, such as PACT, MWENGO staff and representatives, the ISGM Program Manager, the HASP Project Manager, relevant REDSO/ESA Strategic Objective (SO) team members, and the Advisory Council members. Team members may be required to travel to the field and within the region for data collection and or interviews

#### ARTICLE IV - DELIVERABLES

The expected product of the evaluation will be a report to the ISGM Program Manager. The main report should be no more than 50-SO pages and should contain an executive summary of the findings and conclusions. The executive summary should not exceed 4 pages.

## ANNEX B

### **EVALUATION WORK PLAN**

#### DATES

#### ACTIVITIES

March 6, 2001	Contract signing.
March 8-9	Development Associates mobilization in Washington with document review and meetings.
March 10	Departure of Chandler/Osborn from Washington.
March 11	Arrival in Nairobi.
March 12-17	Chandler/Osborn/Cachago team meetings in Nairobi with USAID, PACT/MWENGO, and NGOs.
March 19-24	Team departs for Kampala for three days for meetings with NGOs and USAID in Uganda; then returns to Nairobi for meetings with NGOs and USAID; team departs over the weekend for Harare for meetings with MWENGO and USAID.
March 26-31	Harare meetings for two workdays per above; then team returns to Nairobi for follow-on meetings with NGOs, PACT, USAID and others.
April 2-7	Preparation of draft report, especially findings, conclusions and recommendations; submission to USAID and discussion of draft report on April 6; Osborn/Chandler departure by end of the week.
April 9-14	Final drafting of report, pending receipt of written USAID comments by April 14.
April 16-20	Consideration of USAID comments in finalization of report and submission to USAID by the agreed upon deadline of April 21, 2001.

## ANNEX C

### PERSONS CONTACTED

#### U.S. Agency for International Development (USAID):

Ruth Buckley, Social Science Advisor, Africa Bureau, Washington  
Gerald Cashion, Leader, Non-Presence County Programs, REDSO/ESA  
Jock Conley, Mission Director, USAID/Kenya  
Lynne Cripe, GHAI Coordinator, REDSO/ESA  
Dirk Dijkerman, Mission Director, USAID/REDSO/ESA  
Anne Fleuret, Monitoring/Evaluation Specialist, USAID/Uganda  
Patrick Fleuret, Deputy Director, USAID/Uganda  
Rick Garland, Chief, Program Development/Implementation, REDSO/ESA  
Gregory C. Gottlieb, Senior Regional Advisor, OFDA, REDSO/ESA  
Ned Greeley, Leader, Democracy Governance/Conflict Team, REDSO/ESA  
Pauline Johnson, Regional Legal Advisor, REDSO/ESA  
Yves Kore, ISGM Program Manager/CTO, REDSO/ESA  
Dawn Liberi, Mission Director, USAID/Uganda  
Kymberly Lucas, Africa Bureau  
William H. Lyerly, Jr., Senior Advisor for CPMR, Africa Bureau  
William B. Martin, Program Officer, USAID/Zimbabwe  
John Mullenax, Agricultural Advisor, REDSO/ESA  
John Munuve, Senior DG/Conflict Advisor, REDSO/ESA  
Thomas Okeefe, Deputy Director, Development Planning, Africa Bureau  
Sharon Pauling, NGO Coordinator, Africa Bureau  
Leslie Perry, Leader, Health Team, REDSO/ESA  
Diana Putnam, Leader, Food Security Team, REDSO/ESA  
Sheryl Stunbras, Democracy/Governance Officer, USAID/Kenya  
Natalie J. Thunberg, Regional Contract Officer, REDSO/ESA  
Michael Trott, Executive Officer, REDSO/ESA  
Michael Walsh, Regional Contracting Officer, REDSO/ESA  
Charles Ward, Program Manger, HASP, REDSO/ESA  
Steven Wisecarver, Deputy Director/Acting Mission Director, REDSO/ESA

#### ISGM:

Jack McCanna, Grants Manager, Pact, Nairobi  
K. Lynn McCoy, Technical Coordinator, Pact, Nairobi  
Florence Omosa, Deputy Chief-of-Party, MWENGO, Nairobi  
Bill Polidoro, Chief-of-Party, Pact, Nairobi

#### Pact:

Evan J. Bloom, Vice President/Capacity Building, Washington  
Andrea K. Freeman, Program Officer, Washington  
Traer Sunley, Vice President/Communications

MWENGO:

Ezra Mbogori, Executive Director, Harare  
Twisema S. (TS) Muyoa, Institutional Strengthening, Harare

African Advisory Council:

Abdullatif Mohamud Abdi, Development Consultant and Regional Livestock Expert, Nairobi  
Patrick O. Alila, Director, Institute of Development Studies, University of Nairobi, Kenya  
Hussein Ali Dualeh, Somalia Affairs Monitoring Committee, Nairobi, Kenya  
Stephen Karangizi, COMESA Secretariat, Lusaka, Zambia  
Maria Nassali Semakula, Chairperson, Executive Director of East African Centre for Constitutional Development, Kampala, Uganda  
Dr. Isaac C. Riak, U.S. International University, Nairobi, Kenya  
Vedasto Rutachokozibwa, FEWS NET Representative, Dar-es-Salaam, Tanzania

NGOs:

Abdi Hussein Abdi, Programme Coordinator, Wajir South Development Association (WASDA), Nairobi  
James F.P. Gomez, Executive Secretary, Africa Alliance of YMCAs, Nairobi  
Irene M. Kakooza, Vice Chairperson, The Uganda Association of Women Lawyers (FIDA-Uganda), Kampala  
John Kimathi, Finance Manager, Kenya YMCA, Nairobi  
Bethuel A. Kiplagat, Executive Director, Africa Peace Forum (APF), Nairobi  
James Kiwolu, Nutrition Project Coordinator, National Association of Women Organisations in Uganda (NAWOU), Kampala  
Majok B. Kur, Finance Officer, Vetwork Services Trust, Nairobi  
Peace T. Kyamureku, Deputy Secretary General, NAWOU, Kampala  
Gabriel Langat, Development Resource Manager, Kenya YMCA, Nairobi  
Dr. Nancy M. Mati, Chairperson, Kenya Rainwater Association (KRA), Nairobi  
Duncan O. Mbuge, Information Officer, KRA, Nairobi  
Georgina Mbugua, Project Officer, Forest Action Network (FAN), Nairobi  
Eva Mulema, Acting Executive Director, FIDA-Uganda, Kampala  
John Munyendo, Coordinator, Vocational Training Center, Kenya YMCA, Nairobi  
Elizabeth Mutorpa, Program Officer, APF, Nairobi  
Kuol A. Muwier, Administrative Secretary, Bahr El Ghezal Youth Development Agency (BYDA), Nairobi  
Frederick M. Ndehe, Member, Publicity Committee, KRA, Nairobi  
Stephen N. Ngigi, KRA, Nairobi  
Josephine Nganga, Human Resource Development Manager, Kenya YMCA, Nairobi  
Eileen Omosa, Network Coordinator, FAN, Nairobi  
Naftali M. Onchere, International Director, Perimart International, Nairobi  
Rose Othieno, Administrative Officer, Center for Conflict Resolution (CECORE), Kampala  
Frank O. Oyugi, Associate Executive Secretary, Africa Alliance of YMCAs, Nairobi  
Kizito S. Sabala, Program Officer, APF, Nairobi

Stella M. Sabiti, Executive Director, CECORE, Kampala  
Thomas Y. Taban, Managing Director, Vetwork Services Trust, Nairobi  
Edith Wangari, Programme Coordinator, Perimart International, Nairobi, Kenya

Other:

Edward Butler, Campfire Chief-of-Party/Development Associates, Harare  
Nick Maunder, Regional Representative, FEWS NET, Nairobi  
Roy A. Stacey, Program Manager, FEWS/Chemonics, Washington

## ANNEX D

### **PARTIAL LIST OF DOCUMENTS**

USAID/REDSO-Pact Contract, dated September 3, 1998

Pact-MWENGO Subcontract, signed March 24, 1999 and May 13, 1999

MWENGO/Pact Memorandum of Understanding, March 2000

REDSO/ESA, Strategic Plan 2001-2005, Strengthening Partnerships/Capacity, undated

REDSO/ESA Strategy FY 2001-2005, June 2000

REDSO/ESA Results Review and Resource Request (R-4), May 1999

REDSO/ESA R-4, 31 March 2000

REDSO/ESA/DG/Conflict Team, Program Overview/Cables/Memoranda, February 2001

Action Memorandum for the Mission Director, REDSO/ESA, June 20, 1997, including HASP Project Paper, July 28, 1995

Project Agreement between IGAD and REDSO for HASP, 20 September 1995, as amended through 23 August 2000

USAID/REDSO "HASP Grantmaking Program Options Paper, May 15, 1997

GHAI Strategic Plan FY 1998-2002, Final Version, November 1997

GHAI Annual Performance Report, REDSO/ESA, 1999

GHAI Annual Report, REDSO/ESA, 1998

ISGM Performance Report, Program Monitoring & Evaluation, Pact, October 1998-December 2000

ISGM Quarterly Performance Reports: eight editions, from 16 December 1998 to 31 December 2000

ISGM Updates: July-September, 2000 and October-December, 2000

Pact, OCA Assessment Score Reporting Sheet

Pact/MWENGO, Greater Horn of Africa Regional Index

ISGM Assessment Report – Edna Adan Maternity Hospital, Hargeysa, Somaliland, 23 January 2001, by Jack McCanna

ISGM Draft Workplan 2001

ISGM African Advisory Council Report, 24 June 1999

Second ISGM Advisory Council Minutes, 17-21 January 2000

“Report on Technical Assistance Provided to the Pact/Kenya ISGM Program, by Robert J. Morin, Jr. and Radya Ebrahim, Pact, August 14, 1999

Request for Applications (RFA) No. 00026/1, Pact/ISGM, issued 11 February 1999

Request for Applications (RFA) No. 00026/2, Pact/ISGM, issued 01 September 1999

NGO Brochures – received from each NGO visited

## ANNEX E

### NGO INTERVIEW CHECKLISTS I AND II

#### *ISGM NGO INFORMATION CHECKLIST I: COMPREHENSIVE*

##### INTRODUCTION

We are evaluating events up to now and seeking to improve ISGM's performance.

This NGO seen as a partner: Want their perspective and perceptions and their information and data as they create and use them.

Issues are: process, results, problems, needs and recommendations. With a view to the future.

##### I. NATURE OF THIS NGO

A. Status (NGO, Association, 'Company Limited by Guarantee,' etc.: WHY?), "nacency".

B. Field of endeavor: FS or CPMR – generally and in this project.

1. FS: Increase sustainability of agricultural production, reduce barriers to regional trade, enhance capacity to provide for food needs, increase private sector involvement in enhancing food security, improve collaboration in management of transnational natural resources, improved regional information systems.

2. CPMR: effective as regional mechanism for responding to conflict, improved regional information systems.

C. History and magnitude of NGO.

D. Overall program and place of this grant in it.

E. Relations with other donors.

##### *GRANT*

##### II. PRE-AWARD

A. Prior donor experience with projects (especially of this type). Specific experience with AID.

B. Knowledge of AID. ISGM and how received RFP.

C. Pre-competition strengthening by PACT/MWENGO (P/MW)

D. Quality of solicitation (RFA and other contacts).

E. Preparation of proposal – issues, including regional perspective, linking relief and development, promoting stability, innovation, as well as general difficulties.

F. Assistance to proposal preparation – steps by P/MW.

G. "Clarification" experience in grant approval process.

H. Negotiations

##### III. IMPLEMENTATION BY NGO

A. Planning.

B. Operations including disbursements and accounting.

C. Monitoring and Evaluation (M&E).

D. Networking .

E. Relationship to other NGO programs (and donors).

F. Regionality

##### IV. ADMINISTRATION BY P/MW

A. P/MW performance.

B. Relations between PACT and MWENGO and relative quality.

C. M&E and feedback.

##### *OTHER ISGM INPUTS*

##### V. STRENGTHENING RECEIVED

##### VI. STRATEGIC COORDINATION RECEIVED (networks [e.g. conferences and computerization] and partnerships) – as (V.), above.

##### VII. RESULTS

###### A. Grant/B. Non-Grant:

FS or CPMR outcomes, cost/benefit, African ownership, "African Agenda" networks, institutional strengthening, leveraging.

###### C. In terms of NGO's own objectives

##### VIII. NEEDS, COMPLAINTS AND CONSTRUCTIVE SUGGESTIONS: THE FUTURE

## **GRANTEE NGO INFORMATION CHECKLIST II: REDSO RESULTS**

SO5: ENHANCED AFRICAN CAPACITY TO ACHIEVE REGIONAL FOOD SECURITY

SO6: ENHANCED AFRICAN CAPACITY FOR MANAGING CONFLICT IN THE REGION

- A. **KEY DATA.**
1. Degree of regionality
  2. Strengthening/Activity grant
  3. NGO's contribution
  4. Mix of Food Security (FS) and Conflict Prevention, Mitigation and Response (CMPR)
- B. **IR1: REGIONAL FOOD SECURITY ORGANIZATIONS STRENGTHENED  
AFRICAN CONFLICT MANAGEMENT ORGANIZATIONS STRENGTHENED**  
SUB-IRs:
1. Improved Institutional Management/Governance (SO5)  
Strengthened Institutional and Financial Management/Governance (SO6)
  2. Improved Strategic Planning/M&E (SO5)  
Strengthened Strategic Planning, Program Development and M&E.
  3. Improved ability to Generate and Manage Funds (SO5)  
Automated Office Systems Upgraded (SO6)
  4. Improved Technical Skills (SO5)
  5. Improved Technical Skills in Conflict Prevention, Mitigation and Response (SO6)
  5. Improved Program Design and Management Skills (SO5)
- C. **IR2: IMPROVED REGIONAL USE/AVAILABILITY OF APPROPRIATE  
TECHNOLOGIES/PRACTICES IN FS (SO5)  
INCREASED AVAILABILITY OF BEST PRACTICES IN CPMR (SO6)**
1. Technologies Disseminated (5) / Best Practices Disseminated (6)misty
  2. Technologies Identified and Tested (5) / Best Practices Identified and Tested (6)
- D. **IR3: INCREASED NETWORKING AND COOPERATION IN FS (SO5)  
INCREASED COMMUNICATION/NETWORKING AMONG STAKEHOLDERS IN  
CONFLICT SITUATIONS (SO6)**
1. Increased Public and Private Sector Information Sharing(5)  
Enhanced Mechanisms for Face-to-Face Communication among Stakeholders (6)
  2. Increased Information Sharing across Disciplines (5)  
Enhanced Capability for Electronic Communication among Stakeholders (6)
  3. Increased Use of Information Technologies (5)  
Protocols/Rules of Engagement for Problem-Based Interactions among Stakeholders
- E. **IR4: SELECTED POLICY, REGULATORY AND PROCEDURAL CHANGES ADVOCATED  
BY AFRICAN PARTHERS (SO5 ONLY)**
1. Policy Analyses Conducted
  2. Increased Dialogue on Policy/Regulatory Issues
  3. Advocacy Activities Expanded
- F. **PARTNER NGOs AFFECTED/TOUCHED - ACCORDING TO IR/SIR**
- G. **COMMUNITY BASED ORGANIZATIONS (CBOs) AFFECTED/TOUCHED - ACCORDING TO  
IR/SIR**
- H. **OTHER REGIONAL ORGANIZATIONS AFFECTED/TOUCHED - BY IR/Sub-IR**
- I. **USE OF SUSTAINABILITY-INDUCING ISGM SUPPORT SYSTEMS AND TOOLS**  
E.G. Networks. Mentors, MCAT, OCA/OCAters, NGO Database, Centers of Excellence.

ANNEX F

NGO TABLES 2 AND INTERVIEW REPORTS

TABLE 2-1. Federation of Women's Lawyers

I. KEY DATA

<b>NAME of GRANTEE</b> Federation of Women's Lawyers of Uganda (FIDA)	<b>CONTACT</b> Juliet Nassuna 2157 Kampala UG (256-041-530) fida-ug@starcom.co.ug	<b>FOCUS</b> CPMR	<b>COUNTRIES</b> GHA Region	<b>AMOUNT</b> \$91,279 (USD)
<b>SUBJECT</b> CPMR Regional Coordination and Networking Build advocacy platforms	<b>DATES</b> 10/99-3/00	<b>TYPE</b> Activity Implementation	<b>AMOUNT DISBURSED</b> \$86,169 (USD)	<b>STATUS</b> Closed-out

ACTIVITY AREA:

<b>INSTITUTIONAL STRENGTHENING</b> YES	<b>INNOVATION BEST PRACTICES</b> YES	<b>STRATEGIC COORDINATION NETWORKING</b> YES	<b>ADVOCACY</b> YES
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II. SUMMARY OF GRANT

Support for a regional conference to:

- Strengthen the capacity of FIDA Africa to influence peace processes and interventions in conflict situations and to enhance the networking among country chapters and affiliates. Coordinate activities among FIDA Africa for 2 years;
- Provide a forum for women lawyers to share experiences & network about human rights violations in conflicts. Increase awareness and understanding about the effects of armed conflict in society;
- Develop a common strategy to access respective governments and regional bodies, and lobby for the development of peaceful mechanisms of addressing conflict;
- Develop strategies for securing commitments from policy makers in government and inter-governmental agencies to include women in peace initiatives and to develop gender responsive policies, programs/instruments.

III. GRANTEE IMPLEMENTING PARTNERS

FIDA CHAPTERS: Kenya, Rwanda, Ethiopia, Tanzania, Uganda, Botswana, Cameroon, South Africa, Malawi, Nigeria, Ghana, Egypt, Nigeria, Zimbabwe, Zambia

IV. ISGM PRE-AWARD ACTIVITIES

(Dates 7/99-10/99)

ASSESSMENTS:

Pre Award Assessments (7-8/99)

V. ACTIVITIES OVER LIFE OF GRANT (Dates: 10/99-3/00)

**INSTITUTIONAL STRENGTHENING of FIDA**

Skill Building in:

Accounting and General Finance (1 ISGM workshop 11/99; plus 2 mentoring visits on site 11/99, 2/00)  
Strategic Communications (1 ISGM workshop 11/99)  
Electronic Communications (1 ISGM mentoring visit 12/99)

ASSESSMENTS:

ISGM Organizational Capacity Assessment (3/00)  
ISGM Regional Capacity Assessment (3/00)

Audits:

Independent Close-Out Audit (5/00)

**FIDAS ACTIVITIES IN REGIONAL STRATEGIC COORDINATION / NETWORKING / COOPERATION**

Developed FIDA Website (12/99)

International conference held to provided a forum for women lawyers to share experiences & network about human rights violations in conflicts and to increase awareness and understanding about the effects of armed conflict in society; (2/00)

Conference participants developed a common strategy to access respective governments and regional bodies, and lobby for the development of peaceful mechanisms of addressing conflict;

Conference participants developed strategies for securing commitments from policy makers in government and inter-governmental agencies to include women in peace initiatives and to develop gender responsive policies, programs/instruments.

Coordinated activities among FIDA Africa for 2 years;

Attended ISGM Conference on Conflict Resolution and Peace Building in the GHA/Great Lakes Region (CPMR strategic planning/regional agenda setting and networking)

(5/00)

ISGM disseminates summation of FIDAs conference results in ISGM newsletter

(4/00)

### **ISGM LINKAGES TO SUSTAINABILITY INDUCING SUPPORT SYSTEMS**

ISGM supporting the creation of a CPMR electronic network which FIDA will be a member

(began 5/00)

VI. RESULTS CASCADE

Via. Results as related to SO6 and ISGM Contracted Performance Results

SO6. IR 6.1 African Conflict Management Organizations Strengthened	SO6. IR 6.2 Increased Use of Best Practices	SO6. IR 6.3 Increased Networking Among Stakeholders in Conflict Situations	Increased Capacity of GHA Orgs for Advocacy and Policy Development (proposed)	Sustainability Inducing Support Systems	Support in Leveraging Funds/assistance
<p>Sub IR 6.1.1 Strengthened institutional financial management and governance</p>	<p>Sub IR 6.2.2 Best Practices Identified and Tested</p>	<p>Sub IR 6.3.1 Enhanced mechanisms for face to face communication among stakeholders</p>	<ul style="list-style-type: none"> <li>Regional FIDA chapters developed a common strategy to access respective governments and regional bodies, and lobby for the development of peaceful mechanisms of addressing conflict</li> </ul>		
<ul style="list-style-type: none"> <li>Organizational Strengths and Weaknesses of FIDA identified, documented and presented to mgmt staff and board.</li> <li>Staff skills strengthened in organizational capacity development through participation in OCA assessment.</li> </ul>					
<p>Sub IR 6.1.2 Strengthened strategic planning, program development and M&amp;E</p>	<p>Sub IR 6.2.1 Best Practices Disseminated</p>	<p>Sub IR 6.1.7 Enhanced capability for electronic communications among stakeholders</p>	<ul style="list-style-type: none"> <li>Website created for FIDA</li> <li>FIDA will participate in GHA CPMR network.</li> </ul>		
<ul style="list-style-type: none"> <li>Activities among FIDA Africa coordinated for 2 years (2000/2001)</li> </ul>	<ul style="list-style-type: none"> <li>159 lawyers and peace-builders representing 53 separate GHA regional entities from 14 countries trained on the.</li> </ul>	<ul style="list-style-type: none"> <li>Website created for FIDA</li> <li>FIDA will participate in GHA CPMR network.</li> </ul>			
<p>Sub IR 6.1.3 Automated office systems upgraded</p>	<ul style="list-style-type: none"> <li>Produced and distributed copies of Engendering the Peace Process proceedings to 159 lawyers and peace-builders representing 53 separate GHA regional entities from 14 countries</li> </ul>	<p>Sub IR 6.3.3 Protocols/ rules of engagement for problem based interactions among stakeholders</p>	<ul style="list-style-type: none"> <li>Strategies developed for securing commitments from policy makers in government and inter-governmental agencies to include women in peace initiatives and to develop gender responsive policies, programs/instruments</li> </ul>		
<p>Sub IR 6.1.5 Improved technical skills in CPMR</p> <ul style="list-style-type: none"> <li>Strengthened the capacity of FIDA Africa to influence peace processes and interventions in conflict situations by providing a forum for women lawyers to share experiences on human rights violations in conflicts and increase understanding about the effects of armed conflict in society</li> </ul>		<ul style="list-style-type: none"> <li>ISGM internet newsletter highlighted conference results (4/00)</li> </ul>			

Vib. Tally of number of institutions that were impacted or benefited in relationship to this grant.

Number of institutions trained by grantee	Number of institutions receiving information on best practices / lessons learned as result of grant	Number of networks strengthened related to this grant	Centers of excellence strengthened in areas relating to grant	Total number of institutions in the gha region impacted / benefiting (rough estimate)
53	53 (same) plus access on the internet	1		54

**ASSOCIATION OF WOMEN LAWYERS, UGANDA (FIDA)**

FIDA, Uganda was registered as a NGO in 1973. At first it operated as a social club where women lawyers supported each other. In the 80s, it started implementing programs geared to assisting women who needed legal assistance and out of this FIDA has grown into a formidable organization with 3 branch offices and 198 members spread out in different parts of Uganda.

In their provision of legal services FIDA mainly deals with issues of family law especially in maintenance, child support and custody and inheritance. According to FIDA these cases are on the increase due to the breakdown of traditional family institutions.

**PROJECT ACTIVITIES**

The application for ISGM resulted from a conference organized by FIDA international where different subjects were discussed. The African women in the conference decided to pursue the subject of conflict because it was of great concern to them. They felt that they must inform themselves on the subject so that they can try to be involved in mainstream discussions on conflict resolution in the region. The first activity was to be a regional conference and FIDA Uganda was elected as the coordinator. The ISGM RFA was timely and FIDA applied for funding and was granted US\$ 91,500 for the activity. The following activities were planned and have been implemented: -

- Institutional assessment and training
- Research on conflict before the conference
- Organization of the regional conference
- Development of a web site

**Results Achieved through ISGM**

- The conference was successful and the women who attended have continued to network.
- FIDA had never worked in the area of conflict beyond the family. They have now been moved to another level and have started a new program on conflict and peace building. In this respect they have locally:-
  - Started to lobby parliament in matters that relate to conflict.
  - Began writing in newspapers on matters of conflict and peace-building
  - Identified organizations working in conflict and started networking with them. They particularly have started using CECORE, one of the other ISGM grantees as a resource in their training programs.
  - Been asked to coordinate one thematic area, Violence against women, in an

- international conference being organized by Makerere University.
- Participated in negotiations for women and children who have experienced injustice due to conflict with the neighboring countries e.g. repatriation of Congolese child soldiers, resettlement of Congo wives of Ugandan Soldiers and Ugandan girls abducted into Sudan.
- Dealt with arbitration of election related conflict.
- FIDA was exposed to other organizations in the region as a resource and therefore have acted as resource for the following activities:-
  - Invited to Namibia to assist family law reform
  - The Zimbabwe women lawyers have invited them to deliver a paper on family law
  - They have been asked to participate in a team that is head-hunting for a woman OAU Secretary General
  - They have been requested to coordinate the information on an international conference on racism and ethnophobia.
  - They have received inquiries from countries that would like to start associations of women lawyers.
- The technical assistance provided on publishing the workshop report helped them publish their best report so far. The report has been distributed widely.
- Donor confidence has been inspired. FIDA has specifically received assistance directly from USAID to strengthen one of their branches

#### **OBSERVATIONS**

FIDA projects itself as a solid organization that has the backing of its constituency. Although it is a national organization, it has managed to gain regional respect and this was greatly enhanced by the ISGM grant. Nationally, FIDA has taken advantage of the existing enabling political environment in Uganda to advocate for the legal rights of women especially at policy levels.

TABLE 2-2. National Association of Women's Organizations in Uganda

I. KEY DATA

NAME of GRANTEE	CONTACT	FOCUS	COUNTRIES	AMOUNT
National Association of Women's Organizations in Uganda	Florence Nekyon 1663 Kampala UG (41-258463) nawou@infoccom.co.ug	FS	Uganda, Kenya, Tanzania, Rwanda, Burundi, Ethiopia, Entrea, Sudan, Somalia	\$143,338 (USD)
SUBJECT	DATES	TYPE	AMOUNT DISBURSED	STATUS
Food Security Networking and Regional Coordination	10/99-3/00	Activity Implementation	\$ 137,215 (USD)	Closed-out

ACTIVITY AREA:			
INSTITUTIONAL STRENGTHENING YES	INNOVATION BEST PRACTICES YES	STRATEGIC COORDINATION NETWORKING YES	ADVOCACY NO

II. SUMMARY OF GRANT

Support for a regional conference to:

- Share experiences on critical issues which affect food production, security, and household nutrition;
- Identify social, cultural, and political constraints in the improvement of household nutrition and how they affect child development;
- Identify possible interventions used by governments, NGOs and women to improve food security, household nutrition and child development which can be adopted for the region;
- Assess the potential and capacity that exist in the region with reference to women to improve household level nutrition and child development;
- Lay strategies for food production and marketing opportunities;
- Develop an E. Africa regional action strategy

III. GRANTEE IMPLEMENTING PARTNERS

IV. ISGM PRE-AWARD ACTIVITIES

(Dates 7/99-10/99)

ASSESSMENTS:

- Pre-Award Assessments (7-8/99)
- Participatory Assessment of IS needs for CPMR orgs in GHA (1 ISGM workshop 7/99)

V. ACTIVITIES OVER LIFE OF GRANT

(Dates: 10/99-3/00)

INSTITUTIONAL STRENGTHENING of NAWOU

Skill Building in:

- Accounting and General Finance (1 ISGM workshops 11/99; plus 2 mentoring visits on site 11/99, 2/00, 3/00)
- Strategic Communications (1 ISGM workshop 11/99)
- Electronic Communications (1 ISGM mentoring visits 3/00)

Audits:

- Independent Close-Out Audit (5/00)

Equipment:

- 1 computer
- 1 printer

**NAWOU's ACTIVITIES TO IDENTIFY/TEST/PROMOTE INNOVATION/BEST PRACTICES**

- Conference participants identified key interventions used by governments, NGOs and women to improve food security, household nutrition and child development which could be adopted for the region (i.e. identified and promoted best practices); (12/99)

***NAWOU's ACTIVITIES in REGIONAL STRATEGIC COORDINATION / NETWORKING / COOPERATION***

International conference held to provide a forum for regional food security organizations to share information, experiences & network about critical issues, which affect food production, food security and household nutrition in the region (12/99)  
Proceedings were distributed to 107 participants representing 38 NGOs throughout East Africa (4/00)  
Website for NAWOU created (3/00)



VI. RESULTS CASCADE

Via. Results as related to SO5 and ISGM Contracted Performance Results

SO5. IR 5.1 Regional Organizations Strengthened	SO5. IR 5.2 Improved Regional Availability of Appropriate Technologies / Practices	SO5. IR 5.3 Increased Networking and Cooperation	SO5. IR 5.4 Selected Policy, Regulatory, & Procedural Changes Advocated by African Partners	Sustainabilit y Inducing Support Systems	Support in Leveraging Funds/assist ance
Sub IR 5.1.1 Improved institutional management & governance	Sub IR 5.2.2 Technologies identified and tested	Sub IR 5.3.1 Increased public and private sector information sharing	Sub IR 5.4.1 Policy analyses conducted		
<ul style="list-style-type: none"> <li>Updated office systems (1 computer, 1 printer).</li> </ul>	Practices regarding key interventions used by governments, NGOs and women to improve food security, household nutrition and child development which could be adopted for the region, identified by regional NGOs and Govt. representatives (conference participants) (12/99)	<ul style="list-style-type: none"> <li>International conference held to provide a forum for regional food security organizations to share information, experiences &amp; network about critical issues which affect food production, food security and household nutrition in the region. 107 participants representing 38 organizations throughout East Africa attended (12/99)</li> </ul>	Sub IR 5.4.2 Increased dialogue on policy/regulatory issues <ul style="list-style-type: none"> <li>Discussed impact of global macro policies and structural adjustment programs on regional food security. (12/99)</li> <li>Discussed specific policy gaps in the different governments of GHA concerning food security and the rights of women. (12/99)</li> </ul>		
Sub IR 5.1.2 Improved strategic planning and M&E	Sub IR 5.2.1 Technologies disseminated	Sub IR 5.3.2 Increased information sharing across disciplines	Sub IR 5.4.3 Advocacy activities expanded		
Sub IR 5.1.3 Improved ability to generate and manage funds		Sub IR 5.3.3 Increased use of information technologies			
<ul style="list-style-type: none"> <li>Improved accounting systems in place and staff skills strengthened through ISGM mentoring and financial workshops. (3/00)</li> </ul>		<ul style="list-style-type: none"> <li>Website for NAWOU created (3/00)</li> </ul>			
Sub IR 5.1.4 Improved technical skills					
Improved strategic communications skills through workshop participation (11/99).					
Sub IR 5.1.5 Improved program design & mgmt skills					

Vib. Tally of number of institutions that were impacted or benefited in relationship to this grant.

Number of institutions trained by grantee	Number of institutions receiving info. on best practices / lessons learned as result of grant	Number of networks strengthened related to this grant	Centers of Excellence strengthened in areas relating to grant	Total number of institutions in the region impacted / benefiting (rough estimate)
38	38			38

**NATIONAL ASSOCIATION OF WOMEN OF UGANDA (NAWOU)**

**BACKGROUND**

NAWOU is the umbrella organization of Uganda women organizations. It has a membership of 70 big and National NGOs, 53 District Umbrellas and 2000 Community Based Organizations. NAWOU views its main responsibility as linking up the CBOs with the national and professional organizations. NAWOU responds to training requests from the CBOs and it is a major challenge meeting their needs. In addition NAWOU assists the organizations in providing display facilities for their handicrafts at the NAWOU office and at the National Museum.

NAWOU has established relations with various donors who have supported their project activities as well as core costs. Currently they are implementing a World Bank funded program in Nutrition and early Childhood development in 5 Districts.

**ISGM PROJECT ACTIVITIES**

NAWOU came to learn about the ISGM from the local press. The food security sector was appealing to them because they were already dealing with it. They also had always wished to network with women from the region and they identified this as an opportunity to do so. The grant covered: -

- Organizational capacity assessments that led to strengthening in areas of financial and web site management.
- Organization of the GHA regional conference on “Household Nutrition and Childhood Development”
- Production and dissemination of the workshop report
- Production and dissemination of a newsletter issue covering the conference.
- Development of a web site

**RESULTS THROUGH ISGM**

- The organizational strengthening activities have Left NAWOU a much better organization. The development of the Web site has put them into a new phase in terms of networking.
- The conference brought them in touch with a big number of women organizations in the GHA and they have started receiving information from the participants on issues in their countries.
- Their food security office was strengthened.
- ISGM acted as a springboard to other food security programs. The World Bank Program on food security is a direct result of the ISGM.

NAWOU however views the grant for organizing the conference as a starting point. They believe that they should be given another grant to implement a project activity on the ground. They have

therefore developed a proposal awaiting the third RFA. Their proposal covers the following main areas: -

- Training in food security
- Micro-finance
- Community level conflict resolution
- Improvement of technology for food production.
- Strengthening of country focal points
- Improving their skills in web site management.

#### **SUGGESTIONS FOR IMPROVEMENT**

- ❑ The capacity assessment and resultant training need to be more relevant to the needs of the organization. E.g., NAWOU needed more input in financial management than was given. They would have needed more time to practice the concepts.
- ❑ The period given to prepare for various training activities was too short. This resulted to some key people not attending.

TABLE 2-3. Center for Conflict Resolution

I. KEY DATA

<b>NAME of GRANTEE</b> Center for Conflict Resolution	<b>CONTACT</b> Stella Sabiri 5211 Kampala, UG (256-541-2550) cecocore@swiftuganda.com	<b>FOCUS</b> CPMR	<b>COUNTRIES</b> Uganda, Kenya, Tanzania, Rwanda	<b>AMOUNT</b> \$239,766 (USD)
<b>SUBJECT</b> Innovation & best practices in CPMR and CPMR Networking	<b>DATES</b> 10/99-1/01	<b>TYPE</b> Institutional Strengthening & Activity Implementation	<b>AMOUNT DISBURSED</b> \$ 236,356 (USD)	<b>STATUS</b> Closed-out

ACTIVITY AREA:			
<b>INSTITUTIONAL STRENGTHENING</b> YES	<b>INNOVATION BEST PRACTICES</b> YES	<b>STRATEGIC COORDINATION NETWORKING</b> YES	<b>ADVOCACY</b> YES

II. SUMMARY OF GRANT

- Investigate the role of media in conflict situations,
- Identify traditional methods of conflict resolution and identify best practices of those who have spearheaded peace initiatives in the region;
- Hold a conference to develop training materials (based on best practices),
- Hold a workshop to train media professionals in the GHA region in conflict prevention and post conflict reconciliation interventions and training strategies;
- Produce a practical resource handbook and video for the media and others working in situations of violence;
- Establish an electronic communication network to serve the needs of the relevant media, peace and conflict resolution workers and other regional stakeholders.

III. GRANTEE IMPLEMENTING PARTNERS

- ACCORD
- Search for Common Ground

IV. ISGM PRE-AWARD ACTIVITIES (Dates 7/99-10/99)

ASSESSMENTS:  
 Pre-Award Assessments (7-8/99)  
 Participatory Assessment of IS needs for CPMR orgs in GHA (1 ISGM workshop 7/99)

V. ACTIVITIES OVER LIFE OF GRANT (Dates: 10/99-1/01)

**INSTITUTIONAL STRENGTHENING of CECORE**

Skill Building in:  
 Accounting and General Finance (2 ISGM workshops 11/99 & 4/00; plus 3 mentoring visits on site 2/00, 10/00, 10/00)  
 Strategic Communications (1 ISGM workshop 11/99)  
 Electronic Communications (2 ISGM mentoring visits 11/99, 10/00)  
 Monitoring, Evaluation and Reporting (1 ISGM workshop 11/00)

ASSESSMENTS:  
 ISGM Organizational Capacity Assessment (3/00)  
 ISGM Regional Capacity Assessment (3/00)

Audits:  
 Independent Close-Out Audit (2/01)

Equipment:  
 2 computers 1 photocopier 1 UPS  
 2 printers 1 television

**CECORE's ACTIVITIES TO IDENTIFY/TEST/PROMOTE INNOVATION/BEST PRACTICES**

Conducted desk research searching for best practices on role of media in conflict (10/99-5/00)  
Conducted field research on African Traditional Methods for CPMR in  
Uganda, Kenya, Tanzania, Rwanda (11/99-5/00)

**CECORE's ACTIVITIES TO IDENTIFY/TEST/PROMOTE INNOVATION/BEST PRACTICES (CONTINUED)**

Conducted a conference to test (validate) best practices identified through desk and field research on CPMR / the role of media in conflict/ and African Trad. Methods of CPMR (55 regional organizations attending)  
(ISGM provided substantive logistics support for workshop) (6/00)  
Developed training materials on above subjects (6/00-9/00)  
In response to Uganda American Cultural Center Request - wrote and presented a paper on how media can be involved in peace building (for International Press Freedom Day) (6/00)  
Pilot tested training materials regarding role of media in conflict & best practices in CPMR (9/00)  
Conducted a workshop to train media professionals in the GHA region (53 organizations attending)  
In conflict prevention and post conflict reconciliation interventions and training strategies (10/00)  
Wrote three practical resource handbooks based on best practices (6/00-11/00)  
Developed a training video for the media and others working in situations of violence (10/00-1/01)  
ISGM disseminates summation of CECORE's Best Practices in ISGM newsletter (1/00)

**CECORE'S ACTIVITIES IN REGIONAL STRATEGIC COORDINATION / NETWORKING / COOPERATION**

Established an electronic communication network to serve the needs of the relevant media, peace and conflict resolution workers and other regional stakeholders. (11-00 12/00)  
Attended ISGM Conference on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (CPMR strategic planning/regional agenda setting and networking) (5/00)

**ISGM SUPPORT IN LEVERAGING FUNDS / ASSISTANCE**

ISGM Linked CECORE with Search for Common Ground.

**ACCORD helped facilitate Media Workshop**

**ISGM LINKAGES TO SUSTAINABILITY INDUCING SUPPORT SYSTEMS**

African Center for Communication and Education contacted by ISGM as a potential Center of Excellence

VI. RESULTS CASCADE

Via. Results as related to SO6 and ISGM Contracted Performance Results

*Italics denotes prospective results for 2001*

SO6. IR 6.1 African Conflict Management Organizations Strengthened	SO6. IR 6.2 Increased Use of Best Practices	SO6. IR 6.3 Increased Networking Among Stakeholders in Conflict Situations	Sustainability Inducing Support Systems	Support in Leveraging Funds/assistance
<p><b>Sub IR 6.1.1</b> Strengthened institutional financial management and governance</p> <ul style="list-style-type: none"> <li>Improved accounting systems in place and staff skills strengthened through ISGM mentoring and financial workshops.</li> <li>Organizational Strengths and Weaknesses of CECORE identified and documented and presented to mgmt staff and board.</li> <li>Staff skills strengthened in organizational capacity development through participation in multiple ISGM OCA workshops</li> </ul>	<p><b>Sub IR 6.2.2</b> Best Practices Identified and Tested</p> <ul style="list-style-type: none"> <li>Best practices identified by researchers and field practitioners regarding the role of media in conflict and African traditional methods of conflict resolution</li> <li>2 pilot tests conducted on findings and draft training materials regarding CPMR best practices.</li> </ul>	<p><b>Sub IR 6.3.1</b> Enhanced mechanisms for face to face communication among stakeholders</p> <ul style="list-style-type: none"> <li>Best practices identified and distributed regarding community level African traditional methods of conflict resolution (focused on face to face communication)</li> </ul>	<ul style="list-style-type: none"> <li>African Center for Communication and Education contacted by ISGM as a potential Center of Excellence and agrees to work with ISGM/CECORE to develop syllabi relating to the role of media in CPMR for regional journalism schools</li> </ul>	<ul style="list-style-type: none"> <li>ISGM Linked CECORE with Search for Common Ground who provided technical assistance for CECORE media workshop.</li> </ul>
<p><b>Sub IR 6.1.2</b> Strengthened strategic planning, program development and M&amp;E</p> <ul style="list-style-type: none"> <li>Staff skills in monitoring, evaluation and reporting strengthened through participation in ISGM ME&amp;R workshop.</li> </ul>	<p><b>Sub IR 6.2.1</b> Best Practices Disseminated</p> <ul style="list-style-type: none"> <li>60 journalists and peace-builders representing 53 separate GHA regional entities trained on the role of media in peace building.</li> <li>Produced and widely distributed 3 resource handbooks (250 copies each): 1) Experiences and best practices of peacebuilders; 2) The role of media in peace building; 3) African Traditional Methods in Conflict Reconciliation and forgiveness).</li> </ul>	<p><b>Sub IR 6.3.2</b> Enhanced capability for electronic communications among stakeholders</p> <ul style="list-style-type: none"> <li>CECORE Electronic communication network established to serve the needs of the relevant media, peace and conflict resolution workers and other regional stakeholders. To date there are xx subscribers</li> <li>CECORE will participate in GHA CPMR network (MWENGO).</li> </ul>		
<p><b>Sub IR 6.1.3</b> Automated office systems upgraded</p> <p>New financial tracking software installed and being utilized. Updated office systems (computers, printers...)</p>	<p><b>Sub IR 6.2.1</b> Best Practices Disseminated</p> <ul style="list-style-type: none"> <li>Training video on the Role of Media in Peace Building produced.</li> <li>500 copies of ISGM newsletter distributed highlighting summary of CECORES CPMR best practices (also made available on the internet)</li> </ul>	<p><b>Sub IR 6.3.3</b> Protocols/ rules of engagement for problem based interactions among stakeholders</p> <p>NA</p>		
<p><b>Sub IR 6.1.5</b> Improved technical skills in CPMR</p>				

<ul style="list-style-type: none"> <li>CECORE's staff CPMR skills strengthened through extensive process of identifying, testing and promoting best practices in CPMR</li> </ul>				
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**Vib. Tally of number of institutions that were impacted or benefited in relationship to this grant.**

Number of institutions trained by grantee	Number of institutions receiving info. on best practices / lessons learned as result of grant	Number of networks strengthened related to this grant	Centers of Excellence strengthened in areas relating to grant	Total number of institutions in the GHA region impacted / benefiting (rough estimate)
80	500 (newsletters) 250 of each of the resource handbooks distributed (750 total)	2	1	167 minimum 583 maximum

**CENTER FOR CONFLICT RESOLUTION**

**BACKGROUND**

The Center for Conflict Resolution (CECORE) was registered in 1994 as a NGO. CECORE works with local groups as well as with other mediators within the region.

All along CECORE has been concerned about the role of the media in peace-building and conflict resolution. There is a commonly accepted belief in the media that “ **peace does not sell**”. The ISGM grant provided an opportunity for CECORE to change the attitudes of the media in respect to this belief. They have been able to bring the media and mediators together.

**Project Activities**

- Research in role of the media in conflict resolution from the perspective of the media
- Research in African traditional mechanisms of dealing with conflict. Research was carried out in Kenya (among the Maasai and Pokot), Uganda (among the Karamajong and the Acholi) and in Tanzania (on the border with Mozambique) and in Rwanda. The research was aimed at bringing out some best practices in peace building.
- A regional workshop to validate the research.
- Training workshop for the media and various groups affected by conflict. The training was carried out jointly by CECORE, ACCORD and Nairobi Peace Initiative. During the workshop, Pact also trained on the use of the Internet.
- Equipping of the CECORE office with training equipment and computers.

**RESULTS THROUGH ISGM**

- Organizational growth and experience has been dramatic
  - The organizational profile has been improved leading to creation of confidence among the staff.
  - The grant enabled CECORE to pay 50% of staff salaries and therefore was able to

concentrate on the work of the organization.

- Accounting capability has improved.

- ISGM is the biggest grant that CECORE has handled and it has gone along way in uplifting their confidence as well as raising donor confidence in the organization. As a result, GTZ has supported a project to be implemented in Karamoja
- Changing of people's perceptions on peace-building and conflict
- Journalists have changed their attitudes and have learned that **peace sells**. The participating journalists are partners of CECORE in using more positive methods of conflict resolution.
- CECORE has produced its first published materials for training on conflict. The materials have been in great demand and have been reprinted.
- Opening of communication channels with the state security institutions in Uganda. CECORE have been invited to participate and make presentations in their workshops.
- USAID invited CECORE to a conference on Early Warning Systems in Dakar.
- Many researchers and visitors have been referred to CECORE for consultation.
- CECORE was invited to train the ministry of education in peace-building in Liberia
- Developed a team of 20 trainers in the districts whom they use whenever they have activities. The trainers are also being used by other organizations.
- The granting process was a learning event. They dared say, "Even if we did not get the grant, we would still have benefited through the interaction of Pact and Mwengo". They talked of the positive feeling they got from the beginning " Don't worry if you do not have your act together, we are here to prop you up and help you grow". The calculated steps taken before the grant were therefore not painful.

#### **OBSERVATIONS**

- The ISGM grant has provided CECORE with a valuable growth opportunity and it is evident that the organization will become a major player in the CMPR sector.
- Further support to CECORE in both capacity building and program implementation would enable them to provide support to other NGOs in the region.

TABLE 2-4. African Alliance of YMCAs

I. KEY DATA

<b>NAME of GRANTEE</b> African Alliance of YMCA (AAYMCA)	<b>CONTACT</b> James Gomez 60856 Nairobi Kenya (722974) aaymcas@africaonline.co.ke	<b>FOCUS</b> CPMR	<b>COUNTRIES</b> Ethiopia, Kenya, Tanzania, Rwanda	<b>AMOUNT</b> \$250,000 (USD)
<b>SUBJECT</b> Institutional strengthening to improve capacity of organization to be involved with regional refugee work	<b>DATES</b> 10/99-10/01	<b>TYPE</b> Inst Strengthening & Activity Implementation	<b>AMOUNT DISBURSED</b> \$ 175,887 (USD)	<b>STATUS</b> In progress

ACTIVITY AREA:			
<b>INSTITUTIONAL STRENGTHENING</b> YES	<b>INNOVATION BEST PRACTICES</b> YES	<b>STRATEGIC COORDINATION NETWORKING</b> YES	<b>ADVOCACY</b> NO

II. SUMMARY OF GRANT

Intensifying the organizations' capacity to be involved with refugee work in GHA region by:

- Establishing an expert advisory committee to enhance YMCAs' ability to network & develop appropriate responses to refugee problems;
- Increasing community participation in 4 National YMCA's (initiate pilot projects focusing on alleviation of refugee problems);
- Improving governance of 4 National YMCA's (and their local branches) confronted with displaced person problems
- Reducing financial dependency and requirement from external sources for supporting refugee populations (through training, advocacy, project feasibility studies and pilot income-generation activities).

III. GRANTEE IMPLEMENTING PARTNERS

YMCA Country Chapters in Ethiopia, Kenya, Tanzania and Rwanda

IV. ISGM PRE-AWARD ACTIVITIES (Dates 7/99-10/99)

ASSESSMENTS:

- Pre-Award Assessments (8/99, 10/99)
- AAYMCA participates in the Participatory Assessment Workshop Identifying IS needs for CPMR orgs. in GHA (1 ISGM workshop 7/99)

V. ACTIVITIES OVER LIFE OF GRANT (Dates: 10/99-10/01)

*italics denotes planned activities upcoming for 2001*

**INSTITUTIONAL STRENGTHENING of AAYMCA**

Skill Building in:

- Accounting and General Finance (1 ISGM workshop 11/99; plus 3 mentoring visits on site 2/00, 10/00, 3/00)
- Financial Development Workshop held by AAYMCAs for 4 chapters (1 AAYMCA workshop 6/00)
- Strategic Planning (1 ISGM workshop 12/00)
- Strategic Communications (1 ISGM workshop 3/01)
- Monitoring, Evaluation and Reporting (1 ISGM workshop 5/01)*
- Initial Environmental Evaluation (1 ISGM workshop 5/01)*
- Resource Mobilization (1 ISGM workshop 6/01)*
- Accounting and Grant Mgmt (1 ISGM workshop 6/01)*
- Participatory Planning and Management (1 ISGM workshop 9/01)*
- Mgmt Control for Non-Financial Managers (1 ISGM workshop 10/01)*

ASSESSMENTS:

- ISGM Organizational Capacity Assessment (3/00)
- ISGM Regional Capacity Assessment (3/00)
- Needs assessment conducted at 4 country chapters. (1/00-4/00)

Audits/Evaluations:  
Mid-Term Evaluation (1/01)  
Mid term Audit (3/01)  
Close-Out Audit (11/01)

Equipment:  
9 computers 2printers  
1 scanner 3 UPS

**AAYMCAs ACTIVITIES TO IDENTIFY/TEST/PROMOTE INNOVATION/BEST PRACTICES**

Pilot testing of income generation projects for Regional YMCAs is ongoing (9/00-10/01)  
Pilot testing of computer training program for refugees is ongoing (9/00-10/01)

**AAYMCAs ACTIVITIES in REGIONAL STRATEGIC COORDINATION / NETWORKING / COOPERATION**

An advisory committee has been established and has met twice to better link alliance HQ staff with general secretaries of regional YMCAs who work with refugees; (1/00)  
Attended ISGM Conference on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (CPMR strategic planning/regional agenda setting and networking) (5/00)  
Website for AAYMCAs Nairobi headquarters nearing completion (12/00-4/01)

**ISGM SUPPORT IN LEVERAGING FUNDS / ASSISTANCE**

**ISGM LINKAGES TO SUSTAINABILITY INDUCING SUPPORT SYSTEMS**

ISGM supported the development of an International Displaced Persons Report



VI. RESULTS CASCADE

Via. Results as related to SO6 and ISGM Contracted Performance Results

*Italics denote prospective results upcoming for 2001*

SO6. IR 6.1 African Conflict Management Organizations Strengthened	SO6. IR 6.2 Increased Use of Best Practices	SO6. IR 6.3 Increased Networking Among Stakeholders in Conflict Situations	Sustainability Inducing Support Systems	Support in Leveraging Funds/assistance
<p><b>Sub IR 6.1.1</b> Strengthened institutional financial management and governance</p> <ul style="list-style-type: none"> <li>• Enhanced YMCAs' ability to &amp; develop appropriate responses to refugee problems and oversee regional chapters dealing with displaced persons through the creation of an advisory committee.</li> <li>▪ Improved accounting systems in place in 4 country chapters staff skills strengthened through ISGM mentoring and IGM and AAYMCA financial workshops.</li> <li>▪ Organizational Strengths and Weaknesses of AAYMCA identified and documented and presented to mgmt staff and board.</li> <li>▪ Staff skills strengthened in organizational capacity development through participation in OCA assessment.</li> <li>▪ <i>Improved governance of 5 National YMCA's (and their local branches) confronted with displaced person problems</i></li> <li>▪ <i>Reduced financial dependency and requirement from external sources for supporting refugee populations (through training, project feasibility studies and promoting pilot income-generation activities.</i></li> </ul>	<p><b>Sub IR 6.2.2</b> Best Practices identified and Tested</p> <p><i>Pilot tested income generation projects for Regional YMCAs to reduce external financial dependency. (ongoing)</i></p> <ul style="list-style-type: none"> <li>▪ <i>Pilot tested skills training (computer training program) for refugees (ongoing)</i></li> </ul>	<p><b>Sub IR 6.3.1</b> Enhanced mechanisms for face to face communication among stakeholders</p> <p>--</p>		<ul style="list-style-type: none"> <li>▪ ISGM supported the development of an International Displaced Persons Report</li> </ul>
<p><b>Sub IR 6.1.2</b> Strengthened strategic planning program development and M&amp;E</p>	<p><b>Sub IR 6.2.1</b> Best Practices Disseminated</p>	<p><b>Sub IR 6.3.2</b> Enhanced capability for electronic communications among stakeholders</p>		

<ul style="list-style-type: none"> <li>Staff skills in strategic planning strengthened through participation in ISGM workshop.</li> <li>Staff skills in monitoring, evaluation and reporting strengthened through participation in ISGM ME&amp;R workshop. AAYMCA has produced a ME&amp;R plan with an input tracking system, performance indicators, etc</li> </ul>	<ul style="list-style-type: none"> <li>Results of pilot test disseminated to xx and institutions at 4 country chapters.</li> </ul>	<ul style="list-style-type: none"> <li>Website completed for AAYMCAs Nairobi headquarters</li> <li>AAYMCA will participate in GHA CPMR network (MWENGO).</li> </ul>			
<p>Sub IR 6.1.3 Automated office systems upgraded</p>		<p>Sub IR 6.3.3 Protocols/rules of engagement for problem based interactions among stakeholders</p>			
<ul style="list-style-type: none"> <li>Updated office systems (computers, printers...)</li> </ul>		<p>NA</p>			
<p>Sub IR 6.1.5 Improved technical skills in CPMR</p> <ul style="list-style-type: none"> <li>Staff skills in strategic communications strengthened through participation in ISGM workshop.</li> </ul>					

**Vib. Tally of number of institutions that were impacted or benefited in relationship to this grant.**

Number of institutions trained by grantee	Number of institutions receiving info. On best practices / lessons learned as result of grant	Number of networks strengthened related to this grant	Centers of Excellence strengthened in areas relating to grant	Total number of institutions in the GHA region impacted / benefiting (rough estimate)
4 chapters 2 pilot tests	TBD	1	--	TBD

**ALLIANCE OF AFRICA YMCA**

The Alliance of Africa YMCA is composed of 27 country chapters from all over Africa. While the Alliance has been working for many years, they have not been able to work with the country chapters in any meaningful programs due to limitation of resources. ISGM therefore has come as a tool to assist the alliance discover and develop its capabilities as well as renew its mandate.

**PROJECT ACTIVITIES**

To intensify the organization's capacity to be involved in refugee work by: -

- Establishing an expert advisory committee to enhance AAYMCA ability to network and develop appropriate responses to refugee problems.
- Increase community participation in 5 national YMCA by initiating pilot projects focusing on alleviation of refugee problems.
- Improving governance in 5 national YMCA and their local branches confronted with displaced person problems
- Reducing financial dependency for support to refugee populations by introducing viable income generation projects.

## RESULTS ACHIEVED THROUGH ISGM

- Organizational assessment was carried out and this helped the Alliance, which showed the strengths and weaknesses of the organization and therefore revealing areas of future development. The following were identified
  - The organization was too inward looking in relation to other organizations as well as the YMCA country chapters.
  - They were very gender insensitive
  - Priorities in resource allocation were not justifiable
  - Though they had a lot of information, they were not managing it for utilization by the alliance and partners
  - Need for decentralization to a zonal approach

The AAYMCA has incorporated the above aspects in its strategic plan and are going to fund-raise in order to strengthen all these areas. The following areas have been addressed through the ISGM grant: -

- Networking with like-minded institutions like the All Africa Conference of Churches and youth organizations has been facilitated.
  - A resource mobilization and documentation desk has been set up in the alliance office. The desk has been able to make contacts with donor new organizations and the response has been positive. They have started packaging of information and sharing with the national chapters and other organizations. The alliance has also developed a web site and all this has increased the visibility of the alliance and its services. The alliance has also
  - Partnership with other YMCAs e.g. UK and USA has been strengthened
  - Training on gender mainstreaming has been carried out and this has featured as one of the areas that needs to be strengthened in the strategic plan
  - An endowment fund capitalized at 5 million US Dollars has been started to allow the national chapters to get grants of up to ½ million dollars to start small and medium enterprises for sustainability.
- The ISGM did not only assist in the capacity building of the alliance but also of the country chapters. In this respect an assessment tool was developed for the national chapters and after that assessment there are good examples of achievements in the project countries.
    - In Kenya where the financial management systems were found to be lacking, they have been developed and are in use, and it is evident that the chapter will be self-sustaining. The board has also been trained with a view to helping them clearly identify their roles and responsibilities in relation to those of the employees. In their vocational training project for refugees in the city, a computer training project has been started.
    - In Tanzania where computerization was identified as a priority in order to attain efficiency, a computer was installed as well as an accounting package. This has improved accountability and confidence of the country chapter restored at the grassroots. Projects in food security and poverty alleviation have also been started with some grassroots movements.
    - In Rwanda, the national chapter has started income generation strategies in Kigali and the rural areas.

- In Ethiopia, the national chapter was very weak and therefore could not implement meaningful projects with its members. After the capacity assessment, the board of directors has been revitalized, minimum staff capacity created and a strategic plan is underway.
- The regional nature of the alliance has been rekindled
  - Participating country chapters have formed a committee of chief executives that meets every 6 months to deliberate over matters related to ISGM and general matters of the alliance and their national chapters. The committee is expected to meet regularly after completion of ISGM
  - Exchange programs between the various countries – the visits have concentrated on best practices in the various countries.
  - The zonal strategic plan for the Eastern zone has already been developed

#### **IMPACT ON KENYA NATIONAL CHAPTER OF YMCA**

The Kenya chapter of the YMCA views this program as one of its kind. It is the first time they have had a tangible project activity with the Alliance. They identify the following results: -

- The needs assessment survey carried out through ISGM acted as a mirror to the organization and led to:
  - Restoration of the powers of the board. Overtime, the executives learned to work on their own and the Board had merely turned into a figurehead. After the assessment the executive clearly understood the value of having a functional board and therefore organized a board development workshop.
  - Improvement of participatory processes at the grassroots and demand for accountability and transparency.
- 
- A higher level of sustainability for the refugee program has been attained. ISGM funded new computers in the Vocational Training Center. This has improved the quality of training and the number of paying as well as refugee students has increased.
- The computerized accounting system has improved efficiency as well as accountability of the national chapter.
- The incidence and quality of networking with local, regional and international organizations have improved greatly due to establishment of a web site.
- The networking has brought specific benefits from other organizations e.g. offers to provide counseling services, job placements and even additional assistance for the refugees,

#### **OBSERVATIONS**

- The AAYMCA has demonstrated that a regional organization with a grassroots constituency can deliver project benefits to the lowest levels.
- The ISGM institutional strengthening has not only benefited the grantees. It has trickled down and assisted more partner organizations.
- When networking is used appropriately, it can be of great benefit to an organization with limited resources.

TABLE 2-5. Forest Action Network

I. KEY DATA

NAME of GRANTEE	CONTACT	FOCUS	COUNTRIES	AMOUNT
Forest Action Network (FAN)	Dominic Walubengo 21428 Nairobi, Kenya (02-718-398) fankenya@africaonline.co.ke	CPMR	Uganda, Kenya, Tanzania, Ethiopia, Sudan	\$243,500 (USD)
SUBJECT	DATES	TYPE	AMOUNT DISBURSED	STATUS
Innovation & best practices in CPMR and CPMR Networking for natural resource related issues/conflicts	10/99-9/01	Inst Strengthening and Activity Implementation	\$133,166 (USD)	In-progress

ACTIVITY AREA:			
INSTITUTIONAL STRENGTHENING YES	INNOVATION BEST PRACTICES YES	STRATEGIC COORDINATION NETWORKING YES	ADVOCACY YES

III. SUMMARY OF GRANT

- To build capacity of local communities and other stakeholders in conflict identification and management.
- To bring together GHA experts in CPMR to share experiences on techniques and develop strategies for intervention at various levels.
- To build Fans' institutional capacity to provide useful sustainable resource management teachings and conflict management interventions to stakeholders within the GHA.

IIIa. GRANTEE IMPLEMENTING PARTNERS: Center of Human Resources, Ethiopia (?)

IV. ISGM PRE-AWARD ACTIVITIES (Dates 7/99-10/99)

ASSESSMENTS:

- Pre-Award Survey (3 days in July, August, and October 1999)
- Participatory Assessment of IS needs for CPMR orgs in GHA (1 ISGM workshop 7/99)

V. ACTIVITIES OVER LIFE OF GRANT (Dates: 10/99-9/01)

*italics denotes planned activities upcoming for 2001*

INSTITUTIONAL STRENGTHENING of FAN

Skill Building in:

- Organization Capacity Assessments (1 ISGM workshop 11/99)
- USAID grant procedures and policies (1 ISGM workshop 11/99)
- Strategic Communications (1 ISGM mentoring visit onsite 3/00)
- Monitoring, Evaluation and Reporting (1 ISGM workshop 11/00)
- Computerized Accounting and General Finance (1 ISGM workshop 4/00; plus 2 mentoring visits on site 1/01 2/01)
- Strategic Planning (1 ISGM workshop (12/00 and 1 FAN specific training 2/01)
- Initial Environmental Evaluation (1 ISGM workshop 5/01)*
- Resource Mobilization (1 ISGM workshop 6/01)*
- Accounting and Grant Management (QB3) (1 ISGM workshop 8/01)*

ASSESSMENTS:

- ISGM Regional Capacity Assessment (10/99)
- ISGM Organization Capacity Assessment (2/00)

Audits/ Evaluations:

- Required internal mid-term evaluation (4/01)*
- End of contract independent audits (10/01)*

**FAN's ACTIVITIES TO IDENTIFY/TEST/PROMOTE INNOVATION/BEST PRACTICES**

Funded the development of case studies identifying CPMR practices in the GHA region (2/00)  
Conducted a regional conference on natural resource based conflicts to share lessons learned and identify best practices/ strategies for CPMR intervention in the GHA (ISGM provided substantive logistics support for workshop) (3/00)

**FAN's ACTIVITIES TO IDENTIFY/TEST/PROMOTE INNOVATION/BEST PRACTICES (continued)**

Piloted a community stakeholder capacity building program aimed at teaching community leaders in Kenya, Uganda, Tanzania, Ethiopia and Sudan, skills and methods for teaching CPMR skills to their own communities (this was one of the innovative and best practices identified at the conference). (6/00 and 7/00)

**FAN's ACTIVITIES IN REGIONAL STRATEGIC COORDINATION / NETWORKING / COOPERATION**

Created and disseminated a CPMR 2000 calendar depicting various natural resource conflicts in the GHA region and the impact on resources and humanity. (12/00)  
Attended ISGM Conference on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (CPMR strategic planning/regional agenda setting and networking) (5/00)  
Conducted an exchange visit for community leaders to share experiences relating to NRM CPMR issues (2/01)

VI. RESULTS CASCADE

Vla. Results as related to SO6 and ISGM Contracted Performance Results

*italics denotes prospective results upcoming for 2001*

SO6. IR 6.1 African Conflict Management Organizations Strengthened	SO6. IR 6.2 Increased Use of Best Practices	SO6. IR 6.3 Increased Networking Among Stakeholders in Conflict Situations	Increased Capacity of GHA Orgs for Advocacy and Policy Development (proposed)	Sustainability Inducing Support Systems	Support in Leveraging Funds/ assistance
<p><b>Sub IR 6.1.1</b> Strengthened institutional financial management and governance</p> <ul style="list-style-type: none"> <li>Improved accounting systems in place (ISSGM is now assisting Fan with implementing a completely new central accounting system) and staff skills have been strengthened through ISGM mentoring and financial workshops.</li> <li>Organizational Strengths and Weaknesses of FAN identified and documented and presented to mgmt staff and board.</li> <li>Staff skills strengthened in org. capacity development through participation in multiple ISGM OCA workshops</li> </ul>	<p><b>Sub IR 6.2.2</b> Best Practices Identified and Tested</p> <ul style="list-style-type: none"> <li>29 GHA CPMR field practitioners identify best practices for NRM related conflict interventions.</li> <li>FAN pilots a community stakeholder capacity building program (based on best practices) teaching 28 community leaders in Kenya, Uganda, Tanzania, Ethiopia and Sudan, skills and methods for teaching CPMR skills to their own communities.</li> </ul>	<p><b>Sub IR 6.3.1</b> Enhanced mechanisms for face to face communication among stakeholders</p> <ul style="list-style-type: none"> <li>28 community field practitioners in Kenya, Uganda, Tanzania, Ethiopia and Sudan, taught skills and methods for teaching CPMR skills to their own communities (facilitating community level dialogue).</li> <li>5 community stakeholders participate in face to face exchange visits to learn about efforts in resource related conflict prevention among communities in Kenya.</li> </ul>	<p>Not applicable this recording period</p>		
<p><b>Sub IR 6.1.2</b> Strengthened strategic planning, program development and M&amp;E</p> <ul style="list-style-type: none"> <li>Staff skills in monitoring, evaluation and reporting strengthened through participation in ISGM ME&amp;R workshop. Fan has produced a draft ME&amp;R plan with an input tracking system, performance indicators, etc.</li> <li>Staff skills in strategic planning strengthened through participation in ISGM workshop Fan has produced a draft Strategic 5 year Plan.</li> </ul>	<p><b>Sub IR 6.2.1</b> Best Practices Disseminated</p> <ul style="list-style-type: none"> <li>Conference proceedings highlighting lessons learned and best practices/ strategies disseminated (also key points made available on the FANS internet site and newsletter).</li> </ul>	<p><b>Sub IR 6.3.2</b> Enhanced capability for electronic communications among stakeholders</p> <ul style="list-style-type: none"> <li>FAN will participate in GHA CPMR network (MWENGO).</li> </ul>			
<p><b>Sub IR 6.1.3</b> Automated office systems upgraded</p>		<p><b>Sub IR 6.3.3</b> Protocols/ rules of engagement for problem based interactions among stakeholders</p>			

New financial tracking software installed and being utilized.		NA			
Sub IR 5.1.5 Improved technical skills in CPMR					
<ul style="list-style-type: none"> <li>▪ FAN's staff CPMR skills strengthened through process of identifying, testing and promoting best practices in CPMR</li> <li>▪ Staff skills in strategic communications strengthened through participation in ISGM workshop (3/00)</li> </ul>					

### FOREST ACTION NETWORK

The Forest Action Network (FAN) is a NGO registered in Kenya. Their main objective is building capacity of local communities and stakeholders in resource-related conflict management.

#### PROJECT ACTIVITIES

- Development of conflict management skills among local communities and stakeholders
- Sponsorship of exchange visits and community workshops in relation to conflict and natural resources management.
- Conducting a regional workshop to create awareness and share information on conflict situations and develop new management systems.
- Increase capacity among FAN staff to provide useful conflict management intervention strategies at various levels.

#### RESULTS THROUGH ISGM

FAN has particularly benefited from the institutional strengthening in the following areas: -

- The organizational capacity assessment was very revealing in terms of strengths and weaknesses of the organization. This led to:-
  - Development of a strategic plan
  - The need to revisit the structure of FAN
  - Development of a long-term project document
  - Installation of new financial management software that has improved the efficiency of FAN accounting function.
- Apart from ISGM the rest of the projects ran by FAN have benefited in the following ways:-
  - Financial reporting for all the projects implemented by FAN has improved greatly
  - Training on time management has affected all the projects. All project officers have been keeping time sheets.
- The FAN partners have received training in the following areas:-
  - 1 participant attended the PRA training
  - 5 attended the OCA process

- 1 attended in strategic planning training
- The partners have shown evidence of using the skills:-
  - Participants from the Ruvu Forest Project in Tanzania have started using skills acquired in PRA
  - The Arabuku Sekoke forest community in Kenya has set up a tourism based income generation project
  - Requests for more training at community level have come up. E.g. in one of the areas in Kenya the team of trained persons would like to be strengthened with a few older and more influential people in the community.
  - In Mt. Elgon Forest area in Kenya an activist was arrested after taking the District Forest Officer to an area where the forest had been destroyed. The activist was released after using the skills in conflict resolution to argue his case.
- FAN has identified the need to be gender sensitive in their projects. The importance of men and women to be involved in natural resource management cannot be overemphasized. In addition to including gender sensitization in the workshops organized under ISGM, they have organized 6 gender analysis workshops for their trainers at the community level.

#### **OBSERVATIONS**

Resource-based conflict has been a very key area in the African context. It is even more so now that the resources are scarce while the population of people and animals is increasing. Add the effect of global climate change, and the situation needs urgent attention. ISGM assistance in building the capacity of FAN and its partners will go along way to help FAN address these issues

TABLE 2-6. NETWORK SERVICE TRUST

I. KEY DATA

<b>NAME of GRANTEE</b> Network Services Trust	<b>CONTACT</b> Dr Thomas Taban 77901 Nairobi Kenya (254-2-60415) vetwork@nbnet.co.ke	<b>FOCUS</b> FS	<b>COUNTRIES</b> Uganda, Kenya, Sudan	<b>AMOUNT</b> \$250,000 (USD)
<b>SUBJECT</b> Institutional Strengthening of Vetworks and increased technical skills of community animal health care workers	<b>DATES</b> 3/00-9/01	<b>TYPE</b> Institutional Strengthening	<b>AMOUNT DISBURSED</b> \$ 193,119 (USD)	<b>STATUS</b> In progress

ACTIVITY AREA:

**INSTITUTIONAL STRENGTHENING**  
YES

**INNOVATION BEST PRACTICES**  
YES

**STRATEGIC COORDINATION NETWORKING**  
YES

**ADVOCACY/ POLICY**  
YES

II. SUMMARY OF GRANT

Provide sustainable animal health and veterinary services to improve health, protection, food security and livestock cross border trade by:

- Strengthening Vetworks professional and technical capacity to efficiently implement activities, undertake strategic planning, program evaluation and governance;
- Training community animal health care workers and veterinary coordination communities in service provision. Providing professional and technical backup services;
- Increasing private sector involvement in food security interventions & promote role of women.

III. GRANTEE IMPLEMENTING PARTNERS

Vetworks has 6 donors who have shared in implementation of their program this includes:

ZOA Refugee Care	UNICEF/OLS
Fienstein Intern Famine Centre	CHRISTIAN AID
Sudan Production AID	USAID

Vetworks has several partners with whom they receive support or assistance to implement activities/ networks. This includes:

OAU/IBAR PACE Project	Technical Center for Ag & Rural Development
RDP Veterinary Services	Sudan NGOs consortium
World Vet Assoc.	Community based organizations

IV. ISGM PRE-AWARD ACTIVITIES (Dates 7/99-3/00)

ASSESSMENTS:

Pre-Award Assessments	(8-10/99)
Participatory Assessment of IS needs for CPMR orgs in GHA	(1 ISGM workshop 7/99)

Other

Support in registration of Vetworks in Kenya (completed) & Uganda (underway)	(9/99 onward)
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Skill Building in:

Accounting /General Finance Procurement	(1 ISGM workshops 11/99; plus 2 mentoring visits on site 12/99, 3/00)
Financial & Personnel Policy Development	(1 FAME mentoring visits 12/99)

V. ACTIVITIES OVER LIFE OF GRANT (Dates: 3/00-9/01)

*italics denotes planned activities upcoming for 2001*

**INSTITUTIONAL STRENGTHENING of Vetworks**

Skill Building in:

Accounting /General Finance /Procurement	(2 Pact and 2 FAME mentoring visits 3/00, 4/00, 6/00, 11/00)
Financial & Personnel Policy Development	"
Recruitment practices/procedures	"
Electronic Communications	(1 ISGM mentoring visits 6/00)
Resource Mobilization	(1 Endowment Fund Workshop, 1 ISGM Workshop 6/01)
Monitoring, Evaluation and Reporting	(1 ISGM workshop 11/00)
Strategic Planning	(1 ISGM workshop 12/00)
Strategic planning and management	
trainings for Veterinary Coordination Committee	(2 Vetworks trainings 11/00, 12/00)
Initial Environmental Evaluation	(1 Pact/CORE workshop 1/01)
Strategic Communications	(1 ISGM workshops 3/01)
<i>NGO Management</i>	<i>(1 external course 6/01)</i>
<i>Resource Mobilization</i>	<i>(1 ISGM workshop 6/01)</i>
<i>Accounting and Grant Management</i>	<i>(1 ISGM workshop 6/01)</i>
<i>NGO Ideology</i>	<i>(1 ISGM/MWENGO workshop 7/01)</i>
<i>Accounting and General Finance (QB3)</i>	<i>(1 ISGM workshop 8/01)</i>

ASSESSMENTS:

ISGM Organizational Capacity Assessment	(4/00)
ISGM Regional Capacity Assessment	(10/00)
<i>ISGM Organizational Capacity Progress Assessment</i>	<i>(9/01)</i>

Audits:

Independent Close-Out Audit	(10/01)
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Equipment:

4 computers	3 printers	3 UPS
1 photocopier	1 fax machine	1 radio
1 typewriter	telepne equip.	office furniture

***Vetwork's ACTIVITIES TO IDENTIFY/TEST/PROMOTE INNOVATION/BEST PRACTICES***

Trained and Deployed 15 Community Animal Health Workers (CAHWs) to improve health practices for pastoralist herds	(3/00)
Established 10 member Veterinary Coordination Committee to carry out planning on livestock improvement and supervise CAHWS	(3/00)
Established and implemented a cost recovery program for animal vaccinations and medicine	(3/00)

**VETWORK'S ACTIVITIES IN REGIONAL STRATEGIC COORDINATION / NETWORKING / COOPERATION**

Attended ISGM Conference on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (CPMR strategic planning/regional agenda setting and networking)	(5/00)
Attended New Sudan Indigenous Networks Meeting	(9/00)
Attended Sudanese Indigenous Networks Forum meeting	(10/00)
Attended Pastoralist livelihood networking workshop (OAU/IBAR)	(10/00)
Attended Sudanese Indigenous Networks Forum Meeting	(10/00)
Attended S. Sudan livestock Coordination Meeting (UNICEF)	(11/00)
Attended ISGM/OAU IBAR Conference on Pastoralist Networking	(4/01)
<i>Will Attend ISGM Food Security Conference</i>	<i>(8/01)</i>

**VETWORK'S ACTIVITIES IN ADVOCACY AND POLICY DEVELOPMENT**

Played lead role in establishing a committee to examine privatization of veterinary services and distribution of vet medicine, vaccines and biological products in S. Sudan.	(6/00 and onward)
Met with Uganda official at local, regional and National level to discuss animal disease control and surveillance through cross border and veterinary health certifications of export livestock & products	(11/00)
Drafted protocols for development of livestock policy framework for S. Sudan	(2/01)

**ISGM SUPPORT IN LEVERAGING FUNDS / ASSISTANCE**

\$30,000 forthcoming from CAPE as cost share for livestock policy framework development

**ISGM LINKAGES TO SUSTAINABILITY INDUCING SUPPORT SYSTEMS**

Will be linked to the following Centers of Excellence:

Arid Lands Network; Promotion of best practices for Arid Land Mgmt and networking.

KRA; Promotion of best practices for rain water harvesting

OAU/BAR; Long term support and training of pastoralist related NGOs

ILRI & ASARECA; Research and promotion of best practices for livestock membership organizations.



## VI. RESULTS CASCADE

### Via. Results as related to SO5 and ISGM Contracted Performance Results

SO5. IR 5.1 Regional Organizations Strengthened	SO5. IR 5.2 Improved Regional Availability of Appropriate Technologies / Practices	SO5. IR 5.3 Increased Networking and Cooperation	SO5. IR 5.4 Selected Policy, Regulatory, & Procedural Changes Advocated by African Partners	Sustainabilit y Inducing Support Systems	Support in Leveraging Funds/assist ance
<p><b>Sub IR 5.1.1</b> Improved institutional management &amp; governance</p> <ul style="list-style-type: none"> <li>Organizational Strengths and Weaknesses of Vetworks identified and documented and presented to mgmt staff and board.</li> <li>Staff skills strengthened in org. capacity development through participation in multiple ISGM OCA workshops</li> <li>Upgraded office systems (computers, printers...)</li> </ul>	<p><b>Sub IR 5.2.2</b> Technologies identified and tested</p> <p><i>Piloting cost recovery program for vaccinations</i> <i>Piloting roving community animal health care workers training program.</i></p>	<p><b>Sub IR 5.3.1</b> Increased public and private sector information sharing</p> <ul style="list-style-type: none"> <li>Attended ISGM Conference on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00)</li> <li>Attended New Sudan Indigenous Networks Mtg 9/0</li> <li>Attended Sudanese Indigenous Networks Forum Meeting (10/00)</li> <li>Attended Pastoralist livelihood networking workshop (OAU/IBAR) (10/00)</li> <li>Attended Sudanese Indigenous Networks Forum Meeting (10/00)</li> <li>Attended S. Sudan livestock Coordination Meeting (UNICEF) (11/00)</li> <li>Attended ISGM/OAU IBAR Conference on Pastoralist Networking (4/01)</li> <li>Will Attend ISGM Food Security Conference)</li> </ul>	<p><b>Sub IR 5.4.1</b> Policy analyses conducted</p> <p>Played lead role in establishing a committee to examine privatization of veterinary services and distribution of vet medicine, vaccines and biological products in S. Sudan. Drafted protocols for development of livestock policy framework for S. Sudan</p>	<p>Will be linked to the following Centers of Excellence:</p> <p>Arid Lands Network: Promotion of best practices for Arid Land Mgmt and networking.</p> <p>KRA: Promotion of best practices for rain water harvesting</p> <p>OAU/IBAR: Long term support and training of pastoralist related NGOs</p> <p>ILRI &amp; ASARECA: Research and promotion of best practices for livestock membership organizations.</p>	<ul style="list-style-type: none"> <li>\$30,000 forthcoming from CAPE as cost share for livestock policy framework development</li> </ul>
<p><b>Sub IR 5.1.2</b> Improved strategic planning and M&amp;E</p>	<p><b>Sub IR 5.2.1</b> Technologies disseminated</p>	<p><b>Sub IR 5.3.2</b> Increased information sharing across disciplines</p>	<p><b>Sub IR 5.4.2</b> increased dialogue on policy/regulatory issues</p> <p>Met with Uganda official at local, regional and National level to discuss animal disease control and surveillance through cross border and veterinary health certifications of export livestock and products</p>	<p>Networks also participates in New Sudan Indigenous Networks</p>	

<ul style="list-style-type: none"> <li>▪ Staff skills in monitoring, evaluation and reporting strengthened through participation in ISGM ME&amp;R workshop. Vetworks is producing a draft ME&amp;R plan with an input tracking system, performance indicators, etc.</li> <li>▪ Staff skills in strategic planning strengthened through participation in ISGM workshop Vetworks is producing a draft Strategic 5 year Plan</li> </ul>	<p>Improved community based animal health services delivery (15 CAHWS trained)</p> <p><i>{1524 cattle treated in 2000 for sickness 3846 goats and sheep treated in 2000 for sickness 4300 cattle vaccinated against rinderpest. Vaccinations and salaries paid for by ZOA however CAHWSs supported effort}</i></p>				
<p>Sub IR 5.1.3 Improved ability to generate and manage funds</p>		<p>Sub IR 5.3.3 Increased use of information technologies</p>			
<p>Greatly Improved accounting systems/policies and procedures in place and staff skills strengthened through ISGM mentoring and financial workshops. <i>Improved skill in resource mobilization</i></p>		<ul style="list-style-type: none"> <li>▪ Website for Vetworks created (12/00)</li> </ul>			

<b>Sub IR 5.1.4 Improved technical skills</b>					
Improved technical skills through participation in multiple pastoralist and livestock related networks.					
<b>Sub IR 5.1.5 Improved program design &amp; mgmt skills</b>					
<ul style="list-style-type: none"> <li>▪ Improved skills in initial environmental evaluation. Initial Environmental Assessment screening completed and environmental mapping completed for future activities</li> </ul>					

**Vib. Tally of number of institutions that were impacted or benefited in relationship to this grant.**

Number of institutions trained by grantee	Number of institutions receiving info. on best practices / lessons as result of grant	Number of networks strengthened related to this grant	Centers of Excellence strengthened in areas relating to grant	Total number of institutions in the GHA region impacted / benefiting (rough estimate)
38	38			38

**Vib. Tally of number of institutions that were impacted or benefited in relationship to this grant.**

Number of institutions trained by grantee	Number of institutions receiving information on best practices / lessons learned as result of grant	Number of networks strengthened related to this grant	Centers of Excellence strengthened in areas relating to grant	Total number of institutions in the GHA region impacted / benefiting (rough estimate)
57	49 plus newsletters and internet access	1		58

**VETWORK SERVICES TRUST.**

**BACKGROUND**

Network Services Trust is an indigenous organization specializing in veterinary work. Mainly professionals started it from South Sudan who wanted to get together and utilize their ideas and expertise especially on how they can improve conditions in their area of operation. The SRRA accepted their idea and recognized them as a development organization. In 1998 UNICEF Operation Lifeline Sudan (OLS) recognized them as a member of the NGO consortium for NGOs operating in Sudan and they started cooperating in various activities. One of these activities was a community survey in Tali, South Sudan which culminated to a Community Based Animal Health Program. The organization also attracted support from other donors who

have supported specific activities.

Vetwork however had problems being registered in Kenya as a NGO. During this period, there was a moratorium in registration of new NGOs.

In December 1998, Vetwork came into contact with USAID and were informed about the ISGM. They sent their proposal in March 1999. All along Vetwork had wanted to deal with cross-border issues but had no idea as to how they would acquire funding to start such operations. ISGM was a great opportunity. The organization however did not have any legal basis considering that they had not been registered in Kenya. No amount of follow up however produced results. Pact however examined their proposal and found it satisfactory but continued to wait for them to be registered. In the final analysis Pact assisted them to register as a service trust and they were ready to start work on ISGM. The grant was approved in March 2000 and the organization started using the grant in April. The capacity building activities started, an office was rented and equipped and are now in the process of implementing the project.

### **PROJECT ACTIVITIES**

The following project activities are planned under the grant.

- Organizational strengthening. This is based on the capacity assessment of the organization. Considering that this organization was practically new when the grant was given, there have been many activities to be carried out. The organization recognizes this and they are ready to participate in as many capacity building activities as possible.
- Establishment of a second office in Arua, Uganda to facilitate in dealing with the cross border activities in Uganda
- Sustainable control of livestock diseases
- Organization of a cross-border livestock marketing system
- Addressing issues related to cultural cattle rustling
- Addressing issues of resource based conflict in pastoral communities across the borders.

### **RESULTS THROUGH ISGM**

While the project has been implemented for less than one year, there are definite results that have been achieved.

- By going through the OCA process they have known who they are and to a great extent determined where they want to go. This has been actualized in a strategic plan, which was completed 3 weeks ago.
- The whole granting process has given them confidence to approach other donors and they are positive that this will bear results.
- The ISGM has introduced them to regional networks like OAU/IBAR, which will contribute positively to the Vetwork activities.
- The installation of the Web site will allow them to network with other organizations on a continuous basis.
- The ability to establish the two offices in Nairobi and Arua is a big first step in creation of a regional organization to enable deal with program partners in Kenya and Uganda as well as with other countries on the borders.

- The acquisition of a high frequency base radio has greatly assisted in communication

#### **SUGGESTIONS FOR IMPROVEMENT**

While the strengthening activities were of great importance to the organization, there is room for improvement in administering future grants.

- There is need to consider activity funding in order to ensure that the principles taught in IS activities are being implemented. They had proposed support to their project in Tali, South Sudan but this was not considered.
- Commodity support with vaccines and other pharmaceuticals was also not supported.

#### **GENDER ISSUES**

- Vetwork is committed to achieving gender equality in its program activities. Gender equity is one of the core values. They have set criteria for having women included in the CBAH teams and they had women participating in all the activities of the project. The board of 7 members has one woman but they intend to do better in future.

#### **OBSERVATIONS**

- While Vetwork Services Trust is a new organization, it has identified its niche in the food security and conflict sectors. The establishment of an office in Uganda will help the NGO to have easy access to the authorities in the country and therefore make it easier to achieve results.
- The organization's work at both policy and community levels will give it a competitive edge in achievement of objectives.

TABLE 2-7. Perimart International

I. KEY DATA

NAME of GRANTEE	CONTACT	FOCUS	COUNTRIES	AMOUNT
Perimart International	Naftali Onchere 33976 Nairobi Kenya (02-243-989) perimart@iconnect.co.ke	FS	Kenya, Uganda, Tanzania, Ethiopia	\$8,700 (USD)
SUBJECT	DATES	TYPE	AMOUNT DISBURSED	STATUS
Institutional Strengthening of Perimart	11/00 – 05/01	Institutional Strengthening (Engagement Grant)	\$3,764 (USD)	in progress

ACTIVITY AREA:			
INSTITUTIONAL STRENGTHENING YES	INNOVATION BEST PRACTICES NO	STRATEGIC COORDINATION NETWORKING NO	ADVOCACY NO

II. SUMMARY OF GRANT

Strengthen Perimart's capacity to efficiently and effectively achieve its mission as a regional organization engaged in food security in Kenya and bordering countries.

III. GRANTEE IMPLEMENTING PARTNERS

NA

IV. ISGM PRE-AWARD ACTIVITIES (Dates 5/00-11/00)

Skill Building in:

ASSESSMENTS:

Management Control Assessment (05/00, 6/00)  
ISGM Regional Capacity Assessment (07/00)

V. ACTIVITIES OVER LIFE OF GRANT (Dates: 11/00-05/01)

*Italics denotes upcoming planned activities*

INSTITUTIONAL STRENGTHENING of Perimart

Skill Building in:

Accounting and General Finance (1 ISGM workshop 6/01 plus 2 mentoring visits on site 02/01, 4/01)  
Monitoring, Evaluation and Reporting (1 ISGM workshop 11/00)  
Board Creation & Development (internal action 11/00-2/01)  
Strategic Planning (1 ISGM workshop 12/00)  
Strategic Communications (1 ISGM workshop 3/01)  
*Project Development & Mgmt (Internal Training 4/01)*  
*Gender & Development (Internal Seminar 4/01)*  
*Disaster Preparedness & Mgmt (Enrollment in external course 4/01)*  
*Initial Environmental Evaluation (1 ISGM workshop 05/01)*  
*Managing Grants and Contracts (1 ISGM workshop 6/01)*  
Mgmt Control for non-Financial Managers (1 ISGM workshop 10/01)

Audits:

*Internal (Pact) Close-Out Audit (06/01)*

Equipment:

1 computer

ISGM LINKAGES TO SUSTAINABILITY INDUCING SUPPORT SYSTEMS

*Perimart will be linked to some or all of the following Centers of Excellence:*

*Arid Lands Network: Promotion of best practices for Arid Land Mgmt and networking.*

*OAUI/IBAR: Long term support and training of pastoralist related NGOs*

*ILRI & ASARECA: Research and promotion of best practices for livestock membership organizations.*

*KRAV GHARNET Center of Excellence*

VI. RESULTS CASCADE

Via. Results as related to SO5 and ISGM Contracted Performance Results

*Italics denotes prospective results by 2001*

SO5. IR 5.1 Regional Organizations Strengthened	SO5. IR 5.2 Improved Regional Availability of Appropriate Technologies / Practices	SO5. IR 5.3 Increased Networking and Cooperation	SO5. IR 5.4 Selected Policy, Regulatory, & Procedural Changes Advocated by African Partners	Sustainability Inducing Support Systems	Support in Leveraging Funds/ assistance
<p>Sub IR 5.1.1 Improved institutional management &amp; governance</p>	<p>Sub IR 5.2.2 Technologies identified and tested</p>	<p>Sub IR 5.3.1 Increased public &amp; private sector information sharing</p>	<p>Sub IR 5.4.1 Policy analyses conducted</p>	<p><i>Perimart will be linked to some or all of the following Centers of Excellence:</i>  <i>Arid Lands Network: Promotion of best practices for Arid Land Mgmt and networking.</i>  <i>OAU/IBAR: Long term support and training of pastoralist related NGOs</i>  <i>ILRI &amp; ASARECA: Research and promotion of best practices for livestock membership organizations.</i>  <i>KRA/ GHARNET Center of Excellence</i></p>	
<ul style="list-style-type: none"> <li>▪ Board created and trained (2/01)</li> <li>▪ Improved skills in management control for non-financial managers (10/01).</li> </ul>	<p>NA</p>	<p>NA</p>	<p>NA</p> <p>Sub IR 5.4.2 Increased dialogue on policy / regulatory issues</p> <p>NA</p>		
<p>Sub IR 5.1.2 Improved strategic planning and M&amp;E</p>	<p>Sub IR 5.2.1 Technologies disseminated</p>	<p>Sub IR 5.3.2 Increased information sharing across disciplines</p>	<p>Sub IR 5.4.3 Advocacy activities expanded</p>		
<ul style="list-style-type: none"> <li>▪ Staff skills in strategic planning strengthened through participation in ISGM workshop Perimart is producing a draft Strategic 5 year Plan (4/01)</li> <li>▪ Staff skills in monitoring, evaluation and reporting strengthened through participation in ISGM ME&amp;R workshop (11/00). Perimart has produced a draft ME&amp;R plan with an input tracking system, performance indicators, etc. (4/01)</li> </ul>	<p>NA</p>	<p>NA</p>	<p>NA</p>		
<p>Sub IR 5.1.3 Improved ability to generate and manage funds</p>		<p>Sub IR 5.3.3 Increased use of information technologies</p>			
<ul style="list-style-type: none"> <li>▪ Improved accounting systems/ policies and procedures in place and staff skills strengthened through ISGM mentoring and financial workshops. (ongoing)</li> </ul>		<ul style="list-style-type: none"> <li>▪ Website for Perimart created (11/01)</li> </ul>			
<p>Sub IR 5.1.4 Improved technical skills</p>					
<ul style="list-style-type: none"> <li>▪ Improved technical skills in Gender and Development (4/01); Disaster Preparedness (4/01) and strategic communications (3/01).</li> </ul>					
<p>Sub IR 5.1.5 Improved program design &amp; mgmt skills</p>					

<ul style="list-style-type: none"> <li>Improved skills in project development and management (4.01); and initial environmental evaluation (training 5/01)</li> </ul>					
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**Vib. Tally of number of institutions that were impacted or benefited in relationship to this grant.**

Number of institutions or community groups trained by grantee	Number of institutions receiving info. on best practices / lessons learned as result of grant	Number of networks strengthened related to this grant	Centers of Excellence strengthened in areas relating to grant	Total number of institutions in the GHA region impacted / benefiting (rough estimate)
NA	NA	2	4	6

**PERIMART INTERNATIONAL**

Perimart International was conceptualized immediately after the UNCED conference. The stakeholders are environment-based organizations in Africa who are working with National Food Security Committees on issues of desertification. Due to its regional nature and the general moratorium on registration of NGOs in Kenya at the time, Perimart could not be registered and this made it difficult for them to access any donor funding. In the meantime, they registered Perimart as a management consulting firm to give them legal status to carry out the few activities that they were able to do. In 1999 however they got their registration as a NGO and immediately started fundraising activities.

Perimart applied during the 2<sup>nd</sup> RFA and while their proposal was good, their organization was found to be strong in terms of skills but almost non-existent as an organization. Pact/Mwengo did finally make a decision to provide them with an engagement grant.

**PROJECT ACTIVITIES**

This grant would assist the organization to do the following: -

- Improvement of internal governance mechanisms.
- Improvement of management practices
- Installation of financial management systems
- Carrying out technical training for members of staff

**RESULTS THROUGH ISGM**

The small and very short-term grant has had the following impact: -

- This is the first grant of any kind that Perimart has received from a donor agency and it has raised the confidence level of its members as well as other donors.
- They have been exposed to other members of the ISGM network who have been going through similar problems and have learned from them.
- The training provided to the staff will go along way to building their capacity for management and future project implementation.
- The installation of the financial management system has started them of properly and will always be able to account for any funds received.

- The grant has eased pressure from the executive so that they can concentrate on development of other proposals

#### **SUGGESTIONS FOR IMPROVEMENT**

While the engagement grant has graduated the organization to a slightly higher level, the following could be improved: -

- The engagement grant is too little, too short and too fluid. And therefore needs to be reviewed for greater effectiveness.
- Salary support should particularly be included in engagement grants.

The training provided in various organizational strengthening areas needs to be a bit longer to allow for clear understanding for application.

TABLE 2-8. Community Facilitation Initiatives & Assistance

I. KEY DATA

<b>NAME of GRANTEE</b> Community Facilitation Initiatives & Assistance (CIFA)	<b>CONTACT</b> Chachu Tadicha P O Box 147 Marsabit, Kenya	<b>FOCUS</b> FS	<b>COUNTRIES</b> Kenya, Ethiopia	<b>AMOUNT</b> \$250,000 (USD)
<b>SUBJECT</b> Build the capacity of pastoralist communities through support of livestock management activities	<b>DATES</b> 11/00 – 11/02	<b>TYPE</b> AI/IS	<b>AMOUNT DISBURSED</b> \$18,793(USD)	<b>STATUS</b> open

ACTIVITY AREA:			
<b>INSTITUTIONAL STRENGTHENING</b> YES	<b>INNOVATION BEST PRACTICES</b> YES	<b>STRATEGIC COORDINATION NETWORKING</b> YES	<b>ADVOCACY</b> NO

II. SUMMARY OF GRANT

- Train and institutionally strengthen community groups, CBOs and local NGOs leaving them in a position to identify and solve their own development constraints; confidently access and influence the international community and funding sources through their proven records of implementation and accountability.
- Train CBOs and pastoralist groups in techniques and best practices for improving food security through:
  - improved livestock management training of community animal health care workers and supporting the establishment of a sustainable local supply of veterinary drugs;
  - receiving traditional rangeland and grassland management techniques to ensure adequate pasture;
  - micro-enterprise management training combined with micro credit system to enable income generation from both livestock and non-livestock sources;
  - the informal education of adults and youth to promote literacy and understanding;
  - improved human health through a community based human health training program.
- Strengthen CIFA's capacity to efficiently and effectively achieve its mission as a regional organization engaged in food security and conflict resolution.

III. GRANTEE IMPLEMENTING PARTNERS

FARM AFRICA, CBO, BDO CIDA, CDTF, LVI, EPARDA (Ethiopia), Govt. of Kenya, Govt. of Ethiopia

IV. ISGM PRE-AWARD ACTIVITIES

(Dates 4/00-10/00)

ASSESSMENTS:

Management Control Assessment (04/00, 05/00)  
 ISGM Organizational Capacity Assessment (05/00)  
 ISGM Regional Capacity Assessment (05/00)

Skill Building in:

Accounting and General Finance (1 ISGM workshop 06/00)

V. ACTIVITIES OVER LIFE OF GRANT

(Dates: 11/00-11/02)

*Italics denote upcoming planned activities*

## **INSTITUTIONAL STRENGTHENING**

### Skill Building of CIFA in:

Accounting and General Finance	(1 ISGM workshop 12/00; plus 3 mentoring visits on site 03/01, 5/01, 9/01)
Monitoring, Evaluation and Reporting	(1 ISGM workshop 11/00)
Strategic Planning	(1 ISGM workshop 12/00 plus 1 mentoring visit 01/01)
Organizational Policy Development	(internal activities based on OCA 1/01)
Boards & Governance	(internal board training on constitution 3/01)
<i>Initial Environmental Evaluation</i>	<i>(1 ISGM workshop 05/01)</i>
<i>External Relations</i>	<i>(internal activities based on OCA 6/01)</i>
<i>Resource Mobilization</i>	<i>(1 ISGM workshop 06/01)</i>
<i>NGO Ideology</i>	<i>(1 ISGM workshop 07/01)</i>
<i>Food Security Conference</i>	<i>(1 ISGM Conference 08/01)</i>
<i>Participatory Planning &amp; Management</i>	<i>(1 ISGM workshop 9/01)</i>
<b>Mgmt Control for non-Financial Managers</b>	<b>(1 ISGM workshop 10/01)</b>
<i>Electronic Communications &amp; Networking</i>	<i>(1 ISGM workshop 11/01 and mentoring visits)</i>
<i>Organizational Management</i>	<i>(internal activities based on OCA 2/02)</i>
<i>Service Delivery</i>	<i>(internal activities based on OCA 3/02)</i>

### Audits:

*Independent Close-Out Audit* (12/02)

### Skill Building by CIFA of CBOs and local NGOs in:

<b>CBO Capacity Building</b>	<b>4/01</b>
<b>Facilitation skills</b>	<b>4/01</b>
<i>Participatory Rural appraisal</i>	<i>5/01</i>
<i>Organization and management of groups</i>	<i>6/01</i>
<i>Financial control and responsibility</i>	<i>7/01</i>
<i>Community based monitoring &amp; evaluation</i>	<i>8/01</i>
<i>Development perspectives</i>	<i>9/01</i>
<i>Conflict Resolution</i>	<i>11/01</i>
<i>Community based environment and natural resource management</i>	<i>12/01</i>
<i>Micro-enterprise management &amp; marketing</i>	<i>11/02</i>
<b>Disaster preparedness</b>	<b>11/02</b>

## **CIFAs ACTIVITIES in IDENTIFICATION/TESTING/PROMOTION OF INNOVATION/BEST PRACTICES**

Disseminated information on best practices for community environmental management and develop of Environment Management Committees to supervise, direct and control natural resources	(1/01)
Disseminated information on best practices in animal health care and train of 35 CAHWs	(1/01)
<i>Dissemination of information on best practices in human health care and training 25 community health care workers</i>	<i>(4/01)</i>
<i>Disseminated information on best practices in animal health care and train of 35 CAHWs</i>	<i>(7/01)</i>
<i>CAHWS trained on veterinary practices and medicine revolving fund for CAHWS established</i>	
<i>Community training on livestock marketing</i>	<i>(6/01)</i>

## **CIFAs ACTIVITIES in REGIONAL STRATEGIC COORDINATION / NETWORKING / COOPERATION**

Attended ISGM & OAU/IBAR Conference on Animal Health Networking	(04/01)
Attend ISGM Food Security Conference	(8/01)
Conduct Community exchange visits Kenya/Ethiopia to promote collaboration across borders	(4/02)

## **ISGM SUPPORT IN LEVERAGING FUNDS / ASSISTANCE**

### **ISGM LINKAGES TO SUSTAINABILITY INDUCING SUPPORT SYSTEMS**

*CIFA will be linked to the following Centers of Excellence:*

*Arid Lands Network: Promotion of best practices for Arid Land Mgmt and networking.*

*OAU/IBAR: Long term support and training of pastoralist related NGOs*

*ILRI & ASARECA: Research and promotion of best practices for livestock membership organizations.*

*KRA/ GHARNET Center of Excellence*

*APFO: CPMR Early Warning Systems*

## VI. RESULTS CASCADE

### Via. Results as related to SO5 and ISGM Contracted Performance Results

*Italics denote prospective results by 2002*

SO5. IR 5.1 Regional Organizations Strengthened	SO5. IR 5.2 Improved Regional Availability of Appropriate Technologies / Practices	SO5. IR 5.3 Increased Networking and Cooperation	SO5. IR 5.4 Selected Policy, Regulatory, & Procedural Changes Advocated by African Partners	Sustainabilit y Inducing Support Systems	Support in Leveraging Funds/ assistance
<p><b>Sub IR 5.1.1</b> Improved institutional management &amp; governance</p> <ul style="list-style-type: none"> <li>Organizational Strengths and Weaknesses of CIFA identified and documented and presented to mgmt staff and board.</li> <li>Staff skills strengthened in org. capacity development through participation in ISGM org. assessment process.</li> <li>Improved management practices (human and financial resource policies, improved / or created). (1/01)</li> <li>Revised constitution (5/01)</li> </ul>	<p><b>Sub IR 5.2.2</b> Technologies identified and tested</p>	<p><b>Sub IR 5.3.1</b> Increased public &amp; private sector information sharing</p> <ul style="list-style-type: none"> <li>see below</li> </ul>	<p><b>Sub IR 5.4.1</b> Policy analyses conducted</p> <p>NA</p> <p><b>Sub IR 5.4.2</b> increased dialogue on policy / regulatory issues</p> <p>NA</p>	<p>CIFA will be linked to the following Centers of Excellence:</p> <ul style="list-style-type: none"> <li>Arid Lands Network: Promotion of best practices for Arid Land Mgmt and networking.</li> <li>OAU/IBAR: Long term support and training of pastoralist related NGOs</li> <li>ILRI &amp; ASARECA: Research and promotion of best practices for livestock membership organizations</li> <li>KRA/ GHARNET Center of Excellence</li> <li>APFO: CPMR Early Warning Systems</li> </ul>	
<p><b>Sub IR 5.1.2</b> Improved strategic planning and M&amp;E</p> <ul style="list-style-type: none"> <li>Staff skills in strategic planning strengthened through participation in ISGM workshop CIFA has produced a draft Strategic 5 year Plan (3/01)</li> <li>Staff skills in monitoring, evaluation and reporting strengthened through participation in ISGM ME&amp;R workshop. CIFA has produced a draft ME&amp;R plan with an input tracking system, performance indicators, etc. (3/01)</li> </ul>	<p><b>Sub IR 5.2.1</b> Technologies disseminated</p> <ul style="list-style-type: none"> <li>Disseminated information on best practices for community environmental management and develop of Environment Management Committees to supervise, direct and control natural resources (1/01)</li> <li>Disseminated information on best practices in animal health care and train of 35 CAHWs (1/01)</li> <li>Dissemination of information on best practices in human health care and training 25 community health care workers (4/01)</li> <li>Disseminated information on best practices in animal health care and train of 35 CAHWs (7/01)</li> <li>CAHWS trained on veterinary practices and medicine revolving fund for CAHWS established</li> </ul>	<p><b>Sub IR 5.3.2</b> Increased information sharing across disciplines</p> <p>Attended ISGM/OAU IBAR Conference on Pastoralist Networking (4/01)</p> <p>Will Attend ISGM Food Security Conference (8/01)</p> <p>Conduct Community exchange visits Kenya/Ethiopia to promote collaboration across borders (4/02)</p>	<p><b>Sub IR 5.4.3</b> Advocacy activities expanded</p> <p>NA</p>		
<p><b>Sub IR 5.1.3</b> Improved ability to generate and manage funds</p> <ul style="list-style-type: none"> <li>Improved accounting systems/ policies and procedures in place and staff skills strengthened through ISGM mentoring and financial workshops. (ongoing)</li> <li>Improved skills in resource mobilization (6/01)</li> </ul>		<p><b>Sub IR 5.3.3</b> Increased use of information technologies</p> <ul style="list-style-type: none"> <li>Website for CIFA created</li> </ul>			
<p><b>Sub IR 5.1.4</b> Improved technical skills</p>					

<ul style="list-style-type: none"> <li>Improved technical skills through participation in ISGM food security skills training course (10/01) through identification of best practices and participation in multiple networks.</li> </ul>					
<p><b>Sub IP 5.1.5</b> Improved program design &amp; mgmt skills</p>					
<ul style="list-style-type: none"> <li>Improved skills in initial environmental evaluation training (5/01) and participatory planning and management training (9/01)</li> </ul>					

**Vib. Tally of number of institutions that were impacted or benefited in relationship to this grant.**

Number of institutions or community groups trained by grantee	Number of institutions receiving info. on best practices / lessons learned as result of grant	Number of networks strengthened related to this grant	Centers of Excellence strengthened in areas relating to grant	Total number of institutions in the GHA region impacted / benefiting (rough estimate)
70	<i>requires further info for analysis</i>	3	5	78 minimum

TABLE 2-9. Bahr el Ghazal Youth Development Association

I. KEY DATA

NAME of GRANTEE	CONTACT	FOCUS	COUNTRIES	AMOUNT
Bahr el Ghazal Youth Development Association (BYDA)	Kwol Mawien 13850 Nairobi, Kenya (02443990) concernk@iconnect.co.ke	CPMR	Sudan, Kenya, Uganda	\$10,000 (USD)
SUBJECT	DATES	TYPE	AMOUNT DISBURSED	STATUS
Institutional strengthening of BYDA	11/00 – 05/01	IS (engagement grant)	\$5,886(USD)	in progress

ACTIVITY AREA:			
INSTITUTIONAL STRENGTHENING YES	INNOVATION BEST PRACTICES NO	STRATEGIC COORDINATION NETWORKING NO	ADVOCACY NO

II. SUMMARY OF GRANT

Strengthen BYDA's capacity to efficiently and effectively achieve its mission as a regional organization engaged in conflict prevention, mitigation and response in Southern Sudan and bordering areas.

III. GRANTEE IMPLEMENTING PARTNERS

NA

IV. ISGM PRE-AWARD ACTIVITIES (Dates 5/00-11/00)

Skill Building in:

ASSESSMENTS:

Management Control Assessment (05/00, 06/00)  
ISGM Organizational Capacity Assessment (06/00)  
ISGM Regional Capacity Assessment (07/00)

V. ACTIVITIES OVER LIFE OF GRANT (Dates: 11/00-05/01)

*Italics denotes upcoming planned activities*

INSTITUTIONAL STRENGTHENING of BYDA

Skill Building in:

Monitoring, Evaluation and Reporting (1 ISGM workshop 11/00)  
Strategic Planning (1 ISGM workshop 12/00)  
Accounting and General Finance (2 mentoring visits on site 02/01, 4/01)  
Partnership Networking (1 Christian Aid workshop 2/01)  
Resource Mobilization (1 Capacity Building Training for Civil Society Organizations 3/01)  
Financial & Personnel Policy Development (internal efforts based on ISGM OCA 3/01)  
Recruitment practices/procedures (4 ISGM mentoring visits)  
Computer & Business Admin (logistic officer attends external two month course 2-3/01)  
Strategic Communications (1 ISGM workshop 03/01)

Audits:

*Internal (Pact) Close-Out Audit (06/01)*

Equipment:

1 computer

ISGM LINKAGES TO SUSTAINABILITY INDUCING SUPPORT SYSTEMS

*BYDA will be linked to the following Centers of Excellence:*

*Nairobi Peace Institute: Long term institutional strengthening for CPMR organizations*

*National Church Councils CPMR Network for support of regional CPMR organizations*

VI. RESULTS CASCADE

Via. Results as related to SO6 and ISGM Contracted Performance Results

*Italics denotes prospective results for 2001*

SO6. IR 6.1 African Conflict Management Organizations Strengthened	SO6. IR 6.2 Increased Use of Best Practices	SO6. IR 6.3 Increased Networking Among Stakeholders in Conflict Situations	Sustainability Inducing Support Systems	Support in Leveraging Funds/ assistance
<p>Sub IR 6.1.1 Strengthened institutional financial management and governance</p>	<p>Sub IR 6.2.2 Best Practices Identified and Tested</p>	<p>Sub IR 6.3.1 Enhanced mechanisms for face to face communication among stakeholders</p>	<p><i>BYDA will be linked to the following Centers of Excellence:</i></p> <ul style="list-style-type: none"> <li><i>Nairobi Peace Institute: Long term institutional strengthening for CPMR organizations</i></li> <li><i>GHA CPMR Network (National Church Councils) for support of regional CPMR organizations</i></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Improved accounting systems in place and staff skills strengthened through ISGM mentoring and financial workshops.</li> <li>Organizational Strengths and Weaknesses of BYDA identified and documented and presented to mgmt staff and board.</li> <li>Staff skills strengthened in organizational capacity development through participation in ISGM Org capacity assessment</li> <li>Improved management practices (human and financial resource policies, procurement policies, improved / or created). (3/01)</li> <li>Improved skills in resource mobilization (3/01)</li> </ul>	<p>NA</p>	<p>NA</p>		
<p>Sub IR 6.1.2 Strengthened strategic planning, program development and M&amp;E</p>	<p>Sub IR 6.2.1 Best Practices Disseminated</p>	<p>Sub IR 6.3.2 Enhanced capability for electronic communications among stakeholders</p>		
<ul style="list-style-type: none"> <li>Staff skills in strategic planning strengthened through participation in ISGM workshop (12/01)</li> <li>Staff skills in monitoring, evaluation and reporting strengthened through participation in ISGM ME&amp;R workshop. <i>BYDA will produce a draft ME&amp;R plan with an input tracking system, performance indicators, etc. (4/01).</i></li> </ul>	<p>NA</p>	<ul style="list-style-type: none"> <li><i>Improved skills in partnership networking (2/01)</i></li> <li><i>BYDA will participate in GHA CPMR network.</i></li> </ul>		
<p>Sub IR 6.1.3 Automated office systems upgraded</p>		<p>Sub IR 6.3.3 Protocols/ rules of engagement for problem based interactions among stakeholders</p>		
<ul style="list-style-type: none"> <li>Updated office systems (computer purchase).</li> </ul>		<p>NA</p>		
<p>Sub IR 6.1.3 Improved technical skills in CPMR</p> <ul style="list-style-type: none"> <li></li> </ul>				

Vib. Tally of number of institutions that were impacted or benefited in relationship to this grant.

Number of institutions trained by grantee	Number of institutions receiving info. on best practices / lessons learned as result of grant	Number of networks strengthened related to this grant	Centers of Excellence strengthened in areas relating to grant	Total number of institutions in the GHA region impacted / benefiting (rough estimate)
NA	NA	2	3	5

## BAR-EL-GAZAL YOUTH DEVELOPMENT ASSOCIATION

### BACKGROUND

The Bar el Gazal Youth Development Association (BYDA) is a NGO registered in Kenya and also under the Sudan Relief and Rehabilitation Association which is the relief and development arm of the liberation movement in Southern Sudan. The organization was formed in 1997 and launched in 1998. The organization has its headquarters in Nairobi to facilitate easier access to funding. The organization since inception has worked in Bar el Gazal region in food security in addition to being involved in conflict resolution among the Sudanese community living in and out of Sudan.

The main objectives of the organization are achievement of self-reliance, empowerment and unity among the Southern Sudanese.

The organization has been involved mainly in food security program in Bar el Gazal where they have introduced use of the ox-plow with great success. While the organization has received grants from other donors, they have never managed the funds due to lack of capacity. Intermediaries always managed the funds while they implemented the projects.

### PROJECT ACTIVITIES

In ISGM the organization could not get a full grant because this lack of capacity was evident. They were therefore given an institutional engagement award in November 2000. Institutional strengthening activities have therefore been carried out and are ongoing that include: -

- Installation of computers and other office equipment.
- Strategic planning training has been carried out and the organization is in the process of preparing the strategic plan.
- Various training activities to be carried out by Pact.

### RESULTS

While the activities are still ongoing there are definite results that have been achieved.

- The process of acquiring the engagement award has been one accompanied by a lot of discussion and training and has been very beneficial to the organization
- The OCA process has revealed the level at which the organization is operating and will therefore work on strengthening activities.

TABLE 2-10. RWANDA WOMENS NETWORK

I. KEY DATA

<b>NAME of GRANTEE</b> Rwanda Women's Network (RWN)	<b>CONTACT</b> Mary Balikungen 3157 Kigali Rwanda (250-77199) rwawnet@rwandatel1.com	<b>FOCUS</b> CPMR	<b>COUNTRIES</b> Rwanda	<b>AMOUNT</b> \$10,000 (USD)
<b>SUBJECT</b> Institutional Strengthening of RWN	<b>DATES</b> 11/00 – 05/01 6 month extension probable	<b>TYPE</b> Institutional Strengthening (Engagement Grant)	<b>AMOUNT DISBURSED</b> \$1,667 (USD)	<b>STATUS</b> in progress

ACTIVITY AREA:

**INSTITUTIONAL STRENGTHENING**  
YES

**INNOVATION BEST PRACTICES**  
NO

**STRATEGIC COORDINATION NETWORKING**  
NO

**ADVOCACY**  
NO

II. SUMMARY OF GRANT

Strengthen RWN's capacity to efficiently and effectively achieve its mission as a regional organization engaged in conflict prevention, mitigation and response in Rwanda and bordering areas.

III. GRANTEE IMPLEMENTING PARTNERS  
NA

IV. ISGM PRE-AWARD ACTIVITIES (Dates 7/00-11/00)

Skill Building in:

ASSESSMENTS:

Management Control Assessment (07/00)  
ISGM Regional Capacity Assessment (07/00)

V. ACTIVITIES OVER LIFE OF GRANT (Dates: 11/00-05/01 -- 6 month extension probable to 11/01)

*Italics denotes upcoming planned activities*

**INSTITUTIONAL STRENGTHENING of RWN**

Skill Building in:

Accounting and General Finance (1 ISGM workshop 6/01 plus 2 mentoring visits on site 02/01, 4/01)  
CPMR Networking (1 ISGM Conference 5/00)  
Monitoring, Evaluation and Reporting (1 ISGM workshop 11/00)  
Strategic Planning (1 ISGM mentoring visit 3/01)  
*Boards and Governance (selected trainings)*  
*Financial & Personnel Policy Development (internal efforts 5/01)*  
*Recruitment practices/procedures (internal efforts 5/01)*  
*Initial Environmental Evaluation (1 ISGM workshop 05/01)*

Audits:

*Internal (Pact) Close-Out Audit (06/01)*

**ISGM LINKAGES TO SUSTAINABILITY INDUCING SUPPORT SYSTEMS**

*RWN will be linked to the following Centers of Excellence:*

*Nairobi Peace Institute: Long term institutional strengthening for CPMR organizations*

*National Church Councils CPMR Network for support of regional CPMR organizations*

## VI. RESULTS CASCADE

### Via. Results as related to SO6 and ISGM Contracted Performance Results

*Italics denotes prospective results for 2001*

SO6. IR 6.1 African Conflict Management Organizations Strengthened	SO6. IR 6.2 Increased Use of Best Practices	SO6. IR 6.3 Increased Networking Among Stakeholders in Conflict Situations	Sustainability Inducing Support Systems	Support in Leveraging Funds/ assistance
<p><b>Sub IR 6.1.1</b> Strengthened institutional financial management and governance</p> <ul style="list-style-type: none"> <li>Improved accounting systems in place and staff skills strengthened through ISGM mentoring and financial workshops.</li> <li>Improved management practices (human and financial resource policies, procurement policies, improved / or created). (5/01)</li> <li>Improved skills in Boards and Governance (selected trainings)</li> </ul>	<p><b>Sub IR 6.2.2</b> Best Practices Identified and Tested</p> <p>NA</p>	<p><b>Sub IR 6.3.1</b> Enhanced mechanisms for face to face communication among stakeholders</p> <p>NA</p>	<p><i>RWN will be linked to the following Centers of Excellence:</i></p> <ul style="list-style-type: none"> <li>Nairobi Peace Institute: Long term institutional strengthening for CPMR organizations</li> <li>GHA CPMR Network (National Church Councils) for support of regional CPMR organizations</li> </ul>	
<p><b>Sub IR 6.1.2</b> Strengthened strategic planning, program development and M&amp;E</p> <ul style="list-style-type: none"> <li>Staff skills in strategic planning strengthened through ISGM mentoring (2-3/01), RWN is producing a draft Strategic 5 year Plan (4/01)</li> <li>Staff skills in monitoring, evaluation and reporting strengthened through participation in ISGM ME&amp;R workshop. RWN will produced a draft ME&amp;R plan with an input tracking system, performance indicators, etc. (4/01).</li> </ul>	<p><b>Sub IR 6.2.1</b> Best Practices Disseminated</p> <p>NA</p>	<p><b>Sub IR 6.3.2</b> Enhanced capability for electronic communications among stakeholders</p> <ul style="list-style-type: none"> <li>Improved skills in CPMR networking (conference 5/00)</li> <li>RWN will participate in GHA CPMR network.</li> </ul>		
<p><b>Sub IR 6.1.3</b> Automated office systems upgraded</p> <p>New financial tracking software installed and being utilized.</p>		<p><b>Sub IR 6.3.3</b> Protocols/ rules of engagement for problem based interactions among stakeholders</p> <p>NA</p>		
<p><b>Sub IR 6.1.5</b> Improved technical skills in CPMR</p>				

### Vib. Tally of number of institutions that were impacted or benefited in relationship to this grant.

Number of institutions trained by grantee	Number of institutions receiving info. on best practices / lessons learned as result of grant	Number of networks strengthened related to this grant	Centers of Excellence strengthened in areas relating to grant	Total number of institutions in the GHA region impacted / benefiting (rough estimate)
NA	NA	1	2	3

TABLE 2-11. Lawyers Environmental Action Team

I. KEY DATA

NAME of GRANTEE	CONTACT	FOCUS	COUNTRIES	AMOUNT
Lawyers Environmental Action Team (LEAT)	Rugemeleza Nshala P O. Box 12605 Dar es Salaam Tanzania Leat@twiga.com	FS	Kenya, Uganda, Tanzania	\$250,000 (USD)
SUBJECT	DATES	TYPE	AMOUNT DISBURSED	STATUS
Developing and promoting legal and institutional arrangements for enhancing food security through sustainable management of transnational natural resources	02/01 – 12/03	AI/IS	\$0	open

ACTIVITY AREA:			
INSTITUTIONAL STRENGTHENING YES	INNOVATION BEST PRACTICES YES	STRATEGIC COORDINATION NETWORKING YES	ADVOCACY YES

II. SUMMARY OF GRANT

Developing legal and institutional arrangements for enhancing food security through sustainable management of transnational natural resources in the GHA region.

- Analyze and review the existing legal structure in light of the need to have a harmonized management and use of natural resources in the region.
- Assist in influencing the set up of a legal regime in the management and use of natural resources.
- Coordinate regional forum/conference to formulate appropriate draft protocols and or legislation appropriate to the sustainable management of natural resources in the region.
- Promote protocols and legislation created.

Strengthen LEAT's capacity to efficiently and effectively achieve its mission as a regional organization engaged in food security and conflict resolution.

III. GRANTEE IMPLEMENTING PARTNERS

Regional: LEAT has two main country implementing partners in this grant: RECONCILE (Kenya) and Green Watch (Uganda).

National: SRDA, Hakiyaardhi, and CBOs.

IV. ISGM PRE-AWARD ACTIVITIES

(Dates 4/00 - 12/00)

ASSESSMENTS:

- Management Control Assessment (04/00)
- ISGM Organizational Capacity Assessment (07/00, 10/00)
- ISGM Regional Capacity Assessment (05/00)

Skill Building in:

- Accounting and General Finance (1 ISGM workshop 12/00)
- Monitoring and Evaluation (1 ISGM workshop 11/00)
- Strategic Planning (1 ISGM workshop 12/00)

V. ACTIVITIES OVER LIFE OF GRANT

(Dates: 02/01 - 12/03)

*Italics denote upcoming planned activities*

## **INSTITUTIONAL STRENGTHENING of LEAT**

### Skill Building in:

Strategic Communications	(1 ISGM Workshop 03/01)
<i>Management policies and procedures Dev.</i>	<i>(Internal activity 05/01)</i>
<i>Initial Environmental Evaluation</i>	<i>(1 ISGM Workshop 05/01)</i>
<i>Governance / Constitutional Review</i>	<i>(Internal Activity 05/01)</i>
<i>Strategic Planning</i>	<i>(Internal Activity 05/01)</i>
<i>Monitoring, Evaluation &amp; Reporting</i>	<i>(Internal Activity 06/01)</i>
<i>Managing Grants &amp; Contracts</i>	<i>(1 ISGM Workshop 06/01)</i>
<i>Information Systems Dev.</i>	<i>(Internal activity 06/01)</i>
<i>Resource Mobilization</i>	<i>(1 ISGM Workshop 06/01)</i>
<i>NGO Ideology</i>	<i>(1 ISGM Workshop 07/01)</i>
<i>Accounting and Finance</i>	<i>(1 ISGM Workshop 08/01, mentoring visit on 7/01)</i>
<i>Environmental Law Networking</i>	<i>(1 ISGM Workshop 09/01)</i>
<i>Participatory Planning &amp; Management</i>	<i>(1 ISGM Workshop 9/01)</i>
<i>Mgmt Control for non-Financial Managers</i>	<i>(1 ISGM Workshop 10/01)</i>
<i>Food Security Skills Training</i>	<i>(1 ISGM Workshop 10/01)</i>
<i>CPMR Skills Training</i>	<i>(1 ISGM Workshop 11/01)</i>
<i>Electronic Networking</i>	<i>(1 ISGM Workshop 11/01)</i>
<i>Project Development &amp; Mgmt</i>	<i>(1 external course 2002)</i>
<i>Organizational Mgmt</i>	<i>(1 external course 2002)</i>

### Audits:

*Independent Close-Out Audit* (01/03)

### Equipment:

1 computer

## **LEAT's ACTIVITIES TO IDENTIFY/TEST/PROMOTE INNOVATION & BEST PRACTICES**

Research and Analysis of existing situation relating to transnational issues of NRM legislation.

*Identify principal management issues affecting the region and existing mechanisms (national and international) for dealing with them.*

## **LEAT'S ACTIVITIES IN REGIONAL STRATEGIC COORDINATION / NETWORKING / COOPERATION**

Form regional networks relating to legal issues effecting food security and natural resource management. Identify principal management issues affecting the region and existing mechanisms (national and international) for dealing with them. Develop draft policy recommendations.

Conduct regional workshop among policy makers and relevant NGOs and stakeholders to finalize draft policy recommendations.

Develop regional networks focused on topics covered at conference

## **LEAT's ACTIVITIES IN ADVOCACY AND POLICY DEVELOPMENT / ANALYSIS**

Prepare protocols based on conference findings, prepare draft regional legal instruments.

Promote protocol and relevant legislation and enforcement.

## **ISGM SUPPORT IN LEVERAGING FUNDS / ASSISTANCE**

## **ISGM LINKAGES TO SUSTAINABILITY INDUCING SUPPORT SYSTEMS**

LEAT will be linked to some or all of the following:

OAU/IBAR: Long term support/training of regional FS organizations.

ACTS: Policy analysis and advocacy.

Moi University

Tanzania Food and Nutrition Center

East African Community

VI. RESULTS CASCADE

Via. Results as related to SO5 and ISGM Contracted Performance Results

*Italics denote prospective results by 2003.*

SO5. IR 5.1 Regional Organizations Strengthened	SO5. IR 5.2 Improved Regional Availability of Appropriate Technologies / Practices	SO5. IR 5.3 Increased Networking and Cooperation	SO5. IR 5.4 Selected Policy, Regulatory, & Procedural Changes Advocated by African Partners	Sustainability Inducing Support Systems	Support in Leveraging Funds/ assistance
<p><b>Sub IR 5.1.1</b> Improved institutional management &amp; governance</p> <ul style="list-style-type: none"> <li>▪ Organizational strengths and weaknesses identified and documented to mgmt staff and board.</li> <li>▪ Staff skills strengthened in organizational capacity development through participation in assessment process.</li> <li>▪ Improved management practices (Job descriptions, human and financial resources policies, improved or created).</li> <li>▪ Revised constitution</li> <li>▪ Organizational management skills improved through workshop. (2002)</li> <li>▪ Updated office systems (purchased 1 computer).</li> </ul>	<p><b>Sub IR 5.2.2</b> Technologies identified and tested</p> <p>Research and Analysis conducted of existing transnational resource issues relating to food security.</p>	<p><b>Sub IR 5.3.1</b> Increased public and private sector information sharing</p> <p><i>Regional workshop among policy makers and relevant NGOs and stakeholders to discuss draft policy recommendations.</i></p>	<p><b>Sub IR 5.4.1</b> <i>Policy analyses conducted</i></p> <ul style="list-style-type: none"> <li>▪ Consults conduct initial policy analysis of legal frameworks for transnational food security issues.</li> <li>▪ Regional networks formed to identify principal management issues affecting the region and existing mechanisms (national/international) for dealing with them. Draft policy recommendations developed.</li> </ul> <p><b>Sub IR 5.4.2</b> increased dialogue on policy/regulatory issues</p> <ul style="list-style-type: none"> <li>▪ Regional workshop among policy makers and relevant NGOs and stakeholders to discuss draft policy recommendations.</li> <li>▪ Reg. networks created to follow topics covered at conference</li> </ul>	<p><i>LEAT Will be linked to the following Centers of Excellence:</i></p> <p>OAU/IBAR: Long term support and training of FS related NGO</p> <p>ACTS: Policy analysis and advocacy.</p> <p>Moi University</p> <p>Tanzania Food and Nutrition Center</p> <p>East African Community</p>	
<p><b>Sub IR 5.1.2</b> Improved strategic planning and M&amp;E</p> <ul style="list-style-type: none"> <li>▪ S Staff skills in strategic planning strengthened through participation in ISGM workshop LEAT is producing a draft Strategic 5 year Plan (5/01)</li> <li>▪ Staff skills in monitoring, evaluation and reporting strengthened through participation in ME&amp;R workshop. LEAT is producing a draft ME&amp;R plan with an input tracking system, performance indicators, etc. (5/01)</li> </ul>	<p><b>Sub IR 5.2.1</b> Technologies disseminated</p> <p>Conference and advocacy activities</p>	<p><b>Sub IR 5.3.2</b> increased information sharing across disciplines</p> <p>Will attend ISGM food security conferences (08/01 &amp; 10/01).</p>	<p><b>Sub IR 5.4.3</b> Advocacy activities expanded</p> <ul style="list-style-type: none"> <li>▪ Protocols based on conference findings developed and draft regional legal instruments prepared.</li> <li>▪ LEAT NETWORK promotes protocol and relevant legislation</li> </ul>		
<p><b>Sub IR 5.1.3</b> Improved ability to generate and manage funds</p>		<p><b>Sub IR 5.3.3</b> Increased use of information technologies</p>			

<ul style="list-style-type: none"> <li>▪ Improved accounting systems/ policies and procedures in place and staff skills strengthened through ISGM mentoring and financial workshops</li> <li>▪ Improved skills in resource mobilization (06/01).</li> </ul>		<p>Will develop website and information management system.</p>			
<b>Sub # 5.1.4</b> <b>Improved technical skills</b>					
<p>Improved technical skills through participation in ISGM food security skills training course (10/01) and CPMR skills training 11/01) and participation in networks.</p>					
<b>Sub # 5.1.5</b> <b>Improved program design &amp; mgmt skills</b>					
<ul style="list-style-type: none"> <li>▪ Improved skills in initial environmental evaluation (05/01) and participatory planning and management (09/01).</li> </ul>					

Vib. Tally of number of institutions that were impacted or benefited in relationship to this grant.

Number of institutions trained by grantee	Number of institutions receiving information on best practices / lessons learned as result of grant	Number of networks strengthened related to this grant	Number of Centers of Excellence strengthened in areas relating to grant	Total number of institutions in the GHA region impacted / benefiting (rough estimate)
requires further information for analysis				

TABLE 2-12. Kenya Rainwater Association

I. KEY DATA

NAME of GRANTEE	CONTACT	FOCUS	COUNTRIES	AMOUNT
Kenya Rainwater Association (KRA)	Dr Mancy Bati 72387 Nairobi, Kenya (02720269) kra@net2000ke.com	FS (with some CPMR)	Kenya, Uganda, Tanzania, Ethiopia, Eritrea, Sudan	\$250,000 (USD)
SUBJECT	DATES	TYPE	AMOUNT DISBURSED	STATUS
Promotion of best practices of rainwater harvesting through network creation and support.	01/01 – 01/03	AI/IS	\$13,941(USD)	in progress

ACTIVITY AREA:

INSTITUTIONAL STRENGTHENING	INNOVATION BEST PRACTICES	STRATEGIC COORDINATION NETWORKING	ADVOCACY
YES	YES	YES	NO

II. SUMMARY OF GRANT

- Identify, evaluate the performance of water harvesting systems in the GHA with the aim of promoting best practices in water management in order to enhance food security in the region by establishing and strengthening a regional rainwater network that will coordinate the identification and evaluation of promising technologies, and promote best practices.
- Identify appropriate rainwater harvesting options for improving food security in the selected areas within the region by conducting 8 case studies from 4 countries in the region which will:
  - Identify different rainwater harvesting systems in selected areas of the region
  - Evaluate the performance of identified systems under prevailing conditions
  - Evaluate socio-economic ;and gender perspectives under which each technology is being adopted
  - Inventory land user constraints considering their fragile farming systems
  - Document how the people have coped with drought and famine. Identify impact of drought and famine on relationships at the household, community and national level and the potentials for conflict and its resolution
  - Examine gender influence in the adoption of water harvesting technologies and respond to food insecurity
  - Understand social structures that guide beliefs, attitude values, expectations and norms of behaviors
  - Identify limitations and advantages if different RWH technologies in the region
- Exchange and share experiences among stakeholders within the region
- Strengthen KRA to carry out its mandate.
- Encourage reduction of conflicts over water resources.

III. GRANTEE IMPLEMENTING PARTNERS:

Regional and Country Rainwater Associations (Tanzania, Ethiopia, Uganda) and SEARNET  
 Regional Advisory Office of the International Water Management Institute  
 International Rainwater Catchment Association  
 Africa Water Network

IV. ISGM PRE-AWARD ACTIVITIES (Dates 4/00-1/01)

Skill Building for KRA in:

Accounting and General Finance (2 ISGM workshops 06/00 & 12/00)  
 Monitoring, Evaluation and Reporting (1 ISGM workshop 11/00)  
 Strategic Planning (1 ISGM workshop 12/00)

ASSESSMENTS FOR KRA:

Management Control Assessment (4/00, 5/00)  
 ISGM Organizational Capacity Assessment (05/00)  
 ISGM Regional Capacity Assessment (05/00)

V. ACTIVITIES OVER LIFE OF GRANT (Dates: 01/01 - 01/03)

*Italics denotes upcoming planned activities*

## INSTITUTIONAL STRENGTHENING of KRA and KRA branches

### Skill Building in:

Strategic Planning	(1 mentoring visit on site 01/01)
Accounting and General Finance	(1 mentoring visit on site 03/01, <i>planned mentoring visits on 5/01 and 9/01</i> )
Strategic Communications	(1 ISGM workshop 3/01 <i>and mentoring visits</i> )
<i>Monitoring, Evaluation &amp; Reporting</i>	(1 ISGM workshop 05/01)
<i>Initial Environmental Evaluation</i>	(1 ISGM workshop 05/01)
NGO Management	(1 external course 6/01)
Resource Mobilization	(1 ISGM workshop 06/01)
NGO Ideology	(1 ISGM workshop 07/01)
Participatory Planning & Management	(1 ISGM workshop 9/01)

### Management Control for non-Financial

Managers	(1 ISGM workshop 10/01)
Electronic Communications & Networking	(1 ISGM workshop 11/01 <i>and mentoring visits</i> )
Governance/ revised constitution	(5/01)

### Evaluation /Audits:

Internal KRA mid-term evaluation	(1/02)
Independent Close-Out Audit	(12/03)

### Equipment:

1 computer      Office furniture

## **KRA'S ACTIVITIES TO IDENTIFY/TEST/ & PROMOTE INNOVATION/BEST PRACTICES**

Identify appropriate rainwater harvesting options for improving food security in the selected areas within the region by conducting 8 case studies from 6 countries in the region	(5/01)
Synthesize case studies and develop two overview papers	(7/01)
Conduct 3-day regional workshop for 30 participants to disseminate findings, and exchange further information	(8/01)
Prepare and disseminate proceedings highlighting best practices for rainwater harvesting technologies.	(10/01)
Distribute findings on best practices through GHARP internet website	(11/01)

## **KRA'S ACTIVITIES IN REGIONAL STRATEGIC COORDINATION / NETWORKING / COOPERATION**

Attended ISGM Conference on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (CPMR strategic planning/regional agenda setting and networking)	(5/00)
Attended ISGM & OAU/IBAR Conference on Animal Health Networking (04/01)	
Establish and strengthen a regional GHA Rainwater Network (GHARP) that will coordinate the identification and evaluation of promising technologies, and promote best practices (5/01 and ongoing)	
▪ Conduct a two-day regional workshop to launch the GHA Rainwater Networks (GHARNET) and identify ways of expanding GHARP and further strengthening of collaborating associations	
▪ Establish a GHARP newsletter and website for disseminating information )	
Enhance communication and coordination and monitoring of KRA branch activities (5/01 and ongoing)	
Attend ISGM Food Security Conference	(1 ISGM workshop 08/01)

## **ISGM SUPPORT IN LEVERAGING FUNDS / ASSISTANCE**

ISGM has selected KRA as a Center of Excellence and to that end will be providing additional assistance, skill development and knowledge transfer.

OAU/IBAR will provide long term support and training as relevant.

## **ISGM LINKAGES TO SUSTAINABILITY INDUCING SUPPORT SYSTEMS**

KRA Will be linked to the following Centers of Excellence:

Arid Lands Network: Promotion of best practices for Arid Land Mgmt and networking.

OAU/IBAR: Long term support and training of pastoralist related NGOs

ILRI & ASARECA: Research and promotion of best practices for livestock membership organizations.

ACCE

VI. RESULTS CASCADE

Via. Results as related to SO5 and ISGM Contracted Performance Results

*Italics denotes prospective results by 2003*

SO5. IR 5.1 Regional Organizations Strengthened	SO5. IR 5.2 Improved Regional Availability of Appropriate Technologies / Practices	SO5. IR 5.3 Increased Networking and Cooperation	SO5. IR 5.4 Selected Policy, Regulatory, & Procedural Changes Advocated by African Partners	Sustainability Inducing Support Systems	Support in Leveraging Funds/ assistance
<p><b>Sub IR 5.1.1</b> Improved institutional management &amp; governance</p> <ul style="list-style-type: none"> <li>Organizational Strengths and Weaknesses of KRA identified and documented and presented to mgmt staff and board.</li> <li>Staff skills strengthened in org. capacity development through participation in ISGM org. assessment process.</li> <li>Management secretariat body in place (employment of executive officer (5/01))</li> <li>Improved management practices (job descriptions, human and financial resource policies, improved / or created). (5/01)</li> <li>Streamlined office management procedures in place. (5/01)</li> <li>Revised constitution (5/01)</li> </ul>	<p><b>Sub IR 5.2.2</b> Technologies identified and tested</p> <ul style="list-style-type: none"> <li>Best practices in regional rainwater harvesting options for improving food security in the selected areas within the region identified (by conducting 8 case studies from 6 countries in the region). (5/01)</li> </ul>	<p><b>Sub IR 5.3.1</b> Increased public and private sector information sharing</p> <ul style="list-style-type: none"> <li>see below</li> </ul>	<p><b>Sub IR 5.4.1</b> Policy analyses conducted</p> <p>NA</p> <p><b>Sub IR 5.4.2</b> Increased dialogue on policy / regulatory issues</p> <p>NA</p>	<p>KRA Will be linked to the following Centers of Excellence:</p> <ul style="list-style-type: none"> <li>Arid Lands Network: Promotion of best practices for Arid Land Mgmt and networking.</li> <li>OAU/IBAR: Long term support and training of pastoralist related NGOs</li> <li>ILRI &amp; ASARECA: Research and promotion of best practices for livestock membership organizations.</li> <li>ACCE</li> </ul>	<ul style="list-style-type: none"> <li>ISGM has selected KRA as a Center of Excellence and to that end will be providing additional assistance, skill development and knowledge transfer.</li> <li>OAU/IBAR will provide long term support and training as relevant.</li> </ul>
<p><b>Sub IR 5.1.2</b> Improved strategic planning and M&amp;E</p> <ul style="list-style-type: none"> <li>Staff skills in strategic planning strengthened through participation in ISGM workshop KRA is producing a draft Strategic 5 year Plan ( 6/01)</li> <li>Staff skills in monitoring, evaluation and reporting strengthened through participation in ISGM ME&amp;R workshop. KRA will producing a draft ME&amp;R plan with an input tracking system, performance indicators, etc. (7/01)</li> </ul>	<p><b>Sub IR 5.2.1</b> Technologies disseminated</p> <ul style="list-style-type: none"> <li>30 rainwater related organizations trained on best practices in rainwater harvesting. (8/01)</li> <li>Produced and widely distributed proceeding of conference. (10/01)</li> <li>500 copies of ISGM newsletter distributed highlighting summary of KRAs RWH best practices (also made available on the internet) (1/02)</li> </ul>	<p><b>Sub IR 5.3.2</b> Increased information sharing across disciplines</p> <ul style="list-style-type: none"> <li>Attended ISGM Conference on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00)</li> <li>Attended ISGM/OAU IBAR Conference on Pastoralist Networking (4/01)</li> <li>Will Attend ISGM Food Security Conference (8/01)</li> </ul>	<p><b>Sub IR 5.4.3</b> Advocacy activities expanded</p> <p>NA</p>		
<p><b>Sub IR 5.1.3</b> Improved ability to generate and manage funds</p>		<p><b>Sub IR 5.3.3</b> increased use of information technologies</p>			

Improved accounting systems/ policies and procedures in place and staff skills strengthened through ISGM mentoring and financial workshops. (ongoing) Improved skills in resource mobilization (6/01)		▪GHA Rainwater Network created including Website (5/01)			
<b>Sub IR 5.1.4</b> Improved technical skills					
▪ Improved technical skills through participation in ISGM food security skills training course ( 10/01) through case studies in best practices and participation in multiple networks.					
<b>Sub IR 5.1.5</b> Improved program design & mgmt skills					
▪ Improved skills in initial environmental evaluation training (5/01) and participatory planning and management training (9/01) ▪ Enhanced communication coordination and monitoring of KRA branch activities (5/01)					

**Vib. Tally of number of institutions that were impacted or benefited in relationship to this grant.**

Number of institutions trained by grantee	Number of institutions receiving info. on best practices / lessons learned as result of grant	Number of networks strengthened related to this grant	Centers of Excellence strengthened in areas relating to grant	Total number of institutions in the GHA region impacted / benefiting (rough estimate)
30	30 proceedings 500 ISGM newsletters xxx GHARP newsletters plus unlimited access on ISGM and GHARNET internet sites	5	4	39 minimum 500 PLUS maximum

**KENYA RAINWATER ASSOCIATION**

**BACKGROUND**

The idea of forming a Kenya Rainwater Association started in the early '80s but it did not materialize until the association was registered in 1994. A need for coordinating various community-based activities had been identified and KRA is now able to satisfy that need to some extent. KRA has six branches all over Kenya. The mission of KRA is to promote rainwater harvesting and utilization. They have been working with various communities in Kenya.

KRA had started networking activities within the region even before ISGM. These activities would only be formalized and strengthened in the process of ISGM.

## **ISGM PROJECT ACTIVITIES**

The KRA grant was only signed in February 2001 and therefore the activities have not been implemented. The planned activities are: -

- Establishment of a professional secretariat as well as equipping the office.
- Institutional strengthening activities that would include training in strategic planning and consequently develop their own strategic plan as well as assisting their partners to do the same, training in financial management as well as understanding of the grantee/grantor relationship and other types of training according to the requirements of the organization.
- Promotion of best practices in rainwater harvesting in the countries of operation – Existing rainwater harvesting technologies to be identified and turned into case studies for dissemination in the region, evaluation of the technologies and where they work best.

## **RESULTS THROUGH ISGM**

Though the grant has been running for a short time, KRA has witnessed specific results, especially in their organizational development.

- They have been able to rent and equip more spacious offices that are compatible with their program portfolio
- Two computers have been installed and are in the process of developing a web site.
- A finance and a communications officer have been hired and they are in the process of hiring an executive director
- They are in the process of formalizing their regional network

## **OBSERVATIONS**

KRA projects itself as an organization with serious professionals who were previously handicapped by lack of institutional capacity. With the capacity strengthening through ISGM they will access funding and also network with other organizations so that they can become a truly regional organization.

TABLE 2-13. Africa Peace Forum

I. KEY DATA

NAME of GRANTEE	CONTACT	FOCUS	COUNTRIES	AMOUNT
Africa Peace Forum (APFO)	Amb Bethuel Kiplagat 76621 Nairobi, Kenya (0257 4092) kilenem@africaonline.co.ke	CPMR	Kenya, Uganda, Tanzania, Rwanda, Burundi, Ethiopia, Entrea, Somalia, Sudan	\$250,000 (USD)
SUBJECT	DATES	TYPE	AMOUNT DISBURSED	STATUS
Early warning/response system for conflict identification and management	02/01 – 12/03	AI/IS	\$0	in progress

ACTIVITY AREA:

INSTITUTIONAL  
STRENGTHENING  
YES

INNOVATION  
BEST PRACTICES  
YES

STRATEGIC COORDINATION  
NETWORKING  
YES

ADVOCACY  
YES

II. SUMMARY OF GRANT

- Establish a permanent and internally recognized conflict warning network across the entire Great Lakes and the Horn of Africa Regions;
- Strengthen local and regional capacities for information monitoring, gathering, analysis and policy formulation;
- Ensure that local regional and international policy makers have access to accurate objective and timely information;
- Ensure that local opinions, perspectives and recommendations for short, medium, and long term action are taken into consideration by policy makers at all levels;
- Initiate strategic studies aimed at tackling short, medium, and long-term issues necessary for building sustainable peace.
- Strengthen APFO's capacity to efficiently and effectively achieve its mission as a regional organization engaged in conflict resolution networking.

III. GRANTEE IMPLEMENTING PARTNERS

APFO cooperates with the following organizations:

People for Peace in Africa	Nairobi Peace Initiative
All Africa Conference of Churches	Norwegian Church Aid
African Evangelical Enterprise	International Committee for the Red Cross
Action Aid	EECCLHA

Regional members of the Early Warning and Early response network include:

Center for Conflict Resolution	Center for Basic Research
Africa Dialogue Center	African Center for Conflict Resolution and Development
Compagnie des Aportes de la Paix	

IV. ISGM PRE-AWARD ACTIVITIES

(Dates 07/00-1/01)

ASSESSMENTS:

ISGM Organizational Capacity Assessment	(07/00)
ISGM Regional Capacity Assessment	(08/00)
Management Control Assessment	(08/00)

Skill Building in:

Accounting and General Finance	(1 ISGM workshop 12/00)
Monitoring & Evaluation	(1 ISGM workshop 11/00)
Strategic Planning	(1 ISGM workshop 12/00)

V. ACTIVITIES OVER LIFE OF GRANT (Dates: 02/01 - 12/03)  
*Italics denote upcoming planned activities.*

**INSTITUTIONAL STRENGTHENING**

Skill Building in:

Strategic Communication	(1 ISGM workshop 03/01)
Accounting and General Finance	(2 mentoring visits 04/01 & 08/01)
<i>Initial Environmental Evaluation</i>	(1 ISGM Workshop 05/01)
<i>Strategic Planning</i>	(Internal Activity 05/01)
<i>Managing Grants &amp; Contracts</i>	(1 ISGM Workshop 06/01)
<i>Resource Mobilization</i>	(1 ISGM Workshop 06/01)
<i>Strategic Communication (II)</i>	(1 ISGM Workshop 07/01)
<i>Constitution Review</i>	(Internal Activity 07/01)
<i>NGO Ideology</i>	(1 ISGM Workshop 07/01)
<i>Accounting and Finance (QB3)</i>	(1 ISGM Workshop 08/01)
<i>Environmental Law Networking Mgmt</i>	(1 ISGM Workshop 09/01)
<i>Management Practices</i>	(Internal Activities 09/01)
<i>Participatory Planning &amp; Management</i>	(1 ISGM Workshop 9/01)
<i>Financial and Personnel Policy Dev.</i>	(Internal activity 10/01)
<i>Mgmt Control for non-Financial Managers</i>	(1 ISGM Workshop 10/01)
<i>Electronic Networking</i>	(1 ISGM Workshop 11/01)
<i>Project Development &amp; Mgmt</i>	(1 ISGM Workshop 2002)

Audits:

*Independent Close-Out Audit* (12/03)

**APFO's ACTIVITIES TO IDENTIFY/TEST/PROMOTE INNOVATION & BEST PRACTICES**

*Collect, analyze, assess information relating to structural and dynamic factors, which contribute to instability in order to find opportunities for peace building.*

*Promote the development of Peace Forums throughout the region*

*Collaborate with partners to undertake conflict mapping and architecture.*

*Produce regular reports assessing risks and providing viable options for actions to reduce tensions.*

**APFO'S ACTIVITIES IN REGIONAL STRATEGIC COORDINATION / NETWORKING / COOPERATION**

*Establish a permanent and internally recognized conflict warning network across the entire Great Lakes and the Horn of Africa Regions;*

*Ensure that local regional and international policy makers have access to accurate objective and timely information;*

*Ensure that local opinions, perspectives and recommendations for short, medium, and long term action are taken into consideration by policy makers at all levels;*

*Attend CPMR Skill Training (1 ISGM Workshop 12/01)*

**APFO's ACTIVITIES IN ADVOCACY AND POLICY DEVELOPMENT/ ANALYSIS**

*Conduct, Identify and disseminate findings of strategic studies to key actors to exchange analyses and promote options for conflict mitigation and peace building*

*Strengthen local and regional capacities for information monitoring, gathering, analysis and policy formulation.*

**ISGM SUPPORT IN LEVERAGING FUNDS / ASSISTANCE**

**ISGM LINKAGES TO SUSTAINABILITY INDUCING SUPPORT SYSTEMS**

*APFO will be linked to some or all of the following:*

*National Church Councils and Catholic Secretariat: Network regional CPMR organizations.*

*NPI: Long term institutional strengthening of CPMR organizations.*

*African Council for Communication and Education: Transfer of strategic communication support services / training materials.*

*AAC: Potential support for CPMR activities.*

VI. RESULTS CASCADE

Via. Results as related to SO6 and ISGM Contracted Performance Results

*Italics denote prospective results by 2003.*

SO6. IR 6.1 African Conflict Management Organizations Strengthened	SO6. IR 6.2 Increased Use of Best Practices	SO6. IR 6.3 Increased Networking Among Stakeholders in Conflict Situations	Increased Capacity of GHA Orgs for Advocacy and Policy Development (proposed)	Sustainability Inducing Support Systems	Support in Leveraging Funds/ assistance
<p><b>Sub IR 6.1.1</b> Strengthened institutional financial management and governance</p> <ul style="list-style-type: none"> <li>▪ Organizational Strengths and Weaknesses of APFO identified and documented and presented to mgmt staff and board.</li> <li>▪ Staff skills strengthened in organizational capacity development through participation in multiple ISGM OCA workshops.</li> <li>▪ Improved accounting systems in place and staff skills strengthened through ISGM mentoring and financial workshops.</li> <li>▪ Improved management practices (human and financial resource policies, improved / or created).</li> <li>▪ Revised constitution</li> <li>▪ Improved skills in resource mobilization (6/01)</li> </ul>	<p><b>Sub IR 6.2.2</b> Best Practices Identified and Tested</p> <ul style="list-style-type: none"> <li>▪ Best practices identified and tested through the collection and analysis of information related to the causes of instability and conflict in the region.</li> </ul>	<p><b>Sub IR 6.3.1</b> Enhanced mechanisms for face to face communication among stakeholders</p> <ul style="list-style-type: none"> <li>▪ APFO will promote local peace forums to encourage local discussion of peace issues and strengthen local and regional capacities for information monitoring, gathering, analysis and policy formulation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Regular reports produced for key policy makers assessing on going events in terms of risks and viable options for avoiding conflicts</li> <li>▪ APFO will strengthen local and regional capacities for information monitoring, gathering, analysis and policy formulation</li> </ul>	<p>APFO will be linked to some or all of the following:</p> <ul style="list-style-type: none"> <li>▪ National Church Councils and Catholic Secretariat: Network regional CPMR organizations.</li> <li>▪ NPE: Long term institutional strengthening of CPMR organizations.</li> <li>▪ African Council for Communication and Education: Transfer of strategic communication support services / training materials.</li> <li>▪ AAC: Potential support for CPMR activities</li> </ul>	
<p><b>Sub IR 6.1.2</b> Strengthened strategic planning, program development and M&amp;E</p> <ul style="list-style-type: none"> <li>▪ Staff skills in strategic planning strengthened through participation in ISGM workshop APFO is producing a draft Strategic 5 year Plan (5/01)</li> <li>▪ Staff skills in monitoring, evaluation and reporting strengthened through participation in ISGM ME&amp;R workshop. APFO is producing a draft ME&amp;R plan with an input tracking system, performance indicators, etc. (5/01)</li> </ul>	<p><b>Sub IR 6.2.1</b> Best Practices Disseminated</p> <ul style="list-style-type: none"> <li>▪ Results of findings disseminated through network to key actors.</li> <li>▪ Regular reports produced for key policy makers assessing on going events in terms of risks and viable options for avoiding conflicts</li> </ul>	<p><b>Sub IR 6.3.2</b> Enhanced capability for electronic communications among stakeholders</p> <ul style="list-style-type: none"> <li>▪ The APFO Early Warning system will be developed through electronic networks.</li> </ul>			

<p><b>Sub IR 6.1.3</b> Automated office systems upgraded</p>		<p><b>Sub IR 6.3.3</b> Protocol rules of engagement for problem based interactions among stakeholders</p>			
<p>New financial tracking software to be installed and staff trained in utilization.</p>		<p>APFO will provide potential options for actions to reduce tensions and build sustainable peace.</p>			
<p><b>Sub IR 6.1.5</b> Improved technical skills in CPMR</p>					
<p>▪ APFO's skills will be enhanced through CPMR skills training (12/01) and through networking with other CPMR organizations as well as through their extensive collection and analysis of CPMR related information.</p>					

Vib. Tally of number of institutions that were impacted or benefited in relationship to this grant.

Number of institutions trained by grantee	Number of institutions receiving information on best practices / lessons learned as result of grant	Number of networks strengthened related to this grant	Number of Centers of Excellence strengthened in this areas relating to grant	Total number of institutions in the GHA region impacted / benefiting (rough estimate)
<i>requires further info for analysis</i>				

### AFRICA PEACE FORUM (APF)

Africa Peace Forum is a NGO registered in Kenya to deal with peace and security issues in the IGAD area and the Great Lakes region. The organization has been operational for six years although they only got registered within the last one year.

Over the years, they have been specifically engaged in: -

- Negotiating a peace process in Sudan.
- Building of a peace network in the Great Lakes Region
- Developing and running training programs for early warning systems in relation to conflict in the IGAD region.

APF has been working with a small group of donors and they believe that they have been making a valuable contribution to the peace processes in the countries they are involved in. They have however found that working in the area of CPMR is very difficult because while one may make gains, one also makes terrible losses and may have to start all over again.

APF has project ideas for other countries of GHA that they have not been involved and they will tackle them as their capacity develops.

APF applied for the ISGM grant in March 2000 and they had it approved in March 2001. While the organization may have had a lot of pre award activities to be done, they still feel that it was along waiting period

### **PROJECT ACTIVITIES**

The APF plans to achieve the following with the ISGM

- Establish a conflict warning network across the GHA and the Great Lakes Region
- Provide accurate information to policy makers both in the region and internationally.
- Initiate strategic studies aimed at tackling and building sustainable peace.
- Strengthen their organizational capacity to efficiently and effectively achieve its mission as a regional organization in CMPR.

### **RESULTS ACHIEVED THROUGH ISGM**

- The OCA process was so useful to them and they believe that it should happen to all NGOs so that they can plan their activities in relation to their capacity and also know specific areas that they should address in order to serve their constituency better.
- The training in financial management and installation of a system has simplified the task and will enable them not only to account for the ISGM grant but also for other grants.

### **PROPOSALS TO PACT**

- The process for approval of the grant should be shortened
- The application forms should be simplified to encourage the less established organizations to apply.
- At some point in the project, a meeting of all the grantees should be arranged to share lessons learned.
- There is need to prepare for indigenization of the ISGM process so that it will be fully performed by an African partner

### **OBSERVATIONS**

The APF projected itself as a successful regional organization that was fully focused on CMPR. The leadership is composed of eminent people who have the necessary network to contact the leaders in various countries in GHA and the Great Lakes Region.

TABLE 2-14. Wajir South Development Association

I. KEY DATA

NAME of GRANTEE	CONTACT	FOCUS	COUNTRIES	AMOUNT
Wajir South Development Association (WASDA)	Cpt Omar Husseinali 28409 Nairobi, Kenya (254221835) wasdahq@wananchi.com	FS (also CPMR focus)	Kenya, Somalia	\$249,616 (USD)
SUBJECT	DATES	TYPE	AMOUNT DISBURSED	STATUS
Build the capacity of pastoralist communities through support of livestock management activities and networking	11/00 – 05/02	AI/IS	\$92,197(USD)	in progress

ACTIVITY AREA:			
INSTITUTIONAL STRENGTHENING YES	INNOVATION BEST PRACTICES YES	STRATEGIC COORDINATION NETWORKING YES	ADVOCACY YES

II. SUMMARY OF GRANT

Promote innovative integrated livestock development:

- Improve animal health of pastoral herds (in communities of Wajir South and Afmadow District of Southern Somali) over 18 months.
- Establish Pastoral Associations that will coordinate collaboration of resources, prevent and respond to disputes across borders, and lobby and advocate for land use rights.
- Provide sustainable systems for pastoral communities of Wajir South and Afmadow District to access more water.
- Support community efforts to reduce conflicts related to resources, and environmental destruction in Wajir South and Southern Somali over 18 months.
- Support community efforts to reduce barriers to cross border cattle trade by accessing livestock drugs, conducting vaccinations in southern Somalia and by increasing security along trade routes .
- Strengthen WASDA's capacity to efficiently and effectively achieve its mission as a regional organization engaged in food security and conflict resolution.

III. GRANTEE IMPLEMENTING PARTNERS

Kenya Pastoralist Forum PENHA, Ethiopia FARM AFRICA OXFAM Wajir ALDF  
 OAU/PARC Intermediate Technology Development Group NPHC ITDG  
 Community groups and Pastoral Associations in Wajir South and Afmadow Districts

IV. ISGM PRE-AWARD ACTIVITIES

(Dates 6/00-11/00)

ASSESSMENTS:

Management Control Assessment (06/00, 07/00)  
 ISGM Organizational Capacity Assessment (06/00)  
 ISGM Regional Capacity Assessment (07/00)

V. ACTIVITIES OVER LIFE OF GRANT

(Dates: 11/00-05/02)

*Italics denotes upcoming planned activities*

INSTITUTIONAL STRENGTHENING of WASDA

Skill Building in:

Accounting and General Finance (2 ISGM workshops 12/00 & 6/01, 1 mentoring visit on site 03/01 *planned mentoring visits on 5/01 and 8/01*)  
 Monitoring, Evaluation and Reporting (1 ISGM workshop 11/00)  
 Strategic Planning (1 ISGM workshop 12/00 plus mentoring visit 01/01)  
 Strategic Communications (1 ISGM workshop 03/01)  
*Initial Environmental Evaluation (1 ISGM workshop 05/01)*

Resource Mobilization (1 ISGM workshop 06/01)  
 NGO Ideology (1 ISGM workshop 07/01)  
 Governance (Educational Tour and mentoring 9/01)  
 Participatory Planning & Management (1 ISGM workshop 9/01)  
 Mgmt Control for non-Financial Managers (1 ISGM workshop 10/01)  
 Electronic Communications & Networking (1 ISGM workshop 11/01 and mentoring visits)

Audits:  
 Independent Close-Out Audit (06/02)

Equipment:  
 1 computer 1 vehicle  
 Office furniture Radios

**WASDA's ACTIVITIES TO IDENTIFY/TEST/and PROMOTE BEST PRACTICES**

Conduct educational visits to Farm Africa and OXFAM Wajir sites for 24 leaders from project areas to gather lessons learned on decentralized animal health  
 Trained leaders conduct training in their communities on concept of decentralized animal health  
 Communities establish Pastoral Associations and WASDA trains Pastoral Associations on roles and functions  
 70 pastoralists who move with the livestock selected by Pastoral Associations to be Community Animal Health Care Workers (CAHWS).  
 CAHWS trained on veterinary practices and medicine revolving fund for CAHWS established  
 WASDA researches and documents ethno veterinary practices, holds workshop and disseminates information.  
 Community Training on environmental friendly practices (i.e. improved methods for charcoal use, improved use of water resources...)  
 Communities form Peace Groups who receiving training in facilitating conflict resolution  
 Formation of joint cross border peace team  
 Communities form water user associations. Water users Associations trained and develop water management plans for boreholes  
 Rehabilitation of boreholes and water management plans

**WASDA'S ACTIVITIES IN REGIONAL STRATEGIC COORDINATION / NETWORKING / COOPERATION**

Attended ISGM Conference on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (CPMR strategic planning/regional agenda setting and networking) (5/00)  
 Attended ISGM & OAU/IBAR Conference on Animal Health Networking (04/01)  
 Attend ISGM Food Security Conference (1 ISGM workshop 08/01)

**WASDA's ACTIVITIES in ADVOCACY and POLICY DEVELOPMENT/ ANALYSIS**

Community Training on land tenure, and general basic rights related to humans, animals and the environment  
 Support Pastoral Associations in efforts to lobby and advocate for land use rights.

**ISGM SUPPORT IN LEVERAGING FUNDS / ASSISTANCE**

ISGM supported WASDA in successful efforts to leverage additional funding from UNDP (Up to \$ 60,000) for water relief efforts in Wajir. (3/01)

**ISGM LINKAGES TO SUSTAINABILITY INDUCING SUPPORT SYSTEMS**

WASDA will be linked to the following Centers of Excellence:  
 Arid Lands Network: Promotion of best practices for Arid Land Mgmt and networking.  
 OAU/IBAR: Long term support and training of pastoralist related NGOs  
 ILRI & ASARECA: Research and promotion of best practices for livestock membership organizations.  
 KRA/ GHARNET Center of Excellence  
 NPI: Networking regional CPMR Institutions  
 APFO: CPMR Early Warning Systems  
 ACCE

## VI. RESULTS CASCADE

### Via. Results as related to SO5 and ISGM Contracted Performance Results

*Italics denotes prospective results by 2003*

SO5. IR 5.1 Regional Organizations Strengthened	SO5. IR 5.2 Improved Regional Availability of Appropriate Technologies / Practices	SO5. IR 5.3 Increased Networking and Cooperation	SO5. IR 5.4 Selected Policy, Regulatory, & Procedural Changes Advocated by African Partners	Sustainability Inducing Support Systems	Support in Leveraging Funds/ assistance
<p><b>Sub IR 5.1.1</b> Improved institutional management &amp; governance</p> <ul style="list-style-type: none"> <li>Organizational Strengths and Weaknesses of WASDA identified and documented and presented to mgmt staff and board.</li> <li>Staff skills strengthened in org. capacity development through participation in ISGM org. assessment process.</li> <li>Improved management practices (human and financial resource policies, improved / or created). (12/01)</li> <li>Proper office management and filing procedures in place. (9/01)</li> <li>Revised constitution (9/01)</li> <li>Updated office systems (computer...)</li> </ul>	<p><b>Sub IR 5.2.2</b> Technologies identified and tested</p> <p><i>Best practices in decentralized animal health implemented in piloted in 8 communities</i></p> <p><i>Best practices in ethno veterinary care researched and documented</i></p> <p><i>Community Peace Groups and cross border peace teams piloted.</i></p> <p><i>Water user associations piloted.</i></p>	<p><b>Sub IR 5.3.1</b> Increased public &amp; private sector information sharing</p> <ul style="list-style-type: none"> <li>see below</li> </ul>	<p><b>Sub IR 5.4.1</b> Policy analyses conducted</p> <p>NA</p> <p><b>Sub IR 5.4.2</b> Increased dialogue on policy / regulatory issues</p> <p>NA</p>	<p>WASDA will be linked to the following Centers of Excellence:</p> <ul style="list-style-type: none"> <li>Arid Lands Network: Promotion of best practices for Arid Land Mgmt and networking.</li> <li>OAU/IBAR: Long term support and training of pastoralist related NGOs</li> <li>ILRI &amp; ASARECA: Research and promotion of best practices for livestock membership organizations</li> </ul>	<ul style="list-style-type: none"> <li>ISGM supported WASDA in successful efforts to leverage additional funding from UNDP (Up to \$ 60,000) for water relief efforts in Wajir (3/01)</li> </ul>
<p><b>Sub IR 5.1.2</b> Improved strategic planning and M&amp;E</p> <ul style="list-style-type: none"> <li>Staff skills in strategic planning strengthened through participation in ISGM workshop WASDA has producing a draft Strategic 5 year Plan (3/01)</li> <li>Staff skills in monitoring, evaluation and reporting strengthened through participation in ISGM ME&amp;R workshop. WASDA has produced a draft ME&amp;R plan with an input tracking system, performance indicators, etc. (3/01)</li> </ul>	<p><b>Sub IR 5.2.1</b> Technologies disseminated</p> <ul style="list-style-type: none"> <li>70 community animal health care workers trained in best practices.</li> <li>cc conference participants trained in ethno veterinary practices.</li> <li>60 community members trained in best practices relating to management of natural resource base.</li> </ul>	<p><b>Sub IR 5.3.2</b> Increased information sharing across disciplines</p> <ul style="list-style-type: none"> <li>Attended ISGM Conference on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00)</li> <li>Attended ISGWOAU IBAR Conference on Pastoralist Networking (4/01)</li> <li>Will Attend ISGM Food Security Conference (8/01)</li> </ul>	<p><b>Sub IR 5.4.3</b> Advocacy activities expanded</p> <ul style="list-style-type: none"> <li>Establish Pastoral Associations and provide skills and information so they may lobby and advocate for land use rights.</li> </ul>	<ul style="list-style-type: none"> <li>KRA/ GHARNET Center of Excellence</li> <li>NPI: Networking regional CPMR Institutions</li> <li>APFO: CPMR Early Warning Systems</li> <li>ACCE</li> </ul>	
<p><b>Sub IR 5.1.3</b> Improved ability to generate and manage funds</p> <ul style="list-style-type: none"> <li>Improved accounting systems/ policies and procedures in place and staff skills strengthened through ISGM mentoring and financial workshops. (ongoing)</li> <li>Improved skills in resource mobilization (6/01)</li> </ul>	<ul style="list-style-type: none"> <li>xx community peace groups trained in best practices for facilitating conflict and promoting peace.</li> <li>40 water users assoc. members trained in best practices for water management.</li> <li>500 copies of ISGM newsletter distributed highlighting summary</li> </ul>	<p><b>Sub IR 5.3.3</b> Increased use of information technologies</p> <ul style="list-style-type: none"> <li>Website for WASDA created (9/01)</li> </ul>			

Sub IR 5.1.4 Improved technical skills					
<ul style="list-style-type: none"> <li>▪ Improved technical skills in CPMR through specialized training (6/01) also participation in ISGM food security skills training course (10/01) through ed. visits in best practices and participation in multiple networks.</li> </ul>					
Sub IR 5.1.5 Improved program design & mgmt skills					
<ul style="list-style-type: none"> <li>▪ Improved skills in initial environmental evaluation training (5/01) and participatory planning and management training (9/01)</li> </ul>					

**VIIb. Tally of number of institutions that were impacted or benefited in relationship to this grant.**

Number of institutions or community groups trained by grantee	Number of institutions receiving info. on best practices / lessons learned as result of grant	Number of networks strengthened related to this grant	Centers of Excellence strengthened in areas relating to grant	Total number of institutions in the GHA region impacted / benefiting (rough estimate)
24 minimum 124 maximum	170 proceedings 500 ISGM newsletters plus unlimited access on ISGM internet sites	9	6	39 minimum 600 PLUS maximum

**WAJIR SOUTH DEVELOPMENT ASSOCIATION (WASDA)**

Wajir South Development Association started its operations in 1993 and registered in 1995 as a NGO in Kenya. At the outset the organization aimed at mobilization of local resources for development activities. They have conducted Harambees for construction of schools and other facilities in Wajir South. They have carried out other major projects in water and education in collaboration with UNICEF.

Due to the close proximity to Somalia and the nature of nomadic communities, WASDA has always implemented projects Wajir South and Afmadow district of South Somalia. The residents move freely between the two places as if the international borders do not exist.

The need for a secretariat was identified in 1999 and therefore the application for ISGM funding.

**PROJECT ACTIVITIES**

- Livestock development
- Formation of community peace groups and animal health groups
- Reduction and prevention of natural resources-related conflict.
- Institutional development of associations that will coordinate cross border development activities in Kenya and Somalia.
- Institutional development of WASDA

The grant was released in December 2000 and the activities started immediately

## RESULTS THROUGH ISGM

Within the three months of operation, there are definite achievements.

- The pre-award consultations and training have been a learning process for the organization.
- Equipping of the secretariat with furniture and computers.
- Salary support will enable the staff to concentrate in development activities.
- Purchase of vehicle has enabled the organization to visit project sites more regularly
- ▣ They are more confident to apply for funding from other donors for the project.
- The development of the organization strategic plan has enabled them to look into the future in and develop mechanisms of addressing their problems.

The results are expected to increase when all planned activities are carried out.

## OBSERVATIONS

Although WASDA started with the intention of addressing problems in Wajir South, they have realized that many of their solutions will only be sustainable if addressed across the border. The effort has already borne good results and their plans to work across the border with Ethiopia will therefore be hastened.

TABLE 2-15. Community Livestock Initiative Program (CLIP)

I. KEY DATA

NAME of GRANTEE	CONTACT	FOCUS	COUNTRIES	AMOUNT
Community Livestock Initiative Program (CLIP)	Elija Agevi (ITDG) at present until CEO of CLIP identified 39493 Nairobi, Kenya (02442108) itkenya@itdg.or.ke	FS	TBD	TBD
SUBJECT	DATES	TYPE	AMOUNT DISBURSED	STATUS
Improved livestock productivity through identification and promotion of best practices in community animal health care	TBD	AI/IS	\$0	negotiation in progress

POTENTIAL ACTIVITY AREA:

INSTITUTIONAL STRENGTHENING	INNOVATION BEST PRACTICES	STRATEGIC COORDINATION NETWORKING	ADVOCACY
YES	YES	YES	NO

II. SUMMARY OF PROPOSAL

- Improve livestock productivity through identification, testing and disseminating improved technologies for the management of livestock by:
- Increasing knowledge and dissemination of information on safer ethno-veterinary practices in the region in prevention and treatment of livestock disease.
- Increasing knowledge awareness and know-how and adoption of community tsetse control techniques
- Promoting wider acceptance of community based animal health concept in the region
- Strengthen CLIP's capacity to efficiently and effectively achieve its mission as a regional organization engaged in food security.

III. GRANTEE IMPLEMENTING PARTNERS  
ITDG

IV. ISGM PRE-AWARD ACTIVITIES

(Dates 03/00-?/01) NEGOTIATIONS IN PROCESS

*Italics denote upcoming planned activities.*

Skill Building of CLIP in:

- Accounting and General Finance (1 ISGM workshops 12/00)
- Strategic Planning (1 ISGM workshop 12/00 1 mentoring visit 01/01)
- Strategic Communications (1 ISGM workshop 03/01)
- Monitoring, Evaluation and Reporting (1 ISGM workshop 05/01)*

ASSESSMENTS:

- ISGM Organizational Capacity Assessment (08/00)
- ISGM Regional Capacity Assessment (08/00)
- Management Control Assessment (in process)*

V. ACTIVITIES OVER LIFE OF GRANT NA

VI. RESULTS CASCADE

Via. Results as related to SO6 and ISGM Contracted Performance Results

Premature to analyze prior to signing of grant although some institutional strengthening has already taken place.

Vib. Tally of number of institutions that were impacted or benefited in relationship to this grant.

Premature to analyze prior to signing of grant.

TABLE 2-16. Rural Energy & Food Security Organization

I. KEY DATA

NAME of GRANTEE	CONTACT	FOCUS	COUNTRIES	AMOUNT
Rural Energy & Food Security Organization (REFSO)	Fred Wasike P O Box 751 Nairobi, Kenya bgs@africaonline.co.ke	FS	Kenya & Uganda	\$154,000 (USD)
SUBJECT	DATES	TYPE	AMOUNT DISBURSED	STATUS
Identification, testing and dissemination of improved agricultural varieties and technologies	02/01 - 12/02	AI/IS	\$0	In progress

ACTIVITY AREA:			
INSTITUTIONAL STRENGTHENING YES	INNOVATION BEST PRACTICES YES	STRATEGIC COORDINATION NETWORKING NO	ADVOCACY NO

II. SUMMARY OF GRANT

- Promote and facilitate farmer based improved planting materials of cassava clones and orange fleshed sweet potatoes
- Facilitate Agroforestry technologies to ensure food security.
- Strengthen REFSO's capacity to efficiently and effectively achieve its mission as a regional organization engaged in food security.

III. GRANTEE IMPLEMENTING PARTNERS

REFSO has 8 key implementing partners:

2 KARI Research Stations KEFRI/ ICRAF Agroforestry Research Station PRAPACE  
Kenya Ministry of Health EARNET Kenya's Ministry of Agriculture CIP  
Farmer CBO's

IV. ISGM PRE-AWARD ACTIVITIES (Dates 11/00 - 01/01)

ASSESSMENTS:

ISGM Organizational Capacity Assessment (02/00, 03/00)  
ISGM Regional Capacity Assessment (12/00)  
Management Control Assessment (12/00)

Skill Building in:

Monitoring & Evaluation (1 ISGM workshop 11/00)  
Strategic Planning (1 ISGM workshop 12/00)

V. ACTIVITIES OVER LIFE OF GRANT (Dates: 02/01-12/02)

*Italics denote upcoming planned activities.*

INSTITUTIONAL STRENGTHENING OF REFSO

Skill Building in:

Strategic Communications (1 ISGM Workshop 03/01)  
*Accounting and General Finance (1 ISGM workshop 6/01 3 Mentoring visits 04/01, 06/01, 10/01)*  
*Governance/Leadership (internal activities 04/01)*  
*Monitoring, Evaluation & Reporting (1 ISGM Workshop 05/01)*  
*Initial Environmental Evaluation (1 ISGM Workshop 05/01)*  
*Financial and Personnel Policy Dev. (internal activities 05/01)*  
*Strategic Planning (1 ISGM mentoring visit 5/01)*  
*Managing Grants & Contracts (1 ISGM Workshop 06/01)*  
*Quality Service Delivery (internal activities 06/01)*  
*Resource Mobilization (1 ISGM Workshop 06/01)*  
*Human Resources Management (internal activities 07/01)*  
*NGO Ideology (1 ISGM Workshop 07/01)*  
*Participatory Planning & Management (1 ISGM Workshop 9/01)*

Mgmt Control for non-Financial Managers	(1 ISGM Workshop 10/01)	
Food Security Skill Training	(1 ISGM Workshop 10/01)	
CBO Capacity Development	(internal activities 10/01)	
Electronic Networking	(1 ISGM Workshop 11/01)	
Audits:		
Independent Close-Out Audit	(12/02)	
Equipment:		
Computers	Printers	Bicycles

**REFSO'S ACTIVITIES TO IDENTIFY/TEST/ & PROMOTE INNOVATION/BEST PRACTICES**

Put in place multiplication sites and tree nurseries.	(07/01)
Conduct training and learning workshops on improved agricultural activities/varieties with key partners/stakeholders.	(08/01)
Distribute improved variety seeds to farmers and promote production.	(Ongoing)
Conduct "field days" and participation in agricultural shows and awareness campaigns	(Ongoing)

**REFSO'S REGIONAL STRATEGIC COORDINATION / NETWORKING / COOPERATION**

Attend Food Security Conference	(1 ISGM Workshop 08/01)
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**ISGM SUPPORT IN LEVERAGING FUNDS / ASSISTANCE**

**ISGM LINKAGES TO SUSTAINABILITY INDUCING SUPPORT SYSTEMS**

**OAU/IBAR: Long term support/training of regional FS organizations.**

**ICRAF: Promotion of best practices and networking among agroforestry organizations.**

ACCE

Local Church organizations for outreach

VI. RESULTS CASCADE

Via. Results as related to SO6 and ISGM Contracted Performance Results

*Italics denote prospective results by 2003.*

SO5. IR 5.1 Regional Organizations Strengthened	SO5. IR 5.2 Improved Regional Availability of Appropriate Technologies / Practices	SO5. IR 5.3 Increased Networking and Cooperation	SO5. IR 5.4 Selected Policy, Regulatory, & Procedural Changes Advocated by African Partners	Sustainability Inducing Support Systems	Support in Leveraging Funds/ assistance		
<p><b>Sub IR 5.1.1</b> Improved institutional management &amp; governance</p> <ul style="list-style-type: none"> <li>▪ Organizational strengths and weaknesses identified and documented to mgmt staff and board.</li> <li>▪ Staff skills strengthened in organizational capacity development through participation in org. capacity assessment process.</li> <li>▪ Revised constitution (6/01)</li> <li>▪ Improved management practices (Job descriptions, human and financial resources policies, improved or created). (07/01)</li> <li>▪ Improved skills in NGO management (7/01)</li> <li>▪ Improved skills in management control for non-financial managers (10/01).</li> <li>▪ Updated office systems (computers...)</li> </ul>	<p><b>Sub IR 5.2.2</b> Technologies identified and tested</p> <p><i>Conduct field trails on varieties.</i></p> <p><i>Conduct training and learning workshops on improved agricultural activities/varieties with key partners / stakeholders.</i></p>	<p><b>Sub IR 5.3.1</b> Increased public and private sector information sharing</p> <ul style="list-style-type: none"> <li>▪ .</li> </ul>	<p><b>Sub IR 5.4.1</b> Policy analyses conducted</p> <p>N/A</p> <p><b>Sub IR 5.4.2</b> Increased dialogue on policy/regulatory issues</p> <p>N/A</p>	<p>Will be linked to the following Centers of Excellence:</p> <p>OAU/IBAR: Long term support and training of FS related NGOs</p> <p>ICRAF: Promotion of best practices and networking among agroforestry organizations</p> <p>ACCE</p>			
<p><b>Sub IR 5.1.2</b> Improved strategic planning and M&amp;E</p> <ul style="list-style-type: none"> <li>▪ Staff skills in monitoring, evaluation and reporting strengthened through participation in ISGM ME&amp;R workshop (5/01). REFSO will produce a draft ME&amp;R plan with an input tracking system, performance indicators, etc. (7/01)</li> <li>▪ Staff skills in strategic planning strengthened through participation in ISGM workshop. REFSO is currently producing a strategic plan.</li> </ul>	<p><b>Sub IR 5.2.1</b> Technologies disseminated</p> <ul style="list-style-type: none"> <li>▪ Distribute improved variety seeds to farmers and promote production.</li> <li>▪ Conduct "field days" and participation in agricultural shows and awareness campaigns.</li> </ul>	<p><b>Sub IR 5.3.2</b> Increased information sharing across disciplines</p> <ul style="list-style-type: none"> <li>▪ Will attend ISGM food security conference (08/01).</li> </ul>	<p><b>Sub IR 5.4.3</b> Advocacy activities expanded</p> <p>N/A</p>				
<p><b>Sub IR 5.1.3</b> Improved ability to generate and manage funds</p>		<p><b>Sub IR 5.3.3</b> Increased use of information technologies</p>					

<ul style="list-style-type: none"> <li>Improved accounting systems/ policies and procedures in place and staff skills strengthened through ISGM mentoring and financial workshops; improved skills in managing grants and contracts (6/01); Improved skills in resource mobilization (6/01).</li> </ul>		<ul style="list-style-type: none"> <li>Will develop website and information management system. (07/01).</li> </ul>			
<p align="center"><b>Sub IR 5.1.4</b> Improved technical skills</p>					
<ul style="list-style-type: none"> <li>Improved technical skills through participation in ISGM food security skills training course (10/01) and participation in networks.</li> </ul>					
<p align="center"><b>Sub IR 5.1.5</b> Improved program design &amp; mgmt skills</p>					
<ul style="list-style-type: none"> <li>Improved skills in initial environmental evaluation (05/01) and participatory planning and management (09/01).</li> </ul>					

Vib. Tally of number of institutions that were impacted or benefited in relationship to this grant.

Number of institutions trained by grantee	Number of institutions receiving information on best practices / lessons learned as result of grant	Number of networks strengthened related to this grant	Centers of Excellence strengthened in areas relating to grant	Total number of institutions in the GHA region impacted / benefiting (rough estimate)
Unknown at present	Unknown at present	2	3	Unknown at present

TABLE 2-17. Resource Conflict Institute

I. KEY DATA

NAME of GRANTEE	CONTACT	FOCUS	COUNTRIES	AMOUNT
Resource Conflict Institute (RECONCILE)	Michael Ochieng 7150 Nairobi, Kenya 03744940 <a href="mailto:reconcile@net2000ke.com">reconcile@net2000ke.com</a>	CPMR	Kenya, Uganda, Tanzania	TBD
SUBJECT	DATES	TYPE	AMOUNT DISBURSED	STATUS
Policy development and analysis surrounding pastoral water development and institutional strengthening of selected organizations	TBD	IS/AI	\$0	negotiations in abeyance until RECONCILE is registered

POTENTIAL ACTIVITY AREA:

INSTITUTIONAL STRENGTHENING	INNOVATION BEST PRACTICES	STRATEGIC COORDINATION NETWORKING	ADVOCACY
YES	YES	NO	YES

II. SUMMARY OF PROPOSAL

- Strengthen RECONCILE's capacity to efficiently and effectively achieve its mission as a public interest environment and natural resources organization.
- Identify and implement appropriate institutional arrangements at resource-user, district, regional and national levels for the sustainable and equitable management of pastoral water resources in East Africa.
- Strengthen the capacity of program partners to carry out participatory action research with a goal of analyzing the policy environment surrounding pastoral water development.
- Strengthen the capacity of various institutions to work with other stakeholders in the management of pastoral water resources.
- Inform and influence regional and national policies on pastoral water resource management
- Facilitate the exchange of information and experiences between program partners and others.

III. GRANTEE IMPLEMENTING PARTNERS

Intl. Institute for Environment and Development  
KRC NPP OXFAM

IV. ISGM PRE-AWARD ACTIVITIES  
(initiated 03/00-- negotiations in abeyance until RECONCILE is registered)

(initiated 03/00-- negotiations in abeyance until

*Italics denote upcoming planned activities.*

ASSESSMENTS:

ISGM Organizational Capacity Assessment (04/00)  
ISGM Regional Capacity Assessment (04/00)  
*Management Control Assessment (in process)*

Skill Building in:

Accounting and General Finance (1 ISGM workshop 12/00)  
Strategic Planning (1 ISGM workshop 12/00)  
CPMR Networking (1 ISGM conference 5/00)  
*Monitoring & Evaluation (1 ISGM workshop 05/01)*

V. ACTIVITIES OVER LIFE OF GRANT

NA

VI. RESULTS CASCADE

Via. Results as related to SO6 and ISGM Contracted Performance Results

Premature to analyze prior to signing of grant although some institutional strengthening has already taken place.

Vib. Tally of number of institutions that were impacted or benefited in relationship to this grant.

Premature to analyze prior to signing of grant.

TABLE 2-18. Participatory Ecological Land-Use Management Association

I. KEY DATA

NAME of GRANTEE	CONTACT	FOCUS	COUNTRIES	AMOUNT
Participatory Ecological Land-Use Management Association (PELUM)	Ngugi Mutura 1134 Nairobi, Kenya 015130541 sacdepkenya@iconnect.co.ke	FS	Kenya, Eritrea, Ethiopia, Sudan and Rwanda	TBD
SUBJECT	DATES	TYPE	AMOUNT DISBURSED	STATUS
Networking and institutional strengthening of regional food security organizations	TBD	IS/AI	\$0	negotiations in process

POTENTIAL ACTIVITY AREA:			
INSTITUTIONAL STRENGTHENING YES	INNOVATION BEST PRACTICES YES	STRATEGIC COORDINATION NETWORKING YES	ADVOCACY YES

II. SUMMARY OF PROPOSAL

- Strengthen PELUM's capacity to efficiently and effectively achieve its mission as an umbrella network supporting regional organizations engaged in food security.
- Improve food security in communities through strengthening project implementation capacities of PELUM Network members (food security related organizations) and expand PELUMs outreach
- Strengthen networking and collaboration activities of existing PELUM members in east Africa.
- Outreach networking and collaboration activities to reach Eritrea, Ethiopia, Sudan and Rwanda. In total 85 organizations would benefit.
- Build the capacities of the 85 agencies in the areas of SRD, community mobilization, organization and self-reliance/sustainability and thus by extension improve the food and agricultural security of the partner communities.

III. GRANTEE IMPLEMENTING PARTNERS  
SACDEP

IV. ISGM PRE-AWARD ACTIVITIES

(Dates 08/00-09/01) NEGOTIATIONS IN PROCESS

ASSESSMENTS:

ISGM Organizational Capacity Assessment (08/00, 09/00)  
ISGM Regional Capacity Assessment (09/00)  
Management Control Assessment (in process)

Skill Building in:

Monitoring & Evaluation (1 ISGM workshop 05/01)

V. ACTIVITIES OVER LIFE OF GRANT  
NA

VI. RESULTS CASCADE

VIa. Results as related to SO6 and ISGM Contracted Performance Results

Premature to analyze prior to signing of grant although some institutional strengthening has already taken place.

VIb. Tally of number of institutions that were impacted or benefited in relationship to this grant.

Premature to analyze prior to signing of grant.

ANNEX G

TABLES 3A, 3B, 3C, 3D — ISGM NGO DATA

**Table 3 A.** African based institutions that received training, technical assistance or funding through an ISGM grantee (in programs supported by the ISGM grant)

Name of Institution	Regional Operation  *If just 1 listed it is the HQ. Org may operate in other countries	Principle focus of Institutions Involvement	Type (and date) of assistance received	
			Identify/ test/ promote best practices/ innovative technologies	Regional Networking/ collaboration
1. AACC/EAMI-K	Kenya	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00) (10/00)	
2. Abantu for Development	Kenya	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
3. Academic Associates Peace Works	LAGOS	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
4. ACCORD- SOUTH AFRICA	S. Africa	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
5. ACCORD UGANDA	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
6. ACFODE	Uganda	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
7. Acholi Religious Leaders Peace Initiative (ARLPI)	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
8. ActionAid	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
9. Addis Ababa University	Ethiopia	FS	FAN: NRM Based Conflicts in the GHA- Experiences & Strategies for Intervention (3/00)	
10. Africa World Review	GHA region (London based)	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00) (10/00)	
11. African Peace Forum (APFO)	Kenya	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
12. African Women's Economic policy network (AWEAPON) – Uganda	Uganda	CPMR		NAWOU: Food Security Conference (12/99)
13. Agreissance Ethiopia	Ethiopia	FS	FAN: NRM Based Conflicts in the GHA- Experiences & Strategies for Intervention (3/00)	
14. Akina Mama Wa Africa (AMWA)	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
15. Amani People's Theatre/Africa	Kenya	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	

Name of Institution	Regional Operation <i>*If just listed it is the HQ. Org may operate in other countries</i>	Principle focus of Institutions Involvement	Type (and date) of assistance received	
			Identify/ test/ promote best practices/ innovative technologies	Regional Networking/ collaboration
16. ARFEM	Rwanda	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
17. Asian Women Lawyers Association		CPMR	FIDA: Engendering the Peace Process Conference (2/00)	
18. AUWMD - KANVALA, UGANDA c/o-Kiswa Health Centre	Uganda	FS		NAWOU: Food Security Conference (12/99)
19. A.W.A. Tanzania	Tanzania	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
20. AWC Features	Kenya	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00) (10/00)	
21. AWLA-GHANA	Ghana	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
22. B.I.A Environmental Conservation Group		CPMR	FAN 1st Regional Community Training on Natural Resources Based Conflicts (6/00)	
23. Bank of Uganda	Uganda	FS		NAWOU: Food Security Conference (12/99)
24. BCCPMRR	Zambia	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
25. Betwix CC Process Facilitation Services	Uganda	FS		NAWOU: Food Security Conference (12/99)
26. Bukedde	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00) (10/00)	
27. Cameroon Women Lawyers	Cameroon	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
28. Capital Radio	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
29. CEDE	Liberia	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
30. CEEWA		FS		NAWOU: Food Security Conference (12/99)
31. CEM Sierra Leone	Sierra Leone	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
32. Center for Foreign Relations	Tanzania	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	

Name of Institution	Regional Operation <small>*If just 1 listed it is the HQ. Org may operate in other countries</small>	Principle focus of Institutions Involvement	Type (and date) of assistance received	
			Identify/ test/ promote best practices/ innovative technologies	Regional Networking/ collaboration
33. Center for Conflict Resolution GHANA (CECORE)	GHANA	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
34. Center for Human Environment		CPMR	FAN: NRM Based Conflicts in the GHA- Experiences & Strategies for Intervention (3/00)	
35. Central Broadcasting Service (CBS)	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
36. Church Ecumenical Action in Sudan	Sudan	CPMR	FAN 2nd Regional Community Training On Natural Resources Based Conflict (7/00)	
37. Church of Uganda/ Peace & DVP Dept.	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	FIDA: Engendering the Peace Process Conference (2/00)
38. Comesa	Zambia/ GHA region	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00) (10/00)	
39. COOIBO		FS		NAWOU: Food Security Conference (12/99)
40. CORE International	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
41. CRDA	Ethiopia	FS		NAWOU: Food Security Conference (12/99)
42. DED Development Service		FS		NAWOU: Food Security Conference (12/99)
43. Department of Forestry-Makere University	Uganda	CPMR	FAN: NRM Based Conflicts in the GHA- Experiences & Strategies for Intervention (3/00)	
44. Dodoma Environmental Network	Tanzania	CPMR	FAN: NRM Based Conflicts in the GHA- Experiences & Strategies for Intervention (3/00)	
45. EASSI	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
46. East Africa Community	Tanzania	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
47. Econews Africa	Kenya	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
48. ENAKCOMNET	Kenya	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
49. Envirocare		CPMR	FAN 1st Regional Community Training on	

Name of Institution	Regional Operation  *If just listed it is the HQ. Org may operate in other countries	Principle focus of Institutions Involvement	Type (and date) of assistance received	
			Identify/ test/ promote best practices/ innovative technologies	Regional Networking/ collaboration
			Natural Resources Based Conflicts (6/00)	
50. Ethiopia Chapter of Nesda	Ethiopia	CPMR	FAN: NRM Based Conflicts in the GHA- Experiences & Strategies for Intervention (3/00)	
51. Ethiopia Environmental NGOs	Ethiopia	CPMR	FAN 2nd Regional Community Training On Natural Resources Based Conflict (7/00) FAN: NRM Based Conflicts in the GHA- Experiences & Strategies for Intervention (3/00)	
52. Evangelical Lutheran Church in Tanzania- Advocacy Desk	Tanzania	CPMR	FAN: NRM Based Conflicts in the GHA- Experiences & Strategies for Intervention (3/00)	
53. EWLA	Ethiopia	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
54. FAO -Forest Policy and Planning Division- Community Forestry Unit		FS	FAN: NRM Based Conflicts in the GHA- Experiences & Strategies for Intervention (3/00)	NAWOU: Food Security Conference (12/99)
55. Federation of Human Rights Initiatives	Uganda	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
56. FEMNET-Mairobi	Kenya	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00) (10/00)	
57. FIDA EGYPT	Egypt	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
58. FIDA GHANA	Ghana	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
59. FIDA Kenya	Kenya	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
60. FIDA Nigeria	Nigeria	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
61. FIDA UGANDA	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
62. Food Science and Technology Research Institute (FOSRI)	Uganda	FS		NAWOU: Food Security Conference (12/99)

Name of Institution	Regional Operation *If just 1 listed it is the HQ. Org may operate in other countries	Principle focus of Institutions Involvement	Type (and date) of assistance received	
			Identify/ test/ promote best practices/ innovative technologies	Regional Networking/ collaboration
63. Foundation for Human Rights (FHRI)	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00) (10/00)	
64. Fredrick Ebert Foundation (FES)	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
65. GIVAF	Cameroon	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
66. Horn Africa Center for Democracy & Development		FS		NAWOU: Food Security Conference (12/99)
67. Horn Of Africa Research Centre (HACDAD)		CPMR	FAN 2nd Regional Community Training On Natural Resources Based Conflict (7/00)	
68. Human Rights Focus (HURIFO)	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
69. Human Rights Network (HURINET)	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
70. Ilaramatak Lorkonerei		CPMR	FAN 1st Regional Community Training on Natural Resources Based Conflicts (6/00)	
71. IMPACS	Kenya	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
72. Integrated Rural Development Initiatives		CPMR	FAN 1st Regional Community Training on Natural Resources Based Conflicts (6/00)	
73. Integrated Rural Development. Committee		CPMR	FAN 1st Regional Community Training on Natural Resources Based Conflicts (6/00)	
74. International Resource Grp.-Research Officer		CPMR	FAN: NRM Based Conflicts in the GHA- Experiences & Strategies for Intervention (3/00)	
75. IPH		FS		NAWOU: Food Security Conference (12/99)
76. IRIN	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
77. Isis - WICCE	Uganda	CPMR/ FS	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	NAWOU: Food Security Conference (12/99) FIDA: Engendering the Peace Process Conference (2/00)
78. JACH		FS		NAWOU: Food Security Conference (12/99)

Name of Institution	Regional Operation  *If just 1 listed it is the HQ. Org may operate in other countries	Principle focus of Institutions Involvement	Type (and date) of assistance received	
			Identify/ test/ promote best practices/ innovative technologies	Regional Networking/ collaboration
79. Jamii Ya Kupatanisha (JYAK)	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
80. Justice, Peace & reconciliation – Diocese of Rumbek		CPMR	FAN: NRM Based Conflicts in the GHA- Experiences & Strategies for Intervention (3/00)	
81. Kaikor Mobile-CBHC Project		CPMR	FAN 2nd Regional Community Training On Natural Resources Based Conflict (7/00)	
82. Karamoja Agro-pastoral Development Programme–Bokora Agro-Pastoral Development	Uganda	CPMR	FAN 1st Regional Community Training on Natural Resources Based Conflicts (6/00)	
83. Karamoja Agro-pastoral Development Programme–Karamoja Resource & Policy Centre	Uganda	CPMR	FAN 1st Regional Community Training on Natural Resources Based Conflicts (6/00)	
84. Karamoja Resource and Policy Centre-Lutheran World Federation	Uganda	CPMR	FAN: NRM Based Conflicts in the GHA- Experiences & Strategies for Intervention (3/00)	
85. Kawanda Research Institute		FS		NAWOU: Food Security Conference (12/99)
86. Kenya Community Media Network	Kenya	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
87. KIBS TV		CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
88. Kibuli (Wabigalo) Twezimbe, KAMPALA (U)	Uganda	FS		NAWOU: Food Security Conference (12/99)
89. Lakeside Publishers	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
90. Lem Ethiopia-Environment & Devp. Soc. Of Ethiopia	Ethiopia	CPMR	FAN: NRM Based Conflicts in the GHA- Experiences & Strategies for Intervention (3/00)	
91. Local Fuel Security Unit,-Delegation of CE to Ethiopia	Ethiopia	CPMR	FAN: NRM Based Conflicts in the GHA- Experiences & Strategies for Intervention (3/00)	
92. Lusaka National Assembly	Lusaka	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
93. MAAIF		FS		NAWOU: Food Security Conference (12/99)
94. Makerere University	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	NAWOU: Food Security Conference (12/99)

Name of Institution	Regional Operation <small>*If just listed it is the HQ. Org may operate in other countries</small>	Principle focus of Institutions Involvement	Type (and date) of assistance received	
			Identify/ test/ promote best practices/ innovative technologies	Regional Networking/ collaboration
				FIDA: Engendering the Peace Process Conference (2/00)
95. Malawi Women Lawyers	Malawi	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
96. Millennium Consultants	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
97. Millennium Leadership Training & Peace Foundation (MILETRAP)	Zambia	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
98. MISA	Namibia	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
99. Mother Child Day Care Centre Wabigalo—KANVALA, UGANDA	Uganda	FS		NAWOU: Food Security Conference (12/99)
100. Mpigi		FS		NAWOU: Food Security Conference (12/99)
101. (The) Monitor	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
102. Motheho Integrity	S. Africa	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
103. MP GULU	Uganda	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
104. MP Kampala	Uganda	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
105. Mt. Elgon Conservation Action Group	Kenya	CPMR	FAN 1st Regional Community Training on Natural Resources Based Conflicts (6/00)	
106. Nairobi Peace Institute (NPI-Africa)	Kenya	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	New Sudan Workshop (10/00)
107. Nalulungo Community Action Group		CPMR	FAN 1st Regional Community Training on Natural Resources Based Conflicts (6/00)	
108. National Water & Sewerage Corp.	Uganda	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
109. NCKK/CPMRBD/ Nairobi	Kenya	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00) (10/00)	
110. NECDP		FS		NAWOU: Food Security Conference (12/99)
111. (The) New Vision Newspaper	Uganda	CPMR	CECORE: Training on the Role of Media in	FIDA: Engendering the Peace

Name of Institution	Regional Operation  *If just 1 listed it is the HQ. Org may operate in other countries	Principle focus of Institutions Involvement	Type (and date) of assistance received	
			Identify/ test/ promote best practices/ innovative technologies	Regional Networking/ collaboration
			Peace Building (pilot 6/00) (10/00)	Process Conference (2/00)
112. (The) New Times		CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
113. Njuba Times	Uganda	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
114. NSARWU		FS		NAWOU: Food Security Conference (12/99)
115. NV/G. Hope		CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
116. OAU	Ethiopia	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
117. Ogiek Welfare Council		CPMR	FAN 1st Regional Community Training on Natural Resources Based Conflicts (6/00)	
118. Ollolua Environmental Group		CPMR	FAN 1st Regional Community Training on Natural Resources Based Conflicts (6/00)	
119. Oloip	Kenya	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
120. OXFAM UGANDA	Uganda	CPMR / FS	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
121. Pan African Movement	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
122. Peace Initiative & Research Center	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
123. Peace & human Rights Network (PHRN)	Kenya	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
124. Peace Point		CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
125. PPD	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
126. Peoples Voice for Peace	Uganda	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
127. PROFEMMES	Rwanda	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
128. Radio Freedom	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	

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Name of Institution	Regional Operation <small>*If just 1 listed it is the HQ. Org may operate in other countries</small>	Principle focus of Institutions Involvement	Type (and date) of assistance received	
			Identify/ test/ promote best practices/ innovative technologies	Regional Networking/ collaboration
129. Radio Simba	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
130. Radio Uganda	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00) (10/00)	
131. Radio West	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00) (10/00)	
132. Regional Community Forestry Training Center		CPMR	FAN: NRM Based Conflicts in the GHA- Experiences & Strategies for Intervention (3/00)	
133. RIU		CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
134. Roka Community Development Committee		CPMR	FAN 1st Regional Community Training on Natural Resources Based Conflicts (6/00)	
135. Ruvu Forest Project		CPMR	FAN 1st Regional Community Training on Natural Resources Based Conflicts (6/00)	
136. Rwandese Association of Journalists	Rwanda	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
137. Safe Motherhood Initiatives		FS		NAWOU: Food Security Conference (12/99)
138. SCI Chairman	Uganda	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
139. Shinyanga District Council	Tanzania	CPMR	FAN 1st Regional Community Training on Natural Resources Based Conflicts (6/00)	
140. Sidama Zone Agriculture		CPMR	FAN: NRM Based Conflicts in the GHA- Experiences & Strategies for Intervention (3/00)	
141. SMIU		FS		NAWOU: Food Security Conference (12/99)
142. SNV Uganda	Uganda	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
143. SODANN	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
144. SOS Sahel-UK Borana Collaborative Forest Management Project	Sudan	CPMR	FAN: NRM Based Conflicts in the GHA- Experiences & Strategies for Intervention	

Name of Institution	Regional Operation  *If just 1 listed it is the HQ. Org may operate in other countries	Principle focus of Institutions Involvement	Type (and date) of assistance received	
			Identify/ test/ promote best practices/ innovative technologies	Regional Networking/ collaboration
			(3/00) FAN 2nd Regional Community Training On Natural Resources Based Conflict (7/00)	
145. Sudanese Women's Voice For Peace	Sudan	CPMR	FAN: NRM Based Conflicts in the GHA- Experiences & Strategies for Intervention (3/00)	
146. Sustainable Advancement of Zanzibar	Zanzibar	CPMR	FAN: NRM Based Conflicts in the GHA- Experiences & Strategies for Intervention (3/00)	
147. Talking Drum	Liberia	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
148. Taluma Women Group-Dar-Es-Salaam	Tanzania	FS		NAWOU: Food Security Conference (12/99)
149. TAMWA	Tanzania	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
150. TANGO	Tanzania	FS		NAWOU: Food Security Conference (12/99)
151. Tanzania Home Econ. Association-(TABEA)	Tanzania	FS		NAWOU: Food Security Conference (12/99)
152. Tanzania Traditional Energy Development and Environment Organization	Tanzania	CPMR	FAN: NRM Based Conflicts in the GHA- Experiences & Strategies for Intervention (3/00)	
153. TAWLA	Tanzania	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
154. Teso Initiative for Peace (TIP)	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00) (10/00)	
155. TORORO		FS		NAWOU: Food Security Conference (12/99)
156. Tusasirwe & Company Advocates	Uganda	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
157. Uganda American Centre	Uganda	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
158. Uganda Disabled Women's Ass.	Uganda	CPMR		FIDA: Engendering the Peace Process Conference (2/00)

Name of Institution	Regional Operation <small>*If just 1 listed it is the HQ. Org may operate in other countries</small>	Principle focus of Institutions Involvement	Type (and date) of assistance received	
			Identify/ test/ promote best practices/ innovative technologies	Regional Networking/ collaboration
159. Uganda Human Rights Commission	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	FIDA: Engendering the Peace Process Conference (2/00)
160. Uganda Judicial Officers Association	Uganda	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
161. Uganda Judicial Service Commission	Uganda	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
162. Uganda Land Alliance	Uganda	CPMR		NAWOU: Food Security Conference (12/99)
163. Uganda Television (UTV)	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00) (10/00)	
164. Uganda Women's Media Assoc. (UMWA)	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00) (10/00)	
165. Uganda Women's Networks (UWONET)	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	FIDA: Engendering the Peace Process Conference (2/00)
166. Uganda Women Parliamentary Ass.	Uganda	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
167. UJSC	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
168. ULRC	Uganda	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
169. UNHCR-UGANDA	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00) (10/00)	
170. UNHCR-KENYA	Kenya	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
171. United Nation High Commission for Refugees		CPMR	FAN: NRM Based Conflicts in the GHA- Experiences & Strategies for Intervention (3/00)	
172. United States International University Africa		CPMR	FAN: NRM Based Conflicts in the GHA- Experiences & Strategies for Intervention (3/00)	
173. University of Nairobi	Kenya	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	

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Name of Institution	Regional Operation <small>*If just 1 listed it is the HQ. Org may operate in other countries</small>	Principle focus of Institutions Involvement	Type (and date) of assistance received	
			Identify/ test/ promote best practices/ innovative technologies	Regional Networking/ collaboration
174. University of Zambia	Zambia	CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
175. UMWA	Uganda	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
176. UNIFEM	Kenya	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
177. UNZA		CPMR	CECORE: Training on the Role of Media in Peace Building (10/00)	
178. UWFT		FS		NAWOU: Food Security Conference (12/99)
179. Voice of Teso	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00) (10/00)	
180. Voice of Tooro (VOT)	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
181. WBS Television	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	FIDA: Engendering the Peace Process Conference (2/00)
182. WFP		FS	FAN: NRM Based Conflicts in the GHA- Experiences & Strategies for Intervention (3/00)	
183. WHO		FS		NAWOU: Food Security Conference (12/99)
184. W.L.S.A.	Zambia	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
185. Wondo Genet college of Forestry		FS	FAN: NRM Based Conflicts in the GHA- Experiences & Strategies for Intervention (3/00)	
186. YWCA-UG	Uganda	FS		NAWOU: Food Security Conference (12/99)
187. Z.W.L.A	Zimbabwe	CPMR		FIDA: Engendering the Peace Process Conference (2/00)

Name of Community, Community Group, or CBO	Location / Country	Principle focus of Communities Involvement	Type (and date) of assistance received	
			Training / piloting best practices/ innovative technologies	Regional Networking/ collaboration
188. Garissa Peace Committee	Kenya	CPMR	FAN 2nd Regional Community Training On Natural Resources Based Conflict (7/00)	
189. Kitgum Diocese	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
190. Mwaluganje Community-Elephant Sanctuary (CBO)	Kenya	CPMR	FAN 1st Regional Community Training on Natural Resources Based Conflicts (6/00)	
191. Wajir Peace & Devp. Committee	Kenya	CPMR	FAN: NRM Based Conflicts in the GHA-Experiences & Strategies for Intervention (3/00)	

Name of Govt Institution	Location/ Country	Principle focus of Involvement	Type (and date)of assistance received	
			Training / piloting best practices/ innovative technologies	Regional Networking/ collaboration
192. Botswana Industrial Court	Botswana	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
193. Eritrea Ministry of Agriculture	Eritrea	FS		NAWOU: Food Security Conference (12/99)
194. Kenya Arabuko Sokoke Forest Management – Conservation Extension Officer	Kenya	CPMR	FAN 1st Regional Community Training on Natural Resources Based Conflicts (6/00)	
195. Kenya Bureau of Agriculture (Gedio)	Kenya	CPMR	FAN 2nd Regional Community Training On Natural Resources Based Conflict (7/00)	
196. Kenya Regional Bureau of Agriculture	Kenya?	CPMR	FAN: NRM Based Conflicts in the GHA-Experiences & Strategies for Intervention (3/00)	
197. Kenya Bureau of Planning & Economic Development	Kenya	CPMR	FAN: NRM Based Conflicts in the GHA-Experiences & Strategies for Intervention (3/00)	
198. Kenya Environmental Protection Authority	Kenya	CPMR	FAN: NRM Based Conflicts in the GHA-Experiences & Strategies for Intervention (3/00)	
199. Tanzania- Ministry of Agriculture	Tanzania	FS		NAWOU: Food Security Conference (12/99)
200. Rwanda Ministry of Justice	Rwanda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	
201. Uganda District Council of GULU	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	

Name of Govt Institution	Location/ Country	Principle focus of Involvement	Type (and date)of assistance received	
			Training / piloting best practices/ innovative technologies	Regional Networking/ collaboration
202. Uganda High Court	Uganda	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
203. Uganda Ministry of Foreign Affairs	Uganda	CPMR	CECORE: Training on the Role of Media in Peace Building (pilot 6/00)	FIDA: Engendering the Peace Process Conference (2/00)
204. Uganda Ministry of Gender, Labour and Social Development	UGANDA	CPMR		NAWOU: Food Security Conference (12/99) FIDA: Engendering the Peace Process Conference (2/00)
205. Uganda Ministry of Justice	Uganda	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
206. Uganda Supreme Court of	Uganda	CPMR		FIDA: Engendering the Peace Process Conference (2/00)
207. Ministry of Agriculture, Animal Industry and Fisheries		FS		NAWOU: Food Security Conference (12/99)
208. Ministry of Finance		FS		NAWOU: Food Security Conference (12/99)
209. Bureau of Agriculture Awassa District, (Sidama)		FS	FAN 2nd Regional Community Training On Natural Resources Based Conflict (7/00)	
210. Nechisar National Park - SNNPR		CPMR	FAN 2nd Regional Community Training On Natural Resources Based Conflict (7/00)	

New Sudan Council of Churches – ISGM supported organization (although not a grantee) conducted a workshop using ISGM funds with the following African organizations (many other donor agencies were also present)

Name of Other Institution	Location/ Country	Principle focus of Involvement	Type (and date)of assistance received
			Regional Networking/ collaboration
211. Akitiou Afrika Hilfe		CPMR	New Sudan Workshop (10/00)
212. BYDA		CPMR	New Sudan Workshop (10/00)
213. CEAS		CPMR	New Sudan Workshop (10/00)
214. Christian Aid		CPMR	New Sudan Workshop (10/00)
215. CMA		CPMR	New Sudan Workshop (10/00)
216. DCA		CPMR	New Sudan Workshop (10/00)
217. FRRA		CPMR	New Sudan Workshop (10/00)
218. IPF		CPMR	New Sudan Workshop (10/00)
219. Life & Peace Institute		CPMR	New Sudan Workshop (10/00)
220. LWR		CPMR	New Sudan Workshop (10/00)
221. MSF-B		CPMR	New Sudan Workshop (10/00)
222. NCC		CPMR	New Sudan Workshop (10/00)
223. SCBRC		CPMR	New Sudan Workshop (10/00)
224. SUHA		CPMR	New Sudan Workshop (10/00)
225. SUPRAID		CPMR	New Sudan Workshop (10/00)

**Table 3-B. ISGM Non-Grant Assistance to Food Security Institutions.**

Institution	Type (and dates) of Support / Assistance from ISGM Program				
	Countries of Operation* * If just 1 listed it is the HQ. Org may operate in other countries.	Institutional Strengthening 5.1	Increased networking/ cooperation & strategic coordination 5.3	Sustainability Inducing Support Systems for PS institutions	Support in leveraging funds/ assistance
1. Accord Sudan	S. Sudan		Pastoralist Networking Workshop (4/01)		
2. Africa Relief and Development Program	Kenya				National Workshop on Fundraising & Resource Mobilization (10/99)
3. Arid Lands Information Network	GHA Region	Strategic Communications Workshop (3/01)	Assisted them in the set-up of a database for their members.  Pastoralist Networking Workshop (4/01)	Identified as Center of Excellence	
4. Association Femme & Development du District du Dikhie	Djibouti	Boards & Governance Training (10/00)			
5. Association for Socio-economic development (Bender Djedid)	Djibouti	Boards & Governance Training (10/00)			
6. ALRMP	Kenya		Pastoralist Networking Workshop (4/01)		
7. Bio Systems	Kenya		Pastoralist Networking Workshop (4/01)		
8. Christian Vet Mission			Pastoralist Networking Workshop (4/01)		
9. COMESA and COMESA Secretariat (Karangazi)	GHA Region		Regional Consultation on Conflict Resolution and Peace Building in the Greater Horn of Africa and the Great Lakes Region (5/00)	ISGM Advisory Council member	
10. Community Food and Environmental Group	Kenya	Strategic Planning Workshop (12/00)			
11. Community Research and Development Services (CORDS)	Tanzania	Participatory assessment of the IS needs for FS & CP orgs in GHA (7/99)			National Workshop on Fundraising & Resource Mobilization (10/99)
12. DELKEN			Pastoralist Networking Workshop (4/01)		
13. Dupoto e Maa	Kenya	Participatory			

		assessment of the IS needs for FS & CP orgs in GHA (7/99)			
14. EPAG			Pastoralist Networking Workshop (4/01)		
15. Farm Africa/ Farm Kenya (Wapakala)	Kenya	Accounting /QB2 training (6/00)	Pastoralist Networking Workshop (4/01)	ISGM Advisory Council member	
16. Farm Africa Ethiopia	Ethiopia		Pastoralist Networking Workshop (4/01)		
17. FAO	Somaliland		Pastoralist Networking Workshop (4/01)		
18. FEWS			Pastoralist Networking Workshop (4/01)		
19. Global CRSP Project			Pastoralist Networking Workshop (4/01)		
20. Horn Relief			Pastoralist Networking Workshop (4/01)		
21. ICRAF	Kenya			Identified as Center of Excellence	
22. ILRI/ASAREC A	Kenya		Networking org. highlighted in ISGM newsletter  Pastoralist Networking Workshop (4/01)	Identified as Center of Excellence	
23. JRRS	Kenya, Somalia, Ethiopia	Pre award support (2000)			

24.	Kenya Pastoralists Forum	Kenya	Participatory assessment of the IS needs for FS & CP orgs in GHA (7/99) GHA capacity assessment tool development.		Org. capacity assessment training/OCATER (11/99)	
25.	LADO	Kenya				National Workshop on Fundraising & Resource Mobilization (10/99)
26.	LVIA			Pastoralist Networking Workshop (4/01)		
27.	MAA			Pastoralist Networking Workshop (4/01)		
28.	NIA			Pastoralist Networking Workshop (4/01)		
29.	Nomad Aid	Djibouti	Participatory assessment of the IS needs for FS & CP orgs in GHA (7/99) Boards & Governance Training (10/00)		ORG. capacity assessment training/OCATER (11/99)	
30.	NORDA			Pastoralist Networking Workshop (4/01)		
31.	Ocean Training Promotion OTP BOSASO PUNTLAND SOMALIA	SOMALIA	Boards & Governance Training (10/00)			
32.	OAUI/BAR	GHA Region		Partners for pastoralist workshop and network(4/01)	Identified as Center of Excellence and a network	
33.	OGADEN			Pastoralist Networking Workshop (4/01)		
34.	OSILIGI	Kenya				National Workshop on Fundraising & Resource Mobilization (10/99)
35.	OXFAM in Kenya	Kenya	GHA capacity assessment tool development (11/99) Joint OCA & Finance Workshop (11/99)	Pastoralist Networking Workshop (4/01)		
36.	Pastoral & Environmental Networks in the Horn of Africa (Mussa Consulting)	Kenya, Uganda, Eritrea, Ethiopia, Tanzania, Sudan, Rwanda	Participatory assessment of the IS needs for FS & CP orgs in GHA (7/99)  GHA capacity assessment tool development (11/99)			
37.	Pastoralists Indigenous NGO Forum	Tanzania	Participatory assessment of the IS needs for FS & CP orgs in GHA (7/99)			
38.	PISP			Pastoralist Networking Workshop (4/01)		

39.	SANOFI			Pastoralist Networking Workshop (4/01)		
40.	Save The Children Fund	Ethiopia		Pastoralist Networking Workshop (4/01)		
41.	SCF-UK Ethiopia	Ethiopia		Pastoralist Networking Workshop (4/01)		
42.	SCF Southern Sudan	Southern Sudan		Pastoralist Networking Workshop (4/01)		
43.	Sengiver Indigenous Development Project	Kenya				National Workshop on Fundraising & Resource Mobilization (10/99)
44.	Simba Maasai Outreach Org.	Kenya				National Workshop on Fundraising & Resource Mobilization (10/99)
45.	Semi-Arid Land Training and Improvement Centers (SALTLICK)	Kenya	Participatory assessment of the IS needs for FS & CP orgs in GHA (7/99)  GHA capacity assessment tool development (11/99)		ORG. capacity assessment training/OCATER (11/99)	
46.	Somali Relief Rehabilitation Association	Somalia	Strategic Planning Workshop (12/00)			
47.	Umoja Group	Kenya				National Workshop on Fundraising & Resource Mobilization (10/99)
48.	UNA / COOPI			Pastoralist Networking Workshop (4/01)		
49.	UWWG	Kenya				Workshop on Fundraising & Resource Mobilization (10/99)
50.	VETAID TZ	Tanzania		Pastoralist Networking Workshop (4/01)		
51.	Vet. Labs In Kabete	Kenya		Pastoralist Networking Workshop (4/01)		
52.	World Neighbors	Kenya	Participatory assessment of the IS needs for FS & CP orgs in GHA (7/99)			

**Table 3-C. ISGM Non-Grant Assistance to CPMR Institutions.**

Institution	Type (and dates) of Support/ Assistance from ISGM Program				
	Countries of Operation * If just 1 listed it is the HQ. Org may operate in other countries.	Institutional Strengthening 6.1	Increased networking among stakeholders / strategic coordination 6.3	Sustainability Inducing Support Systems for FS institutions	Support in leveraging funds/ assistance
1. ACCORD-UGANDA	Uganda		Regional Consultation on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00)		CECORE PARTNER
2. ADAC	Djibouti	Boards & Governance Training (10/00)			
3. African Council for Communication and Education	Kenya			ID as Centers of Excellence for CPMR Skill transfer, hosting SCS workshop with ISGM	
4. Association Community Aid Abroad	Djibouti	Boards & Governance Training (10/00)			
5. C&A			Regional Consultation on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00)		
6. C.NEB/Burundi	Burundi		Regional Consultation on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00)  CP Network		
7. C.P.R.Kigali	Rwanda		Regional Consultation on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00)		
8. Center of Defense Studies	Zimbabwe	GHA capacity assessment tool development (11/99)	Regional Consultation on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00)		
9. Child Welfare Society of Kenya /Child Welfare League / Child International/	Kenya /GHA	Assistance in developing a strategic plan/ provided materials (3/01)			

KICOSHEP					
10.	Christian Relief & Dvp Assoc. (CARD)	Ethiopia		Regional Consultation on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00)	
11.	FEWER	UK/ GHA		Regional Consultation on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00) (5/00)	
12.	GR			Regional Consultation on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00)	
13.	Human Rights Standing Committee	Somalia		Regional Consultation on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00)	
14.	IDS, UASM	Tanzania		Regional Consultation on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00) (5/00)	
15.	Inter Africa Group	Ethiopia and GHA	Participatory assessment of the IS needs for FS & CP orgs in GHA (7/99)		
16.	KBC Radio	Kenya		Regional Consultation on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00)  CPMR Network	
17.	Nairobi Peace Initiative	Kenya	Finance workshop (11/99) Participatory assessment of the IS needs for FS & CP orgs in GHA (7/99)  GHA capacity assessment tool development (11/99)	Regional Consultation on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00)	ided as Center of Excellence
18.	National Church Councils of Kenya	Kenya		Regional Consultation on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00)  CPMR Network support	
19.	New Sudan Council of Churches	S. Sudan	Strategic Planning Workshop (12/00)	Web site set-up Regional Consultation on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00)  Logistics, venue, facilitation etc for workshop on peace	Support in Leveraging Assistance and Funds
20.	Ogaden		GHA capacity	Regional Consultation on	

Welfare Society		assessment tool development (11/99)	Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00)  Pastoralist Networking Workshop (4/01)		
21. Peace and Development without borders (PDSF)	Somali and Djibouti	Boards & Governance Training (10/00)			
22. Peace & Human Rights Networks, Somalia	Somalia		Regional Consultation on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00)		
23. Peace Net			Regional Consultation on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00) CPMR Network	ISGM Advisory Council Member	
24. Peace Without Borders			Regional Consultation on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00)		
25. PPDI-Garissa	Kenya	GHA capacity assessment tool development (11/99)	Regional Consultation on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00)		APFO PARTNER
26. RODI	Kenya, Uganda, Eritrea, Ethiopia, Tanzania, Sudan, Rwanda		Regional Consultation on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00)		PELUM PARTNER
27. SARIPS	Zimbabwe		Regional Consultation on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00)		
28. Somali African Relief Development	Somalia	Boards and Governance			
29. Somali Peace Initiative	Somalia		Regional Consultation on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00)		
30. Sudan Council of Churches	Sudan, Kartoum	Participatory assessment of the IS needs for FS & CP orgs in GHA (7/99)			
31. TPI			Regional Consultation on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00)		

32. Uganda Women's Network	Uganda	Strategic Planning Workshop (12/00) workshop  Participatory assessment of the IS needs for FS & CP orgs in GHA (7/99)  GHA capacity assessment tool development (11/99)		OCATER	
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**Table 3-D. ISGM Non-Grant Assistance to Umbrella & Networking Organizations covering both FS and CPMR, and other institutions.**

Full name of Institution	Countries of Operation * If just 1 listed it is the HQ. Org may operate in other countries.	Mission of Group	Typo (and dates) of Support / Assistance from ISGM Program		
			Institutional Strengthening	Sustainability Inducing Support Systems for FS institutions	Support in leveraging funds/ assistance
53. Abdi Dvlop. Consultants	Somalia	Development Consultants	Pastoralist Networking Workshop (4/01)	ISGM Advisory Council Member	
54. Action Against Poverty ACP	Djibouti	Economic Development	Boards & Governance Training (10/00)		
55. ADEPF	Djibouti	Other (Health/education)	Boards & Governance Training (10/00)		
56. Assoc. of NGOs of Zanzibar (ANGOZA)	Zanzibar, Tanzania	Umbrella FS/ CPMR	Boards and Governance Training (10/00)		
57. CABETH	Djibouti		Boards & Governance Training (10/00)		
58. CAB	Djibouti	Umbrella	Boards & Governance Training (10/00)		
59. Collective de Associatiious of NGOs Feminines du Burundi (CAFOB)	Burundi	Umbrella	Participatory assessment of the IS needs for FS & CP orgs in GHA (7/99)		
60. Center Indigenous Knowledge Systems & Products (CIKSAP)	Kenya		Participatory assessment of the IS needs for FS & CP orgs in GHA (7/99)		
61. East Africa Wildlife Society	Kenya, Uganda	Organizational Development Consultants Conservation / NRM / Advocacy	Participatory assessment of the IS needs for FS & CP orgs in GHA (7/99)  GHA capacity assessment tool development (11/99)	ORG. capacity assessment training/OCATER (11/99)	
62. Edna Adon Hospital	Somaliland	Hospital			Funding feasibility study assessment
63. Ewasa Ngro South Dvp Authority (Koonyo)	Kenya and GHA	Mgmt Consultants		Financial & admin. mentor training (11/99)	
64. Friends of Conservation( FOC)	Kenya	Conservation / advocacy		ORG. capacity assessment training/OCATER	

				(11/99) S	
65. Aklu Girgre	Ethiopia			ISGM Advisory Council Member	
66. Improve Your Business Consulting (Mwongela)	Kenya and GHA	Mgmt Consultants		Financial & admin. mentor training (11/99)	
67. IGAD Secretariat (Muchoge)	Djibouti, Eritrea, Ethiopia, Sudan, Kenya, Uganda, Somalia		Regional Consultation on Conflict Resolution and Peace Building in the GHA and Great Lakes Region (5/00)	ISGM Advisory Council Member	
68. Institute of Developmental Studies (Allila)	Kenya			ISGM Advisory Council member	
69. JM Mantle & Co. (Kashaangaki)	Kenya and GHA	Mgmt Consultants		Financial & admin. mentor training (11/99)	
70. Kigundo & Co	Kenya and GHA	Mgmt Consultants		Financial & admin. mentor training (11/99)	
71. Makerere University Social Research	Uganda	Organizational Development Consultants	GHA capacity assessment tool development (11/99)	ORG. capacity assessment training/OCATER (11/99)	
72. MMA Consultants	Ethiopia	Organizational Development Consultants	GHA capacity assessment tool development (11/99)	ORG. capacity assessment training/OCATER (11/99)	
73. Mukiri & Co.	Kenya and GHA	Consultant		Financial & admin. mentor training (11/99)	
74. Networks in the Horn of Africa.	GHA	Umbrella	Participatory assessment of IS needs GHA FS & CP orgs(7/99)		
75. NGO Council	Kenya	Umbrella for both Organizational Development Consultants	Participatory assessment of the IS needs for FS & CP orgs in GHA (7/99)  GHA capacity assessment tool development (11/99)	ORG. capacity assessment training/OCATER (11/99)	
76. NGO Resource Center, Zanzibar	Zanzibar	Umbrella (IS)	Strategic Planning Workshop (12/00)		
77. Uganda Association of Women (Semakula)	Uganda			ISGM Advisory Council Member	
78. Orr & Associates	Kenya and GHA	Mgmt Consultants		Financial & admin. mentor training (11/99)	
79. Price Waterhouse Coopers (Kabarra)	GHA	Mgmt Consultants		Financial & admin. mentor training (11/99)	
80. Rainbow Management Consultants	Ethiopia	Organizational Development Consultants		ORG. capacity assessment training/OCATER (11/99) S	
81. Vedasto Rutachokozibwa (FEWS)	Tanzania			ISGM Advisory Council member	

82. Somali Affairs Monitoring Committee (Dualeh)	Saoalia			ISGM Advisory Council member	
83. Somje Consulting	Kenya and GHA	Management Consultant	Participatory assessment of the IS needs for FS & CP orgs in GHA (7/99) Finance and OCA joint training (11/99)		
84. Sterling Securitles (Ngaine)	Kenya and GHA	Mgmt Consultants		Financial & admin. mentor training (11/99)	
85. Tanzania Council for Social Development (TACOSODE)	Tanzania	Umbrella	Participatory assessment of the IS needs for FS & CP orgs in GHA (7/99)  GHA capacity assessment tool development (11/99)		
86. Tanzania Non Governmental Organizations (TANGO)	Tanzania	Umbrella	GHA capacity assessment tool development (11/99)		
87. Tobiko Consulting	Kenya and GHA	Management Consultant	GHA capacity assessment tool development (11/99)		
88. Turkana Literacy Bureau	Kenya				Workshop on Fundraising & Resource Mobilization (10/99)
89. The Uganda Association of Women (Semakula)	Uganda			ISGM Advisory Council member	
90. UN Country Team Somalia	Somalia		Participatory assessment of the IS needs for FS & CP orgs in GHA (7/99)		
91. United States International University (Riak)	Kenya	University		ISGM Advisory Council member	
92. University of Nairobi (Allia)	Kenya	Organizational Development Trainers	GHA capacity assessment tool development (11/99)	ORG. capacity assessment training/OCATER (11/99)   SGM Advisory Council member	
93. Wambulaba Assoc.	Kenya and GHA	Mgmt Consultants		Financial & admin. mentor training (11/99)	
94. Western Indian Ocean Marine Science Association (WIOMSA)	Kenya, Tanzania, Mozambique, South Africa,	Marine Scientists	IS Planning		
95. World Health Organization	Kenya	Health		ISGM Advisory Council member	

(Bona Hora)					
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## ANNEX H

**TABLE 5  
NGO DIRECTORY**

### **Burundi**

African Public Radio Peace Project  
APR  
02 – CPMR  
P.O. Box: 10973  
City: Bujumbura  
Tel.: 231596  
Fax:  
Email: alexis@cbinf.com

### **Djibouti**

Djibouti Civil Society Network  
DCSN  
01 - Food Security  
Conflict Management  
P.O. Box: 3122  
City: Djibouti  
Tel.: 351929  
Fax: 351951  
Email: youssuf.ti@itojmail.com

Ocean Training and Promotion  
OTP  
01 - Food Security  
P.O. Box:  
City: Bosaso  
Tel.: 252 523 4521  
Fax: 252 523 6248  
Email: stop\_@tref.ne

Peace and Development Without Borders  
PDWB  
Conflict Management  
P.O. Box: 2666  
City: Djibouti  
Tel.: 351929  
Fax: 351951  
Email: pdsf\_oug@hotmail.com

Red-Sea Relief and Rehabilitation  
DOLPHIN  
P.O. Box:  
City: Djibouti  
Tel.:  
Fax:

Research and Documentation Center  
RDC  
Conflict Management  
P.O. Box: 897  
City: Asmara  
Tel.: 291 1 117344  
Fax: 291 1 122902  
Email: rdc@eol.com.er

Water Assistance  
01 - Food Security  
Environment  
P.O. Box: 2417  
City: Djibouti  
Tel.: 357025  
Fax: 357025  
Email: waterassistance@hotmail.com

### **Egypt**

FIDA Egypt  
FIDA – EG  
02 – CPMR  
P.O. Box:  
City:  
Tel.:  
Fax:  
Email:

### **Eritrea**

National Union of Eritrean women  
NUIW  
P.O. Box:  
City:  
Tel.: 291 1 115172  
Fax: 219 1 120698  
Email:

### **Ethiopia**

African Peace and Conflict Management Study  
APCMSC  
Conflict Management  
P.O. Box: 2420  
City: Addis Ababa  
Tel.: 251 1515243  
Fax: 251 1515094  
Email:

Agreisence Ethiopia  
A - Eth  
01 - Food Security  
Conflict Management  
Democracy and Governance  
P.O. Box:  
City:  
Tel.:  
Fax:  
Email:

Christian Relief and Development Association  
CRDA  
01 - Food Security  
Conflict Management  
02 - CPMR  
P.O. Box: 5674  
City: Addis Ababa  
Tel.: 251-1-65-01-00  
Fax: 251-1-65-22-80  
Email: crda@telecom.net.et

Ethiopia chapter of Nesda  
ECN  
02 - CPMR  
P.O. Box:  
City:  
Tel.:  
Fax:  
Email:

Ethiopian Environmental NGOs  
EEN  
02 - CPMR  
P.O. Box:  
City:  
Tel.:  
Fax:  
Email:

Ethiopian Evangelical Church - Mekane Yesus  
EEC  
02 - CPMR  
P.O. Box: 2087  
City: Adis Ababa  
Tel.:  
Fax: 1 552966  
Email:

Inter Africa Group  
IAG  
01 - Food Security  
Conflict Management  
Democracy and Governance  
P.O. Box: 1631  
City: Addis Ababa  
Tel.: 01 518790  
Fax: 01 517554  
Email: [iag@telecom.net.et](mailto:iag@telecom.net.et)

Lem Ethiopia-Environment and Development So  
LE-EDSE  
02 - CPMR  
P.O. Box:  
City:  
Tel.:  
Fax:  
Email:

Local Fuel Security Unit-Delegation of the CET  
LFSU  
02 - CPMR  
P.O. Box:  
City:  
Tel.:  
Fax:  
Email:

Pastoral and Environmental Network in the Horn  
PENHA  
Environment  
Pastoralism  
P.O. Box: 14353  
City: Addia Ababa  
Tel.: 126827  
Fax: 553412  
Email: [p.penha@ukonline.co.uk](mailto:p.penha@ukonline.co.uk)

Patriarchs of the Ethiopian Orthodox  
PEO  
Conflict Management  
Pastoralism  
P.O. Box: 1283  
City: Adis Ababa  
Tel.:  
Fax:  
Email:

Peace and Development Committee  
PDC  
Conflict Management  
Democracy and Governance  
P.O. Box: 41879  
City: Addis Ababa  
Tel.: 01 511966/  
Fax: 01 515714  
Email:

Vision of Hope Ethiopia  
VOH  
01 - Food Security  
P.O. Box: 101586  
City: Addis Ababa  
Tel.: 18 20 01  
Fax: Email:

## Ghana

Center For Conflict Resolution Ghana  
CECORE Ghana  
P.O. Box: C 3147  
City: Accra  
Tel.: 233 021 507363  
Fax:  
Email: afiyakub29\_@hotmail.com

Common Market for East and Southern Africa  
COMESA - Za  
02 - CPMR  
P.O. Box:  
City:  
Tel.:  
Fax:  
Email:

FIDA Ghana  
FIDA - GH  
02 - CPMR  
P.O. Box:  
City:  
Tel.:  
Fax:  
Email:

## Kenya

AACC/EAMI-  
02-CPMR  
P.O. Box:  
City:  
Tel.:  
Fax:  
Email:

Abantu for Development  
02-CPMR  
P.O. Box:  
City:  
Tel.:  
Fax:  
Email:

Advancement for Small Enterprise Program  
ASEP  
P.O. Box:  
City:  
Tel.:  
Fax:  
Email:

Africa Alliance of Young Men's Christians  
Association  
AAYMCA  
02 - CPMR  
P.O. Box: 60856  
City: Nairobi  
Tel.: 722974  
Fax: 725909  
Email: aaymcas@africaonline.co.ke

Africa De-Mining Programme  
AFRIDEP  
01 - Food Security  
Conflict Management  
P.O. Box: 3124  
City: Nairobi  
Tel.: (02) 331420  
Fax: (02) 331420  
Email: jwwambua@sunkenya.co.ke

African Relief & Development Program  
ARDP  
Economic Growth & Agriculture  
Pastoralism  
P.O. Box: 77860  
City: Nairobi  
Tel.: 02 247224  
Fax: 02 247224

Email:

African Small Scale Farmers Communications  
FARMNET

01 - Food Security

P.O. Box: 8622

City: Nairobi

Tel.: 254 02 543362

Fax: 254 02 543362

Email:

Amani Peoples Theatre

APT

02 - CPMR

P.O. Box:

City:

Tel.:

Fax:

Email:

American Friends Service Committee

AFCS

P.O. Box: 14893

City: Nairobi

Tel.: 581472

Fax:

Email: [afcsid@igc.apc.org](mailto:afcsid@igc.apc.org)

American Library in Kenya, The

TALK

P.O. Box: 54625

City: Nairobi

Tel.: 02 862597

Fax:

Email: [americana@starex.africaonline.com](mailto:americana@starex.africaonline.com)

Applied Community Development Program

ACODEP

01 - Food Security

P.O. Box: 64590

City: Nairobi

Tel.: (02) 218768

Fax:

Email:

Arid Lands Information Network (Eastern Africa

ALIN-EA

P.O. Box: 39493

City: Nairobi

Tel.: 715293

Fax: 710083

Email: [baobab@iconnect.co.ke](mailto:baobab@iconnect.co.ke)

AWC Features

AWC

02 - CPMR

P.O. Box: 481997

City: Nairobi

Tel.: 245 2 724756

Fax: 718469

Email: [awcin@kenyaonline.com](mailto:awcin@kenyaonline.com)

Bahr El Ghazal Youth Development Association

BYDA

01 - Food Security

Conflict Management

P.O. Box: 13850

City: Nairobi

Tel.: 02 443990

Fax: 02 443653

Email: [concernk@iconnect.co.ke](mailto:concernk@iconnect.co.ke)

Banadir Fishing Relief & Development Organization

BAFREDO

01 - Food Security

P.O. Box: 77496

City: Nairobi

Tel.:

Fax:

Email:

Bilan Hiran

01 - Food Security

P.O. Box: 77934

City: Nairobi

Tel.:

Fax:

Email:

Bungoma Family Helper Project

BFHP

01 - Food Security

Household Level Nutrition

Environment

P.O. Box: 1038

City: Bungoma

Tel.:

Fax:

Email:

Centre for Initiatives on Rural Development

CIRD

Environment

P.O. Box: 67834

City: Nairobi

Tel.: 211135

Fax: 211324

Email:

ISGM EVALUATION REPORT H-4

Christian Reformed World Relief Committee K  
CRWRC  
01 - Food Security  
P.O. Box: 66490  
City: Nairobi  
Tel.: 02 445828/9  
Fax: 02 448464  
Email:

Climate Network Africa  
CNA  
01 - Food Security  
P.O. Box: 76479  
City: Nairobi  
Tel.: 254-2-545241/2  
Fax: 254-2-559122  
Email: [cna@lion.meteo.go.ke](mailto:cna@lion.meteo.go.ke)

Community Accelerated Development Agency  
CADA  
01 - Food Security  
Conflict Management  
P.O. Box: 3380  
City: Thika  
Tel.: 0151 30398  
Fax:  
Email:

Community Based Livestock Initiatives Program  
CLIP  
01 - Food Security  
Pastoralism  
P.O. Box: 39493  
City: Nairobi  
Tel.: (02) 442108  
Fax: (02) 445166  
Email: [itkenya@itdg.or.ke](mailto:itkenya@itdg.or.ke)

Community Food and Environment Group  
COFEG  
P.O. Box: 293  
City: Molo  
Tel.: 0363 21186  
Fax:  
Email: [cofeg@kia.africaonline.co.ke](mailto:cofeg@kia.africaonline.co.ke)

Community Initiatives Facilitation and Assistance  
CIFA  
01 - Food Security  
Improved Health  
Natural Resource Management  
Pastoralism  
P.O. Box: 147  
City: Nairobi  
Tel.: 0183 2415  
Fax: 0183 2415  
Email:

Dairy Farmers Network  
DFN  
01 - Food Security  
Pastoralism  
P.O. Box: 72788  
City: Nairobi  
Tel.: 240192/3  
Fax: 338817  
Email: [wwsea@nbnet.co.ke](mailto:wwsea@nbnet.co.ke)

Danish Refugee council  
DRC  
P.O. Box:  
City:  
Tel.: 252 213 4603  
Fax:  
Email:

Desert Locust Control Organization  
DLCO-EA  
01 - Food Security  
P.O. Box: 30023  
City: Nairobi  
Tel.: (02) 501637  
Fax: 254-2-505137  
Email:

Development Alternatives Network  
DAN  
01 - Food Security  
Conflict Management  
P.O. Box: 54431  
City: Nairobi  
Tel.: 254-02-251070  
Fax: 254-02-251070  
Email: [DEVNET@elci.gn.apc.org](mailto:DEVNET@elci.gn.apc.org)

Development Rehabilitation & Relief Organization  
DERRO  
01 - Food Security  
P.O. Box: 774  
City: Kisumu  
Tel.: 035 42519  
Fax:  
Email:

DIHAAL DIID ORGANIZATION  
DD  
Democracy and Governance  
P.O. Box: 16473  
City: Nairobi  
Tel.:  
Fax:  
Email: [geffann@africaonline.co.ke](mailto:geffann@africaonline.co.ke)

Diocese of Bungoma  
BD  
01 - Food Security  
Conflict Management  
Democracy and Governance  
P.O. Box: 2392  
City: Bungoma  
Tel.: (0337) 30481  
Fax:  
Email:

Diocese of Eldoret  
CDE  
Environment  
P.O. Box: 842  
City: Eldoret  
Tel.: 0321 33910  
Fax: 0321 33766  
Email: [catdiocce@net2000ke.com](mailto:catdiocce@net2000ke.com)

Disabled Child Monitor  
DCM  
P.O. Box:  
City: Nairobi  
Tel.: 782304  
Fax: 782304  
Email: [dcm@form-net.com](mailto:dcm@form-net.com)

Drought Containment Programme  
DCP  
01 - Food Security  
Pastoralism  
P.O. Box: 21803  
City: Nairobi  
Tel.: 02-762353  
Fax:  
Email: [dcp@twincomp.africaonline.com](mailto:dcp@twincomp.africaonline.com)

Eastern Africa Environmental Network  
EAEN  
Conflict Management  
Environment  
P.O. Box: 20110  
City: Nairobi  
Tel.: 02 572069  
Fax: 02 572034  
Email:  
  
Econews Africa  
ENA  
02 - CPMR  
P.O. Box: 76406  
City: Nairobi  
Tel.: 254 2 721099/76  
Fax:  
Email: [ggithaiga@econewsafrika.org](mailto:ggithaiga@econewsafrika.org)

Education Centre For Women in Democracy  
ECWD  
Democracy and Governance  
P.O. Box: 62714  
City: Nairobi  
Tel.: (254) 2 570386  
Fax: (254) 2 561316  
Email: [ecwd@arcc.or.ke](mailto:ecwd@arcc.or.ke)

Engineering Design Consultants  
EDC  
01 - Food Security  
Household Level Nutrition  
P.O. Box: 38638  
City: Nairobi  
Tel.: 601642  
Fax: 605909  
Email:

EQUIPE D'URGENCE DE LA BIODIVERSIT  
E U B  
01 - Food Security  
Democracy and Governance  
Environment  
P.O. Box: 1949  
City: Bungoma  
Tel.: 0337-41161  
Fax: 0337-41161  
Email:

Ewaso Ngiro South Development Authority  
ENSDA  
P.O. Box:  
City:  
Tel.:  
Fax:  
Email:

Expanded Trickle Up Program  
KFFHC-TUP  
01 - Food Security  
P.O. Box: 30762  
City: Nairobi  
Tel.: 41812  
Fax: 42795  
Email: trickle@africaonline.co.ke

FEMNET - Nairobi  
FEMNET- NB  
02 - CPMR  
P.O. Box: 54562  
City: Nairobi  
Tel.: 2542741301  
Fax:  
Email: femnet@africaonline.co.ke

FIDA Kenya  
FIDA - KE  
02 - CPMR  
P.O. Box:  
City:  
Tel.:  
Fax:  
Email:

Food and Agricultural Research Management  
FARM-Africa  
Pastoralism  
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Network Against Female Genital Mutilation  
NAFGEM  
P.O. Box: 6413  
City: Moshi  
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NGO Resource Centre  
NGORC  
Pastoralism  
P.O. Box: 4128  
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Email: ngorc@zanzinet.com

NGO-Technical AIDS Committee  
TAC  
P.O. Box: 11318  
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Peace House - Arusha AICC Building  
P.O. Box: 3033  
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Tel.: 8855  
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SEHA  
SEHA  
P.O. Box: 5274  
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Tel.: 0811 619311  
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Shelter for Abused Women and Children in Tan  
SAWOCT  
P.O. Box: 7221  
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Tel.: 055-53016  
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Shujaa Wa Kupiga Umaskini Vita  
SKUVI  
P.O. Box: 9952  
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Sidama Zone Agriculture  
02 - CPMR  
P.O. Box:  
City:  
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Email:  
Simanjiro Farmers Association  
S.F.A  
01 - Food Security  
Pastoralism  
P.O. Box: 1326  
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Tel.: 7408  
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Sustainable Advancement in Zanzibar  
SAZ  
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Swiss Foundation For Development Cooperation  
SWISSAID - T  
01 - Food Security  
Environment  
P.O. Box: 60744  
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Tabora Voluntary Development Society  
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Taluma Women Group Dar-Es-Salaam  
TWG  
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TAMWA  
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TANGO  
01 - Food Security  
P.O. Box:  
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Tanzania Centre for Conflict Resolution  
TCFR  
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Tanzania Council for Social Development  
TACOSODE  
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Tanzania Forest Conservation Group  
TFCG  
P.O. Box: 23410  
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Tanzania Home Economics Association  
THEA  
01 - Food Security  
P.O. Box:  
City:  
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Tanzania National Freedom from Hunger Camp  
P.O. Box: 5410  
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Tel.: 051-111562  
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Tanzania Organization of Permaculture Promote  
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Tel.: 051-111562  
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Tanzania Promotion Of Self Employment-Teme  
P.O. Box:  
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Tanzania Red Cross Society - Kilimanjaro Bran  
TRCS  
P.O. Box:  
City: Maparara-Moshi  
Tel.: 51931  
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Tanzania Retrenched Workers Association  
TAREWA  
01 - Food Security  
P.O. Box: 36201  
City: Dar es Salaam  
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Tanzania Scouts Association  
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City: Dar-es-Salaam  
Tel.: 255-51-150115  
Fax: 255-51-150382  
Email:

Tanzania Traditional Energy Development and  
TTEDEO  
02 - CPMR  
P.O. Box:  
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Tanzania Tree Planting Foundation  
TTPF  
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Email:

TAWLA  
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02 - CPMR  
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## Uganda

Acholi Religious Leaders Peace Initiative  
ARLIP  
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Action Aid  
AA  
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Adventist Development and Relief Agency  
ADRA  
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Democracy and Governance  
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African Centre for Treatment and Rehabilitation  
ACTV  
Democracy and Governance  
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African Womens Economic Policy Network  
AWEPON  
02 - CPMR  
P.O. Box:  
City:  
Tel.:  
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Agency for Co-operation and Research in De  
ACORD  
01 - Food Security  
P.O. Box: 280  
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Tel.: 41 267667/8  
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Akina Mama Wa Afrika  
AMWA  
02 - CPMR  
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Aktion Afrika Hilfe (AAH)  
01 - Food Security  
Household Level Nutrition  
Conflict Management  
Pastoralism  
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Betwix CC Process Facilitation Services  
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P.O. Box:  
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Buganda Cultural and Development Foundation  
BUCADEF  
01 - Food Security  
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Bukedde  
B  
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Busia Private Sector Promotion Centre  
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Busiki Multi-Purpose Rural Development Assoc.  
BUMURUDA  
01 - Food Security  
P.O. Box: 169  
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Center For Conflict Resolution  
CECORE  
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P.O. Box: 5211  
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Tel.: 256-41-255033  
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Child Welfare Support Organization-Uganda  
CWSO-UGAN  
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Church of Uganda - Peace and Development D  
CU  
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Community Agency for Social Enquiry Internat  
CASE  
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CORE International  
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Federation of Human Rights Initiatives  
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FIDA (UGANDA)  
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Food Science and Technology Institute  
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Fredrick Ebert Foundation  
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Foundation for Human Rights  
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God's Mercy Organization  
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Hoima District Farmers Association  
HODFA  
01 - Food Security  
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Human Rights Focus  
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Human Rights Network  
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Jamii Ya Kupatanisha  
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Joint Effort to Save the Environment  
JESE  
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Email:

Karamoja Agro-Pastoral Development Program  
KAPDP-BAPD  
P.O. Box:  
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Karamoja Agro-Pastoral Development Program  
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Karamoja Agro-Pastoral Development Program  
KAPDP - KRP  
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Karamoja Resource and Policy Center - Luther  
KRPC - LWF  
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Kibuli (Wabigalo) Twezimbe  
01 - Food Security  
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Kiwafu Co-Operative Saving and Credit Society  
Kiwafu  
01 - Food Security  
P.O. Box: 454  
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Tel.: 041 321263  
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Masaka Youth Development Organization  
MAYODO  
01 - Food Security  
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Mental Health Care Organization  
P.O. Box: 1867/3760  
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Tel.: 256-41-231534  
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Millenium Leadership Training and Peace Found  
MILETRAP  
02 - CPMR  
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Mityana Diocese  
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National Association of Women Organization  
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National Association of Women Organization  
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National Water and Sewerage Corporation  
NWSC  
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New Development Perspective  
NDP  
01 - Food Security  
P.O. Box: 7305  
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Tel.: 256-41-347854  
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Email: misrlib@imul.com

New Horizons Women's Education Center  
WEC  
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Conflict Management  
Democracy and Governance  
P.O. Box: 10795  
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Ogaden Welfare Society  
P.O. Box:  
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Ogiek Welfare Council  
OWC  
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Oxfam - Uganda Oxfam -  
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P.O. Box: 6228  
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Tel.: 256 041 266437  
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Email: oxfam.kampala.wfp.or.ug

Pajule Women Development Association  
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Pan - African Movement  
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Conflict Management  
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PAJ-Uganda  
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Poverty Alleviation and Community Develop  
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PPDI  
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Ruvu Forest Project  
RFP  
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Single Mothers Association Uganda  
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SNV - Uganda  
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Teso Initiative for Peace  
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02 - CPMR  
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Email:

Torit Diocese  
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Tusasirwe and Company Advocates  
TA  
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Uganda Girl Guides Association, The  
UGGA  
01 - Food Security  
Democracy and Governance  
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Uganda Joint Christian Council  
UJCC  
Democracy and Governance  
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Fax: 041 254522  
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Uganda Judicial Office Association  
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Uganda Judicial Service Commission  
UJSC  
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Email:

Uganda Land Alliance  
ULA  
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Uganda Media Women's Association  
UMWA  
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Uganda Peace Foundation  
UPF  
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P.O. Box: 6841  
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Uganda Resources Management Foundation  
REMAFO  
01 - Food Security  
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02 - CPMR  
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ULRC  
ULRC  
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United Humanitarian Development Association  
UHDA  
01 - Food Security  
Environment  
P.O. Box: 771  
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United nations High Commissioner for Refugee  
UNHCR - UG  
02 - CPMR  
P.O. Box: 3813  
City: Kampala  
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Fax:  
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Wera Development Association  
WEDA  
01 - Food Security  
Conflict Management  
P.O. Box: 8872  
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YWCA - Uganda YWCA -  
UG  
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### United Arab Emirates

Red Crescent Society for the United Arab Emira  
RCS-UAE  
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### Zambia

Common Market for East and Southern Africa  
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Lusaka National Assembly  
LNA  
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University of Zambia  
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### Zimbabwe

Mwelekeo wa NGO  
MWENGO  
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ZWLA - Zimbabwe  
ZWLA  
01 - Food Security  
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### OTHER (FAN TO PROVIDE DETAILS)

BIA Environmental Conservation group  
BIA  
02 - CPMR  
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Center for Defense Studies (CDS)  
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Center for Human Environment  
CHE  
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Email:

Envirocare  
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Horn of Africa Center for Democracy and  
Development  
HACDD  
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Horn of Africa Research Center  
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Human Rights Standing Committee  
HRSC  
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Ilaramatak Lorkonerei  
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Integrated Rural Development Committee  
IRDC  
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Integrated Rural Development Initiatives  
IRDI  
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International Corporation for Development  
ICD  
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Email:

JACH  
JACH  
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Justice Peace and Reconciliation - Diocese of  
JPR  
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Kaiko Mobile - CBH Project  
KM - CBH  
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