

ISGM

**INSTITUTIONAL STRENGTHENING AND
GRANT MANAGEMENT PROGRAM**



**A PROGRAM OF THE
USAID/REDSO/ESA
HORN OF AFRICA SUPPORT PROJECT
(HASP)**

**QUARTERLY PERFORMANCE REPORT
October 1, 2000- December 31, 2000**



**Pact, Inc.
Contract # 623-C-00-98-00026-00
February 16th, 2001**

SECTION I CONTRACTOR'S REPORT

1. Background

On September 20th, 1995, the United States Agency for International Development Regional Economic Development Services Office for East and Southern Africa (USAID/REDSO/ESA) and the Intergovernmental Authority on Development (IGAD) signed a Project Grant Agreement (amended 11 September 1997) to collaborate on implementation of the Horn of Africa Support Project (HASP) designed to promote the participation of African partners in activities that support the US Presidential Greater Horn of Africa Initiative (GHAI), comprising five principles:

African ownership	Regional perspectives	Promoting stability
Strategic coordination	Linking relief & development	

On September 2nd, 1998, USAID signed a \$10 million contract with Pact, Inc., a US-based Private Voluntary Organization (PVO) for services in managing the Institutional Strengthening and Grant Management Program (ISGM) of HASP. The contract covered work in ten countries comprising the Greater Horn of Africa (as defined by USAID): Rwanda, Burundi, Tanzania, Kenya, Uganda, Sudan, Somalia, Ethiopia, Eritrea, and Djibouti. Total grant funds available approximate \$4.5 million.

2. Expected Results of ISGM

- (i) Institutional strengthening of regional African organizations/consortia/associations involved in food security and/or conflict prevention, mitigation, and response activities (CPMR) in the GHA region;
- (ii) Promotion of innovation in the region through support of relevant and innovative regional activities in food security and CPMR; and,
- (iii) Increased strategic coordination through the strengthening or creation of structured sub-sector and sector networks and partnerships.

3. Current Activities: October - December 2000

(i) Second cycle pre-award reviews, grants and OCA's.

During this reporting cycle, grants were awarded to five organizations: WASDA, BYDO, CIFA, Perimart and RWN. Draft grant documents for Kenya Rainwater Association were submitted to USAID on the 22nd of November (the grant was cleared by REDSO, and thus is not further included in this quarters reporting figures).

Negotiations for four additional potential grantees were finalized during this reporting cycle. From the pre-award review, and due to the assistance provided, ISGM determined that all organizations assessed have sufficient legal standing, financial and administration systems, and staff in place for managing the award. Grant documents for each are being prepared and will be finalized by the end of January, 2001. The organizations are: Africa Peace Forum (APFO), Nairobi; Lawyers' Environmental Action Team (LEAT), Dar es Salaam; Rural Energy and Food Security Organization (REFSO); Busia; Nakuru; Nairobi; PELUM (SACDEP), Thika. Negotiations with one grantee, Resources Conflict Institute (RECONCILE), were suspended temporarily pending finalization of their registration which should be imminent, and negotiations with the Community Livestock Initiatives Program

KEY RESULTS THIS QUARTER

- 5 new grants awarded.
- 1 additional grant package forwarded to USAID for approval.
- 4 other potential awards negotiated with GHA organizations .
- Facilitated two workshops on the NSCC sponsored People-to-People Peace efforts in southern Sudan.
- Institutional Strengthening Agreements (identifying training and support services required) completed for another 2 organizations.
- ISGM led 4 workshops for grantees & GHA organizations: Boards & Governance; Monitoring & Evaluation; Strategic Planning; and Understanding Your Award.

(CLIP/ITDG) remain ongoing since CLIP/ITDG needs to better coordinate proposed activities with current programs to avoid duplication of efforts. Discussions with one organization, Joint Relief and Rehabilitation Services, JRRS, were suspended indefinitely due to their unavailability to open negotiations. There have been significant staff changes within JRRS, and the Executive Director has been unavailable for the past several months. We have notified JRRS in an official communication that their potential award is in peril, and if we are not contacted within thirty days, we will terminate efforts to complete the stage two review and finalize negotiations.

Institutional Strengthening (IS)

Institutional Strengthening Agreements

During the quarter, *Institutional Strengthening Agreements* for training and support services were signed with WASDA, and CIFA, negotiated and ready for signature for REFSO, APFO, LEAT and KRA . PELLUM/SACDEP and CLIP are in the final stages and will be completed in the upcoming quarter. Negotiations with RECONCILE are nearing completion, but the IS agreement is on hold pending their registration.

IS Training Undertaken

Boards & Governance

The Boards & Governance training took place October 30 – November 1 at IGAD, in Djibouti. Eleven (11) GHA organizations participated. The training covered formation of boards, structures and basic roles and responsibilities of boards; strategic planning, resource mobilization and financial responsibilities of boards; and relationships between boards, staff and other stakeholders.

Strategic Planning

The Strategic Planning training took place November 27 to December 1 in Kenya. 17 organizations were represented from 4 GHA countries. The course content included strategic planning and management, situation analysis for civil society organizations, mission, vision and core values development, stakeholder analysis, strategic issue identification, formulation of objectives and strategies, resource allocation review, and discussion on change management.

Other IS Activities

During the quarter, MWENGO followed up the recommendations from the Peace Consultation (held in Nairobi in May 2000) for establishing a CPMR network. Plans are underway to identify and link lead organizations for each country in a regional network, with each national organization serving as a critical informational node for its members which includes peace workers and other collaborating organizations.

(ii) Finance & Grant Management

Finance & Grant Management Training Undertaken

Understanding Your Award

The *Understanding Your Award* course is for new ISGM grantees and reviews in depth administrative and financial reporting requirements under the award. The workshop, conducted by ISGM staff and a consultant took place in December 4-7, in Nairobi. Twenty participants (NGO general managers and finance staff) reviewed the full-range of grant agreement provisions, including USAID regulations, ISGM reporting procedures, and financial management standards.

Accounting Practices

A two-day workshop, conducted by ISGM staff, on accounting practices and the use of Quickbooks accounting package for Perimart staff members took place on November 15 –16, 2000.

Mentoring and or Audit/Grant Oversight Undertaken

- ◆ CECORE – Visits on Oct. 2-7 and Dec. 13-16. Monitored grant expenditures and assisted in administrative details of CECORE's media workshop, conducted an audit of grant funds, followed up in auditors preliminary report and initiated grant closeout process.
- ◆ Fan – Visit on Oct 12th to provide further guidance on USAID's travel labor and procurement regulations.
- ◆ Vetworks – Visit on Oct. 31- Nov. 1. Provided mentoring on monthly reporting and reviewed the books of accounts to ensure compliance.

(iii) Strategic Communication Services

Newsletter Published

The next edition of the ISGM Update has been posted to the Internet and an additional 500 copies are being published in hard copy format and will be distributed to the various USAID missions and NGOs in the GHA region by the end of January.

Technical Services & Training Provided

Networking and Communications Workshop for the Pastoral Network- Materials Development

Materials for a Networking and Communications workshop for the Pastoral Network to be held in April 2001, were designed during the quarter with the support of Dan Spealman, an information officer at Pact Headquarters. The networking workshop will be co-sponsored by OAU/IBAR and the ISGM project.

Effective Information Management Planning Workshop

A workshop entitled Introduction to Effective Information Management Planning was postponed until March in order to ensure that all new grantees could attend. The workshop will be conducted by ISGM and will result in individually tailored information management plans for each grantee to meet their organizational needs and the activities planned under the grant.

Communication Needs Assessment for the Sudan National Council of Churches (NSCC)

Initial steps in a communication needs assessment for the Sudan National Council of Churches (NSCC) commenced this quarter and a future meeting is scheduled for January to discuss further communication needs.

Web-Site Creation

The quarter also saw the addition of one more web site to the list of sites developed with ISGM partners. Vetworks Web site is up and running and can be visited at www.vetwork.org.

A domain for the New Sudan Council of Churches was registered in readiness for hosting their web site, which will be designed with the support of the ISGM SCS team in the first quarter of the year 2001.

(iv) Monitoring, Evaluation and Reporting Systems.

Training Undertaken

Monitoring, Evaluation & Reporting Workshops

A series of mini-workshops were conducted for new and potential grantees during the month of November (8th-16th). ISGM staff along with a regional consultant led the training to help grantees learn the basics on monitoring, evaluation and reporting. Based on the discussion during the course each grantee is in the process of developing an integrated PM&E and reporting plan for their program.

ISGM Performance Monitoring and Evaluation

During the quarter ISGM completed an Annual Performance Report which includes indicator results and presents a discussion on results obtained to forward specific strategies and regional sectors in food security and CPMR. The document presents the indicators that will be tracked at the program level and presented in an annual performance report provided to USAID each year (2000, 2001, 2002, and 2003).

(v) Misc. Activities

- a. An Assessment for Edna Hospital (Hargeisa) was conducted by Jack McCanna from November 6-9 at the request of USAID/REDSO. Baseline assumptions and estimates were established for the Hospital and a financial plan was introduced. Areas where ISGM and other agencies could assist was also outlined. The full assessment report will be delivered to USAID at the end of January.
- b. ISGM provided assistance to the New Sudan Council of Churches in organizing two one day workshops on NSCC's activities, principally the People's Peace Movement in southern Sudan. The first workshop held on October 13th focused on the progress and results attained by the People-to-People peace movement to date, the lessons learned, and future challenges, including the need for collateral development efforts required to

support the peace process and improved coordination. The second workshop, held on November 15th and hosted by the Dutch Embassy, informed interested donors of NSCC's new two year work plan, including the People-to-People efforts, current pledges for financial support against the plan, and funding shortfalls. This workshop will be followed with specific funding requests to target donors. A third workshop, involving international and Sudanese NGOs is scheduled for the first quarter of 2001. The purpose of this meeting will be to coordinate collateral development efforts in areas where peace has been established through the People-to-People process thereby ensuring that the necessary foundations for sustaining peace are in place.

(vi) Update on First Round Grantees

Africa Alliance of YMCAs (AAYMCAs)

A mid-term assessment of grant activities was jointly conducted by AAYMCAs, their partners and Wonder Phiri of MWENGO. Final reports on this assessment will be submitted in January 2001. AAYMCAs has drafted an audit contract to cover the first year of this two year grant. In addition to standard audit requirement for foreign recipients of USAID funding, the audit will also cover a review of AAYMCAs provisional indirect cost rate. The draft was forwarded to USAID on January 3, 2001.

Center for Conflict Resolution(CECORE)

CECORE was granted a no-cost extension through the end of this calendar year. They are now in the closeout phase and being assisted in this process by Pact staff. The final audit is in draft and awaiting comments from CECORE and Pact management. Projected final closeout date is 31 January 2001.

Progress Under the Grant

CECORE hosted a workshop Sept 30-Oct 7 designed to train peace building skills in the media. Professionals in both conflict transformation and media combined their expertise to train participants. Production and testing of a draft training manual for the media in peace building has also been a focus of CECOREs activities this quarter. A training manual was produced and video resources obtained and tested on the media as part of the preparation for the October workshop.

Forest Action Network (FAN)

A mid-term assessment of grant activities was jointly conducted by FAN and Pact/MWENGO. FAN intends to expand on this assessment to incorporate field level reviews in Ethiopia during the month of January. Final reports on this assessment will be submitted in February 2001.

Progress Under the Grant

FAN completed the proceedings on the Natural Resource Based Conflicts Training (August 28th to September 8th) which hosted participants from Ethiopia, Kenya and southern Sudan.

Vetnetwork Services Trust-Sudan

Progress Under the Grant

The ISGM Strategic Communications Team supported Vetnetworks in the development and posting of their Website to the internet this quarter. Other activities were delayed during this period due to heightened insecurity as an increase in bombings was experienced in their areas of operation within southern Sudan. The untimely passing of their Program Director, John Warabek, a key staff member under this grant, also contributed to reduced activity during this period. Pact will discuss and implement a no-cost extension with Vetnetwork in view of these unforeseen events.

(vii) Update on Second Round Grantees

During their first six weeks as ISGM grantees WASDA, BYDO, CIFA, Perimart and RWN have been busy attending several ISGM workshops including: Understanding Your Award; Strategic Planning; and Monitoring and Evaluation. A discussion of each grantee and their progress will commence in the next quarterly report.

(viii) Staffing and Procurement.

Pact Kenya Staff

Mr. William Mwasi was hired as an Office Administrator, on October 1, 2000.

Ms. Mary Ngugi was hired as an Accountant, on October 1, 2000.

Home Office Visit- Sarah Newhall, President.

Pact Kenya received Sarah Newhall, President and CEO of Pact International during mid-November. Ms. Newhall met with USAID, ISGM grantees and also visited MWENGO's home offices in Harare. (No cost was incurred to ISGM for this visit).

Home Office Support- Dan Spealman, Program and Information Management Officer.

Pact Kenya received a support visit for Dan Spealman during November. Spealman focused primarily on support to the CORE project but also forwarded the development of training materials for the upcoming ISGM March Network Meeting for GHA Pastoralists.

Consultant Support

Ms. Nancy Bradley from Washington, D.C., and formerly the Director of Finance at Pact HQ, provided consultant support to ISGM and Pact Kenya from December 4-17. Ms. Bradley worked with the ISGM financial staff in the design of training methodologies, updating materials, and training round two grantees (and potential grantees) on USAID rules and regulations. She also assisted in the update of Pact Kenya's procedure manuals and reviewed grant management procedures to date.

Ms. Radya Ebrahim, from South Africa, provided follow-up consultant support during November training second round grantees in Monitoring, Evaluation and Reporting principles.

Dr Evans Aosa, a senior lecturer at the University of Nairobi, provided consultancy services for the strategic planning workshop and follow-up.

Staff Training

The Deputy Chief of Party (Omosa), MWENGO backstop support (Phiri) and Pact Finance (Ngovi, Ngei, Ngugi) staff attended a week-long training on USAID regulations and requirements for grant management in Nairobi, Kenya. This training was at no cost to the contract for the Pact Finance staff, and at cost for the MWENGO participants (Omosa and Phiri).

(ix) Issues requiring immediate support/ attention by USAID

- a) Pact/MWENGO is awaiting further instructions/a determination on how REDSO would like to progress forward on the "Special Study" currently on hold.
- b) Pact/MWENGO awaits REDSO comments/authorization on the resubmitted contract modification/budget realignment request.
- c) The VAT issue remains unsolved and continues to impact negatively on program implementation. While Pact has finalized all major procurement under the program, this is still a current issue for the on-going procurement of goods and services, the shipment of project-related documents, and the status of its expatriate personnel

(x) Upcoming Activities

a). **ISGM Led Activities- Upcoming**

- ◆ **Effective Information Management Planning Grantee Workshop (March 2001).**
- ◆ **Networking and Communications Workshop for the Pastoral Network (co-funded with OAU/IBAR) (April 2001).**
- ◆ **Assessment for WIOMSA (REDSO Partner) (April 2001)**
- ◆ **Women as Partners in Peace Linkage Consultation (co-funded with IRC) (April 2001)**

b). Grantee sponsored activities- Upcoming (also see attachment)

AAYMCA: An annual recipient contracted audit has begun and includes a review of indirect cost rate. An ISGM financial review will take place in mid-march. Pilot refugee community development projects, income generation, education and skills training will be the focus of the second year of this project.

CECORE: Close-out of grant to occur in January, no additional workshops or conferences are planned.

CIFA: Building community awareness on the 2 year project and training of 50 CAHWS (community animal health workers) will be the focus of work in the upcoming quarter. ISGM will provide strategic planning support in early January. Training of community based environmental committees and construction of an animal medicine post, distribution of kits to CAHWs, and rehab of wells (shallow wells and pans) to begin.

FAN: Exchange visits along the coast of Kenya, will take place in February, as part of a training exercise promoting conflict situation analysis. A strategic planning workshop is tentatively scheduled with ISGM for mid February.

VETWORKS: Director and base camp manager will attend a PACT (CORE) sponsored workshop on environmental assessment. VETWORKS will carry forward from the ISGM sponsored training on strategic planning by holding planning sessions with board, management and field staff. Refresher courses in animal health service delivery for vet committees and community animal health care workers will also be held during the quarter (these were postponed in the past quarter due to heavy bombardment in the region).

WASDA: Building community awareness on the 2 year project and formation of pastoral associations will be the focus of work in the upcoming quarter. ISGM will provide strategic planning support in early January. Training will take place for CAHWs.

BYDA, RWN, Perimart: Each will receive a start-up visit from ISGM staff, funds for hiring accountants will be cleared and quickbooks purchased for each grantee.

c). Regional Travel

The ISGM program plans the following travel for the upcoming quarter:

Travel Purpose	By Whom	Where	Tentative Dates
Strategic planning follow-up for WASDA	Florence & Douglas	Marasibit	January 8-10
Strategic planning follow-up for CIFA	Florence & Douglas	Marasibit	January 8-13
Pact Audit & Compliance Review – FAN	Grant Management Staff	Nairobi	Jan 31 – Feb 01
OCA & Strategic planning follow up for RWN and CPMR follow-up (Rwanda)	Florence & Douglas	Kigali	February 5 - 9
Start up visit for RWN	Grant Management Staff	Kigali	February 12-16
Strategic planning follow-up for FAN	Douglas	Nairobi	February 12 - 15
Understanding Your Award training and startup for Perimart	Grant Management Staff	Nairobi	February 19-20
Strategic planning follow-up for CLIP(ITDG)/VETWORKS	Douglas and Brian Heath	Nairobi/Baringo	Feb 26 – March 3
Strategic planning follow-up for Perimart	Florence & Douglas	Nairobi	March 12 - 14
Start up visit for REFSO	Florence & Jack	Busia	March 15-16
Strategic planning follow-up for KRA	Florence & Douglas	Nairobi	March 26 - 29
CPMR follow-up (Kenya)	Florence & Douglas	Eldoret	March/April
Assessment for WIOMSA (REDSO Partner)	ISGM staff members	Zanzibar	April 23-27
IS follow-up for Vetworks	Florence & other ISGM staff members		February
Start-up/monitoring for CIFA	Grant Management Staff	Marsabit	March 5-9
ISGM sponsored finance training for Ethiopia organizations (in conjunction with Pact Ethiopia)	Two ISGM staff members	Addis	March 27-30.
Start-up/monitoring for WASDA	Grant Management Staff	Wajir & Nairobi	March 26-30

5. Performance Update

Performance is deemed to be on track with contract. See attached table for details.

6. Statement of Work - Administrative Information:

Financial data for this quarter is currently pending and will be reported once information is received from the Pact home office.

Contract Data: Total estimated cost \$10,000,000.00.

1. Expenditures (last three months): \$ 287,825
2. Cumulative expenditures to date: \$ 3,146,190
3. Remaining unexpended balance: \$ 6,853,810

4. Performance Table		
Objective	Targets planned for quarter	Progress During Reporting Period
<p>Objective #1: Institutional Strengthening of regional African organizations-consortia-associations involved in food security and/or conflict prevention, mitigation and response activities (CPMR) in the GHAI-region.</p> <p>Required Results All organizations qualifying for activity grants strengthened, as needed, such that they have the internal ability to prudently manage USG funds and achieve results in support of HASP and GHA food security and CPMR results; and of these:</p> <p>(a) At least 10 GHA Region African Institutions working on regional food security and CPMR activities achieve institutional sustainability.</p>	<p>Arrange for/perform institutional strengthening/TA.</p> <p>Undertake Seminars and Workshops</p> <p>Develop M&E performance plans, consisting of baseline indicators and annual targets. Info to be maintained in database.</p>	<ul style="list-style-type: none"> ➤ <i>Institutional Strengthening Agreements</i> (identifying training and support services required) completed for 2 applicants and 4 others awaiting final signatures. ➤ New grantees participate in financial training (understanding your award). ➤ New grantees participate in strategic planning training. ➤ New grantees participate in monitoring & evaluation training. ➤ 11 GHA Organizations (non-grantees) participate in boards and governance training. ➤ One-on-one financial monitoring/mentoring conducted at Perimart, Vetworks, Fan and CECORE and audits/mid term evaluations at YMCA and FAN. ➤ ISGM Performance Report finalized.
Objective	Targets planned for quarter	Progress During Reporting Period
<p>Objective #2: Promotion of innovation in the region through support of relevant and innovative regional activities in food security and CPMR</p> <p>Required Results Up to 40 grants awarded to increase the number of innovative regional activities related to food security and conflict prevention, mitigation, and response managed and implemented by African organizations and/or to provide institutional strengthening services/activities; and of these:</p> <p>(a) At least 20 must involve innovative techniques/inputs/approaches/ protocols for addressing food security and conflict issues developed, transferred, replicated and/or utilized by grantees</p> <p>(b) At least 10 small grants should fund nascent organizations in the region.</p> <p>(c) Up to 2 special studies related to the long-term sustainability of the grant making and institutional strengthening activities.</p>	<p>(i.) Second Grant Cycle. Desk reviews and pre-award audits/surveys conducted and analysis of applications in accordance w/ US regulations, determination of grant-worthiness.</p> <p>Negotiation of grant applications, written/oral resulting in revised technical or addenda to technical application.</p> <p>Award of grants recommended by Advisory Council.</p>	<p>(i.) Second Grant Cycle.</p> <ul style="list-style-type: none"> ➤ Conducted 6 pre-award site visits to ensure rapid start up of grants and grant worthy status of applicants. ➤ Grants awarded to 5 organizations, WASDA, BYDO, CIFA, Perimart and RWN. ➤ 1 grant packages forwarded to USAID for approval.

Objective	Targets planned for quarter	Progress During Reporting Period
<p>Objective #3: Increased strategic coordination through the strengthening or creation of structured sub-sector and sector networks and partnerships.</p> <p>Required Results</p> <p>(a) Up to 5-10 Sectoral and Sub-Sectoral Networks established/strengthened which increase interaction among stakeholders (this could include facilitating the development NGO desks/liaisons with inter-governmental bodies).</p> <p>(b) Up to 5 conferences/ seminars/ information products developed and implemented to share lessons learned between interested stakeholders and institutions receiving either through grants or through institutional strengthening services.</p>	<p>Communications support with Grantees</p> <p>Newsletter: to Advisory Council, COTR, IGAD, USAID mission GHAI representatives, grantees, IS recipients and other interested parties, and web-sites.</p> <p>Seminars and Workshops</p>	<p><i>(a) Sectoral and Sub-Sectoral Networks</i></p> <ul style="list-style-type: none"> ➤ The ISGM Strategic Communication Team provided mentoring and support services to 1 grantee during this quarter. ➤ ISGM Newsletter. The 7th edition of Pacts Electronic Newsletter was made available on our web page, and 500 copies will be published and distributed in hard copy. <p><i>(b.) Conferences/Seminars/Information products developed and implemented</i></p> <ul style="list-style-type: none"> ➤ Materials developed for upcoming networking and communications workshop.

