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PVO Institutional Development Workshop

March 22, 1985

Final Report

Prepared for: Bureau for Food for Peace and
Voluntary Assistance
Office of Program and Policy Evaluation
U.S. Agency for International Development
Washington, D.C. 20523

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Table of Contents

	<u>Page</u>
1. Executive Summary	1
2. Background and Objectives of Workshop	4
3. Organization of Workshop	7
4. Synopsis of DAI/Cornell Framework	8
5. Principal Areas of Discussion and Suggestions for Improvement	14
a. Characteristics of a Framework	14
b. Utility and Application of the Framework	15
c. Modifications and Additions to Framework	16
d. Strategy Variables and Their Role	18
e. Importance of Environmental Factors	18
6. Major Conclusions	20
7. Recommendations for FVA Consideration	22

ANNEXES:

1. Agenda	24
2. Discussion Guidelines	26
3. List of Participants	30

1. Executive Summary

The Bureau for Food for Peace and Voluntary Assistance of AID sponsored a one-day workshop March 22, 1985, on PVOs and Institutional Development. The workshop was designed as a working session for the 18 participants, all of whom are actively involved in the field of institutional development and interested in the implications of approaches to analysis as it applies to PVO field activities. The point of departure for the day's discussion was the report, "Private Voluntary Organizations and Institutional Development: Lessons from International Voluntary Services, Inc., and the Institute for International Development, Inc.," prepared by Development Alternatives, Inc. (DAI) and Cornell University.

The focal point of the discussion was the analytical framework for the assessment of institutional effectiveness presented in the report. The framework was designed to develop and field test indicators of institutional effectiveness as well as to assess the extent to which different PVO intervention strategies contribute to institutional effectiveness. The framework itself posits a relationship between a set of independent variables, termed Explanatory Factors (PVO assistance strategies and environmental variables) and a set of dependent variables, under the rubric of Institutional Effectiveness (institutional development and development impact). The participants had three objectives:

1. To assess the accuracy and utility of the framework and suggest modifications and/or improvements;
2. to comment on the contexts in which the framework could be applied; and
3. to offer suggestions on what steps should be taken next.

The principal areas of discussion were characteristics of the framework; utility and applications of the framework; modifications and additions to the framework; strategy variables and their roles; and the importance of environmental factors. The results of discussions of these topics in small working group sessions yielded some principal conclusions:

- o The framework was found to be more useful as a checklist for assessing organizational development than as a tool for evaluation of institutional development.
- o A methodology which uses key questions to elicit key factors in the institutional development process may yield more lessons learned than a checklist approach.
- o Active participation at all levels of the project is needed in order to adapt the framework to the environmental context. This process would draw on project actors and beneficiaries in active collaboration to define terms and select measures.

- o The framework should not be replicated to a larger sample of PVOs in an ex-post evaluation process nor should it be used to determine resource allocation to PVOs.

It is recommended that FVA consider sponsoring a workshop for PVOs in which collaborative tools for institutional development are developed using the DAI/Cornell indicators as a starting point. This could lead to funding field-based assessments involving local organizations which will yield lessons with both local and broader applications. The workshop participants felt that the process of collaboration used in expanding the framework for PVO use in the field was equally important. A team of specialists working in institutional development can be drawn on to assist the PVOs in developing flexible institutional development analysis approaches.

2. Background and Objectives of Workshop

The PVO Institutional Development Workshop, sponsored by the Bureau for Food for Peace and Voluntary Assistance (FVA) on March 22, 1985, is the direct result of a growing recognition within AID of the importance of institutional development and the use of PVOs in this process. The specific purpose of the workshop was to provide a forum for the discussion of the analytical framework for assessing institutional development presented in the Development Alternatives, Inc. (DAI)/Cornell Study, "Private Voluntary Organizations and Institutional Development: Lessons from International Voluntary Services, Inc., and the Institute for International Development, Inc." More generally, the workshop was to provide guidance to AID and the PVOs on the key aspects of institutional development at work in the development process.

The DAI/Cornell Study was funded by AID in an effort to provide the agency with a field developed and tested model for the analysis of institutional effectiveness. AID specified that the study should address the following five questions:

1. What are the characteristics of the local organizations which are receiving PVO assistance?
2. How can the different PVO intervention strategies be described in a way which is accurate, operational and evaluable?

3. Are there discernible patterns in the development of local organizations in the field?
4. What is the role of environmental variables, and what kind of an impact do they have on institutional development?
5. How can current PVO strategies for developing institutions be improved upon? Is it possible to identify certain areas where PVOs have a comparative advantage?

It was anticipated that the findings of the study would provide invaluable assistance to AID in at least three ways. First, possession of state-of-the-art data would enhance the ability of the Agency to make informed decisions about needed policy revisions in the area of institutional development. Second, the data, which seemed clearly to demonstrate the cross-sectoral nature of institutional development, would lead to a re-evaluation of the value of a purely "sectoral" approach to development. Third, the study would, ideally, point up both the relative strengths and weaknesses in the ability of existing quantitative methodologies to capture the process issues inherent in institutional development.

The DAI/Cornell report was prepared in January, 1985. The Bureau for Food for Peace and Voluntary Assistance at AID deter-

mined that the report would serve as an appropriate point of departure for a working discussion by a select group of participants interested in the topic of institutional development and the implications of approaches to analysis as it applies to PVO field activities.

The principal objective of the workshop was to obtain feedback on the analytical framework developed by the DAI/Cornell study team from a selected group of participants, including specialists actively involved in the field of institutional development. Participants were asked to orient their discussion of the framework around three specific areas, which were briefly outlined before breaking into the working groups.

First, participants were asked for their assessment of the conceptual base of the framework: Was the model adequate for the task? Did the model accurately capture the range of explanatory factors, institutions and interventions? What kinds of modifications and/or improvements could be suggested?

Second, participants were asked to consider the applicability of the model to PVOs: Would the model be most useful as a diagnostic tool, or a monitoring/evaluation tool? Were there primary and secondary uses?

Finally, participants were asked for their input as to what the next steps should be: Where should we go from here?

3. Organization of Workshop

In order to provide the maximum opportunity for workshop participants to share ideas and experience, the workshop sessions were divided into working groups with a facilitator responsible for leading the discussion in each group. Following the objectives outlined above, the working groups focussed their discussions on the analytical framework and attempted to evaluate the framework in terms of its conceptual basis, the validity and reliability of the methodology and the applicability of the approach to the assessment of field initiatives in institutional development.

Groups were heterogeneously chosen to assure a mix of academicians, practitioners and policy-makers so that the discussion could draw on the breadth of experience represented at the workshop. Facilitators used discussion guidelines (See Annex 2) to lead the interaction and results were reported and discussed in whole workshop plenary sessions.

Judy Gilmore of FVA/PPE opened the workshop and set the tone and objectives for the discussion to follow. At the end of the day, Ross Bigelow of FVA/PVC summarized the importance of the discussions in assisting FVA to refine its ability to work collaboratively with PVOs in their institutional development efforts.

4. Synopsis of DAI/Cornell Framework

The overall focus of the DAI/Cornell Study is on the strategies used by private voluntary organizations (PVOs) to increase the effectiveness of development organizations in developing countries. The purpose of the study was twofold: first, to develop and field test a set of indicators which can be used by PVOs and donor agencies to assess institutional effectiveness; and second, to assess the extent to which the different types of PVO assistance contribute to an increase in institutional effectiveness.

Two U.S. based private voluntary organizations agreed to cooperate in the study: International Voluntary Services, Inc. and the Institute for International Development, Inc. The study team was able to closely examine the work of nine volunteers from the first PVO, who were involved in eight different projects in three countries: Bangladesh, Botswana, and Ecuador. The study team looked at only one affiliate of the second PVO located in Costa Rica.

The conduct of the study took place in four stages. The first stage consisted of the collaborative preparation by the evaluators of the analytical framework which would be used in the field. The second stage consisted of the field-testing of the framework by using it to assess the institutional development activities of two PVOs in the four countries mentioned above. This field testing was carried out by three sub-teams of two

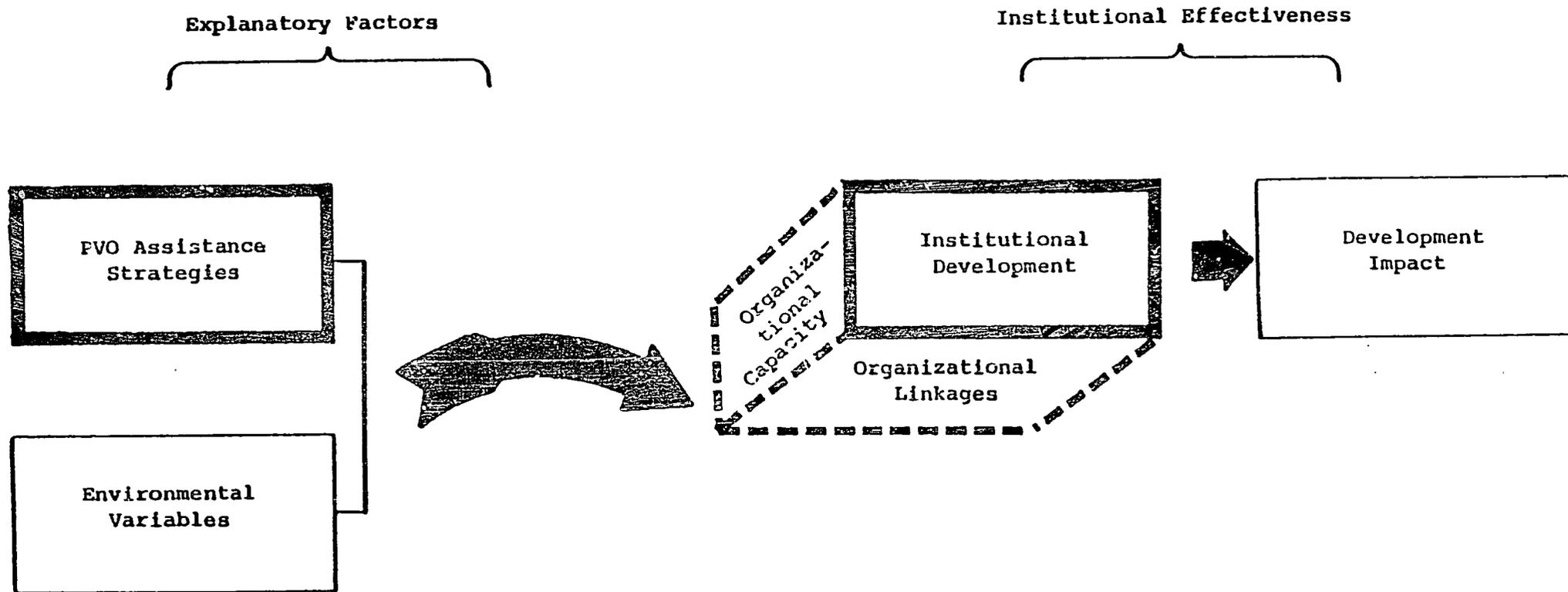
persons each for a period of three weeks. The third stage, in Washington, consisted of the preparation of the case studies and a discussion of the use of the analytical framework. The fourth and final stage consisted of the team leader preparing a comparative analysis of the use of the analytical framework, as well as the findings of the sub-teams.

The analytical framework developed and tested by the field team posits a relationship between institutional effectiveness and two sets of explanatory factors: PVO strategy variables and environmental variables. A chart pulled from the DAI/Cornell report depicting the relationship between these variables is attached. (See Figure 1)

Institutional effectiveness, represented accordingly as a dependent variable, is defined by the study as having two dimensions, "institutional development" and "development impact". "Institutional development" refers to the ability of an organization over time to manage its resources and deliver products or services, and incorporates concepts such as organizational performance and output, and organizational linkages. The heart of the study involved the development of a set of indicators of institutional development and testing these indicators in the field. The set of indicators finally agreed upon broke down roughly into three categories: organizational capacity building (resource management, administrative performance and leadership); organizational linkages (coalition

FIGURE 1

EXPLANATORY FACTORS AND INSTITUTIONAL EFFECTIVENESS



building, claim making); and a third category of indicators common to or overlapping the first two (resource or organization accountability, conflict management and demonstration effects). This list of indicators is contained in Table 1.

The second dimension of Institutional Effectiveness, as represented in the analytical framework, is "Development Impact". The development impact of an organization is operationally defined as the effects of its activities on the community. "Development Impact" can be subdivided into three smaller categories of impact: economic, social, and equity. Economic impact, measurable at both the micro and macro levels, is indicated by production, income and employment. Social impact includes the effects of the organization on health, nutrition, the physical environment, and education. Equity impact may be measured by such indicators as benefits distribution, and access to resources and/or opportunities.

The independent or explanatory variables are broken down into two categories: "PVO Strategy Variables" and "Environmental Variables." "PVO Strategy Variables" are defined within the framework as factors over which PVOs can exercise some amount of control. PVO strategies is further disaggregated into three major groups: PVO objectives, types of indigenous organizations (IO) assisted, and assistance approach. PVO objectives may include: target groups identification, sectoral specialization, time commitments and institutional development. Types of indigenous organizations assisted included: local organization,

A. Organizational Capacity Building Categories

1. Resource Management (allocation, distribution, and mediation)
 - a. IO possesses and maintains adequate financial resources, facilities and equipment.
 - b. Resources are allocated according to predetermined and established criteria.
 - c. Resources are distributed efficiently and in a timely fashion.
 - d. System(s) exists for mediation in conflicts over distribution of resources.
2. Service Delivery
 - a. Services or products are of the type and quality required to meet the needs of beneficiaries and constituents.
 - b. Supply is being distributed efficiently.
3. Diversification (ability to innovate and be flexible)
 - a. Programs/solutions have been undertaken to meet additional beneficiary demands.
 - b. Diversification has not overextended the IO.
 - c. Expansion of service delivery has not overextended the IO.
4. Human Resources, Administrative Performance/Incentives
 - a. IO has adequate number of internal human resources to perform key functions.
 - b. Appropriate incentives exist to motivate staff. (compensation, benefits, per diem, bonuses, rewards for high performance, etc.)
 - c. IO has authority to hire, fire, and remunerate staff.
 - d. IO has training program for its staff. (formal, informal, regular, etc.)
5. Leadership and Management Style
 - a. Leaders are selected in ways that are perceived as legitimate by staff/members.
 - b. Decisions are made on the basis of consultation (open or closed management style).
 - c. Divisions of responsibility reflect IO's tasks and complexity and are clearly understood by IO staff.
6. Planning, Monitoring, and Evaluation
 - a. There is a planning process that is documented, perceived as useful, and utilized by IO.
 - b. Information is gathered and records are kept that permit assessment of progress toward meeting objectives (expenses, activities, performance, outputs, problems).

c. Evaluations have been used to assist in the planning process.

7. Learning.

- a. IO has made deliberate modifications of its objectives and programs on basis of experience/evidence.
- b. Evidence of regular interchange of information among IO staff, with constituency groups, and interested organizations.

B. Organizational Linkage Categories

8. Forging Links (horizontal and vertical)

- a. IO has entered into formal/informal agreements to exchange services, resources, or information.
- b. IO has received official recognition from public, private, or international authorities.

9. Claim-making (leverage and advocacy)

- a. IO represents interests of its constituency with the government, local elites, and other authorities.
- b. IO able to mobilize resources required/desired by its constituency from other sources.

C. Categories Common to Organizational Capacity Building and Organizational Linkage

10. Resource Mobilization/Income Generation

- a. IO has access to resources required to do the job.
- b. IO has control over resources.
- c. IO has specific awareness of future resources needed and realistic idea of where they will come from.
- d. IO mobilizes resources from its members/constituency.

11. Accountability/Responsiveness

- a. Specific procedures exist for client group input and
- b. IO has satisfactorily responded to client group demands.
- c. IO accounts to constituency for their financial participation.

12. Conflict Management (resolution/mediation)

- a. IO mediates conflicting interests among constituency or members.

13. Demonstration Effect

- a. IO has served as a model for replication.

a Indigenous Organization * IO

local government, cooperatives, local service organization, and private business. Finally, three different intervention strategies were identified: the performer mode which delivers products or services, the substitute mode which replaces a staff member being trained elsewhere, and the adviser mode which transfers skills in on-the-job-training.

The "Environmental Variables " category was intentionally left open-ended in the framework. It is intended to incorporate all those factors which are outside of the direct control of the PVO, but are nevertheless recognized as having an impact on institutional development and institutional effectiveness. The study team identified the following "illustrative" categories: political-bureaucratic systems and norms, socio-cultural systems and norms, resource endowments and constraints, government policy and history.

The study found that assistance to local level organizations was more effective and suggested channeling assistance through intermediary organizations which assist local organizations. It was also suggested that a thorough testing of the relationship between environmental and strategy variables was needed.

5. Principal Areas of Discussion and Suggestions for Improvement

Each working group discussed a range of issues designed to assess the strengths and weaknesses of the analytical framework used by DAI/Cornell in the case study analyses. Progressing from the elements of a framework through analysis of the framework under discussion to the identification of a range of possible next steps for FVA, the working groups dealt energetically and intensively with the material. The level of discussion and exchange remained high throughout the day and the topical synopses which follow reflect a distillation of the groups' collective views on the issues they were asked to address.

a. Characteristics of a Framework

To begin the discussion, groups were asked to identify the key elements of a good framework. The working groups generated a substantial list of characteristics which are not meant to be all inclusive, but a starting point for the day's discussion. It was suggested that a good framework should have:

1. Explanatory power and predictive capacities;
2. field-based utility and participation on all levels;
3. sequenced ideas capturing temporal and spatial dimensions;
4. a dynamic nature which captures a process;
5. conceptual clarity of ideas;
6. a known purpose and specified assumptions;

7. decision-orientation and incentives identified;
8. allowance for comparison.

One group summarized by saying that a good framework would help the PVO to understand if as well as how to assist a local organization in building institutional effectiveness while at the same time evaluating if the assistance being provided is working.

b. Utility and Application of the Framework

A large amount of time in the working groups was devoted to assessing the DAI/Cornell framework. Discussion began with an overall judgement on the value of the framework. Most participants felt that it was a useful "checklist" but not necessarily a comprehensive analytical framework for assessing institutional development. Observations centered on choice of indicators, focus of factors, missing dimensions, utilization, and suggestions for alternatives. Many participants felt the framework should not be used by decision-makers to determine if PVOs should receive funding or other resources.

The potential for the framework was linked to its use in a participatory mode with both intermediary and local level institutions. If it could be adapted by PVOs to address process and growth dynamics in local institutions, the framework (or checklist) could become a useful implementation tool though not an ex-post evaluation method.

c. Modifications and Additions to Framework

Groups spent considerable time discussing how to adapt the framework under consideration. While each group covered the same broad areas of discussion outlined for consideration and had some divergent views on specific points, the conclusions reached by all three groups were similar on the key issues. Groups discussed both the indicators per se and the overall usefulness of the framework. They found that while a useful starting point, both the framework and the indicators it uses could be improved upon. In terms of the framework, the groups felt it did not address the issue of how impact is sustained and suggested that a methodology which explores this key aspect is needed. This conclusion draws on the assumption that PVOs want to know more both about the value of the strategy they are using and its impact on beneficiaries. In order to add this dimension to the framework it was felt that a participatory approach which adds a "window from below" that captures local viewpoints and involves all project actors in the process is needed. From this same standpoint, it was felt that the framework in question does not capture the range of institutions which may be participating with PVOs in institutional development. There are more kinds of both intermediary and target institutions acting in the range of strategies employed by PVOs. As the framework is further developed and more kinds of organizations become involved, this broader range will be identified.

The present framework format was found to be prescriptive and as such does not capture the dynamic interaction between

variables in the same category or between categories (e.g. strategy vs. environmental). A more flexible approach might be more appropriate and such an alternative was suggested by one group. Their model was developed from the premise that impact needs to be included in institutional development assessment. Development activities are seen to focus on tasks, not institutional development alone, and that by tracing these tasks through the analysis it is possible to capture the dynamic process. Tasks are identified through participatory interview techniques which use open-ended questions to find key elements in the intervention and then distills the lessons learned from these experiences. All levels of actors in the project participate in the process. The role of incentives in institutional development should not be overlooked.

Turning to indicators, the groups felt that they should be linked to perceived needs in an identified development context. As such, indicators within categories should correspond to the context of the intervention. (They) should not use numerical scorings which may be helpful as a case study background, but do not yield helpful information in describing process. Indicators should therefore not be too concretized or their value will be too limiting. The importance of "success" indicators should not be overlooked when describing process or determining strategy. In order to establish linkages, indicators need to refer to tasks and capacities so that their relationships can be clearly seen. The process variables found in the case materials were thought to be useful areas for further consideration in the framework.

These would include shared values, communications systems and attitudes toward change.

d. Strategy variables and their role

In examining the indicators, groups felt that the relationship between strategies, the tasks which implement them and their contribution to institutional development needed to be examined. Once group felt that the strategy variables needed to be reorganized and their relationship to other variables rethought through completely. Incentives to strategy use was seen as a key dimension to include in the analysis to produce a more dynamic model.

A more careful analysis of strategy would permit the identification of the key processes typified by the arrows in the model. The strategy identification process was seen as an opportunity to develop collaborative interaction in participating groups.

e. Importance of environmental factors

In addition to the need to identify strategy variables, environmental factors were also found by the participants to be key elements in institutional development which need to be expanded on in order to transform the framework into a useful process tool.

One group suggested that opportunities as well as constraints in the environment should be identified when defining environmental variables. These would include assessing policy dimensions and governmental rules and regulations affecting the intervention strategy and its impact on local organizations. Local capacities to sustain change and growth as well as indigenous social, economic, cultural, and technological patterns would also form an important part of this expanded environmental dimension and would need to be identified completely for each context. The environmental variables would then play an important role in assisting the PV0s in assessing the likelihood of intervention success. All the groups felt that an amplification of the environmental variables was a key element to improvement of the approach. Along with linkages in the model, the environmental factors were found to need a substantial amount of articulation to be useful in each context.

6. Major Conclusions

In summary the workshop concluded that:

1. The framework is more useful as a process tool than as an evaluation tool. For instance, as a checklist or using categories within a checklist.
2. Any framework needs to include active participation of project personnel and beneficiaries at all levels in order to be valid and will vary with the context it must operate in.
3. The case materials yield some useful lessons learned and should be analyzed more closely to help "flesh out" the model.
4. The use of a methodology using open-ended inquiry related to function was found by some participants to be an approach which might yield more lessons learned on both process and results.
5. The roles of both PVO strategy and environmental variables need to be expanded in a revised framework to capture a more dynamic view of the institutional development process.

6. The process of developing a framework is more important than the framework itself.
7. Replication to a larger sample of PVOs would not be advisable.
8. The model should not be used to determine resource allocation to PCOs or for export evaluation.

7. Recommendations for FVA Consideration

The working groups concluded their analysis by making recommendations to FVA on next steps to be taken.

1. Most participants felt that a workshop for selected PVOs which would help them develop practical tools for assessing insitutional development should be the next step. The framework or alternative method discussed in this workshop could serve as a starting point. Lessons learned should be highlighted in this process and not a prescriptive checklist approach.

2. PVOs who wish to collaborate on identifying and analyzing their institutional development process should be funded to do collaborative assessments in the field with local organizations. This would provide an opportunity to build a methodology and share findings on the process. This would also produce lessons learned for the organizations involved as well as contribute to an increased understanding of the development process involved.

3. The collaborative process should yield case studies which can be analysed to identify more effective strategies.

4. Specialists in a variety of disciplines should be drawn on to work with PVOs in the institutional development analysis process. A group or team approach was suggested as a means of yielding richer results in a shorter time period.

Annexes

Annex 1

Agenda

AGENDA

PVO Institutional Development Workshop

March 22, 1985
9:00 am - 5:30 pm
1735 N. Lynn St., Room 428
Rosslyn, Virginia

- 9:00 am OPENING REMARKS
 Judith Gilmore, FVA/PPE
 Janet Tuthill, MSI, Moderator
- 9:15 - 9:30 INTRODUCTION of Participants and explanation of
 workshop objectives and format, Janet Tuthill
- 9:30 -11:30 WORKING GROUPS:
 Group A Room 453 - Tuthill
 Group B Room 455 - Kettering
 Group C Room 457 - Van Sant
- (Break for coffee when group wishes)
- DISCUSSION: In examining the DAI/Cornell report,
 which elements of the approach are most useful in
 explaining institutional effectiveness? Which
 would you add or delete? What other factors
 should be considered?
- 11:30 - 12:30 PLENARY, Room 428
 Groups report findings and discuss.
- 12:30 - 1:30 Buffet LUNCH, Room 428
- 1:30 - 1:45 ORIENTATION for afternoon sessions
- 1:45 - 4:00 WORKING SESSIONS
 (same rooms as morning)
- DISCUSSION: How can these approaches be used by
 PVOs? What has to happen next? Which issues or
 explanatory factors seem most useful? Is further
 work needed? By whom?
- 4:00 - 4:15 COFFEE BREAK
- 4:15 - 5:15 PLENARY
 Results of workshops
 Decisions on next steps
 Recommendations
- 5:15 - 5:30 CLOSING REMARKS
 Ross Bigelow, FVA/PVC

Annex 2
Discussion Guidelines

FVA PVO INSTITUTIONAL DEVELOPMENT WORKSHOP DISCUSSION GUIDELINES

EXPECTED RESULTS:

The key outputs of the morning and afternoon working groups are:

- * An assessment of the Analytical Framework, its completeness, validity and the provision of suggestions for improvement.
- * A description of how the PVO can apply the Framework and what program and organizational choices result from its use; and a set of recommendations for how the Bureau will use the Framework for making program decisions.
- * A set of proposed next steps to be taken by the Bureau and selected PVOs.

PROCESS TO BE USED:

Each working group will be monitored by a facilitator qualified to guide the discussion in such a way that the complex set of issues and questions will result in a set of agreements and recommendations which can be summarized at the end of each workshop session. That is, the facilitators are responsible for assisting and guiding discussion that results in useable products for the Bureau.

SESSION #1:

Workgroup Output Objective:

As a result of your discussions, assess the accuracy of the model in explaining the relationship between PVO strategies, the local institutions, the development impact and the environment in which all this takes place. In addition assess the validity of the indicators in measuring institutional effectiveness. Identify what is either missing, or not explained, in the DAI/Cornell work and what your solutions are.

Make a flip chart presentation summarizing your results and be prepared to discuss your findings in a plenary session.

Preliminary questions:

1. What are characteristics of a good framework? (Find 4 or 5)
2. Is the framework under consideration fruitful for further testing?

* The Discussion: Issues & Questions:

The purpose of the DAI/Cornell work is twofold: first, to develop and field test a set of indicators that PVOs and donor agencies can use to assess institutional effectiveness; second, to assess the extent to which different types of assistance provided by PVOs contribute to an increase in institutional effectiveness.

The document makes a distinction between two sets of actors and their roles: the local institutions' role to provide development assistance to local beneficiaries and the PVO institutions' role to build and strengthen the capacity of these local institutions in order to do their work effectively (three styles are identified: assistance, facilitation, promotion).

1. Do you feel the model adequately describes the range of institutions acting in institutional development?

* Do you feel the indicators provide for a valid assessment of local institution effectiveness?

* The DAI document mentioned that the most PVOs concentrate their interventions at the lower level institutions rather than at the mid-level or central level organizations. Do the same indicators of organizational effectiveness apply?

* Is it possible to define institutional effectiveness without direct reference to the development impact desired? Is it possible for all the indicators to read "effective" and the institution still not achieve development impact? If you think this is a possibility, what explanation is missing? Is the problem with the indicators, the lack of connection to the development impact objectives, or with the need to define the external variables that may explain the other factors necessary for translating a stronger institution into development results?

* Environmental variables were found to be important in explaining the relationship between the PVO strategy and the effectiveness of the local institution, are they equally as important in explaining the relationship between the institutional development results and the development impact objectives? What is the relationship?

What are some of the environmental or external variables? If organization capacity is developed internally, what linkages are developed externally to assure development impact?

What is the best means of assessing PVO strategy? can we define and measure effectiveness of PVO strategies in relationship to local institutional effectiveness? Is a typology preferable to outline the main features of PVO ID activities?

SESSION #2:

Working Group Objectives:

As a result of your workgroup discussion, describe how a PVO would use the framework. Identify the applications, the basic steps for each, the kinds of process required, the implications for time, budget and personnel.

Second, identify what the Bureau and selected PVOs should do to further refine and validate the framework.

Third, do you think the use of this kind of approach will improve the quality of program and organizational choices? Provide guidance for the use of such a framework as a formal aspect of the Bureau's funding process. If you think this kind of approach should be integrated into all proposals, should the Bureau provide assistance in the form of workshops or training to make the technology available?

Workgroups might deal with the following sets of questions:

ONE:

- * Can PVOs use this framework for the design and evaluation of their institutional development efforts?
- * Is it too elaborate, abstract, complex for them to use?
- * If you feel that the average PVO can use this planning and assessment framework, what would USE look like? What are the applications?

TWO:

- * Assuming we feel PVOs can and will use the framework and assuming that there are more refinements necessary, what next steps are required to validate the framework?
- * Is it possible to involve PVOs in field-testing the methodology and developing the applications?

THREE:

- * What should the Bureau do to refine and introduce an effective framework for assessing the design of institutional development strategies for PVOs?
- * What are the immediate next steps?

Annex 3

List of Participants

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