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FINAL REPORT  
TO THE  
AGENCY FOR INTERNATIONAL DEVELOPMENT  
AND  
THE PEACE CORPS  
CONTRACT NO. PDC-0000-C-00-6201-00  
FOR SERVICES AS THE SECRETARIAT OF THE  
JOINT A.I.D./PEACE CORPS COORDINATING COMMITTEE  
FOR THE PERIOD  
MARCH 1, 1989 - NOVEMBER 30, 1989

Submitted by:

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March 29, 1990

## FINAL REPORT

This report is submitted to the Agency for International Development and the Peace Corps by Benchmarks, Inc., under Contract PDC-0000-C-00-6201-00 for services as the Secretariat to the Joint A.I.D./Peace Corps Coordinating Committee. The report covers the specific activities carried out during the period March 1, 1989 through November 30, 1989. In addition, pursuant to the requirements of AIDAR Clause Number 752.7026 in AID Handbook 14, this report contains a summary of accomplishments under this assignment, the methods of work used to carry out the tasks, and the contractor's recommendations regarding program continuation. An Administrative Report covering expenditures and personnel for the period March 1, 1989 through November 30, 1989 is also included.

The report is divided into seven sections:

- I. Introduction/Purpose
- II. Methods of Work
- III. Activities Carried Out During Current Reporting Period
- IV. Summary of Major Accomplishments
- V. Reports
- VI. Recommendations
- VII. Administrative Report

### I. Introduction/Purpose

On June 14, 1984, the Agency for International Development and the Peace Corps established a Joint Coordinating Committee devoted to pursuing effective U.S. development programs in Third World nations through interagency collaboration. The Committee serves as a formal mechanism for planning and reviewing interagency cooperation. Its purpose is to encourage cooperation, program implementation, consultation, and information sharing between the two agencies, and to promote increased field collaboration between A.I.D. Missions and Peace Corps offices overseas. The Committee is composed of ten senior-level staffpersons from each agency. It is co-chaired by the A.I.D. Administrator and the Peace Corps Director and meets approximately three times yearly in Washington, D.C.

In order to function effectively, the Joint A.I.D./Peace Corps Coordinating Committee requires technical assistance and logistical support to ensure that new initiatives are pursued and directives are carried out. For this purpose, the two agencies share equally in providing resources for a contractor to serve as the Secretariat to the Coordinating Committee. The Secretariat provides all necessary facilities, materials, and services for the Committee to meet its objectives and function as the coordinating mechanism between the two agencies.

Under the terms of Contract PDC-0000-C-00-6201-00, Benchmarks served as the Secretariat to the Coordinating Committee during the period September 1, 1986 through August 31, 1989. A three-month no-cost extension was put into effect on September 1, 1989, changing the expiration date to November 30, 1989. Over the three-year-plus contract period, Benchmarks organized meetings of the Coordinating Committee, followed up on Committee directives, participated in planning new joint activities, prepared reports related to interagency collaboration, and performed other related activities at the request of the Project Officers.

## II. Methods of Work

In its capacity as Secretariat to the Joint A.I.D./Peace Corps Coordinating Committee, Benchmarks provided technical assistance and administrative and logistical support to assist the Committee to achieve its objectives.

A. Technical Assistance: Benchmarks provided various forms of technical assistance as requested by Committee members and the Project Officers. In general, this included advisory services, problem solving, information exchange and dissemination, research assistance, coordination of meetings, and interagency liaison activities. The primary methods for delivering technical assistance were person-to-person meetings, staff briefings, telephone conversations, and preparation of written reports.

B. Administrative and Logistical Support: Benchmarks provided administrative and secretarial services to the Committee on a continuous basis as needed. These services included word processing, drafting correspondence, photocopying, telefax, handling telephone calls, arranging meetings, and providing meeting space. Benchmarks also provided logistical support for all Coordinating Committee meetings, including making arrangements for space and lunch as required, sending out meeting notices and confirming attendance, preparing the minutes of each meeting in draft and circulating them for comments and corrections, and then preparing and circulating the minutes in final form.

### III. Activities Carried Out During Current Reporting Period

During the current reporting period (March 1, 1989 - November 30, 1989), Benchmarks completed the following activities in support of the Coordinating Committee:

A. Benchmarks prepared the agenda and made preparations for the Coordinating Committee meeting held on August 31, 1989. Preparations included participating in planning sessions with Project Officers and other staff regarding the agenda; suggesting items to be discussed at the Committee meeting; maintaining contact with agency staff at least weekly; planning the format of the meeting; briefing staff as necessary on the agenda items; making room arrangements; sending out meeting notices; and obtaining confirmations of attendance. Benchmarks also coordinated presentations given at the meeting by Committee members and staff, and prepared a set of guidelines to be used in making the presentations. In addition, Benchmarks wrote briefing papers related to the agenda items and compiled complete briefing books for Committee members and staff. Benchmarks took notes during the meeting and prepared a draft of the minutes which was delivered to the Project Officers on September 1, 1989.

B. Benchmarks compiled for the A.I.D. Administrator a briefing book on interagency cooperation containing a strategy paper/status report and background materials. In preparation for the Peace Corps Director's meeting with the A.I.D. Administrator, Benchmarks prepared a summary of current activities and contributed to the Peace Corps Director's talking points. In addition, Benchmarks prepared several short briefing papers on interagency cooperation for general distribution.

C. Benchmarks drafted a joint cable to field staff with guidance on agency policies regarding interagency cooperation and ways of promoting joint programming in the field. In connection with this activity, Benchmarks researched current program activity taking place in the field, incorporated agency staff comments and ideas into the cable language, and prepared the cover memoranda for circulation and approval of the final cable by the approving officials of both agencies.

D. Benchmarks drafted a memorandum on cooperation with the Peace Corps which was sent out to A.I.D. Washington and field staff as a General Notice by the A.I.D. Administrator.

E. Benchmarks performed research and prepared a briefing paper on the Peace Corps' involvement in literacy programs in Central America for use by A.I.D. staff.

F. Benchmarks analyzed the evaluation of the Small Projects Assistance Program and provided feedback to agency staff regarding the evaluation findings.

G. Benchmarks did research on the amount of funds in the "pipeline" of the Peace Corps' A.I.D.-funded Participating Agency Service Agreements (PASAs),

analyzed constraints to financial reporting under the PASAs, and made recommendations for improvement.

H. Benchmarks designed the graphics for the second report to Congress on interagency cooperation (see Reports, below), wrote and typed the copy, obtained estimates for printing, and coordinated printing of the report. Benchmarks also distributed the report to Congressional offices.

I. Benchmarks prepared statistical tables and charts on cooperative programs in each country in which both agencies have programs, including the types of projects, numbers of Volunteers assigned, and amount of funding for the project, when available.

J. Benchmarks provided coordination and technical advisory services to both agencies in planning a new PASA for Women in Development (WID), including contributing to the concept paper for collaboration in WID, elaborating the program design, making budget estimates, and meeting frequently with staff of both agencies.

K. During this reporting period, Benchmarks continued to supply administrative and secretarial services to the Coordinating Committee. This included maintaining the Committee files, maintaining and updating the list of members, and providing the support necessary for carrying out the activities above.

#### IV. Summary of Major Accomplishments

The following are the major accomplishments of the Secretariat during the three years of this assignment:

A. Organized and coordinated six meetings of the Coordinating Committee, including preparing the agenda, making logistical arrangements, preparing minutes, and following up on action items and Committee directives; (the original goal of the Coordinating Committee was to meet three times a year; this was not met because of the change in administration in both agencies and as a result of postponements and delays associated with the untimely death of the A.I.D. Administrator);

B. Maintained the structure of the Coordinating Committee during the transition in leadership of both agencies;

C. Prepared and delivered two reports to the United States Congress on interagency cooperation;

D. Organized and facilitated more than 200 individual and group meetings and planning and strategy sessions to stimulate interagency cooperation;

E. Facilitated the planning and development of more than ten new interagency programs, including the microenterprise development PASA, the Africa Food Systems

Initiative, Collaborative Community Forestry Initiative, basic education initiative, Farmer-to-Farmer program, and new activities in development education, biological nitrogen fixation, and exchange of technical information at the field level through A.I.D./PPC/CDIE and Peace Corps/OTAPS/ICE;

F. Spearheaded collaboration between the Peace Corps, A.I.D., and Private Voluntary Organizations (PVOs), including participating in the Coordinating Committee Task Force charged with this effort, briefing the A.I.D. Administrator and the Peace Corps Director on the value of such collaboration, writing strategy papers and an instructional manual for field staff of both agencies and PVOs on how to develop collaborative field projects, and coordinating meetings among agency personnel and various PVOs, such as Save the Children;

G. Developed a plan in conjunction with A.I.D./ANE and Peace Corps/NANEAP to institutionalize interagency cooperation using these two regions as a model;

H. Assisted in coordinating management of the Small Project Assistance (SPA) Program and in making recommendations for its improvement, including carrying out these and other tasks:

1. participating in the SPA working group formed after the Coordinating Committee meeting of December 11, 1986;
2. meeting with officials of the SPA program, agency financial officers and other staff on numerous occasions;
3. conducting background research on the status of program obligations and expenditures worldwide;
4. conducting research on methods used by other government agencies, such as the Treasury Department, to administer small project funds and local currencies;
5. making telephone calls to Peace Corps staff in seven African countries experiencing problems in SPA management for the purpose of understanding the problems and making recommendations for their resolution;
6. preparing two comprehensive reports on SPA management recommendations;

I. Prepared two guidance cables on interagency cooperation that were signed by the A.I.D. Administrator and the Peace Corps Director and were transmitted jointly to field staff worldwide, including drafting the cables, discussing contents with agency staff, making revisions, securing the necessary clearances, and analyzing and disseminating the results;

J. Developed guidelines for reporting on A.I.D./Peace Corps cooperation that were included in the guidance for the Peace Corps' Country Management Plan and Budgets and A.I.D.'s Annual Budget Submissions;

K. Researched and wrote five case studies on A.I.D./Peace Corps cooperative programs for use in training exercises;

L. Wrote and disseminated success stories using examples from the ANE region to encourage further collaboration in this area;

M. Prepared speeches and remarks for the A.I.D. Administrator, the Peace Corps Director, the Deputy Assistant Administrator of PPC, and other officials to use at various occasions (e.g., the Peace Corps' Twenty-fifth Anniversary Conference and the Annual Conference of the National Council of Returned Peace Corps Volunteers) related to interagency cooperation;

N. Prepared briefings on interagency cooperation for the Secretary of State, the President, and key members of Congress;

O. Undertook a survey of Peace Corps Country Directors regarding collaboration with A.I.D. in their programs and wrote and disseminated a comprehensive report on the results;

P. Developed a checklist for systematic review of A.I.D./Peace Corps cooperation in the field;

Q. Made two field trips (Central America and Ghana) to review interagency cooperation and facilitate the development of joint programs;

R. Served as a clearinghouse for information on interagency cooperation and disseminated information to other government agencies and interested individuals.

Each of the activities listed above, as well as the routine ongoing duties carried out by the Secretariat, required a substantial investment of person-hours devoted to coordinating and attending meetings, writing concept papers, briefing appropriate senior agency officials, and following up to bring the activity to completion.

## V. Reports

The following are the major reports produced by the Secretariat during this assignment:

A. Cooperation between the Peace Corps and the Agency for International Development: A Second Report to the Congress, August 1989;

- B. A.I.D./Peace Corps Projects in the Field in Africa, Latin America and the Caribbean, and Asia/Near East: FY 1989 Statistical Tables;
- C. A Summary of the Collaborative Programs of the Peace Corps and the Agency for International Development, April 1989;
- D. A.I.D./Peace Corps Cooperation, December 1988, 4 p.;
- E. A.I.D./Peace Corps Cooperation, December 1988, 1 p.;
- F. The Collaborative Community Forestry Initiative in Ghana: Briefing Paper for the World Bank NGO Committee, October 1988;
- G. A.I.D./Peace Corps Cooperation in Child Survival, September 1988;
- H. A.I.D./Peace Corps Collaboration: Africa Bureau Highlights, revised March 1988;
- I. Peace Corps/A.I.D. Microenterprise Development Program: Proposal for PASA, various drafts;
- J. A.I.D./Peace Corps Projects in the Field Worldwide, FY 1988 Statistical Tables;
- K. Microenterprise Development PASA Briefing Paper
- L. The Peace Corps and PVOs: Steps to Effective Collaboration in Field Projects, July 1988;
- M. A.I.D./Peace Corps Cooperation: Briefing Paper, December 1987;
- N. A.I.D./Peace Corps Cooperation: A.I.D. Benefits, September 1987;
- O. Cooperation Between the Peace Corps and the Agency for International Development: An Overview, September 1987;
- P. A.I.D./Peace Corps Cooperation, March 1987;
- Q. Activities of the Joint A.I.D./Peace Corps Coordinating Committee for Fiscal Year 1986.

#### VI. Recommendations for the Future

As of the end of this contract, the Secretariat had completed all of the activities required by the Coordinating Committee. While there is no unfinished work

Under the contract, there are a number of pending business items before the Coordinating Committee that will need to be addressed at future meetings. Among the most important of these are the following:

- o follow up on the results of the PASAs and make decisions regarding future funding;
- o follow up on the findings of the SPA evaluation;
- o analyze and disseminate the results of the most recent guidance cable to the field on interagency cooperation;
- o analyze and disseminate the results of the Africa Bureau's assessment of interagency cooperation and plans for increased collaboration in that region;
- o continue planning for a possible WID PASA in FY-91.

Experience of the past three years has demonstrated that the Coordinating Committee had been an effective force for stimulating interagency cooperation both at headquarters and in the field. The Secretariat recommends that it be continued, and in the future, that:

- o the two agencies make a commitment to a minimum number of meetings each year, and that the agency directors attend a certain number of these meetings;
- o the major focus of efforts be directed toward mechanisms to increase cooperation at the field level;
- o joint planning take place early on as new programs are initiated by both agencies;
- o increased attention be placed on interagency cooperation in staff training at all levels of both agencies;
- o operational-level working groups, possibly organized on a regional or sectoral basis, be established as adjuncts to the Coordinating Committee to enhance interagency communication.

## VII. Administrative Report

The administrative report is attached.

Administrative Report

Contract No. PDC-0000-C-00-6201-00

Total expenditures under this contract for the period September 1, 1986 - November 30, 1989 are as follows:

September 1986: \$	8,375.08	September 1987: \$	9,840.44	September 1988: \$	8,653.39
October 1986:	8,895.60	October 1987:	12,162.50	October 1988:	8,148.86
November 1986:	9,187.31	November 1987:	9,836.91	November 1988:	8,994.50
December 1986:	8,867.37	December 1987:	9,434.26	December 1988:	7,009.16
January 1987:	8,392.00	January 1988:	8,887.06	January 1989:	8,880.29
February 1987:	8,617.20	February 1988:	12,867.34	February 1989:	8,463.75
March 1987:	8,990.64	March 1988:	11,817.88	March 1989:	8,297.10
April 1987:	9,273.50	April 1988:	9,619.06	April 1989:	6,834.07
May 1987:	9,013.42	May 1988:	10,578.46	May 1989:	9,302.85
June 1987:	7,717.56	June 1988:	10,421.53	June 1989:	7,489.87
July 1987:	8,812.91	July 1988:	9,648.49	July 1989:	9,034.61
August 1987:	7,297.61	August 1988:	9,862.93	August 1989:	9,485.98
				September 1989:	722.04
		interest on late payment 8/11/88	3.05	October 1989:	793.73
<hr/> Subtotal:	<hr/> 103,440.20	<hr/> Subtotal:	<hr/> 124,979.91	November 1989:	1,469.69
				<hr/> Subtotal:	<hr/> 103,579.89
				Grand Total:	332,000.00

The personnel employed under this contract and time spent during this reporting period are as follows:

September 1986 - August 1987

<u>Personnel</u>	<u>Total Days Spent</u>	
Thomas J. Scanlon	70.0	
Noreen O'Meara	95.75	
Karen J. Vee	24.3	
Lisa Fouladi	6.5	
	<hr/>	Subtotal, year 1: 196.55 days

September 1987 - August 1988

<u>Personnel</u>	<u>Total Days Spent</u>	
Thomas J. Scanlon	77.0	
Noreen O'Meara	118.945	
Eddie Sarver	64.06	
	<hr/>	Subtotal, year 2: 260.005 days

September 1988 - November 1989

<u>Personnel</u>	<u>Total Days Spent</u>	
Thomas J. Scanlon	67.125	
Noreen O'Meara	89.345	
Eddie Sarver	25.35	
Diana Williams	8.875	
Pat Bartlett	6.0	
Beth Floyd	3.0	
	<hr/>	Subtotal, year 3: 199.695 days

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Grand Total: 656.25 days