



PARTNERSHIP INITIATIVES FUND (PIF)

IMPACT STUDY

by

William Booth

THE PVO/NGO INITIATIVES PROJECT

The Impact Reports



DATEX INC



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PREFACE

The PVO/NGO Initiatives Project (PIP) is a multi-year project funded by the Africa Bureau to promote collaboration and foster closer working relationships between USAID, PVOs, and NGOs. It has sought to do this, in over 20 sub-Saharan countries, by facilitating increased dialogue between them, acting as a catalyst in forming new partnerships, building the technical and institutional capacity of NGOs, and by developing comprehensive informational databases.

An integral part of PIP has been the development of research papers and case studies commissioned for seminars and workshops. All of these have been accomplished by African researchers and form the research paper series. Under PIP, two important studies were completed: the umbrella study which examines the design and implementation aspects of umbrella projects, and the registration study which examines the impact of the registration requirements on African NGOs. Finally, the impact reports look at the effect of selected project (PIP) and non-project activities on NGOs.

We are very pleased to have been able to publish these and to provide them to you. Please note that the views expressed herein and those of the author(s) and are not necessarily those of the Agency for International Development, nor of Datex, Inc.

DATEX Inc., an international management consulting firm, currently holds several long-term contracts with the Agency for International Development. These include **ENRIC** (Environment and Natural Resources Information Center), **PIP** (the PVO/NGO Initiatives Project), the gender specialist and social analysis portion of **DESFIL** (Development Strategies for Fragile Lands), and the financial and grants management portion of the **Democracy Enhancement Project** in Haiti. In addition, Datex also manages two worldwide IQCs: the **Food Aid Programming and Management IQC**, and the **Health Financing IQC**; a Mission-based IQC with USAID/Haiti; and has recently been selected for the **Monitoring and Evaluation of Policies, Programs, and Projects IQC** and (by the Department of State) for the **Refugee Programs IQC**. Datex has carried out numerous other short and long term assignments for USAID, the World Bank, and for the United Nations, throughout the developing world.

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EXECUTIVE SUMMARY

The Agency for International Development (A.I.D.) provided approximately \$300,000 in small grants through the Partnership Initiatives Fund (PIF) to U.S. PVO and African NGO partners to carry out short-term collaborative activities in Africa. PIF was administered by Datex, Inc. under the auspices of the PVO/NGO initiatives project (PIP).

The overall goal of the assistance was to foster effective partnerships between U.S. PVOs and African NGOs. Specifically, the PIF was intended to: (1) encourage sharing of information, expertise and experience; (2) permit the testing of innovative or experimental approaches to grassroots development; and (3) explore the feasibility of new approaches to partnership (including South-South partnerships). This study provides an overview of the project and includes four case studies of partnerships which received funding.

Overall the PIF grants may be considered a success. The objectives of the project were to encourage sharing, to test innovative or experimental approaches and explore the feasibility of new approaches to partnership and grassroots development. The objectives and criteria indicate that the project was initiated as a learning experience from which data could be gathered to better understand how small grants can better assist the development process in general and sustainable development in particular by reinforcing the capacity of local institutions through partnerships with PVOs.

The impact study was carried out by an independent consultant, William Booth, in two separate but concurrent phases between 22 April and 1 May, 1992. One phase involved site visits to four projects which had received PIF funding in Ghana and Senegal. The second phase was an overall analysis of the PIF grants which was carried out in conjunction and with the support of PIP staff.

The report begins with a summary of the major recommendations. This is followed by a brief overview of the PIF grants and the purpose and findings of the impact study. The third section includes four case studies which look at different types of partnerships and four different types of projects which received funding under the PIF program. To facilitate an overview of the project, a statistical analysis is provided in the following section.

Discussions with all concerned reinforced the importance of small grant funding. It confirmed the impressions gained during the study that all parties learned valuable lessons from the problems encountered and the accomplishments of this and other projects which seek to support NGOs.

The report writer is encouraged by A.I.D.'s expressed intent to continue a program of small grant funding. The case studies herein illustrate the value of such funding. Strengthening National NGOs and enabling them to become more self sufficient is a process with many steps, which partnerships with PVOs can and do facilitate.

INTRODUCTION

The following pages document an impact study of the A.I.D. funded project Partnership Initiatives Fund (PIF). The PIF is innovative. Administered by DATEX under the auspices of the PVO/NGO Initiatives Project (PIP), PIF funds U.S. PVO - African NGO partnerships to conduct short-term collaborative activities in Africa which encourage, test, and explore new approaches to partnership.

The impact study was carried out by an independent consultant, William Booth, in two separate but concurrent phases between 22 April and 1 May, 1992. One phase involved site visits to four projects which received PIF funding in Ghana and Senegal. The second phase was an analysis of the overall PIF grants data collected by PIP staff addressing issues defined by the consultant.

The study has been enhanced through the efforts of Kristen Brummer and Patricia Scheid of Datex to assemble the relevant data; the many PVO/NGO representatives in Ghana and Senegal who took time from their busy activities to facilitate site visits which enabled me to better appreciate the impact of small grant funding; Ms Jasperdean Kobes of Bamboula and Ms Jan Zant of Z Designs who added a rich layer of texture to development theory by demonstrating the path of a product from a local artisan's hut to the market places of New York and Texas; and Lorraine Moneypenny for her curiosity and criticism which always provokes deeper analysis.

PIF GRANTS OVERVIEW

I. Funding Sources

<u>Source</u>	<u>Amount</u>	<u>Percent of total</u>	<u>Percent of original</u>
AID (original)	\$300,000	63%	n/a
PVOs (supplement)	160,000	33%	53%
NGOs (supplement)	<u>20,000</u>	<u>4%</u>	<u>7%</u>
Total	\$480,000	100%	60% over original

II. Proposal Review

Round One:

Region:	West Africa	19	42%
	East Africa	16	36%
	Central Africa	7	16%
	Southern Africa	3	7%
Sector:	Private Enterprise	16	
	Agriculture	13	
	NRM	12	
	WID	7	
	Development Education	4	
	Health	4	
	Business Development Promotion	3	
	Cooperatives	1	
	Technical Training	1	
	Institution Building	1	
	Human Resource Development	1	

Table 1a

Round Two:

Region:	West Africa	19	43%
	East Africa	11	25%
	Southern Africa	7	16%
	Central Africa	4	9%
	Regional	2	5%
	North Africa (Sudan)	1	2%
Sector:	Institutional Development	11	
	Human Resource Development	7	
	Development Education	5	
	Health	5	
	WID	5	
	Rural Development	4	
	Business Development	4	
	Micro Enterprise	2	
	NRM	2	
	Family Planning	2	
	HIV/AIDS	2	
	Human Rights	1	
	Agriculture	1	
	Forestry	1	
	Health Systems Development	1	
	Communications	1	
	Environment	1	

III. Summary

<u>Round</u>	<u>Number submitted</u>	<u>Number selected</u>	<u>Percent</u>
1	45	8	18%
2	44	15	34
Total	89	23	26%

Table 1b

RECOMMENDATIONS

1. Partnership Initiatives Fund Be Continued

A project which tests innovative and experimental approaches to grassroots development and explores the feasibility of new approaches to partnership is still required for the economic recovery and development of many African countries. PVO/NGO partnership with a small grants component make an important contribution to grassroots development. As one African NGO representative stated "no amount is too small to help our people."

2. Alternative Modalities Be Considered For Future Programs

Alternative models for contracting and administering future grants programs should be studied. It is in A.I.D.'s interest to reduce its management burden by entrusting such a program to a strong intermediary organization which can make sub-grants. Contracting directly with A.I.D. should be modified to avoid start up delays, to allay suspicions of NGO partners, to facilitate reporting and to provide easier access to funds. Alternatives which could be considered are umbrella grants through USAID missions, a PVO, a National NGO Consortium or a Non-Profit Organization. A.I.D. must recognize that there are some risks involved in providing small grants to NGOs and should be prepared to be flexible and assume some of those risks with the objective of promoting NGO institutional development.

3. PVO/NGO Partnerships Be Continued

Partnership is desirable and needed by NGOs who require and benefit from sharing in the experience and expertise of PVOs especially in areas of institutional strengthening and skill transfer. The time frame should be extended as 18 months is not sufficient time for NGOs to leverage additional funding. Institutional strengthening skills are needed in strategic planning, management, project design, monitoring, evaluation, fundraising and income generation.

4. Sustainability Through Partnership Be Emphasized

Emphasis should be placed on the sustainability of projects through partnerships. Where possible, an income generating component should be encouraged so as to begin the process to break the cycle of dependency on donor financed projects. This is especially true in areas which bring relief to sectors burdened by structural adjustment measures.

5. Collaboration Among Local and Regional Institutions Be Encouraged

Projects which strengthen PVO/NGOs ability to communicate and collaborate with each other, with other national or regional institutions and organizations, both governmental and non-governmental, should be encouraged.

IMPACT STUDY

Goal and Objectives

The major objective of this impact study is to assess the need, effectiveness and nature of results associated with providing a small grants program to PVOs and NGOs which encourages partnership and institutional development.

This study examines the results of selected PIF grants and analyzes how these grants have contributed to NGO institutional development, PVO/NGO partnership, and promoting sustainable development in general.

More precisely the study focuses on the results of selected PIF grants, describes how the provision of these grants contributed to the broader PIF objectives (i.e., promoting PVO/NGO partnership, NGO institutional development and PVO/NGO information exchange) and sustainable development in general. It includes constraints which were encountered, the effect those constraints had on the accomplishment of the stated objectives and suggestions for avoiding them in the future.

In addition the report includes: (1) results and probable longer term impacts of such a program; (2) practical recommendations which could be implemented in the A.I.D. context; and (3) whether and how the PIF program could be improved upon or expanded.

Components

The impact study is divided into the following activities: (1) case studies of four projects which received PIF grants observed during the field visit to Ghana and Senegal; (2) an overview of the PIF grants compiled from available information; (3) an analysis of the findings based on both sets of information; and (4) recommendations.

Methodology

1. Preparation:

The consultant met with PIP management to be briefed on the purpose and objectives of the study, to define the criteria for selecting the countries for a field visit, and to discuss the major issues to be examined.

Following this meeting the consultant drafted the criteria for selecting project sites suitable for field observation during the field visit. These included: (1) projects from both grant review phases; (2) countries in which more than one project was funded; (3) projects which were

accessible logistically within the time frame of the mission; (4) different kinds of PVO/NGO relationships; (5) projects with differing results based on preliminary reports; (6) NGOs with varying experience, capacity, etc.

Based on these criteria the consultant reviewed the files of the 25 projects which had received PIF grants and identified Ghana, Senegal, Kenya, Mali and Nigeria as countries in which more than one PIF grant had been made. Kenya and Mali were included in the field work of the PIP evaluation team. Although that team was studying the larger goals of the PIP and not specifically the PIF grants it could gather some of the information on the PIF grants in these two countries. Of the remaining countries the consultant concluded, and PIP management concurred, that the four projects in Senegal and Ghana could provide material on different types of projects, different types of partnerships with differing results.

The PVOs were contacted to advise them of the consultant's wish to visit projects with which they were involved and to describe the objectives of the study. In all cases the concerned PVOs enthusiastically agreed to be involved and to advise their respective field offices and NGO partners of the objectives of the study, proposed dates, etc. The consultant conferred with the PVOs prior to departure to confirm communication with local contacts and their agreement to participate in the study.

The consultant met with the A.I.D. PIP Project Officer to review plans, outline objectives, discuss choice of project sites to be visited and discuss A.I.D. perspective of the Impact Study.

2. Case Studies:

A Case Study Outline (see appendix) was prepared which included a list of questions to be answered during the field visit.

The consultant visited Ghana and Senegal from 22 April through 1 May and met with representatives of PVOs and NGOs who received PIF grants; project beneficiaries where possible; USAID mission staff; other National and International NGOs; and representatives of private sector companies implicated in the projects. Data was collected through site visits and questionnaires.

3. PIF Grant Analysis:

In conjunction with PIP staff the consultant compiled a questionnaire on which staff members gathered relevant data from existing project files or from other relevant information which was collected by telephone from the appropriate PVO. (See appendix).

PARTNERSHIP INITIATIVES FUND (PIF)

OBJECTIVES OF PIF

The objective is to promote the overall goal of fostering effective partnerships between U.S. PVOs and African NGOs by providing small grants to U.S. PVO-African NGO partners for the conduct of short-term collaborative activities in Africa.

The PIF is intended to:

1. Encourage sharing of information, expertise, and experience;
2. Permit the testing of innovative or experimental approaches to grassroots development with a view to effectiveness, sustainability, and measurability; and
3. Explore the feasibility of new approaches to partnerships (including South-South partnerships).

Table 2

CRITERIA FOR SELECTION

Proposals were submitted jointly by at least one partner U.S. PVO and one African NGO. Individual grant requests could not exceed \$15,000.

Proposals were reviewed by an A.I.D. Committee for merit, feasibility, and conformity with the PIF objectives. The relative merit of each proposal was evaluated by the following criteria:

1. The proposal met with one or more of the PIF objectives.
2. The proposal was prepared collaboratively and included plans for implementation by the partner.
3. The activity had a concrete outcome in a short time frame (18 months or less), and as part of a collaborative process led towards more effective grassroots development programs and/or partnerships.
4. The activity contributed to institutional/organizational development of all other partners, including their capacity to plan and manage their own and other human and financial resources.
5. The proposal defined indicators for evaluation of the activity's success or failure (because of the experimental nature of these activities, success could be defined in terms of how the activity provided useful input into an ongoing process of collaboration).
6. The activity was a discrete, one-time activity that did not evolve recurrent costs.
7. Major capital expenditures were not funded.
8. The activity include some contribution from partners either in labor, materials or cash.

Table 3

PARTNERSHIP INITIATIVES FUND DESIGN

Background

The Partnership Initiatives Fund (PIF) was established by the Agency for International Development (A.I.D.) to foster effective partnerships between U.S. PVOs and African NGOs. A.I.D. provided approximately \$300,000 in small grants to enable partners to conduct short-term collaborative activities in Africa. The Fund was established within the PVO/NGO Initiatives Project (PIP), which facilitated and administered the grants once they had been negotiated through the Contracts Office of A.I.D.

Objectives

Specifically, the PIF was intended to: (1) encourage a sharing of information, expertise and experience; (2) permit the testing of innovative or experimental approaches to grassroots development via U.S. PVO-African NGO partnerships with a view to effectiveness, sustainability and measurability; and (3) explore the feasibility of new approaches to partnership (including South-South partnerships).

Proposals

Proposals had to be submitted jointly by at least one partner U.S. PVO and one African NGO. Individual grant requests could not exceed \$15,000.

Selection Process

Proposals submitted to PIP were first screened by staff members to assure that they met minimum criteria for eligibility. Qualified proposals were then reviewed by each of the four members of the PIP Project Committee (which included the PIP A.I.D. Project Officer) before being reviewed by the Committee as a whole where the final selection was made based on merit, feasibility, and conformity to PIF objectives. The criteria for PIF grants and guidelines for proposal preparation had been distributed by PIP earlier. Successful applicants were advised by PIP staff, which facilitated the paper work and administered the grants.

Selection Criteria

Criteria for selection included the need to demonstrate that the proposal had received collaborative preparation between the PVO(s)-NGO(s), had a concrete outcome in a short time frame (18 months or less) and led towards a more effective grassroots development program or

partnership. It was also necessary that the proposed activity contribute to institutional/organizational development, including the capacity to plan and manage human and financial resources. While indicators for evaluation were required, due to the experimental nature of the activities, success could be defined in terms of how the activity provided useful input into an ongoing process of collaboration. One-time activities which did not involve recurrent cost, with no major capital expenditures and some contribution, either in labor, materials or cash, from the partners was also required.

FINDINGS

Grants

1. Proposals were solicited from PVO/NGO partners in two separate grant reviews (see page 3). Forty-five proposals were submitted in round I, eight of which received funding; 44 proposals were received in round II, 15 of which were funded. The maximum allowable for a PIF grant was \$15,000 and most of the 23 grants approved were near this amount. Three projects failed to materialize for the following reasons: (1) failure to negotiate a budget; (2) NGO partner dissolved, and (3) PVO ceased operations due to a lack of funding. Two other projects had difficulty in starting up as the PVO was unable to get mission clearance. The PVOs had requested an extension late in the project which was denied by A.I.D. based on the end-of-project date which had been established previously.

Partnership

2. According to PVO/NGO partners this type of funding mechanism has been a key impetus in encouraging PVOs to seriously consider and pursue collaborative efforts with NGOs. For some, PIF provided the means to strengthen existing relationships or coordinate efforts, while for others, the activity represented their first opportunity to collaborate with each other.

3. Additional contributions made by PVOs were in excess of \$160,000 or more than an additional 50%, while NGOs contributed more than \$20,000 or about 7% to the original amount of the PIF fund.

4. Two-thirds of the project proposals were initiated by or in collaboration with the NGO. Three-fifths of the partnerships were pre-existing. The majority of the projects were directed by the PVO head office in the USA and a small percentage through regional field offices.

5. Partnerships have provided learning for both PVOs and NGOs. Principals at two of the four projects visited said they will continue their partnership following completion of the PIF activity. The other two indicated that they would like to do so if additional funds become available.

6. PVOs are seen as being at an unfair advantage, for they could charge overhead if they chose.

Institution Building

7. PIF provided PVOs with an opportunity to invest in start-up or partnership building activities that are not normally funded by "project" grants. Developing the grant proposal and

implementing the activity gave most NGOs their first experience with the A.I.D. grant-making process, and helped to develop their institutional capacity in this area. In some cases partners developed new materials or methodologies while others used the activity to leverage additional funds.

8. All four projects visited contained an institutional development component including implementation of accounting systems, strategic planning and fundraising strategies. One of the strengths of PIF grants is that PVOs with more varied experience have been able to strengthen local NGOs by transferring skills and experience.

9. All four projects visited included a component of sharing information/expertise/experience. Each had a training component carried out by either a PVO staff person or a consultant. This involved sharing expertise which the PVO has developed in their own work or introducing new information or skills as a component of the project.

10. The NGOs who were partners and beneficiaries of PIF grants are using their new skills to enhance the capacity of their staff and members. For example, this is being done by staff now using the Rapid Rural Appraisal (RRA) evaluation method to carry out feasibility studies in five countries; others plan to establish a materials bank to assist members and generate income; a butcher shop has been established to assist members to secure a fair market price for their produce and to generate income; training has assisted members in learning to cost their produce more accurately, thus increasing income and securing alternative sources of income during the fishing off-season.

11. A stated goal of PIF was to strengthen South-South partnerships. While this element was not to be found in every project there are some examples; a local grassroots organization is now sharing its experience with a village organization in a neighboring country; an African regional NGO works and communicates with NGOs and community organizations in five countries using skills it acquired during the PIF grant; an artisans groups has begun working with other artisans in a neighboring country; PIF partners worked with a local training institute to enhance the skills of members; training materials developed by a PVO are being used in a number of countries; a hand operated oil press developed in one region has been adopted and modified to the needs of another region.

12. An important element in development is involving all the players in the process. The PIF modality focused heavily on the PVO-NGO relationship at the expense of local and regional institutions and governments. Including these valuable resources is especially important in some African countries where NGO-government relations are cordial and attempts are being made to work in collaboration on long-term development issues.

Sustainability

13. The question of sustainable development is more difficult to evaluate. However, all four projects have included an income generating component which continues and has enhanced the skills of NGO members thus providing them with new or improved skills which in turn increase their earning capacity.

14. A question concerning project versus partnership sustainability has been raised. The consensus is that sustainable projects through partnership are desirable but that long term partnerships could encourage dependency on the part of the NGO. One longer-term objective of PVO/NGO partnership should be self sustainability.

Long-Term Impact

15. A criteria for selection was that the proposed activity have a concrete outcome within a short time frame (18 months or less). While it is possible to complete some projects it is not possible to have long-term institutional impact within this time frame. For example, while training can be carried out or strategies defined within 18 months it is not sufficient time in which to carry out effective fund raising.

16. It was not possible to study the PIF grants and their impact on structural adjustment. However, in late May 1992 a two day seminar was held in Accra, Ghana sponsored by the World Bank. This seminar brought together academics, peasant organizations, trade-unions, women's groups and NGOs to discuss the impact of structural adjustment. Issues identified which have indirect impact on PIF grants include the following: (1) with increased unemployment the role and burden of head of household is being assumed by women; (2) per capita income is decreasing; (3) prices are increasing; (4) social service sectors are being cut back. One may abstract from this information that projects which improve the income of men who are heads of households or impact womens' ability to increase earnings, such as all four projects visited did, could be seen as having a positive, albeit minimal, impact in countries where structural adjustment is in place.

Project Committee

17. PIP staff and the AFR/DP/PPE project officer screened all incoming proposals and chose only those that met funding criteria. Proposals not meeting the minimum criteria were eliminated. Those chosen were then reviewed and rated by a project committee of four (see Appendix) which was composed of AFR and FVA PIP project members. Proposals were reviewed and ranked by each review committee member, and final rankings and selection were made during a meeting of the entire review committee. PIP staff acted as resource people and were not involved in the scoring of grant proposals.

Constraints

18. Since the contractor Datex did not disburse grant monies directly, PVOs were required to negotiate contracts with A.I.D. Contracts Office. The contracting procedure for PIF was the same followed for much larger grants. This places an unnecessary burden on the A.I.D. central Contracting Office, is cumbersome for PVO/NGOs, led to difficulties in receiving grants in a timely fashion, and in two cases projects were canceled as a result. This procedure undermined the objectives of the project which were to be innovative and experimental.

19. In cases where new relationships were forged for the purposes of securing a PIF grant, the two organizations did not always do the groundwork which would have enabled them to know each other's strengths and weaknesses better. Consequently, the original project objectives had to be modified during implementation or the project did not achieve its stated objectives.

20. Only nine projects reported on their activities, either with an interim or a final report. This has made a detailed analysis of the PIF grants difficult and the statistical analysis inconclusive.

Other Issues

21. AID regulations (see AID Handbook 3, App. 4B, Page 22) stipulates that "Private and Voluntary organizations that receive Foreign Assistance Program funds must be able to demonstrate that their activities, whether directly or through indigenous agencies, are acceptable to host country governments..." The fact that they were not advised of PIF grant recipients has been identified as a concern by the respective missions.

Datex/PIP

22. Datex, by providing management support, facilitated the proposal review and grant making process. Once a project had been accepted for funding they administered the grants. Through questionnaires and direct discussions PVOs stated that PIP staff had responded to their inquiries and needs in a timely manner both leading up to and after securing a PIF grant and during the execution of the project. The volume of correspondence attests to this fact (see Appendix).

23. Other PIP activities such as the Newsletter and the NGO data base were identified as very important sources of information and a valuable service to both PVOs and NGOs and USAID missions.

CASE STUDIES

**THE CENTER FOR DEVELOPMENT AND
POPULATION ACTIVITIES (CEDPA)**

AND

**L'APPUI A L'AUTOFORMATION DES ADULTES APPLIQUE
A L'ACTION PAR ALTERNANCE ET EN ALTERNATIVE (7A)**

A. OVERVIEW

The PIF grant was intended to strengthen the institutional capacity of 7A. The goal was to be accomplished by establishing a partnership between CEDPA and 7A in which the partners would develop strategies and plans oriented to the needs of the communities of Kolda in the Casamance region of Senegal.

Objective: The objective of the grant was to develop an effective long-term collaboration between the partners by funding activities which would permit the two organizations to become better acquainted and to develop a solid working relationship.

Components

1. Institutional Strengthening of ASAWA

The development of financial and management systems and the provision of technical assistance in strategic planning and institutional and programmatic evaluation processes were intended to strengthen the institutional capacity of 7A. Inputs/activities were:

- a. establish a management information system (MIS) to permit accurate control of finances, collection and analysis of data as well as facilitate documentary research and analysis.
- b. develop a financial plan to assure the self sufficiency of 7A and the groups which it serves.

2. Technical Assistance to ASAWA and its members

Technical assistance would be undertaken to improve the capacity of 7A to transfer skills in feasibility analysis and business planning to community-based cooperatives and entrepreneurs. The input was to:

- a. provide training and consultation to improve the capacity of 7A staff to conduct feasibility studies oriented to women's issues in the Department of Kolda.

Conclusions

The major objectives have been accomplished. 7A is now a credible organization. An MIS has been installed and training provided in financial management, strategic planning and institutional evaluation. This is allowing 7A better control of its finances, providing a useful tool for planning and the preparation of quality proposals which are being submitted to Donors such as USAID/Senegal's "NGO Support Project", and the African Development Foundation (ADF). 7A is presently negotiating new programs with Church World Service (CWS). Catholic Relief Service (CRS) is funding a project with five member organizations of 7A which use two "groupes des jeunes" as executing agents.

However, while the 18 month time-frame of PIF allowed for the appropriate training and strategy planning, it did not provide the time required to leverage longer-term funding. Consequently, although 7A has been able to establish two income generating projects and submit funding requests to a number of donors it remains vulnerable in the short term as it has exhausted its PIF and has yet to receive confirmation on its other funding proposals.

B. BACKGROUND

The Partnership

This collaborative effort was the result of several meetings between representatives of the two organizations who share a common goal to give rural communities responsibility in providing maternal and child health care.

The goal of the PIF supported partnership was to establish a partnership in attaining their common goal by working together to develop strategies and plans oriented to the needs of the communities of Kolda region of the Casamance in Senegal.

The grant was viewed as an important step in developing an effective long-term collaboration by becoming better acquainted and developing a solid working relationship.

Objectives

The project was seen as a means of exchanging information and experiences and as a test of new collaborative approaches focusing on development of measurable methods of assistance for the communities of Kolda.

CRITERIA FOR EVALUATION

Following the technical assistance and training it was anticipated that the following objectives would be accomplished:

1. design and put in place a financial and management system and train staff to manage it;
2. develop a strategic plan and an evaluation framework by which progress will be measured;
3. conduct feasibility studies on potential revenue generating projects to help cover 7A core costs;
4. analyze the 7A membership system, service provision and fee collection system;
5. explore and develop collaborative relationships with other national and regional organizations

Table 4

The PIF grant was intended to strengthen the institutional capacity of 7A. The goal was to be accomplished by establishing a partnership between CEDPA and 7A in which the partners would develop strategies and plans oriented to the needs of the communities of Kolda in the Casamance region of Senegal.

To develop an effective long-term collaboration, funds were requested to allow for activities which would permit the two organizations to become better acquainted and to develop a solid working relationship.

The Partners

7A is the only active NGO in the region of Kolda. Within Kolda 7A was already functioning as an umbrella NGO assisting tiny village groups clustered throughout the region to implement community development projects. The organization is serving an area heretofore neglected by other development initiatives. The organization had earned the respect of the local population through its collaborative approach to development. 7A is headed by a dynamic leader who is a skilled trainer and community development expert. However, it lacked the basic tools to become even more effective as a catalyst for community development.

CEDPA was interested in working in collaboration with the organization and felt that 7A needed to develop its own institutional capacity. The staff of 7A had identified the institutional development support they required to meet increasing requests for technical assistance from fledgling community groups in the region. CEDPA believed that by developing a strategic plan 7A could assure a comprehensive financially and programmatically sustainable approach to institutional building which included financial and management information systems (MIS) and data analysis.

CEDPA was eager to work with 7A to realize its full potential as a region community development organization. The two organizations had already achieved a remarkably high level of mutual trust and respect prior to this their first joint undertaking.

7A was registered as an association in 1985 and fully registered as an NGO with the Senegalese government in 1988. The organization's goal is to assist rural communities in mobilizing local resources to improve their quality of life. It is located in the region of Kolda in the eastern Casamance area of Senegal and has a total population of approximately 100,000 people. 7A works closely with rural communities to help them identify and address basic development needs and enjoys strong support because of this community-based approach.

The first contact between the two organizations came about because the 7A director was in Mali assisting CEDPA alumni to develop basic community mobilization and development skills. This South-South transfer of skills continues to be supported by CEDPA. The relationship continues today with the Malians providing Safe Motherhood and Family Planning project implementation skills to 7A while the latter is providing the Malians with the technical assistance to establish an NGO.

Having worked with 7A to establish the Safe Motherhood project CEDPA recognized the active role which its small but well trained staff was playing to provide technical assistance to small groups, particularly womens groups, within the region. However, the requests for assistance were now outstripping the organizations capacity and that the evolution of these small groups depended on 7A becoming a stronger organization with a clearly defined mission and strategies.

Meeting the demand for services of the more than 100 groups in the region required that 7A, in conjunction with CEDPA, define objectives to undertake an intensive institutional development effort with the support of a PIF.

7A membership now numbers more than 5000 individuals comprising 33 groups and one federation of organizations. They have created a regional structure for peasants called the "Coordination Network of Rural and Urban Development Organizations" (RECORD), supported the creation of three regional training centers, and carried out six five-day training programs on "Organization and working with groups" for 120 peasant leaders.

C. EVOLUTION

CEDPA requested a PIF grant to strengthen the institutional capacity of 7A by developing a strategy and a plan oriented to the needs of the communities of Kolda.

Activities

1. Identify Appropriate Technical Assistance in Financial Management and MIS Development.

CEDPA requested assistance from a National Institution to identify a Senegalese consultant to provide Technical Assistance to 7A to develop a financial and management information system (MIS).

2. Development and Training in Financial/Management Information Systems (MIS)

The consultant spent five days in Kolda working with core 7A personnel including the Executive Director, the Coordinator of Women's Activities, the Accountant, and two Field Coordinators to develop an appropriate financial management system to meet the expanding needs of 7A. At the same time the consultant assessed the MIS required for the diversified 7A projects to determine the software required to meet the identified needs.

3. Strategic Planning, Supervision and Evaluation

A CEDPA staff trainer combined other work in West Africa with seven days in Kolda to assist with developing a strategic plan, to design supervisory checklists and to define a framework to evaluate agency progress in meeting strategic plan objectives. The training was intended to strengthen 7A's ability to develop viable proposals and identify potential donors.

4. Technical Assistance in MIS and Financial Management

The Consultant who had carried out the needs analysis with 7A returned to train staff in the MIS system and to review their progress in implementing a financial management system.

5. Feasibility Analysis and Business Planning

CEDPA arranged with another U.S. PVO to provide an additional ten days of consultation during which 7A would continue the work begun through Strategic Planning to include feasibility studies of specific revenue generating projects designed to cover agency core costs and to apply this methodology in their work with membership groups.

6. Evaluation

With support from a CEDPA staff member an additional five days were spent facilitating a self assessment of the progress to date in meeting strategic plan objectives and the implementation of financial and management information systems.

Project Outcomes

1. Transfer of Technical Skills

Following this planned approach to institutional strengthening, 7A has the in-house ability to use appropriate management and financial information systems. The organization has developed its own strategic plan, defined organizational objectives and developed indicators to assess progress against stated goals. It has improved systems for supervision and project evaluation. Key staff members have learned to conduct accurate feasibility studies, and have the ability to transfer these skills to member groups. 7A has developed a business plan for generating revenues to cover core costs and has revised its membership and fee structure.

2. Collaboration with Other Regional Organizations

Through its work with other national institutions 7A and CEDPA have supported the interregional transfer of technical skills which helps assure that the assistance given is culturally appropriate.

3. Sustainable Community Development

The PIF grant project has provided 7A with improved technical skills and a more diversified, substantive financial base. The organization is now more capable and able to design, implement, supervise and evaluate community development projects of its members. It is hoped that this comprehensive approach will assure long-term sustainable development in the Kolda region.

4. Income Generating Activities

7A has taken an innovative approach to educating the community about sexually transmitted diseases (STDs). The cultural norms of the region do not allow for the staff of 7A to speak of STDs openly and in public. To overcome this obstacle and to provide income for additional activities the organization has opened the only pharmacy in the region. The pharmacy provides them with the legitimacy required to speak to people who have acquired STDs while at the same time providing the organization with a source of revenue.

One of the local women's groups was not able to receive fair market value for the animals which they were producing and approached 7A for assistance. In collaboration with the women's

group 7A has established a butcher shop. This income generating project guarantees the women that they will receive a fair and competitive price and a ready market for their produce.

7A is also operating village dry goods shops which generate additional revenues.

PIF and Project Objectives have been met: The CEDPA-7A project was successful in sharing information, expertise and experience, tested innovative approaches to grassroots development and explored the feasibility of new approaches to partnership (including South-South Partnerships).

7A has established an MIS, developed a financial plan and initiated income generating projects which contribute to although they do not yet assure its self-sufficiency and are now carrying out more comprehensive feasibility studies in the region.

Follow Up Activities

1. Partnership

CEDPA continues to maintain its commitment to 7A and is presently working in collaboration to design an ongoing project in Family Planning and Maternal and Child Care.

2. Institutional Development

7A continues to expand its programs and services which include grain cultivation and cereal banks, training, community education, income generating activities, creation of credit unions. Due to the variety of programs 7A has formed partnerships with a number of organizations including donors and other PVOs.

7A has submitted funding requests to donors such as ADF, "NGO Support Project" and is negotiating with a number of PVOs working in the region. However, as has been mentioned previously, the 18 month duration of the PIF grant was not sufficient to leverage additional longer-term funding.

In addition to its activities in the region of Kolda 7A has undertaken activities in Guinea Bissau which it plans to continue, using its experience and skills to work in another country, thus expanding its South-South partnership.

D. LESSONS LEARNED

1. An experienced PVO having identified an NGO whom it considered to have great potential and with whom it wished to develop a partnership was able to use its experience and technical assistance to strengthen the institutional capacity of the NGO partner thus providing

it with the tools required, not only to service its existing membership but to undertake a number of income generating activities.

2. This project provides a good model for future partnerships in sustainable development since it includes a local NGO working within a geographically isolated region with small local grassroots groups and organizations. The components included in the project were skill transfer, strategic planning, an MIS, training, proposal writing and income generation.

AID TO ARTISANS (ATA)

AND

AID TO ARTISANS GHANA (ATAG)

A. OVERVIEW

The PIF grant was intended to strengthen the West African affiliate of ATA headquartered in Accra by funding a Product Development Workshop and hiring a Fund Raising Consultant.

Objective: The objective of the grant was to provide an essential 'bridge' between the recent formation of the ATAG and its full-fledged operations. It was estimated that one year would be required for already requested major funding to be granted.

Components

1. Product Development Workshops

Product Development workshops were intended to build upon work which was carried out earlier by ATA, to improve techniques and quality, to produce quality, marketable products and to show the artisans that ATAG was a committed and viable partner. In addition to training artisans the workshops were also seen as a training opportunity for ATAG staff who would eventually manage other workshops.

2. Fundraising Consultant

The objective of the fundraising consultant was to develop a three year fund raising plan which ATAG could follow. Working in close collaboration with ATAG's Board the consultant would assist in the preparation of proposals and business plans as appropriate and would offer training in both to ATAG staff. This strengthening of ATAG's capacity to raise funds was to ensure future sustainability.

3. Marketing

Marketing was to be supported and managed through ATA's Market Link Program with the assistance of Bamboula an interested US based craft importer which contributed funding to the project.

Conclusions

As measured against evaluation criteria set prior to implementation, the major objectives have been accomplished. An additional US\$75,000 was raised through USAID Ghana; additional 4-6 day workshops have taken place; a fundraising strategy is in place and a number of funding requests are presently under consideration including, among others, USAID Ghana, UNDP, the French Embassy among others. The skills and techniques of the artisans and the quality of their products have improved, new products have been developed and international and domestic sales have increased.

However, short term funding remains a problem for ATAG. While it is possible to implement training programs and design strategies within the 18 month time-frame defined by PIF it is simply not enough time to leverage long term funding. They have been unable to open a planned office/exhibition space in Accra which could provide improved access to both buyers and artisans. At present ATAG shares space in Medina which is some 30 minutes from Accra. Due to lack of materials, difficult access to resources and ATAG's inadequate staff of one salaried full time project manager and volunteers, artisans are unable to meet production levels required for the overseas market.

B. BACKGROUND

The Partnership

In 1987 ATA received a \$35,000 grant from the Pew Charitable Trusts for a reconnaissance mission to Ghana to investigate the status of the handcraft industry, the ultimate goal being the development of a comprehensive artisan product development and marketing program.

In May 1988 an eight week ATA mission to Ghana was able to:

- assess the state of the handcraft industry in Ghana
- identify several groups of artisans who were interested in receiving assistance
- conduct several product development workshops and as a result produce export ready prototypes
- test market at the August 1988 New York Gift Show.

Recognition of the craft potential inspired a leading figure in Ghana, Dr. Esther Ocloo, to rally other prominent citizens and form Aid to Artisans Ghana (ATAG). In addition to her involvement in various NGO and Women in Development Activities Dr. Ocloo had been project

CRITERIA FOR EVALUATION

A. Component 1: Workshop

The workshop will be evaluated by:

- * Quality and suitability of the product lines developed
- * Market acceptance of the products
- * Number of artisans trained, skill advances
- * Training received by ATAG staff

B. Component 2: Fund raising consultant

The fund raising consultant's work will be evaluated by:

- * Number and quality of contacts made with funding sources
- * Comprehensive strategy in the fund raising plans
- * ATAG's subsequent capacity to raise money on its own

Table 5

supervisor for an ILO funded handcraft development project some ten years earlier so had first hand experience in craft development.

The outcome was both a very encouraging US market response and the formation in 1988 of a West Africa "partner" Aid to Artisans Ghana.

Objective

The objective of the grant was to keep the momentum by providing a "bridge" between the early stages which are described above and full operations.

The Partners

Formed in November 1988 as a formally chartered nonprofit, non-governmental agency in Ghana ATAG is modelled after ATA/US and administers all ATA grants in Ghana. The PIF grant project reflects an ongoing collaboration between the PVO and the NGO.

ATA has been a hands-on partner in the development of ATAG providing expertise, technical assistance, institutional support, encouragement and funding. Prior to the PIF grant the two organizations had managed to keep the connection strong and determined through the good will of colleagues travelling between Ghana and the US. The proposal was written by ATA but was based on an organizational plan developed in collaboration with ATAG. For its part ATAG is composed of people experienced in craft development and knowledgeable in working with grassroots organizations. They have benefitted and developed at a rapid pace as a consequence. Their potential out paces their development due to a lack of financial and material resources.

The mission of ATAG is to create employment opportunities for local artisans by providing assistance in product design, improving working conditions and offering training and promoting. ATAG aims to develop and expand the craft industry in Ghana and takes the lead through its emphasis on marketing.

Ghanaian products developed during the ATA reconnaissance mission in May 1988 were exhibited in August of the same year at the New York International Gift Show and were well received. Because production was unproven, only a few orders were accepted. Proceeds from these sales amounted to approximately \$6000 and netted about 500,000 cedis for the craftsmen.

Two ATA grants were made in late 1988 to woodworking and weaving artisan groups in the Volta region. ATAG monitored these grants on behalf of ATA by visiting the projects and reporting on their progress. ATAG now administers all ATA sponsored-work in Ghana.

In February 1989, Ghanaian products were again shown at the New York Show and orders were taken. However, due to the uneven quality of this first shipment, and the lack of development funds for follow-up workshops, the products were taken off the market by the importer. Several important US importers were keenly interested in carrying these "new" Ghanaian handcrafts, and were disappointed to have to wait for securely established production.

The need for further ATA training in export requirements was obvious, but funding was not available. Monies which ATA expected did not materialize. However, in April an ATA consultant spent a month working with Ghanaian artisans on metal casting and adinkra cloth products.

In June of 1989, ATA consultant Denise Byrne volunteered to further the development of the ATA/ATAG connection and, while in Ghana on other business, met with the then US Ambassador and then USAID Director both of whom favored this sort of collaborative and practical effort. ATAG had just submitted a grant proposal for PAMSCAD funds, funds that originated with USAID but are administered by a Ghanaian government entity.

In August ATA president Clare Smith met with the new US Ambassador to Ghana and his wife, Mr. and Mrs. Raymond Ewing, to brief them on ATA and ATAG and encourage their

support for the NGO. Mrs. Ewing is herself an accomplished potter and keenly interested in this work.

Denise Byrne had developed an organizational plan to be used as a guide by ATAG. This was reviewed by Dr. Ocloo during a visit to the US in October and was submitted to the ATAG board in December.

C. EVOLUTION

ATA requested a Partnership Initiatives Fund (PIF) grant to fund a product development workshop and to hire a fund raising consultant for ATAG. At that time although ATAG had been amazingly active there was concern that it would lose momentum without some prompt support and encouragement. Additional operations funding was expected within the year.

Activities

1. Product Development/Training

An ATA consultant spent 30 days in country from November to December 1990. The consultant offered product development workshops, re-established ATA and ATAG connections with artisan groups and began product development work with newly identified artisan groups. In all he worked with seven craft groups in nine product development areas with workshop groups averaging 10-12 members each. Specifically he completed the following work:

- a. at the Arts Center in Accra, he worked with basket makers from northern Ghana, developing a line of indigo baskets and a line of leather neck rings
- b. in Kpandu, he continued work with woman potters, reviving old samples and developing new ones, as well as producing a line of simple baskets to serve as environmentally sound packaging for the pottery
- c. in Agromenya he began work with glass bead makers, developing lines of beads and buttons
- d. in Kumasi, he offered workshops to three groups, leading to the production of adinkra cloth and batik samples, and the expansion of a line of cast-brass figures.

2. Marketing

At the February, 1991 New York Gift Show, crafts developed from ATA product development workshops funded under this grant sold well. Bamboula, ATA's commercial partner in this project, displayed a broad range of Ghana products, and reported vigorous sales, with a 50% increase in revenues from Ghanaian goods over previous years.

Since the gift show, Bamboula's sales for products developed under this grant have continued to increase. In addition, Bamboula is currently working to produce samples and oversee the production of ground glass buttons for the fall 1992 and spring 1993 lines of a large, progressive California-based clothing manufacturer.

An exhibition of products developed during the training workshops was held in Accra at the home of the American Ambassador and his wife, both of whom enthusiastically support this project. Rather than exhibit the products in one room the consultants integrated the items throughout the residence to show how Ghanaian hand-crafts can be integrated into a contemporary decor. The exhibition was considered a huge success and resulted in two additional offers of funding which are presently being negotiated.

ATAG has set up a small gift shop on the premises of their temporary offices in Medina and report that sales are generating some income for their activities.

During the evaluation mission a buyer from an U.S. jewelry accessory firm was in Ghana on her first ever buying trip. In addition to placing orders for already manufactured goods she also worked with the Artisans to develop a new line of goods exclusively for her company. She was satisfied with the products developed and placed an order on the condition that she have exclusive access to these items for the next two years.

3. Fundraising

Another consultant with experience in fundraising and strategic planning has worked with ATAG to identify and investigate prospective donors and to prepare a strategic fund raising plan for the next three years. She has trained ATAG staff and Board members to write funding proposals and assisted in the preparation of these proposals.

During the initial phase of this component the consultant and ATAG members were able to negotiate a grant of \$75,000 from the USAID Ghana mission to facilitate the work which the PIF grant had initiated and serve as "bridging" monies until long term funding could be put in place. This grant provided funding for a staff person, office space, modest equipment, a revolving fund for artisans, a materials bank, continued product development, and marketing work. It also enabled the ATA consultant to continue to build upon the long-term relationship which has developed with many groups of artisans.

The consultant researched a number of funding possibilities which she discussed with potential donors. She assisted ATAG to prepared the funding proposals. The potential for additional, substantial and long-range funding looks promising. The sources of this funding are diverse and include among others, USAID, UNDP, French Government, the Ford Foundation, African Development Foundation, PAMSCAD funds which are administered by the Government of Ghana and the private sector.

Project Outcomes

1. Training and Marketing

The Workshop component met its objectives as the training which the artisans received has facilitated improved quality of the items produced which has resulted in increased sales and opened access to new markets. The ATAG staff are more experienced and have new skills which are enabling them to become more self sufficient in the longer term.

2. Fund Raising

The Fund Raising component has contributed to a broader and more in-depth awareness of the work of ATAG and its members by the donor community. ATAG staff have now prepared a strategic plan for long term development and identified resources which may enable them to achieve this identified goals. In addition to fund-raising they have also implemented and continue to pursue new avenues of income generation both for the institution and for its members.

Follow-up Activities

1. Partnership

ATA continues to maintain its commitment to the artisans of Ghana and especially to ATAG. ATA will continue to supply financial and technical assistance to its partner working towards the eventual independence of ATAG.

ATA and ATAG are working towards integrating their work in Ghana with the large AID initiative in Export Promotion and Tourism Development.

2. Funding

A number of funding requests are outstanding and donors continue to indicate their interest in the work of ATAG and the probability of future funding. In the interim ATAG has enough reserve funding which it has generated through its various activities that it can maintain some of its activities but cannot respond to the most urgent needs of the artisans and the market place before additional resources become available.

In the meantime planning continues to establish a gallery/showroom in Accra from which it is hoped that awareness of the products will increase sales thus generating additional revenues or ATAG and its members.

3. Product Development

Improved methods of production are urgently needed. Present methods are not fuel efficient and affect the consistency of the products being produced. Improved equipment appropriate to the Ghanaian situation are also required. Tools which had been provided to wood-carvers during a training workshop have been put aside for they are different from the traditional tools and as such are not attractive to the artisans.

Product development continues to be a high priority and this must be done in collaboration with ATAG members and companies such as Bamboula which continues to be the major source of export for many of the products.

4. Institutional Development

ATAG continues to be understaffed and underfinanced. It is a credible organization with members, donors, the government and international suppliers. However, the artisans of Ghana require much more than ATAG can presently supply while the demand for quality, improved products is quickly out pacing the artisans ability to respond. ATAG has an important role to play at this time.

A modest material bank exists at present but needs to be expanded if artisans are to meet the demands for their products. Some materials are in short supply such as straw and dyes and this is impeding production. The material bank is a much needed service to ATAG members and is a source of income for the organization as they are able to buy in large quantities at reduced prices. While the members benefit from this advantage ATAG is also able to realize a modest income.

D. LESSONS LEARNED

- 1. The design of this project enabled the objectives to be met as they were done in phases and not implemented all at once. The consultants intervened at a pace to which ATAG and the artisans could respond productively with all partners developing in tandem.**
- 2. This project provides a good role model for future partnerships in sustainable development since it includes a range of players including an International PVO, a major donor, the private sector and a national NGO. The components included skill transfer, strategic planning, long term funding, training, product development, marketing and income generation.**
- 3. The major lesson learned from this project is that the 18 months allowed by PIF to accomplish the objectives, while sufficient to implement the various components, was not sufficient to assure long-term funding. The consequence is that a very good project which addresses a number of elements of sustainable development remains vulnerable in spite of the demand due to varying donor cycles, policy changes, personnel changes and program changes.**

The needs of the artisans and the market place can not presently be met by ATAG as the resources which would allow them to address the various demands can not be met due to a lull in available resources.

TECHNOSERVE (TNS)

AND

INTERNATIONAL ASSOCIATION FOR THE ADVANCEMENT OF WOMEN IN AFRICA (ASAWA)

A. OVERVIEW

The PIF grant was intended to provide technical assistance and training which would strengthen the institutional capacity of ASAWA and its member village organizations.

Objective: The objectives of the PIF Grant were (1) to strengthen the financial management capability of ASAWA through the establishment of appropriate financial management and accounting systems at the ASAWA national secretariat and appropriate financial management and accounting packages for ASAWA village groups; (2) to enhance the ability of TNS to provide appropriate financial accounting and management assistance to other NGOs and Grassroots organizations throughout Ghana.

Components

1. Staff recruitment
2. Development, installation, maintenance and monitoring of an appropriate financial management and accounting system
3. Training of ASAWA Board, staff and member groups in financial management and follow-up training

Conclusions

The major objectives of the project funded under the PIF grant have been met. However, the original objectives had to be revised as the evaluation and analysis carried out by TNS staff was better able to assess the needs of the two different levels of ASAWA, consortium and individual village groups. Consequently, an accountant was recruited and an appropriate financial, accounting system was developed and installed followed by training and regular monitoring which continues.

The training in financial management at the local level was not possible due to factors such as total illiteracy; individual entrepreneur activities; village groups do not engage in any economic activity as a unit and have no group finances. As a result the objectives for this phase had to be redefined to include individual needs assessments and identification of potential income-generating activities which members could carry out as a group.

An ongoing partnership does not appear to have been an objective of the project. Although ASAWA now has the services of a Ghanaian National Service Volunteer accountant who has been trained by TNS staff and has an accounting system in place, it is difficult to say that it is a stronger more durable organization. As many African NGOs the organization is centered around a dynamic individual and is dependent on project funding. It has not been able to generate any substantial funding during the 18 months of the PIF grant. TNS, for its part, has learned a valuable lesson in partnership building, for although the directors of both organizations had been colleagues for some time as Board Members of the National NGO Consortium (GAPVOD) they had not previously collaborated institutionally. TNS accepted ASAWA's self evaluation prior to the preparation of the project proposal and discovered during the initial phase of implementation that local membership while comprising village groups are really individuals within the same region. As a result the objectives concerning activities related to ASAWA membership organizations had to be modified early on.

B. BACKGROUND

The Partnership

An ongoing partnership was not an objective of the project. ASAWA approached TNS to request forming a partnership and requested TNS technical assistance to strengthen its institutional capacity and that of its member organizations.

The Partners

ASAWA was established in 1985 to enable Ghanaian women to raise their social dignity and economic status through the adoption of improved food production and processing technologies. ASAWA is a membership organization with 500 women members whose major economic activity is the purchase, smoking and sale of fish. This is seasonal work which leaves the women unemployed about half of the year.

Although ASAWA members are organized into groups at the village level, their participation in economic activities supported by ASAWA has primarily been on an individual basis. Apart from group training activities, ownership and operation of fish smokers, together with purchase and sale of fish, are an individual affair. Similarly, although the group assumes a collective responsibility for loans provided through ASAWA, the loans are issued to

CRITERIA FOR EVALUATION

The project was expected to result in short, medium, and long term benefits to ASAWA, its village groups, and their members, including the following;

1. improved financial planning and management capability at both the national and village level;
2. improved capability of secretariat to monitor group activities, and to provide relevant assistance;
3. increased member confidence in the management of group finances and activities;
4. establishment of group economic activities, distinct from individual economic activities supported by the group, increasing individual member benefits;
5. expansion of ASAWA activities into other villages/areas;
6. increase and diversification of ASAWA's funding base;
7. financial systems, training materials and models which can be replicated as appropriate for other groups/organizations with minimum cost.

Table 6

*Note: Criteria were modified after project implementation.

individuals who are in turn held liable by the group. Financial management skills, at the village level, have consequently not been prerequisites for success and have not been developed. ASAWA viewed these skills as essential for planned cooperative marketing and other potential group-based income-generating activities.

TNS has been promoting the economic and social well-being of low-income people in Ghana for the last 20 years through the process of rural, community-based, agricultural enterprise development. This is accomplished through the provision of technical and management support to community groups and the strengthening of management capability of other organizations which share the same objectives. TNS is a founder and board member of the Ghana Association of Private Voluntary Organizations in Development (GAPVOD) the local PVO/NGO consortium.

ASAWA is also a board member of GAPVOD and it is in this capacity that the two organizations had collaborated in the past. This was their first cooperative project.

C. EVOLUTION

TNS requested a PIF grant to strengthen the institutional capacity of ASAWA in financial management at both the national and grassroots level.

During the initial period of the project activities, TechnoServe's evaluation and financial management staff conducted a thorough review of the organization and its member-groups. As a result of their discussions and analysis, TechnoServe was better able to assess the needs for these two different levels of ASAWA. It determined that, in fact, the activities of ASAWA as a grassroots consortium organization, and those of the individual village groups are different, to the extent that the requirements for financial management and accounting systems were also different. Based on this analysis actions were taken to change the original activities so as to better address this discrepancy. The activities undertaken included:

1. Staff Recruitment

An accountant/bookkeeper was recruited. The individual was determined by both TechnoServe and ASAWA to have the appropriate, intermediate-level qualifications in accountancy.

2. Development, installation of appropriate financial management system

TechnoServe staff designed a financial management and accounting system for ASAWA. TechnoServe proceeded to put in place the necessary financial systems for the main body of ASAWA.

3. Training of ASAWA member groups

3.1. Financial management training was not attempted. In the initial phase of the project it had been concluded that there was no need for introduction of group financial management and accounting packages in the absence of group economic activities and the necessary basic capabilities. This was because:

- a. there was almost total illiteracy among the group membership;
- b. operating primarily through individual entrepreneur activities (each woman buys, cures and markets her own fish separately from the others), the ASAWA village groups do not engage in any economic activities as a unit and have no group finances;
- c. although ASAWA had discussed an interest in doing cooperative marketing, they are very far from implementing such a program;
- d. the groups had participated in financial management workshops on two previous occasions with negligible results.

3.2. TechnoServe and ASAWA agreed that it would be important to conduct workshops with the members through which they could determine:

- a. what ASAWA members perceive are their individual needs;
- b. which of these needs should be addressed by ASAWA; and
- c. how ASAWA and TechnoServe could go about addressing these needs.

3.3. TechnoServe and ASAWA resolved additionally that there should be some focus on identifying potential income-generating activities which members could carry out as a group.

3.4. Consequently, the subsequent workshops focused on providing training to the women in tie-dye and batik printing. This was done in collaboration with a National training institute. The initial workshop was intended to introduce the women to new ideas in terms of alternative sources of revenue during the off-season of fishing.

In one village such a workshop generated so much enthusiasm on the part of the participants that ASAWA was requested to offer a second program which would build upon the skills introduced in the first session. In the second session the participants provided their own material and many brought their daughters. The Director of ASAWA is optimistic that this village group will continue their efforts thus providing them with a real alternative source of revenue during the fishing off-season.

Follow Up Activities

1. Partnership

TNS will continue with periodic visits to ASAWA to assure that the system as designed continues to service the purposes for which it was intended.

2. Institutional Development

ASAWA hopes to recruit another National Service Volunteer to assist with the work of accounting and financial management.

Although ASAWAs financial management capability has improved at the national level, it remains vulnerable as it has not leveraged additional funds during the life of the PIF nor does it have any clearly defined options at this time. Nonetheless, ASAWA continues to carry out activities with various women's groups in Ghana through the generosity of its volunteer staff and the dynamism of its leadership. These activities are having an impact at the local level by helping illiterate women to improve their income and become more efficient and self-sufficient economically.

D. LESSONS LEARNED

1. Partnerships which are being formed for the purposes of initiating funding for new projects need to have a feasibility study component to assure that stated objectives are achievable. Fortunately for this project the design and the experience of TNS staff allowed for the objective and activities to be modified early on so that achievable goals were established and the appropriate activities undertaken.
2. Many national NGOs require institutional building components to enable them to more effectively carry out their stated objectives and to better undertake activities for which they are receiving funding for the donor community.
3. The impact of structural adjustment as discussed elsewhere in this report is affecting the roles of heads-of-household and income of families in sectors most affected by its impact. Thus, income generating activities which supplement the family income are important elements to be included, where appropriate, in projects.
4. The project benefitted from the experience and expertise of a National training institute to carry out skill training for village women's groups in batik and tie-dye. This element uses already existing resources and strengthens South-South communications.
5. PIF design allowed for flexible indicators to evaluate project impact and success. This element was especially beneficial in this project which was redesigned to address the very basic needs of local women. Such flexibility is an important component in innovative programs.

PRIVATE AGENCIES COLLABORATING TOGETHER (PACT)

AND

RESEAU AFRICAIN AU DEVELOPPEMENT INTEGRE (RADI)

A. OVERVIEW

The PIF grant was intended to establish a working partnership through carrying out practical activities.

Objective: The objective of the project was to strengthen RADI's ability to conduct socio-economic feasibility studies and design projects using new approaches and program tools. Though centered around food oils the new skills would be applicable in many other areas of RADI activities.

Components

1. Technical Assistance to RADI

- a. Training in Rapid Rural Appraisal (RRA) to enhance RADI staff members abilities to carry out participatory feasibility studies and program development.
- b. Conduct a series of social, economic, and technical feasibility studies to assist community groups and individuals in Senegal and the Gambia to improve production of sesame seed and processing of food oils.

2. Partnership Building

- a. Facilitate inter-agency collaboration and develop partnerships with national institutions through the practical experience of developing technology transfer activities.
- b. Explore the possibility of PACT, RADI, and other NGOs in Senegal and neighboring countries working together on long term support to food oils processing ventures, strengthening of community organizations and related areas of grassroots endeavor.

Conclusions

The objectives have been partially accomplished. The training component and the feasibility studies have been completed. There has been a great deal of inter-agency

collaboration and continued support to food oils processing. Collaboration among interested parties continues and a detailed plan to modify and manufacture a hand-operated press have been discussed. However, modification of the press and marketing studies remain to be undertaken. The reason is due to the delay of transfer of funds from the PVOs home office.

B. BACKGROUND

The Partnership

This collaborative effort was the result of a common interest shared by RADI and PACT in helping rural communities to develop small scale enterprises in the areas of food oils production for improved food security, income and employment generation and nutrition.

The goal of the PIF supported project was to establish a relationship which would further this common interest and develop skills and a technology which would assist communities in Senegal and the region in agricultural production and marketing ventures.

Objectives

The project was seen as a means of exchanging information, experience and expertise, to test innovative approaches to grassroots development and to explore the feasibility of new approaches to South - South partnership.

The PIF grant was intended to strengthen the capacity of RADI to carry out feasibility studies and develop new technologies to assist rural farmers and food processors to produce sesame oil in an economically viable and equitable manner. This goal was to be accomplished by PACT and RADI encouraging the participation of other interested organizations and institutions.

It was also expected that PACT national personnel would gain knowledge and experience in working with local NGOs and grassroots organizations and expand its partnerships.

The Partners

RADI is a regional NGO created in 1985 by African cadres who wanted to use their skills and experience in the service of African economic revitalization. Its objectives include support to grassroots economic activities which are selected by the people themselves. Within the RADI organizational structure are two autonomous structures. These two programs provide services to rural communities and private entrepreneurs and provide revenues which contribute to RADI's

CRITERIA FOR EVALUATION

1. Better understanding of the socio-economic, technical and other relevant issues germane to consideration of designing improved sesame oil processing activities.
2. Enhanced capacities of RADI staff members to undertake feasibility studies, including participatory methodologies for socio-economic studies and develop programs.
3. Specific plans for long term interventions to improve sesame oil processing in southern Senegal and neighboring areas.
4. Recommendations for Food Oils in Africa network on a sub-regional strategy for support to NGOs in food processing ventures, strengthening of community organizations, and related areas of grassroots endeavor.

Table 7

self-sufficiency. RADI works with peasant organizations and associations in 5 West African countries.

Within this overall framework RADI was involved with the commercialization and marketing of palm oil, the production, marketing and processing of fruits, grains and vegetables. They had donated a motorized oil mill to an association of young farmers involved in the growing and processing of sesame.

PACT, an international consortium of NGOs, had initiated a Food Oils in Africa program which involved over one hundred agencies in an experimental network of information exchange, learning and technical cooperation. They had compiled a directory of agencies working in food oils, published a newsletter Food Oils Press, and provided write-in technical assistance to individuals and NGOs in collaboration with another U.S. PVO.

The Food Oils in Africa program was ready to work with selected NGOs on specific activities in the field of small scale processing in cases where direct assistance was requested by field agencies. Such was the case with RADI and sesame oil processing.

Through this collaboration, the partners and the rural communities themselves would work together to decide on the most viable form of rural enterprise and on the best technologies to use in different circumstances.

Issues involved in designing viable small scale activities in oilseeds processing are complex. The cultivation of sesame had been so rapid in the region that neither processing capacities nor marketing channels had been developed apace. At the time funding was sought from PIF, little was known about sesame expansion and its potential in the region, how it fit into the farming systems or how it would compete in local and national markets with other oils and oilseed by-products.

On the technical level it was believed that only expensive machine-driven expellers were available for processing oilseeds. One obvious problem this presented was that the high capital investment required made such technology inaccessible to small rural producers. A ram-press was available in Tanzania and was showing promising results. However, it had been produced for processing sunflower seeds, but recently small batch tests had shown great promise for sesame oil as well. It had not been extensively field tested for sesame by African growers and producers, and so lacked conclusive data.

C. EVOLUTION

PACT requested a PIF grant to assist RADl in its ability to carry out socio-economic feasibility studies, to investigate sesame cultivation, processing and marketing, within the farming cycle and food systems of the Casamance region in Senegal. The feasibility of possible application and modification of existing technology was also to be reviewed.

Activities

1. The project was launched by carrying out needs assessments and data analysis on appropriate technology in the Gambia and Senegal. These assessments which were carried out in targeted villages by a Senegalese consultant included socio-economic, technical and financial components. The data analysis was carried out in conjunction within PACT.
2. Technical tests of the ram press to determine its appropriateness in the region were undertaken with the assistance of CRS/Gambia and two local village organizations as one of the aims had been to enlarge the basis of cooperation between various organizations with different profiles. The press had been purchased by PACT for CRS/Gambia. The data which was collected was compared with previous findings by other NGOs who had carried out similar studies and presented to the designer of the press and other PVO/NGOs who were interested in participating in the project.
3. Training in Rapid Rural Appraisal (RRA), a socio-economic participatory methodology, was carried out by a consultant with staff members of both RADl and PACT. The consultant reports that of all the groups that she has trained in this method she found this particular group acquired more of a facility than most. RRAs were conducted in the project zone in two phases.

The first step was to define a hypothesis and the second was to validate the hypothesis and to complete the socio-economic study.

4. Since completing the studies several meetings have been held among the principals and other another interested PVO, Appropriate Technology International (ATI) to discuss the technical aspects and planning for the modification and replication of the ram press. Contact has been made with other interested international and local institutions and additional funding is presently being sought.

Project Outcomes

The PIF objective of exchanging information, experience and expertise to test innovative approaches to grassroots development and to explore the feasibility of new approaches to South - South partnerships have been accomplished and are being applied across the region.

The project objectives have been partially achieved. The training in a new methodology and its application have been completed. Inter-agency collaboration continues to support food oils processing. However, modification of the ram press and marketing studies remain to be undertaken.

Follow Up Activities

1. Partnership

PACT, RADI and other organizations continue to collaborate on a project of adapting existing technology to local needs and marketing strategies. While all interested parties concur that this next phase will go ahead in the immediate future it remains unclear as to which organizations will actually participate and which aspects and roles they will assume.

2. Feasibility Studies

RADI uses the RRA model across the five countries in which it is active. At present they have no plans for further training.

3. Future Funding

A number of alternatives are being considered but proposals are yet to be written and submitted.

D. LESSONS LEARNED

- 1. All organizations have gained knowledge and have enlarged their partnerships and experience in working with local NGOs and grassroots organizations. Some have made contacts with organizations in other sub-regions of Africa.**
- 2. The feasibility studies undertaken were exhaustive and well done. This work has led to better understanding of socio-economic, technical, financial, gender role, and environmental issues concerning food oil processing. The data gathered is valuable, not only in terms of food oil processing, but is applicable in other areas in which organizations may be interested in implementing projects. The participants have acquired a practical new tool.**
- 3. The knowledge gained in networking is being applied in areas other than food oil processing by all partners.**
- 4. While marketing of this technology has yet to be undertaken, RADI states that it is committed to integrating a ram press to its small scale enterprise income generating program.**

APPENDICES

r H6'

CASE STUDY OUTLINE

OUTLINE

- A. Overview of the Project (Goals and Objectives)**
- B. Background (Assumptions and Underlying Rationale)**
- C. Evolutions and Development of the Project**
- D. Organizational Roles**
- E. Major Lessons Learned (expected results and criteria for success)**
- F. The Future**

QUESTIONS TO BE ASKED

- 1. What problem was the project addressing?**
- 2. Who was involved in strategy planning? What process was followed to develop the strategy?**
- 3. What were the organizational auspices for the administration of the project? What role did each partner undertake? Have new partnerships been forged? With grassroots/community based organizations?**
- 4. Which issue areas were the focus of the strategy?**
- 5. What goals or objectives were set? Did these compliment the PIF Grant objectives?**
- 6. What activities were undertaken to achieve the goals? Did these activities promote Sustainable Development.**
- 7. What factors influenced the conceptualization, design, and results of the strategy?**
- 8. What constraints were encountered in carrying out the strategy? What effect did the constraints have on accomplishing the stated objectives?**
- 9. What has been achieved to date? Does this correspond to original objectives as defined in project proposal? Has this been influenced by Stabilization Policies?**
- 10. Is the project continuing? Where is funding coming from? What are the organizational arrangements?**
- 11. Has the project enabled the PVO/NGO to leverage other funds? Improve relationships with local communities, government, donors?**
- 12. What lessons have been learned from the experience?**

PIF STUDY QUESTIONNAIRE

1. **Have the PVO and NGO worked together before?**
2. **Who was the PVO or NGO the catalyst for partnership under PIF?**
3. **Is the relationship through PVO head office in US or regional offices?**
4. **Was the PIF activity part of a larger project?**
5. **Partner contributions?**
6. **Did the PVO charge overhead?**
7. **Was the money just given to the NGO, or was the activity a collaborative effort?**
8. **Was the money to be advanced or reimbursed? Effect on implementation?**
9. **Who are the beneficiaries of the project, individuals or institutions?**
10. **Was there an institutional development component to the project?**
11. **Is fund-raising on-going, i.e., did the project attract additional, non-PIF funds?**
12. **Do the PVO and NGO plan to continue their partnership?**
13. **Was a South-South relationship encouraged?**
14. **What are the concrete outcomes?**
15. **Were objectives met?**
16. **Sustainability?**
17. **In PVO's opinion, should PIF grants be continued?**
18. **Problems encountered? What impeded?**
19. **Recommendations?**

PROJECT COMMITTEE

The following individuals from the Bureau for Africa and the Bureau for Food for Peace and Voluntary Assistance were members of the PIP project committee who reviewed and rated PIF grant proposals.

Round I

Richard Hynes

Robert G. Hellyer

Sidney Bliss

Shane McCarthy

Round II

Richard Hynes

Robert G. Hellyer

Sidney Bliss

Susan Morawetz

CONTACTS

Peter F. Weisel	USAID/Ghana Trade, Agriculture and Private Sector
Cleveland O. Thomas	USAID/Ghana Manager, Trade and Investment Program
Emmanuel Komla Atieku	USAID/Ghana Program Analyst
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Dr. Esther Ocloo	Founder, Coordinator Aid to Artisans Ghana (ATAG)
Stephen Ocloo	Field Officer Aid to Artisans Ghana (ATAG)
B.K. Mensah	Chairman Aid to Artisans Ghana (ATAG)
Henry K. Akuffo	Secretary Aid to Artisans Ghana (ATAG)
Denise Wilbur	Program Officer Aid to Artisans (ATA)
Denise Byrne	Consultant Aid to Artisans (ATA)
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Jan Zant	Manager Z Designs
Ranford Tetteh	Owner Teranja Beadworks
Joseph Anomgba-Akayiba	Owner Joseph Enterprises
M. Ndiobo Mballo	Executive Secretary 7A
M. Bougoupe Coulibaly	Project Manager 7A
Mme Marie-Therese Boye	CEDPA
Adrienne Allison	CEDPA
M. Yousef Ba	African Development Foundation (ADF)
Abdoulaye N'Diaye	USAID/Senegal PVO/NGO Support Project
Laura Townsend	Operations Assistant, Africa TechnoServe
Paul Warmka	Country Director Ghana TechnoServe
Peter Reiling	African Regional Representative TechnoServe
Esther Adjete	Project Evaluations Officer TechnoServe
Adolph Briamdt	Financial Systems Planning Officer TechnoServe
Sylvester Okoh	Program Officer Nigeria TechnoServe
Dr. Charles Akinola	Program Officer Nigeria TechnoServe
Kate Abbam	Executive Director International Association for the
	Advancement of Women in Africa (ASAWA)
	Founder Director Reseau Africain pour
	le Developpement Integre (RADI)
	Directeur RADI/ACAM
	Responsable RADI-Etudes
	Associate Program Director Africa PACT
	Senior Regional Program Officer PACT
	Consultant
	Consultant
	GAPVOD
	Project Leader PVO/NGO Initiatives Project (PIP)
	Program Officer PVO/NGO Initiatives Project (PIP)
	A.I.D. AFR/DP/PPE Project Officer
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Board Members	
Anne Gordon-Drabek	
Patricia Scheid	
John McEnaney	

**Ed Perry
Jonathan Otto**

**Project Director Appropriate Technology International (ATI)
Consultant**

LETTERS OF SUPPORT

The following are examples of correspondence which attest that PIP staff responded to the needs and inquiries of PVOs in a timely manner both leading up to and after securing a PIF grant and during the execution of the project.

IIRR

INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION

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Cable Address: Memintcom • Telex: 238573 • FAX: (212) 870-2981

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*Deputy Executive Director,
USA*

Hazel Tocnics
Finance Officer, USA

Juan Jara
Controller, Philippines

March 11, 1992

Mr. Ajit Dutta
DATEX, Inc.
7004 Boulevard East
Suite 29H
Guttenberg, NJ 07093

Dear Ajit,

Further to our telephone conversation on Monday, I am pleased to submit some preliminary thoughts on the Partnership Initiatives Fund project, as it has evolved so far.

The PIF grants have made it possible for IIRR to develop productive working relationships with two indigenous organizations in Uganda -- Save Life Mission and the Family Planning Association of Uganda. In partnership with these organizations, Family Planning and AIDS education programs were launched in 1991. Each project will be a model for similar projects which are being developed elsewhere, in East Africa. The AIDS project has been the first opportunity for IIRR to adapt its successful health education and training approaches to address this worldwide scourge.

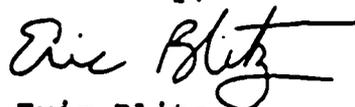
The project has also provided an opportunity for IIRR to develop ties with other indigenous organizations in Uganda, and a major management training program is being planned.

IIRR is deeply appreciative of the opportunities provided through the Partnership Initiatives Fund. Datex has been an effective catalyst in this program; the staff were courteous, helpful, and efficient in providing information about the program and in processing IIRR's application.

We look forward to a continuing partnership.

With best wishes,

Sincerely,



Eric Blitz
Deputy Executive Director



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Erik K. Winslow, Ph.D.
Peggy Curtin*
President
*Executive Committee

March 12, 1992

Ms. Pat Scheid
c/o Datex Partnership Initiative Fund
1400 Eye Street N.W. Suite 750
Washington, D.C. 20005

Dear Pat:

We were very pleased when CEDPA was awarded a \$15,000 grant, under the PVO Initiative Project, to strengthen the linkages between CEDPA and "Les 7A", in Senegal.

Your grants administration system made it possible for us to transfer funds and get technical assistance to Senegal in a very timely manner.

We especially appreciate your role in promulgating and strengthening the concepts inherent in developing partnerships between U.S. PVOs and African NGOs. In the process of working with "Les 7A" we found that both organizations benefited from the opportunity you provided to work together to achieve our shared objectives.

I have only one recommendation. This program should be extended to enable more partnerships to be built, as African NGOs continue to fill increasing significant roles in development.

Sincerely,

Adrienne Allison
Vice President



Cooperative Housing Foundation

20 March 1992

PIF Management Team

Datex

1400 I Street, N.W.

Suite # 740

Washington D.C., 20007

To the PIF Management Team,

The purpose of this letter is to review for the record, the ways in which the PIF Grant awarded to CHF to support the Ivoirien NGO, AMCAV, was successful in facilitating a partnership between our two organizations. This partnership has strengthened AMCAV's capabilities and has directly benefitted more than 500 families in the informal settlement of Alladjan in Port Bouet, Abidjan in Cote D'Ivoire.

At the time that CHF applied for a PIF grant, CHF and AMCAV had already been having discussions about an urban environmental intervention under CHF's Project to Promote Environmentally Sound Practices in Urban Informal Settlements since August of 1991. However, CHF had no mechanism in place to assist AMCAV in any sustained way to develop a capacity to manage a project of this nature. The PIF grant allowed CHF and AMCAV to gain a good mutual understanding of each others operations, to share information and monitoring techniques, and to develop AMCAV's skills in project documentation and management.

One of the significant results of this partnership was a greater international profile for AMCAV. In September 1991, The Canadian Institute for Environmental Law and Policy flew the Mayor of Port Bouet and the Director of AMCAV to Toronto Canada to highlight the Alladjan project as one of 10 NGO projects worldwide showcased at the World Cities and Their Environment Conference. The conference was attended by Mayors for over 100 cities worldwide. This gave AMCAV contact with new ideas and other groups working toward the same goals of community improvement with local resources.

CHF believes that the PIF grant component of the Datex PVO project was the most useful and would like to see more grants of this nature to provide the same kind of seed money for PVO/NGO Partnerships. Often the most productive funding comes in increments that are difficult for USAID to administer as separate grants. The PIF Grant programs allow a relatively small amount of funding to have a major impact at a local level.

If you have any further questions about our Partnership with AMCAV please do not hesitate to contact Elliott Smith of my office, or myself, for more information.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Judith Hermanson', is written over the word 'Sincerely'.

Judith Hermanson

Vice President

Regional Director for Europe, Africa and the Middle East

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SS

GLOSSARY

ASAWA	International Association for the Advancement of Women in Africa
ATA	Aid to Artisans
ATAG	Aid to Artisans Ghana
ATI	Appropriate Technology International
7A	L'Appui a l'Autoformation des Adultes Applique a l'Action par Alternance et en Alternative
Bamboula	U.S. Importer
CRS	Catholic Relief Services
CEDPA	The Center for Development and Population Activities
CWS	Church World Service
GAPVOD	Ghana Association of Private Voluntary Organizations in Development
NGO	Nongovernmental organization
PACT	Private Agencies Collaborating Together
PAMSCAD	Programme of Action to Mitigate the Social Costs of Adjustment
PIF	Partnership Initiatives Fund
PIP	PVO/NGO Initiatives Project
PVO	Private Voluntary Organizations
RADI	Reseau African au Developpement Integre
RRA	Rapid Rural Appraisal
TNS	TechnoServe
USAID	United States Agency for International Development
UNDP	United Nations Development Programme



Datex Inc. is an international management consulting firm specializing in organizational and human resource development, financial and information management, and project design and evaluation.

Datex has implemented projects in Africa, Asia, Latin America and the Caribbean, North America, and Europe. These projects have included environment and natural resources, health, food aid, PVO/NGO development and management, agriculture, education, refugee assistance, and democratization, among others.

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