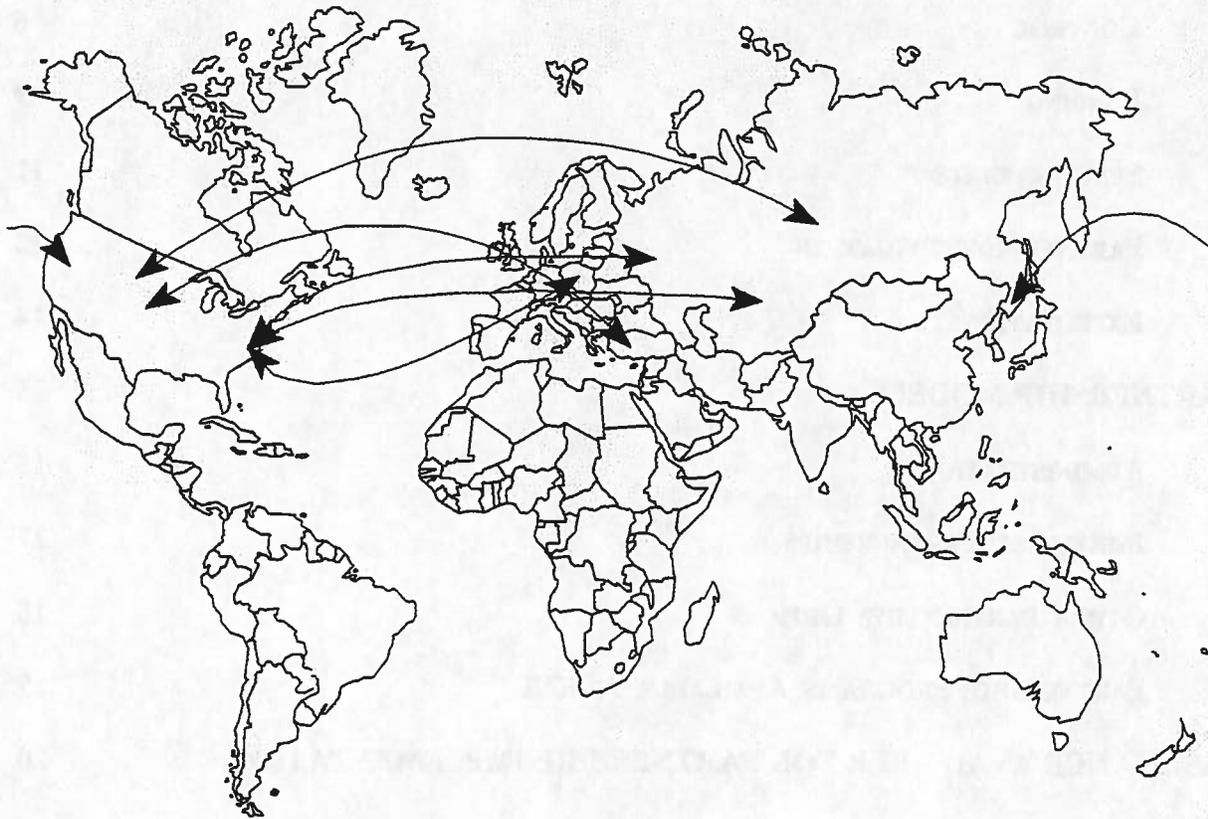


DRAFT

Partnerships

A Tool for Achieving Strategic Objectives



A Guide for Implementation

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ENI/DGSR/HRDSR



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INTRODUCTION

PARTNERSHIPS¹ have been talked about as the new approach for achieving a variety of USAID's strategic objectives, if not all of them. This Guide provides practical, concise information about how to develop, manage, and implement partnership mechanisms to achieve institutional change in line with our Strategic Objectives.

PARTNERSHIP MODELS

Generally partnership models follow one of these designs:

- One institution to one institution (e.g., PVO/NGOs, Government Ministries, private companies, professional associations, or universities)
- Consortium of institutions on one side of the partnership
- Consortium of institutions on both sides of the partnership

EXISTING PARTNERSHIPS

Currently, partnership programs cover almost all of our Strategic Assistance Areas, ranging from business partnerships to partnerships between educational institutions, and hospitals partnerships to energy and media concerns. Brief discussions of some of these partnerships, used as examples, are located on page 17.

Partnerships are particularly effective for use in ENI countries due partly to high literacy rates, which enable the individuals involved to engage in sophisticated dialogue about how to address the needs of the transitioning economies.

HOW ARE PARTNERSHIPS DIFFERENT FROM TYPICAL TECHNICAL ASSISTANCE?

To be considered a partnership, the participants involved become collaborators in creating the approach to achieving the Strategic Objective. That is to say the work plan and budgets are established together so that all parties are truly invested in the approach and agree on the expected results. The emphasis in partnerships is 'discussing' *not* 'telling'. Alternatively, using USAID re-engineering terminology, the indigenous parties move towards the position of "stakeholders" and away from the position of "customers".

Readers' Note: USAID has also discussed, through and with the Advisory Committee on Voluntary Foreign Aid (ACVFA), the issue of USAID/PVO partnerships for countries where the US presence and budget is shrinking -- 12 March 1996 ACVFA Meeting: Budget Cuts and the USAID/PVO Partnerships. The fact that the same term is being used here has caused some confusion.

ARE PARTNERSHIPS THE APPROPRIATE TOOL TO IMPLEMENT CHANGE?

This Guide will help you answer the following critical questions that need to be addressed in determining whether partnerships are the right tool. After each question is described in the text, a section has been left for **YOUR NOTES**, since the authors could not possibly have considered all that may be important to your particular situation.

Given that partnerships have become the desired mechanism for delivering assistance in the NIS for Phase II, the real issue may be why partnerships are **not** the appropriate tool.

What partnerships exist within the current portfolio of assistance activities?

What strategic objective(s) are you trying to address through partnership?

What is the time frame you require for results?

How much control do you want over the output?

How many partnerships are you planning to fund? At what level?

What about sustainability?

What to consider in the selection process?

What are your expectations from partnerships....information, products?

CONSIDERATIONS

1. ARE YOU CURRENTLY ENGAGED IN PARTNERSHIP ACTIVITIES?

Before launching into a total revamping of activities to accommodate the focus on partnerships, the current portfolio should be reviewed to determine which, if any, of the current activities are already partnerships. It may be that what is currently being considered a traditional technical assistance activity is a partnership or can be reconfigured into a partnership-type assistance activity with little substantial change. A simple name change may be all that is required.

To determine whether a partnership exists, consider the following questions:

Is (Are) the recipients of assistance substantially involved in the design of assistance being provided?

Is (Are) the recipients involved in budgetary and program planning?

Will the participating organizations maintain a relationship after U.S. government financial support is eliminated?

Do the participating organizations support the activities -- i.e., do they share in financing the activity?

Is there cross-fertilization among the participating organizations -- e.g., are NIS country participants invited to the U.S. to share their expertise and knowledge with U.S. counterparts?

Are there less than three or four recipient organizations involved in the activity?
(This is by no means a magic number, but if assistance is being provided to 15 or 20 organizations, it is hard to envision the activity as a partnership.)

YOUR NOTES

2. **STRATEGIC OBJECTIVE - WHICH ONE(S) ARE YOU TRYING TO ADDRESS THROUGH THE PARTNERSHIP MECHANISM?**

Before considering partnerships as a delivery mechanism, it will be necessary to determine if the assistance effort will focus on a limited number of institutions. Partnerships can be set up among several institutions but coordination and accountability become difficult as the numbers of organizations increase. A country-wide strategic objective is probably not achievable using a single partnership.

If, however, there is sufficient funding to institute several partnerships which focus on a single strategic objective, this mechanism may be as effective as a technical assistance contract.

The partnership model has proven to be particularly effective for **changing institutional behavior** and organizational development, thus making this mechanism useful in SOs where institutional change is critical to the success of your results.

YOUR NOTES

(List Strategic Objectives that might be achieved utilizing partnership delivery mechanisms.)

4. CONTROL - HOW MUCH DO YOU WANT OR CAN YOU HAVE OVER THE PARTNERSHIP ACTIVITIES?

This is an issue for all assistance activities. More and more we are turning to grants and cooperative agreements to implement our programs. These mechanisms do not afford the Agency much in the way of control. While we are able to visit and view the activities taking place under grants and cooperative agreements, we have very little direct authority to insist on any changes to the grant or cooperative agreement after it is signed.

Partnership agreements seem to lend themselves to either grant or cooperative agreements since the idea is to have cooperation and coordination between/among organizations from multiple countries and anticipate that this cooperation and coordination will continue in the absence of USG funding. To engender this kind of relationship, there needs to be fairly free movement by and among the parties involved in the partnership.

The only solution to the problem of ensuring that Agency objectives remain paramount in the minds of implementors of assistance is to craft a very clear scope of work at the outset that differentiates between the elements of the program that need more (or less) control. In fact, a combination of the below mechanisms may make sense - e.g., some of the functions managed by CA and some managed by contract.

Possible Agreement Options²

Vehicle	Advantages	Disadvantages
Standard Contract	<ol style="list-style-type: none"> 1. Allows the government to be very prescriptive in what is expected from the parties. 2. Allows the government to require changes in the agreement (with or without funding) 3. Allows the government the opportunity to engage in substantial monitoring and oversight 	<ol style="list-style-type: none"> 1. More labor intensive on the part of the government. 2. Amendments while possible (and likely) take significant amount of staff and contractor time. 3. Government is more accountable for the outcome of the contract, since the partners are carrying out a USG designed project. 4. Process of identifying a contracting organization is substantially longer as the competitive procurement process is generally the mechanism used.

Commentary is not exhaustive, and only provides some of the drafters' prior experience in administering USG programs.

Vehicle	Advantages	Disadvantages
Cooperative Agreement	<ol style="list-style-type: none"> 1. Allows the government to be reasonably prescriptive in the design. The term cooperative means that both the government and the recipient are cooperating to achieve a result that is in the charter or interest of both parties. 2. There are areas where the government can be "substantially involved" 3. The recipient has very wide latitude to reallocate resources to achieve objectives without involving the government in the decision making process. They may subgrant. 4. Fairly easy to extend in terms of time and funding. 	<ol style="list-style-type: none"> 1. Definite limits on how much that the government can do in the operation of the cooperative agreement; USG confined to 'substantial involvement' section in award. 2. Substantial involvement clauses are few 3. Available to non-profit organizations or to profits without any fee. 4. If cost sharing is a requirement, non-profit organizations may have less access to funding/resources to share. 5. OMB regulations on how often reporting can be required; therefore, reporting expectations must be minimal.
Grant	<ol style="list-style-type: none"> 1. Is generally awarded to a non-profit organization to support the functions/mission of that organization and because it is to further an organization's objective, designing a grant is a less cumbersome task....just give folks money to do what they were going to do in the first place. 2. Competition requirements are less stringent. 3. Grantee can award subgrants without USG involvement if the subgrants are in furtherance of the grantee's objectives. 4. Fairly easy to extend in terms of time and money. 	<ol style="list-style-type: none"> 1. If it turns out that what the grantee is intending to do is not quite what the USG has in mind, too bad. The grantee gets to decide how to proceed, and if changes are desired by the USG, the recipient organization has no responsibility to change their plans. 2. Aside from lack of available funding, it is very difficult to cancel because of performance since the standards of performance are not established by the USG. 3. Limits the recipient pool as these are instruments generally used to engage services of non-profit organizations. For-profit organizations may participate but without fees and normally this must be approved in advanced by procurement officials. 4. If cost sharing is a requirement, non-profit organizations may have less access to funding/resources to share. 5. Reporting requirements must be minimal.

Management Options

In addition to the above notes on different contracting vehicles, the issue of control depends on the resources available within a Mission or Bureau to provide oversight and monitoring. See Partnership Administration Models, page 15.

YOUR NOTES

5. *FUNDING*

Partnership funding really depends on the complexity of the objectives to be addressed. It is safer to consider establishing smaller partnerships with fewer objectives. This is especially true when using a grant or cooperative agreement. This limits potential losses and, because these instruments are easily amended, performance can be used to determine if the level should be increased in the future.

A funding floor should probably be set at \$150,000 per year (not including participating organization contributions) to ensure that enough resources are available to enable staff of the partnerships to spend some time at each other's institution. This funding floor anticipates that each partnership will involve some level of institutional cost sharing.

Certain partnership models have funding floors established based on prior experience. These partnerships have found that funding below a certain level is not very effective. Medical partnerships, for example, have an established minimum level.

Cost-Sharing/In-kind Contributions

Cost sharing seems to be a fact of life in the establishment of partnerships. The NIS Institutional Partnership Project, for example, required a 25% in-kind contribution on the part of the partner organizations. This means that of the total value of the contract (including the participant shares), 25% of the cost must come from sources outside the U.S. Government. There are other projects where the government may only contribute 1/3 of the cost of the project. Generally speaking, where there are high cost sharing requirements, it is likely that USAID is contributing to a grant or support the continuation of an existing activity.

Remember, any cost-sharing requirement potentially places a prohibitively high burden on participating organizations. Some are more equipped to shoulder the burden than others (e.g., profit making organizations and large US universities). Consider the applicant pool when establishing the level of cost-sharing required. Perhaps cost sharing requirements should be lower for PVO partnerships, for example. However, where profitability is the cornerstone of the project, as in the energy partnerships, a 30-40% cost sharing element could be employed. Conceptually, once a program surpasses the 50% mark, the funder (USAID) loses clout, leverage, and control over program activity. In essence, the funder is no longer a "majority stakeholder" in the venture.

High cost-sharing requirements also tend to eliminate new applicants because the accounting requirements are confusing and arduous.

When drafting the scope of work for the activity, include as much detail about government matching requirements as possible. An appendix to the scope may include excerpts from procurement documents. Applicants need to be reminded that other USG funds cannot be used as match. They will need to know how to value in-kind contributions, which may be extremely difficult to document to auditor standards when the project considers using office space, and staff time as part of the contribution. They will need to know that they can't use U.S. salary scales to value counterpart time. It is also important to include the formula for the match.

When USAID requires a 25% match, say, we are telling the bidder that the partnership must contribute an amount equal to 25% of the government grant or contract or are we saying that 25% of the total value of the activity is to be contributed by the recipients?

In the case of a \$1.5 million USG award the following example shows the difference between the two interpretations.

25% of the total value

\$1.5 million USG contribution
\$. 5 million cost share/match

25% of the government contribution

\$1.5 mill USG contribution
\$. 375 million cost share/match

In the absence of clear guidance on the match, the numbers of phone calls and e-mails requesting clarification will be staggering.

Infrastructure or Human Resource Development

Partnerships can include both but when the design calls for establishing information centers or training centers a compelling business plan should accompany the original proposal; otherwise, these efforts have been found to be too costly and time consuming. By the time centers are established to promote a particular strategic objective, the partnership agreement may have expired.

YOUR NOTES

6. *SUSTAINABILITY*

Is it rational to expect the partnership relationship to sustain itself after USG funding expires?

Before actually considering the issue of sustainability, you need to **define what you mean by this term**. Are you relying on the parties involved to always continue working together at the same level -- sustainability of relations predicated on a continued inflow of resources, financial sustainability? Or are you considering the fruits of their labor for continued use, regardless of whether or not either institution remains engaged -- programmatic sustainability? These types of sustainability are very different.

An example of the first scenario might be the opening of a trade office where the two partners rely on fees-for-services to maintain operations, leading to financial sustainability. An example of the programmatic sustainability would be having government of the target country so enthralled with the curricula developed by a partnership that it embodies this in their national reforms. In the first case, you have a 'bottom-line' driven answer as to whether something is sustainable, and in the other you have a less measurable notion of sustainability. Neither can be deemed incorrect outright, but the authors of the RFA and the participants in the partnership should all be clear at the outset about what they mean by "sustainability." Along the same lines the RFA drafter must decide whether or not diversification by the institution will be an acceptable approach to sustainability - i.e., a health NGO turning its attention to agribusiness in pursuit of funds. The issue of sustainability is not easily answered but history does give us some insight regarding conditions which will assist with sustainability.

Relationship existed before and USAID is simply assisting/redirecting it

Development of the actual proposal or work plan is truly a joint effort

Sustainability is considered by the partners at the outset of the agreement and is addressed in the initial proposal

Actual sustainability plans are required mid-way into the partnership period

Partnerships focused on development of activities that produce revenues such as membership organizations and institutions offering seminars or technical assistance

Partnerships which include heavily endowed U.S. counterparts....this is not necessarily the ideal selection criteria but it is a fact

YOUR NOTES

7. PARTNERSHIP IDENTIFICATION

Partner Credentials

To be effective, the **U.S. Partner must have** the following attributes: regional competence and cultural savvy; staff expertise in the technical field; and some country specific language fluency or access to technically competent interpreters.

These are in the proper order of importance. Without regional competence, the credibility of the U.S. partner organization is suspect. (e.g., What works in southern Africa may not work in CEE or NIS and the converse is also true.) If there is knowledge of the region, then the staff assigned must be experienced. Again, it is insulting to think that the U.S. partner can be a novice in the business at hand.

At this point, 8 years into the ENI programs, information and US regional experience throughout these countries is not hard to come by, so "learning curves" should be considerably shorter than before.

For the other side of the partnership, the **Recipient Country Partner must have** these traits: adequate infrastructure; existing or access to communication channels to facilitate the establishment of an e-mail link within a month of start-up; an understanding of the limitations and restrictions of the partnership (e.g., the need to operate according to USG financial rules and regulations); and staff dedicated to the partnership project, not working on multiple projects at the same time they are implementing a partnership activity. In addition, some English language fluency or access to interpreters is also helpful.

Selection Panels

Whether a Mission or Bureau enters into an agreement with an umbrella organization to manage partnership activities or has a direct management relationship with partnerships, part of the selection process should include using external technical panels. These panels can be used to judge technical expertise, regional credentials, U.S. credentials, and the feasibility of accomplishing proposal promises. In addition, panels may recommend changes to the proposed approaches. panel can recommend rather than select. Finally these panels provide a shield from political pressure, and if there are several professionals involved, the opportunity for favoritism is pretty much eliminated.

Are there any institutions in the target countries you would like to see be partners?

Consider the possibility of identifying the in-country partner and soliciting for a U.S. counterpart. This can only be done where the target country institution has no strong existing affiliation and will require a somewhat longer operating time frame.

The Partner Institutions

When are there **too many institutions**? Again, it is hard to provide an exact figure, but experience has indicated **too many participating organizations** may diffuse the effectiveness of the partnership. **Big consortiums** have proven unwieldy and unaccountable at times. Your knowledge of the sector to be addressed and the experience of the group in working together will play a central role in your determining a maximum number of participating institutions.

What is the **minimum number of individuals** required to continue the project after USAID funds are gone? Clearly the answer is more than one on each side. You need to hedge against having all the institutional knowledge embodied in a single individual. Set a minimum number -- maybe three (3) -- dedicated to work on the project from each institution.

YOUR NOTES

8. **EXPECTATIONS FROM THE PARTNERSHIP**

Products

The partnerships are created to assist with the achievement of Strategic Objectives but each must have intermediate objectives that are measurable. A measurable outcome may be the development of products such as data collection systems, curricula, brochures, how-to manuals, by-laws, etc.

In designing the partnership activity, thought and resources must be devoted to how products might be utilized. How can the work of the partnership benefit other organizations? **Plan for distributing the information created/gained from the partnership.**

Reports

Because most partnerships are funded through grants or cooperative agreements, remember that you are confined in terms of reporting. Consult with your procurement officer early in the process to determine what you can expect. Do not wait until your request for application has gone through the review process to find out that what you need in the way of reporting is not available to you. Work closely with procurement officials and legal staff on this issue. Perhaps the work plan can be structured to provide the kinds of information and assurance you need.

YOUR NOTES

PARTNERSHIP ADMINISTRATION MODELS

The selection of the management model will be highly dependent on the staff time available to oversee the partnerships.

Direct Management by USAID - 'stand alone partnerships'

- **USAID-Washington** award to US partner institution

ENI Example: Washington State University-Puschino State University, Russia. This project was financed by USAID for \$2.2 million and 2 years, to conduct work in agriculture, environment education and the establishment of a land-grant university.

- **USAID-Mission** award to a Target-country partner institution

ENI Example: Foundation in Support of Local Democracy (FSLD), Poland. This DG project evolved from a US-based effort where Rutgers University was the lead institution to a project where FSLD is the prime recipient of funds. Rutgers is now accessed for technical assistance as a subcontractor to FSLD on an as needed basis. As of April 1996, this project has received \$3.32 million.

Umbrella Management by outside contractor, cooperative agreement recipient, or grantee

- **Single country focus** with the Umbrella organization making awards to partnership organizations

ENI Example: Internews and Internews Russia were supported by the Mission in 1994 to assist in the growth of the professional, free media sector through the Media Development Project. This subgranting activity was funded at \$10 million and created eleven (11) partnership relations between US institutions and Russian organizations. (Although this example is a single sector, this model may easily be employed across disciplines.)

- **Regional or multi-country focus** with the umbrella organizations making awards to partnership organizations

ENI Example: The International Research and Exchanges Board (IREX) was awarded a \$29 million cooperative agreement to implement the Institutional Partnerships Project which spans Russia and Ukraine. Partnerships were established in most strategic objective areas. The focus of these partnerships was to enhance indigenous

institutions' ability to provide professional level training to the local population and to develop products/materials which could be widely disseminated . Twenty-two (22) partnerships (\$24.2 million) were selected from the 107 submissions with six (6) operating in Ukraine and sixteen (16) operating in Russia. Each were given two (2) years to complete their proposed work plans, were required to provide 25% in-kind contribution to the project, and create materials available for distribution to other like institutions.

[The American International Health Alliance (AIHA) is another excellent example of this approach and has experience operating in the CEE and NIS.]

Which Administration Model to Choose?

If only one or two partnerships will be established and there is sufficient staff to provide the oversight required, a partnership **managed directly by USAID** staff would be an appropriate choice.

If many partnerships are to be established, then strong consideration should be given to utilizing an **umbrella organization**, and take advantage of the "economies of scale" inherent in having multiple partnerships. This means that the umbrella organization can, **with input from USAID**, draft solicitations, conduct screening sessions, establish selection panels, and make selections or recommendations. They also do all the contracting/granting actions and will do monitoring and fiscal accounting. Selecting this model does mean, however, that the relationship that USAID has to the partnerships is through the umbrella organization. Therefore, all USAID activities relating to the individual partnerships (e.g., site visits, conversations, meetings) *must be* with the approval of the umbrella organization since USAID is holding the management umbrella organization responsible for the outcomes of the partnerships.

PARTNERSHIP MODELS

- **One institution to one institution (e.g., PVO/NGOs, Government Ministries, private companies, professional associations, or universities)**

ENI Example: The partnership between the University of Massachusetts (UMass) and the Pskov Polytechnic Institute (PPI) works one-on-one to create a public policy degree program at PPI, introduce Geographic Information Systems (GIS), and build trade links between Amherst and Pskov. They were given two (2) years and \$1.3 million to complete their work plan, and were managed under the regional umbrella mechanism noted above.

- **Consortium of institutions on one side of the partnership**

ENI Example: Since 1993, the International Republican Institute (IRI) has partnered with three reform-oriented political parties (Don Center for Political Technology, Moscow School of Political Studies, and Nevsky Research Foundation) to assist these organizations in managing election campaigns, monitoring election procedures, and creating infrastructure mechanisms for candidate selection. To date, \$177,800 has been invested in these partnerships.

- **Consortium of institutions on both sides of the partnership**

ENI Example: The University of Rochester (URoch), the lead US medical institution, is partnered with an independent lead institution in both Russia and Ukraine, the International Biomedical Agency (IBA). With some local institutions "on board" at the outset, URoch and IBA established linkages with a total of seven (7) medical institutes in the two countries, and brought the expertise of four (4) US medical schools to work on medical reform in the methodology of teaching and in the admissions structure. The aggregate support by USAID for these two projects combined was \$2.5 million, for expenditure over 2 years.

OTHER PARTNERSHIP OPTIONS - BUILDING ON EXPERIENCE

In recognition of the fact that there are many existing linkages between institutions in the US and the ENI countries, and USAID has gained some five to seven years in the region, one should consider the following approaches to partnerships in addition to considering completely 'new partnership initiatives'.

- **"Brokered" partnership - target country institution identified by USAID**

In several cases technical officers have identified reform-minded institutions that are working directly to promote their Strategic Objectives. When this is the case, USAID could tailor a request for application (RFA) to suit the needs of the in-country partner. This way technical officers can be certain that their funds are going to the activities that they believe will bring them closer to their intermediate results and will provide them with a choice of implementing institutions. Also, incorporating the partner organization in the initial phase of partnership design promotes a sense of "ownership" of the project.

- **Expansion of existing partnerships - within the country or within the regional**

Successful partnerships -- partnerships that are getting results in line with the latest Results Frameworks for the country -- should be considered for additional work within the target country or within the region. This approach capitalizes on the investment already made by the Agency and should promote cross-fertilization of program outcomes. With declining ENI budget figures and similar societal circumstances facing many of our assistance countries, the institutional knowledge of "how to" reform particular fields should prove a valuable resource. In addition, the continual contact with these institutes and organizations will enhance their sustainability.

PARTNERSHIP PROGRAMS AVAILABLE TO ENI

University Development Linkages Project (UDLP)

Management Training and Economics Education Project for CEE (MTEEP)

Institutional Partnerships Project (IPP)

American International Health Alliance (AIHA)

Private and Voluntary Organizations (PVO) Partnerships & Civic Initiatives Program (CIP)

Eurasia Foundation

Media Partnerships

Agricultural Partnerships

Political Process Partnerships

Energy Industry Partnerships Program

CAN YOU GET ASSISTANCE IN THE DEVELOPMENT OF YOUR PARTNERSHIP PROJECT?

YES!

ENI/DGSR/HRDSR can offer assistance to any Office, Division or Mission in the Bureau. We can provide limited contractor support to assist with:

- Needs Assessment
- Partnership Design
- Development of Request for Application or Proposal based on discussions with SO Teams or POT Teams
- Technical Reviews
- Development of Evaluation Criteria

Of course our resources are not limitless but we do have a contracting mechanism which can accept additional funds if your request exceeds our capacity or you come to the party too late for the food.

If you are interested in discussing ways in which we might be of assistance, contact Carolyn Coleman or Jim Nindel.

SOURCE DOCUMENTS

- *Partnership for Freedom (PFF)* paper (11/96), State Department Coordinator for NIS.
- 1998 Congressional Presentation for NIS (1/97)
- International Research and Exchanges Board (IREX) unsolicited proposal (5/96) and six (6) points of 'lessons learned' sent to AID/Moscow (1/97) in response to their request for input to PFF.
- Program Objective Team 4.2 Papers #1 and #2 (11/96)
 - #1 is a discussion of 2 models for expanding existing partnership mechanisms, specifically IREX
 - #2 is a discussion of consolidating the management of ENI partnerships
- AID/Moscow Partnerships Study (11/96) - cuts across sectors and looks at the different Russian partnership programs
- University Development Linkages Project (UDLP) work linking the Strategic Objectives (SOs) in various countries to their University linkages.
- *UDLP Guide to Higher Education Partnerships for Development* (11/95)
- American International Health Alliance (AIHA) Briefing Book from 1996 and BHM International preliminary comments on their ongoing evaluation of AIHA.
- JNA Associates report on Partnerships: *When Less is More* (3/96). This independently funded study was released with much fanfare and was apparently read widely by Foreign Relations Hill staff, as the unveiling was attended by many of them. It draws from many USAID and USIA evaluation documents, GAO Reports, and project specific correspondence.
- Management Training and Economics Education Project for CEE (MTEEP) Annual Summative Monitoring and Evaluation Report (through June 1996).
- Compass to Workforce Development Study and Best Practices Guide (1/97). Done by the Human Capacity Development Center (HCD) in the Global Bureau; it includes world-wide USAID experiences in managing the issue of training and education on all

levels. It includes four (4) studies that fall within ENI. They are: Czech (The National Training Fund), Poland (Building Trade Crafts Union Training Consortium), Federal Republic of Germany (The Dual System of Education and Training), and Ukraine (Retraining of Military Program, A Division of the International Renaissance Foundation). Only the project in Poland is financed by USAID.

Other Partnership Related Documents

- Pact Seminar notes from July 1996 discussing the points of public-private partnerships -- i.e., development community and business partnering.
- Advisory Committee on Voluntary Foreign Aid (ACVFA) report from February 1996 that talks about the Agency's move out of certain countries due to budget cuts. Discussions continue based on the establishment of a committee on this topic, as to how this will be done -- through enfranchising PVOs or what. There should be another report out by now.
- Center for Trade and Investment Services (CTIS) Guide to the NIS (10/96). Includes information primarily on the economic restructuring efforts within each country of the NIS; however, it does include sections on several other aspects of the USAID country program.
- Fact sheets (11/96) on USIA Partnership Programs.
- Several UDLP Committee Reports. Most recent is 12/96.
- World Bank report on *Education and Economic Transformation*, both the 1994 version and the 1996 revisions. This is largely an in-depth labor market analysis of the NIS which discusses the theoretical underpinnings of the old Soviet teaching system and then makes recommendations for the Role of the West.