

PD-AAZ-394

EN 61E10

COOPERATIVE AGREEMENT (1988-91)

ANNUAL REPORT

CONTRACT NUMBER OTR-0158-A-00-8239-00

JUNE 1989

COOPERATIVE AGREEMENT (1988 - 91)

F I N A L R E P O R T

TABLE OF CONTENTS

	Page
I. BACKGROUND	1
II. APPROACH AND STRATEGY	2
III. MONITORING AND EVALUATION	4
IV. REVIEW AND ANALYSIS	5
V. MANAGEMENT	22
VI. FINANCIAL REPORT	25
VII. LESSONS LEARNED	26
VIII. APPENDICES	28
IX. LIST OF ATTACHMENTS	29

I. BACKGROUND

PACT is a consortium of 25 private, voluntary organizations (PVOs) of the United States and developing countries. The overall objective of PACT is to promote socio-economic development, specifically to support the initiative of low-income men and women in developing countries to improve their social and economic conditions through the collaborative efforts of private development agencies throughout the world, particularly by supporting and fostering local organizations' increased strength and self-sufficiency.

Since its inception in 1972, PACT's principal source of support has been the United States Agency for International Development, which has provided approximately \$38,000,000 in grants to the consortium.

During sixteen years PACT successfully managed a Development Fund, which in total channeled AID support to 450 project actions in Asia, Africa, Latin America and the Caribbean. The consortium's Supportive Activities Fund became a unique mechanism for more than 500 small and flexible matching grants totalling over \$1,200,000 since its inception. These grants were most often utilized to help formulate and test more creative projects, promote PVO interchange and upgrade management and field skills. Grants helped shape project plans, train staff, underwrite technical assistance, and publish manuals and other learning materials.

For the period 1988-91 PACT began a new cooperative agreement that shifted the emphasis from grant-making to institutional support for USPVOs. The goal of the agreement is to assist USPVOs to become more effective development agents, particularly in strengthening local groups. This report is the first annual report covering activities from September, 1988 through June, 1989.

PACT's program is a synergistic mix of learning and training activities divided into four main components. In addition there are institutional development grants that involve USPVOs in carrying out these activities. Besides this basic program, the agreement comprehends support for a market service survey, the SEEP network and the Debt for Development Coalition. The support envisioned for Dissemination was expanded into a more complete communication effort. Activities for each of these program areas are covered in section IV of the report. Accompanying the report is one complete set of major documents, communications and publications generated by the program activities encompassed in this agreement.

II. APPROACH AND STRATEGY

As stated in PACT's proposal, PACT's new program aims to help US PVOs meet their professional challenge in a changing work environment, through provision of a range of professional, technical and financial services. The Cooperative Agreement states as its purpose "providing a program of institutional support services to US PVOs to strengthen their effectiveness as development agents, particularly in their capability to strengthen local groups..." and in the program description "the purpose of the grant is to achieve a more effective and sustained PVO impact at the field level through strengthened technical and management capabilities and ability to transfer these capabilities to local affiliates.

The nineties herald an era where greater strategic planning, more equitable collaborative arrangements with indigenous agencies, stronger technical competence and distinctive PVO roles, expanding benefits beyond narrow project contexts, and greater sustainability and creative financing of PVO efforts must move beyond discussion of issues into transformed relationships, norms and practices, capacities and program applications. This also implies new sets of PVO skills, especially in facilitating new coalitions, networking, communications and information services, and provision of advice in cross-cultural contexts. As stated in the cooperative agreement, PACT is to use a "synergistic mix of learning groups, research, training and technical assistance" to help US PVOs identify and overcome constraints in their work, and in building these new skills priorities. The four program areas covered are:

- a. Strengthening the capacities of US PVOs to assist local affiliates and partners.
- b. Expanding development benefits and broadening impact
- c. Strengthening the Technical and Managerial skills of US PVOs
- d. Encouraging collaboration: Joint approaches to PVO effectiveness

Year One Application of the PACT strategy

Central to the PACT mission is strengthening the capacity of US PVOs to enter upon and build a new generation of relationships with third world organizations, relationships which address the current PVO challenges described above. PACT's different programs areas are a means to this end, each providing distinct vantage points for participating agencies to build collaborative solutions to constraints and challenges facing them, and strengthen the ways they work in partnership with local agencies.

PACT has undertaken its "synergistic" approach on the fronts proposed in its first year plan, with some adaptations. The major accomplishments include:

A new learning process focused on the Capacity of US PVOs to Assist Local Partners. Seven IDGs have effectively employed US PVO staff in joint self-assessment, investigation, planning and applications.

PACT's Expansion of Benefits learning program completed 22 case studies, which also address institutional relationships. This process has also resulted in 8 IDGs to apply lessons learned.

PACT launched a program management training effort aimed at USPVO staff. An initial workshop mobilized PVO trainers around the crucial theme of "participation"- the underlying "facilitating" factor of effective program management. Two other workshops on institutional development and program evaluation are scheduled. This program made 8 IDGs to involve PVOs in the planning and follow-up of this training.

Administrative training continued through 13 events on administrative and association management themes. This exceeds PACT's target for this service.

Another PACT program, "Collaboration", focussed strategic use of IDG grants in thematic and geographic areas of PVO interest. These grants involved a variety of planning approaches, including a special task forces addressing US PVO responses to the needs of PVOs in the Southern African Countries. PACT has given five IDGs to US PVOs and plans to conduct studies to start new partnership programs in the region.

PACT organized an ancillary PVO field group in which US and Thai PVOs are exchanging experience and materials on credit and enterprise programs - a vital new network there. Also, through IDGs, PACT is building a practicing network of US PVOs and Thai PVOs in the environmental sector. Specific US/local PVO partnerships at the field level have been funded. Possibilities of US PVO collaboration have also emerged in Indonesia and Central America

This program also put in place the Food Oils network in Africa as another example of collaboration. The Directory is now completed. Several IDGs to build linkages among participating agencies are under consideration.

Thus a much wider set of relationships have already emerged, through focal work and coalition building at both US and field levels. PACT's special approach in this work has been to employ the talents of the consortium and non-member US PVOs to build an effective web of institutions addressing key PVO constraints and taking advantage of collaborative opportunities. This includes outreach to more US PVOs who are beginning to work with PACT's more established membership in the activities described above.

Employing the membership in all aspects of this program has been a common thread, through planning groups for learning sessions, carrying out surveys and member canvasses, collecting and developing case studies, in jointly organizing with PACT staff and advisors key training events and activities, and in jointly planning clusters of institutional development grant activities.

In PACT's first year of the new cooperative agreement, its history of relationships with its members, other US PVOs, consortia and local organizations has proven an essential empirical base to add field reality to this professionalizing process. PACT's field connection has given it the perspective needed to help local

organizations articulate their interests, needs and resources as part of collaboration or "partnering", and to catalyze new relationships and programs addressing PVO challenges.

III. MONITORING AND EVALUATION

The PVO Services Team is responsible for monitoring the progress of the Cooperative Agreement. A system of brief monthly reports and regular meetings is in place. More formally, PACT agreed to hold semi-annual self-evaluations. Annually, an outside evaluator will participate in the self-evaluation sessions and conduct the mid-term evaluation required in the Cooperative Agreement.

The semi-annual self-evaluation report presented to PVC on April 3 is attached to this report. It focuses on managerial considerations where corrective actions may be needed. The key action conclusions in the report and their status () are:

- PACT needs to develop an overall communication strategy, (plan prepared).
- PACT has to clarify IDG strategy and make a concerted effort to involve significant expanded clientele, (done).
- PACT needs to have a plan for IDG Oversight Committee for June Board Meeting, (done).
- PACT should create more dynamic links among its different programs, (in progress).
- PACT needs to expand Africa representation, (under study).
- PACT has options to consider for its training program, (planning underway).
- PACT continuing to expand clientele, (progress made).
- Market-Driven Services approach needs revision, (new approach planned).
- PACT has to decide on future commitment to Debt for Development Coalition, (PACT continuing full participation).
- PACT needs to define external evaluator role and identify person, (Scope of work defined. Awaiting new Executive Director to decide on person).

PACT will conduct a similar semi-annual review at the end of Year 1 of the Cooperative Agreement, and report its findings to PVC.

IV. REVIEW AND ANALYSIS

PACT's Cooperative Agreement is structured around eight components, each involving activities separated for management purposes but inter-related in their impact. In this section, the major activities carried out and an assessment of effects for each component is described.

A. Building US PVO Capacity to Assist Affiliates and Partners

The core of program activity in this section revolves around learning activities involving US PVOs both in the US and in the field. The IDGs granted under this section supplement and feed into this learning effort. The objective is to bring focus on the key elements that make partnership work, encourage PVOs to share their program experiences, and, finally, adapt their approaches to new realities. In a few instances PACT has given IDGs, most often to small promising PVOs, to enrich the community experience base.

Since funding for this component was limited, PACT did not attempt a separate learning group around this topic. Rather this learning effort was combined with the institutional development theme that is part of PACT's program management training under the Technical Managerial component of the coop agreement. An initial step was to grant OEF an IDG to conduct a survey of most of the participants in the PVC funded ISTI study "Accelerating Institutional Development," and 4-5 other PVOs with particularly interesting partnership approaches, e.g. SAWSO, Katalysis, World Vision. The workshop in June will build on this information to develop a framework that PVOs themselves can agree on for guiding their efforts in institutional building.

At the same time PACT is encouraging USPVOs to take initiatives to organize similar learning efforts in the field. In Thailand a network of PVOs have started a learning effort around experiences in rural credit and small enterprise. PACT is working on ideas for similar efforts in Southern Africa and Central America focussing on the key themes of institutional development from field perspectives. If this learning program evolves as planned it should be possible to pull together the findings of these experiences in a workshop next year that will allow US PVOs to have much clearer understanding of how to adapt their approaches to become more effective partners.

Other IDGs granted under this program component included assistance to FPSP and Katalysis to solidify and document their unique approaches to partnership. Two other grants specifically targetted small US PVOs, Hermandad and Africa Peace and Development Foundation, to build their nascent capacity to be strong partners. In these instances PACT's interest is to see if it can help these organizations to link up with larger PVOs to make the best use of their limited resources. Finally, two other IDGs helped PADF and World Education to lend their expertise to collaborative PVO strengthening activities. The former is assisting a Latin American partner to organize a resource information forum in the field and the latter to help a group of Asian PVOs organize training around environmental concerns.

The information generated both by these learning activities and IDGs will be fed back to PVOs through training, documentation and

networking. PACT has also planned to put together a video filmed in Latin America and Africa that will illustrate the principle issues involved in partner relationships. This video will be used as training device for PVOs.

Although effects of these activities are not easily measured, one positive indicator is the enthusiasm that the staff of many PVOs who are not members of PACT have shown to tackle these program issues with their peers. The PACT program in this sense is a vital initiative for the entire PVO community.

B. Expansion of Benefits Program

Twenty-one PVOs are participating in this learning program to investigate how PVOs can meet the challenge of reaching increasing numbers of beneficiaries.

The twenty-one participants include: twelve U.S.-based PACT members; two Latin America-based PACT members; and seven non-member U.S.-based PVOs.

Each agency is analyzing and documenting its experience in a project which has already expanded to reach a significantly larger number of beneficiaries or which is in the process of expanding its benefits to larger numbers. The process of "expansion" is defined broadly to include: scaling-up, replication, spontaneous spread to new groups, adoption by governments or other NGOs, and influence on the policies of governments and international donors.

Grants from PACT have been made to each of the participating agencies to assist with the costs of collecting information and preparing the case studies. Four of the grants have been made during the present report period: American Jewish World Service, CARE, World Vision Relief and Development, and Council for International Development.

PACT staff and a consultant, Jeffrey Ashe, have been meeting with the participants to review the drafts as they are submitted and to work on revisions. Sixteen of the agencies have now completed at least the initial draft. With the exception of one of the agencies that just received a grant, each of the agencies will have completed drafts by August.

In addition to the meetings with individual agencies, three meetings of groups of participants have been held. Two meetings (June 1988 and March 1989) involved the eight agencies preparing case studies on small enterprise projects. A third meeting, to be held June 16, will bring together eight agencies writing cases on community development and appropriate technology projects. A fourth meeting of the three agencies preparing health projects will be held when the agencies are further along in writing their cases.

The attached "Categories for a Framework" indicates the major issues and questions about expansion that have arisen to date in the case studies and in the meeting discussions. Participants and staff will develop further these categories and use them as a guide for the observations and conclusions that will be drawn from the learning program.

Next steps include:

- Completion of case studies by participating agencies.
- Preparation of conclusions and recommendations about expansion by staff and participants. This will involve 3-4 meetings of participants and selected external commentators.
- Publication and distribution of case studies and conclusions.
- Preparation of practical training materials, including a brief manual and two or three training cases, for agencies interested in programming for expansion.
- Sponsorship of two workshops to present the findings of the learning program. The first will be sponsored jointly with the SEEP Network in September and will focus on the expansion of small enterprise projects.
- Consideration will also be given to ways to relate this work to PACT's overseas activities and involve local NGOs in an examination of expansion.

PACT has used IDGs to encourage participating PVOs to undertake "field applications" that will further promote or test the concepts and strategies of expanding the benefits of PVO projects. Field application grants have been made to:

1. **American Jewish World Service:** for four follow-up and dissemination activities with NGOs in the Philippines, the Philippines government and the World Bank of the results of its case study on the expansion of a fisheries project in the Philippines.
2. **AITEC:** for a publication on the institutional and management requirements for scaling-up micro credit programs.
3. **World Vision Relief and Development:** for preparation of a case study of its child survival program in Senegal.
4. **OEF International:** for the organization of a conference of participants in the Women, Law, and Development Program which was the subject of the OEF case study. The conference is to examine progress to date and determine future activities.
5. **Opportunity International:** Preparation of practical, "how-to" materials on developing partner agencies, a major theme of its case study on expansion.
6. **AITEC:** development and field testing of self-training modules for participants in solidarity group programs in Colombia. The need for cost-effective and efficient approaches to training within the context of a micro credit program was analyzed in AITEC's case study on the expansion of the Colombia program.

7. **Katalysis:** preparation of a case study of the privatization of an International PVO Development Initiative - the spin-off of Caribbean Advisory and Professional Services (CAPS) from International Voluntary Services (IVS).

C. Technical and Managerial Skills

This component of the Cooperative Agreement is divided into activities relating to program management and administrative/financial skills. The broad objective is to increase US PVO effectiveness, sharpen technical skills and build a body of publications and other resources useful to PVOs.

Program Management

Since developing a systematic program management training program is a new activity for PACT, considerable time went into defining the effort. The three foci were participatory planning, institutional development and evaluation. After consultations with PVO partners most involved in organizing this type of training, including InterAction, CODEL and Experiment in International Living, PACT mailed its announcement to 150 US PVOs.

Participatory Planning: In order to plan the first workshop on participation in program development, two small workshops were held to design the workshop. The group included trainers from CARE, Helen Keller, SAVE, OEF, World Education and non-members, Institute of Cultural Affairs and Lyra Srinivasan from UNDP. The workshop itself involved 22 individuals from 15 agencies, representing a diversity of PVO experience. Participants rated the workshop 4 on a scale of 5 in the written evaluation with respect to the workshop achieving its objectives. PACT granted IDGs to cover partial costs of participation to Food for the Hungry and World Neighbors.

PACT has followed up on this workshop in several ways. An IDG was granted to World Education to develop a resource guidebook of participatory techniques in the style of "From the Field" specifically for trainers to train field workers in this approach. World Education and PACT are studying opportunities to field test the approach in Africa and Central America. Another IDG allowed Food for the Hungry to collaborate with World Neighbors to build in a specific training component into their staff training on community participation in planning. Finally, PACT is planning with a group of West Coast PVOs to organize a similar training opportunity in the Fall. World Vision is willing to host the event.

Institutional development: The second focus is developing in a slightly different fashion. The initial activity is to update the ISTI study on "Accelerating Institutional Development" which PVC funded to analyze 12 case studies of how US PVOs have worked with southern partners. PACT provided OEF with an IDG that allowed them to conduct interviews with 12 PVOs, 6 of whom had participated in the ISTI study. These interviews updated both the ISTI study and provided data for the planning of a workshop to take place in Washington on June 19-21. CEDPA, ICA, SAWSO, IVS, and Interaction participated in two planning workshops to develop a program design for the June workshop, which OEF facilitated.

PACT views this workshop as integral to the first component of the Cooperative Agreement, which is to build the capacity of USPVOs to assist local affiliates and partners. Therefore, the follow-up to this theme is covered in that section. Two scholarship IDGs to cover part of the costs of participation were granted to the YMCA and the Africa Peace and Development Foundation.

Evaluation: The third and last theme deals with evaluation as a vital part of program management. PACT did a survey of PVOs interest and concerns about evaluation. It indicated sufficient interest to organize a workshop to examine these concerns and to develop a strategy of how PVO staff responsible for evaluation can support each other. EIL is collaborating in organizing the initial workshop on July 24-26, which coincides with SIT's course on Monitoring and Evaluation. Workshop participants will interact with both teaching staff and students.

PACT has already approved one IDG for the American Refugee Council to extend an innovative approach to evaluation to field programs. They will share their experience in the workshop.

PACT will evaluate these initial activities, including the suggestions for further training that come from workshop participants to decide on specific activities for Year two.

Administrative Training

This program follows up on PACT's popular Training and Information Services program carried out under the previous cooperative agreement. The following administrative workshops and publications were accomplished during the period September 1, 1989 - June 30, 1989.

<u>Workshops Held</u>	<u>Number of Participants</u>	<u>If Co-sponsored with Ass'n of PVO Financial Managers or Personnel Co-op</u>
Making Meetings More Effective, NY	11	
Setting Accounting Policies, DC	72	(Assn)
IRS Section 89 Rules, NY	18	(Co-op)
IRS Section 89 Rules, DC	20	(Co-op)
Flexible Spending Accounts, NY	20	
Non-profit Legal and Tax Topics, NY	50	
2 Telephone Skills, NY	50	
Non-profit Financial Management NY	30	
Non-profit Bookkeeping, NY	25	
Important Accounting Developments and Auditing and Financial Reporting of Grantees, Boston	50	(Assn)

Non-profit Retirement Issues, DC	25	(Co-op)
Non-profit Retirement Issues, NY	20	(Co-op)
Office Technology, DC	40	(Assn)

Administrative Publications:

IMPACT No. 6 with Flexible Spending Account supplement		
Salary and Benefits Survey (Headquarters) Questionnaire and Report	72 organiza- tions	(Co-op)
3 Specialized salary surveys		(Co-op)
Flexible Spending Account Implementation Manual		
2 articles "Establishment of Field Offices" and "Country Agreements"		
Workshop report on Setting Accounting Policies		(Assn)
Workshop report on Important Nonprofit Accounting Dev.		(Assn)
Expatriate Salaries, Benefits, and Practices Study	34 organiza- tions	(Co-op)

Support to Associations

Several workshops and publications have been done in cooperation with the Association of PVO Financial Managers and the Personnel Co-op. Our support to the Association continues to be in the form of secretarial help, and assistance with consultant fees for some publications. The Personnel Co-op receives considerably more assistance than the Association with PACT staff performing Secretariate functions.

D. Collaboration

PACT's year one objectives for the collaboration program component were to:

1. Foster PVO collaboration as a means of achieving greater impact,
2. Help US PVOs test interventions
3. Provide opportunities to use their methodological strengths

The major activities included:

Mali Learning

The collaborative initiatives supported by PACT through US PVOs have taken shape both along thematic and geographical foci., PACT funded three agencies involved in the Mali Initiative to conduct a review of the collaborative experience in that country with Groupe

Jeunes, a Malian NGO to learn lessons for application both in Mali and elsewhere. IVS, OEF and Freedom from Hunger are involved in that review of a major PACT supported collaboration.

The Southern Africa Initiative; Increasing the Capacity of US PVOs to Assist Local Affiliates

Simultaneously, PACT has formed a US PVO learning group to respond to the expressed needs of Southern African PVOs. Six US PVOs, including new clientele, have been part of that process. Funded IDGs included: one to World Education to expand on their work with Tototo Industries to interested partners in Swaziland and Malawi; to Technoserve to develop a partnership with a Tanzanian NGO to promote small scale production activities; and with Vita to provide advice for formation of a volunteer service in South Africa. Talks and proposals with Heifer Project EIL and other agencies are still underway. Also, PACT will work with a US PVO partner to help local consortia articulate a range of further program options and a study to enable US PVOs and Southern African groups to link up to meet local needs. NGOMESA has agreed to provide some support in this process. The African NGOs have indicated that Institutional Development; networking, communication and information systems, collaboration and exchanges, and advocacy should be given emphasis.

On the lines of this same theme, PACT will provide funds to US PVOs working with Indonesian partners to strengthen capacity on the outer islands. PACT's first grant of a cluster in this country has been to World Education, who will work with a cluster of PVOs to extend training on pesticide safety. Five other US PVOs have expressed interest in working on this collaborative activity.

Expanding Benefits; Small Enterprise and Environmental networks in Thailand

One of PACT's most successful ventures in Collaboration has begun, with the formation of an ancillary field learning group of US and Thai PVOs focussing on enterprise, credit and a separate group forming on environmental issues at the field level. These groups have helped to form some strategic coalitions. PACT has made two grants to US PVOs to work with local agencies on environmental issues, and helped three local groups form a consortium with the hierarchy of Monks in Korat to begin new social forestry efforts. Save the Children will share their considerable agroforestry experience with local agencies, and WEI will form a partnership with a new local agency in the north of the country.

The enterprise/credit ancillary learning group now consists of ten US and local Thai PVOs. CARE, CRS, FFH, WEI and Save the Children are key US agencies involved in the network, working with Thai agencies. At their first meeting in May, this group shared experiences on their approaches and work for the first time. Care also received an IDG to undertake production of Thai training materials in the M/SE field.

PACT will nurture and support follow-up efforts to the Thai "SEEP" network, and has attempted to make links to SEEP in the US. Also, PACT's regional meeting of US PVO Asia officers are formed in a task force to backstop local efforts in Thailand and Indonesia.

Food Oils in Africa

Food Oils in Africa is an information and learning program to assist PVOs and other organizations involved in grassroots development in Africa to design, implement, and assess their activities in food oils processing at small and medium scales.

Food oils processing is an area of growing interest to PVOs and other organizations, yet there is little, if any, opportunity for agencies to find out what other organizations are doing or to have access to information, technical assistance, or training that could improve their ability to design and implement food oils projects. By initiating a network among participants, PACT aims to facilitate the development and sharing of information and learning, as well as the provision of technical assistance and training, useful to practitioners in the field.

Publications. The first activity of the Program has been the production of the Food Oils in Africa Directory. Based on questionnaires filled out by PVOs and other organizations, the Directory contains descriptions of the activities of more than 60 organizations involved in food oils projects in Africa. It is designed to encourage communication among organizations and will be updated as new information on additional projects is received.

The directory was published in May 1989 and distributed to participant agencies and other interested organizations. It is being provided free of charge to addresses in Africa and sold to requestors outside of Africa.

The second major informational activity is the publication of a newsletter, The Food Oils Press. The first issue, in both French and English, will be mailed in late June. Three issues are scheduled annually. The newsletter will include articles on projects, publications, and technologies. Each issue will contain a feedback sheet for comments on articles and suggestions from readers to underline that the newsletter is a vehicle for interactive communications.

Case studies. PACT has made grants to two agencies for the preparation of short case studies of their projects. Technoserve is preparing a case study of its Ghana palm oil project and CRS is writing about its Gambia sesame seed project. Approval in principle has been given to VITA for a case study about its program in the Central African Republic.

Requests are pending from several African organizations and two PACT members, Technoserve and New TransCentury, have agreed to help PACT work with these agencies in developing the appropriate research designs.

Collaboration. PACT has contracted VITA to collect, organize, analyze and disseminate information on the various technologies used in oils processing. The questionnaires returned by PVOs indicated that there is a need for technical information. VITA already has materials available on oils processing, but as a collaborator in the Food Oils Program will expand these resources and tailor the information to the needs and interests of the participating agencies.

Funding. PACT received notification of approval by the Food Industry Crusade Against Hunger of a grant of \$50,000 that will be used to support the involvement of African NGOs in the network. These monies will complement the funds from the PVC Cooperative Agreement which is limited to support for U.S.-based PVOS.

Future Activities. The emphasis in the second year of the network will be on:

- Identifying and contacting additional agencies involved in food oils processing
- Up-dating the Food Oils in Africa Directory
- Producing three issues of Food Oils Press
- Publishing and disseminating case studies to participants for comments
- Funding seven additional case studies of project experiences and providing small grants to agencies to visit the projects of another agency
- Collaboration with VITA on collection, organization, analysis, and dissemination of technical information
- Organization of a workshop (tentatively scheduled for September 1990 in Africa) of selected participants to: review the "state of the art" of small and medium scale food oils processing, with particular reference to the technical information prepared by VITA and the case studies of the agencies; assess the usefulness of the program's activities to date; determine future activities and directions (e.g., training materials or courses, technical manuals); and begin planning for the handing over of network activities to African organizations.

E. Communication

This report on communications activities addresses two levels: 1) in the broad sense of effective communication as it supports PACT programs; and 2) with reference to specific communication products, that enrich the quality and expand the impact of existing programs.

With this perspective, PACT invested in a Macintosh hard disk, an Apple IINTX laser printer and basic desktop publishing software. A Communications Associate was hired to help develop in-house desktop publishing capacity. Since September 1988, the following have been produced in-house on the Macintosh:

- PACT Information Package (2,500 copies) (Purpose: Need to clarify for its members and other PVOs/NGOs the new nuances of its PVC-funded program)
- A 180-page book on Asian NGOs (Documentation of experience and its availability to the PVO community are important tasks in improving effectiveness. This study is based on research done in 5 countries by local consultants in collaboration with PACT staff, this study has had significant impact in Asia even before it was published.)

- Country Program Manual (Prepared to systematize financial and grant making procedures for PACT's overseas representatives)
- Food Oils Directory (Compiled and published in-house, the directory lists over 60 organizations and individuals involved in food oils processing in Africa.)
- Layouts for IMPACT newsletter
- Questionnaire for IMPACT readers (an effort to learn from the readers what their needs and concerns are, with the aim of incorporating these into IMPACT)

A number of smaller items such as workshop announcements, fliers, an IMPACT questionnaire and book covers were also designed on the Mac. Moreover, PACT's overseas representatives have also found the facilities useful.

Other than the above-mentioned material which was produced on the MAC, PACT produced the following:

1. A video on Participatory Training in Water and Sanitation Projects (produced in collaboration with PROWESS). The ground-breaking video promotes women's participation in projects and highlights one effective participatory training methodology. Designed for trainers, it is a useful tool for donors as well. Requests for the video have begun in earnest.
2. A PACT flier. This describes PACT's program in a nutshell. (4,000 copies)
3. A display of materials on members and PACT's program (6-8 displays boards) designed for Assembly, installed in office.
4. **Non-government Development Organizations: Report of a Learning Project**, a document that resulted from a PACT-sponsored learning group in Latin America, was published.
5. Report on II Meeting of Consortia from Latin America and Caribbean (published with SOLIDARIOS in English and Spanish.)
6. Issue number 6 of IMPACT newsletter (Issue no. 7 available June 15, reflects PACT's new Cooperative Agreement focus. As mentioned in the last annual report, IMPACT now includes more information on programmatic issues of interest to PVOs. In the past it has proved a useful tool for the PVO community. One of the areas that will be emphasized from the next issue is participative techniques at various organizational levels. It will also increasingly highlight the full range of PACT activities. Its circulation is over 800 at present.

Responses to the questionnaire inserted in the June issue will be studied to determine ways to make the newsletter more effective for PVOs.

Reproduction

The Participatory Evaluation Guide, The Step by Step Guide on Small Enterprise and The Solidarity Group Concept went into their second reprints of 500 copies each. With little promotion of the first two, they were sold out with ease.

Marketing

PACT's concern has been to determine the most cost-effective production, printing and reprinting mechanisms. Much effort has also been made in studying the marketing strategies and procedures in other PVOs. As a result, a number of issues have been resolved in the areas of self-financing publications.

We have taken on the responsibility for UNDP of duplicating and disseminating the PROWESS video in all three systems (NTSC, PAL and SECAM), in both French and English. Thus far, over 400 copies have been ordered for distribution. A flier announcing the video is being printed. The response through informal channels has been very good.

F. Services

The purpose of the program is to explore ways to provide additional self-sustaining services to PVOs and funding support for collaborative PVO programs. Based on meetings with PVO representatives and feedback from Members at the Assembly meeting, the following projects are underway:

Group Insurance

PACT has admitted 5 new groups into the PACT health plan. Another 5 agencies, one of whom has over 100 employees, have expressed interest and PACT is following up with those organizations.

While the administrative fees generated by a larger plan will increase unrestricted monies for PACT, some savings also should result from negotiating more advantageous terms and conditions for payment with our carrier. We are currently gathering information on the plan that will enable us to explore with Equitable and other carriers provisions that will maximize cash flow and interest earned without sacrificing service to participating agencies.

Unfortunately, just at the time that we are poised to expand the plan, we are experiencing the highest claims to premium ratios of our plan's history.

We have been discussing a variety of cost containment measures with experts in the field and with Equitable.

It should be noted that PACT is carefully reviewing tax implications on the insurance plan and other activities. PACT might want to think about ways to restructure the membership dues or the plan itself that could reduce possible tax implications.

Flexible Spending Accounts

PACT has explored with several companies the cost and functions of being a Flexible Spending Account administrator. After looking at their operations, we believe that PACT could handle it more professionally, and could offer a service that would better suite PVOs needs.

There are a few large organizations that have expressed interest in participating in such a plan. We are presently drafting a brief workplan and budget to determine what administration would entail in terms of staff resources and money. We are convinced that it is a natural to implement in tandem with cost containment measures in the health plan--especially if deductibles increase, and for any agency in which employees pay a portion of their health plan premium. It also may well be the only way that PVOs are able to afford a dependent care program for their employees.

Defined Contribution Group Retirement Plan

PACT has met with three non-profit pension experts to discuss the setting up of a retirement plan along the lines of our health plan. The cost of setting up such a plan is not substantial and two PVOs have already expressed interest in participating.

PACT held workshops in Washington and New York in May on Pension Plans for Non-Profits and considerable interest was generated in such a plan.

Other Insurance

The Member Assembly expressed a desire for PACT to explore offering other types of insurance, i.e., health for overseas staff, travel accident, directors liability, disability, etc. PACT is currently devising a questionnaire for the PVO community which will give us a better idea of what type of insurance agencies are interested in, and what volume might be expected.

Procurement

PACT hired consultant Mick Weltman to survey 20 PVOs to determine whether there is a demand for PACT to provide procurement services to PVOs. While interest was expressed on the part of some agencies, the level of interest was not great. This coupled with an uncertain demand, and the decentralization of many agencies procurement systems has caused us to drop further exploration of this project.

G. Debt for Development

The Debt for Development Coalition represents not-for-profit organizations committed to finding ways to turn the international debts of developing countries into economic development opportunities. After the first full year of operation, members of the Debt for Development Coalition (DDC) have noted an expanding interest in the possibilities of the debt for development initiative on the part of all interested parties.

Interest in information about opportunities for debt for development activities have increased substantially. In order to

meet the diverse needs of the many organizations involved in the debt for development process, the DDC must expand its services. The DDC has recently taken action to establish a 501(c)(3) Debt for Development Foundation (DDF) to facilitate some of the complex transactions necessary to convert debt or inconvertible currency into local currency for development purposes.

While the DDC appreciates the initial support provided by U.S. A.I.D., much of the start-up efforts have involved substantial contributions of its member organizations time and talents, as well as pro bono legal services and office space received over the past year, in order to meet the expanding demand for its services. The DDC and the DDF are requesting the additional staff and financial resources necessary to fulfill the goals of the DDC.

Goals

1. To develop a process that will facilitate not-for-profit groups obtaining debt donations and/or enabling them to purchase discounted debt for development programs.
2. To serve as an information clearinghouse, updating interested parties on the latest debt for development initiatives and research, and providing data on aspects of conversion transactions.
3. To seek to resolve public accounting, tax, legal, and other technical issues surrounding the debt for development concept.
4. To provide a forum for dialogue on the debt for development issue among the non-profit community, financial institutions, government agencies, and lesser developed countries.
5. To facilitate cooperation within the not-for-profit community on debt for development issues.
6. To advocate the debt for development concept before government agencies, policy makers, bankers and others.

In order to achieve the goals listed above, the DDC will strengthen and systematize an information clearinghouse of debt for development opportunities and the technical process for achieving them. The creation of a clearinghouse will involve two major activities: 1) organizing and disseminating existing information and 2) conducting more in-depth research to determine the available resources, explain the technical considerations, and develop case studies of successful debt for development activities.

To enhance the visibility and credibility of the debt for development concept among U.S. and developing country policy makers, bankers and others, including the not-for-profit community overseas, the DDC will create a National Council comprised of prominent individuals to advise the Board of Directors and promote the debt for development concept in the public and private sectors. The active support and endorsement of individuals of this calibre would provide the credibility and visibility necessary for the success of the DDC policies and programs.

The DDC, in conjunction with the National Council, will promote understanding of the debt for development concept and policies

necessary for its successful implementation, both here and abroad. This will be accomplished through contacts with non-governmental organizations, both in the U.S. and debtor nations, other governments in developed and developing nations, the financial community (banks and corporate finance officers), and the general public. Ongoing relationship will be developed with various agencies, such as the International Monetary Fund, United Nations Agencies, Multilateral Development Banks, and policy makers in the U.S., such as Congress and appropriate administrative agencies (U.S. A.I.D., Departments of State, Treasury and Commerce).

Financial Viability

The Debt for Development Coalition will require administrative assistants and secretary/typists to support the professional staff listed above. Again these positions will be phased in on an as needed basis. The strategies being considered to achieve financial viability at this time include:

Through the creation of a 501(c)(3) Debt for Development Foundation, which has recently been incorporated, a schedule of fees for services to not-for-profits will be established. The Coalition Foundation will not charge any fees for assistance activities carried out nor-for-profit organizations for projects that are currently underway. The Coalition and Foundation Boards recognize that the market for debt for development transactions is at this moment quite thin. Therefore, the Boards proposed to set initial fee structure at levels that will, in all probability, not cover costs for the next crucial years. However, as the market expands the fee structure will be adjusted. A fee of between 1.5 and 3 percent of the additional resources obtained as a result of the DDC's assistance is anticipated, and a fee structure for advice and counsel in structural transactions will also be developed. The DDF will assist in obtaining donations and will establish pooling arrangements for the purchase of LDC external debt and inconvertible currencies. Funds donated directly to the DDF or purchased by the DDF through pooling arrangements, will be dispersed by the DDF to not-for-profit organizations for development activities through mechanisms to be developed. The United Way model will be examined closely as a potential model. The DDC and DDF also plan to seek additional financial support from other developed country governments, foundations, and from contractual arrangements with multilateral development banks. The DDC will explore the feasibility of advising individual LDC governments on innovative financial arrangements and how to implement them, including debt for development, debt to equity, debt to debt, joint venture operations with profit and non-profit entities, etc...

The Debt for Development Coalition also continues to work at
1) using the debt for development concept in debt restructuring programs with senior officials in several Latin American countries,
2) technical issues in tax and accounting concerning donations including donations of interest arrears, 3) establishing endowment funds, 4) a model cooperative housing program that could be used

with variation throughout the developing world, 5) the possibility of a multi-country donation by a regional bank to a major university, 6) explaining and promoting debt for development with African leaders, 7) educational and seminar sessions for the not-for-profit community, and 8) establishing a pooling arrangement to facilitate member groups in the purchase of LDC debt or inconvertible currency.

In addition to preparing educational materials and responding to requests for generic information on debt for development, the DDC is actively pursuing the specific interests of its members through Country Committees for Bolivia, Brazil, Costa Rica, Jamaica, Peru and Venezuela. The DDC also initiated dialogue with the African Development Bank and representatives from 13 states who participated in a high level seminar on innovative debt financing techniques. Dialogue with the Inter-American Development Bank has also begun.

Debt for development regulations are now in place in Costa Rica after a year of intense negotiations. The regulations offer an opportunity for US PVOs which should not be lost. Basically the regulations allow Costa Rican Foundations to convert purchased or donated certificates of foreign debt for PVO development projects in the areas of microenterprise (rural or urban), natural resources development, and education.

A US PVO could obtain, through purchase or donation, certificates and then donate them to ACORDE for conversion in the name of the US PVOs project in Costa Rica.

The conversion options are to receive dollar or colon denominated economic stabilization bonds. The bonds are 20 years with amortization in equal payments during the last five years. Dollar denominated bonds are discounted 20% and pay 3% interest. The interest and future principle is paid in colons at the exchange rate of the day of payment. Colon denominated bonds are 100% of the original face value at the exchange rate of the day of conversion, and they pay 8% in colons.

The PACT recommendation is that the dollar denominated bonds are better because they protect against colon vs. dollar devaluation.

The foreign debt certificates are worth about 12 cents on the dollar at the present time.

Accordingly, if a US PVO were to purchase \$1 million in debt for \$120,000 and donate it to ACORDE in the name of its C.R. project, then the resulting interest would be about \$24,000 in colons per year. That is a rate of return of approximately 20%, clearly an excellent "investment." In addition, at the end of the 20 years, the principle will be 6.67 times what was paid to purchase the certificates.

Of course, if PACT members can convince bankers to donate the certificates, better yet.

This opportunity will exist at least three times during the next three years. ACORDE is putting together a package to present to the Central Bank. If they accept the package, then the certificate will be sought. What the PVOs need to do now is look

for possibilities and also decide if they are willing to invest part of the endowment this way.

PACT will call a meeting in the near future for those US PVOs interested in this Costa Rica venture.

H. Small Enterprise Education Promotion Network (SEEP)

PACT has continued to sponsor the SEEP Network. SEEP receives ear-marked funds from AID/PVC as part of the PACT budget and generates additional funds from membership dues and sales of publications. PACT provides office space, financial and secretarial services, and is an ex officio member of the Steering Committee.

Membership

SEEP maintained an active and financially-supporting membership of 27 USPVOs who participate in the activities of the Network. During 1988/89, over 50 representatives from these agencies participated in meetings and educational events. In addition, over 35 non-members also attended Network activities. Besides providing direct services to the members, the Network disseminates information to some 170 non-members on its mailing list, and responds to a variety of queries regarding member programs, publications, job opportunities, and training.

Publications

A major part of the year's effort was devoted to publication. SEEP produced a second edition of the Step by Step Guide in English in 1,000 copies, which continue to sell strongly. It also produced a companion Facilitator's Manual in 500 copies to assist trainers introducing the Manual's content to staff. In addition, SEEP is nearing completion of the Spanish-language edition of the Step by Step Guide which will be available by August/September, and has initiated the translation of the Guide into French. This volume has an expected publication date of late October.

In addition to this major work, SEEP has prepared and broadly disseminated the report of the Fall workshop on the issues of Technical Assistance and Training: What difference does it make? How can it be done effectively and affordably?, along with summaries of other Forum reports. A full listing of manuals, reports, and videos now being made available by SEEP accompanies this report.

Finally, SEEP produced 3 editions of NewsNotes, and expects to produce one more before the end of the program year. Copies accompany this report.

Learning Activities

SEEP's principal study topic this year was technical assistance and training, chosen to shed some light on this currently debated element in small enterprise programming. Eight members prepared discussion papers and presented their findings at an October workshop which centered on the theme of achieving effectiveness and efficiency. (The October newsletter provides a summary report). In May, a follow-up session examined the training approaches of six agencies with a view to giving a comparative understanding of

current methodologies and their usefulness in reaching particular client groups. The session, attended by 56 participants, was highlighted by a demonstration of training techniques and a distribution of sample materials. Additional study will be planned around this topic for the coming year.

A Forum on SEEP's second study topic, Policy Formation, was scheduled for April and then postponed when the principal invited speaker, Hernando de Soto of the Institute Libertad y Democracia, changed his travel plans. The Forum will be rescheduled for the early Fall, either with Mr. de Soto or an alternate speaker. Representatives of three PVOs will also present their experiences. The Forum will focus on how PVOs should consider their participation in Policy Formation in Third World settings.

Preliminary work has been undertaken on a third study topic, Institutional Development. The topic is conceived as having two aspects: how PVOs can develop their institutional capacity to do small enterprise work, and how PVOs can best assist local organizations develop as effective small enterprise institutions. Members have been surveyed; a working group has been formed to develop the workshop plan, and serve as facilitators of the event. The workshop is planned for late November.

Networking

The principal networking topic was GEMINI. SEEP facilitated PVO input to AID during the early conceptualization of the program by sponsoring a series of meetings between members and AID staff including a well-attended Forum in December.

In addition, the Network has initiated contact with several Third World Networks, and disseminated training materials and provided other information regarding Network formation and development. Similarly, the SEEP coordinator will present the Network's experience to a group of US-based microenterprise and economic development agencies who are considering the establishment of a peer education network.

V. MANAGEMENT

A. Governance

As previously reported, growing membership caused PACT to revise its governance structure. A member assembly consisting of members agencies and non-member individuals now chooses annually a 15-person Board which, with PACT's Executive Director, constitutes the Board of Directors. The Board appoints the standing committees, which are Audit and Finance, Nominating, Executive and Membership.

Member Assembly

The Assembly met in Annapolis, Maryland 17-19 January 1989. The focus of the meeting was PACT's new directions and how PACT as a consortium can mobilize members and resources to meet its objectives. Key questions addressed by Assembly members were, How can PACT's resources be used to strengthen local NGOs? How can PACT's resources be used to help U.S. PVOs assume the new roles and necessary skills to support this process? The Assembly endorsed the three major programs being pursued by PACT (Services and Grants, Collaborative Field Programs and Country Initiatives and Programs) and recommended that in the conduct of these efforts to ensure that:

1. **Needs/Capacities:** As the basis for future activities and services, PACT should clarify the needs of Third World NGOs and the capacities of member PVOs to provide assistance to them and to enter into partner relationships;
2. **Brokerage Function:** In providing services to members, PACT should function to the maximum extent as a broker of program and funding opportunities;
3. **Communication:** PACT should improve communications with its members and other PVOs.
4. **Non-U.S. Member Participation:** PACT is committed to maximizing the involvement of Third World Members in its activities and services recognizing the need to fundraise in order to provide this support.

Board of Directors

The Board met twice since the last report - January and June 1989. In January, the Board affirmed the recommendations made by the Member Assembly and the several standing committees. They also regretfully accepted the resignation of the Executive Director who will retire in the summer of 1989. A Search Committee was appointed to identify a successor. The Board also elected officers which make up the Executive Committee. They are:

Chairman:	Roland Johnson
Vice-Chairs:	Nan Borton Manuel Montoya
Secretary:	John Palmer
Treasurer:	Henry Sjaardema

In its June meeting, the Board approved the plan for the Institutional Development Grant Oversight committee, the PACT

Communications program plan, the Cooperative Agreement second-year implementation plan, the budget for Fiscal Year 1990 and recommendations of Hewitt Associates on staff compensation. The Board also approved the recommendations of the Membership Committee on a proactive recruiting strategy for new members and revisions to the PACT Membership Policy.

Standing Committees

These committees fulfilled their roles during the past year. As the freeze on admitting new members to PACT was lifted, the Membership Committee met in March to resolve pending membership issues and to recommend a proactive recruiting strategy which would improve the "mix" in PACT as well as refinements to PACT's Membership Guidelines. The Nominating Committee was particularly active in recruiting new Individual Members to the PACT Assembly. David Beckman, Principal International Relations Officer at the World Bank, Katherine McKee, Associate Director - Center for Community Self-Help and William P. Stedman Jr, a former ambassador and Senior Advisor at Partners of the Americas were elected to the PACT Assembly at its meeting in January.

Besides meetings that coincided with Board meetings, the Executive Committee met twice between July 1988 and June 1989. In November, the Executive Committee approved the formal agreement between PACT and InterAction and dealt with matters relating to PACT's liability insurance leading to final resolution by the PACT Board in June. In March, the Committee received reports of Standing and Special committees.

Special Committees

As mentioned above, a Search Committee was appointed by the Board in January and has been actively recruiting for a new Executive Director who will hopefully be in place by September 1989.

A committee also appointed by the Board to review how PACT and InterAction might interface met with InterAction officers to explore options and make recommendations. Following on separate meetings of senior staff and the executive directors, the PACT/InterAction Committee, consisting of Roland Johnson, Enrique Fernandez, David Beckman, and Tom Byrne met on April 13, 1989 with InterAction officers, Ken Phillips, Beryl Levinger and Peter Davies, to review the status of collaboration and to explore avenues for working together so as to avoid duplication. Special focus was placed on PACT's training and technical assistance programs. To provide insights for additional areas of possible collaboration, Beryl Levinger is helping to arrange the services of a pro bono consultant from McKinsey and Company.

B. Staff Resources

PACT has maintained the basic organizational plan submitted in its proposal for the budget approved by PVC. The one revision has been the addition of a person to coordinate communication activities. This function became essential for developing effective communication with PACT members and the broader PVO community. In part the production of IMPACT in-house and the consolidation of other tasks made this step possible under the existing budget.

In the near future PACT will review its organizational plan to deal with some gaps the first year has revealed, such as coordinating US PVO programs to enhance the capabilities of their field counterparts, and coverage and coordination of the varied activities relating to Africa. If any substantive changes are required, PACT will consult with PVC before taking action.

C. Staff Support

PACT continues to operate two 986 Altos Computer Systems with A Unix/Xenix Operating System. The two systems are networked to access each other and combine to include ten terminals, three printers, and a modem to access IT&T for international telexes and Econet.

PACT continues to expand in the areas of Desk Top Publishing with the addition of a MacBottom Hard Disk. The Hard Disk has allowed PACT to provide expansive publications through the addition of new software including Aldus Desk Top Publishing and a number of other wordprocessing and graphics packages. The IBM/AT has had a number of updates including Word Perfect 5.0 and a conversion utility package allowing PACT to convert DOS compatible documents into multimate, wordstar, wordperfect and even ascii text. More importantly this conversion can be used in conjunction with our uniplex by converting uniplex documents from our multiuser into wordstar with our portable Kaypro computers. The wordstar documents can then be converted on the IBM/AT to one of the languages previously mentioned in the IBM conversion utility. The conversion utilities are helpful for travel abroad due to the growing fluency of DOS in third world countries. An external 3 1/2 disk has been added to the IBM/AT to insure disk compatibility.

D. Fundraising

PACT has supplemented its AID funding by exploring various alternative sources of support for its program within the constraints of a consortium. The major grant received during this period came from the Food Industry Crusade Against Hunger in the amount of \$50,000 for the Food Oil program in Africa.

PACT is currently negotiating with the UNDP Africa Bureau to manage a \$600,000 consortia strengthening project. Various other possibilities for UNDP collaboration exist in Thailand and Central America. Other proposals to assist consortia in Africa and Latin America are under discussion with the Ford Foundation, American Express and the USIA.

In an effort to collaborate with European funders, PACT has a proposal pending with the Ebert Foundation in Germany. Its purpose is to seek funding for an international workshop on partnership and institutional development.

VI. FINANCIAL REPORTS

To be presented by July 15, 1989.

VII. LESSONS LEARNED

This report covers the first year of a new cooperative agreement, so most lessons refer to organizational and management problems rather than impacts.

A. The new program emphasis of PACT has required a greater attention to developing a communication strategy than anticipated. This function is becoming more central to PACT's future program.

PACT's new services and grant-making role is changing its perceived function within the PVO community. The services and grants are directed to the broader PVO community, which means that PACT not only has to communicate its new directions to members, but also to approximately 250 other US PVOs that constitute the PVO development community. This task is more complex considering the geographic and organizational diversity of US PVOs.

This year's experience has pointed out the importance of building on existing PVO networks wherever possible. A special effort is needed to assess and work with certain groups of PVOs, such as those on the West Coast. In order to coordinate its formal communication work, bulletins, workshop announcements, publications etc., PACT has had to develop an explicit strategy and a more formal unit within its staff to carry out this function.

B. Although the emphasis of the Cooperative Agreement is working with US PVOs at this level, maintaining a field perspective is crucial to the Agreement's objectives.

Both the services and grants PACT offers provide incentives for US PVOs to develop different methodological approaches to their programs. The most crucial issue is partnering and institutional development as a means to achieve program goals. In order for PACT to play this catalytic role, it is crucial for PACT to have a field perspective. This lesson is particularly clear in regard to Africa where PACT does not have the country initiative commitments it has in Latin America and Asia.

Some elements of the Cooperative Agreement do provide direct support for field based activities, such as ancillary learning groups, but creatively linking the learning themes with field testing is the major challenge for PACT

C. The expansion of PACT's training efforts in both the program and administrative realms requires a flexible participatory approach that builds on existing PVO networks.

The success of PACT's administrative training has grown from its support of the networks built around personnel and financial management concerns. In this sense PACT has tried to co-sponsor activities whenever practical to strengthen the network's responsibility for organizing its own training. PACT's relation to SEEP has the same dynamic.

In the program management area where there is not total consensus about content, PACT has taken the tact of planning this

training as collaboratively as possible. By linking interests with the Professional Organization Committee of Interaction and involving other PVO training talent, PACT has been able to strengthen PVO ownership around the key themes in the program management area. This task has been time consuming, but created a more solid base for future training initiatives.

Finally, the geographic spread of PVOs means that involving more PVOs means varying training sites. PACT is particularly studying the needs of West Coast PVOs to see how it can deliver them training within budget and other limitations.

D. PACT is increasingly playing a catalytic role for US PVOs to work in diverse coalitions, which presents a new type of management challenge.

In one sense PACT is weaving a web of relationships among PVOs ranging from support for formal networks, organizing workshops to providing representation in the Debt-for-Development Coalition. All of these roles provide new management challenges. For instance, PACT's need to control information about PVOs has increased many fold. Also PACT has to walk a delicate balance between being a catalyst that does not impose a specific agenda and achieving specific objectives it has set for itself as a consortia. A cooperative relationship with PVC in areas such as institutional development and debt for development is absolutely crucial to managing this function.

E. PACT has managed IDGs as integral parts of its learning and training activities, but adapted its criteria to the diversity of PVO needs.

IDGs are both supports and incentives for PACT's major program components. Since the amount available is not great compared to potential demand, PACT was cautious in making grants. Most grants are directly linked to program activities, and/or are part of collaborative PVO applications in the field. However, PACT is constantly trying to balance benefits to the PVO and the learning that benefits the broader community. This factor plus the added complication of dealing with many new PVOs, some small with minimal staffs, meant that developing IDG proposals was complex and time consuming. As the IDG program evolves, both the pace and diversity of opportunities are accelerating rapidly.

VIII. APPENDICES

- Appendix A - Institutional Development Grant List
- Appendix B - Self-Evaluation Report, March 1989
- Appendix C - Communication Strategy, "Strengthening Communications Support of PACT and PACT-Assisted Programs," May 1989
- Appendix D - Expansion of Benefits, "Categories of a Framework"
- Appendix E - Training Announcements
 - Participation: The critical factor in PVO Program Development, March 1989
 - Accelerating Institutional Development: A Key Role For US PVOs, May 1989
 - Planning Evaluation, May 1989

IX. ATTACHMENTS

- A. Asian Linkages - NGO Collaboration in the 1990s: A Five-Country Study
 - B. Participatory Evaluation - A Users' Guide
 - C. Directory - Food Oils in Africa
 - D. Small Business Projects: A Step by Step Guide
 - E. Facilitator's Manual: Monitoring and Evaluating Small Business Projects
 - F. Indirect Cost Survey Report - The Association of PVO Financial Managers
 - G. Workshop Report on Office Technology - The Association of PVO Financial Managers
 - H. Technical Assistance & Training: What Difference Does it Make? How Can it be Done Affordably? - Report of the Small Enterprise and Education and Promotion Network
 - I. PACT Implementation Manual for Flexible Spending Accounts
 - J. 1988 Salary and Benefits Survey of The Personnel Co-op (Confidential)
 - K. Expatriate Compensation Study - Participant Report, Personnel Co-op/PACT; May 1989 (Confidential)
 - L. Non-Government Development Organizations: Report of a Learning Project, edited by Farzam Arbab, produced by PACT/Celater; 1988
 - M. FUNDAEC: Its Principles and its Activities; in English and Spanish; 1988
 - N. Food Oils Newsletter, Issue Number 1 (in draft form)
 - O. IMPACT Newsletter, Issues Number 6 and 7 (#7 in draft form)
 - P. The Small Enterprise Education and Promotion Network (SEEP) Newsletters of October 1988, February 1989 and May 1989
 - Q. Three Letters to the Assembly
 - R. PACT Information Package
 - S. PACT Informational Flier
 - T. Publications Lists
- Three Promotional Fliers (at press, not included)
- A Video - Participatory Training in Water and Sanitation Programs, with Special Emphasis on Women (not included)

Appendix A - INSTITUTIONAL DEVELOPMENT GRANTS

As the criteria for Institutional Development Grants were approved by the Board in January, disbursement of funds commenced later than originally programmed. The program, however, has quickly gained momentum and the Fund is proving an attractive resource to a broad range of agencies. A listing of grants approved to date follows:

- I. BUILDING THE CAPACITY OF U.S. PVOS TO ASSIST AFFILIATES AND PARTNERS
- | | | |
|-----|---|----------|
| 002 | <u>Foundation for the Peoples of the South Pacific</u>
Contribution toward the cost of a planning workshop to explore a new FPSP union, an international Foundation for the Peoples of the South Pacific. | \$10,000 |
| 006 | <u>OEF International</u>
Assistance to PACT in the organization of a study on follow-up to the ISTI report, in preparation for a PACT-sponsored workshop to be held in June 1989. | 11,300 |
| 016 | <u>World Education</u>
A contribution toward the cost of World Education's program of training and field applications to assist Indonesian NGOs in promoting the safe use of pesticides. | 5,000 |
| 023 | <u>Pan American Development Foundation</u>
Partial funding of the Resource Exchange Forum, INTEGRACION, to be carried out in partnership with FUNDESAN from 7-11 August 1989. | 5,000 |
| 025 | <u>Hermandad</u>
Support for consultant services to assist Hermandad upgrade the financial system in its U.S. and Dominican Republic offices and clarify other institutional needs. | 4,000 |
| 028 | <u>Katalysis</u>
Documentation of partnership building: Katalysis and affiliates, BEST, CAPS and ODEF in relation to Collaborative Efforts Toward Self-Sustainability. | 9,050 |
| 031 | <u>African Food and Peace Foundation</u>
Preparation of a source book documenting the philosophy, vision and methodology of the African Food and Peace Foundation which will form the basis of its partnership with the Uganda Rural Development and Training Programme. | 10,000 |
- II. EXPANSION OF BENEFITS AND BROADENING IMPACT
- | | | |
|-----|---|----------|
| 015 | <u>Accion International</u>
Partial support of Accion's developing and disseminating a publication on the challenges of scaling up micro-enterprise credit programs. | \$ 6,800 |
|-----|---|----------|

019	<u>Accion International</u> Field testing of self-training modules for Solidarity Group micro-enterprise programs.	10,000
020	<u>World Vision</u> Support of World Vision's work to document the process of expansion of the Louga Child Survival Project.	10,000
021	<u>OEF International</u> A contribution toward the cost of the Interregional Women, Law and Development Meeting to be held in Washington, D.C. in June 1989.	8,000
022	<u>Opportunity International</u> Expanding on the findings of an earlier case study, partial funding of Opportunity International's research on its role in stages of partner agency development.	7,500
026	<u>American Jewish World Service</u> A contribution toward the cost of continuation of the action research project, Critical Assessment of the Fisheries Programs of the Samal Island Development Foundation and the Central Visayas Regional Project in the Philippines.	9,055
027	<u>Katalysis</u> Analysis of the privatization of an International PVO Development Initiative - the spin-off of Caribbean Advisory and Professional Services (CAPS) from International Voluntary Services (IVS).	7,095
032	<u>VITA</u> Support for preparation of guidelines for entrepreneurs on how to manufacture portable metallic fuel-efficient cookstoves. The dissemination of the cookstoves in Mali is the subject of a case study by VITA for the Expansion of Benefits program.	8,216

III. TECHNICAL AND MANAGERIAL SKILLS

003	<u>Food for the Hungry</u> Partial support of Food for the Hungry's participation in the PACT-sponsored workshop, "Participation - The Critical Factor in Program Development" held February 27 - March 1, 1989.	\$ 350
004	<u>World Neighbors</u> Same as 003 above.	375
011	<u>World Education</u> Partial support of World Education's work in collaboration with PACT to produce a guidebook useful in conducting training on participatory approaches to planning.	9,874
010	<u>Food for the Hungry</u> A contribution covering the costs associated with training in methods of community participation related to FFH's	5,668

training conference for middle managers working in Latin America to be held in the Dominican Republic in June 1989.

014	<u>YMCA of the USA</u> Assistance to enable YMCA's participation in the PACT-sponsored workshop on Institutional Development to be held in Washington, D.C. June 19-21, 1989.	400
018	<u>American Refugee Committee</u> Support of an ARC effort in building its capacity to improve overseas programs for refugees through sustainable evaluation systems.	7,400
024	<u>African Food and Peace Foundation</u> Partial support of participation at the PACT-sponsored workshop, "Accelerating Institutional Development".	400
030	<u>Experiment in International Living</u> Support to organize a PACT-sponsored workshop, "PVO Program Management for the Next Decade - A Workshop in Planning Evaluation".	2,250
<u>IV. COLLABORATION</u>		
001	<u>CARE</u> Contribution toward the cost of adapting and producing small enterprise development training materials which were tested at workshop held in April 1989 in Thailand.	7,838
005	<u>Technoserve</u> As part of PACT's "Southern Africa Strategy" - planning collaborative activities with The Presidential National Trust Fund for Self-Reliance in Tanzania.	5,357
007	<u>VITA</u> As part of PACT's "Southern Africa Strategy" - collaboration with two NGOs in South Africa, Catholics for Service in Southern Africa, and The National Primary Health Care Network.	\$ 7,999
008	<u>World Education</u> As part of PACT's "Southern Africa Strategy" - assessment of the possibilities for women's income generation activities in rural Malawi	6,845
009	<u>World Education</u> As part of PACT's "Southern Africa Strategy" - technical assistance by World Education in setting up an independent women's NGO in Swaziland, the Zenzele Association for Productivity.	6,350
012	<u>OEF International (with IVS and Freedom From Hunger Foundation)</u> Documenting the experience of the three organizations in the Mali Initiative.	20,061
013	<u>Technoserve</u> Partial funding of Technoserve's investigation to	10,000

support and disseminate rural enterprise methodologies and experience to NGOs in Guatemala.

- | | | |
|-----|--|--------|
| 017 | <u>Save the Children</u> | 10,000 |
| | Partial funding of SAVE's feasibility study for designing a program to serve as a model for conservation - development activities with local NGOs in Thailand. | |
| 029 | <u>Catholic Relief Services</u> | 3,365 |
| | Support for Catholic Relief Services/The Gambia to prepare a food oils case study of its Gambian Sesame Promotion Program. | |

Self-Evaluation Report (March 1989)

In order to satisfy PACT's need to evaluate its new directions and in accordance with the Cooperative Agreement, PACT staff undertook a formal semi-annual evaluation. The process required each manager to prepare a monitoring report indicating progress made during the September 1988 - March 1989 period, and a list of management issues that were critical to achieving PACT objectives. The portion of these reports relating to progress are contained in Section 1 of the material prepared for the March Executive Committee Meeting.

This monitoring information was circulated and the issues synthesized for staff review in meetings on March 16 and 28. First, staff compared progress against the benchmarks established for the Cooperative Agreement. (Attachment 1) Staff also reviewed progress in other components of its overall program. Since the first six months of the Cooperative Agreement required considerable time to start up new programs and to establish criteria and procedures for IDGs, the progress made was reasonable. In addition, during this period PACT continued to monitor grants made under the previous cooperative agreement. (Attachment 2)

Staff analyzed the key issues and proposed plans for structuring an IDG Oversight Committee and a role for an external evaluator, which are important for future evaluation efforts. The issues that require corrective actions included the following:

- Communication with Development Community

Communication activities, including the publication of program experience and tools, have taken on a greater importance than anticipated. The PACT Assembly directed PACT staff to seek ways to increase communications about its and member programs. The Associate to the PVO Service Director is spending considerable time in this area. The need to inform others of PACT's new directions and the opportunities PACT's new activities open up all point to the need for a coordinated effective communication effort. The PVO Service Director will prepare an explicit communication strategy for PACT by mid-April.

- Clarification of IDG Strategy

The approval of IDGs only began in late January with the Assembly's ratification of criteria. Besides those already approved, there are 19 requests totaling \$125,000 in the pipeline. The Executive Assistant is providing an essential coordination role in this area. In approving IDGs, PACT wants to link the grants to program objectives, but be flexible to support valid PVO initiatives. PACT also wants to expand its services to a broader cross-section of the PVO community than its membership. Therefore, at this early stage, the PVO Services Team agreed:

-Each manager should track clientele and inform the Executive Assistant, who will monitor grants to assure a balanced approach involving significant expanded clientele. (See Attachment 3)

-Not all IDGs will originate directly from PACT-initiated activities and managers will encourage more PVOs to present their initiatives that are within the basic themes of PACT's program.

-Managers will coordinate information on IDGs in the pipeline to monitor achievement of Year I targets.

-The Learning Program manager will contact Expansion of Benefits learning group participants to stimulate their ideas for applications.

• Proposed Plan for IDG Oversight Committee

The PVO Services Team, in accordance with the IDG criteria, discussed the proposed role and make-up of this Committee. Their conclusions about the proposed organization of the Committee will be submitted in June for PACT Board consideration:

FUNCTION:

1. Review PACT's Institutional Development Grant portfolio in terms of its established objectives.
2. Review the strategy of PACT staff for the use of IDGs in terms of each program component, geographical concentration and institutional strengthening.
3. Endorse the basic approach or recommend changes in strategy.

MEMBERS:

The Committee should consist of four development professionals familiar with PVO programs in the field. Two would be chosen from PACT member agency staff and two from development organizations not eligible for IDGs.

PROCEDURE:

The Committee will meet once a year before the PACT Assembly. They will report their findings directly to the Assembly. The first meeting is proposed for November, 1989.

• Create More Dynamic Links Among PACT's Programs

PACT has a unique opportunity to work with USPVOs and create bridges with local consortia and PVOs through its country initiatives. PACT will seek, as a priority, opportunities to facilitate these links and assure that its country initiative staff meet as needed with staff working with USPVOs. PACT managers will propose specific opportunities for SEEP to extend its experience overseas, and to increase communication with its board and the general USPVO community about these opportunities.

- Need to Expand Africa Field Representation

There are many opportunities for PACT to encourage new and collaborative USPVO work in Africa. A constraint is that various activities are dispersed among PACT staff, and there is no focal point. The PVO Service Director will prepare a list of responsibilities that require Africa field follow-up and study with the Executive Director ways to reorganize current staff to resolve this problem.

- Key Program Options to Consider

Training: PACT will clearly surpass its output targets, both for program management and administrative themes. There appears at this early stage to be more interest in developing training initiatives than PACT can handle within its present program scope. PACT will stress a collaborative approach with PVOs and others to organize this training. The Training Manager will prepare a medium-term plan for workshops on administrative themes focussing on highest priority topics. The Program Management focus will continue as planned, but PACT will especially seek to link its support of USPVO initiatives to training opportunities in the field.

- Expanded PVO Clientele

In all our active programs, we reviewed the impact of our efforts to expand our non-member PVO network. (Attachment 3) With some PVOs, our efforts were confined to informational contact. With a surprising number of other agencies, a combination of utilizing past associations as well as new contacts have enabled us to make the expanded clientele aspect of the Agreement an important area of concentration. However, this focus entails considerable effort and time.

Presently, our experience indicated that agencies fall into two general categories: (1) the smaller, either sector-specific or more geographically isolated PVO which can benefit from capacity-building and technical assistance and (2) the more established PVO which can be benefitted by linkages to, as well as benefit, the broader PVO community by contribution of their experience.

- Market Driven Services

The most significant change from original plans comes in the Market Driven Services area.

We have found over the first six months of the grant that the time-frame was overly optimistic. We would suggest that a 24-month time-frame is far more realistic for the exploration of potential ventures and the expenditure of \$175,000.

Additionally, we have found that the full-blown feasibility studies and business plans originally envisioned for this effort have not proven necessary at the initial stages of the program. The ventures

that have surfaced to date have not required expensive feasibility studies and, in two cases, appear to require less capital to actually set up and implement than either a feasibility study or a business plan would cost.

As one can see from the attached report, ventures are being explored, verified with the PVO community and, in some cases, implemented. The strategy and time-frame has, however, changed from that originally envisioned.

• Debt for Development

PACT's Executive Committee has approved PACT's continued active involvement in the Coalition. Costa Rica is still the most relevant case for PVOs, but PACT may have to expand its role, particularly if Interaction withdraws from the Coalition. PACT will monitor carefully the implications of its role and decide how to proceed in consultation with its board.

• Definition of Role of External Evaluator

The PACT staff, in a step to initiate a key aspect of its evaluation Cooperative Agreement responsibilities, proposes the following Scope of Work for Board and PVC consideration, so that a further step can be taken to select the evaluator(s).

SCOPE OF WORK:

1. Help staff to devise systems to gather and analyze information about the implementation of Cooperative Agreement activities. The evaluator will participate in monitoring progress.
2. Analyze the evolving role of PACT in the USPVO community and its relations with other collaborative efforts, especially Interaction. The evaluator will interview key PVO staff to measure perceptions and organize feedback on these roles.
3. Devise means to measure changes in PVO approaches resulting from PACT activities, both within individual agencies and in collaborative efforts. The evaluator will consider case studies and other means to measure institutional change.
4. Review the progress of all PACT programs in relation to its institutional goal in order to suggest improvements in the strategies of its programs, its organizational approach and its overall effectiveness.
5. Work on a continuous basis over the life of the Cooperative Agreement, approximately 30 person/days every year. The evaluator(s) will participate in at least one semi-annual self evaluation each year and conduct the formal mid-term evaluation to be completed by 6/90, and submit a report to PVC/AID.

QUALIFICATIONS:

The evaluator must be familiar with PVO programs, activities and have some knowledge of the dynamics of consortia. It is essential that the evaluator have sufficient experience in developing countries to understand the challenges of PVOs in the field. The evaluator should have a strong organizational development background.

Considering the scope of work and importance of continuity, a two-person team to fill these roles may be preferable, but in any case the work of the evaluator may be supplemented by occasional contractors.

• PACT Internal Structures and Systems

PACT needs an administrative manual to standardize its financial procedures in regard to its overall program. The Financial Manager will prepare the first draft of the manual by May.

There is no explicit orientation procedure for new personnel, especially considering the various new program emphases. An orientation checklist will be ready by June.

For better coordination of PACT activities, the flow of information has to be more regular. The PVO Services Director will implement a standard monthly monitoring report for each program manager. An electronic calendar is being set up to coordinate dates for various activities.

The support services allocation is not satisfying the needs of each manager. The PVO Services Director and others will recommend changes in job responsibilities of support staff. Changes are to be implemented in April.

STRENGTHENING COMMUNICATIONS SUPPORT OF PACT AND PACT-ASSISTED PROGRAMS

I. THE PURPOSE: Building Effective Communications/Program Product Services

This paper proposes specific steps to optimize PACT product development, marketing, and PACT communications services - all of which will reinforce each other. These actions will

- 1) meet current demand
- 2) raise future demand for both products and services among donors, PVOs, UN, others.
- 3) generate revenue on a rising scale over time, including recurring revenue.
- 4) add new dimensions, linkages, and resources to PVC and country programs, expanding their impact and enriching their quality.
- 5) strengthen relationships and new programs with the bilateral and multilateral community.
- 6) build the commitment and understanding among PACT members, US, European and Third World PVOs, by meeting the 1989 PACT member assembly's call for better information

II. THE OPPORTUNITY: A. PACT Products:

PACT has already achieved credibility with PVOs, USAID, UN agencies, the World Bank and others through its own special products and services in the communications field. Although these were each produced under specific arrangements, the opportunity now is to:

- a) **utilize** them for a deeper and wider range of program purposes
- b) **support their sale** through a marketing strategy which capitalizes on PACT's growing clientele, the rising demand for these products, and the fact that most PVO clients have extensive field networks as potential buyers.
- c) **produce new program products** which can meet demand and generate margin.

The rationale for PACT adopting a more deliberate communications strategy is illustrated by the impact of a few recent products: The PVO Studies in Asia, The SEEP Manual and Facilitator's Guide, the PROWESS video, numerous salary surveys, and the Participatory Evaluation User's Guide.

B. PACT Services

PACT's products initiate, complement, reinforce and often grow from its program services. These services embrace successful consultations, training sessions, case studies, ground-breaking projects, and brokering of partnerships between U.S. and Third World institutions. Thus it is logical for a communications plan to stress use of such PACT services. The combined opportunity here is to build and reinforce PACT's programs through a well-structured, well-coordinated set of products and services. This is the very "synergism" promised in the PACT agreement with PVC, especially as PACT reaches out to new as well as current clientele.

III. Progress to Date

The plan actually began after the 1988 PACT retreat and start-up of the cooperative agreement. The Associate Director of Program Services, Jake Pfohl, and his Program Services team, started action on an interim workplan, the results of which feed into the full blown plan here. The Associate Director of Program Services considers this one of his highest priorities since it is a voiced need of the PACT Assembly, and is not only a major means to strengthen programs, but to build a more sustainable PACT. Below are listed the major products and services provided in the last six months.

A. General Information and Member/PVO products (non-revenue)

- Information fliers* (4000 copies- mailing size description of PACT.)
- Information packages* (2500 folders-brown folders with set of program descriptions)
- Training Announcement* (Participatory Training)
- Three Letters to the Assembly*- coop agreement program introduction and program updates
- Mailings of all of the above to mailing lists and interested individuals
- Completed display for PACT assembly designed and produced - to be installed in office.
- A Salaries and Benefits Survey Report* covering PVOs plus two specialized salary surveys.

B. Program related materials (Marketed material)

- PROWESS video*, 24 minutes, French and English, training videos for trainers on participatory methods for women's integration into water and sanitation.projects
- Flexible Spending Account Manual*
- Salary Surveys* (2)
- Occasional papers: *Country Agreements* and *Establishment of Field Offices Manual*
- Five country studies in Asia- on NGO/PVO roles*; Nepal, Sri-Lanka, Thailand, Bangladesh and Indonesia. Currently being edited into one large monograph to be available by 6/89.
- Reprints of sold-out materials; 500 copies *Solidarity Group Concept Publication*; 500 copies *Participatory Evaluation User's Guide* reprinted; both were sold out.
- Farzam Arbab's publication, along with PACT's general materials/publications list.to members and involved individuals.

C. Periodicals

- Issue #6 of *IMPACT*, on Flexible Spending Accounts.

D. Program Services

This refers to projects and services not originally foreseen as part of the Coop agreement or Country Programs, e.g. meetings, focal events, representation, used to stimulate interest or build PACT's presence. The following list is partial.

- Meetings in California with non-member PVOs
- Grameen Bank sessions with US PVOs, together with video presentation and copies on request.
- Presentations of the PROWWESS video to UNDP, EIL, Japanese Gov't, others
- Public Speech, Asia/Near East Bureau Interaction committee
- PACT/Interaction coordination meetings (3) and PACT attendance at DAC meetings
- Consultations of US/European and IPVOs in Indonesia as a result of the study conducted there.

IV. FUTURE STRATEGIES

PACT currently performs five priority functions in the Communications area; all of which merit strengthening and have the potential to be market driven.

Below are strategies for each area, notably: 1) Market interaction and research, 2) PACT product development and PVO production assistance, 3) Marketing and distribution, 4) Improvement in regular PVO information and communications, 5) Special events and programs.

Together, these strategies emphasize PVO participation in harmony with PACT's history. However, they also reflect PACT's leadership, catalyst and backstopping role, among PVOs. By virtue of its unique position PACT can perform services which any one or subgroup of its members may not be able to do alone. PACT also has an advantage in its collaborative network to share tools and transform information in order to build bridges among southern PVOs and their northern counterparts.

SPECIFIC STRATEGIES

Strategy #1: Market Interaction and Research

Steps underway and planned to 9/1/89:

A. The Associate Director and the Program Services staff team will review opportunities for enhanced use of communications processes and products in PACT's programs, analyze program directions from a communications perspective, and begin to spark PVO innovations regarding their roles in the 1990's.

B. PACT has recruited a Princeton Intern, Mr. Chris Koa, who has started canvassing the PACT US membership to:

- I) identify their policies and approaches towards product development/marketing and perceptions PACT's role in this.
- II) assess what information they would like to see in PACT's newsletters and other information materials.

His study will be extended by Veena Sundararaman under the supervision of Jake Pfohl, via a more formal mailed insert questionnaire on PACT's major information piece, *IMPACT*. (completed by 7/15/89)

3. The results of this examination, and the review of this strategy by the PACT Executive Committee, will form the basis for refinement of PACT's information design and distribution. (completed by 9/1/89, in time for the first annual evaluation).

4. The Associate Director and other Program Services staff will consistently identify **resources and opportunities** for specific program tools/ and information ventures, e.g.

- keynote materials such as the PROWWESS video that also reinforce PACT's training efforts

- studies such as the Asia/Near East Bureau-funded investigations
- manuals and user guides
- field data and case examples from the field for US level activities
- follow-up materials to PACT's PVC and CIP programs

5. The Associate Director and Program Services Team staff will develop and revise a communications workplan every six months. This paper will constitute the first six month's communications workplan.

6. Individual PACT products will undergo structured market tests with the first market trials to be completed by 6/30/89.

Strategy #2: PACT product development and PVO production assistance

1. Slated for completion at PACT within the next six months are:

- A PACT produced "North-South Video" (See detail in **Attachment B.**) with participation of 3 PACT members, (Pfohl, Srinivasan, Kumar)
- Completed 1st edition of Food Oils Directory (Stremlau, Le Compte)
- Completed Food Oils Newsletters (LeCompte)
- 4/5 Shortterm training session products (Smith)
- Lessons from PACT's Latin America Programs: A Monograph (Santo Pietro, others)
- Completed major monograph of Asia PVO studies, (Pfohl, Yudleman, Srinivasan, Sundararaman, Witoelar, Fernando, Abdullah, others)
- Participatory Training Report from New Brunswick training session, (Santo Pietro)
- Participatory Training Manual (through WEI-IDG)
- A Country Program Management Manual for PACT use (Moran, Munson, Holloway, Downs).
- 19 Expansion of Benefits Case Studies (Stremlau)

A production schedule (draft) is included. See **Attachment C**

2. **Pre-production and development:** The above products grew organically from program demands and PACT's new program responses. At the early stages of any new information/communications effort, a concise production plan (including cost estimates and source of funds) will be prepared by the relevant staff, cooperating PVOs, and/or consultants. If possible, such plans will emphasize responsibility by PACT program participants, and be funded through IDGs or similar means. (e.g. the WEI training video). Attachment B is an example of a production schedule.

PACT's role in product development and testing will emphasize creative design support, especially in content areas, and the producer, (i.e., the funding, stimulating) role. PACT will assist external PVO productions and encourage joint PVO efforts where possible, (e.g. the WEI-PACT training manual). In some cases, PACT will develop its own products, for example, to introduce or coalesce a new program (consortia/VRO studies), etc... Generally, however PACT will be a creative design resource or "producer" for the development community, and in some cases, a post-production service coordinator.

3. Post-production coordination services: Grounded in products which PACT produces on its own, these services are available when PACT is contracted by an external donor, or when a PVO requests help in producing a program related product. The services must be paid for by the donor, be charged to the specific PACT program component, or in the case of a PVO request, be paid for as services rendered. In its first six months of an experimental workplan, PACT has tested a range of printers and design specialists, organized post production services in desk-top publishing, and assembled a team for completion of the first PACT video product. PACT also has a laser printer and PAGEMAKER software. Steps already taken to consolidate these actions include:

- institute working relationship with external design consultant in desktop publishing, who will take over large projects from rough MAC printout- through graphic, layout, design, linotype, color separation, and printing stages, and develop standard PACT styles. (by 4/89).
- repair problems with existing MAC console or upgrade with purchase of additional unit. Obtain service contract for MAC (by 4/89 Katy Moran).
- develop a reliable, external temp to enter data/wordprocess on major projects. (by 5/89).

Strategy #3: Marketing and Distribution of PACT Program Tools and other PVO products

1. **If the marketing trials** (strategy #1) demonstrate strong self-financing potential for product development and distribution, i.e. at least full cost coverage, the next step will be to design and implement a full fledged marketing and distribution strategy for PACT products. This would include:

- creating a catalogue of PACT-related products and other choice products offered by agreement with their producers.
- selecting an external service for handling the mechanics of billing and distribution.
- developing new marketing methods to extend the range and use of products.
- launching global sales strategies via regional distribution centers, e.g. communications resource centers or IPVOs as exist in many countries.
- introducing individual and groups of products to advance specific PVO programs.

2. To handle existing and newly created demand for its products, PACT will continue to supply orders but will carefully monitoring volume, revenue and response. Staff will prepare written analysis of results by 9/1/89

3. For PACT information pieces , general member communications and for product market trials, staff will systematically organize and update PACT mailing lists. Updated mailing lists will be completed by 6/1/89

4. For products requiring special dissemination or handling, each Program Manager responsible will design the precise means/list for marketing and distribution.

Strategy #4 Improvement in regular PVO Information and Communications

1. PACT Newsletters/Impact:

Program Assistant Veena Sundararaman completed a short course on newsletters. That training and previous writing, layout and editing experience has helped define a preliminary approach for IMPACT. She will be responsible for production and editing as her key activity.

- 4/3 -

- **The next issue of Impact will be produced by 6/89.** Based on a phone survey of member agencies, future issues will be produced on a quarterly basis, and will include features like:

- * short abstracts on program trends
- * information on PACT program activities, (calendar, schedule of events)
- * one article on administrative/mgt issues facing PVOs
- * sector or issue specific articles
- * an insert questionnaire on IMPACT
- * News- hard facts (survey shows 100% hard newsletters have 90% renewal rates)
- * a feature article (experiential, anecdotal,) i.e. based on factual information
- * a "quiz" device, proven effective in newsletters
- * PVO participation in every issue
- * request for letters to editor column
- * reprints of quotes
- * ample photos and graphics illustrations for photo-essays and short articles.

2. Brochures and kits: As planned, the new PACT brochure will be updated at the midpoint of the Cooperative Agreement. Information kit inserts will be updated annually to reflect new developments. (VS to coordinate.)

3. Display: To be corrected and amplified as a permanent installation in PACT with emblems/information on all PACT's current members. (VS, Coluccio, by 7/30/89)

4. New Clientele PACT Introduction and Needs Assessment Sessions: Will be conducted in Washington and New York by 8/89 (Gibbons).

5. Regional CIP meetings will be held to share issues and of PACT's program activities specific to a given region or field area, e.g. in Thailand or Southern Africa. Semi-Annual Events are coordinated by Jim O'Brien and Jake Pfohl (Asia).

V. Strategy #5: Special Events and Programs

PACT regularly convenes training sessions, networking and theme-based meetings, consultations, and learning group sessions as per its coop agreement. This process will be enriched by combining processes and tools, building stronger field input into US level activities, and fostering linkages among PVO groups and with other private/public sector professionals. Sample options include:

- newsletters
- A new North-South video
- Program tools on management topics compiled for field use.
- a series of state of the art regional training sessions
- new PACT contracts with the UN and donors to organize consultative processes around key development themes, which would also help PVOs link with Multi/bilaterals overseas, e.g. the anniversary of the water decade.

Next Steps: PACT will undertake two priority special activities by 11/89. They are:

1. Consultative meetings using the North-South video
2. A major regional training event (Latin America)

This is a summary of the communications plan. A more detailed report is available upon request.



Private Agencies Collaborating Together 777 United Nations Plaza New York, NY 10017 212-497-6222

Expansion of Benefits

Categories for a Framework

A. STRATEGY OF EXPANSION

1. Motivation for expansion: Where does the motivation for the expansion of the project come from? Who is encouraging the project to expand and to break new ground? Who is holding back expansion? Who is neutral?

Note: some actors include: the international board, the international staff, the local board, the local staff, the participants, the local and national government, and the donors.

2. Strategy for expansion: Is there a strategy for expansion? What are the major elements of the strategy?
3. Development of the strategy: Was there an expansion strategy when the project started or did a strategy develop at a later stage? If later, what precipitated the development of the strategy? How has the strategy evolved and changed over time? Is the strategy now clearly defined or is the approach largely ad hoc and reactive?
4. Partner organizations: Does the expansion strategy involve working with partner organizations? If so, what criteria does the project/agency use to select partner organizations? Does it start new organizations or introduce its methodology to existing ones? How have these choices influenced or been influenced by the expansion strategy? What are the respective roles of the project/agency and the partners in promoting expansion?

B. NATURE AND SCOPE OF EXPANSION

5. Expansion of the project itself: What is the magnitude or scope of the expansion that has occurred so far? What are the projections for future expansion?

6. Secondary Expansion:

a. How have the participants or users spontaneously spread the ideas or promoted the project?

b. How has the project had an influence on the projects of other NGOs?

c. How has it influenced any government projects?

d. How has it influenced the private sector?

e. How has it influenced government policy?

f. How has it influenced donor agencies?

In general, how has the project "rippled out" or become institutionalized in other settings?

7. Future expansion: What are the projections for future expansion of the project itself? For future secondary expansion?

C. RELATIONSHIP OF PROJECT CONTEXT AND METHODOLOGY TO EXPANSION

8. Context: How is the specific context (e.g., economic, political, demographic, physical, human resources, competition from other programs) affecting expansion?

46

9. Project objectives: What is the project aiming to accomplish? Have the objectives changed over time with the expansion of the project? If so, how?
10. Service delivery: What services are delivered? How have the services changed with expansion? What has been simplified? What has been added? Why? With what results?
11. Project participants: With whom does the project work? (e.g., men/women, urban/rural, low income/high income, agricultural/non-agricultural)? Is the beneficiary group defined narrowly (e.g., metal workers) or broadly (e.g., entrepreneurs)? If the project is working with institutions, whom are the institutions reaching? Have the characteristics of the beneficiaries changed over time with the expansion of the project? If so, how?
12. Participation: What is the role of the participants and what is the role of the staff? Are the participants taking a larger or a smaller role compared to when the project started? Why? In what areas?
13. Impact: What information on impact does the project have? How has this information influenced the expansion strategy? What other information about impact would have been useful or would be useful in planning expansion?

D. MANAGEMENT OF EXPANSION

14. Management structure and staffing: How has the agency/project management structure facilitated expansion? What bottlenecks have appeared? How has the management structure changed as the project has expanded? How have the roles of the staff changed with expansion? What changes in management are necessary for future expansion?
15. Centralization/decentralization: What functions are centralized at project headquarters? What functions have been decentralized to sub-offices or affiliates? How has the balance between centralization and decentralization changed with expansion?

47

16. Leadership/vision: Who has provided the leadership for the project? (e.g., particular individual, board, international staff)? Has it been unusually strong or visionary? How has it changed over the life of the project?

17. Monitoring and information management: How does the agency collect information about the effectiveness and efficiency of its services? How does it use this information? How has its collection and use of information changed with expansion?

18. Financing:

a. Operating costs: What is the strategy for covering operating costs? What proportion of costs are covered by user fees or interest charges? What is the relation between the ability to cover operating costs and expansion?

b. Access to loan fund capital: If applicable, what is the strategy for obtaining loan fund capital? Is this or will it be a constraint to expansion?

E. EFFECT ON PVO

19. In what way does this project differ from other projects of your agency? How has this project influenced your agency?

PACT

Private Agencies Collaborating Together 777 United Nations Plaza New York, NY 10017 212-437-1111

December 20, 1988

Dear Colleague:

The next decade promises to challenge USPVOs to adapt to an ever more rapidly changing world.

From debt crises to North-South dialogue, a PVO has to manage development programs within a constantly evolving environment. To meet this challenge, program managers need to participate in opportunities to sharpen skills and expand their strategic horizons.

PACT, through the generous assistance of the Private Voluntary Cooperation office of AID, is organizing "PVO Program Management in the Next Decade", a series of workshops and other activities directed to PVO program managers and trainers. The series aims to mobilize the creative talents within the PVO community, combined with the most relevant experience in the larger development community, to focus on themes of strategic importance to PVO program management. Participants will both improve their management skills and take part in a collaborative effort with their peers to find solutions to critical challenges that confront their respective agencies.

PACT will initiate the series in 1989 with workshops on three themes. They are:

- **Participation:** The critical factor in PVO Program Development.
- **Accelerating institutional development:** A key role for USPVOs.
- **Utilizing evaluation for program decisions.**

The announcement for the first workshop is enclosed with this letter. In each of these workshops, the participants will suggest follow-up activities and the future directions of this program. In this way, PACT will facilitate training opportunities according to the interests of PVO managers.

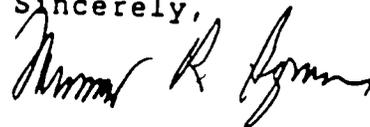
...../

In order to offer the most activities to interested PVOs, there will be a registration fee for each workshop. In a few instances, PACT will provide cost-sharing grants to help distant and small agencies to participate.

For further information or suggestions for this program, please contact Daniel Santo Pietro or other members of PACT staff.

I sincerely hope you will share my enthusiasm for this approach to building PVO effectiveness.

Sincerely,



Thomas R. Byrne
Executive Director

PVO PROGRAM MANAGEMENT FOR THE NEXT DECADE

WORKSHOP: Participation - The Critical Factor in Program Development

DATE/TIME: 10 AM, February 27, 1989 to 3 PM, March 1, 1989

PLACE: *The Continuing Education Center*
Douglas Campus, Rutgers University
New Brunswick, New Jersey
(201) 932-9141

PARTICIPANTS: Program decision-makers, trainers at headquarters and field;
Limit: 30

COSTS: \$250 per person includes two nights lodging (doubles), all meals during workshop, and materials.

Pact is organizing "PVO Program Management for the Next Decade" as part of its services to the US PVO community. It is a series of workshops and other activities directed to PVO managers and trainers to focus on themes of importance to PVOs, especially relating to more effective partnerships with southern PVOs. Participants will both improve their management skills and take part in a collaborative effort to find solutions to critical challenges that confront their respective agencies.

WORKSHOP PROGRAM:

What distinguishes PVOs from most development organizations is their close association with people. The ability to foster people's participation has thrust the PVO approach to the forefront. Participatory program approaches are also the cornerstone of effective partnerships with southern PVOs. In this context, as PVOs are asked to become catalysts of larger initiatives, it is more important than ever to understand participation, its implications for program management and how PVOs can maintain and strengthen this methodological approach even as their programs grow in size and complexity.

This workshop will benefit decision-makers and trainers who orient program development in their agencies. The workshop will emphasize health-related program experiences where the challenge of maintaining participatory community-based approaches in the face of the growing emphasis on social marketing poses a particularly creative challenge to PVOs. The workshop, however, will produce a framework for participation applicable to all sectors of PVO work.

Staff from various PVOs, such as CARE, Helen Keller International, Save the Children and World Education, are participating in developing the workshop. A team of facilitators with considerable PVO experience in participatory training will conduct the workshop. The team includes Jane Vella and David Kahler, trainers from Save the Children and World Education, respectively. Lyra Srinivasan, who has extensive participatory training experience in working with various PVOs and as the training director of a UNDP project, PROWWESS, will serve as a resource person for the workshop. PROWWESS carries out a worldwide training program stressing women's active participation in the improvement of water, sanitation and other community health resources.

Participants in the workshop will:

- Practice the use of participatory techniques;
- Review the principles of participation and identify their uses;
- Construct a conceptual framework for participation in program development;
- Share participatory program management experiences in problem-solving group sessions;
- Design a strategy for strengthening participation within his/her agency and for the PVO community.

As part of the "PVO Program Management for the Next Decade" series, PACT will follow up on this workshop in three ways: 1) facilitate further training activities; 2) develop materials that could serve as resources to PVOs; and 3) consider small grant support (Institutional Development Grants: IDGs) to encourage innovative application of participatory approaches to program management. Participants will examine these and other follow-up options as part of designing strategy during the workshop.

Please return the accompanying registration form as soon as possible to assure your participation. For further information, please contact: Daniel Santo Pietro at PACT,
Tel: (212) 697-6222, or fax: (212) 692-9748.



Private Agencies Collaborating Together 777 United Nations Plaza, New York, NY 10017-2298

PVO PROGRAM MANAGEMENT FOR THE NEXT DECADE

Accelerating Institutional Development: The Roles of US PVOs

6 P.M. June 19 to 4 P.M. June 21
Georgetown Marbury Hotel
Washington, D.C.

PACT, in collaboration with OEF International, wishes to confirm its planning for this workshop. Staff from various PVOs have generously contributed to the design. The purpose of this two day workshop is for PVO agencies to share their experiences, successes and concerns related to partnering and how to do institutional development in the Third World.

The workshop will build on previous studies and research carried out on this topic, especially the AID sponsored ISTI study. Sessions will be designed to look at the overall process of institutional development and specific activities in which PVOs are engaged with local groups and partners for capacity building purposes. Themes for these sessions will be designed around the interview data collected by OEF International from 10 PVO agencies on their work in institutional development. Based on this data, models and frameworks for designing and practicing institutional development will be shared and generated.

The workshop will include both analytical and experiential components. Sessions will include analysis of data collected from the interviews, presentations on specific institutional development strategies PVO agencies are utilizing and are engaged in, specifically in the areas of training, resource mobilization and organization and management development. Several of the agencies interviewed provided sample materials and frameworks they are to share in this workshop. For those agencies that did not participate in the interview process, please bring your materials and/or models you utilize on training, resource mobilization or organization and management development, i.e. models for assessing staff training needs, strategies for helping local groups develop their financial sustainability, capacity, etc...

Discussion sessions will include analysis of what works and how PVOs can further their capacity to build partnerships. Design and facilitation of the workshop will be handled by OEF International and PACT, with participation by other key resource persons that include evaluators from the ISTI study, and a representative from the Institute for Development Research and the office of PVC.

This theme is a primary focus of PACT's Program Management training. PACT will work with PVOs to follow-up on the workshop conclusions. Also PACT's program of small Institutional Development Grants is available for follow-up purposes to strengthen PVO efforts, individually or collectively, to build and carry out effective partnering relationships. At the same time, PACT will encourage US PVOs to become involved in exchanges among NGOs in the South on similar technical and management aspects of PVO strengthening, and help create opportunities for this to take place.

Please confirm your participation by faxing or mailing the accompanying registration form to Isabelle Bleecker at PACT, as soon as possible, as OEF will be sending preparatory readings and further agenda information directly to confirmed participants.



Private Agencies Collaborating Together 777 United Nations Plaza New York, NY 10017 212 697 5222

PVO PROGRAM MANAGEMENT FOR THE NEXT DECADE

ANNOUNCES:

A WORKSHOP IN PLANNING EVALUATION

DATE: 6 p.m. Monday evening, July 24, to 4 p.m. Wednesday July 26, 1989

PLACE: The Experiment in International Living's School for International Training,
Brattleboro, Vermont

WORKSHOP PROGRAM

Several years ago the PVO community had its own project to define evaluation and the approaches most appropriate for PVOs to employ called the "Approaches to Evaluation" project. The SEEP network made further valuable contributions in the small enterprise sector. The two publications Evaluation Sourcebook and Step-by-Step Guide are examples of the benefits of these collaborative PVO efforts. From PACT's recent survey and other feedback, it appears there is still a need and interest among PVOs to strengthen their evaluation systems.

PACT is inviting PVO staff responsible for program evaluation to a workshop that will examine issues of prime concern to PVOs, review practical techniques, and consider a strategy for building PVO evaluation skills. Some sessions will be held jointly with the staff and participants in SIT's course on "Monitoring and Evaluation," (see enclosed flier.)

The proposed agenda for the workshop includes:

Key Issues for PVO Evaluation

- Planning for Evaluation
- Project Participant Involvement

Techniques of Evaluation

- Practical Tools, e.g. Rapid Rural Assessment
- Evaluation as an Organization Development Tool

Strategies for Building PVO Skills

- Collaborative workshops
- other networking support

Since the workshop will invite participation, each participant should come prepared to discuss how their agencies deal with these issues and to present examples of techniques they employ.

55

LOGISTICAL INFORMATION

The cost of the workshop will be \$50 dollars per participant which will include four meals (dinner on July 24th, lunch and dinner July 25th, and lunch on July 26th) and workshop materials.

Participants will lodge at nearby hotels and are responsible for their own arrangements and fees. Transportation to the workshop, held at EIL's Durfee Guest House will be provided. Best choices (all on Putney Road, one mile from campus) are:

The Colonial Motel	\$30-\$40 per room	(802) 257-7733
Super 8 Motel	\$40 per room	(802) 254-8889
Quality Inn	\$40-\$60 per room	(802) 254-8701

(All rates are approximate)

How to Get to the Workshop

Participants should arrive by 6 p.m. the evening of the 24th, and will leave after 4 p.m. on Wednesday the 26th.

By train from NY, arrive by AMBUS in Brattleboro, 5:20 p.m.

By bus, various arrival times from New York

By plane, arrive Hartford, Conn., Bradley Airport, various times

Notify SIT (802) 257-7751 (ext. 310, 311) of arrival times and we may be able to arrange for pick up and travel to Brattleboro.

To register for the workshop, please fill out the enclosed form and return it with your \$50 check payable to PACT, Inc. to the attention of Isabelle Bleecker as soon as possible.

56