

PN-ACTH-115  
104098

*"Learning From Success"*

## Workshop Report

**PVO Humanitarian Development Initiatives Project  
in Eastern Europe**  
*Capstone Workshop*

**Budapest, Hungary  
December 4-6, 1995**

*Sponsored by the U S Agency for International Development*



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***PREFACE***



## ***PREFACE***

Dear Colleagues

The *PVO Capstone Workshop* served to bring formal closure to the PVO Humanitarian Development Initiatives Project in Eastern Europe which was implemented under the auspices of the U S Agency for International Development (USAID) from 1991 to date In December 1995, the *PVO Capstone Workshop* brought leading professionals from Eastern European PVOs and NGOs who participated in the PVO Humanitarian Development Initiatives Project in Budapest to analyze, reflect on, and share their first-hand experiences in providing humanitarian assistance and social services in the region

USAID is pleased to present this "Learning From Success Report," which condenses the knowledge that managers gained over four years of tireless work in the field We trust that the lessons contained in the report will serve others as they engage in similar projects in the region

The Project accomplished two main goals First, it delivered critical services to populations in need that would otherwise have gone unmet Second, it contributed to the strengthening of the PVO movement in the region, positioning PVOs as pillars in the process of transforming Eastern European societies

The *PVO Capstone Workshop* was particularly timely, especially when the success of Central and Eastern Europe's transition to democracy is at stake As the old social safety nets vanish, people's commitment to the process of transformation hinges on their ability to see an alternative vision PVOs have proven to be central to the development of this alternative vision

As Mr Thomas Cornell, USAID Representative to Hungary, noted when addressing the *Capstone Workshop*, in the United States, citizens have come to regard government as only one limited source of solutions to social and economic problems, and that nothing can and should replace individual and local initiative Mr Cornell observed that, perhaps, one key contribution of the Project was to demonstrate with action that PVOs are a vibrant alternative to government, and a catalyst to individual and local initiative

USAID recognizes that the implementation of the Project in Eastern Europe has not been easy PVOs have not been always welcome, often their potential not understood However, the overwhelming success of the Project proved that USAID's vision of a vibrant PVO sector in Eastern Europe is viable As the Project concludes, USAID remains optimistic that PVOs will continue to play an important role in the transformation of Eastern Europe Their work will support the process of change, decentralization and democratization As a result, civil societies in the region will be strengthened

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## *EXECUTIVE SUMMARY*

## ***EXECUTIVE SUMMARY***

In 1991, U S Agency for International Development launched the PVO Humanitarian Development Initiatives Project (EUR-0032), which funded twenty-five U S-based private voluntary organizations (PVOs) to work in partnership with local PVOs and NGOs serving humanitarian and social needs in Eastern Europe. The Project successfully delivered a wide variety of services, from child welfare to food assistance to aid to the disabled. In 1995, as the Project was formally coming to a close, USAID wished to gather the participants to analyze and document the lessons and experiences accumulated over a four-year period. USAID convened the *PVO Capstone Workshop*, in Budapest, Hungary in December, 1995, with the following objectives:

- Explore lessons learned
- Provide closure to the PVO Humanitarian Development Initiatives Project
- Develop recommendations for future project design and implementation

More than 50 PVO representatives from the region, as well as from the United States, participated, and were joined by relevant USAID staff. The Workshop was facilitated by a team of two American and two Hungarian professionals.

***Project Accomplishments*** A clear record of success emerged on two fronts: the actual delivery of needed services and assistance, and the development of the NGO sector as a central strategy for building a democratic society. American management styles and experience contributed to strengthened local NGO/PVO capacity, and introduced innovation in social service delivery. Stifled for years by rigid political systems, new attitudes emerged regarding collaboration and cooperation. Similarly, the notion of volunteerism was re-introduced into a society which, until recently, knew only state-sanctioned uncompensated compulsory labor.

The learning process has worked both ways. Local PVOs provided U S institutions with the necessary perspectives to make program designs and methodologies applicable to the local context and circumstances. As a result, U S PVOs developed new capacities to plan for and operate in challenging multicultural settings.

***Obstacles and Recommended Approaches*** Political and legal institutions were usually unsupportive or suspicious of NGOs, relevant laws are lacking or rapidly changing. NGOs should recognize that addressing the political and legal environments may imply thinking outside organizational boundaries, to be effective, organizations need to coalesce around common goals in order

to influence governments and legislation. The NGO sector must seek clarification of existing laws and regulations as well as advocate for the enactment of new laws which are supportive of NGO development. Often, the role and potential of NGOs is unknown or misunderstood. NGOs should seek to play an educating role with governments and communities, stake holders must consistently be substantively involved in needs assessment, project design and implementation.

Working across cultures can lead to misunderstanding and conflict. Unless programs are completely adapted to the local environments, they can prove irrelevant or ineffective. U.S. PVOs should develop substantive relationships with local counterparts, based on respect and trust. Local PVOs should assist U.S. PVOs to conduct needs assessments and adapt programs to be appropriate and relevant for the cultural context and need. NGOs should make use of local talent for the introduction of new methodologies, local professionals serving as bridges to local communities and governments. In working with local NGOs, the American counterparts must be explicit regarding the procedures and regulations governing their relationship with local institutions, clarity and formality contribute to smooth management across cultural boundaries. As regular communications in different languages may impose significant challenges, parties are encouraged to agree on set terminology. Overall, PVOs on both sides are advised to devote significant up front time to the selection of institutional partners. Increasingly over time, and as a function of local institutional capacity, U.S. PVOs should delegate authority and responsibility to local NGOs. Ultimately, local NGOs are to be expected to assume total responsibility for projects and initiatives.

NGOs were confronted with change in donor policies and priorities. As a result, PVOs were unprepared to face change. NGOs must seek to establish constant dialogue with donors to anticipate changing trends. To the extent possible, NGOs should remain flexible, prepared and willing to accommodate change. Ultimately, PVOs should come to expect changes that may significantly impact their present and future. NGOs should seek to diversify their donor base, ultimately aiming for on-going support from local sources and potentially, from those benefitted by their programs. Sustainability issues must be addressed early on, not as a response to imminent crisis. Beyond funding, sustainability is also dependent on dedication, commitment and capacity, U.S. PVOs should prepare local PVOs to take over and continue operations.

Finally, a number of recommendations were developed to guide the management of similar efforts in the region: always conduct needs assessments prior to project design, develop meaningful partnerships with NGO counterparts as well as with local communities, governments and other NGOs, stress the importance of strengthening local capacity, develop a climate of open communications, collaboration and cooperation among program participants and others in the field, incorporate public relations and community relations plans in order to educate governments and communities on the role of NGOs and scope of programs, conduct on-going project evaluations which are designed at the outset, design projects for sustainability.

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***INTRODUCTION: THE PVO HUMANITARIAN DEVELOPMENT  
INITIATIVES PROJECT***



## ***INTRODUCTION THE PVO HUMANITARIAN DEVELOPMENT INITIATIVES PROJECT***

Mateusz Kusz was five years old when his malformed larynx swelled, cutting off his oxygen. If he had not received oxygen within 30 minutes, he would have suffocated. Mateusz is alive today. His father was able to call an ambulance in time to get him to the hospital for treatment. Mateusz's story is one of many depicting the many contributions made by the PVO Humanitarian Development Initiatives Project in Eastern Europe. Specifically, Mateusz's story exemplifies the work implemented by the National Telephone Cooperative Association, one of several American PVOs that participated in the Humanitarian Development Initiatives Project in Eastern Europe. The telling point was that the telephone coop in rural Poland conveyed the life-saving message.

In 1991, in response to rapidly changing political and social environments, the U.S. Agency for International Development (USAID) launched the PVO Humanitarian Development Initiatives Project (EUR-0032). The Project funded U.S.-based private voluntary organizations (PVOs) to develop local initiatives to help meet pressing humanitarian and social needs in Eastern Europe that otherwise would have gone unattended.

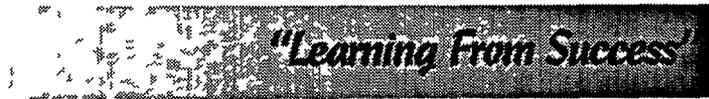
At the time, with few country missions in place, USAID funded twenty-five U.S. PVOs to deliver critical services to populations in need. U.S. PVOs were encouraged to work in partnership with local PVOs.

The Project served as a virtual social safety net, delivering a wide variety of services, from child welfare to food assistance to aid to the disabled. Projects were implemented in Albania, Bulgaria, the Czech Republic, Hungary, Poland, Romania, and Slovakia. Please see *Appendix I* for a listing of the PVOs that participated in the PVO Humanitarian Development Initiatives Project.

In 1995, as the Project was formally coming to a close, USAID wished to gather all those entities which participated in the project to analyze and document the lessons and experiences accumulated over a four-year period. The Capstone Workshop was designed to develop practical recommendations for others who may wish to develop similar projects in the region. To this end, PVO representatives with hands-on field experience were invited to attend. The Capstone Workshop was also intended to serve as an opportunity for USAID to thank participating PVOs for their efforts, their risk-taking, and their contributions to societies in Eastern Europe. The Project convened the *PVO Capstone Workshop*, in Budapest, Hungary in December, 1995. Please see *Appendix II* for a list of Capstone Workshop Participants.

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***THE CAPSTONE WORKSHOP***



## ***The PVO Capstone Workshop***

USAID convened a Capstone Workshop in Budapest, Hungary from December 4-6, 1995. The Workshop objectives were to

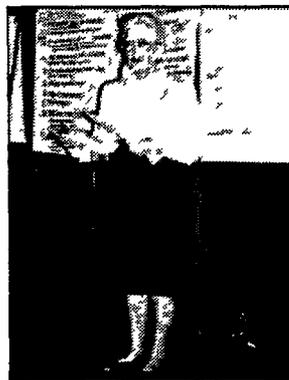
- Explore lessons learned
- Provide closure to the four-year Project
- Develop recommendations for future project design and implementation

More than 50 PVO representatives from the region as well as from the United States participated. In addition, the USAID mission directors from Hungary and Romania, staff from the USAID mission in Hungary, USAID Regional Inspector General and representatives of the new USAID-sponsored Democracy Network also attended.

During the Workshop, PVO representatives were asked to assess their programs according to

- Program accomplishments
- Obstacles to achieving program objectives
- Approaches for overcoming obstacles

Workshop participants worked in small groups to brainstorm issues, presented their findings, and explored topics in large group discussions facilitated by a team of two Americans and two Hungarians. The interactive format gave the participants an opportunity to learn about projects across borders, identify similarities, cross-fertilize ideas and find opportunities for future cooperation.



Mary Lee McIntyre  
Project Officer  
PVO Humanitarian Development  
Initiatives Project  
USAID

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***PROJECT ACCOMPLISHMENTS***



## ***Project Accomplishments***

As participants discussed the achievements of their individual programs, a clear record of success emerged despite the obstacles encountered. Participants felt that the Project had achieved its principal objectives: (1) to deliver critically needed humanitarian services and assistance, and (2) to develop NGOs that form a foundation for building a democratic society. The group consensus was that partnering U.S. PVOs with Eastern and Central European non-governmental institutions was in itself an important accomplishment. Participants felt that these links would enable them to better develop and carry out their missions in the future. They identified additional accomplishments related to building NGO institutional capacity, innovation in service delivery, and the fostering of a collaborative climate among project participants.

### ***Strengthened PVO Capacity***

Overall, participants asserted that local NGOs had been strengthened by the PVO Project. They explained that local staff benefited from the formal and informal training that the American counterparts provided. Local representatives were able to enhance their professional skills and gain a stronger sense of self-esteem and confidence. Much of their success was attributed to increased access to resources and information from USAID and from their American partners. As a result, many local NGOs had strengthened and stabilized their organizational structure and operations. U.S.-based PVOs pointed out that they too were now better prepared to work in the region, with its distinct cultures and rapidly changing economies and societies.

The PVO Humanitarian Development Initiatives Project significantly contributed to the strengthening of local PVO/NGO capacity in Eastern Europe.

### ***Innovation in Social Service Delivery***

Providing vital services to thousands of people in need generated a sense of pride and satisfaction among the participants. Participants in the Project felt they had made a difference during critical times. They were also proud to have introduced many services taken for granted in the U.S. but virtually unknown in the region. These services included child nutrition and maternal care, services for the disabled, and management training, among many others. The participants expressed hope that these program activities will become sustainable and continue to be delivered in the future, with or without USAID funding.

The PVO Humanitarian Development Initiatives Project contributed to innovation in service delivery in Eastern Europe

### ***Re-invention of Volunteerism***

In many parts of the region, the idea of using volunteers to carry out programs was a novel concept. When the Project began, volunteerism, as identified in the U.S., did not really exist. Under Communism, volunteering was compulsory, people had to join organizations sanctioned by the state. As a result, people perceived volunteering in the post Cold War era as a throwback to uncompensated compulsory labor and, therefore, were unwilling to engage in it. While this attitude will take time to change, the Project made considerable headway toward introducing and clarifying the role of volunteerism in society. Since volunteers are often vital to NGOs' ability to provide services, increased acceptance is critical. Thus, volunteerism is linked to strengthening NGOs. Moreover, it's viewed as a central strategy for increasing citizen participation and building a civil society.

The PVO Humanitarian Development Initiatives Project contributed to the re-invention and re-positioning of volunteer service in Eastern European societies.

### ***New Attitude Towards Collaboration and Cooperation***

Similarly, under past regimes, groups were not allowed to meet freely and organize, unless approved by the government. Therefore, the idea of sharing information and collaborating among NGOs was a foreign concept. But as democratic efforts have emerged and the NGO sector has expanded, attitudes are shifting and people are increasingly open to sharing ideas and resources.

The PVO Humanitarian Development Initiatives Project contributed to the creation of a new attitude towards individual and institutional collaboration and cooperation.



## *PROGRAM OBSTACLES AND SUCCESSFUL APPROACHES*



## ***Project Obstacles and Successful Approaches***

In many countries in the region, U S PVOs were among the first organizations to offer humanitarian assistance after the Berlin Wall crumbled. While trying to establish programs, and in working with local counterparts, PVOs encountered a number of obstacles. PVOs faced obstacles in the more general context (i e , social, legal, political environments), as well as in the regular interaction between U S -based and local representatives. Although there were commonalities with respect to the obstacles encountered by PVOs, there also were differences based on cultural, political and economic realities.

Throughout the planning and implementation of the Project, PVOs developed proven strategies to help ameliorate the impact of the obstacles encountered.

### ***Obstacle Language Barriers***

Language barriers often prevented Americans and Eastern and Central Europeans from fully understanding each other. Although interpreters were used, their bilingual ability varied, introducing more possibilities of miscommunication. As a result, unclear messages and misinterpretations arose that caused conflict and interfered with accomplishing the mission.

### ***Successful Approaches to Address Language Barriers***

Participants recommended taking the time to agree upon, and convey consistent terminology and vocabulary. This is particularly important for translators who may not be familiar with the terminology used in the non-profit sector.

It was noted that American professionals should make an effort to learn the language in order to understand what goes unspoken as well as what is said. Participants concurred that knowing the language is extremely helpful offering insight into the complexities of the cultures. To the extent possible, native speakers should be used when language fluency is critical (i e , training, facilitation, survey administration, etc ) to ensure that explicit as well as subtle messages are communicated.

### ***Obstacle Cross-Cultural Issues***

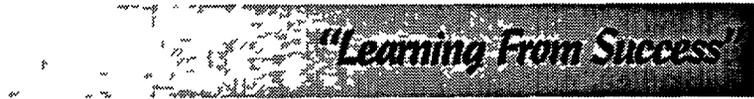
Inevitably, working across cultures can lead to misunderstanding and conflict

Local PVO representatives noted that some American counterparts often assumed that western practices were applicable to the Eastern and Central European context without modification

### ***Successful Approaches to Address Cross-Cultural Issues***

Participants recommended a number of strategies to minimize the potential for conflict that may arise from divergent cultural assumptions. The goal is to make programs as relevant and responsive to the local needs as possible. To do this, PVOs are encouraged to

- To the extent possible, get immersed in the local culture - learn about it and meet people
- Involve local partners in needs-assessments
- Work with local partners to adapt programs/designs to be appropriate and relevant for the cultural context. Listen actively, seek honest feedback from experienced people whom you trust. Remain flexible.
- Use local professionals to introduce new methods or approaches. In a more general context, use local talent to build bridges with communities and stakeholders. Use native language speakers when language is critical.
- Educate U S -based staff about the local cultural reality
- Educate local professionals and staff on proposed methodologies and approaches



### ***Obstacle Information and Communication Barriers***

Centralization often implied that communications between major cities and the rest of the country was unsatisfactory. PVOs had difficulty interacting with government agencies often located in the capital cities where they needed to process paperwork and obtain authorizations. The projects serving remote rural areas where telephone service was sporadic or non-existent were even more isolated from the centers of power and, therefore, were cut off from information and resources.

On a broader scale, Eastern Europeans held an altogether different attitude towards information sharing and dissemination, there was some resistance to sharing information willingly, the technology and communication infrastructure at their disposal was relatively undeveloped.

### ***Successful Approaches to Overcome Information and Communication Barriers***

A new attitude towards information sharing needs to be instilled in the field. Information needs to be widely disseminated using all available resources, including staff meetings, conferences, public forums, and training programs. Organizations should proactively encourage representatives to share information openly with others in the field.

Communications tools such as newsletters, journals and brochures as well as electronic communications such as e-mail and the Internet should be utilized if accessible. Overall, information and communication among PVOs will increase cross fertilization of approaches, contribute to coordination and collaboration, and avoid duplication and unnecessary reinventions.



*Tom Tauras  
Project Concern International*

***Obstacle· Changing Donor Policies, Priorities***

Predictably, over the life of the Project, USAID, a principal donor, changed policies and funding priorities

Changes in donor priorities did not always reflect the needs of local populations Changes in donor policies took U S and local PVOs by surprise and left them in relatively vulnerable funding predicaments As a result, many PVOs felt deceived

***Successful Approaches to Accommodate Changing Donor Policies, Priorities***

Donors and PVOs must develop open lines of communication based on mutual trust and respect NGOs should monitor donor trends and come to expect changes in policy and funding priorities NGOs should remain flexible, ready to negotiate and accommodate changes

NGOs should be in constant communication with funders to inform them of the shifting needs of the populations they serve

To the extent possible, NGOs must make plans to diversify sources of funding, and diminish donor dependency NGOs should address the sustainability challenges from the outset



*Monika Janikova American Jewish Joint Distribution Committee and James Rose USAID Hungary*



### ***Obstacle Unsupportive Political and Legal Environments***

As countries struggle to institute democratic systems, civic organizations, particularly NGOs, remain largely misunderstood and unsupported

NGOs had difficulty working with political and legal institutions which were usually indifferent and at times suspicious of their work. In many countries, laws regarding the nascent NGO sector either do not exist or constantly change, understanding current policies and an organization's legitimate rights and responsibilities can be difficult.

### ***Successful Approaches to Address Unsupportive Political and Legal Environments***

U.S. and local NGOs must establish meaningful relationships with the local political and legal sectors. This may imply sharing information regularly, educating and promoting the cause, and involving officials as stakeholders in planning and implementation of programs.

All NGOs should seek clarification and information about their legal rights and responsibilities in order to survive in a transitional society.

Moreover, NGOs should organize in order to influence government; organizations should seek to enact laws that support the non-profit sector. NGOs should recognize that this challenge usually exceeds the domain of any one single organization, thus the need for collaboration and coordination of efforts.

Additionally, in new democracies, citizens may be unfamiliar with their opportunities to participate in the political process to ensure that their needs are met. NGOs can play a vital role, educating the public in how to exercise their rights and impact policies that will improve their lives.

### ***Obstacle Economic and Financial Challenges***

High inflation and declining buying power throughout the region meant stretching budgets and cutting back on service delivery in many Eastern and Central European nations. The economic shifts made financial planning difficult.

Due to underdeveloped banking systems, financial transactions which would have been routine in the United States led to time-consuming and costly delays.

Local NGOs were not adequately prepared to be sustainable following USAID's withdrawal.

NGOs did not plan for sustainability.

High poverty rates and a low standard of living made it difficult for NGOs to raise funds locally. Philanthropy was not a common practice during Communism when the state was expected to meet people's needs.

### ***Approaches to Address Economic Challenges***

Rapid and unexpected increases in the prices of goods and services that NGOs must buy are unavoidable. Participants indicated that close monitoring of the situation, being always ready to reorganize priorities and cut programs where necessary, is the best response. Whenever possible, budgets should be adjusted to compensate for inflation fluctuations.

Several participants admitted their occasional use of "creative financing" to mitigate the effects of inflation. However, it is important that NGOs avoid undue financial risks or break local or American laws. NGOs have a moral responsibility to avoid risky or unlawful financial situations. Inflation, and its related problems, should be clearly articulated to donors and staff.

All NGOs must plan for sustainability from the outset. Strategies such as cost recovery mechanisms, user fees and transition from government to private funding should be part of the initial project design.

Plans for financial sustainability often elude nonprofit organizations. NGOs should consider hiring a fundraiser, when affordable, since other staff are unlikely to have the time, interest or ability to raise money. NGOs must plan for the transition from government to private funding.



### ***Obstacle Different Approaches to Training***

Local partners often lacked the skills needed to manage projects, particularly at the initial phase of the programs. Training played a critical role in developing the local capacity to conceptualize and manage programs.

Training styles tended to differ between a more informal approach used in the United States and a more structured format in Eastern and Central Europe. As a result, local partners often felt inadequately trained without formal classes or workshops. On the other hand, the Americans thought they were providing a most valuable form of training—learning on the job. They were surprised to learn that their partners felt slighted.

### ***Successful Approaches to Impart Effective Training***

The transfer of skills and the development of local institutional capacity are key contributions of U.S. PVOs to the developing world, training and technical assistance are central strategies to development.

To impart skills effectively, begin the training at the level where local partners are, conduct a needs assessment of trainees.

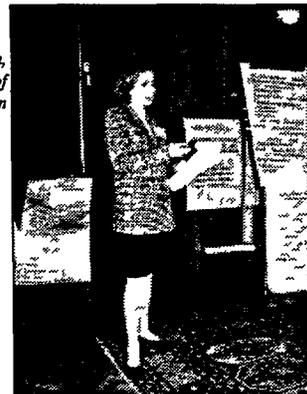
Clearly and formally communicate the purpose of the training. To address cultural differences and meet local expectations, begin with more structured training, use more formal approaches and settings. Once the right training context has been created, phase in more practical, hands-on training methodologies.

Use evaluation tools to regularly assess progress and impact of training.



*Tahana Goldner  
Holt International*

*Susan Levin,  
a facilitator of  
the CAII's Team*



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***GUIDELINES FOR FUTURE PROJECT DESIGN AND  
IMPLEMENTATION***



## ***Guidelines for Future Project Design and Implementation***

The Capstone Workshop provided a unique opportunity to capture the reflections and contributions of a group of social service professionals with varied backgrounds, experiences and expertise. Their collective voice offered valuable suggestions for planning and implementing projects in the future. While these guidelines evolved out of the Eastern and Central European context, they can be applied as sound project management principles to other projects based on cross-cultural partnerships.

Working in small groups, participants identified practical guidelines for successful project development. The following list summarizes their recommendations.

### ***Conduct formal needs assessments before starting a project***

Participants stressed that a comprehensive needs assessment is critical to determining appropriate design or adaptation of a project to the local environment. From the beginning, local people who will be stakeholders in the program should be involved in planning and conducting the needs assessment. Based on the assessment, clear and realistic goals, objectives and strategies should be based on reasonable budgets and time frames.

### ***Develop Partnerships with NGO counterparts, local communities, governments and other NGOs***

Relationships built on mutual trust and respect foster partnerships across cultures. Involve partners in the planning process early as possible and be receptive to their recommendations and input. If they will be involved and impacted by the project, they have a large investment in its success.

Additionally, local partners can offer valuable insight into the cultural context of the community. By identifying, involving and strengthening local partners, the project is more likely to sustain itself after the donor leaves.

Developing partnerships is especially important in Eastern and Central Europe where networks are underdeveloped. NGOs should build partnerships and collaborative relationships with other NGOs as well as government agencies and communities early in the project implementation process.

***Maintain effective communications***

Participants emphasized the need to keep channels of communication among those involved in the project. Information should be shared between partners and not withheld. In addition to partners, communication should be established and maintained with the local communities, media, local governments and donor agencies.

***Incorporate a public relations and community relations plan***

Throughout the region, the role and purpose of NGOs are often misunderstood. Governments tend to be suspicious of and threatened by organizations that are trying to change the current environment. Public officials may fear that NGOs are trying to usurp their power.

Effective public relations efforts can clarify the true mission and goals of NGOs for officials and the public. Such campaigns can build recognition and support for the program which may help to attract public support after donor funding ends. Publicizing success stories with a human face will touch people positively.



*Mircea Radu Lapusan,  
World Vision/Romania*



*Tatana Goldner of  
Holt International  
and Leslie Mancuso  
of Project HOPE*

### ***Strengthen local capacity***

The selection of partners is a process that merits attention, and requires time and energy

By working closely and substantively with local partners from the beginning, skills and knowledge will be more easily transferred and adapted. The learning process works both ways, this fact should be acknowledged from the outset. Parties should not make unsupported assumptions about another's abilities and needs.

When and where needed, training and technical assistance support should be provided, technology transfer and local capacity development are important project contributions.

Local staff should be trained in American-style management, communication and financial practices that are adapted to work in the Eastern and Central European context. Similarly, U.S. professionals should be knowledgeable of and sensitive to the local context.

When feasible, U.S. PVOs are encouraged to methodically delegate responsibilities to local institutions, this will build trust, develop local capacity and contribute positively to the potential for institutionalization and sustainability of projects.

More practically, clarity in human resource and personnel policies and procedures, clear job descriptions, and overall, clarity in procedures, prevent misunderstandings.

### ***Design projects for sustainability***

If NGOs are to be sustainable over the long term, they must address the issue from the outset. Sustainability is rarely achieved under pressure, when the end of donor funding looms in the short term.

To be sustainable, NGOs must develop and implement a solid strategy that may include a plan for diversification of funding sources and a fundraising program. At the core of sustainability is the ability to generate local funding and develop fee-for-service mechanisms within the populations served. Professional fundraisers may be hired to identify potential sources of support and solicit funds.

In addition to funding issues, sustainability also entails dedication, commitment and expertise. Local partners should be prepared and trained to take over management once the American counterparts leave.

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***FUTURE DIRECTIONS***

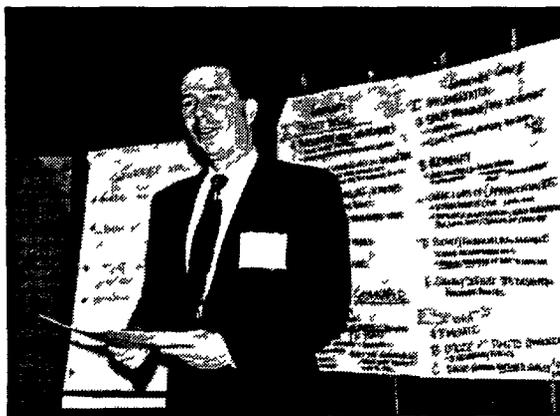
### ***Future Directions***

The PVO Humanitarian Development Initiatives Project has come to completion with an impressive record of accomplishments. The Project was successful despite difficult odds. Without proven procedures in place, and with few assurances, USAID and its partners ventured into uncharted territory. The pioneering work of committed individuals and institutions paid off in a multitude of ways.

Despite the conclusion of the Project, PVOs are continuing their presence and work in the region. Some PVOs have already transitioned successfully towards types of sustainability and local association that will allow for their continued growth and transformation. Other PVOs are finding new means and approaches to continue their missions.

PVOs, that have been firmly established as a result of the Project, now, more than ever, will play a critical role as an alternative to, a complement to, a training ground for, a worthy investment of resources in, and even a replacement for some services usually provided by governments at the local level. By exercising this preeminent role, NGOs become the catalysts of individual initiative, and a fundamental contributor to the creation of a more civil and democratic society. The NGO sector, then, becomes a constructive force in transforming Eastern European societies.

The Project continues to provide important services. The partnerships formed and the models of collaboration developed are also substantive and lasting project accomplishments. USAID can take pride in having initiated, restored, rebuilt, and energized this effort in a region that had neglected this sector for almost two generations. With the continuation of the PVO network, the re-creation and future of Eastern European civil society hold promise.



*Thomas Cornell,  
USAID Representative  
to Hungary*



## *APPENDICES*

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***APPENDIX A • PVOS THAT PARTICIPATED IN THE PROJECT***

**APPENDIX A. PVOS PARTICIPATING IN THE PROJECT**

AID TO ARTISANS  
AMERICAN COMMITTEE FOR AID TO POLAND  
AMERICAN JEWISH JOINT DISTRIBUTION COMMITTEE  
AMERICAN ORT FEDERATION  
BROTHER'S BROTHER FOUNDATION  
CATHOLIC RELIEF SERVICES  
CHILDHOPE  
CITIZENS DEMOCRACY CORPS  
DELPHI INTERNATIONAL  
FEED THE CHILDREN  
HOLT INTERNATIONAL CHILDREN'S SERVICES  
INTERNATIONAL EYE FOUNDATION  
NATIONAL ASSOCIATION OF SOCIAL WORKERS  
NATIONAL TELEPHONE COOPERATIVE ASSOCIATION  
OPERATION BLESSING  
OPERATION SMILE INTERNATIONAL  
OPPORTUNITIES INDUSTRIALIZATION CENTERS INTERNATIONAL  
POLISH AMERICAN CONGRESS CHARITABLE FOUNDATION  
PROJECT CONCERN INTERNATIONAL  
PROJECT HOPE  
SUPPORT CENTERS INTERNATIONAL  
TECHNO SERVE  
WORLD ASSOCIATION OF CHILDREN AND PARENTS  
WORLD VISION  
YOUNG MEN'S CHRISTIAN ASSOCIATION  
UNICEF

***APPENDIX B. WORKSHOP PARTICIPANTS***

**"Learning From Success"**

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Appendix C      About Creative Associates International, Inc ,  
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Creative Associates International, Inc (CAII), a is a Washington, DC-based women- and minority-owned private professional and technical services firm The company specializes in transition management Incorporated in 1979, CAII has long a record of successful project design, implementation, and management

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