Fall 1986 Issue No. 1

IMPACT

Management Resources for Private Voluntary Organizations

Private Agencies Collaborating Together 777 United Nations Plaza, New York, NY 10017 (212) 697-6222

ORGANIZATIONAL DEVELOPMENT

Managing the Non-Profit Organization (International Edition)

Managing the Non-Profit Organization is a practical guide with wide applicability. This comprehensive manual, originally developed to meet the needs of Canadian managers of non-profit organizations, is directed at international development organizations. It includes chapters on basic management principles, financial management, managing people, marketing, leadership and working with groups and boards. Each chapter concludes with a series of exercises designed to identify the key characteristics of an organization, its various functions, and its performance. A special section addresses cross cultural issues. The manual has been field tested in Africa, Asia, and the Caribbean, and is currently being adapted for use with grass roots organizations in Senegal.

Dear Colleagues,

Welcome to the first issue of IMPACT. IMPACT is a publication of, by and for the PVO community. Its success will depend on your coming to know, use and contribute to IMPACT. IMPACT will provide information on management resources, capabilities, and services within or available to the PVO community. We plan to do this through articles on topics of PVO interest and through accounts of individual PVO experiences with a variety of organizational issues.

Please read each issue—and see that others on your staff see it. Also help us and fellow PVOs by giving us your comments and your contributions. We hope to hear from you often.

Sincerely,

Thomas R. Byrne
Executive Director

Managing the Non-Profit Organization may be purchased for $50.00 (Canadian), plus postage. *To order, or request more information contact:* Manitoba Institute of Management, 193 Sherbrook Street, Winnipeg, Manitoba, Canada R30 2B7, (204) 786-5401. The manual has been adapted and translated into French by a Canadian NGO, Le Groupe, 201 rue Roy, St. Lambert, P.Q. J4R 2H9, Canada. Contact them directly for availability and price information.

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NGO Management Network and Newsletter

Thirty NGOs met in Geneva in February 1986 to discuss NGO/PVO management and training needs. The NGO Management Network and the newsletter **NGO Management** grew out of this meeting. The Network brings together NGO managers and trainers to assess management services currently available, and identifies NGO management capabilities and areas needing improvement. The focus will be on grassroots organizations in developing countries.

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GOVERNMENT UPDATE

USAID's Congressional Presentations for Fiscal Year 1987

PVOs submitting proposals to the U.S. Agency for International Development (AID) for specific countries and sectors may want to consult the AID Congressional Presentation for 1987 to ensure overall proposal "fit" with AID priorities. The Congressional Presentation (CP) for FY'87 is AID's current budget request to Congress.

The CP is divided into 8 volumes. The Main Volume is organized in two parts and spells out the overall request, other programs (eg. PL480), special issues and a summary of regional programs. The next 3 volumes are the detailed descriptions of the regional programs. The last three volumes are on centrally funded programs, trade and development programs, and international organization programs.

The cost for the full 8 volumes is $186.00 (order number PB86 167392). Individual volumes can be purchased at the following rates.

	Price	*Order Number*
Main Volume, Part I	$ 52.95	PB86 167 392
Part II	11.95	PB86 167 400
Africa	40.95	PB86 167 418
Asia/Near East	34.95	PB86 167 426
Latin America	34.95	PB86 167 434
Centrally Funded Programs	22.95	PB86 167 442
Trade and Development	9.95	PB86 167 459
International Organizations	9.95	PB86 167 467

Write: National Technical Information Service (NTIS), Department of Commerce, Springfield, VA 22161, (703) 487-4600.

Government Per Diem for New York and Other Cities to Increase

Effective July 1, 1986, per diem allowances for travel within the coterminous United States (CONUS) under the United States Federal Travel Regulations (FTR) have changed. This revision at last recognizes the reality of certain high rate cities, and the difficulties with the previous maximum per diem of $75. Per diem for travel within CONUS is now computed on the basis of a *lodging plus* system.

Under this system, the per diem for each travel day is established on the basis of the actual amount the traveler pays for lodging, plus a prescribed allowance for meals and incidental expenses (M&IE), the total not to exceed the applicable maximum per diem rate. FTR provides a list of cities within CONUS which are designated as high cost areas. For example, New York City per diem is $126, Los Angeles $110, Washington, DC $112, Boston $108 and Dallas $93. Maximum rates for each city are intended to reflect actual lodging and M&IE costs. An extensive list of cities and their revised per diem rates is available. Any city not appearing on the CONUS list has a maximum rate of $50. The FTR outlines these changes and other rules and is detailed in explaining how travel expenses should be documented.

The text is available from Mr. Srinivasan, Agency for International Development, IRM/PE, ROOM 708, SA12, Washington, DC 20523. The publication is entitled **Travel & Transportation Handbook 22.** When requesting, you must state what grant, contract, or cooperative agreement your organization is working under. ♦

ORGANIZATIONAL DEVELOPMENT (continued)

NGO Management *(from page 1)*

The Network publishes a quarterly newsletter, maintains a documentation center, holds meetings and seminars, and provides technical assistance to regional coordinating committees.

The first edition of the newsletter, *NGO Management*, is now available. The newsletter lists Network activities, coming events, current programs, and resource materials for each of six regions. *NGO Management* is a forum to share information, programs, and management services.

NGO Management is available through the International Council of Voluntary Agencies, 13 rue Gautier, Geneva, SWITZERLAND. The newsletter is currently free to PVOs and NGOs. ♦

IMPACT: Management Resources for Private Voluntary Organizations features articles on organizations, publications, workshops, and seminars available as management resources to the PVO community. *IMPACT* is published by PACT (Private Agencies Collaborating Together). PACT needs the suggestions and contributions of IMPACT readers. Please send copies of new studies or publications, comments, questions and announcements to Editor, *IMPACT*, PACT, 777 United Nations Plaza, New York, NY 10017, (212) 697-6222. Reproduction is permitted with proper acknowledgment.

FINANCIAL MANAGEMENT

The Association of PVO Financial Managers—Workshop and Seminar Reports

Eight years ago organizations and individuals interested in financial management of non-profits formed the Association of PVO Financial Managers (APVOFM). The Association was formed to help financial managers meet the demanding array of situations that they encounter on the job. By working together, members improve their skills and expand their knowledge. APVOFM sponsors workshops and seminars on a wide range of issues relevant to financial management of PVOs.

The Association has recently released two workshop reports. **"Regulatory and Oversight Agencies,"** based on a workshop held in January, 1986, covers many aspects of financial accounting and accountability for PVOs. One of its most important topics is the model for uniform reporting for all nonprofits devised by the Financial Accounting Standards Board (FASB). FASB's conceptual statements, the bases used for setting standards, are also discussed. The latest release is **"Indirect Costs and Overhead Rates,"** based on a workshop held in June, 1986. The report discusses both basic concepts and more sophisticated issues. In addition, a report on the recently held computer workshop will be available shortly.

Workshop reports are free to Association members and $10.00 for non-members. *For these reports, membership information and a complete list of publications, write* APVOFM, c/o Alison Smith, PACT, Inc., 777 United Nations Plaza, New York, NY 10017, (212) 697-6222.

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Indirect Cost Resource Publications

Overhead is always a lively topic. As USPVOs increasingly work with local PVOs around financial management issues, the subject of overhead remains timely and timeless. Practical information on developing overhead rates is scarce, and that directed to local PVOs even more scarce. The following two references may help to fill the information gap.

- **Indirect Costs: A Guide for Foundations and Non-Profit Organizations**

  This 1986 report is intended to bring greater understanding to the policy issues associated with indirect costs. It examines a range of foundation and non-profit concerns, practices and policies regarding indirect costs. The guide is based on extensive interviews with representatives of grantmaking and grantseeking organizations. The guide develops a common conceptual framework for understanding indirect costs and provides guidelines for presenting and reviewing indirect costs in proposal budgets. A checklist is provided that helps minimize the misunderstandings that arise when discussing indirect costs. Sections include: Defining and aggregating indirect costs, allocating indirect costs, and indirect costs in proposal budgets.

  Indirect Costs can be purchased for $4.00 from Rand Publication Series, 1700 Main Street, P.O. Box 2138, Santa Monica, CA 90406-2138.

- **Los Costos Indirectos en Programas Sociales**
  (Overhead Costs for Social Programs)

  This workbook is the product of a recent seminar (1986) for Ecuadorian non-profit organizations on the subject of overhead costs in social programs. Written in Spanish, it covers such topics as the history of overhead costs, cost principles, allowable and unallowable government costs, overhead rate formulae, proposals and agreements, and a model chart of accounts. The workbook was developed by Fisken and Company in cooperation with Fisk and Associates, an international management consulting firm, and builds on the author's ten years' experience conducting overhead workshops for USPVOs. The workbook can be purchased for $25.00. *Contact* Fisken & Company, 1808 Tea Street, NW, Washington, DC 20009, (202) 462-9102. ♦

Coming Next Issue:

- *Use of Computers in Developing Countries*—What to use when—and how to get support.
- *The Single Audit Concept*—The U.S. Government's increasing reliance on independent audits.

PERSONNEL

Recruitment and Resources

At a loss when called by jobseekers and your organization has no openings? These three resources may prove useful:

• **AMIDEAST,** a non-profit educational, training, and research organization dedicated to human resource development in the Middle East and North Africa has redesigned and expanded MATCH (Mideast-America Talent Clearing House)—a talent database intended to connect employers and jobseekers for employment opportunities in the region. Fields such as business, government, education, and development for both long-term and short-term assignments are represented in MATCH. Registration for MATCH's Directory of Talent is free to individuals who seek permanent or temporary assignments. Employers receive unlimited access to all MATCH registrants for an annual fee. *Contact* Caroline K. Hollister, MATCH, AMIDEAST, 1100 17th Street, NW, Washington, DC 20036, (202) 785-0022.

• **The Overseas List: Opportunities for Living and Working in Developing Countries**

Recently updated (1985), *The Overseas List* is a comprehensive guide to the many ways U.S. citizens can work in developing countries. While focusing on the notion of (Christian) service, the book provides an overview of international employment and study possibilities. It includes sections on Private Development Assistance, Church Missions, Study and Tourism, Teaching and Journalism, International Organizations, U.S. Government, and Private Business. The book's index is cross-referenced by activity, country, and organization.

The Overseas List costs $11.95 and can be ordered from either Augsburg Publishing House, Box 1209, Minneapolis, MN 55440, (+$1 mailing charge); or Bread for the World Educational Fund, 802 Rhode Island Avenue, NE, Washington, DC 20018 (+$2 mailing charge).

(Continued on page 5)

COMPUTER CORNER

PVO use of computers has changed dramatically in the last six years, almost as dramatically as the changes in the technology itself. Information on computerization specifically for *non-profit* organizations has been elusive. Finally someone has recognized the distinction and has written comprehensive publications on the subject, including *software* appropriate for non-profits.The Public Management Institute (PMI) offers the following computer resources for non-profit organizations.

Computers for Nonprofits is a manual designed to assist non-profit organizations which are considering computerizing for the first time, or upgrading their current computer facilities. It helps an organization decide which computer to purchase, decide whether to upgrade, or work with an outside computer service bureau. The manual features a glossary of computer terminology and a systematic procedural framework. A seven step model is presented, that covers long range planning, feasibility studies, requests for proposals, selecting a vendor, contract negotiations, managing detail specifications for programs, and conversion/implementation. The final section discusses the use of consultants. The price is $49.00.

PMI has also recently released the third edition of **Computer Resource Guide for Nonprofits.** This guide addresses computer software *and* provides information on who funds or can donate computer equipment. Volume I (Software Directory) lists over 300 software programs *designed for and used by non-profits.* It notes specific applications, compatible hardware, product features, how long the software has been used and what types of organizations have used it. Three major types of software are profiled: fundraising, financial, and constituent services. Volume II (Funding Resource Directory) profiles 200 foundations, corporations, and government agencies that make grants for computer needs. Find out who to talk to, which organizations have received funds, and eligibility requirements. The volumes are available separately for $95.00 or as a set for $175.00.

For more information, write Public Management Institute, 358 Brannan Street, San Francisco, CA 94107, (415) 896-1900. ♦

PERSONNEL—(continued)

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• **Project Concern**—*Health Professionals Talent Bank*

OPTION, an affiliate of PROJECT CONCERN, is a non-profit placement service directing health professionals into areas of medical need worldwide. OPTION is committed to recruiting health professionals for those organizations that do not have Government funds and can't afford to do a thorough job on their own. There is no charge for this service to facilities such as clinics or hospitals serving poor populations who have limited resources to recruit; clinics or hospitals serving minority groups; remote health care facilities which have difficulty recruiting health care personnel; non-profit programs located in underserved areas of Appalachia or an American Indian reservation; programs located in developing countries.

OPTION has about 3,000 health educators, physicians, dentists, nurses, hospital administrators and other allied health professionals on file. They offer short- and long-term assignments ranging from several weeks to several years, and provide volunteer and salaried health care professionals. OPTION publicizes specific opportunities in a bi-monthly newsletter.

For further information, write: OPTION, P.O. Box 81122, San Diego, California 92138.

* * *

Need A Consultant?

Sooner or later most organizations feel the need to hire a consultant. Although the need may be straightforward, there is no one truth or set of definitions that hold to describe consultants or their relationship to the client. There is no agreed upon formula that will guarantee top performance from consultants everytime they are used.

Hiring a consultant should be approached as systematically as if you were hiring a full-time, permanent staff person. A good checklist approach would be to ask the following questions:

1. How do I know that I need a consultant?
2. What kind of consultant do I need?
3. How do I find one?
4. How do I find the right one—is this consultant any good?
5. How do I know that what the consultant charges is appropriate to his/her expertise and my need?
6. How do I work with a consultant so that we both know the expectations?
7. What should a consultant contract include?

Managing a consultant successfully requires attention to the following:

- clarifying mutual expectations at the outset
- looking for a balance of expert or technical skills *and* human relations skills
- investing management time in the consultant and actively supporting his/her efforts
- maintaining a flexible attitude toward the consultant's assignment and willingness to modify it as new information arises
- preparing the organization for supporting and working with the consultant
- expecting results and accepting management's responsibility to work for those results with the consultants
- respecting and understanding the consultant's ethical positions
- sensing, and maintaining a sense of, trust in the relationship.

These and other aspects of using consultants are extensively discussed in **Using Consultants: How to Identify, Hire and Manage Them,** a paper written specifically for PVOs under the sponsorship of the Personnel Coop and in conjunction with the New TransCentury Foundation. One of its chapters provides greater understanding about the wide range of daily rates being charged and why and helps demystify how a consultant sets a daily rate. This 42 page paper costs $10 and is available from The Personnel Co-op, c/o PACT, Inc., 777 United Nations Plaza, New York, NY 10017, (212) 697-6222.

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PVO Salary and Benefits Survey 1986 Now Underway

For over ten years PACT has facilitated a survey of salary levels of staff within USPVO headquarters. The survey has grown from statistics on ten organizations to well over 40 groups. There is no other regular source of PVO-specific salary and benefits information available. Over the past three years, the survey has been co-sponsored with the Personnel Co-op.

The PACT/Co-op survey enables you to compare jobs in your organization with the same or similar ones in others. Those contemplating a salary policy revision or undergoing a comparability study will find this information invaluable. Don't miss out on the survey outcome—to receive the results you must participate. So, SIGN UP NOW!

Contact: Personnel Co-op, c/o PACT, Inc., 777 United Nations Plaza, New York, New York 10017. ♦

CALENDAR

Oct. 9, Chicago, IL *Oct. 23, Detroit, MI* *Oct. 30, Atlanta, GA* *Nov. 6, 13, 20, Various* *Dec. 4, 11 Locations*	**Job Analysis—Job Evaluation: How to Establish Pay Relationships** The Institute for Personnel Development 2401 Jackson St. San Francisco, CA 94115 (800) 227-0804 $295
Oct. 19-24, Winnipeg, Manitoba	**Managing the Non-profit Organization (with an international focus)** Manitoba Institute of Management 193 Sherbrook Street Winnipeg, Manitoba R30 2B7 (204) 786-5401
Oct. 20-22, Annapolis, MD	**Project Design and Implementation: Women as the Key to Successful Projects** Co-sponsored by PACT and InterAction InterAction 2101 L Street, NW Suite 916 Washington, DC 20037 (202) 822-8429
Oct. 30, D.C.	**Financial Management for Program People** PACT, Inc. 777 United Nations Plaza New York, New York 10017 (212) 697-6222 $75
Nov. 3-5, Annapolis, MD	**Making Connections: A Critical Challenge for Development Education** Agency for International Development For more information, contact: Carol Pearson The Pragma Corporation 116 East Broad St. Falls Church, VA 22046 (703) 237-9303 Conference Registration FREE
Nov., Dec.	**Assessing the Cost-Effectiveness of PVO Projects** PACT in conjunction with Robert R. Nathan Associates PACT, Inc. For more information, contact PACT (see above) $75

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The Single Audit Concept: How It Applies to PVOs

The purpose of this article is to shed some light on a topic of current discussion within the PVO financial management community: the Single Audit Concept. While there is much interest from both A.I.D. and the PVO Community in Single Audits, there is also a lack of basic written information on the practical application of the Single Audit Concept as it pertains to PVOs. Hopefully this article will provide some basic data on how PVOs should deal with this subject.

INTRODUCTION

This article begins with a general historical background of Single Audits, provides some operational definitions and discusses A.I.D.'s history with Single Audits. This is followed by important considerations in the Single Audit process. Lastly, additional written and human resources dealing with the Single Audit are provided.

This article is *not* an exhaustive treatment of the subject. However, it is a start at providing written conceptual and practical guidance to PVOs as they approach the Single Audit process.

GENERAL HISTORY

The Single Audit Concept is not new to the Federal Government; it actually dates back to the mid-1960's. However, it was not until 1984 that the Single Audit Act was finally passed. The Act specifically relates to the audits of State and Local Governments and does *not* deal with the auditing of PVOs. However, this experience with the auditing of State and Local Governments is extremely useful to the PVO community for two reasons.

First, PVOs can learn about the problem areas faced by having non-government auditors perform audit work on behalf of the Federal Government. Second, there are indications that down the road the U.S. Congress may pass a Single Audit Act that covers PVOs. There is at present an attempt to develop legislation for the Single Audit of Institutions of Higher Education.

OPERATIONAL DEFINITIONS

Developing an appropriate definition of what a PVO Single Audit means is difficult at best. Since the Single Audit Act of 1984 deals only with the auditing of State and Local Governments, definitions contained in that legislation are inappropriate.

Some PVOs interviewed for this article consider the Single Audit to mean that one Federal agency is responsible for auditing all of a PVO's government awards. This approach is really more properly defined as the *Cognizant Government Audit Agency* system, whereby one government agency (typically the one providing the largest dollar amount of Federal funds) is responsible for auditing all of the PVO's Federal funds. For many PVOs their Cognizant Government Audit Agency is A.I.D., even though the PVO may receive funds from other Federal agencies such as USIA, HHS, etc.

Representatives of A.I.D.'s Inspector General's Office provided the most practical definition of the Single Audit Concept for PVOs. They defined Single Audit for PVOs as *an OMB Circular A-110 Audit*. Therefore the rest of this article will use the term **A-110 Audit** in lieu of the phrase **PVO Single Audit.**

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GOVERNMENT UPDATE

A.I.D. Center for Development Information and Evaluation (CDIE)

A wealth of information is at your fingertips.

PVOs can access a broad range of project documents, evaluations, technical reports, feasibility studies, publications and more through the Center for Development Information and Evaluation. CDIE's computerized Development Information System (DIS) provides access to abstracts of over 45,000 documents for more than 6,000 projects. CDIE's staff will produce syntheses of A.I.D. experience, literature reviews and information packages in response to specific requests. Its library provides a series of specialized services to users, including reference assistance and technical data base searches.

CDIE was established in July, 1984 in A.I.D.'s Bureau for Program and Policy Coordination to strengthen A.I.D.'s information, statistical analysis and evaluation operations. CDIE functions include:

- Program and Policy Evaluation
- Development Information Research and Dissemination
  - computerized maintenance of A.I.D.'s project documentation
  - A.I.D. Library and reference service
- Evaluation Applications
- Publications
- Economic and Social Statistics Analysis.

CDIE welcomes requests for technical services or development information by letter, cable, telephone, or personal visit. To receive a brochure describing CDIE services in detail and where to call or write for each different service contact PPC/CDIE, U.S. Agency for International Development, Washington, DC 20523.

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Federal Government Changes Hours-in-a-Year Computation

In FY'86, the Federal Government returned to computing salaries based on a 2,087-hour year. Standard government computation in the past had been based on a 2,080-hour year (52 weeks/year x 40 hours per week). A seven-hour annual reduction was temporarily imposed by Congress for several years until April 1986 when the Consolidated Budget Reconciliation Act of 1985 legislated 2,087 as the official government standard. The new law instructs government agencies to base their payroll on 2,087 annual hours as opposed to 2,080. For a fully employed federally paid worker this means an approximate reduction of $.20 a week.

The seven-hour reduction will have little, if any, impact on PVOs with Federal funding, since most PVO employees are salaried, and an hourly pay computation may not be relevant.

Although there has been no official guidance to A.I.D.-funded PVOs on this topic, PVOs who do compute payroll on an hourly basis and are concerned with the effect of the new computation may want to consult their contracting officer.

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Zip Code Update Available

The U.S. Postal Service will now help smaller mailers clean up their computerized mailing lists at no charge.

They'll accept floppy disks in popular formats with files of 350 to 50,000 names. They'll validate and correct five-digit ZIP codes, update the file to nine-digit ZIP codes, even standardize spelling, abbreviations and format for address, city and state.

For information and order forms, contact a local customer service representative, or write USPS Address Information Center, 6060 Primacy Parkway, Memphis, Tennessee, 38188-0001. ♦

NEXT ISSUE:

In *IMPACT's* first issue we announced an article on the use of computers in developing countries in the second issue. Space limitations precluded our publishing it this time. Look for it in the Summer Issue.

The Single Audit Concept (continued)

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A.I.D.'S HISTORY WITH A-110 AUDITS

PVOs receiving Federal funds are subject to the provisions of the Office of Management and Budget Circular A-110, entitled "*Uniform Administrative Requirements for Grants and other Agreements with Institutions of Higher Education, Hospitals and other Non-Profit Organizations.*" This circular has been around since 1976 and is presently being reviewed by the President's Council on Management Improvement for possible additional streamlining.

Attachment F to OMB A-110 provides *standards for financial management systems* of organizations which receive Federal funds. Although A-110 has been in existence for over 10 years, A.I.D. apparently has not made a concerted effort to require PVOs to comply with OMB A-110 Attachment F through the use of either the PVO's own internal auditors or the PVO's outside independent public accountants (IPA). Typically PVO compliance auditing for OMB A-110 has been performed by either A.I.D.'s audit staff or by A.I.D.'s delegate, the Defense Contract Audit Agency (DCAA).

It deserves mentioning that OMB A-110 Attachment F Section 2F deals with "determining the reasonableness, allowability and allocability of costs in accordance with the provisions of the applicable cost principles." For PVOs the applicable cost principles are found in OMB Circular A-122, titled *Cost Principles for Non-Profit Organizations*. Thus an A-110 Audit would encompass not only compliance with OMB A-110, but also with OMB A-122.

The historical pattern for PVO's has been to be involved in at least two audit processes. First, the PVO engages an outside IPA to attest to the PVO's overall annual financial statements. Second, A.I.D. or its delegate DCAA audits the PVO for A-110 compliance. While the outside IPA might do some A-110 compliance testing as part of its audit, the perception has been that the government auditors would eventually come in and be substantially responsible for A-110 compliance testing. The thrust of A.I.D.'s new approach would be to delegate A-110 compliance testing to either the PVO's internal audit staff or to the PVO's outside IPA. A.I.D.'s audit role for PVOs would change from being the auditor to being an audit reviewer.

A.I.D.'s interest in expanding the work scope of the outside IPA to encompass audit work historically performed by A.I.D. is not a new idea. In a May, 1980 Seminar sponsored by the Association of PVO Financial Managers, the concept of having the PVO's outside IPA perform certain activities on behalf of A.I.D.'s audit office was discussed. It now appears that the Inspector General's Office of A.I.D. is committed to the A-110 Audit being performed by the PVO's delegate: either the PVO's own internal audit staff or the PVO's outside IPA. Realistically most PVO's will choose to have the A-110 Audit be performed by the outside IPA rather than its own internal audit staff.

On June 5, 1986 A.I.D.'s Office of the Inspector General sent a "Dear Colleague" letter to the PVO community, informing PVOs that they were now responsible for A-110 Audits. The letter was accompanied by *A.I.D.'s Guidelines for Audits of Federal Awards to Non-Profit Institutions*, a detailed treatment of how to satisfy the audit requirements of OMB A-110. These Audit Guidelines, to a large extent extracted from the Department of Health and Human Services Guidelines, are what A.I.D. expects PVOs to follow when arranging for A-110 Audits.

It is the author's impression that A.I.D.'s Inspector General's Office is serious about enforcing the June 5, 1986 "Dear Colleague" letter mandating that PVOs undertake A-110 Audits. That office is planning a follow-up to the original "Dear Colleague" letter, for PVOs who have not adequately responded.

CONSIDERATIONS

There are at least three important areas of consideration regarding A-110 Audits: timing, cost and quality control.

1. Both PVOs and A.I.D. tend to be dissatisfied with the **length of time** it takes for A.I.D. or its delegate DCAA to audit a PVO. Two or more years may elapse after a PVO's fiscal year ends, before the government auditors arrive. During this hiatus, a cloud of uncertainty may exist in areas such as allowable direct project costs and allowable indirect costs. No PVO likes to leave such matters hanging for very long. Whatever the reasons, the lengthy time lag until the government audits a PVO appears to have become a pattern.

One way to deal with this delay is to have the PVO's IPA perform much of the government audit work as part of the IPA's Audit Scope of Work. Since the IPA comes in every year shortly after the PVO's fiscal year ends to deal with the PVO's financial statement audit, the time frame for assuring A-110 and A-122 compliance could be drastically reduced if the IPA could deal with compliance issues as part of the fiscal year end audit process.

The Single Audit Concept (continued)

(from page 3)

While an A-110 Audit performed by the IPA would presumably speed things up, should the IPA uncover material compliance issues—i.e., significant potential disallowances that need to be resolved—this could not only lengthen the A-110 Audit process but slow down the annual financial statement audit process as well. One could foresee a possible situation where the IPA either issues a *qualified* opinion or delays expressing an opinion on the financial statements until A-110 issues are resolved.

2. A second A-110 Audit consideration is **cost**, meaning who is going to pay for expanding the IPA's Scope of Work to encompass A-110 audit activity. Even though the A-110 work performed by government auditors has been late, it has not cost the PVO anything. The PVO might typically invest a lot of time dealing with the government auditor and might retrace ground already covered with the PVO's IPA, but the PVO did *not* have to pay for the government auditor's services.

A.I.D.'s present articulated position is that it will *not directly* pay for A-110 audits. The PVO can, however, assign these costs to its indirect cost pool. A.I.D. therefore pays for the A-110 audit work through the indirect cost rate it pays the PVO.

The PVO Controllers interviewed as background for this article had mixed reactions to the cost recovery strategy of A-110 Audits. One reported that the organization's IPA audit costs wouldn't necessarily go up substantially, since its IPA already did some A-110 work as part of the normal year end audit process. Another felt that IPA costs for additional work would rise significantly, as high as 50% more. Still another felt that since A.I.D. was a predominant fundor of the organization, it wouldn't matter if the A-110 work was paid for directly or through indirect cost rate recovery.

Some feared that their indirect cost rate would increase if they had to absorb additional audit costs, or that they would somehow end up subsidizing the difference. To another PVO, out-of-pocket cost was not the most important consideration. Speeding up the government audit process and avoiding dealing with two separate audits more than justified the additional costs for A-110 work. The cost issue seems to depend to a great extent on the particular circumstances of each PVO.

3. A third A-110 Audit consideration is **quality control.** Based upon the literature reviewed, the persons interviewed, and the author's own historical experience, *quality control* is the *most important consideration* in this whole A-110 discussion.

QUALITY CONTROL

While the A-110 audit is relatively new to A.I.D., there has been considerable history in having outside IPAs perform OMB Circular compliance work under the Single Audit Act of 1984. The results are devastating, approaching a virtual indictment of the IPA profession. The poor performance of IPAs in auditing recipients of Federal funds is painstakingly detailed in the October 1986 report prepared by the House Committee on Government Operations chaired by Jack Brooks of Texas. The report entitled "*Substandard CPA Audits of Federal Financial Assistance Funds: The Public Accounting Profession is Failing the Taxpayers*" should be read by every PVO Controller who thinks that all IPA firms will know how to do an A-110 Audit. The findings of this report include:

1. The frequency of substandard audits by certified public accounting firms is unacceptably high. An estimated *34 percent* of all audits of federal financial assistance funds performed by CPA firms fail to meet generally accepted government auditing standards. These poor quality audits seriously erode efforts to assure accountability in the use of the taxpayers' money.

2. Many CPA firms auditing federal financial assistance funds are unfamiliar with generally accepted government auditing standards.

3. When a CPA firm audits federal financial assistance funds under contract to a recipient, it has two clients—the recipient and the federal government. Many firms, however, view only the recipient as the client. The failure to understand the dual client relationship involved in such audits undermines the integrity of the audit process.

4. CPA firms face limited financial liability for performing substandard audits of federal financial assistance funds. As a result, some firms fail to put the same level of effort into governmental audits as they do "commercial" audits.

Chairman Brooks summarized the problem of poor quality CPA audits by stating that, "the public accounting profession is facing a crisis situation. Congress simply will not tolerate continued sloppy, unprofessional, substandard CPA audits of federal grant funds. Decisive, corrective actions are needed to dramatically improve the quality of these audits. Failure to achieve such improvements would force the federal government to reconsider its policy of relying on audits performed by CPA firms."

Persons interviewed in the course of preparing this article express a wide range of opinions concerning the perceived ability of outside IPA's to do quality A-110 Audits.

The Single Audit Concept (continued)

(from page 4)

There is some speculation that this shift in audit responsibility will cause more and more PVOs to drift towards Big-8 CPA firms, since the larger firms can afford to dedicate their resources to specializing in A-110 work.

There is concern about what a PVO can do to assure itself that its IPA firm knows what it is doing in an A-110 Audit. There was also a fear that an IPA may be unwilling to invest time and energy in becoming familiar with A.I.D.'s audit guides, OMB Circulars and A.I.D.'s Standard Provisions.

There is further concern that A.I.D. may not accept an IPA's A-110 Audit outright, and will come in anyway to do the government audit. Therefore there will still be audit duplication and the IPA audit will still cost additional money.

One PVO felt that since its audit firm is a Big-8 with a large client base it would not compromise its dual role of serving both the PVO and A.I.D. Another felt that with an expanded mandate its IPA would give the PVO a better audit, of at least the quality of an A.I.D. audit.

Still another was comfortable that since its IPA has worked with the PVO for a number of years, there is a consistency and understanding of the PVO which has a very positive payoff. DCAA, for example, tends to send in a different auditor each time, and knowledge of the organization is not cumulative or consistent.

What is worrisome, however, about the capacity of IPA's to do PVO audits in general and A-110 audits in particular is the glaring lack of specific training in fund accounting which accountants receive.

A few years ago the author had the privilege of sitting on the Washington, D.C. Board of Accountancy where he reviewed academic transcripts from all candidates wishing to become CPAs in Washington, D.C. Few CPA candidates had any substantial course work in non-profit accounting or government grant accounting. So, the appropriate PVO or even non-profit exposure appears to be picked up either on-the-job or through continuing professional education courses. It has been difficult enough for PVOs to find IPAs who could adequately audit a non-profit institution. Now PVOs are being asked to find IPAs who can handle OMB Circulars, A.I.D.'s Audit Guidelines, and A.I.D.'s Standard Provisions as well.

The author's impression is that A.I.D.'s Inspector General's Office has a realistic view of A-110 Audit quality control, viewing it as a long-term process. Some of the initial A-110 Audits performed by IPAs may be poor. However, the A.I.D. Inspector General's Office will perform quality reviews of A-110 audits conducted by IPA's to help assure A-110 Audit quality. Where appropriate, IPAs may be required to show their working papers to A.I.D. Over time the quality of A-110 Audits conducted by IPAs should improve.

The author strongly feels that the PVO can do some up-front work to help minimize the possibility that the A-110 Audit performed by its IPA will be unacceptable to A.I.D. The first thing the PVO controller should do is read A.I.D.'s Audit Guidelines. This publication details the specifics of an A-110 Audit. Second, give a copy of the A.I.D. Audit Guidelines to the PVO's IPA. Third, the Scope of Work to engage the IPA to perform the A-110 Audit should be developed, either as part of the annual financial statement audit process or as a separate activity. Only after both the PVO and IPA have studied A.I.D.'s Audit Guidelines, can a well thought-out Scope of Work for the A-110 Audit be developed.

Should questions arise or should clarification be needed regarding the Audit Guidelines, the A.I.D. Inspector General's Office has offered its assistance.

RESOURCES

The key resources for the A-110 Audit are A.I.D.'s Audit Guidelines plus technical backstopping from the Audit Liaison Officer at A.I.D., Tel. 703-235-9645 (telephone number as of publication date).

Additional people resources include:

1) Your outside IPA firm, particularly if it has had substantial experience in auditing government grants.

2) Other PVO Controllers who have engaged their IPAs to perform A-110 Audits. There is no official list, so you may have to call around.

Additional document resources are:

1) Brooks Committee Report, cited above.

2) Single Audit Information Service published by Thompson Publishing Group, 1725 K Street, NW, Suite 200, Washington, DC 20006, Tel. 202-872-1766, Attn: Kathy Dunten. There is a fee for this service.

3) OMB Circulars A-110 and A-122, available from the Government Printing Office.

4) Articles in *National Public Accountant* issues of July, 1986 and May, 1981 regarding the Single Audit. Contact NSPA, 1010 No. Fairfax Street, Alexandria, VA 22314, Tel. 703-549-6400.

5) Articles in *National Association of State Boards of Accountancy Reports* of December 1986 and November 1986 re Audit Quality on Government Grants. Contact NASBA, Tel. 212-490-3868.

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PVO Resource Profiles

Putting Practice into Theory . . . Technoserve

Technoserve, a private non-profit organization operating projects in Africa and Latin America, has initiated a publications program using their own field experience as a basis for analysis. Under the direction of Thomas Dichter, Technoserve's Replication and Dissemination Department is producing two serial publications designed to review the development process in the context of theory and current debates about what works and what doesn't.

The first series of publications, ***Findings***, are short papers that examine development principles and offer Technoserve's own and often strong position on certain matters. The second series, ***Case Studies,*** are longer, more detailed examinations of specific projects or sectors based on Technoserve's own field experience.

Each of these publications will be produced four to five times a year. They are professional, well-written, and intentionally provocative. "Who Runs the Show?" asks one of its first ***Findings '86*** series. "To what degree are expatriates really needed? . . . One of the reasons many people are in this business is because they are attracted to overseas work . . . they enjoy the expatriate life, the fascination, the sense of purpose . . . To take that away would take the incentive away for some people." Greater self-awareness leads to improved program services, Technoserve would argue. Candid assessment of motivation, coupled with identified organizational need for American personnel, improves Technoserve's ability to distill a planned strategy for the transfer of responsibility to indigenous personnel—an acknowledged objective—"If we, in development, are really to be true to our original purposes . . . we are here to work ourselves out of jobs . . .".

The above is just one example of the style with which Technoserve plans to address many prevailing themes of current interest to development professionals. Other ***Findings '86*** papers include:

- Primer of Successful Enterprise Development (I) - 13 pgs.
- Primer of Successful Enterprise Development (II) - 18 pgs.
- Demystifying Policy Dialogue - 13 pgs.
- The Neglected Middle Scale - 14 pgs.

Case Studies average about 70 pages each. Available for purchase are:

- El Salvador—Plan de Amayo, An Agrarian Reform Workers Cooperative
- Ghana—AHK Ltd. Commercial Rabbitry - Starting a High Risk Enterprise in a Declining Economy

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CONCLUSION

The Single Audit Concept is obviously a new area to be followed closely over time. We encourage PVOs to share experiences with IMPACT, for publication in future issues. IMPACT will report new information on the subject as it becomes available.

Bernie Fisken, author of this article, is president of his own company in Washington, DC. Fisken and Company specializes in providing accounting, taxation and financial management assistance to Federally-funded organizations. He is a frequent consultant to PVOs on financial management issues.

FINANCIAL MANAGEMENT

Association of PVO Financial Manager's Update

The report of the Association of PVO Financial Managers' September, 1986 workshop on **Computers** is now available. The workshop report is free to Association members and $10.00 for non-members.

Also, FY '87 Association membership dues are now being accepted. Institutional memberships of $125 and individual memberships of $100 afford regular access to a vast array of financial training and information services not available anywhere else.

For more information on publications and membership write APVOFM, c/o Alison Smith, PACT, Inc., 777 United Nations Plaza, New York, New York 10017, (212) 697-6222. ♦

PVO Resource Profiles (continued)

(from page 6)

• Panama—Juan XXIII Cooperative - Development Assistance to a Large Community Based Enterprise

• Business Advisory Services to Small Enterprises and NGOs in Africa - Pluses and Minuses

Technoserve has intentionally used itself as the base of reference for most of the publications released thus far. As such the publications serve a two-fold objective: they act as an internal assessment mechanism for Technoserve -- are we doing what we say we're doing? If we are, is it effective? Secondly, by making them available to other development agents, it is hoped that they will stimulate extended dialogues based on shared experiences.

The 1987 ***Case Studies*** series is expected to focus on questions of effectiveness, perhaps revolving around such topics as cattle ranching in semi-arid land; savings and credit cooperatives; food vs. cash-crop farming. The ***Findings '87*** series will continue to be a combination of the philosophical and the pragmatic. It will question "buzz-words" such as the "private sector"—what does this mean? It will also challenge western approaches to management training—an enigma for Third World adaptation.

Case Studies may be purchased for $7.50 each; ***Findings*** are $3.00 each. *Contact* Technoserve, 148 East Avenue, Norwalk, CT., 06851. Or call (203) 852-0377.

***

PVO Cost-Effectiveness Analysis Field Manual . . . PACT

In December 1986, PACT published an 82-page "Cost-Effectiveness Analysis Field Manual" prepared by Robert R. Nathan Associates, Inc. under contract with the Office of Private and Voluntary Cooperation of A.I.D.'s Food for Peace and Voluntary Assistance Bureau.

The manual suggests different measures of project cost-effectiveness as an aid to determining and securing economic viability and sustainability of PVO projects. The three principal measures suggested in the manual are (a) costs in comparison to community resources, (b) the ratio of net benefits to costs, and (c) the ratio of per-unit costs. The manual and the workshops introduced these measures as tools available for adoption by PVOs within the context of their own evaluation and assessment systems. The methods covered in this manual must be understood as examples of *quantitative assessment* of PVO projects and are meant to complement, and not supplant, qualitative and participatory assessment approaches.

Copies of the manual are available through PACT at the price of $5.00 per copy; 5 or more copies cost $3.50 per copy. *Call or write* PACT at (212) 697-6222, 777 UN Plaza, New York, NY 10017.

***

Training Program in Information Resource Development . . . VITA

VITA (Volunteers In Technical Assistance) offers a training program in **Information Resource Development**. The program is specifically designed to provide organizations and individuals with the skills they need to establish or manage a specialized information-handling system, whether manual or computerized. It is a "hands-on" training program using computers and different library systems.

Participants receive training in how to establish, manage, and operate a specialized documentation center; skills in information storage and retrieval; developing and managing a skills bank; and using computers to manage information systems and services. For an additional charge, the program also offers basic document collections in such varied fields as agriculture, food processing, renewable energy, crafts, industry and labor, business, housing and construction, water supply and sanitation, transportation, environment and conservation.

The training is given in two sessions. Session I is in French and English. Session II is in Spanish and English. Each session is divided into two distinct units. Unit one is a practical two-week study of Documentation Center development, Technical Inquiry Service techniques, and Skill Bank development. Unit two provides one week of intense, hands-on experience in computerized information resources management.

The tuition cost for unit one is $850; for unit two is $500; combined tuition for both units is $1,100. For more information contact Brij Mathur at VITA, 1815 North Lynn Street, Suite 200, Rosslyn, VA 22209, (202) 276-1800. The next training session is scheduled for sometime in April or May, 1987. ♦

FUNDRAISING

Foundation Support: Beyond Grants to Investments

Increasingly, PVOs working in developing countries are adopting income-generating strategies, such as revolving loan funds, credit provisions, and even joint ventures. These approaches are used not only for entrepreneurship or business centered programs but also as a means to sustain community oriented programs in housing, health, education, and food production. The attention by PVOs to revenue generation by beneficiary groups suggests the potential relevance to PVOs of an alternative form of financial support known as the **"Program-Related Investment,"** or "PRI."

The basis for PRIs, and the experience to date with PRIs in domestic philanthropy in the U.S., are described and discussed in the Council on Foundations' 1986 publication **Program-Related Investments: A Primer.** This manual is intended to assist foundation executives and planners in determining whether and how to adopt PRI strategies as a means of leveraging and extending foundation resources. The manual is equally valuable to PVO planners and executives in devising foundation relationships which go beyond non-recoverable grants, particularly for programs with income-generating features.

The PRI mechanism for foundation support of charitable activities has been permitted under the Internal Revenue Code for some 20 years. Despite this, the mechanism has not been broadly used by the U.S. philanthropic community, and only a small number of foundations have, to date, used PRIs overseas. Principal among the international users of PRIs is the Ford Foundation; a leading example is Ford's use of the PRI device as support for the celebrated Grameen Bank in Bangladesh. The principal constraint to foundation use of PRIs overseas has been the real, or perceived, complexity of investing foundation resources in other countries. Thus, PVOs seeking to interest foundations in international PRIs will have to make a convincing demonstration of the PVO's capacity to manage the program for which the foundation investment is sought.

FORMS OF PRIs

The basic forms employed for foundation PRIs are:

- Direct loans;
- Equity investments; or
- Loan guarantees.

The most frequently used PRI is a loan, either secured or unsecured. Some foundations have provided PRIs as start-up bridge loans for newly-formed community groups, or as cash flow support for organizations with irregular government grant cycles. PRI equity investments are also used, although these necessarily entail a closer and longer-term relationship between the foundation and the non-profit organization. Loan guarantees are also common to enable non-profits to establish their own credit standing.

The PRIs can be formed either from the corpus of the foundation or from the earnings on that corpus. When a foundation makes an investment in a program-related activity from its corpus, the foundation is not expected (nor required by law) to realize the same return on investment which foundation management obtains from prudent deployment of foundation assets in stocks, bonds, or other commercial investments. Should a foundation's program-related investment not be repaid by the recipient, the loss then becomes charged to the foundation's grant budget.

In order for a foundation investment to qualify as a PRI, a charitable purpose—rather than income generation to the foundation—must be the primary motivation. In addition, no PRI can be made for the purpose of influencing legislation or political election.

The Council on Foundations' **Primer** cites an earlier (1984) Ford Foundation study entitled *Social Investing Through Program-Related Investments* with some 24 projects that have recently received PRIs, covering a variety of areas including job creation, land preservation, minority financial enterprise, housing construction and renovation, rural economic development and reforestation, social service programming, hospital remodeling, housing finance and educational facility construction.

While foundations often make program-related investments on a project-by-project basis, several intermediary PRI organizations have been established to serve as a consortium of foundation interests for purposes of processing PRIs. Noteworthy among these intermediaries are the Cooperative Assistance Fund in Washington, DC (which finances minority and community-based small enterprises), the Local Initiatives Support Corporation of New York which finances enterprises sponsored by neighborhood-based organizations, and the Community Cash Flow Fund of Denver, Colorado (which provides loan guarantees for small community non-profit organizations for cash flow and working capital purposes).

The Council on Foundations' **Primer** on PRIs is 126 pages, including Appendices, and is available for $25.00 from the Council on Foundations, 1828 L Street, NW, Washington, DC 20036, (202) 466-6512. A detailed bibliography, plus guide to institutions and individuals knowledge about PRIs, is appended to the *Primer*. ♦

TRAINING

HOW TO CONDUCT A DEVELOPMENT PLANNING AND MANAGEMENT WORKSHOP

A PVO-written training manual has recently been made available for purchase: ***How to Conduct a Development Planning and Management Workshop*** is a collaborative effort of the New TransCentury Foundation, the Overseas Development Office of the Episcopal Church (ECUSA), and the Adventist Development and Relief Agency. It grew out of several perceived needs. First, the collaborating agency authors felt that USPVOs (including themselves) needed and wanted to develop a home office capacity to organize and deliver training in how to plan and manage development projects for use with other home office or field staff. Second, they felt that USPVO overseas counterpart staff needed to develop a training capacity for use in training local staff or village organizations. The manual also resulted from a scarcity of training materials appropriate to both needs.

The structure of the training in this manual is experience-based, participative, using an adult learning model and learn-by-doing techniques. The manual introduces participants to the concept of development as a process and teaches skills that enable people to figure out how to plan and manage a development project in a way appropriate to their own situation and culture.

Sixteen individual sessions are described in the manual that together comprise a four-day workshop. Each session is broken down into a step-by-step recipe whose ingredients include: *Objectives, Rationale and Overview, Procedure, Additional Suggestions, Variations,* and *Materials*. Sessions revolve around respective **objectives**—to be shared with the participants. Session **rationale and overview** enhance the trainer's grasp of the specific situation with some suggestions of perceptions and expectations. Session **procedures** are just that—procedures to follow in which activities unfold to support the objectives at hand. Because not all situations can be predicted, nor participant expectations be the same, the authors include some **additional suggestions** and, when appropriate, session **variations** to discuss alternative possibilities. And finally, **support materials,** whether audio or visual, whether in the form of pens or handouts, play an important role in the success of information integration. The manual references support material necessary to complement each session and offers examples of prepared visuals.

The workshop model has been field tested with people from over 35 different countries and regions. The manual covers workshop methodology, trainer guidance, and course materials. It also includes its philosophical premise for a training of this sort, instructions on how to use it as a guidebook, and clearly stated workshop goals. The result is a workshop that is comprehensive not only in what its sessions cover and but also in how to prepare for them. A listing of session titles summarizes workshop activity:

Session 1	Welcome and Introductions
Session 2	Expectations
Session 3	Goals, Overview, Role, Norms
Session 4	Development Film and Discussion
Session 5	A View of Development
Session 6	Participant Experience with Development
Session 7	Creating a Philosophy of Development
Session 8	The Action Planning Model
Session 9	Data Gathering
Session 10	Problem Analysis
Session 11	Setting a Goal
Session 12	Action Planning and Project Implementation
Session 13	Evaluation
Session 14	Selecting a Real Problem Area
Session 15	Skill Practice
Session 16	Workshop Evaluation and Closure

The manual is in the final stages of production as *IMPACT* goes to press. For price and availability, contact David Syme, Director for Technical Assistance, Adventist Development and Relief Agency International, P.O. Box 60808, Washington, DC 20009, (202) 722-6770. ♦

CALENDAR

Mar. 23-25, Los Angeles *Mar. 30-Apr. 1, Washington, D.C.*	**Business Ventures for Nonprofits** The Grantmanship Center P.O. Box 6210 Los Angles, CA 90014 (800) 421-9512
Apr. 15-17, Washington, D.C.	**Moving Forward: Innovations in Development Policy, Action & Research** Association for Women in Development (AWID) c/o Kansas State University 316 Umberger Hall Manhattan, Kansas 66536 (913) 532-5566 Various registration fee scales apply
Mar. 29-Apr. 3, Washington, D.C.	**Managing Development with Microcomputers ($550)**
Mar. 15-20, Miami, FL	**Management Communication for Development (Spanish; $450)**
May 17-28, Niagara Falls, NY	**Management Communication for Development ($450)**
May 30-June 4, Niagara Falls, NY	**Project Planning, Implementation and Evaluation ($500)**
June 8-19, Washington, D.C.	**Entrepreneurship for Development ($1,150)** For these workshops and later dates for the same topics contact: Management Training & Development Institute Box 23975 Washington, D.C. (202) 863-0212
June 14-17, Washington, D.C.	**Influencing Health Behavior: Communication, Education and Marketing** National Council for International Health 14th International Conference For more information contact: NCIH 1100 Connecticut Ave., N.W. Suite 605 Washington, D.C. 20036 (202) 833-5900

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Microcomputers in Development

Editors Note: *IMPACT's first issue announced that a later issue would feature an article on computer use in developing countries. As we began to research the topic, a new magazine called* **Development International** *appeared on the scene and came to our attention. Its premier issue featured an article on "Microcomputers in Development," written by Noel Berge, President of Thunder and Associates, a consulting firm in Alexandria, VA. We found the article, as well as the magazine, first-rate, and are taking advantage of the magazine's liberal reproduction policy by borrowing heavily from the computer article text. Credit and contact information for both* **Development International** *and Thunder and Associates are provided at the end of this article.*

Like no other technology, microcomputers are making a tremendous impact in developing countries, and the change often happens within a few weeks or months. Lap-top computers compile census information in the hills of Nepal; stand-alone microcomputers process data in Peace Corps offices in Thailand; an integrated system produces the national budget of Kenya.

Recent experience from many countries indicates that using microcomputers can accelerate learning, increase the productivity of work teams, and improve the quality of the work environment. Microcomputers improve and speed reporting, accounting, scheduling, communications, data analysis, and record keeping. Enormous amounts of time previously spent in compiling handwritten or typed reports can be put to more constructive use.

At first glance, a plunge into the world of computers may seem daunting. Besides selecting hardware and software, project managers and technicians in developing countries face the challenge of overcoming climatic constraints; obtaining parts, supplies, and expertise; and often, overcoming reluctance on the part of a host country or agency to introduce a new technology.

Like any successful technology, the microcomputer is "appropriate" if it is used in the right setting, for the right purposes, and with the right infrastructure to support it. Before it can become part of the development tool box, however, the microcomputer calls for some new ways of thinking. The integration of microcomputers into developing countries on a broad scale creates a new and evolving set of criteria for introducing appropriate technology; in turn, new concerns, new tasks, and new methodologies for the development professional result.

■

When industrialized countries first adopted the microcomputer, they faced many of the same problems developing countries face now: lack of trained personnel, lack of a standard terminology, undiscovered environmental constraints, non-standard hardware and software components, and the uncertainty that comes with being on the frontier of a new technology. Language barriers, unskilled labor pools, and customs and import policies compound these problems. The development professional instituting the technology transfer, as well as the user country, faces an enormous challenge.

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ECONET: Telecommunication System for PVOs

Believing that the information revolution has profound implications for future Third World development and that recent breakthroughs in microcomputer technology would make such information control and dissemination possible for NGOs, a group of U.S. organizations established **ECONET,** an international data telecommunications network.

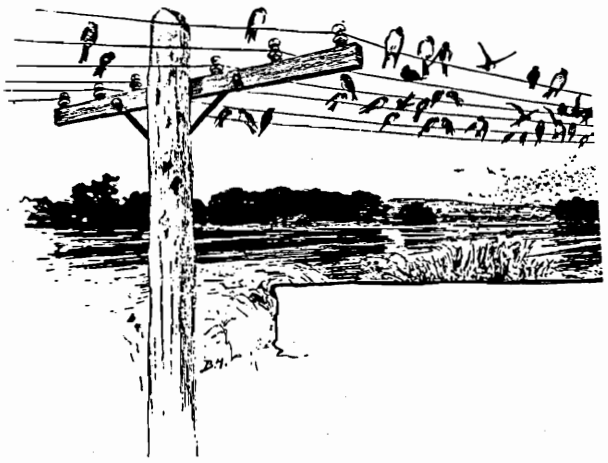
Spearheaded by Farallones Institute, ECONET began in February 1983, with a grant from Apple Computer Corporation to evaluate microprocessor-based communication technologies. The original grantees included the Pacific Research Unit at the University of California, Santa Cruz; Volunteers in Asia at Stanford University, Farallones Institute in Occidental, California; and Transnational Network for Appropriate Technologies in Rangeley, Maine.

The grant consisted of Apple Computer equipment, Hayes modems, software, and 100 hours time on Ontyme, the electronic message system of the Tymnet data network. **ECONET** was quickly joined by two other organizations, Volunteers in Technical Assistance, and Appropriate Technology International, both based in Washington, D.C.

Uses

Since 1983, **ECONET** has grown to an international network with more than 260 users in over half a dozen countries. The **ECONET** network is for NGOs and academic institutions worldwide that are involved with a wide variety of issues, including environmental protection, international development, disaster relief and health care. ECONET is a fast, low-cost means of communication for use by organizations throughout the world. ECONET uses personal computers and existing telephone lines to link together people working on a wide variety of projects. For example:

- an international development organization with headquarters in New York uses **ECONET** to communicate with its field offices in Tonga and Fiji.
- a statewide network of energy professionals uses **ECONET** to share the latest information on policy and technological developments in their field.
- a regional environmental group uses **ECONET** to post information on current legislation, gather input for their newsletter, and update the mailing lists shared by their offices in three different cities.



The system consists of multiple bulletin boards covering a diverse range of topics, a file storage and retrieval utility, conference capability, and a message exchange. Communications over **ECONET** can take a variety of forms including personal mail, bulletins, announcements, news clippings, conferences, surveys, mailing lists, and polls. Communications can either be private, limited to a defined group, or available to all **ECONET** subscribers. **ECONET** will create subnetworks to custom-tailor an organization's communication needs.

Users gain access to the network using computers, modems, telecommunications software, and conventional telephone circuits. The system is accessible in over 500 U.S. cities and more than 65 countries worldwide.

Cost

An **ECONET** subscription costs $15.00 per month for unlimited use of the system. There are no additional charges for connect time, file storage, conferencing, use of bulletin boards, or sending private mail.

■

For more information on **ECONET** or becoming an **ECONET** subscriber, contact The Farallones Institute, 15290 Coleman Valley Road, Occidental, California 95465, (707) 874-3060. ◆

IMPACT: Management Resources for Private Voluntary Organizations features articles on organizations, publications, workshops, and seminars available as management resources to the PVO community. *IMPACT* is published by PACT (Private Agencies Collaborating Together) and is supported by the Agency for International Development's Office of Private and Voluntary Cooperation in the Food for Peace and Voluntary Assistance Bureau, through a Cooperative Agreement with PACT. *IMPACT* is part of a larger Training and Information Services Program designed to help strengthen the management capacity of PVOs in their U.S.-based administrative activities and in their Third World program work. PACT needs the suggestions and contributions of IMPACT readers. Please send copies of new studies or publications, comments, questions and announcements to Editor, *IMPACT*, PACT, 777 United Nations Plaza, New York, NY 10017, (212) 697-6222. Reproduction is permitted with proper acknowledgment.

Microcomputers in Development (continued)

(from page 1)

The Myth and the Reality

Development professionals encounter several myths about using microcomputers in development situations. One myth is that by waiting for some time the price of microcomputers will come down. While this may be partly true, money could also be saved by purchasing the computer immediately and putting the technology to use. Computerizing such activities as word processing and budget production streamlines project work, allowing the project manager to spend more time out of the office on more direct project related activities.

Another myth is that the microcomputer is hard to learn. But that is not usually the case. Yet another myth is that the microcomputer is a huge leap from the typewriter, requiring sophisticated or university training. The simple act of touching the microcomputer keyboard recalls a typewriter; however, the microcomputer should not be perceived as a glorified typewriter.

Some development professionals think that adopting computers will require them either to hire or to become programmers and to sacrifice their professional training as economists or analysts. This myth is more subtle. Demystifying the microcomputer - moving away from misperceptions that include visions of large rooms full of equipment operated by white smocked technicians - is important.

Transferring Technology

The transfer process was well under way by 1984, when the microcomputer showed its capability as a workhorse and became an integral part of the development community. Authorized or not, paid for by the project or the development professional, the microcomputer proved itself the missing link - that inexpensive, reliable, portable tool every project used or desired. As the machines began to demonstrate their worth, host-country nationals began to use them to achieve development objectives.

But how *can the development professional help lay the groundwork for transferring the technology on a broader scale?* Each microcomputer used on a development project should serve as an example of the advantages of the technology. The technology is such that, once learned, there is no going back. Time saved in writing reports, tracking and forecasting budgets, and dealing with massive amounts of data is all the incentive needed to establish the microcomputer's worth. Without careful planning and coordination, however, the technology can and does backfire.

Using Microcomputers Locally

The development professional must choose the right hardware and software as well as ensure basic power and environmental protection, maintenance services, user training, and protection against misuse. Many microcomputers never completed an operation because someone plugged a U.S. 110-volt machine into a 220-volt socket or spilled a drink on the keyboard.

The most common problem for microcomputers in developing countries is unstable electric power. Because microcomputers manufactured in the United States run on 110 volts, they must be modified to operate on the usual 220 to 240-volt electricity found overseas. Power surges, spikes, and power outages can have a devastating effect on both data and hardware. A separate generator for microcomputer systems often solves these problems. Also, a line conditioner that isolates the system from the power coming into the building, providing clean, steady voltage and amperage, may help.

Dust, humidity and heat are easier to overcome. Inexpensive dust covers protect the equipment. Air conditioning or fans keep the equipment cool and dry. Generally, if the room is comfortable for people, it is comfortable for computers. Static-free carpeting or a rubber mat under the equipment alleviates problems with static electricity.

Import restrictions and hard-currency issues make obtaining microcomputer parts difficult, and maintenance service is often not readily available in developing countries. The quality of local repair and maintenance services should determine which model to buy and what skills to teach. Although they do not break down frequently or constantly need repair, microcomputers present an additional level of technology. Knowing where to go for parts or help is important. Often, many people in a given area use a single system configuration, and local users' groups can provide a valuable forum for sharing experiences.

■

Another important way to meet the microcomputer system's immediate needs is to stock enough manuals, cables, connectors, and maintenance supplies to keep the system operational for at least one project year. In-stock miscellaneous supplies should include paper, diskettes, printer ribbons, and extra daisy wheels - crucial when local availability is limited and supplies must be ordered from another country.

(continued on page 4)

Microcomputers in Development (continued)

(from page 3)

Institutionalizing the Technology

Many attempts to broaden the microcomputer's use have failed because of the lack of institutional financing to purchase diskettes and paper, lack of a maintenance budget, or mistrust of the technology.

The organization's budget must provide for future parts, supplies, and personnel - all things the development project initially financed. So it will not become a meaningless acquisition, the system must become a part of the ongoing operation, another aspect of the organization's problem-solving and decision-making processes.

Three other myths must be exploded at this stage: that the computer can make decisions, that it can organize a manager or project, and that it can create unemployment. The computer can provide more accurate and timely information, leading to more informed decisions, but it cannot create organization; it can only foster the motivation and incentive for managers to become more organized.

All host-country administrators and users-to-be, if possible, should be involved in the decision to use microcomputers. Administrators must understand the need to allocate annual training and maintenance funds for even a small microcomputer system. As with most hardware-based technologies, the more the host-country organization relies on the system, the more important keeping the system operational and creating a framework to anticipate and meet its needs becomes.

■

In the beginning, training requires a great deal of computer time as the system users learn and improve with practice. Teaching managers and trainers is essential to the long-term success of the project. To ensure that the system succeeds after the development professional leaves, experts in computer use and maintenance should be brought in to develop and implement a closely managed training program. Moreover, procedures for saving and backing up important files must be well-defined and stringently enforced, and the computers must be guarded against theft.

Another institutional concern is the local language capabilities of the software. Many software programs and their documentation are available in English, Spanish, French and Arabic; programs in other languages are frequently released. If a software program cannot be found in the language of choice, both the program and its documentation should be translated into the local language.

In Closing

The companion article to this one (p. 8) describes the experience of one grantee of the PACT/Apple Computer Grants Program in Africa. If you have a story to share with IMPACT readers, suggestions for points to be emphasized, or other ideas, let us know.

Sources and Resources

- **Development International** is a new bimonthly magazine that provides a forum for information exchange among developed and developing nations and within developing nations. It is dedicated to support of development professionals from A.I.D. and other organizations involved with development through the sharing of information and encouragement of discussion about development problems, ideas, and technologies. It is published by Developing International, Inc. 1111 North 19th Street, Suite 400, Arlington, VA 22209, (703) 527-6966. U.S. based subscribers pay $25 per year; other rates apply for other countries.
- Noel Berge, author of the article on computers excerpted here is President of Thunder and Associates, 315 Cameron Street, Alexandria, VA 22314, (703) 684-5584. He is coauthor of **Microcomputers in Development: A Manager's Guide,** one of the first books to be written on the subject. The **Guide,** first published in 1984 and revised in 1986, is intended for development personnel who are interested in acquiring or expanding their use of microcomputers in international management. It covers such areas as choosing hardware and software; installing, using and maintaining microcomputers; and training considerations. Case studies and projections of future trends in equipment and software are included. The **Guide** is published by Kumarian Press, 630 Oakwood Avenue, Suite 119, West Hartford, CT 06110. Price is $13.95.
- Westview Press offers **Microcomputers and Their Applications for Developing Countries.** It was published in 1986 in cooperation with the Board on Science and Technology for International Development, Office of International Affairs, National Research Council. Funding was provided by the Office of the Science Advisor, Agency for International Development. Contact Westview Press, Inc., Frederick A. Praeger, Publisher, 5500 Central Avenue, Boulder, CO 80301, (303) 444-3541. Price for the hardcover book is $30.00.
- IBM publishes the **Guide to Software for Developing Countries** (1985), a catalog of 23 available software programs designed to run on IBM PCs or compatible equipment. Software programs are available for projects in agriculture, economic and social resources, physical infrastructure, and administration. The **Guide** is free from Communications and External Programs Manager, IBM Area South, 190 Avenue Charles de Gaulle, 92523 Neuilly sur Seine, France, and includes cost and ordering information. A variety of groups actually prepared the software, ranging from U.N. specialized agencies to universities and foundations. ♦

PACT's APPLE Computer Grants Program . . . And one of its Recipients

The PACT/APPLE Computer Grants Program is a partnership in which APPLE Computer Corporation is donating 150 computers over three years to NGO's working in development in the Third World. Grants are available to PACT members and their collaborating local organizations. PACT, Inc. administers the program.

Unlike many programs of this type, the partnership is real and active. APPLE's involvement does not end with the computer donation. Approval of prospective grantees is a collaborative effort. And, after approval, APPLE continues to provide technical support throughout the process of training, evaluation and follow-up, although PACT assumes primary responsibility for these activities.

The program has completed its second year. Just over one hundred computers are in place, and 48 more are in final approval stages. It is too early to measure impact or evaluate the program. However, information from the grantees describing how the computers are being used, problems encountered, etc. is beginning to filter in. The following is an anecdotal account of one PVO grantee's use of this program.

Post Harvest Food Systems Project was, in some respects, a high-risk grantee. The project's center, in Bossangoa, Central African Republic, where it is hot and dusty much of the year, caused real concern, particularly about the survivability of the computer equipment. Further, with the nearest authorized APPLE dealer in Cameroon, project managers worried about what to do if repairs, parts, supplies, and other services were needed.

These negatives were outweighed by the nature of the work, which is highly appropriate to computerization, and the fact that this is a Volunteers in Technical Assistance (VITA) and Africare co-sponsored project. Both PVOs are headquartered in the United States and are able to provide extensive technical assistance to the field office as needed.

Post Harvest Food Systems Project works in two prefectures in the northwest corner of Central Africa. Its goal is to increase food supplies by reducing the severe losses that often occur in this region after harvest. The first phase of the project is a baseline study to determine the causes and extent of crop losses and, where appropriate, to assess interventions that can be made to help villagers. Twenty-five villages are involved. The data collected include: harvest information; drying and storage procedures; monitoring of the stored food to assess damage; and observations of traditional methods for processing food.

A major problem was how to compile the data so that it could be analyzed. The answer: an APPLE IIe computer.

The APPLE IIe was shipped to Bangui, the capital city of the Central African Republic, in early October, 1985. It arrived intact; no duty was charged; and the computer was held in customs for only one day. The next leg of the journey was from Bangui to the project site in Bossangoa, a 200 mile trip over more than 100 miles of unpaved road.

In Bossangoa during the dry season from November until April there is virtually no rain. The Harmattan winds blow up the dry soil, and particles of dust permeate clothes, windows, doors, and computers. The first order was to prepare a home for the computer that was as dust-free as possible. A room was chosen and sealed against the weather. Because the temperatures are so often in the 100s, the room was equipped with an air conditioner. A voltage regulator and back-up battery were also installed as insurance against frequent power brown or blackouts and surges.

The computer arrived safely at Bossangoa. However, installation in its mud-brick house was postponed for approximately two months until VITA staff assistance could be brought from the United States. The computer was installed in January 1986, and four project staff, all at the managerial level, were trained in its use.

The APPLE is now fully operational. One year after installation, hundreds of pieces of food storage and processing data have been entered and analyzed using the computer. It is anticipated that the APPLE will eventually organize and record data from some 10 separate research activities with as many as 40,000 information pieces.

Computerizing the Post Harvest Systems Project has been an expensive process both in terms of time and money. The ancillary equipment has cost over US $1,000, and providing technical support from the United States is obviously very costly. However, when Program Administrator Al Miller visited PACT last September he stated that, having begun the baseline survey, they now realize the project would not be possible without the computer. In addition, an unanticipated effect of the computer is that is has widened their ambitions for the program. They are considering the purchase of new statistical software and added memory if necessary.

The project is extremely enthusiastic about their APPLE IIe. The question: "What do you do when . . .?" has not been addressed. There is a contingency plan for repairs, but to date there have been no problems that could not be solved by reading the manuals. ♦

PROGRAM MANAGEMENT

The **Field Directors' Handbook: An Oxfam Manual for Development Workers** (4th Edition, 512 pages), first published in 1974, was released in 1985 in completely revised form to reflect many of the changing emphases in development work today. Initially published as a guide for staff in Oxfam field offices around the world, its circulation was later expanded to the wider development community.

The handbook offers guidelines for field workers, outlines objectives and strategies for assessing development programs, and gives practical advice on many aspects of relief work. In focusing on some the key issues it highlights many of the dilemmas facing development workers and planners, and suggests practical and philosophical approaches based on Oxfam's 40 years of experience.

The handbook reflects Oxfam's philosophy that the most effective form of development is the development of people rather than technologies, and that for development to make any real impact, program beneficiaries must be involved in the projects designed to serve them.The Handbook is divided into eight parts:

1. Introduction
2. Priority Groups
3. Field Methodologies
4. Social Development Guidelines
5. Economic Development Guidelines
6. Agriculture
7. Health
8. Disaster Guidelines

Parts One, Two and Three contain general information on broad issues of relevance to all development programs. Parts Four through Eight, concerned with social and economic development, agriculture, health and disaster relief, give more detailed treatment of specific types of programs. Each part concludes with a basic checklist of issues which summarizes the questions which must be addressed before commencing any program. The last section of each part is a resource list, including a bibliography organized by topic, and a list of organizations considered to be good sources of information.

Oxfam suggests that users read only the sections most relevant to their needs. The preface also reminds the reader that the Handbook is based on Oxfam's experience, both successes and failures, and is not a magical formula for development. The Handbook, while written from the perspective of a nongovernmental organization, is relevant to government and international agencies alike.

For information on obtaining this useful guide, contact Oxfam America, 115 Broadway, Boston, MA 02116. Price is $24.95. ♦

FUNDRAISING

Computer System For PVO Fundraisers

John Snow, Inc. (JSI), an affiliate of World Education, has recently introduced an exciting new tool for PVO fundraisers. **DONOR$** is a comprehensive contributions management system that provides information organizations need to target fundraising campaigns to maximize results.

"Fewer federal dollars mean that all nonprofit organizations will have to raise more money from the private sector," said JSI Vice President Daniel D. Moriarty. "We believe **DONOR$** will give these organizations the information resources they need to do this successfully."

Adaptable and easy to use, **DONOR$** can be a valuable resource to any nonprofit organization, including educational, religious, medical and cultural institutions. Designed to improve a PVO's effectiveness and control of fundraising activities, the system maintains a complete computerized history of giving for all contributors and allows flexible coding of all gifts and pledges.

DONOR$ features include:

- Mailing list management
- Gift and pledge record keeping
- Donor summary and detail information
- System reports (labels, prospects, first time donors, etc.).

With **DONOR$**, users can produce their own mailing labels, personalized letters, acknowledgements, pledge reminders and phonathon forms. Users can produce reports to monitor the funds raised during any time period or for any campaign, including the total number of donors, total amount received and the average gift for any classification. In addition to standard reports, the system allows users to sort and report information in infinite ways.

DONOR$, which has the functionality of systems costing $50,000 to $100,000, is priced under $5,000. User-friendly, **DONOR$** runs on IBM PCs, XTs, or ATs, and is designed to be used by non-technical personnel. **DONOR$** also runs on UNIX-based operating systems, allowing for multi-user, multi-tasking capabilities.

For further information, contact:
Daniel D. Moriarty, JSI, 210 Lincoln Street, Boston, MA 02111 ♦

Computer Support Centers

A number of resources are available which offer a variety of computer-related services to PVOs. Listed below are seven computer support centers which assist nonprofit organizations to make more effective use of computer technology.

They are all non-profit organizations themselves. Each center houses a learning lab, where computer capabilities may be tested prior to purchase, and in some cases, where production work may be done. They all offer training workshops for both basic and advanced users, consumer research reports, direct user support and on-going consulting services. Each regularly publishes a newsletter featuring articles on various aspects of system development, maintenance, software and hardware, and profiles non-profit computerization experiences. Apple Computer systems and software are most prominently on display in these centers, due largely to the availability of Apple community grants for computer learning equipment. All centers listed below feature desk-top publishing capability. IBM and IBM- compatible systems can also be found in each centers. Memberships are available from each of the Centers, and services are usually available free or at a reduced price for members.

• **Technology Learning Center (TLC) - 2820 Swiss Ave., Dallas, TX 75204, (214) 876-3470.** TLC has two types of membership: Basic or Access. Both include their newsletter ("TLC Newsletter"), access to training, consultant services, demonstrations and one-on-one support. The Access membership allows unlimited access to computer use. The membership fee is a percentage figure based on member operating budget.

• **Penninsula Community Foundation, 1204 Burlingame Ave., Burlingame, CA 94011, (415) 342-2477.** Membership fee is expected to be a nominal $25 a year. In return members receive free use of the computer; non-members are required to pay an hourly rate. The Foundation has an extensive software library. They offer telephone support and referral; specialized sessions are available customized to need; regular training classes on computer use and computer purchase. Their quarterly publication is entitled "Community Resource Library Newsletter."

• **Information Technology Institute, 1135 So. East Salmon St., Portland, OR 97214, (503) 231-1285.** Non-profits may access their services for a small fee (discounted for members). They house 20 computers. In addition to support services describing the other centers, ITI is engaged in consumer research and development. "Rain" is their publication.

• **Public Interest Computer Association (PICA), 2001 O St. NW, Washington, DC 20036, (202) 775-1588.** Membership fees range from $100 to $150 "PICA" Newsletter subscription - $25). Expecting to add additional computers to their learning lab and expand their collection of software. They are also exploring the possibility of a "text-based database" software function that would allow for non-field related information manipulation.

• **Non-Profit Computer Exchange (NCE), c/o Fund for the City of New York, 419 Park Avenue So. 16th Floor, New York, NY 10016, (212) 481-1799.** Membership fee is a percentage-based figure with a minimum of $300 and a maximum of $750. They house approximately seven computers and a software library. Most services are reserved for members; non-members pay on an "as-needed" basis, with computer use as available. In addition to seminars and workshops for members (free) and non-members (fee), NCE offers a free three-hour consultation to non-members who are considering computerization. "Up and Running" is their bi-monthly publication, free to members, $36 to non-members.

• **Information Technoloy Resource Center (ITRC), c/o Museum of Science and Technology, East Pavilion, 57th & Lakeshore Dr., Chicago, ILL 60637, (312) 684-1050.** Membership fee determined on the basis of organization staff size: with a minimum of $200 and a maximum of $500. Their learning lab contains more than 20 computers. ITRC emphasizes hands-on training workshops and is particularly helpful for those facing purchase choices. Non-cost participation sponsored courses is according to membership status. Their publication "Print Out" is free to members; $15 to non-members.

• **Center for Non-Profit Management, 1052 West 6th St., Suite 500, Los Angeles, CA 90017, (213) 977-0372.** A component part of the Center is the Computer Help Information Program (CHIP). CHIP houses 17 computers and offers a full range of support services. Membership fee is based on budget size with a minimum of $50 and a maximum of $100. Their newsletter ("Center News") is sent to all members.

PVO RESOURCE PROFILE

The International Women's Tribune Centre–Women's Funding Information

". . .when we talk about women and funding we are talking about more than becoming more effective fundraisers. We are talking about change and the nature, process and pattern of development itself since, to some degree, 'where the money goes, so goes development'." (IWTC)

The International Women's Tribune Centre (IWTC) early last year produced a special double-issue of its quarterly publication, **The Tribune,** entitling it — **"Women and Funds." The Tribune,** a networking focal point for Women in Development (WID) information and resources, designated this issue as a review of funding strategies, opportunities, and donor relations. **"Women and Funds"** briefly summarizes the problem areas WID-related activities face in securing and then sustaining funding support. Compiling most of their information from the experiences of women's organizing efforts, the issue demystifies obstacles and provides corrective recommendations. Common conditions affecting fundraising efforts are matched with possible solutions; diversified funding sources are reviewed as a replacement to single funder dependency; a "what" and "how" discussion assesses the feasibility of income generation through sale of services and products. Initial response to **"Women and Funds"** has been very positive. It has been adapted for use as the basis for workshops on the same theme.

IWTC's work is supported by grants from the development agencies of the governments of Australia, Canada, The Netherlands, Norway, and Sweden, with additional funding from church and foundation groups in the USA. **The Tribune** is typically written in a style which mixes graphics and typed text, producing a conceptual as well as written message. This issue is no exception. Subscription to **The Tribune** is $8.00 a year; cost for the **Women and Funds** double-issue is $4.00. IWTC is a source of a variety of reports, books, training material, and slide and tape programs. For more information contact IWTC, 777 United Nations Plaza, New York, NY, 10017; (202) 687-8633. ♦

ETC

Whole Nonprofit Catalogue

The Grantsmanship Center publishes a quarterly "compendium of sources and resources for managers and staff of nonprofit organizations," entitled the **Whole Nonprofit Catalog.** Articles are written by nonprofit professionals from around the country in a style that reflects a camaraderie achieved after a long and shared history of grassroot efforts. Representative articles from the Fall 1986 issue include features by Brian O'Connell, President of Independent Sector ("What to Look for in a Board Member"); Brenda Jones, Communication Specialist with AFSC ("Is Your Message Missing the Mark?"); and Fern C. Portnoy, Executive Director of the Piton Foundation ("An Introduction to Program-Related Investments"). Much of its emphasis is on fundraising and fundraising management. While it primarily targets domestic nonprofits, the information covered is useful to any nonprofit organization. It regularly lists newly-released publications, audio and visual resources, training opportunities, and scheduled Grantsmanship Center workshops. The **Whole Nonprofit Catalogue** is free. Contact the Grantsmanship Center, Whole Nonprofit Catalog, 650 S. Spring St. Suite 507, P.O. Box 6210, Los Angeles, CA 90014. ♦

PERSONNEL

1987 PVO Salary and Benefits Survey Underway

For 12 years PACT has conducted a survey of salary levels and benefits within USPVO headquarters. Previous surveys analyzed statistics on over 40 groups. There is no other regular source of PVO-specific salary and benefits information available. Over the past four years the survey has been co-sponsored with the Personnel Co-op.

The PACT/Co-op survey provides a way to compare salaries in your organization with those in similar organizations. Those contemplating a salary policy revision or undergoing a comparability study will find this information valuable. To receive the results, though, you must participate in the survey. If interested, contact: Personnel Co-op c/o PACT, Inc., 777 UN Plaza, New York, NY 10017. ♦

GOVERNMENT UPDATE

On February 17 and 18, 1987, PACT and the Association of PVO Financial Managers held a workshop in Washington, D.C., on the procedures and guidelines for identifying, securing, and managing A.I.D. resources. Some 60 PVO staff members attended. In the summer of 1987, PACT will publish a handbook for PVO staff use covering and elaborating on the materials developed for the February workshop.

Presenters at the workshop were drawn from the PVO community and from A.I.D.. Topics included prerequisites to and implications of PVO registration with A.I.D.; various forms of A.I.D. grant funding available to PVOs, some of which is specifically earmarked for PVOs and some for which PVOs must compete with other firms (outlined in the adjacent box are the various grant programs available to PVOs through A.I.D.); principal fiscal management and audit concerns for PVOs once A.I.D. funding has been secured (including compliance with OMB Circulars A-110 and A-122, indirect cost rates, funding mechanisms, audit, and the standards and procedures for determining PVO "privateness").

Included in the workshop presentations, and in the manual, are the various resources other than funding which are available to PVOs through A.I.D. These include information resources and training opportunities, such as the following:

Essential A.I.D. Documents

The basic A.I.D. homework documents relied upon by experienced PVOs in program explorations are (a) the Annual Congressional Presentations (CP), (b) Country Development Strategy Statements (CDSS), and (c) the Annual Budget Submission (ABS) for each A.I.D. Mission. These valuable documents are available, at moderate fee, from:

A.I.D. Document and Information Handling Facility
7222 47th Street
Chevy Chase, Maryland 20815
(301) 951-9647
(for CP only)

National Technical Information Service
5285 Port Royal Road
Springfield, Virginia 22161
(703) 487-4660

A.I.D. Training Opportunities

PVO staff participation in selected A.I.D. management training courses is open, on a space available basis, to PVOs which receive A.I.D. funding. These training courses are conducted by the Office of Personnel Management of A.I.D.'s Bureau for Management. Principal courses available for PVO participation are:

A.I.D. Project Design Course:
Contact your PVC liaison or Marilyn Arnold (M/PM/TD/PCT)
(202) 653-8602

Microcomputer Course (covering Lotus, DBASE3, Timeline)
Contact your PVC liaison or John Jessup (M/PM/TD/PCT)
(202) 653-8612.

A.I.D. Grants Reserved for Registered PVOs

(Registration handled through Office of Private and Voluntary Cooperation)

- Operational Program Grants (OPGs) (through AID Missions, sometimes Regional Bureaus)
- Matching Grants (through PVC)
- Partnership Grants (through PVC)
- Child Survival Grants (through PVC)
- Ocean Freight Reimbursement Program (through PVC)
- P.L. 480 Title II Outreach Program (through Office of Food for Peace)
- P.L. 480 Title II Enhancement Program (through Office of Food for Peace)

A.I.D. Grants For Which PVOs Are Preferred

- Food for Peace (P.L. 480) Programs (through Office of Food for Peace and United States Department of Agriculture)
- Dairy Product Program (through Office of Food for Peace)
- Farmer-to-Farmer Program (through Office of Food for Peace)
- "Denton Amendment" Supplies Shipment Program (through PVC)

A.I.D. Grants Available to PVOs Without Preference

- Institutional Support Grants (through PVC)
- Development Education Grants (Biden-Pell) (through PVC)
- American Schools and Hospitals Abroad Program (through PVC)
- Foreign Disaster Assistance Grants (through Office of Foreign Disaster Assistance)
- Cooperative Development Program (through PVC)

For further information and referral to appropriate offices within A.I.D., contact:

Office of Private and Voluntary Cooperation, Bureau for Food for Peace & Voluntary Assistance, U.S. Agency for International Development, Washington, D.C. 20523, (703) 235-1623

CALENDAR

June 1, Washington, D.C.	**Management Skills for New Supervisors and Technical Staff** PACT, Inc. 777 United Nations Plaza New York, New York 10017 (212) 697-6222 Registration: $75
June 22-24, Annapolis, MD	**Monitoring and Evaluating Small Business Projects** PACT, Inc. (Small Enterprise Evaluation Program) 777 United Nations Plaza New York, New York 10017 (212) 697-6222 Registration: $125 (SEEP Agencies) $200 (Non-SEEP Agencies) Contact: Elaine Edgcomb
July 9, New York, NY	**Publication Dissemination Strategies for PVOs** PACT, Inc. 777 United Nations Plaza New York, New York 10017 (212) 697-6222 Cost to be determined
various, Washington, D.C. Offers a series of four- and six-hour workshops on a wide range of management issues.	**The Support Center of Washington** 1410 Q Street, N.W. Washington, D.C. 20009 (202) 462-2000
July 16, Atlanta, GA *23, Balt./Wash.* *30, Philadelphia, PA* *Aug 6, 13, various locations* *20, 27* Sep 3, 17	**The Personnel Interview Workshop** ($255) Institute for Personnel Development Personnel Diagnostics 2401 Jackson Street San Francisco, CA 94115 (800) 227-0804 (415) 929-0691 (in California)
July 14, Atlanta, GA *21, Balt./Wash.* *28, Philadelphia, PA* *Aug 4, 11, various locations* *18, 25* Sep 1, 15	**Improved Communication of Employee Benefits** ($255) Institute for Personnel Development Personnel Diagnostics 2401 Jackson Street San Francisco, CA 94115 (800) 227-0804 (415) 929-0691 (in California) (Contact the Institute for other dates and management workshop topics)

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IMPACT

Management Resources for Private Voluntary Organizations

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PVOs: "IN SEARCH OF COMPETENCE"

Within the past five years, major attention has been drawn within the PVO community, as well as the PVOs' funding constituency, to the need for and value of improved management capabilities.

This growing attention to PVO management skills is prompted in substantial part by the optimistic view that the PVO community has yet to (but some day will) become greater than the sum of its parts—that is, PVOs have not translated their micro-successes into the macro-impact of which PVOs are capable. This complements the view that the high impact, mega-moneyed, structural- or policy-oriented development support instrumentalities—e.g., the World Bank and Regional Banks—are insufficiently sensitive and responsive to the aspirations and limitations at the base, the "grass roots."

A less flattering impetus for attention to PVO management capabilities is an all too prevalent perception, that PVOs lack the competence to be taken seriously as development organizations—thereby relegating PVOs to the margin of global development efforts. Thus, for many, the "volunteerism" of PVOs is often equated with amateurism. As with American football, the professional/amateur distinction for PVOs is often seen not just as a function of level of pay but also of level of competence.

Determinants of Success

In commercial business, the combination of market determinants and stockholder demands exerts strong pressure on management to direct organizations so as to generate the levels of net income and dividends which are the measures of corporate (read, management) success. Eligibility for inclusion in Tom Peters' *In Search of Excellence* was not management style alone but the combination of management style and profit.

In PVO development work, however, there are no comparable market place or bottom line determinants of success (nor, therefore, of management excellence or competence).

• For PVOs, the "consumers" (i.e., the targeted beneficiaries) and the "customers" (i.e., the funders) are usually not one and the same, and their respective appreciation of PVOs in a given program and project derive from very different expectations, perceptions, and realities. Seldom is there direct communication between these "consumers" and "customers," other than through the intermediation of the PVO.

• For PVOs, there is no profit or dividend measure to trigger "shareholder" (e.g., Trustee, Director) satisfaction or displeasure with management. The closest comparable measure is accomplishment in raising funds . . . which may or may not bear some direct relationship to the extent or duration of the PVO's substantive accomplishments. PVO Boards, while cognizant of PVO financial statements as measures of viability, must look beyond these statements to

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RECRUITMENT AND PERSONNEL

Referrals

PVOs are regularly innundated with calls, letters, and visits from persons seeking employment. It is within the culture of PVOs to want not to turn people away coldly. On the other hand, precious staff time can be spent attempting to accommodate all requests for information on possible employment opportunities beyond those available within your organization. Typically, PVOs have a list of other organizations as well as publications to which callers may be referred when they seek information on overseas employment opportunities.

Among recent materials developed by veteran international employment and travel writer Will Cantrell, and which might be included in any such referral information, are:

- **101 Ways To Find An Overseas Job**, Will Cantrell and Terry Marshall. $29.95. Order through Cantrell Corporation, c/o Publishing Group, P.O. Box 2018, Merifield, VA. (Add $1.12 state tax if Virginia resident; no shipping charges for orders within U.S.) This manual includes information such as (a) how to begin an international job search, (b) how to write a resume for international jobs, and (c) how to start a business overseas. The manual reviews over 100 information sources on working overseas.
- **International Employment Hotline**, monthly newsletter on overseas employment opportunities. For subscription information, write International Employment Hotline, P.O. Box 6170, McLean VA 22106.

Internships

IMPACT wishes, for its next issue, to include a summary of information and publications on internships from a management perspective: the potential values and uses of interns, the responsibilities and costs of internship programs, and suggested guidelines for organizations concerning internships. IMPACT requests PVOs which have written materials on your own internship programs (or others, for that matter) to forward that information to us. Please indicate whether you are willing/interested in having specific reference in IMPACT to your particular program. Send materials to IMPACT, c/o Alison Smith, PACT, Inc., 777 United Nations Plaza, New York, New York 10017. (212) 697-6222. We ask PVOs which have developed internship guidelines to share those with us.

Also Available

Alternatives to the Peace Corps, by Becky Buell with Kari Hamerschlag, a report of the Institute for Food and Development Policy, lists organizations that place volunteers in positions that complement the work of local people and groups. The cost is $3 plus $1 for postage and handling, and is available from Food First Books, 1885 Mission Street, San Francisco, CA 94103. ♦

IMPACT: Management Resources for Private Voluntary Organizations features articles on organizations, publications, workshops, and seminars available as management resources to the PVO community. *IMPACT* is published by PACT (Private Agencies Collaborating Together) and is supported by the Agency for International Development's Office of Private and Voluntary Cooperation in the Food for Peace and Voluntary Assistance Bureau, through a Cooperative Agreement with PACT. *IMPACT* is part of a larger Training and Information Services Program designed to help strengthen the management capacity of PVOs in their U.S.-based administrative activities and in their Third World program work. PACT needs the suggestions and contributions of IMPACT readers. Please send copies of new studies or publications, comments, questions and announcements to Editor, *IMPACT*, PACT, 777 United Nations Plaza, New York, NY 10017, (212) 697-6222. Reproduction is permitted with proper acknowledgment.

FINANCIAL MANAGEMENT

PVO Single Audit Update

The Winter 1982 Issue (No. 2) of IMPACT featured a description and explanation of the "Single Audit" concept as applicable to PVOs.

The July 1987 **Journal of Accountancy** contains an article which updates Bernie Fisken's IMPACT presentation.

"The Single Audit: A Progress Report" (W.A. Broadus, Jr. and Joseph D. Comtois) reviews the coordinated efforts of government and private groups (including the AICPA) to ensure *quality* in the implementation of the Congressionally-enacted Single Audit Act of 1984. The article reviews GAO findings on critical attributes to the audit procurement (competitive) process and OMB guidelines for Federal and State implementation of the Single Audit requirements.

(On the quality of Governmental audits generally, see, also, in the same issue of the **Journal of Accountancy "Governmental Audits: An Action Plan For Excellence"** Joan Meinhardt, Joseph F. Moraglio, and Harold I. Steinberg.)

For an up-to-date report on A.I.D. A-110 audits, send $10 to the Association of PVO Financial Managers for their October 27, 1987 workshop report. Contact Alison Smith, APFM, c/o PACT, 777 U.N. Plaza, New York, NY 10017 ♦

PVOs: "In Search of Competence" (continued)

(from page 1)

determine institutional "success" with reference to institutional mission, or their own degree of contentment with PVO management. For this, PVO Boards are left with essentially subjective measures.

The disembodiment of "customers" and "consumers" in the PVO marketplace, and the absence of bottom line determinants of success, provide a setting of legitimacy to the allegation that the most universally accepted measure of PVO "success" is not their accomplishment in achieving lasting, sustainable results through competently managed development programs...rather, PVO "success" derives from and is measured by effective *grantsmanship*.

Management Tools for PVOs

There is just now beginning to be developed an organized body of knowledge concerning management needs and skills specifically derived from the PVO management environment. Among the more noted publications in recent years advocating attention and informing PVO management capabilities are the following:

- C. Stark Biddle, **The Management Needs of Private Voluntary Organizations,** Report of the U.S. Agency for International Development (Washington, D.C. 1984)
- Richard W. Ryan, **An Examination of Administrative Issues Affecting U.S. Private Voluntary Organizations In International Development** (San Diego State University 1986)
- Judith Tendler, **Turning Private Voluntary Organizations Into Development Agencies: Questions for Evaluation,** Program Evaluation Discussion Paper No. 12, Agency for International Development (Washington, D.C. 1982)
- Judith Tendler, **What Ever Happened to Poverty Alleviation?**, Ford Foundation Report (March 1987).
- Brian H. Smith, **"U.S. and Canadian PVOs as Transnational Development Institutions,"** in Robert F. Gorman (Ed.) **Private Voluntary Organizations As Agents of Development,** Westview Press (Boulder 1984)
- David C. Korten, **"Strategic Organizations for People-Centered Development," Public Administration Review,** Vo. 44, No. 4, July/August 1984.
- David C. Korten (ed.), **Community Management: Asian Experience and Perspectives,** Kumarian Press (West Hartford, Conn. 1987).

Monographs on PVO Management Issues

There are several important and useful monographs of less than 25 pages each which sum up major current issues and prospects for PVO management. They are of a size to fit comfortably in a PVO executive's traveling briefcase yet comprehensive enough to serve as a good introduction to PVO management issues briefly identified above. The monographs are:

1. David Korten: **Micro-Policy Reform: The Role of Private Voluntary Development Agencies;**

David Korten is Asia Regional Advisor on Development Management, USAID/Indonesia. He has played a leading role in recent years in forums concerning PVO management needs (including the May 1987 InterAction meeting in Annapolis, Md.). The paper cited here, like Dr. Korten's books, develops several important themes which are increasingly working their way into the PVO management lexicon and culture:

- The so-called "generational" analysis of PVOs, and the defining program features and management orientation for each "generation" or stage: (a) First Generation, or relief and welfare stage, with management orientation to logistics management; (b) Second Generation, or community development stage, with orientation to project management; and (c) Third Generation, or sustainable systems development stage, with orientation to strategic management.
- The distinction between macro-policy reform (accomplished through pre-emptive central, authoritative action, with little requirement of new institutional capacities as a condition for implementation), and micro-policy reform, requiring difficult institutional changes which in turn are dependent upon on-going learning capacity, staying power (vs. "quick fix"), and attendant management sophistication.

2. Piers Campbell: **Management Development and Development Management for Voluntary Organizations**

Piers Campbell is Programme Director, Management for Development, ICVA (International Council of Voluntary Agencies), Geneva. He is also Editor of ICVA'S "NGO Management", newsletter of the NGO Management Network involving PVOs/NGOs both of developed and developing countries. Mr. Campbell's

PVOs: "In Search of Competence" (continued)

(from page 3)

paper cited here has been revised for delivery at the September 25, 1987 NGO Management South Asia Meeting in Pakistan, and covers

- An analysis of the need for PVOs/NGOs to develop their own management styles, organizational structures, systems and techniques, consistent with their missions and operating environments;
- Summary of principal management issues and problems facing PVOs/NGOs today;
- Management services available for PVOs/NGOs, including training and other forms of management intervention.

(The Korten and Campbell papers are available, on request, from PACT. Please include $3.00 to cover Xerox and postage.)

The Fall 1987 Newsletter of York University (Downsville, Ontario) has an article by V.V. Murray on "Why Can't Voluntary Organizations Be More Businesslike." In light of the multiplicity of voluntary organizations' constituencies, and the often multiple goals (without "bottom line" market determinants), the author poses the following special management problems for voluntary organizations:

"**Strategic planning:** A tough exercise at the best of times in the business world, this becomes more difficult still in the voluntary sector. Getting agreement from so many powerful stakeholders on the key threats and opportunities in the environment and on the strengths and weaknesses of the organization, and then setting meaningful priorities becomes a major achievement.

"**Information and control systems:** Ambiguity and conflict make it extremely difficult to design appropriate information and control systems, especially the tremendously useful on-line, real-time data bases now so common in business.

"**Conflict management:** The possibility of internal conflict and rampant politicking becomes much greater in voluntary organizations as various factions develop among board members, volunteers, and paid professionals. Executives in the voluntary sector need even stronger skills in conflict management and negotiation than their counterparts in the for-profit world.

" **'Culture management':** Business has become increasingly sensitive to the importance of the organization's culture as a means of keeping everybody on side and pulling in the same direction. Indeed, the latest thinking on the subject of executive leadership considers 'visioning' and 'culture shaping' as the most important skills needed for success. Given the high potential for conflict, this need is especially acute for leaders in the voluntary sector."

(The Murray article can be obtained from the Voluntary Sector Management Program, Room 302-A, York University, 4700 Steel Street, Downsville, Ontario, M3J 1P3, Canada.)

The monographs by David Korten and Piers Campbell, and the article by V.V. Murray, are as encouraging as they are sobering. They illustrate the level of attention and the quality of thought that is being addressed these days to the challenge of making non-governmental, voluntary organizations more competent, more "professional." They also illustrate just how steep that challenge is. ♦

(Author John Rigby of New TransCentury Foundation is former Executive Director of International Voluntary Services, Inc., and former Chair of PACT's Board of Directors.)

FUNDRAISING

Two resources on this topic may interest PVOs. The first resource is the **Corporate Fund Raising Directory, 1987-88 Edition** published by Public Service Materials Center. This recent directory promises to be more valuable than previous editions, offering even more accurate information gathered and verified through mail questionnaires and telephone interviews. Contact information, application information, geographic preference, grant information, and primary and secondary areas of giving are only a few examples of the types of corporate information profiled. Price information is available from Public Service Materials Center, 5130 MacArthur Blvd., NW, Suite 200, Washington, DC 20016, (202) 966-7086.

A second resource readers may wish to explore is **Corporate Giving Watch,** a "monthly newsletter designed to cover developments in the corporate giving world." Newsletter information is intended to complement and expand the **Corporate Fund Raising Directory.** The subscription price of $127 covers 12 issues per year. ♦

STRATEGIC MANAGEMENT FOR PVOS:

The PVO Institutional Development Program

The Experiment in International Living, InterAction, and the Institute for Development Research will begin a program of assistance to U.S. PVOs interested in increasing their capacity for strategic management and institutional development.

This pilot project will offer initial workshops to a wide variety of PVOs, as well as opportunities for intensive consultation on strategic management and organizational problem-solving to a smaller number.

Theories and technologies of strategic management, strategic planning, and organizational problem-solving have been widely developed and applied in private, for-profit organizations, but much less applied to PVOs. A primary objective of this project is to develop a better understanding of the special problems of PVOs, and the potential role of institutional development strategies in enhancing their effectiveness. The project hopes to use the unique resources of PVO executives for identifying key problems and solutions in the course of project seminars and consultations.

More specifically, the project will provide workshops that enable PVO senior executives and Board members to explore the relevance of strategic management and institutional development concepts to their own agencies. Consulting services will be offered to key PVOs concerned with either enhancing their capacity for strategic management or solving organizational problems that hamper their effectiveness. Project sponsors also hope to share learning and develop better theory and technology for managing PVOs through collaboration and participation of consultants and PVO staffs.

First Workshop To Be Offered

The project's first workshop, An Introduction to the PVO Institutional Development Program, will be offered in December, 1987 in Monrovia, California on December 7-8 and in New York City on December 10-11. Specific locations are to be announced. It is designed for Chief Executives, Board Members, and senior managers concerned with building the strategic competence of their organizations as well as the capacity to handle the rapid changes expected in their environments during the next decade.

Workshop participants will share their own perspectives on the future and examine the perspectives of others. Concepts of strategic management and institutional development, and how they can be applied to the problems of PVOs and their changing environments, will be addressed. Short lectures, panel presentations, and general discussions will give participants the chance to learn about new developments in the general theme areas of the workshop. The workshop will conclude with a discussion of the PVO Institutional Development Program, so that participants interested in the Program can examine its relevance to their own particular situations.

The workshop cost is $100 for one representative from an organization; $50 per person for additional staff members from the same organization. For more information contact Christine Burbach or Terry Williams of InterAction at (202) 822-8429.

Additional Activities

After the introductory workshop, PVOs wishing to work further on either strategic management or more specific organization and management issues can contract with the Project for a diagnostic consultation to identify problems and initial strategies for managing them more effectively. The Project also provides for consulting interventions for organizations wishing to move beyond the diagnostic stage. At the end of a one year period a follow-up seminar for senior PVO executives and a full evaluation process will take place.

Cost

The program will be offered to PVOs on a cost sharing basis for PVOs who take advantage of either the initial diagnostic or who contract for a more in-depth consulting intervention. Proposed consulting fees are very reasonable.

Contact

For more information on the program, contact Michael Silberman or Peter Falion of the Experiment in International Living at (802) 257-4628. ♦

ORGANIZATIONAL DEVELOPMENT

Nonprofit Management

A 77-page **Nonprofit Management Bibliography** is available from the Nonprofit Management Association. The bibliography (concerned with U.S. nonprofits generally, and not necessarily with PVOs in international development work) identifies, with synopses and ordering information, books, articles, and newsletters concerning general administration, fund raising and resource development, financial management, planning and evaluation, marketing-/public relations, change management, and management and development of human resources. Copies may be obtained for $5.00 (prepaid) from the Nonprofit Management Association, c/o United Way-/Minneapolis, Post Office Box 2350, Minneapolis, Minnesota 55402 ((612) 340-7591).

* * *

Small Enterprise Evaluation Guidelines

The Small Enterprise Evaluation Project (SEEP) has recently published its workbook **Monitoring and Evaluating Small Business Projects: A Step by Step Guide for Private Development Organizations.**

This 262-page workbook grows out of a five year effort by 25 U.S.-based PVOs who have exchanged insights and experiences on PVO management responsibilities with respect to small business projects. The workbook is edited by Shirley Buzzard and Elaine Edgcomb, and is intended for project planners and field staff.

The workbook moves through eight steps to a systems approach to evaluation of small business projects. Step One is a series of exercises that help the PVO define "small" business. Succeeding steps and exercises guide project planners and implementers through goals, identification of project stakeholders, and project design with an approach containing four principal elements:

- soundness of the business
- impact of the business on the community
- impact of the business on the participating individuals or families; and
- effectiveness of the PVO with support services

The workbook suggests change indicators for the different systems elements, and presents bases for PVO selection of one indicator over another, as appropriate to the circumstances.

The workbook devotes substantial space (over half of the contents) to presentation of available "tools" for PVOs to use: this is a directory of research methods, keyed to the workbook's suggested indicators of change. Attention is paid as much to the methods (and indicators) for social change as to economic change.

The workbook costs $17.00 per copy (which includes handling and U.S. postage). Copies may be ordered from PACT, Inc. 777 United Nations Plaza, New York, New York, 10017 (212) 697-6222).

* * *

Strategic Planning

The Amherst H. Wilder Foundation has published a **Strategic Planning Workbook for Nonprofit Organizations.** The 88-page guide was developed by staff of the Foundation (which provides management consultation and training, accounting, and other support services to nonprofit organizations). It contains step-by-step guidelines for organizations wishing to engage in strategic planning, and includes practical worksheets for use by Board, management, staff (and consultants or other outsiders invited to assist) involved in strategic planning exercises. Strategic planning is defined by the workbook as "the process of determining what an organization intends to be in the future and how it will get there." Information on ordering (copies are $25 for 1-9 copies, with reduced rates for volume orders) can be obtained from Management Support Services, Amherst H. Wilder Foundation, 919 Lafond Avenue, St. Paul, MN 55104 ((612) 642-4025).

* * *

Self Evaluation Manual

World Neighbors has published a "Self-Evaluation" manual designed to help PVOs evaluate their own programs. The manual is based on participatory evaluation methods and is particularly designed for evaluation of programs at the rural community level. Price is $5.00. Orders, or requests for further information, should be addressed to World Neighbors, 5116 North Portland Avenue, Oklahoma City, Oklahoma 73112 (405) 946-3333). ♦

PROGRAM MANAGEMENT

A Guide for Project Managers

A new manual for use by French-speaking development project managers has been published by Kumarian Press. **La Gestion Efficace des Projects de Developpement: un guide a l'execution et l'evaluation** responds to a need expressed by French-speaking field managers for material in French that presents the latest development project management techniques. The manual has been prepared in French and is not a translation from English. Its intended audience is program and project managers and management trainers in French-speaking countries.

Organization and content of the manual are based on fifteen years of research and practical experience in project management, execution, evaluation and training in developing countries. The book draws on the experiences of the U.S. Agency for International Development and its various contractors in facing the challenges of project management in the developing world. The manual's authors are Derick W. Brinkerhoff, staff member of the International Development Management Center of the University of Maryland, and Janet C. Tuthill, Director for Africa at Management Systems International. Both authors have long experience in project design, training and evaluation in French-speaking countries, particularly in Africa and Haiti.

The authors have recognized that although much exists in the literature of development on project planning methodologies and techniques, there is very little material that is useful to and appropriate for field managers charged with the execution and evaluation of the project plans on a day-to-day basis. Using examples from a variety of sectors (health, education, agriculture, crafts, etc.), techniques and tools applicable to management across sectors are presented with the understanding that projects are subject to complexities and difficulties stemming from the local environment that are often unforeseen by planners.

The first section describes the manual's content and organization and gives suggestions for its use. The second section examines the *project cycle* and presents an adaptive approach to project planning, while section three contains 12 practical modules, each presenting a concrete example of the use of a tool or technique from the eight steps of the adaptive approach. The modules are designed to be used both by individuals and trainers. The fourth section discusses project evaluation, including a method for specifying evaluation needs, planning, and management, reporting.

The manual has been conceived and presented so that it serves project managers in the execution of their management tasks but also can be used with little adaptation as a text in formal or nonformal management training. The trainers can present a model with its illustrated points and examples, encourage trainers to develop their own solutions, and use the solution presented by the text in the discussions. The following summarizes the module tools and techniques:

1. Le travail en equipe: l'action integree
2. L'arbre d'objectif: les objectifs specifies
3. Le cadre logigue: les strategies elaborees
4. La ventilation des activites: les taches detailles
5. Le reseau de performance: les interdependences identifiees
6. Le graphique de Gantt: les echeanciers realistes
7. Le graphique des responsabilites: les roles clarifies
8. Les indicateurs de progres: les cibles mesurables
9. L'interview: l'information appropriee
10. Le questionnaire: les donnees necessaires
11. Le systeme de controls: les resultats suivi
12. La reconnaissance de l'environnement l'adaptation aux imprevus

La Gestion Efficace des Projects de Developpement: un guide a l'execution et l'evaluation can be ordered from Kumarian Press, 630 Oakwood Avenue, No 119, West Hartford, CT 06110, USA, for $16.50 plus shipping. ♦

CALENDAR

November 16, New York	**Building a Fund Raising Program** PACT 777 UN Plaza New York, NY 10017 (212) 697-6222 $75
December 7-8, Monrovia, CA *December 10-11, New York, NY*	**An Introduction to the PVO Institutional Development Program** InterAction 1815 H Street, N.W., 11th Floor Washington, D.C. 20006 (202) 822-8429 $100 for first registrant; $50 each additional registrant from same organization
November 17, Washington, D.C. *November 18, Washington, D.C.* *November 19, Washington, D.C.* *November 20, Washington, D.C.*	**Accounting for Nonprofits ($48)** **Computers and Nonprofit Organizations ($36)** **Effective Writing for Fundraising ($36)** **Designing Training Programs ($36)** For these workshops and later dates for similar subjects contact: The Support Center of Washington 1410 Q Street, N.W. Washington, D.C. 20009 (202) 462-2000
February 10-12, Toronto, Canada *March 22-24, Toronto, Canada*	**What's Happening to Board-Staff Relationships ($295)** **Improving Personnel Management in Voluntary Organizations ($295)** For these workshops and other workshop dates and topics contact: York University The Voluntary Sector Management Program Room 302-A, Administrative Studies Bldg. 4700 Keele Street North York, Ontario M3J 1P3 (416) 736-5092

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IMPACT

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PVOs and INTERNSHIPS—WEIGHING THE BENEFITS

What are they? Cheap labor. Bright new ideas. A waste. Education. A starting point. According to the National Society for Internships and Experiential Education:

> *Internships are any type of carefully planned and monitored work or service experience in which the intern has intentional learning goals and reflects actively on what he or she is learning throughout the experience.*

For the person searching for an internship, then, the main objectives are educational. For the educational institution that often acts as the liaison between the student and the organization with the internship, the interest is in the practical, experiential learning that can result as well as in maintaining the linkage between the academic community and the employing organizations.

OBJECTIVES

For organizations involved in international development, what are the motivating factors for undertaking an internship program? The reasons can be many. However, they tend to fall into two categories: short-term, tangible, end-product objectives, and long-term, often intangible, education objectives. A recent survey by Karen Yamhure for Winrock International identified the following objectives as to why organizations have adopted an internship program:

End-Product Related

- projects that the permanent staff does not have the time to do are accomplished by interns at a relatively low cost.
- projects are approached from a fresh viewpoint and with a high level of enthusiasm and energy.
- internships are an effective tool for recruiting, screening and pretraining future permanent staff.

Education Related

- the staff learns through the questions, ideas and perspectives that the intern presents.
- the organization contributes to the quality of the future generation of professionals.
- the organization is recognized for its commitment to human resource development by students, universities, and the business community, and this reflects positively on the organization's public image and linkage to these groups.

KEYS TO PROGRAM SUCCESS

Organizations involved in internship programs have found two keys to program success. The first is project assignment. The project must be important to the organization. If it isn't, both the staff and the intern will feel the program is of little value. The project should also enable the intern to apply academic knowledge, and in many cases past work experience, as well as develop professional skills. The end-product will serve the organization better if it utilizes the skills/experience of the intern. A project which also "stretches" the intern to improve or develop new skills will better meet the learning objectives of the intern. Finally, the objectives of the project must be clear and capable of being met within the intern's time with the organization. A half-completed project will be unsatisfying to everyone involved.

The second key is the supervisor. The supervisor is the primary link for the student intern to the professional world, the organization and the project. The supervisor must therefore have the necessary time, energy, and skills available to orient and direct the intern. The supervisor must want to have the intern.

The actual internship programs themselves are as varied as organizational and individual interests dictate. Programs can be directed to utilize undergraduate, graduate, or post-graduate students. Where organizations and education institutions are in close proximity, on-going programs of varying duration may be established. Short-

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PVO PROCUREMENT - HOW TO MAKE IT MORE EFFECTIVE

The commodity procurement nightmare haunts almost all PVOs which administer international projects. Problems with pricing, delivery and operation arise at every stage of the procurement cycle. The ability to solve these logistical hassles often determines a project's success or failure.

Procurement would not be an issue if the world's best products were delivered on time, without need for spare parts or service, at the lowest possible prices, with minimal staff time. This is rarely the case, but the good news is that there is help.

Needs

Successful development projects require the appropriate product, in place and ready to use at the right time. Every PVO can cite a project whose success required the immediate acquisition of the right equipment or spare parts, only to have complications arise at the last minute.

Procurement, when working efficiently, should use minimal PVO staff time to obtain the best products, at the best prices, delivered within the fastest time. What prevents this from being the rule rather than the exception?

Problems

When trying to understand the problems associated with commodity procurement, the first area to examine is the staff assigned the task. PVOs are rare that hire staff with the specific experience and expertise to handle procurement. More often than not, an untrained staff member is assigned that "procurement stuff."

To perform the task successfully, the staff member must:

- Understand the "exact" needs of the field staff and have the technical skills to fill those needs.
- Know or be able to locate manufacturers/suppliers whose products will satisfy field requirements as well as any special "buy American" or other sourcing requirements imposed by the funding agency.
- Negotiate the best prices, delivery and payment schedules with those suppliers.
- Compare products, prices and support from alternative suppliers.
- Order the products.
- Understand each country's unique and changing rules and regulations.
- Arrange transportation and insurance and provide necessary documentation.
- Solve product service needs as they arise.

If more than one product is needed, the above requirements are multiplied, increasing opportunities for complications.

Procurement is generally assumed to be performed from a PVO's international headquarters. More often, it is performed from the field. The range of possible complications outlined above increases due to both the unique circumstances within developing countries and limited staff time available.

The facilities and infrastructure common to the international headquarters are not normally available at the field level. The major problem, in addition to the lack of staff trained to perform procurement, is the lack of reliable communications. Communication via the telephone, telex, and mail is never certain. At the same time, PVOs are expected to find suppliers, negotiate prices, arrange transportation and insurance, and prepare documentation. How can procurement be made more efficient and reliable?

Solutions

There is no single solution to improving commodity procurement. Regardless of precautions, PVOs will encounter slow and/or delayed deliveries, difficulty clearing customs, theft and product breakdowns. The goal of effective procurement is not to eliminate all problems (this would be too cost prohibitive), rather to keep them at an acceptable level.

To reach this level, organizations should be realistic in their attitudes and expectations concerning time and expense. Procurement should not be pushed aside as an unimportant issue, but rather accepted for the critical role it plays in the development process.

Organizations have three major choices for procurement:

1) Perform it internally through existing staff.
2) Hire procurement specialists.
3) Perform internally what is cost-effective and hire

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AID A-110 AUDIT UPDATE

The Winter 1987 issue of ***IMPACT*** featured an article on the Single Audit Concept and how it applies to PVOs. As the article noted, the AID Inspector General's office described OMB's Circular A-110 Audit definition as the most practical definition of this concept for PVOs. In October, 1987, the Association of PVO Financial Managers organized a workshop on the A-110 audit. This workshop brought together representatives from AID, PVOs, and audit firms to increase mutual understanding of the A-110 audit process. The report of this workshop was published in February 1988.

AID is about halfway through implementing the A-110 audit. It will improve the historical pattern for PVO audits in two ways:

1) reduce the length of time it takes AID or its delegate to audit a PVO, and

2) reduce the costs of two or more separate audits by maximizing an expanded scope of a PVO's independent audit.

An initial fear of this change to the A-110 approach has been the poor quality of audits by CPA firms unfamiliar with generally accepted government auditing standards. A review of the workshop results indicate that:

- there seems to be general agreement on the benefits of the single audit approach as a way of getting multiple uses from one audit and as an opportunity for PVOs to use their public accountants to get current on a backlog of unaudited overhead rates.
- AID recognizes that the A-110 process has many uncertainties and will require several years to complete the transition.
- those with experience in A-110 procedures suggest two things to minimize surprises:
    - review the proposed audit plan with AID before initiating it.
    - use Circular A-128 for guidance on the audit scope of work. (This circular defines federal agency responsibilities for implementing and monitoring requirements of the Single Audit Act of 1984, the impetus for A-110.)

What's Included in the Audit

Many of the initial concerns in changing the A-110 audit appear to be less formidable as the process actually gets underway. AID Representatives suggest that the following be included:

1. Certified financial statements
2. Supplemental statement of changes in federal balances
3. An overhead computation
4. Internal control report
5. A compliance report. This has two parts, one on compliance (i.e., a listing of the unallowable costs identified), and the other relating to other provisions, such as reports submitted to federal agencies (e.g., SF272, SF269).
6. Statement of interest earned.
7. Statement of grant closeout (where applicable)
8. Management letter and response (if the latter exists).

AID plans to require the latter three reports as part of the A-110 guidelines in the future. The overhead audit and certification will be included so that AID's audit delegate, the Defense Contract Audit Agency (DCAA), will not have to continue to do this annually. The interest earned report will be an accounting of the interest earned on federal funds and refunds of that interest to the U.S. Treasury. Grant termination audits would be built into the A-110 audit; AID has not determined how this will be handled.

PVOs initiating activities to undertake the A-110 audit process will find the workshop report very helpful. It is available from the Association of PVO Financial Managers, c/o Alison Smith, PACT, 777 United Nations Plaza, New York, NY 10017. There is no charge to Association members; non-members must pay $10.00.

Resources

Key publications resources for the A-110 audit include AID's **"Guidelines for Audits of Federal Awards to Non-Profit Institutions"** (detailed treatment of how to satisfy the audit requirements of OMB A-110). Useful guidance may be obtained from OMB Circulars A-110 (Uniform Administrative Requirements for Grants and Other Agreements with Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations), A-122 (Cost Principles for Non-Profit Organizations), and A-128 (Audits of State and Local Governments). AID's Audit Liaison Officer, Ed Conville, (703-875-4180) can provide audit guidelines and technical assistance. As an additional resource and for other resource titles, readers might want to consult "The Single Audit Concept: How it Applies to PVOs," ***IMPACT*** (No. 2, Winter 1987). ♦

Internships (continued)

(from page 1)

term, under three months, and long-term, one year or longer; full-time programs can also be established. Programs can be established which provide the student academic credit or none. Some programs provide no monetary support; others may provide a minimum stipend; some pay a salary. Programs may include work at domestic headquarter locations or at international sites.

What should an organization do if it thinks it may want to start an internship program?

1) Know your organization - do you see the value of having interns? Does the potential supervisor(s) want to be involved?

2) Determine how the intern would be used and the project options available. From this you can determine the types of skills, education, and experience the intern should bring.

3) Determine what support you can offer the intern, especially financial. Remember that the high costs of education limit the ability of many students to participate in programs where either no salary or only a minimum stipend can be provided.

4) Identify several schools whose students and academic programs seem to meet your requirements. Talk to the staff person in charge of intern programs and determine whether to proceed further.

Resources

There are several publications that provide some insight into existing intern programs, as well as provide contacts for obtaining further information.

An Independent Sector Resource Directory of Education and Training Opportunities and Other Services, 2nd Ed., 1987 (Independent Sector, 1828 L Street, N.W., Washington, D.C. 20036). Includes program descriptions and contact information for campus-based education and other training programs, as well as internships, fellowships and grants to individuals.

Overseas Development Network Opportunities Catalog: A Guide to Internships, Research and Employment with Development Organizations, January 1985 (SIDO, ODN Clearinghouse Project, Box 2306, Stanford, CA 94305). Includes listing of development organizations with intern and full-time employment opportunities, describes intern activities and provides contact information. ODN/SAIS is updating their February 1987 ODN Guide to Opportunities in International Development in Washington, D.C. (careers and internships) which will also be available through SIDO.

Internships and Careers in International Affairs, December 1987 (The United Nations Association of the United States, 300 East 42nd Street, New York, NY 10017). Includes a listing of internship programs in governmental and non-governmental organizations as well as graduate programs in international affairs. ♦

Procurement (continued)

(from page 2)

procurement specialists to perform what is not cost-justified.

When evaluating procurement options, organizations should include staff time in calculating procurement costs. The reason for this is obvious: if all appropriate costs are included, internal procurement projections are more reliable.

The standard rules of business apply to procurement—do not try to save money at the expense of inferior products and services. The adage, "you get what you pay for," should be etched above the desk of every procurement officer. PVO budgets do not allow for the luxury of procurement mistakes. Therefore, a good guideline to follow is to employ reputable, experienced firms to supply products, transportation and insurance.

Organizations should incorporate the following basic business principles when performing procurement:

1) Plan as far ahead as possible to anticipate both needs and problems.

2) Understand the precise product(s) needed from the field.

3) Establish good communications between the home office and the field.

4) Include an adequate supply of high quality spare parts with each order.

5) Understand equipment service needs and make adequate preparations. Avoid equipment that requires constant attention or complicated maintenance.

Professional procurement services can provide assistance on a regular or as-needed basis. The advantages of using professional procurement firms include increased convenience, reduced cost, and fewer potential problems.

One Source of Procurement Support

Procurement specialists such as Horizon Trading Company, author of this article, can assist PVOs by performing such support functions as product sourcing, ordering, product consolidation, packing and labeling, transporting by air and sea, insurance and documentation. Horizon can also meet emergency procurement requirements as they arise.

During its eight years of operation, Horizon has procured and shipped all types of products worth more than $50 million. These products have been used by more than 200 development projects in over 25 countries.

For more information on the services of Horizon Trading Company, contact:

Mick Weltman
Horizon Trading Company
1225 Connecticut Ave., N.W., #315A
Washington, D.C. 20036
Telephone: (202) 887-1900
Telex: 248890 or 4942420 ♦

APPROACHES TO DEVELOPING AND MARKETING IN-HOUSE PUBLICATIONS

Does your organization develop and sell publications? Do they represent a major investment of resources? Do you know how well they are reaching your intended audience? Are you uncertain you are receiving maximum benefit from your efforts?

In response to a number of PVO concerns about publications, their sale and distribution, PACT sponsored a seminar in 1987 to explore innovative methods for the distribution of development-related publications. Led by Wendy White, Information Services Manager of BOSTID, National Research Council, the seminar was attended by representatives of over 25 development agencies.

The seminar focused on innovative cost-recovery distribution techniques that would enable an organization to recover publication costs without adding to their administrative burden. For example, if the provision of information to Third World colleagues is an important organizational goal, then the decision might be to provide that information free-of-charge, and recover costs from developed country readers.

A very tangible benefit of instituting cost-recovery measures is that books published can now be distributed through normal, commercial channels. An additional benefit may be an increase in productivity and professionalism on the part of the writing and editorial staff. The implementation of even the most rudimentary cost-recovery mechanisms is often the first step in creating an efficient, professional, and high quality publishing operation.

Cost Recovery Mechanisms

Joint publication involves agreements with commercial publishers interested in marketing books in developed countries. In such an arrangement, the author presents the publishers with a completed manuscript, often in camera-ready form, needing only a final edit. The publisher then prints the books and sells copies to the author at or slightly above cost. The author uses these copies for sale or free distribution through the author's more traditional marketing channels. The author receives a royalty based on the sales made by the publisher. Publishers such as Westview Press, Yale University Press, AB Academic (London), and Rodale Press are interested in joint publication. The biggest advantage of working with commercial publishers is the ability to tap into well-established distribution channels serving the appropriate audience. The author can increase coverage and visibility greatly, without adding to costs, by using a commercial publisher.

Co-publication is a mechanism whereby the original publisher grants a second agency permission to translate, publish and disseminate a book in another language. Documents intended for co-publication are designed to be easily and inexpensively translated and printed. The agency undertaking the translation and publication of a manuscript is given permission to sell the resulting book in that country. The primary benefit of co-publication is the increased distribution of material in local languages, which serves not only to broaden the reputation of the publisher, but assures that the material will be more useful to its intended audience.

Book distribution networks are well established throughout the world, and often serve as the best mechanism for disseminating books in foreign countries. Because they are established and recognized in the country or region where they operate, distributors can help the publisher cut through bureaucratic barriers, such as customs and censorship. Distributors offer readers a convenient outlet from which they can purchase books in local currency. Direct sales agreements require that the distributor purchase copies of books from the publisher at a substantial discount, so that the final sales price will remain at or below the original list price. Consignment distributors pay the publisher only for what they are able to sell. Since these distributors have lower overhead and less risk than the direct-purchase distributor, the publisher can usually keep a greater percentage of the selling price.

The PACT workshop also included a discussion of marketing approaches in the non-profit environment. Such techniques included book reviews, exhibitions and bookfairs, publication lists or brochures, advertising (especially in specialized journals), bibliographical listings and direct mail.

PACT is currently reviewing the outcomes of this workshop to determine what additional steps PVOs may want to explore further. Readers with specific interests on the topic should contact Alison Smith, PACT, Inc., 777 U.N. Plaza, New York, NY 10017, (212) 697-6222. ♦

PACT/APPLE COMPUTER GRANTS PROGRAM—AN EVALUATION

Profiled in the Spring 1987 *IMPACT,* PACT has recently completed its very successful program in conjunction with Apple Computer Company. The purpose of the partnership was to "improve the institutional capabilities and management capacity of PACT member grantees and other non-profit organizations by providing an effective way to organize and use information through the use of microcomputer systems." Apple committed itself to donating 50 computers per year for three years. PACT assumed responsibility for the administration, training and support of the program. Upwards of 135 separate organizations were recipients under the program.

Over the life of the program, the computers were evenly distributed by region, with about one-fourth going to organizations in Asia, 23% in Africa, 22% in the Caribbean, and about 30% in Latin America. An evaluation of the program was made in late 1987 and described the impact of the partnership. The evaluation was based on survey questionnaire responses of nearly two-thirds of the organizations who received computers during the first year of the program. The evaluation looked at both the hardware-/software specifics of the program as well as operational benefits to the organizations.

Hardware and Software: All the original systems were still in operation, most with a high intensity of use. Nearly one-third of the grantees had expanded their systems with peripherals; over one-third had acquired additional computers. Nearly two-thirds of the grantees used their computers for word-processing; one-third, data base management; and 20%, financial management. There was little use of telecommunications applications, primarily for infrastructure reasons or government regulations.

Costs to Grantees: These varied a great deal by location. Import duties ranged from none to more than $800. Electric current stabilizers cost between $50-$250. On-going costs ranged from $250 per year in the Caribbean to $2,100 per year in Africa. While servicing was generally not an issue, it was most available in Asia and least available in Africa. Consultancy services were expensive everywhere. Training costs varied a great deal and were difficult to quantify.

Benefits to Grantees: Three-fourths of the grantees felt the computer has resulted in a significant increase in organizational productivity; only one organization said there was no effect. In addition, 80% of the organizations stated that the technology had led to significant changes in the organization's operations including an increase in the quality of management decisions; a restructuring of employee activities; increased capacity to deliver services in a timely fashion; and increased ability to hire and retain professional staff. This is strong evidence that the program was well-conceived and that microcomputer technology has a highly useful role at the grassroots level.

Two recommendations were made for strengthening the program: to broaden the strategies employed to provide support and consultation services, and to increase software support. Both recommendations stressed the high cost and limited availability of these services in the developing world.

Overall, this partnership was highly successful at transferring useful and appropriate high technologies to the service of the poorest sectors in developing countries and should serve as a model for similar endeavors. ♦

RESOURCES OF INTEREST

PVOs and Development Partnership

In a recent paper entitled "Private Voluntary Organizations and Development Partnerships," David Brown examines the concept of matching institutions in development, looking at the development roles of NGOs, and their organizational and management problems. He then identifies three roles for development NGOs in promoting development partnerships: catalyst (bringing others together); partner (providing support services to partners in the field); and implementor (carrying out programs on behalf of the partnership). The paper ends with a section on the role of social scientists in development. Contact: Institute for Development Research, 710 Commonwealth Avenue, Boston, Massachusetts 02215.

***

Navamaga: Training Handbook

Navamaga is the title of a handbook on training activities for group building, health, and income-generation for rural women. The handbook is designed for development workers who carry out training programs in the field, and it is based on experiential or participatory learning principles.

After an introductory session on planning training programs, the handbook begins with training activities relating to "getting together and working together," covering such skills as communication, group problem solving and understanding different perceptions.

The next session covers various women and leadership roles (including attitude and role changes). Their needs assessment activities are covered, followed by several chapters on resources and projects for health and income generation. The final chapter in on planning.

Written by Dian Seslar Svendsen and Sujatha Wijetillehe, the handbook is jointly published by the Women's Bureau of Sri Lanka and the Overseas Education Fund.

(continued on page 7)

SALARY SURVEY

For over 12 years, PACT and the Personnel Co-op have conducted an annual salary and benefits survey for not-for-profit organizations. The survey is the only regular source of salary and benefits data in this field, providing the basis for the compensation practices of a significant number of U.S. PVOs.

The 1987 survey includes data from 66 non-profit organizations, all but four of whom are involved in international development. Thirty-two of the responding organizations have budgets under $10 million per year, while 34 have annual budgets over $10 million.

Thirty-nine different position classifications are included in the detailed salary survey. Positions ranging from Executive Director to Regional Director, to Computer Programmer and Administrative Assistant are included.

For key positions, the data is further summarized by geographic location of the organization's headquarters, the size of the organization's budget, established salary range, and actual salary (range, mean, and median).

Supplemental benefits and perquisites data is summarized by senior and middle management, as well as for all staff. Salary administration data includes descriptions of organization practices in the areas of job descriptions and evaluations, salary range, salary increases, performance appraisals, and compensation philosophy/comparison. Organizational benefits that are covered in the survey range from leave policies to insurance and retirement practices.

The top five positions from the 1987 survey, together with their mean salaries, are:

Position	*Actual Mean Salaries*
Executive Director	$79,886
Deputy Director	66,269
Director of Finance & Admin.	53,032
Director of Programs	55,272
Fundraising Director	49,364

The 1988 salary questionnaire will be sent out in May with an end of June return date. Results will be available in mid-August. Participating organizations contribute $75 toward the cost of conducting the survey. Only those organizations who participate are entitled to the survey results. Don't miss out. Contact the Personnel Co-op c/o PACT for more information. ♦

Resources (continued)

The cost is $12 (English) and $14 (French and Spanish). Contact: Publications Manager, OEF International, 1815 H Street, N.W., 11th Floor, Washington, D.C. 20006. (202) 466-3430.

***

Alternative Funding Mechanisms

Fernand Vincent of Innovations et Reseaux pour le Developpement (IRED) has prepared a paper on the alternatives to external funding. He argues that the key to financial autonomy is the creation of reserves and he suggests a seven-step process for local associations:

- birth of the association with its own resources
- project approach and funding
- creation of flexible funds
- creation of revolving funds to allocate local loans
- access to guarantees in order to obtain a local loan
- direct access to the credit system of local financial institutions
- support toward achieving local autonomy.

The second part of the paper examines ways of building up the reserves and capital of associations looking at such aspects as renewal funds for equipment; funds for contractual obligations; risk funds; research and innovation funds; and exchange reserves. Finally, a new role for the international aid agencies is suggested. The paper is entitled **Assisting a Development Organization to Become Financially Autonomous.** Contact: IRED, Case 116, 1211 Geneva 20, Switzerland.

***

Boardsmanship

Improving Boardsmanship Skills is a manual for trainers that lead workshops for voluntary members of boards. It has been prepared and published by "Project Manage" in Winnipeg.

The manual is divided into three parts. The first is a guide for workshop leaders covering pre-meeting checklist, introduction of participants, functions of the board, use of committees, and the importance of planning. The second part contains workshop exercises and the third and most substantial part includes various handouts for the participants, for example:

- Sample volunteer job description
- Sample by-laws
- Checklist for a personnel policy document
- Tips on making committees work well
- Tips for recruiting board or committee members.

Price: Cdn$ 8.00. Contact: Christine Wheeler, Management Studies Section, Continuing Education Division, University of Manitoba, 541 University Centre, Winnipeg, Manitoba R3T, Canada. ♦

CALENDAR

May 5, New York, NY	**Conflict Resolution** PACT, presented in conjuction with The Support Center Contact PACT for price and location
May 12, New York, NY 777 UN Plaza 12th Floor	**Time Management Workshop** PACT ($95)
May 17, Washington, D.C. Carnegie Endowment for Peace Choate Room, 8th Floor	**Organizational Politics** PACT ($95)
May 23, New York, NY 777 UN Plaza	**Profit Making Ventures for Non-Profits** The Association of PVO Financial Managers
	For more information on the preceding workshops, contact PACT, Inc. 777 UN Plaza New York, New York 10017 (212) 697-6222
May 31-June 10, Denver, CO *July 25-Aug. 5, Washington, DC* *Sept. 6-17, New Orleans, LA*	**Management-Communication for Development $895**
Aug. 7-18, Washington, DC *January 5-15, Orlando, FL*	**Project Management and Evaluation, $975**
June 12-17, Washington, DC *Aug. 21-26, Washington, DC* *Nov. 23-27, Washington, DC*	**Managing Development with Microcomputers, $595**
	For information on the preceding three workshops Contact Management Training and Development Institute 600 Water St., S.W. Washington, D.C. 20026 (202) 646-7910

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IMPACT

Management Resources for Private Voluntary Organizations

Private Agencies Collaborating Together 777 United Nations Plaza, New York, NY 10017 (212) 697-6222

PVOs AND STRATEGIC PLANNING

By definition, strategic planning is a dynamic, ongoing process of determining the path an organization wants to take to achieve a vision of its future. It is based on the environment the organization is in and the mission it has adopted. It is the basis upon which an organization designs its ongoing programs and operations.

Strategic planning is not just a static document of little practical use to the operations of an organization. Rather, it is part of a dynamic process of strategic management within a flexible work environment and a participatory work scheme. Strategic planning should be part of a balanced organizational operation with structures and processes that not only are flexible to meet changing requirements but that provide a general framework, direction, and discipline in which progress towards a goal can take place. Strategic planning is the method of figuring out what is going on and choosing the way the organization prefers to react so that individual managers and employees can then direct their energies toward effectively doing their work.

DOES IT WORK IN PVOs?

Why hasn't strategic planning taken hold in many PVOs? In part the answer is because many view planning as:

- too corporate
- cold, bureaucratic, non people-oriented
- static - too time-consuming
- keeping an organization from the work that has to be done
- impossible to do because the organization must react to currently unknown needs and conditions outside the organization.

The first three reasons may become true if the organization chooses to operate in a centralized, control-oriented fashion. The last three reasons are arguable when looking at the results of many efforts that are done in a "shoot-from-the hip" fashion.

There are alternative ways to look at how organizations function. One approach which is very applicable to organizations working in a significantly changing environment is called "continuous improvement." It is possible to theoretically describe the

(continued on page 3)

Dear Colleagues:

In the next issue *IMPACT* will focus on PACT's new initiatives to strengthen its services to the PVO community. *IMPACT* will expand its scope to include topics relating to PVO program development as well as its current organizational development and financial management themes.

PVOs face complex organizational issues in carrying out development programs. *IMPACT* is a communication tool that needs your participation to achieve its potential. Please read each issue and give PACT your comments.

Sincerely,

Thomas R. Byrne
Executive Director

In This Issue

PVOs and Strategic Planning 1
Fundraising 2
Establishing Field Offices 2
Medevac Insurance 4
Business Ventures for Non Profits 6
Support Center's Information Express 7
Office Technology Handbook 7
Computer Corner 8
Flexible Spending Accounts ..... Supplement

PACT PUBLICATIONS: Establishing Field Offices

The decision to start operations in a new country and to establish a field office is a major one for any organization. PACT has recently completed drafts of two pamphlets to assist PVOs/NGOs who are establishing a presence in a new country work through the many issues involved.

The first pamphlet, **Country Agreements Manual,** describes issues to be addressed by an organization so that it may exist and conduct activities legally in a country. The Country Agreement provides the legal basis for operations. The Agreement derives from negotiations and describes mutual expectations between the organization and the host government. Issues as varied as legal right to exist and operate, to tax status, to personnel issues and funding status may all be included. Since Agreements will vary considerably because of differing legal requirements in different countries, legal assistance in preparing and negotiating such a document is suggested. The manual will help direct an organization's work so that a comprehensive, flexible agreement can be reached.

The second pamphlet, **Establishment of Field Offices Manual,** outlines the issues to be addressed by an organization wishing to establish a physical presence in a country. Issues ranging from initial planning to office selection and hiring personnel are covered. In checklist fashion, the manual describes five phases of field office establishment that should be studied and understood:

- Assessing the market and competition in the organization's major programming sectors.
- Assessing the country's environment and infrastructure.
- Building national networks and support for programs.
- Establishing a legal and administrative presence.
- Establishing a physical presence.

The manual systematically introduces important areas of consideration for any organization attempting to establish and operate a field office.

Both pamphlets were prepared by MDI (Management Development International) and are available for $3.00 each from PACT, Inc., 777 United Nations Plaza, New York, NY 10017, (212) 697-6222. ♦

IMPACT: Management Resources for Private Voluntary Organizations features articles on organizations, publications, workshops, and seminars available as management resources to the PVO community. *IMPACT* is published by PACT (Private Agencies Collaborating Together) and is supported by the Agency for International Development's Office of Private and Voluntary Cooperation in the Food for Peace and Voluntary Assistance Bureau, through a Cooperative Agreement with PACT. *IMPACT* is part of a larger Training and Information Services Program designed to help strengthen the management capacity of PVOs in their U.S.-based administrative activities and in their Third World program work. PACT needs the suggestions and contributions of IMPACT readers. Please send copies of new studies or publications, comments, questions and announcements to Editor, *IMPACT*, PACT, 777 United Nations Plaza, New York, NY 10017, (212) 697-6222. Reproduction is permitted with proper acknowledgment.

FUNDRAISING

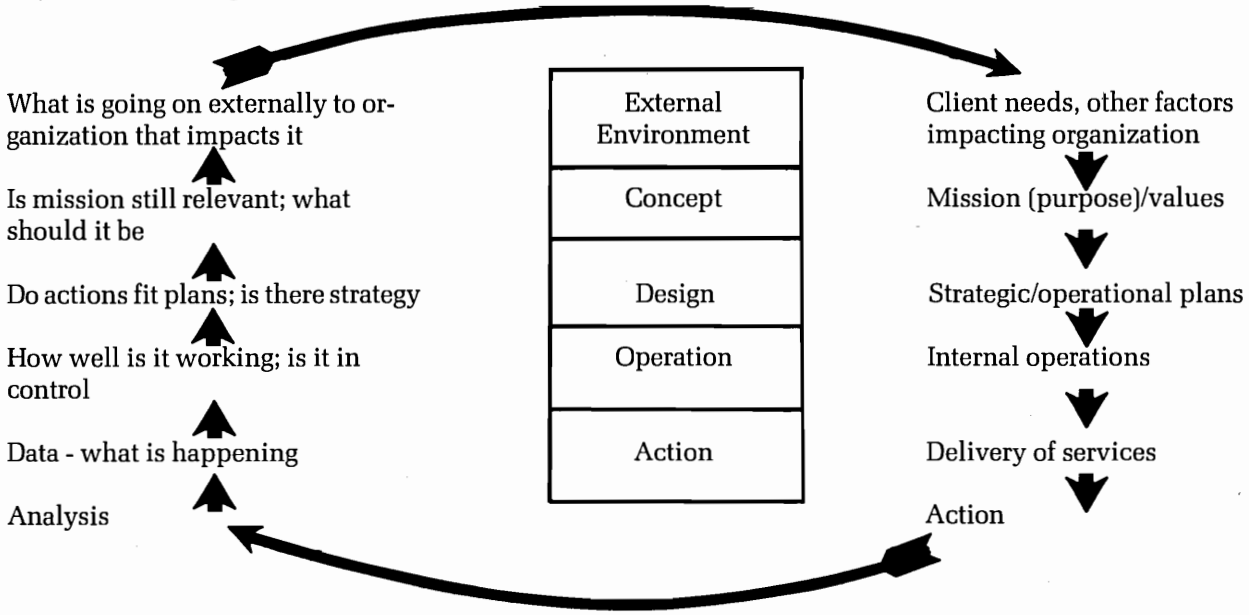
America's Wealthy and the Future of Foundations is a joint effort of the Council on Foundations and the Yale Program on Non-Profit Organizations supported by the Kellogg, Mott, Mellon, and Ford Foundations. It resulted from a study that investigated the decline in the rate of creation of private, independent foundations, and covers such topics as foundation creation and growth trends, legislative oversight, the expanding role of advisors to the wealthy, charitable motives of the wealthy, and attitudes about foundations. The study concludes that the core of existing foundations will continue to exist. Growth of new foundations will continue at a slower rate, and new foundations will continue to be small ones. For the full report ($34.95 hardbound/$24.95 paperbound plus shipping and handling), contact:

The Foundation Center
79 Fifth Avenue
New York, New York 10003 ♦

STRATEGIC PLANNING

(continued from page 1)
activities of an organization as alternating between action and analysis, illustrated by this diagram.

Figure 1 - How Organizations Function



HOW IT COULD WORK

As an organization starts moving toward action, the environment in which it operates provides the initial and ongoing driving force. The environment suggests and influences the purpose (mission) of the organization, which in turn leads to an organization's plan (strategic and implementation plans) on how it will fulfill its purpose. From this plan, the organization develops its methods for operating (systems, structures, processes), which then lead to action being taken.

At this point the process reverses itself from one of action to one of analysis. This spiralling process is called "continuous improvement" because an organization that completes these steps is in its normal mode of operations to meet the changing needs found in the external environment while remaining consistent with the organization's own charter. This is a prerequisite of effective change in the organizational development context.

As those who have worked in and with organizations know, however, most organizations do not follow these steps. Many actions are taken without sufficient planning; new programs started without understanding the impact on existing programs; little or no evaluation is made to understand the effectiveness of efforts. Most organizations are not able to operate successfully for long in this piecemeal fashion.

This then brings us back to the issue of strategic planning. If an organization is trying to improve its effectiveness because it finds its current approaches are insufficient, or it finds that it is dealing with an increasingly uncertain environment, it might see a reason for attempting all the steps of the "continuous improvement" process and include an active and integrated strategic planning process within their overall activities.

Strategic Planning Resources

- Issue 4 of *IMPACT* (Fall 1987) profiled the PVO Institutional Development Program of Strategic Management Services for PVOs. For information on specific services available to PVOs contact Michael Silberman or Peter Falion of the Experiment in International Living at (802) 257-4628.

This program's co-sponsor, the Institutional for Development Research (IDR), publishes their Working Paper #5, "Beyond Strategic Planning: Strategic Decisions in Nonprofit Organizations." This 17-page document, priced at $2.00, is available from IDR, 710 Commonwealth Avenue, Boston, MA 02215.

- *IMPACT* Issue 4 also reported availability of "Strategic Planning Workbook for Nonprofit Organizations," from Management Support Services, Amherst Wilder Foundation, 919 Lafond Avenue, St. Paul, MN 55104, (612) 642-4025. ♦

EMERGENCY MEDICAL EVACUATION INSURANCE

WHERE TO GET IT

PVOs with overseas-based staff and staff who travel frequently often supplement general insurance coverage with specific Emergency Medical Evacuation Insurance. Five sources of such insurance are profiled in this article.

Basic features of these programs include medevac transportation, medical referrals and monitoring, assistance with transportation of minor children, as well as some type of support for a family member to accompany the injured person. Repatriation of the injured individual or the remains, in the case of death, is included. In some cases the cost of local burial, if desired, is covered. Pre-existing conditions are not covered by any of the plans.

The programs all differ at the detail level; for example, in whether transportation *and* lodging for the family member accompanying the injured person is included; or whether local ambulance costs are covered. In addition, several plans include coverage for foreign country hospitalization or certain other medical expenses. These may be of use if a person's medical insurance does not cover foreign travel.

Access America, a subsidiary of Blue Cross and Blue Shield of the National Capital Area and Empire Blue Cross and Blue Shield, has a combination medevac and medical coverage. The International Plan covers travel in areas outside the U.S., the Caribbean, Canada or Mexico that are not designated as closed by the U.S. State Department. Prices are typically quoted for trips under one month in length. A number of additional trip-related services are also available in optional programs. For more information on Access America program, they can be reached at 600 3rd Avenue, Box 807, New York, NY 10163, 800-831-2800 or 212-490-5345.

MedHelp Worldwide uses the EuropAssistance program for their medevac coverage which is part of an overall $500,000 medical hospital insurance plan. This program has an upper age limit for eligibility, and rates are determined by the applicant's age. Prices are quoted for yearly benefits with six month premiums being available. A separate plan is available for people living in the U.S., Canada, and Hong Kong. Optional programs of accidental death and dismemberment and life insurance are also available. Contact MedHelp Worldwide at 243 Church Street, W., Vienna, VA 22180, 703-281-9500.

NEAR Services serves individuals and their families traveling outside their country of origin. It notes no geographic exclusions. Prices are for six months or one year periods. A separate $100,000 major medical plan for foreign hospitalization and an accidental death and dismemberment benefit are available. NEAR Services' address is 1900 N. MacArthur Blvd., Oklahoma City, OK 73127, 800-654-6700, 405-949-2500

International SOS has four types of medevac programs available—for individuals and their families, for AID contractors, for other government agency contractors, and for employees of individual firms. The programs cover any country not designated as closed by the U.S. State Department. Wright and Company, the administrator of the AID program, also offers a separate medical insurance and accidental death and dismemberment program for AID contractors; it also handles the DBA (Defense Base Act) insurance program for AID. For more information, International SOS can be reached by contacting Wright & Co., 1400 Eye Street, N.W., Suite 1100, Washington, DC 20005, 800-523-8930, or 202-289-0200.

Travel Assistance International is the U.S. operation of EuropAssistance Worldwide Operations. Its medevac program also includes $5,000 health insurance program. It covers all geographic areas but does not promise "full service" in countries designated as closed by the State Department. Other travel related services and an accidental death and dismemberment program are options also available. Write Travel Assistance International at 1313 F Street, N.W., Suite 300, Washington, DC 20004, 800-821-2828, or 202-347-7113.

A two-page table that compares the services and costs of these five programs is presented on page 5. Individuals should shop around to determine which coverage will best suit specific needs.

MEDEVAC INSURANCE
(August 1988 Info)

Who	What Offered	At What Price
ACCESS AMERICA INT'L 600 3rd Avenue Box 807 New York, NY 10163 800-831-2800 212-490-5345	**For:** U.S. citizens and families traveling overseas; no age restrictions **Incl:** Medevac, referral, monitoring; $10,000 ($20,000 family) medical, hospital, emergency dental coverage with $50 deductible; no dollar limit on medevac. **Other Services:** Separate trip and health package including delayed/cancelled flight, legal/travel help plus health/medevac; comprehensive package including above plus baggage delay/lost, travel accident. **Note:** Not applicable in countries designated as closed per U.S. State Dept. Separate coverage under Access America North America for coverage in U.S., Canada, Caribbean, or Mexico.	TRIP LENGTH / INDIV / RATE/ FAMILY 1-4 days $46 $ 57 5-8 $52 $ 73 9-15 $61 $ 97 16-23 $73 $128 24-30 $85 $160 Additional days (over 30) dly rate $2.50 $5.00
MEDHELP WORLDWIDE 243 Church St., W Vienna, VA 22180 703-281-9500	**For:** Individuals and their families who are living abroad; maximum age of entry 64. **Incl:** Medevac, referrals, other assistance through EuropAssistance; also includes hospital services up to $500,000 per person per covered injury/sickness; local ambulance service; emergency dental, out-patient services; prescription medicines, laboratory and x-ray services (executive plan-no limits; some limits to standard plan); home country expenses, repatriation/burial with some limitations; nursing at home (up to 26 weeks)-executive plan only. **Other Services:** Accidental death/dismemberment benefits; life insurance **Note:** Separate plan available for individuals to be living in U.S., Canada, Hong Kong.	Annual Premium (0.6 factor/6 mos) Applic. Age / Exec. / Stand. 0-39 Applic $ 622 $ 541 w/Spouse $1295 $1122 Family $1601 $1387 40-54 Applic $ 898 $ 755 w/Spouse $1877 $1612 Family $2142 $1846 55-64 Applic $1336 $1142 w/Spouse $2795 $2397
NEAR SERVICES 1900 N. MacArthur Blvd. Oklahoma City, OK 73127 800-654-6700 405-949-2500	**For:** Individuals and their families traveling outside their country (not just country) of origin; no age restrictions. **Incl:** Medevac, referral, monitoring, transmission of medical info, lost baggage and other travel information. **Other Services:** $100,000 major medical plan for foreign hospitalization and accidental death and dismemberment benefit. **Note:** No geographical exclusions.	Indiv. / Family 6 months $100 $140 1 year $150 $220
INTERNATIONAL S.O.S. 800-523-8930 Wright & Co. 1400 Eye St., N.W. Suite 1100 Washington, D.C. 20005 202-289-0200	**For:** U.S. Citizens and families and government contractors/families traveling and working overseas; no age restrictions. **Incl:** Medevac, referral, access to legal and bail bond assistance, access to specialists and medication at attending physician's request. **Other Services:** Through Wright & Co. for A.I.D. Contractors and and families working overseas - basic medical insurance with accidental death and major medical. **Note:** Applicable in any country of travel not closed per State Dept.; corporate plans can be developed for individual firms.	Trip Length / A.I.D. Indiv. / Other w/DBA / wo/DBA* / Govt 1-7 days $ 15 $13 $ 13 $ 15 ea addl day $ 2 $ 1 $ 1 $ 1.75 per mo. $ 45 $30 $ 30 $ 40 annual/ freq trav $195 $90 $115 $140 expats. ($ 90 days) — — — $160 *each family member
TRAVEL ASSISTANCE INTL. (Part of EuropAssistance Worldwide Services) 1313 F Street, N.W. Suite 300 Washington, D.C. 20004 800-821-2828 202-347-7113	**For:** U.S. citizens and families traveling overseas; no age restrictions. **Incl:** Medevac, referral, monitoring of in-country medical assistance; medical insurance uof up to $5000 for accident, sickness, and emergency dental coverage with $75 deductible; typically would bring person back to U.S. if major medical concerns. **Other Services:** Accidental death/dismemberment, bail bond, lost bags, delayed/cancelled flights; coverage of non-U.S. citizens through EuropAssistance. **Note:** Cannot promise "full service" in countries designated as closed per State Dept.; description and prices listed for new program being implemented which includes extended stay option.	Short Term / Indiv. / Family 1-8 days $ 40 $ 60 9-16 $ 50 $ 75 17-24 $ 60 $ 90 25-31 $ 65 $125 32-45 $ 85 $140 Annual (90 day max) $120 $200 Extended Stay 6 mo. (min) $200 $300 9 mo. $300 $450 12 mo. $450 $600

BUSINESS VENTURES FOR NONPROFIT ORGANIZATIONS

Why would a PVO consider a business venture? Besides diversifying its funding base, such activities may be an on-going source of funds for a PVO. Especially in these tough financial times, PVOs are exploring income-generating activities to supplement traditional foundation, corporate, and individual support.

In May, 1988 the Association of PVO Financial Managers sponsored a workshop on profit-making ventures for nonprofit organizations. The workshop provided an overview of the process and key issues related to internal corporate venturing for non-profits, with particular emphasis on the organizational context in which the business activity takes place and the potential risks involved.

The workshop suggested that business ventures could be conducted within the existing nonprofit organizational framework; by setting up a subsidiary nonprofit organization: or by setting up a separate for-profit business corporation.

Many of the examples of nonprofit business ventures are found in the domestic nonprofit community, and the workshop did not offer the definitive answer for what businesses or ventures PVOs could consider. The possibilities seemed to range from selling organizational consulting services, to selling products from overseas, to establishing a for-profit publishing arm. Whatever the direction, a key consideration is involvement in an activity that furthers the mission of the organization.

The workshop did, however, systematically review the steps in approach and planning, from goal setting to product development to feasibility study. It touched on how to choose the appropriate legal structure, including such factors as purpose of the activity, funding sources, control structure, and external perceptions.

PVOs who may be considering a business venture cannot afford to fail. With limited financial resources, IRS considerations, the reputation of the agency, and often relationships with funders at stake, the PVO that does its homework will be better positioned to make the decisions necessary to go forward—or decide not to.

Several resources may interest PVOs who are in the exploratory stage:

- Notebook of May 1988 Workshop Handouts.
  "Business Ventures for Non-Profits"
  PACT, Inc.
  Price: $10.00
  Contains: Outline of major topics covered at the workshop; IRS Publication #598 on Unrelated Business Income of Exempt Organizations; and other pertinent articles and workshop handouts
- Report of the Workshop "Business Ventures for Non-Profits." Free to Association members; $10 to non-members Contact PACT, Inc.
- The Center for Non-Profit Corporations
  36 West Lafayette St.
  Trenton, New Jersey 08008
  (609) 695-6422
  PACT workshop presenter Laura Landy is affiliated with this group. Enquire about their publication "Something Ventured, Something Gained."
- Check your local office of the accounting firm of Deloitte Haskins and Sells for their publication entitled "Raising Venture Capital - An Entrepreneur's Guide."
- The Corporation for Enterprise Development
  1725 K Street, N.W.
  Washington, D.C. 20006
  (202) 293-7963
  Their publications list contains a number of venture-related titles.
- *Enterprise in the Non-Profit Sector* is a publication of Partners for Livable Places and the Rockefeller Brothers Fund (1983). It discusses profit-making enterprise as a way of sustaining a non-profit organization in the exercise of its fundamental service functions. Several institutions engaged in entrepreneurial activities have their experiences presented as case studies. The cost is $12 plus $2.50 postage and handling. Contact them at 1429 21st Street, N.W., Washington, D.C. 20036, (202) 887-5990.
- *Forming a For-Profit Subsidiary* is a free publication of the Whole Non-Profit Catalog of the Grantsmanship Center, 650 Spring St., Suite 507, Box 1210, Los Angeles, CA 90014, (213) 689-9222.
- The Foundation Center's *The Non-Profit Entrepreneur*: Creating Ventures to Earn Income is a collection of issue-specific writings by practitioners and advisors in the area of nonprofit enterprise. Each chapter includes a case study, "how-to" information, and insights from practical experience. Cost is $19.95 plus shipping and handling, available from The Foundation Center, Dept. FC, 79 Fifth Avenue, New York, NY 10003. ◆

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Management Resources for Private Voluntary Organizations

Private Agencies Collaborating Together

777 United Nations Plaza, New York, NY 10017 (212) 697-6222

FLEXIBLE SPENDING ACCOUNTS

At Last, a Low-Cost Employee Benefit Plan

Who Should be Reading This?

Probably you, if you are responsible for the employee benefit plans for your organization.

Definitely you, if you and/or your organization want to:

- Offer a new employee benefit plan at small cost to your organization,
- Save your employees some income and Social Security taxes,
- Be able to provide some form of Dependent Care assistance,
- Help employees bear the cost of any increased cost deductibles and premiums for medical insurance,
- Find a way to afford dental benefits,
- Save your organization some Social Security taxes.

What is a Flexible Spending Account?

It may seem to you that the government has been eliminating most tax shelters over the last few years. But did you know that a new form of tax shelter was created in the early 1980s and has been growing quickly ever since? It goes by many different names:

- Flexible Spending Account (FSA)
- Reimbursement Account
- Benefits Bank
- and more.

A Flexible Spending Account is a form of employee benefit plan that converts taxable salary into tax-free benefits. These accounts allow eligible employees to elect to use tax-free dollars to pay for certain family expenses that they would incur anyway.

An FSA works like a simple bank checking account, receiving regular deposits from the employee's salary (and sometimes directly from the employer) and allowing withdrawals, or reimbursement, for eligible expenses. The amount of salary processed through an FSA is not subject to federal income or Social Security tax, and usually not to state/local income tax either.

The following hypothetical example illustrates the tax savings realized by using an FSA of $2,500 in eligible expenses:

	Without FSA	*With FSA*
Gross Annual Salary	$30,000	$30,000
FSA Contribution	N/A	-2,500
Taxable Salary	$30,000	$27,500
Estimated FICA and Fed. Income Taxes	-6,600	-6,050
Take Home Pay	$23,400	$21,450
After-Tax Expenses	-2,500	N/A
	$20,900	$21,450
Increase in Spendable Income with FSA		+550

Generally, salary reduction to an FSA will not affect other employer-provided employee benefits, such as pension and group insurance, except for a small effect on some Social Security benefits and some Tax-Deferred Annuity contributions.

What Makes It Legal?

These FSAs may sound too good to be true. *They are legal*, since employers could provide all FSA benefits directly to their employees tax-free. The twist in an FSA is that each employee is choosing which of the benefits he/she wants. So, the employer does not have to pay for all benefits for all employees, and employees get the benefits that they want individually.

FSAs are a type of cafeteria plan, regulated under Section 125 of the Internal Revenue Code. (FSAs can be maintained as a stand-alone plan or together with a cafeteria plan.) As you might expect, the IRS has rules for FSAs as to:

- Enrollment
- Eligible Expenses
- Account Maintenance
- Non-Discrimination
- Forfeitures at Year-End
- Documentation
- Reporting and Disclosure

Judging by the fast pace at which FSAs are being established—by both large and small organizations—these rules are not considered particularly onerous.

Let's look for a moment at "Forfeitures at Year-End," popularly known as "use it or lose it." The IRS has effectively built in two risk factors for any plan participant:

(1) the amount of one's FSA must be elected before the beginning of the plan year and before the eligible expenses are incurred, and

(2) any unused account balance at year-end must be forfeited to the employer.

By being cautious in one's election, "use it or lose it" should not be a problem.

What Are the Eligible Expenses?

Expenses that are eligible for reimbursement on a tax-free basis through an FSA are:

- Medical - Medical expenses of the employee or family that have not been reimbursed by insurance and are theoretically deductible for income tax purposes, including routine physical exams.
- Dental - Same rules as Medical.
- Dependent Care - Expenses for the care of an eligible dependent (e.g., child, spouse, parent) by a qualified provider to enable both spouses to work.
- Premiums - Medical and/or Dental plan premiums required for participation in the employer's plan(s).

These plans are particularly useful for organizations with high insurance deductibles, no Dental insurance, no Dependent Care assistance, or that require employees to pay part or all of employee and/or family health insurance premiums.

Whose Money Funds an FSA?

Generally, the sole source of funding is voluntary employee salary reduction. During the annual election period, each employee chooses whether or not to participate, which account(s) to use, and how much salary to set aside for future benefit reimbursement.

Sometimes employers make direct deposits to FSAs for all eligible employees. Their reasons for contributing funds may be to:

- Provide seed money as a stimulus to plan participation, or to
- Make up for an increase in Medical and/or Dental cash deductibles.

But there is no requirement that employers contribute directly.Uncle Sam may be viewed as a third funding source since he picks up the tab for the taxes that would otherwise be due on those expenses.

What About Implementation and Administration?

January 1 is generally the preferred date for implementing an FSA. We suggest that you allow 2-6 months to study and implement an FSA plan. The variance in time will largely be a function of your organization's internal review and approval time plus how much decision-making time you give your employees.

PACT Publication on FSAs

PACT has prepared a practical manual for your use in the implementation and administration of a Flexible Spending Account Plan. The manual will provide you with:

- More details on the mechanics of FSAs.
- Information on outside administrators.
- Lists of eligible Medical and Dental expenses.

- Rules on Dependent Care expenses.
- Implementation checklist.
- Non-discrimination information.
- Government reporting and disclosure requirements.
- Sample employee communication material, including announcement materials and forms.
- Sample Plan Document, and a
- Sample Summary Plan Description.

Once you complete these fill-in-the-blank documents, they will be ready for final review by your legal counsel.

The actual claims approval process may be handled by an outside administrator. Or you may want to process them internally. PACT is in the process of investigating the feasibility of acting as a consolidated record-keeper to administer the FSAs for interested agencies.

The manuals are intended to be comprehensive "how-to" source documents for plan administrators. Because of the simplicity of FSA's, your lawyer's brief review of the documents is probably the only outside assistance you will need.

* * *

The information contained herein is based on current tax law and may be subject to change in the future.

* * *

PACT's consultant, Rylee Routh, is an independent consultant with 12 years of experience in employee benefits consulting to non-profit organizations. She spent five years with TIAA-CREF and, most recently, seven years with Peat Marwick Main's Employee Benefits Consulting Department. Her areas of specialization are Flexible Benefits, including Flexible Spending Accounts and Defined Contribution Plans, including Tax-Deferred Annuities.

WHO SHOULD USE AN FSA?

Examples of Usefulness of Flexible Spending Accounts

Medical	- John is usually quite healthy, but next year he knows that he will have an annual physical and needs new contact lenses, neither of which is covered by his organization's Medical insurance plan. He should use an FSA for his estimated out-of-pocket Medical expenses.
Dental	- The Dental insurance plan where Mary works does not cover orthodontia, and only pays 50% of the cost of a crown, after a deductible of $25. Since Mary knows that next year she will need a crown and her teenage son will need braces, she should use an FSA for the estimated out-of- pocket Dental cost for herself and her son.
Dependent Care	- The Robinsons use a local day-care center to watch their 3 year old daughter while they work. They should compare the child-care credit under the tax code with Mr. Robinson's new Dependent Care Spending Account to determine which will save them more money.
Health Care Premiums	- The XYZ Foundation has just had to start requiring employees to pay part of the cost of family Medical premiums each month. The Foundation should set up an FSA for all affected employees so that their premium payments will be with tax-free dollars.

FLEXIBLE SPENDING ACCOUNTS AT A GLANCE

ADVANTAGES

To Employer

- A new employee benefits plan that can be offered at minimal cost to the employer.
- Perhaps the only feasible way to provide any kind of Dependent Care benefit.
- A mechanism to help employees pay rising out-of pocket Medical expenses especially if the employer is having to cut back its plan for cost-containment reasons.

To Employees

- A real enhancement to the benefits program for employees with eligible expenses.
- An attractive tax shelter vehicle in an environment where few are left.
- A way for employees to handle increasing costs of Medical insurance plans at organizations cutting back benefits.
- A popular plan because of the element of choice.

DISADVANTAGES

To Employer

- Another employee benefit plan to monitor, administer, and communicate.
- Concern that FSAs have been a target of possible government cutbacks.

To Employees

- Potential loss of any unused account balance at year-end. ("Use it or lose it.")
- Slightly reduced Social Security benefits for those reducing their salary below the Wage Base.
- Possible reduction of Tax-Deferred Annuity contribution potential for middle income people.

For more information on the FSA manual referred to on page S-2, contact PACT.

SUPPORT CENTERS OFFER INFORMATION EXPRESS:
A MANAGEMENT AND ACCOUNTING INFORMATION SERVICE FOR NON-PROFIT ORGANIZATIONS

WHAT IT IS

The Support Centers of America have introduced a new service for the non-profit sector - a national information bank for staff, board members, and volunteers of non-profit organizations.

WHAT INFORMATION IS AVAILABLE

- Materials: lists, bibliographies, handouts
- Training Schedules: dates and locations of workshops and seminars on non-profit management throughout the country
- Referrals: to organizations and individuals who provide management and programmatic assistance (in addition to the regional Support Centers, which also provide training and technical assistance to non-profits)
- Answers: to non-profit management questions:
  - "what accounting software for non-profits will run on our computer?"
  - "where can we get Board of Directors liability insurance?"

SUBJECT AREAS COVERED

Starting a Non-profit Organization
Planning
Control (MIS/Evaluation)
Financial Management
Organizational Design and Staffing
Financial Services (Employee Benefits)
Computer Software for Non-profits
Office Management
General Management
Fundraising

CONTACT THE SUPPORT CENTER NEAREST YOU

San Diego, CA	(619) 275-0880
San Francisco, CA	(415) 552-7584
Chicago, IL	(312) 461-9300
Boston, MA	(617) 227-5514
Newark, NJ	(201) 643-5774
New York, NY	(212) 302-6940
Oklahoma City, OK	(405) 236-8133
Tulsa, OK	(918) 586-5112
Providence, RI	(401) 521-0710
Memphis, TN	(901) 526-6695
Houston, TX	(713) 739-1211
Washington, DC	(202) 462-2000

COST

Initially the service is free, since this project is in a demonstration phase with support from various grants. Subscription or access charges may be installed later. ♦

OFFICE TECHNOLOGY WORKSHOP HANDBOOK AVAILABLE

The Association of PVO Financial Managers' June 27, 1988 workshop on Office Technology addressed a range of issues from computerized accounting systems to methods for communicating with the field. The workshop handbook, a thick compendium of articles and readings, is a valuable resource in and of itself. Read about FAX machines, information networks, and computer accounting packages (with the bulk of the material concerning the latter). The handbook costs $10, and is available from:

The Association of PVO Financial Managers
c/o Alison Smith
PACT, Inc.
777 United Nations Plaza
New York, New York 10017
(212) 697-6222

A report summarizing the workshop is available. It's free to Association members, $10 for non-members. Contact the association. ♦

COMPUTER CORNER

The **Public Interest Computer Association** in Washington, D.C. offers three noteworthy publications:

- **Protecting Your Investment: Reference Notes #1** provides information about insuring, protecting, and storing your information system and equipment. PVOs who rely heavily on computers and computerized information and on communication systems will want to consider the importance of instituting procedures for protecting computer equipment, data, and software.

- **Technical Notes BackUp** addresses backing up procedures.

These two publications are free to PICA members (just send a self addressed stamped envelope). Nonmembers pay $1 plus a self addressed stamped envelope.

- **Donor Management Software Review Manual**, published by the Center for Nonprofit Management of Dallas and Technology Resource Consortium, is available through PICA. Price is $25.00, plus $2.50 for postage and handling.

For informaton contact:

Public Interest Computer Association
1025 Connecticut Avenue, N.W.
Washington, DC 20036

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Participation and the PVO Community: Concept and Practice

What's happened to participation? The Private Voluntary Organizations (PVO) community has been focusing on new dimensions of management practice and North/South relations for a while now. As author Carman Hunter explores below, something "more fundamental is at stake, a conversion or a complete transformation of perspective on the world.... Personal qualities needed for this include empathy and vulnerability."

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Among PVOs, participation is a word with strong, positive connotations. Everyone appears to be for it, but why? What is participation? Who needs it? Who practices it?

There are many definitions, but they all seem to suggest that real participation occurs when those who are most affected by any plans or decisions are able to influence the process and to see their own experience and desires reflected in what is decided. Under these conditions, people are willing to play a responsible part in action to bring about change.

Participation: Who Needs It?

Since World War II, a veritable revolution has occurred in attitudes and in practice. Traditional patterns of dominance, at least as these existed in the western industrialized world, have been severely challenged and largely discredited. Assumptions about the dominance of

- west over east
- North over South
- male over female
- those with white skin over persons of color
- age over youth
- print culture over oral culture
- donors over receivers
- technology over popular wisdom

have changed. They have given way to notions of partnership, mutuality, shared responsibility and interdependence in resolving conditions that inhibit the development of human wholeness, health, access to education, self-determination and justice for individuals and local communities. People in poor communities in the North and the South have long suspected that they could develop better solutions to the problems they face than the experts who come from outside. Consultants, program managers and field workers are also beginning to understand that without local participation, their ideas and their resources may be wasted in problem solving, and changes short-lived. Thus, most outside experts now accept the fact that they need the insights and participation of the people they had long considered mere recipients of technical insights and know-how. And so participation and partnership are generally declared to be key ingredients in the process of change and development.

Participation: Who Wants It?

This question is more ambiguous. Intellectually, most people engaged in development work reject the patterns of dominance that place all knowledge and power automatically on the left hand end of the continua described above. Commitment to a participatory style not only requires new ways of

(continued page 2)

(from page 1)
working in field programs, it also implies consistency at every level of organizational life. Program and personnel management, budget construction and control, evaluation criteria and interaction with funders are all affected. Organizations cannot have one style in the field and another "at home" without creating impossible expectations and conflicts among their staff.

Many factors militate against participatory practice. Ingrown and often unconscious cultural assumptions affect practice. In western/northern cultures, people learn very early in life to avoid ambiguities in relationships, to be impatient with what appears to be indecision and unnecessary delay in getting things done. They learn to admire and reward those who step in and take charge, and to take whatever measures are necessary to achieve visible results within prescribed time limits. Thus, even the most experienced and committed field workers have to be vigilant where their own behavior is concerned to avoid slipping back into old ways.

Curiously, even in cultures where local people traditionally resolved their affairs by consensus, today they often do not appear to want participation. They have become accustomed to being ignored by their own nationals and by foreign experts. Participation means exposure and responsibility for all concerned. Often, the local communities long excluded are not sure they really want to move to center stage.

Most funding agencies affirm participatory practice. They want projects with which they are associated to involve local people, including "the poorest of the poor." Though they recognize this priority of human need, they have neither discovered nor been shown sufficiently convincing criteria to replace the familiar ones for measuring cost-effectiveness as the guarantee of fiscal responsibility.

Sometimes the very organizations that have gained a reputation in the PVO community for the workshops they offer on participatory methodologies do not practice these at their headquarters. Field staff of such agencies too often feel they are bypassed on important decisions and their knowledge is discounted.

Headquarters have their own constraints. The stress level may be acute due to an uncertain financial base and/or the requirements of specific donors. As a result, the reward system for staff is based on hidden criteria that are opposite of what the organization advocates for its partner agencies in the southern hemisphere.

Participation: Who Practices it?

In spite of all these difficulties and contradictions, we know that many PVOs have been working quietly for several decades, training their own field-workers in participatory approaches and encouraging similar processes among partners with whom they collaborate. In many parts of the world, it is possible to see the results of these efforts. There are leaders in indigenous PVOs and in ministries of education and health who are "graduates" of this kind of training. They have trained other colleagues and changed the way their own agencies work with people, especially those in rural areas who make up the majority of many nations.

There are hundreds of community workers and leaders in community development and popular education around the world, such as with members of the International Council for Adult Education, whose commitment to the cause of the poor in their own countries was first sparked through the work of PVOs. They continue to struggle for the right of village people to be heard and for more effective ways to achieve more inclusive, democratic participation in their countries.

How Can PVOs Help Each Other to Increase Participation and Partnership?

Since each organization is at a different place in its struggle to improve participatory practice, each has something unique to teach and something specific to learn. The thoughts that follow grow out of some of the dichotomies cited here. They are offered as challenges for reflection and work.

The PVO community could be encouraged to:

- Continue and intensify its offering of participatory skill training for North American and southern partners' field workers and program management personnel;
- Set up mechanisms that encourage PVO personnel at all organizational levels to become more familiar with analyses that leaders from the southern hemisphere make about the broad political, social, economic and cultural contexts within which program interventions take place and how these affect PVO activities;
- Design training and other experiential opportunities that enable northern personnel to focus on issues of cultural conditioning and of unequal power as these affect individual and organizational behaviour in North-South partnerships;
- Develop designs that will assist each PVO to examine its own working structures in relation to participatory processes at every level and to initiate appropriate change.

There are training programs offered by PVOs and some governmental agencies that have focused on skills to help increase participation by the poor in processes and programs that affect them. This has been a major contribution to the development field and deserves wider dissemination.

(continued page 3)

Introducing

A new feature in the next issue of IMPACT: Letters to the Editor. Please send us your comments, ideas, suggestions, reactions to issues in IMPACT and items that would be of interest to Private Voluntary Organizations. We also encourage you to send us information about new studies or publications, resources, events and announcements.

(from page 2)

PVOs could make an equally significant contribution to development practice were they to design and test more effective ways to enlarge the vision and philosophical framework within which most northern hemisphere personnel operate. It is not enough to gain skills in listening to the poor. Something more fundamental is at stake. The kind of change called for is a conversion or a complete transformation of perspective on the world. Personal qualities needed for this include empathy and vulnerability.

People who make up northern PVOs - funders, administrative officers, program managers and field staff have a high regard for intellectual attainment and respectability. At the same time, they have highly idealistic expectations about human relations, both among individuals and in larger communities. Their idealism is strengthened when they can work in a context that promises greater impact.

For these reasons, there seems to be a need for new, imaginative intellectual and experimental opportunities that will better prepare all PVO personnel for the holistic participation and partnerships that they now advocate in a somewhat fragmented way. It seems appropriate to recommend that no training of northern hemisphere PVO personnel - either in their own offices or the field - should take place without the participation of southern trainers, capable of challenging the assumptions and processes of the North in relation to the interests and needs of the South. In my own experience of working with two PVOs, inspite of the pain of being challenged by southern trainers, we had to take seriously the need for change in our organizational perspective.

Carman Hunter is an independent educational consultant and trainer in participatory methodologies. She has worked with World Education and the Episcopal Church for more than 30 years, in areas related to education and community development.

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Preparing For Program Management in the 1990s

Early this year, PACT launched its first workshop on Participation in Program Development for PVOs. Experienced trainers from World Education, Save the Children, Helen Keller International, CARE, Institute of Cultural Affairs, Overseas Education Fund joined forces to plan the activity. Lyra Srinivasan, formerly of PROWWESS/UNDP, served as advisor.

For three days, 23 participants, including four from organizations in developing countries, talked about and practiced participatory program development techniques. Using colorful visual and dramatic tools, as well as analytical techniques like SWOT (Strengths, Weaknesses, Opportunities, and Threats) and Force Field Analysis, workshop participants experienced participative principles in a variety of contexts.

The workshop itself was designed to be a highly participatory process. For the first two days, three small groups did individual thinking and group brainstorming. A plenary group then synthesized the work of the three groups, ensuring the breadth of thinking that had taken place. This was used as the starting point for the next step in the program.

Two groups of participants created strategies and action plans for participation from two different perspectives: the field and PVO headquarters.

A third group developed a PVO mission statement that embraced many principles of participation.

The strategies evolved by the two groups include the following:

- Create donor awareness that participation works and is measurable (use case studies, concept papers)
- Create a systematic approach to participatory training for PVOs (set up task force, build measurement indicators into training)
- Promote more communication within and among PVOs in participation (establish an interagency forum on participation that promotes standards for the PVO community)
- Encourage research on lessons learned in participation (survey programs incorporating participation, identify different approaches)
- Train middle management and field staff in facilitating skills (designate funds for such training, set up a two-year schedule for such training)
- Organize field-level training (engage in pre-planning with local trainers and field directors, document lessons learned)
- Develop facilitative skills for program design (evaluate present mode of operation, set appropriate criteria for reviewing proposals)

The longer report of the workshop is available from PACT. For this and other information on the theme of participatory program management for PVOs in the 1990s, please contact: Dan Santo Pietro, PACT.

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Monks Add Value To A New NGO Collaboration

The destruction of natural forests in Thailand is an urgent concern to both government and non–governmental organizations. Acting on this concern, SVITA (a local NGO) and PACT initiated the NGO–REDI (NGO Resource Development Initiatives) pilot project in Nakon Ratchasima (Korat) Province. Since early 1988, NGO–REDI has been carrying out a Pilot "Learning and Linkage" Project that includes training and planning assistance for NGOs in Korat. Part of this effort now focuses on assisting NGOs to solve complex environmental problems.

Based on local needs assessment, NGO–REDI designed a Learning Program. Interested NGOs came together to discuss several themes, share experiences and resources and provide one another with assistance to strengthen joint program efforts. The three major themes identified as priorities for the Learning and Linkage program are:

- The environment
- Small–scale enterprise
- NGO management and organizational development.

Strategy

Use of the forest is a complicated and sensitive issue in Thailand, as in many countries. Local communities, NGOs and governmental agencies have diverse views and goals with respect to natural resource management. Programs with compatible activities often work in isolation or spread resources over extensive areas to address these vast problems.

NGO–REDI focused its efforts on helping NGOs work together, by sharing resources and skills, and promoting collaboration with government agencies. This strategic coalition–building approach has created a viable force to challenge the problems of environmental protection.

The project aims at promoting new ideas as well as strengthening existing good ones. Working through a local resource organization, the Development Dialogue Club (DDC), links have been built with organizations such as the Women Lawyers' Association of Thailand, Thai Environment and Community Development Association, Wildlife Fund Thailand, Friends of Women's World Banking and several governmental ministries, including the Royal Forest Department, the non–formal Education Center and the Department of Agricultural Extension. The broader network includes Teachers' Clubs, the Y.W.C.A. and the Chamber of Commerce.

Applying Buddhist traditions to solving community problems helps maintain harmony with people's way of life. As respected teachers, Buddhist monks play a central role in the community. The project trains and encourages the monks to expand their traditional roles as community teachers and to act as agents for local conservation and reforestation efforts. The monks motivate the community members to join reforestation efforts by making them aware of the need to protect their environment and make use of the forest in an environmentally responsible way.

In the first year of the project, orientation workshops were held with over 60 Buddhist monks in 10 districts. Training materials, a video tape on promoting the role of monks and a manual on how to organize such workshops have been produced. These materials will serve as a prototype for extension and technical training activities during the five–year follow–up project.

With the local beneficiaries estimated at 7,200 people, the five–year project aims to increase the forested area throughout the province and establish a network of 23 community–based conservation support centers. Planning assistance from SVITA/PACT helped to catalyze and mold initial efforts into a larger project with wider impact. Start–up activities are planned for late this summer.

By bringing together coalitions of PVOs and leveraging resources from a wide range of sources, the NGO–REDI project in Korat is an example of collaboration that could have a lasting positive impact on the precious forested areas in Thailand.
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From This Issue

We are expanding the scope of IMPACT to include more topics relating to PVO program development. The current issue inaugurates the new dimensions of IMPACT. We expect it to evolve into a useful communication tool for the PVO community. For this we need your feedback. Please take a few minutes to fill in the enclosed questionnaire and return it to us by July 31st. We would like to consider your suggestions for our next issue.

RESOURCES

Video on Participatory Training

PACT in collaboration with PROWWESS/UNDP (a project Promoting the Role of Women in Water and Environmental Sanitation Services) has just produced a **video** to assist trainers who conduct participatory programs. It can also be used to orient planners and donors.

Most of the video is shot in African workshops where engineers and software specialists from five countries discuss and try out community participation approaches. It will be accompanied by a detailed manual (available by September 1989) authored by experienced trainer Dr. Lyra Srinivasan.

The video highlights one approach - the SARAR method - widely used by PROWWESS/UNDP to boost women's participation in water and sanitation projects. SARAR is an acronym that embraces the concepts of:

Self Esteem
Associative strength
Resourcefulness
Action Planning
Responsibility

Designed to show how creative participation using interactive learning methods and materials can be achieved in a simple, cost-efficient way, the video will be a useful tool for both training and promotional purposes. It is available in English and French in the NTSC, PAL and SECAM video systems from PACT, at a cost of $35.00 for U.S. and northern PVOs and $25.00 for those from developing countries, plus shipping and handling ($5.00 per video in the US; $7.00 for Central America and $10.00 for other countries). For more information, please contact Veena Sundararaman at PACT.
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Accounting Policies Enhance a PVO's Ability to Achieve its Objectives

Having a good set of accounting policies enables an organization to accomplish a number of objectives: Good policies:

- are a part of a good system of internal controls
- help orient new staff
- help program staff understand how the accounting function interacts with their own
- reduce the time the accounting staff has to spend with auditors and, in turn, reduce audit costs
- help demonstrate to various constituencies your organization's sound approach to financial management.

The Association of PVO Financial Managers held a workshop in December 1988 that reviewed the importance of having written accounting policies. The workshop report contains useful information drawn from the presentations of experts in the non-profit and governmental accounting profession. PVO representatives Shep Wheeler of Technoserve, Jean Thomas of Meridian House International, and Eric Walker of PATH/PIACT shared their organization's experiences in designing and writing accounting policy manuals for headquarters and overseas offices.

The **workshop report** is available from the Association for $10. For more information on the Association of PVO Financial Managers and their publications, please contact the Association c/o Alison Smith at PACT.
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Food Oils In Africa Directory

The Food Oils in Africa Program, an information network sponsored by PACT, Inc., has compiled and recently published the **Food Oils in Africa Directory.** The directory lists more than 60 organizations and individuals involved in food oils processing in Africa. In addition to addresses, the entries summarize program activities, difficulties encountered, information needs and areas of expertise.

The directory is indexed by country, type of oil, level of technology, crop development, research, tool/equipment manufacture, cooperatives, publications, databanks and soap-making. Using the index, one can easily find specific information, such as where manual sunflower presses are being used, who is involved in tool manufacture and who is working with food oils cooperatives and/or is interested in community ownership/management issues.

As new information is received, the directory will be updated and supplements sent to directory users. If you would like to be included in the directory, or know of agencies that should be included, please contact PACT.

Copies of the English version of the directory are available from: FOIA/PACT, Inc. A French version will be available in July 1989. The directory is free to individuals and organizations with African addresses and to those listed in the directory. The cost to agencies outside Africa is U.S. $12.50.

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New Directory For Non–Profits

The 1989 National Directory of Service and Product Providers to Non-profit organizations is now available from The Society for Nonprofit Organizations. While there are many resources and products available from a variety of sources, nonprofit decision-makers find it hard to know where to go for the best available. The directory seeks to address this need. According to the Morgan Directory Review, "Non–profits will find this directory a convenient research tool as they seek out goods and services tailored to meet their needs."

A companion publication to the National Directory is the **Resource Center Catalogue.** The catalogue contains close to 400 low–cost, high-quality educational materials. The Resource Center itself has a very extensive collection of educational resources for the non–profit sector.

Both the directory and the catalogue are available free of charge to non–profit organizations (send $3.50 for postage and handling) and for $15.00 to for–profit organizations (plus $3.50). To obtain copies, write to: The Society for Nonprofit Organizations, 6314 Odana Road, Suite 1, Madison, Wisconsin 53719, (608) 274–9777.
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Facilitator's Manual In Small Business Projects

SEEP (Small Enterprise Education and Promotion Network) announces the publication of the **Facilitator's Manual, Monitoring and Evaluating Small Business Projects: A Step by Step Guide.** Designed as a companion to the earlier SEEP book, *Monitoring and Evaluating Small Business Projects,* it is a guide for staff who wish to introduce this subject to US PVOs and Third World NGOs. It helps them plan and conduct training activities that will orient project managers to the systems approach to evaluation.

Based on a tested training methodology, the 73-page guide provides materials for a simulated exercise including case study, role play notes, completed Master Plan Worksheet and data gathering tools.

The Facilitator's Manual is available at $7.50 per copy plus shipping and handling costs (add 20% to cost of order in the US, Canada and Mexico; 40% for surface mail to all other countries; and 60% for air mail to all other countries).

Please Note:
The earlier published SEEP book, *Monitoring and Evaluating Small Business Projects: A Step by Step Guide for Private Development Organizations* will soon be available in Spanish and French. Both publications can be obtained from SEEP c/o PACT.
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Promoting Partnership

A major five-country study on the needs of Private Voluntary Organizations (PVOs) and partnership potentials in Asia will be available from PACT in July. **Asian Linkages: NGO Collaboration in the 1990s** is the result of in-depth research in the five countries, conducted jointly by local consultants and PACT staff and associates.

Discussing crucial PVO issues in Bangladesh, Indonesia, Nepal, Thailand and Sri Lanka, the study aims to set the stage for a new climate of relationships in the work of PVOs. It addresses the three-fold challenges of greater equality and collaboration with southern institutions; more capable and vital institutions and programs of both First and Third World PVOs; and wider and deeper impact on the problems of the Asian poor.
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RESOURCES

Carinet Offers New Services

Carinet, the PVO electronic network, announces some important changes it has made over the past year in response to the needs of the PVO community.

- The Dialcom system can now be directly accessed by Carinet users. This means that users can directly link with other organizations using Dialcom, e.g., CGNET, USDA, EPA, TCN, United Nations, National Research Council and others. The hundreds of commercial, online data bases Dialcom maintains can also be directly accessed. These data bases cover such topics as medicine, agriculture, environment and biological sciences.
- Carinet is storing new information related to development such as Rodal International's Ag Sieve newsletter summarizing articles on regenerative agriculture.
- Carinet, with its California partner network CGNET, now offers international consulting for system linkages, advice on software and hardware selection, and CD-ROM development.
- Online conferences related to development are a new feature of Carinet. Two of these, Post-Harvest Agriculture and Agriculture Management and Computer Use, are in full swing. A third, Management and Telecommunications Techniques for Third World Telephone Staff will start in June 1989.
- Improvements have also been made to simplify logging on to Carinet and using its many features and services. For further information, contact: Noreene Janus at Carinet, 50 F Street, N.W., Suite 900, Washington, D.C. 20001.

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IRS Notice on Transitional Relief For Section 89 Testing

Section 89 refers to a part of the Internal Revenue Code that was added by the Tax Reform Act of 1986. It calls for the most sweeping changes in employee welfare benefits plan rules in recent years. In essence, Section 89 aims at establishing nondiscrimination in all health and welfare plans.

On May 5, 1989, the IRS issued Notice 89–65, giving transitional relief for testing of welfare benefit plans under Section 89. One of the main provisions therein is that the effective date for the notice requirement of Section 89(k) is delayed until October 1 or the first day of the 1989 plan year.

For 1989, an employer may test its plans under the Section 89 nondiscrimination rules based on benefits provided during a partial testing year. This partial testing year will begin the earliest of October 1, 1989, the testing day, or the first day of the calendar month beginning three months before the end of the testing year. Thus, most employers will have the option of basing their Section 89 tests on the benefits provided between October 1 and the end of the testing year. Prior to the Notice, the Section 89 regulations had given employers the option of using a partial testing year beginning July 1 (now delayed to October 1).

This delay would not only apply to accident and health plans, but also to group term life and dependent care if the employer chose to test dependent care under Section 89.

The IRS issued this Notice to give Congress enough time to develop Section 89 simplifications and to give employers time to respond to the ultimate legislation.

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Annual Institute on Livestock in Development

Heifer Project International and the Alabama A&M University are co-sponsoring the Institute to be held on the Alabama A&M campus near Huntsville, from August 6-11, 1989. It will combine HPI's annual Institute on Livestock in Development with the annual International Short Course in Small Livestock Production of Alabama A&M's International Small Livestock Research Center.

The Institute is especially for people involved or planning to be involved in livestock development programs with small-scale producers sponsored by PVOs. Students can earn two credits by registering through Alabama A&M.

The cost of the Institute is $345.00. Final deadline for reservations is July 15. For more information, contact: Dr. James De Vries, Institute Coordinator/HPI, P.O.Box 808, Little Rock, AR 72203. Tel: (501) 376-6836.

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What is CIP?

In 1985 PACT embarked on a new service for the PVO community: Country Initiatives and Programs. In essence, PACT attempts to utilize its strengths and experience in grant-making, grant management, technical assistance planning and coordination and its special focus of working with consortia, NGO associations or umbrella groups, USAID, multilateral agencies and other donors. Through CIP, PACT has acquired grants and contracts to carry out management assistance programs, PVO inventories and needs assessment, formulation of NGO strategies in particular countries, planning and sectoral workshops and overall management of umbrella programs with a local type of consortium.

PACT has been able to tap the participation and technical capacities of its members to work in concert with local affiliates in implementing micro-development programs. For more information please contact:
Africa and Latin America/ Caribbean program–Jim O'Brien
Asia program–Jacob Pfohl

The Annual Salary and Benefits Survey for Headquarters Staff Now Under Way

The Personnel Co-op has just sent out the 1989 salary and benefits survey questionnaire to not-for-profit organizations in international development. This annual survey is the only regular source of salary and benefits data in the field, providing the basis for the compensation practices of a significant number of US PVOs. Seventy-two organizations participated in the 1988 survey.

Information includes forty-three different position classifications, positions ranging from Executive Director to Regional Director, to Computer Programmer to Administrative Assistant.

The top five positions from the 1988 survey, with their mean salaries, are:

Position	Actual Mean Salaries
Executive Director	$87,262
Deputy Director	$68,755
Director of Administration	$59,047
Director of Programs	$54,520
Fundraising Director	$49,384

For key positions, the data is summarized by geographic location of the organization's headquarters, the size of the organization's budget and the number of employees. Established salary range and actual salary data (high, low, mean and median) are included in the survey.

Supplemental benefits and perquisites data are summarized by senior and middle management, as well as for all staff. Salary administration data includes descriptions of organizational practices in the areas of job descriptions and evaluations, salary ranges, salary increases, performance appraisals and compensation philosophy comparison. Organizational benefits that are covered in the survey range from leave policies to insurance and retirement practices.

Only those organizations that participate in the survey are entitled to the survey results.

If you have not yet received a questionnaire and would like to participate, call the Personnel Co-op c/o PACT for more information.

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Expatriate Compensation Survey

Thirty-four organizations participated in the first Personnel Co-op/PACT Expatriate Compensation Survey.

How are expatriates protected from excessive housing and utilities costs?

Do expatriates participate in home country benefit plans during assignment?

Are the employee benefit programs for contract employees the same as for expatriates?

What are your weight limitations and other policy provisions for surface shipment of household goods?

Does your organization's policy require that expatriate employees spend home leave in the country of headquarters?

What is your organization's policy regarding the employment of a spouse?

These and many other questions about personnel policies and practices are answered in the 1989 Personnel Co-op/PACT Expatriate Compensation Study. In addition to numerous policy matters, the survey reviews the salary and bonus information for U.S. expatriates for 14 benchmark positions.

Hewitt Associates assisted the Personnel Co-op and PACT in developing the questionnaire and tabulating the results. The final report is detailed and will help participating agencies review their policies and compensation levels.

While the report is only available to those agencies that participated in the survey, the Personnel Co-op hopes to have available shortly a report of expatriate personnel and allowance practices for the PVO community. For further information, please contact Alison Smith at PACT.

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IMPACT is part of a larger Training and Information Services Program designed to help strengthen the management capacity of PVOs in their US-based administrative activities and in their Third World program work. It is published by PACT (Private Agencies Collaborating Together) and is supported by the Agency for International Development's Office of Private and Voluntary Cooperation in the Food for Peace and Voluntary Assistance Bureau, through a Cooperative Agreement with PACT.

Debt for Development

The Debt for Development Coalition Inc., (DDC) is a one year old effort representing not-for-profit organizations committed to finding ways to turn the international debts of developing countries into economic development opportunities.

This past year, the interest in information about and opportunities for Debt for Development activities has been growing rapidly. If a portion of the external debt of developing nations can be converted - by donation or purchase - into local currencies, not-for-profit organizations can use the funds for development projects needed to help spur economic growth in Latin America, Africa, Asia and the Pacific.

Coalition members are U.S. colleges and universities, cooperatives, private voluntary organizations and research institutes engaged in economic development programs overseas. The coalition also maintains close cooperation with various U.S. environmental organizations.

Thus far, the coalition has been working closely with governments, non-governmental agencies, banks (in the U.S. and abroad), corporations and others to encourage investment in developing countries.

To help meet the varied needs of the many organizations involved in this complex process, the DDC has recently set up a Debt for Development Foundation (DDF). This should facilitate some of the complex transactions necessary to convert debt or inconvertible currency into local currency for development purposes.

In Costa Rica

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

A US PVO could obtain certificates through purchase or donation and then donate them to ACORDE (NGO) for conversion in the name of the US PVO's 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 the day of the conversion, and they pay 8% in colons.

PACT's recommendation is that the dollar denominated bonds are better because they protect against colon versus dollar devaluation.

The foreign debt certificates are worth about 12 cents on the dollar at the time this issue of IMPACT goes to press.

Accordingly, if a US PVO were to purchase $1 million in debt for $120,000, 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%. That is 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 their endowments in this way.

PACT will call a meeting in the near future for those US PVOs interested in this Costa Rican venture. For more information, contact: John Ross, DDC, Inc., 1828 L Street, N.W., Suite 1111, Washington, D.C. 20036. Tel: 202–822–8200, Ext.19. *or* Tom Byrne, Executive Director, PACT, Inc. Δ

The President of Costa Rica and recent Nobel Peace Prize Winner Oscar Arias Sanchez visits ACORDE, a partner of PACT.

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

June 19–21 Washington D.C.	**Workshop on International Development for US PVOs** Contact: Jane Watkins or Joanne Burke at Overseas Education Fund 1815 H Street N.W. 11th Floor Washington D.C. 20006 (202) 466–3430 *or* Dan Santo Pietro PACT, Inc.
July 24–25 Vermont	**Evaluation Workshop for US PVOs** at Experiment in International Living Contact: Dan Santo Pietro at PACT
September 18 Washington, D.C.	**Workshop for Secretaries and Administrative Assistants in Nonprofit Organizations**
September 19 New York	Contact: Alison Smith at PACT 777 United Nations Plaza New York, N. Y. 10017 Tel: (212) 697–6222 Fax: (212) 697–9748 Telex: 424272

Fall 1989

Issue No. 8

IMPACT

Management Resources for Private Voluntary Organizations

Private Agencies Collaborating Together

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A Systemic Approach to Participatory Development

In our continuing coverage of perspectives on participatory development, we turn, in this issue, to the role of the system. Can people's real involvement at the local level occur without a participatory process in effect at other levels of an organization or system? Authors Nanette and David Magnani discuss characteristics of an interactive relationship below.

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The road winds long and deep into the hills of Nepal to the village of Besi Shahar to Mina, who is building the first sentence of her reading life: "I want a fair price for my rice." Her literacy circle claps. Her tutor, Chandra, grins.

For many of us, Mina's experience reflects what we consider to be the essence of development, not only of an economy but of a human being. The unique design of this learning circle gives it its power as a development vehicle: authentic dialogue, shared control and mutuality. It provides an opportunity for people to consciously and conscientiously create their future.

Means vs. Ends?

As members of the development community, we espouse consistency between development ends and the process by which they are accomplished. Yet tutors, for example, are frequently restricted to a fairly rigid set of curriculum guidelines, thus preventing them from providing such experience for participants.

The regional office of the Ministry of Education may have been told to provide field-based participation in its program design. Yet its budgetary regulations may be so rigidly structured that the total lack of any budgetary discretion virtually eliminates the prospect of any meaningful participation by field staff.

PVO staff may understand that the most effective learning approach is to "start where the learner is," but are not able to act on that philosophy because of the specificity of the statement of objectives and evaluation criteria of the contract. For example, the project may require tutors to "teach" reading at a sixth-grade level but may ignore numeracy, when numerical skills are crucial to the realities of the learners and to agricultural development itself.

Even donor agencies may encourage PVO input into Request For Proposal (RFP) designs, but RFPs seldom show much flexibility. This rigidity, too, reflects prior constraints (legal or regulatory) on donor agency staff. For example, an education division within a donor agency might design an RFP for a literacy program and, because of a restrictive RFP, preclude the prospect of integrating a public health program with a literacy program.

What is Systemic Participatory Development?

Simply put, to maximize the benefits of participation at local levels, it must be practiced at other levels. A systemic approach to participation is one in which each organization in the development system functions as a participatory organization. The various organizations establish a

(continued on page 2)

PACT Bids Farewell to Tom Byrne and Welcomes Louis Mitchell

Louis L. Mitchell has been selected by the PACT Board to replace Thomas R. Byrne as Executive Director of PACT, starting October 1989. At the PACT Assembly in January, Tom Byrne had announced his decision to retire.

President, Director and Senior Officer at TransCentury Corporation until 1988 and more recently an international consultant, Mr. Mitchell comes to PACT with over 20 years of experience in planning, analyzing and managing socio-economic development programs. He has served as Management Advisor to the governments of Afghanistan, Bangladesh and Indonesia; Country Director of the Peace Corps in Afghanistan; and Deputy Regional Director for the Peace Corps in North Africa, South Asia and the Near East, among other assignments.

Louis L. Mitchell

Mr. Mitchell had a leadership role in the civil rights movement with the U.S. Commission on civil rights and with private organizations. From 1958 to the present, he has been an Episcopal clergyman in the dioceses of New York, Alabama, Florida and Washington, D.C.

Tom Byrne has provided leadership and guidance to PACT for five years. Having spent a considerable amount of time in the U.S. foreign service in East Africa, West Africa and Europe and having served as Ambassador to Norway and to Czechoslovakia, he was well qualified to head the international consortium that PACT is.

Thomas R. Byrne

Under his direction PACT kept pace with the dynamics of development by radically changing its headquarters programs from a grant-processing to a service-oriented emphasis. In the field, PACT instituted programs, both nationally and regionally, sharing its expertise through seven field representatives, local counterparts and members. PACT's goal is to promote institutional effectiveness; its ultimate aim is to accelerate, sustain and expand the benefits of grassroots development.

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Systemic Approach *(continued)*

mutuality of interest and an interactive or "dialogical" relationship—one based on the respect which comes from the realization that each organization in the system has the power to thwart or support mutually defined success. To suggest, of course, that in every case the village-level "clients" should make all the decisions is dishonest and thereby manipulative, but an attempt to expand the villagers' authentic participation while being open about its limits is central to participatory development.

In practice, what does an interactive or dialogical system look like? One example that comes to mind is World Education's microenterprise project in Kenya. Before a grant proposal was written, a local NGO, Tototo Home Industries (which works with women's microenterprises), was asked to suggest specific target audiences, to advise on content for a small business curriculum, to suggest schedules, etc. In turn, Tototo did not respond until they had held some of their own discussions with prospective participants. But World Education staff did not accept these recommendations unquestioningly. Staff members pointed out that some of the ideas suggested by Tototo had been tried in other contexts in which World Education had experience, and there had been problems. The dialogue resulted in a truly joint effort and a more viable proposal and project.

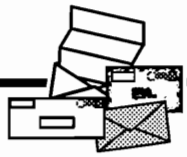
What is a Participatory Organization?

A fully participatory organization is:

- Structured so that each member of the organization can have meaningful input into the decisions that affect his or her work, the degree of input being directly related to the degree that the individual is *affected* by the decision.
- Made up of individuals with the necessary skills and attitudes to responsibly exercise their decision-making authority consistent with the goals of the organization.
- Operated under a management philosophy that values and creates an organizational culture of cooperation, trust and openness.

This definition, of course, suggests a rather static "ideal." In practice, it is often more appropriate to think of an organization being in the democratization *process*. Also, it is obvious that the organization functions within a system and must deal with certain external "givens" unless that organization chooses to change them. Most systems, however, are likely to allow an internally defined structure, as long as the output meets specifications. For example, the United States Agency for International Development (USAID), a relatively hierarchical organization, will allow a PVO to be a flat organization serving a relatively hierarchical ministry as long as the terms of its contract are met. This

(continued on page 3)



This Is What You Are Saying . . .

To all of you who responded to our questionnaire in the summer 1989 issue of IMPACT, **thank you.** We are indeed gratified to receive such overwhelmingly positive feedback. Every effort will be made in subsequent issues to deal with the concerns you have that fall within PACT's mission. Please continue to share your thoughts with us. Letters to the Editor is a feature for your use.

This is what you are saying:

- ✉ Ninety percent of you want to see more of the same type of content as appeared in the previous issue.
- ✉ In particular, you have asked for more short case studies, model stories about PVO-NGO partnerships and government-NGO collaboration. You would like to know more about the specific activities and experiences of organizations that make up the PVO/NGO community; you are interested in profiles of these groups.
- ✉ You want to read success stories about how specific organizations have achieved "participation" at various levels of their activities.
- ✉ You would like to know more about development assistance trends, management solutions and policy initiatives.
- ✉ All of you want more information on workshops and training events as well as on publications and other resources that would help you understand and act upon the substantive issues we discuss in IMPACT.

These suggestions represent the majority of your ideas.

There were specific requests for information on topics such as evaluation, roles played by religious PVOs, various legislative updates, health education, women and development, human resource issues and fund-raising opportunities.

An encouraging number of you expressed willingness to contribute articles to this newsletter. We appreciate your participation and will be in touch with you.

We look forward to receiving your comments, ideas, suggestions, reactions to issues in IMPACT. Write to:

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Systemic Approach *(continued)*

suggests that individual organizations within the development system might be participatory, but the system would not necessarily be fully so until all organizations in it are participatory and are mutually interactive.

Again, what does this mean in practice? Let's use, as an example, a PVO central office implementing a micro-enterprise grant from USAID with a specific line item budget and fairly specific program objectives in the contract. Assume that organizational members were involved in the initial design of the proposal and, in particular, that those responsible for carrying out various aspects of the project were actively involved in writing relevant sections of the proposal.

Now that the contract has been awarded, the project team assembles to map out a more specific time line; each person refines his or her own job description and work schedule and brings it back to the group meeting for ratification. The meetings themselves are conducted in a participatory manner. The project time line is then assembled, based on these individual plans. *It* then becomes the project's authority to which group members are mutually responsible. As conditions change and field experience is fed back to the project team, the time line or even project priorities are amended by the group as needed. If such changes are outside of the guidelines of the grant, the changes, of course, need to be negotiated with the client and donor agencies.

What Does All This Mean for Me?

PACT has been appropriately urging the PVO community, particularly through workshops for its members, to move toward more participatory program development at the village level. We wish here to suggest that to really accomplish this, participation must also move throughout the entire development system and become its defining operational paradigm.

Each member of that system can play a role by working to effect the three aspects of participatory organization: Creation of a *structure* for participation, development of the requisite *skills and attitudes* of participation, and formulation of a participatory *philosophy or value system* throughout the development network.

Nanette Brey Magnani, *Ed.D., is Director of the Organizational Development and Training Service at World Education and has served as consultant and trainer for PACT in its participatory program development workshops. She is currently working on a resource manual of participatory planning, implementation and evaluation techniques.*

David P. Magnani, *Ed.D., is the former Director of the Citizen's Involvement Training Project at the University of Massachusetts, Amherst and a former Peace Corps Volunteer and trainer. He is currently a state legislator in Massachusetts.*

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How Far Can NGOs Go with Credit?

A major new trend in the microdevelopment field is the need many international PVOs (IPVOs) and NGOs are facing to finance their projects using credit as well as or instead of grants. In Guatemala, the World Bank (WB), the Government of Guatemala (GOG) and a national NGO consortium called ASINDES are considering an agreement that, while offering many financial advantages, commits ASINDES and the NGO community in Guatemala to increase their use of credit financing. This agreement could well become a model for other WB arrangements in Central America. A brief analysis of the opportunities and possible dangers of the agreement may shed light on issues and themes that many NGOs are now or will soon be confronting.

A New Direction

Since 1988, the WB has had the mandate to begin or intensify collaboration with NGOs. In July of this year, the GOG, the WB and ASINDES reached a mutual agreement to support the establishment of a "Social Investment Fund" (SIF), an autonomous entity to be created by the President and Congress of Guatemala by May 1990. It is being contemplated that, over a period of three years, the fund could provide up to $120 million in grants and credit for economic and social projects. ASINDES was put in charge of structuring a special department or "window" within the fund to channel monies to NGOs. This is to be done through a combination of grant and credit financing for projects, particularly for technical assistance and institutional strengthening.

The Credit Factor

As part of its program, the WB is proposing that NGOs adopt a system of handling credit that will move them from:

1. Giving grants to beneficiaries to establishing revolving loan funds at commercial interest rates for economic projects.
2. Receiving grants to receiving soft loans for the more secure or more profitable projects.
3. Receiving soft loans to receiving commercial loans for lending to the most profitable projects at above commercial interest rates.

The objective behind this "graduation" scheme is ultimately to endow NGOs with the experience and skills to access foreign and domestic capital markets for their projects, thus broadening their funding base and making them less dependent on traditional, less stable funding sources to finance their projects.

The Shape of the Future

Since the Social Investment Fund is to provide both grants and credit, the WB's intention is not to make credit the exclusive financing mode. But there is no question that the goal is systematically to extend credit financing as far as possible.

The feeling among the nongovernmental community in Guatemala is that if even a fair number of NGOs enter into this arrangement, there will be strong pressure for others to follow.

This raises a number of fundamental questions about the NGO nature and mission: To what lengths can or should NGOs go with credit? Won't they run the risk of being absorbed and distorted by their financial functions? Is charging beneficiaries more than commercial interest rates compatible with the NGO mission or with the traditional confidence NGOs receive from beneficiaries? Doesn't this process imply that NGOs are becoming increasingly isolated from the poorest segments of the population? What means can be taken to assure the maintenance of NGO strengths and values?

Any measures taken will have to consider seriously the many mistakes of past credit programs in the public and private sectors. This broad spectrum of errors ranges from the internal contradictions of "graduation" to the false perception by beneficiaries that NGO credit programs are disguised giveaways.

Among the options presently being studied by ASINDES are:

1. Negotiating with funders to establish grants for "venture capital" financing, that is, funding for doubtfully or marginally profitable agricultural projects among the poorest farmers, for example, the landless.
2. Adopting an integral approach that incorporates grant-financed social projects with cost recovery indexed to the profit margins of the economic components.
3. Dividing functions, assigning the technical assistance to the NGOs and the financial tasks of credit monitoring and recovery to established financial institutions open to creative new approaches.

The outcome of these measures is uncertain. Perhaps others would be more appropriate. But only by analysis and planning will we be in a position to both anticipate and shape the results.

Art Sist *is PACT Resident Representative in Guatemala, finishing his last year of a four-year USAID-sponsored institutional strengthening program with the Guatemalan NGO Association ASINDES. His experience with NGOs includes the directorship of an NGO and an NGO consortium in Bolivia as well as consultancies in 10 Central American and South American countries. If you wish to respond to Art's ideas, write to him c/o PACT in New York, or c/o ASINDES, Apartado 504-A, Zona 10, Ciudad Guatemala, Guatemala.*

Next time IMPACT will feature proceedings of a WB/PACT-sponsored briefing on the SIF, held for USPVOs in October.

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Food Oils in Africa: An Action Network

In 1986, PACT and several other NGOs asked themselves this question: How might development practitioners working on small-scale food processing at the grassroots level in Africa find out what others are doing and combine efforts? The response was to propose an interactive network centered on the specific sector of edible oils in order to help those in the field learn from each other. Three years later, with some 80 agencies and projects participating in the Food Oils in Africa (FOIA) network, this proposal has become a reality. The experiment is still growing and much remains to be done; nonetheless, the network is beginning to show its potential in assisting agencies to improve their food industry activities.

Why create a network focused on this particular sector? Many millions of African women and men secure food and income for their household by growing, gathering and processing oil fruits and seeds. From improved plant breeding to appropriate technology for oil extraction and from small enterprise promotion to national policy research, there is growing recognition of the vital role of oil plants and oils processing activities in Africa's rural economy.

Today, attempts to improve oils processing on a village level are being made by dozens of projects and agencies: NGOs, technology centers, government agencies and others. But until recently, the lack of systematic communications among isolated project personnel limited timely exchange of data and extension of benefits from successful innovations.

Now those concerned have begun to collaborate through the FOIA network across geographic, institutional and language barriers. In addition to expanding the capacities of network participants, the program tries to promote policy discussions among practitioners, researchers, donors, governments and other decision makers. It also aims to develop a new regional mechanism for interagency communications, mutual assistance and channeling resources.

The following are some examples of activities the network is engaged in. Catholic Relief Service in Gambia is preparing a case study on their sesame seed project. The Ghanaian organization NGO Partners in Development is documenting their work in community oil palm nurseries. VITA, a U.S. NGO, is working on a complete review of the literature on small-scale oils processing and is prepared to assist other network participants with specific technical problems.

Staff from the Rwanda Sunflower Promotion Program of TechnoServe are currently on a study tour of several other sunflower oil processing projects in East Africa. The Kenyan NGO KWAHO has learned details about the low-cost manual ram press by sending its representatives to projects in neighboring Tanzania. These and many other network efforts demonstrate the exciting potential field workers have to learn from each other.

As an international consortium of NGOs, PACT has committed the resources to launch and sponsor this experimental program for a trial period. It is envisioned that the network, if successful, will eventually be anchored completely in Africa-based organizations. Plans are being made to hold regional workshops in 1990 to share findings and set the network's future agenda.

The Food Oils in Africa Directory (published in May 1989) and the first issue of *The Food Oils Press* newsletter are two products of the network that are available to those interested. The newsletter is published both in English and French.

PACT welcomes communication from agencies or individuals interested in partnership and in supporting the network. Any organization, private business, government agency or individual can become a member. For more information, write to Jonathan Otto at PACT.

Jonathan Otto *has been a PACT Associate for the past six years. In addition to coordinating the Food Oils in Africa network, his efforts have focused on promoting NGO collaboration and providing technical assistance to NGOs in Africa.*
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Food oils is primarily a women's activity, always done collaboratively.

The Small Enterprise Education and Promotion (SEEP) Network

The SEEP network is a PVO membership organization representing 27 agencies. Formed in 1985 to study and articulate PVO experience in small enterprise evaluation, it has developed into a forum for PVO collaboration on a broad range of sector-related issues. Most notably, SEEP promotes professional standards in the community, conducts an educational program for members and other practitioners, creates and disseminates publications with high field applicability and serves as a communications/organization nexus on issues of current concern.

PACT acts as program manager for grant funds, provides physical infrastructure for the network as well as administrative and support services.

For more information, contact Elaine Edgcomb, SEEP c/o PACT.

Institutional Development: Twenty PVOs Share Concerns

"Institutional development is a process in which members of society develop themselves and their institutions in ways that enhance their ability to mobilize and manage resources to produce sustainable and justly distributed improvements in their quality of life consistent with their own aspirations."
Institute for Development Research (IDR), Boston

In June of this year, OEF International and PACT collaborated in a workshop to give the institutional development (ID) role of USPVOs the immediate attention it needs. PVOs (both large and small) along with the Office of Private and Voluntary Cooperation in USAID, IDR and important PVO networks like InterAction and the Small Enterprise Education and Promotion (SEEP) Network were represented, thereby encouraging the vision of a common purpose.

In PACT Training Manager Dan Santo Pietro's view, "The principal message of the workshop is that PVOs have to find their own answers about how to become better institution developers, but PVOs have enough in common to accelerate the learning process by sharing experience."

Perhaps the most important session of the workshop was "Challenges for the Future." An extrapolation of the actions recommended by the participants during this discussion is presented below:

1. *Documentation, Publication and Dissemination*
   - PVOs have made considerable efforts in three main components of ID assistance, namely training, organizational and managerial assistance, and mobilization of resources. So a first step would be to survey PVOs on what kind of documentation they would find most useful and on what is presently being developed.
   - An invaluable tool would be a resource catalog of materials that show how PVOs have successfully undertaken ID. A task force willing to compile this catalog is needed.
   - It follows logically that information systems are needed to facilitate use of and disseminate materials required for ID work. The potential for collaboration in this area is strong.
2. *Building USPVO capacity to do ID*
   - PVOs at the workshop agreed that ID had to begin "at home." While many have started this process, it is not complete. USPVOs need training in organizational development skills to internalize the process and then transfer it to others.
3. *Mobilizing resources for ID*
   - It is essential now for PVOs to generate creative approaches to getting funds for ID. Participants brainstormed a variety of ideas, from ways of dealing with major donors to debt for development to new alliances for funding. Everyone agreed that this area deserves its own structured workshop.

Some Next Steps

- SEEP plans to hold a workshop in March 1990 to discuss some of the above challenges, as applicable to the small business sector. Contact Elaine Edgcomb at PACT for more information. (See box on page 5.)
- InterAction's Professional and Organizational Development (POD) Committee retreat held in September brought together a number of PVO staff—many of whom participated in the OEF/PACT workshop—to consider how to follow up on these recommendations. As a start, the committee decided to review and analyze approaches and materials that PVOs are using in institutional development. (See box on page 7.)

- PACT has begun planning a workshop on diverse models of collaboration, in which both PVO headquarters and field staff will participate. The objective is to strengthen PVO training efforts related to ID and effective partnership. Contact Jacob Pfohl or Dan Santo Pietro for more details.

PACT can also make small Institutional Development Grants (IDGs) to help PVOs in their efforts to meet the challenges put forth at the OEF-organized workshop. In fact, the workshop itself is the result of an IDG. Within the scope of its resources, PACT will collaborate with, support, facilitate communication between and act as a catalyst for PVOs working to strengthen ID capacities within the PVO community.

For the workshop report, please contact Dan Santo Pietro at PACT. Δ

Participation, a Ruse?

In any discussion of "people's participation," one is confronted with the range, depth and complexity of concerns with which people are struggling. Paul Wangoola, Secretary General of the African Association for Literacy and Adult Education, Kenya, writes that it is important to be conscious of the many motives that organizations may have in invoking this participation. He discusses some of these contexts and assumptions below.

Today the words "people's popular participation" are on the lips of individuals who are as different in orientation, outlook and interest as can possibly be. Leaders of village-level people's organizations, NGOs, workers' organizations, the UN system, even the World Bank—all talk of people's participation as a positive thing, critical if we are to emerge from the crisis that faces the world at this time.

As Incorporation

Participation becomes an issue because certain sections of society—in our present world the majority—have been historically denied the right or possibility of participating in affairs in which they have a legitimate stake. The denial of participation is possible because those who are excluded do not have the political power or leverage necessary to win their rights.

In the light of a continuing struggle by the excluded for rights, those in power look at "participation" as the gradual incorporation of this group in some formal processes, for example, in general elections.

In such situations, the previously excluded participate on the basis of an agenda and issues determined by those in power. Here participation helps to cloud the agenda of the excluded and to falsely make the exclusive agenda of those in power that of society as a whole.

As a Methodology

For some, participation is important in so far as it is conceived as a new methodology, a new technique to achieve old objectives. This is characteristic of those with power and resources. For them, participation is a means of becoming more efficient and of improving the delivery of a predetermined service. Here participation is typically project-specific (internal to the project) and is discontinued at the end of it.

As a Means for Social Action

This type of participation is usually practiced by a group that organizes itself to tackle community problems, for example, water supply, health. The previously excluded analyze their social reality, identify needs and problems, draw up a program to address these, and mobilize the required resources.

Characteristic of such participation is community-focused and localized action, without the deliberate effort or vision to support neighboring communities in similar initiatives.

The Way Forward

No doubt, other forms of "participation" can be identified. The way forward to people's participation for sustainable development is to create an atmosphere that will allow all concerned, especially disadvantaged and downtrodden people, to organize themselves.

Creatively bringing into play the different positions and perspectives will form a basis for an all-round, deep and lasting solution. The articulation of these viewpoints is crucial because the way forward will be through dialogue between the legitimately contending forces.

But for true dialogue it is essential that each interest group develop a consciousness and a consistent and coherent outlook and interpretation of the world. Without this, one interest group would provide the theoretical and conceptual framework for all other such groups. In this case, even when two or more interest groups meet, it will be a monologue.

Of all the interest groups that need to develop their outlook and framework for action, the disadvantaged need it most. And they need to do this not in a localized and disjointed manner, but in a way that recognizes local situations as part of a global scenario. This perspective will help people *think globally and act locally.*

Paul Wangoola

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The Professional and Organizational Development Committee

The POD committee was created four years ago to help members of the InterAction network improve their collective knowledge and practice of human and organizational development.

Today the committee encourages all interested individuals and organizations to join in their activities. These include three major meetings a year to exchange experiences and methods related to this work, training sessions designed and organized in collaboration with PACT, and spreading information about workshops in organizational development.

If you wish to participate in POD activities, please contact:

Jane Watkins,
Director of Programs,
OEF International,
1815 H Street, N.W., 11th Floor,
Washington, D.C. 20006.

Indirect Cost Survey Under Way

How do you charge out your Executive Director's salary? Can bid and proposal costs be included in an indirect cost rate? What kind of base do you use? Total salaries? Total direct costs? Should a field office have a separate indirect cost rate from headquarters? Does a high rate indicate an inefficiently run office? Is a low rate better than a high rate?

These and other questions are commonly voiced by PVOs. The Association of PVO Financial Managers is surveying its members and others in the PVO community regarding indirect cost rates. The purpose of the survey is to assist organizations in assessing how their methods, cost pools and bases compare with other organizations. This is the second year of the survey, and last year's participating agencies found it most helpful in rethinking their rates and their rate structure.

The report, which is currently being compiled, will only be available to those agencies that take part in the survey. Any agency that wishes to become a participant must do so by **November 15**. For information on how to participate and receive a copy of the questionnaire, please contact The Association of PVO Financial Managers c/o Alison N. Smith, PACT.

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Evaluators Collaborate

PACT and the Experiment in International Living (EIL) collaborated in Vermont this summer to organize a workshop for PVO evaluators. Part of PACT's PVO Program Management training series, the workshop aimed to revive networking among PVO staff who have the special challenge of carrying out evaluations.

Three presentations were made on topics key to planning evaluations. These were: evaluation as part of organizational development, rapid appraisal techniques and participatory approaches to evaluation.

The experience reinforced the need for more specialized training and structured information exchange.

Eighteen participants got together to assess the state of evaluation in their organizations, share experiences, provide feedback to one another and learn specific techniques that may be applicable to their international projects and programs.

The workshop included an analysis of specific evaluation strategies that the organizations use, of problems and frustrations and of factors contributing to successful experiences.

PACT is considering various suggestions for follow-up. One step taken was to organize the panel on PVO experiences at the American Evaluation Association annual meeting in October.

For more information on participating in this networking effort on evaluation, please contact Dan Santo Pietro at PACT.

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Important

IMPACT has an extensive international readership. We would love to receive announcements of training events, reviews of books and other resources, or any other news of interest to the development community. Be sure to include copies of the resource to be reviewed and photographs where appropriate. To place information in the next issue of IMPACT, please send your contribution before December 15 to:

Editor, IMPACT
777 United Nations Plaza
New York, NY 10017

RESOURCES

Award-winning Global Education Video

AMIDEAST announces the release of its new educational video **Introduction to the Arab World,** winner of a Bronze Apple at the 1989 National Educational Film and Video Festival.

The 48-minute video and its accompanying guidebook are designed for use in high school and college classrooms, community, business,government and educational exchange groups.

U.S. Congressman Mervyn Dymally, who was a guest speaker at the preview screening, remarked that the video "leaves nuance and richness in place of stereotypes.... As people, we desperately need to improve our knowledge of the world.... It is my hope that thousands of our teachers and many more thousands of their students will view this work."

The video and guidebook are available for $49.95 (VHS or BETA) or $59.95 (U-Matic) prepaid. To purchase copies and get information on postage, contact: AMIDEAST, 1100 17th Street, N.W., Washington, DC 20036; Tel.: (202) 785-0022. Fax: (202) 822-6563.

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Picture Book on Childbirth

Addressed to the community health worker/educator worldwide, the **Universal Childbirth Picture Book** is an adaptable multiethnic teaching aid prepared by Fran Hoskin with drawings by Marcia Williams. It has 34 full-page drawings with text, a teacher's discussion guide and an international reading and resource list, among other sections.

Some of the institutions presently using the Universal CBPB are government health departments of many countries, including Ethiopia, Egypt, Indonesia, Jordan, Bermuda, Malta and Mali; UNICEF; UNESCO; USAID; Oxfam; women's organizations; church groups; hospitals and more.

Women's International Network News (WIN NEWS) sells this book and other educational materials at cost. CBPBs have been successfully used worldwide at the grassroots level, regardless of language or literacy. They can be readily adapted and translated. WIN NEWS offers technical help and permission to print for educational purposes under their copyright.

The Universal CBPB is available in English, French, Spanish and Arabic for $7 (prepaid). For overseas airmail and bulk orders, please contact: Fran P. Hosken, Editor, WIN NEWS, 187 Grant Street, Lexington, MA 02173: Tel.: (617) 862-9431. Free sample books are available to health programs in developing countries.

Also available from WIN NEWS are **The Childbirth Picture Book** (Basic) with "USA Resource and Reading List," **The CBPB Flip Chart** (English and French) and **The CBPB Color Slide Program** (for group discussions).

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Training Entrepreneurs

The Small Enterprise Education and Promotion (SEEP) Network produces comprehensive reports of many of its working sessions. **Training Micro and Small Entrepreneurs: Examining PVO Approaches** is the most recent report of the network. Summarizing a May 17 meeting whose objective was to provide a practitioners' exchange on the what and how of client training, the report describes the approaches of six PVOs and includes sample materials and references for follow-up. The cost is $4. To order copies, contact SEEP c/o PACT.

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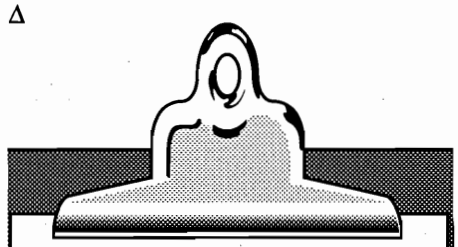

Reporting on Women's Issues

WIN NEWS is an open participatory quarterly that reviews the status of women and women's rights around the globe. The publication was started in 1975 during the International Women's Year and supports the UN Women's Action Plan. *WIN NEWS* has on-going columns exploring women and health, development, media, environment and more. Every issue features direct reports from around the world. International career opportunities are listed.

You are invited to send news and participate. Upon request, one free sample copy will be sent to all PACT members. Please send $1.00 for postage and handling. Subscription per year is $40 for institutions and $30 for individuals. Contact: Fran P. Hosken, Editor, WIN NEWS, 187 Grant Street, Lexington, MA 02173; Tel.: (617) 862-9431.

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Microenterprise Development

ACCION International has embarked on a new series of discussion papers that are a result of its 16 years of experience with microenterprises in Latin America.

In the first publication of the series, **ACCION International/AITEC: A Methodology for Working with the Informal Sector,** author Mirtha Olivares discusses the most significant methodological aspects of ACCION's work with small-scale entrepreneurs in the informal or underground economy so prevalent in developing countries. The 28-page paper focuses on the operational goals that are key to program development and growth and raises some of the broader contextual issues that organizations working in microenterprise development should consider.

In **Micro-Enterprise Assistance Programs: Their Benefits, Costs and Sustainability,** the Director of ACCION's Washington office, Maria Otero, defines who benefits from a microenterprise program at the beneficiary, institutional and contextual levels. Otero uses impact findings from a project in Honduras to highlight both the benefits and the limitations of securing and analyzing data. The 29-page paper discusses major costs related to any microenterprise program and analyzes areas that are vital to project sustainability.

The papers are available in Spanish and English for $4.20 apiece, including first-class postage and handling. To order, contact: ACCION International, 1385 Cambridge Street, Cambridge, MA 02139;
Tel.: (617) 492-4930.
Fax: (617) 876-9509.
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About ACCION International

ACCION International is a private non-profit organization dedicated to improving the lives of the working poor in Latin America through its sponsorship of microenterprise projects. The organization is considered to be one of the pioneers of this now widely accepted development strategy.

Promoting Partnership

As announced in our last issue, the five-country study **Asian Linkages: NGO Collaboration in the 1990s** is now available from PACT. Based on in-depth research in Bangladesh, Indonesia, Nepal, Thailand and Sri Lanka, the study discusses crucial PVO trends, concerns and issues.

Conducted jointly by local consultants, PACT staff and associates, **Asian Linkages** deals with the challenges of North-South collaboration, viable institution building among both First World and Third World organizations and ways to create greater impact on the problems of the poor.

The study is available for $7.50 to southern agencies and for $15.00 to northern agencies. For more information on bulk discounts and shipping costs, please contact: PACT, Inc., 777 United Nations Plaza, New York, NY 10017.
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Bulletin on Maternal and Infant Health

Mothers and Children is a quarterly newsletter devoted to promoting infant and maternal nutrition and health. The newsletter is published by the Clearinghouse on Infant Feeding and Maternal Nutrition of the American Public Health Association. Thematic articles, book reviews, training programs, workshops, resources and views from the field are some of the features covered in this publication. Available in English, French and Spanish, it is free for health professionals and governments in developing countries. Interested persons in North America and Europe can subscribe to it for $5 per year. The current circulation of **Mothers and Children** is 21,000. For more information on the clearinghouse and its publications, please contact: The Clearinghouse on Infant Feeding and Maternal Nutrition, American Public Health Association, 1015 Fifteenth Street, N.W., Washington, DC 20005, Tel.: (202) 789-5600.
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RESOURCES

Sharing Ideas and Experiences

TechnoServe announces the publication of two new documents.

The NGO community seems to have accepted "replicability" as a legitimate development objective. In **NGOs and the Replication Trap** Thomas Dichter questions this theory. He suggests that NGOs are attracted to replication because it purportedly solves an NGO deficiency—limited impact. This 13-page paper offers a typology of replication, argues that replication does not need to be built into projects and suggests an alternative approach. The paper is available for $4 from TechnoServe.

Most of TechnoServe's work is in the rural agricultural sector of Africa and Latin America, where the agency provides technical and managerial training to the worker-owners of enterprises so they can manage their own businesses. In **The TechnoServe Experience**, the agency's philosophy, methodologies and experiences are clearly explained. Some of the issues the 22-page pamphlet deals with are: building institutional relationships, local participation and sector strategies for extending benefits. Available free of cost.

To order write to: TechnoServe, Replication and Policy Analysis Department, 148 East Avenue, Norwalk, CT 06851;
Tel.: (203) 852-0377.
Fax: (203) 838-6717. Telex: 965-981.
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About TechnoServe

TechnoServe is a private, non-sectarian, non-profit organization founded in 1968. Its aim is to improve the long-term economic and social well-being of low-income people in developing countries by fostering the development of small- and medium-scale enterprises. TechnoServe works in El Salvador, Peru, Panama, Costa Rica, Belize, Mexico, Zaire, Sudan, Kenya, Rwanda and Ghana.

The Great Trade Debate

Trade Wars

The industrialized nations that dominate agricultural production and commerce are engaged in a jealous trade war over declining shares of a global food market.

Agricultural protectionism—measures designed both to safeguard home markets from foreign competition and to invade foreign markets through export subsidies—has increased rapidly.

The Consequences

These policies have resulted in burdensome food surpluses in exporting nations, production levels and practices that threaten the global resource base, huge government expenditures for farm price and income supports, and sharply lower world commodity prices.

At the same time, low- and middle-income developing nations are turning to agricultural exports as an economic development strategy, many at the insistence of lenders to whom these nations owe billions of dollars in debt.

Northern Hemisphere trade wars have countermanded this strategy and have generally discouraged agricultural development in poorer nations.

These conditions have led to a call for global trade liberalization in agriculture—the elimination of all trade-distorting farm programs, export subsidies and trade barriers.

But what would such a path mean for family farmers in the United States? What impact would it have on agriculture in the developing world? And what would it mean for the global environment?

These and other important policy considerations are discussed in **The Great Trade Debate**, a landmark publication of the World Agriculture Project of the Center for Rural Affairs, Nebraska. Written by Marty Strange with Annette Higby, Gene Severens and Patricia Funk, this 48-page document will prove useful to all those interested in the many ramifications of the international trade debate, particularly the links between the development needs of the Third World and U.S. farm and trade-related farm policy.

The report is available for $7 in the United States and Canada and for $12 elsewhere (including postage and handling). To obtain copies, contact: Center for Rural Affairs, P.O. Box 405, Walthill, NE 68067.

To receive concrete policy options for encouraging sustainable agricultural practices in the United States, please write to the center and ask for the "Sustainable Agriculture Working Group Packet."

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IMPACT is part of a larger Training and Information Services Program designed to help strengthen the management capacity of PVOs in their US-based administrative activities and in their Third World program work. It is published by PACT (Private Agencies Collaborating Together) and is supported by the Agency for International Development's Office of Private and Voluntary Cooperation in the Food for Peace and Voluntary Assistance Bureau, through a Cooperative Agreement with PACT.

Worldwide Education Initiative

From March 5-9, 1990, UNDP, UNESCO, UNICEF and the World Bank are jointly sponsoring a **World Conference on Education for All** to:

- Diagnose present problems in meeting basic learning needs of both children and adults.
- Explore realistic means of rapidly extending the coverage and quality of basic educational services.

Special attention will be given to ensuring access for the most disadvantaged groups and improving the level at which basic knowledge and skills are acquired.

World leaders, government delegations, international organizations, non-governmental agencies and eminent educators will be among those who attend. Methods and targets will be suggested to countries to help them operationalize the concept of "education for all by the year 2000."

Working documents at the conference will include the **World Charter on Education for All**, illustrative country experiences in meeting basic learning needs and research papers on crucial topics.

To find out how you can participate in the process, contact your local UNICEF office. In the U.S. more information is available from:

Dr. Wadi D. Haddad
Executive Secretary
Inter-Agency Commission
for World Conference on
Education for All
UNICEF House
Three United Nations Plaza
New York, NY 10017
Tel.: (212) 326-7140
Fax: (212) 326-7133

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Private Agencies Collaborating Together
777 United Nations Plaza, New York, NY 10017
(212) 697-6222

Fall 1989 Issue No.8

Calendar

November 17, 1989
New York City

Workshop on Developing Volunteer Leadership
Contact: Alison Smith,
PACT, Inc.
777 UN Plaza,
New York, NY 10017
Tel.: (212) 697-6222

November 17-19 1989
Washington, D.C.

Association for Women in Development Conference
Theme: Development Challenge for the 1990s:
Global Empowerment of Women
Contact: AWID Secretariat
Office of International Development
Virginia Tech
10 Sandy Hall
Blacksburg, VA 24061
Tel.: (703) 231-7615

November 21
December 4, 1989
Bogota, Colombia

Disabled Peoples' International III World Congress
Contact: Carlos Alberto Botero
ACOPIM
Carrera 6 No. 49 85 Piso 4
Bogota, Colombia
Tel.: 2880002, 2880105

February 25, 1990
New York City

Workshop on Managing and Containing Health Care Costs
For more information contact the Personnel Co-op
c/o Alison Smith at PACT.

March 5-9, 1990

Worldwide Education Initiative (See page 11 for details)

June 3-7, 1990
New York City

International Interdisciplinary Congress on Women
Theme: Women's Worlds, Realities and Choices
Contact: Marsha Frankel
4th IICW
Dept. of Anthropology
Hunter College-CUNY
695 Park Avenue
New York, NY 10021
Tel.: (212) 772-5566

Spring 1990

Issue No.9

IMPACT

Management Resources for Private Voluntary Organizations

Private Agencies Collaborating Together

777 United Nations Plaza, New York, NY 10017 (212) 697-6222

Development, Not Donation, Is Solution to Disasters

"People who give (food, blankets, clothing) say, 'We're going to save lives.' None of that stuff ever saves lives."

An interview with Frederick C. Cuny, Disaster Management Specialist

Conducted by Veena Sundararaman, editor, IMPACT

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In December 1988, a member of the Soviet mission to the United Nations visited with world-renowned expert on disaster management, Frederick C. Cuny, to discuss the possibility of Cuny's firm undertaking an earthquake vulnerability assessment in the Soviet Union. The next morning, a massive earthquake hit Armenia. Immediately USAID asked Cuny to be on the first US team sent to the Soviet Union for relief. Next, the Soviets invited him to assess their efforts in Armenia. So he worked with both countries, one after another, in the aftermath of the Armenian disaster. In this interview with IMPACT, Fred Cuny, who has been called a "technocrat with a social conscience" and a "rebel with a cause," shares his concerns and his ideas on disaster intervention in the '90s.

VS: Can you share a story from your visit in 1988 to Armenia that illustrates the concerns now prevalent in many development circles that disasters are not being handled effectively or appropriately?

FC: The Soviets did a very thorough analysis of the relief effort following the earthquake in Armenia. The conclusions they came up with are very interesting. Their main disappointment was that most western countries did not know what they were doing.

In the relief effort, donors sent lightweight cotton tents that were inadequate for the cold in Armenia. They sent cots with no legs, medicines and food with labels in English so they could not be used by most people, search-and-rescue teams that arrived long after any live rescues were possible, and so on. Of course, the failures originated with the Soviets in the sense that if their housing had been built properly, there wouldn't have been such a catastrophe.

The Soviets are very interested in learning more about disaster management, especially mitigation. Their consciousness has been raised by the Chernobyl and Armenian incidents. They were looking to the West to see how we do it, and instead they learned how it should not be done.

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Interview *(continued)*

VS: In January, the UN announced the International Decade for Natural Disaster Reduction. What qualifies as a natural disaster?

FC: The distinction between natural and manmade disasters is somewhat arbitrary. A lot of disasters that we call "natural" are really influenced by human activity. If we had an earthquake in the middle of Montana, it wouldn't be a disaster, it would just be a passing environmental event. But if it strikes a poorly-made settlement in Peru, then it becomes a disaster. The fact that the manmade environment was vulnerable is what led to the disaster, not the ground shaking. This is the newer thinking on disasters, that all disasters are influenced by acts of man, and human activities are what we have to improve if we want to control disasters.

VS: The UN Resolution is based on the premise that the international community has improved its capacity to confront this problem. Do you agree?

FC: Yes. Disasters have become a science and profession within the last decade. It is recognized that disasters pose major problems for development, especially to the Third World. Unless we control and limit the impact of disasters, we will continue to be in a position where government spends more on relief and reconstruction than development. The approaches we need to mitigate disasters need to be framed as development questions.

VS: For example?

FC: If we want to improve housing, we have to look at land issues and land reforms for the poor. It is the poor that are most effected by disasters and we must work through them to mitigate the impact. To reach them, we have to ask some fundamental questions. We can't just go out and build safer houses. If a few rich own all the houses, and they are keeping people in slum conditions, we can't have any impact on that housing until we wrest control away from that rich. This is a fundamental development question. We can't divorce a disaster from the development environment. This is what we need to focus on.

Disasters can give you leverage to get into some of the development questions governments are reluctant to face. Look at the countries hit by disasters. The amount of money they spend on reconstruction of housing after a disaster can wipe out ten-year development programs.

So, you say to a country like Jamaica, "Look, if you mitigate the losses by improving housing, by addressing land reform issues, changing ownership patterns, empowering the people to focus on these issues themselves, in the next decade you will not have to spend 40% of your development budget servicing debt from hurricanes. Prevention is cheaper than reconstruction. And you've got time to make rational decisions now rather than in the aftermath of disasters.

Consider the political repercussions of failure to address disaster prevention from a development viewpoint. A very high percentage of governments fall in the aftermath of a major disaster. After the Sahelian drought in the '70s, every government in the Sahel fell during the drought. If you look at countries like Bangladesh, the failure of the Pakistan Government to provide meaningful and timely aid after the 1970 cyclone was one of the major factors contributing to the revolt that led to the independence of Bangladesh.

The Jamaican Government fell within months after the hurricane because of public perception that it was not able to deliver on promises. Although there were contributing factors such as dissatisfaction over the economy, the triggering event was the disaster.

VS: Besides land reforms, what are the other areas where development can aid in disaster prevention?

FC: Agriculture is probably the most important and most neglected, especially in Africa and Asia. Again disasters are a lever to use to address agricultural production problems.

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Famine is essentially an economic problem. It strikes subsistence cultivators. It has to do more with food pricing questions, equities and agricultural policies than it does food shortage.

In many ways, a disaster is stark evidence that there is something wrong in society. If we face it as a warning and focus attention on that aspect, this gives us an opportunity to come in and make radical changes very quickly.

VS: Are you saying governments and donors should stop putting money into relief?

FC: Definitely. The way relief is usually given.

VS: Which is?

FC: Which is the focus on junk aid. Going out and collecting food, blankets and clothing has no impact whatsoever. People who give say "We're going to save lives." None of that stuff ever saves lives. What makes a difference are things that improve people's economic situation, jobs, better housing, etc. We have to focus on empowerment issues and justice questions if we really want to help.

We now have very paternalistic types of programs where we give the local people a bunch of things and dampen their creative ability to cope with disasters. By treating them as recipients instead of participants in a development process, we undercut the opportunities that are present.

VS: In your book *Disasters and Development* you advocate a participatory approach in giving aid after a disaster. Is this possible in the emergency situations that prevail at such times?

FC: Of course it is. We tend to treat people in a disaster as if they were helpless victims. There is no evidence to show that people are really helpless or catatonic. They go through a process of sorrow, of readjustment. But they *are* capable of making rational decisions. The widespread idea that there is panic after a disaster is perpetuated by the movie industry, but never borne out in actual practice.

You do find aberrant behaviour in some places (more in western countries than elsewhere). But people in the community tend to band together and form what is known as a "disaster community." Natural leaders emerge, and in the period immediately following the disaster, they take care of their own needs. What we need to do is to stand back and watch how this is evolving, and work with natural leaders to build on the coping processes that take place.

VS: So you're not saying "don't go in and help them." You're saying "let's do it differently."

FC: I'm saying let's build on the popular response that's already there. We know, for example, that the vast majority of disaster victims will build their own shelters, and they'll do it long before tents get there, long before any of this other aid arrives. They have to do it to survive. So, what can we do to support that natural process? Perhaps they need additional tools, or better materials to improve the temporary shelters and use later in the rebuilding process.

Let's stop trying to make their efforts conform to our idea of what's needed. Most of our idea of what's needed evolved as a result of how we responded to needs after World War II. What worked for western Europe at that time is not necessarily applicable to a Third World situation.

VS: What would you say are some of the main trends and challenges in the '90s? And what should PVOs, particularly consortia, do to mitigate the impact of disasters?

FC: First of all, we need to fix the existing system of relief and emergency assistance. The international relief system is falling apart.

A lot of experimentation is needed to prove the new concepts and approaches that have been proposed. We need to make food aid more effective; look at alternative famine fighting strategies; seek alternative ways of providing assistance in the aftermath of disaster.

NGOs/PVOs must take the lead. Governments are not very creative. In the '70s, NGOs were really leading the way. In fact, in my book which was written in that period* I said that's where the action was. But in the '80s, the NGO momentum was lost. They suddenly became implementing instruments of governments, who had their own disaster agendas. Problems became so overwhelming that programs had to be standardized to the lowest common denominator and we ended up losing a lot of the creativity NGOs had.

The formation of consortia are one way to improve the existing system. This would give NGOs an opportunity to create a common pool of disaster knowledge. It would facilitate assessments, expand the resource base, and more. Each agency could focus on their primary area of interest. They can create teams which could react to a variety of situations and provide a much more comprehensive and balanced package of assistance to the people. A common management approach could facilitate the process, and make training more cost-effective.

If consortia can get together *before* disasters and decide 'this is what we want to do in famines, this is what we want to do in earthquakes, these are the countries we want to work in,' they could train as a team. We could focus the energies of people and organizations to develop management structures and programs. We can answer critical questions in advance, so that when a disaster strikes, the decision-makers don't have to make decisions in a void. We would have already anticipated the major problems, and developed policies, strategies and approaches for dealing with needs. Thus, we would respond much faster and more effectively than otherwise.

Individual NGOs have a hard time investing in disaster training, except through programs like the one at the University of Wisconsin, which has a self-teaching format. But in consortia, each agency can designate a permanent staff member to prepare for disasters. These individuals can train as a team.

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*See Resources Index

Interview *(continued)*

The outgrowth of this training will be the development of procedures, training manuals, policies and doctrines for response. Everyone would know the "rules of the game" so that when disaster hit, they would be prepared and able to respond far more effectively.

To reiterate, the challenge for PVOs, donors, governments is to think creative "disaster relief." We need to completely revise our thinking about disasters and evaluate what we are trying to do. We need to immediately tune into local people's response. Most important, we need to do some rethinking about radical intervention strategies (in disasters and in development).

NGOs often ask me "What do you advise if an earthquake hits a certain country?" I reply, "Buy land." Land devalues immediately after a disaster. Relief agencies can buy up land cheaply, and sell a portion to finance land and housing for the poor. If a government asks the same question, I tell them to expropriate slum buildings and turn them over to the poor, as the Government in Mexico City did after the 1985 earthquake.

Cash-based approaches should be encouraged. If people have access to cash, they can determine how they want to use the money. Don't give people things, give them opportunities. We need to ensure that decision-making lies with the people. Δ

(WATCH OUT FOR PART II OF INTERVIEW WITH FRED CUNY IN NEXT ISSUE OF IMPACT.)

FREDERICK C. CUNY *is founder and Chairman of INTERTECT, a professional disaster management consulting firm based in Dallas, Texas. Since 1969, Mr. Cuny's experience includes predisaster planning, relief operations, post-disaster housing and shelter programs, refugee camp planning and administration, emergency management, damage and needs assessment, overall recovery strategies, evaluation, training and more.*

He has authored two books and a number of reports and studies, and is the author/editor of several training courses provided at the University of Wisconsin Disaster Management Center. Mr. Cuny is also the editor of Disasters, the International Journal of Disaster Studies and Practice.

About INTERTECT

INTERTECT is an international consulting firm providing specialized services and technical assistance in all aspects of natural disaster and refugee emergency management. It has conducted technical assistance and/or training projects in 51 countries.

The INTERTECT library, open to all users, contains an extensive collection of information on natural disasters, refugees/displaced persons and related development and technology issues. For a list of publications, case studies, training aids, services provided and consulting fees, contact: INTERTECT, P. 0. Box 565502, Dallas, Texas 75356; Tel.: (214) 521-8921.

SOME FIGURES

Decade	Number of people affected by disasters
1960s	28 million
1970s	48 million
1980s	64 million
Year	**People died in natural disasters**
1987	24,000
1988 (up to Sept.)	18,000
Armenia earthquake	
(Dec. 1988)	25,000
1987/1988	2,500 People missing

Resource Index

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2. *Natural Disasters, Acts of God or Acts of Man?* By Anders Wijkman & Lloyd Timberlake, Earthscan publications with the Swedish Red Cross, 1981, available from the International Institute of Environment and Development, 1717 Massachusetts Ave, N.W., Suite 302, Washington DC 20036.
3. *Rising from the Ashes,* by Mary B. Anderson and Peter J. Woodrow, published by Westview Press and UNESCO, 1989, available from Westview Press, 5500 Central Ave, Boulder, Colorado 80301.
4. *Resource Index: Refugee Relief Operations,* (1981), by Jean W. Parker, available from INTERTECT (address above).
5. *Directory of Training Institutions for Disaster Management Vol. I,* (national, regional and international institutions), 1989, available from UNDRO Data Bank, Palais des Nations, CH-1211 Geneva 10; Tel.: +4122 7310-211/7346-011. Fax: +4122 7335-623.
6. *Directory of National Officials Responsible for the Management of Disasters and Other Emergencies, Emergency Plans and Disaster Legislation,* 1988, available from UNDRO (address above).
7. *Directory of Non-governmental Organizations active in the field of Disaster Relief and Rehabilitation in Mozambique,* 1989, available from UNDRO.
8. *Caribbean Disaster News,* a newsletter, is published by the Pan-Caribbean disaster preparedness and prevention project, (PCDPPP), an Antigua-based project managed by UNDRO with the technical support of the Pan American Health Organization (PAHO) and League of Red Cross Societies (LRCS). Contact: PCDPPP Documentation Centre, P.O. Box 1399, St John's, Antigua, WI; Tel.: 462-4432/4435. Fax: (809) 462-4431.

Communication Training Program

Cornell University will hold its 1990 Communication Planning and Strategy (CPS) program from July 11 to August 7. It is designed for leaders in health, nutrition, family planning, agriculture and rural development programs. Topics covered include technology transfer, evaluation, media selection, extension and outreach, message design and target group analysis.

The fee for the four-week course is $US 2,200, plus $US 25 for application and registration (nonrefundable). Housing costs are separate. Eight partial scholarships are available to African applicants. For more information, contact: Dr. R. D. Colle, CPS-90, Department of Communication, Cornell University, 640 Stewart Avenue, Ithaca, New York 14850-3899. Tel.: (607) 255-6500.

Important Exchange Between Panamanian and Costa Rican Consortia

A PACT-funded workshop on **PVO Support Entities** was held in December 1989 in Heredia, Costa Rica. PACT's Costa Rican partner, ACORDE, provided many of the resource people. The participants represented three groups, FODEPA (Federation for the Development of Panama),which is a new group of Panamanian NGOs, ACORDE and PACT (New York and Costa Rica). The main focus was capacity building of PVO support entities.

Because the workshop was an exchange between an advanced group in the region (ACORDE), and the newest one (FODEPA), participants spent time on analyzing specific experiences. PACT's own perspective as an international consortium added to the exchange.

The Panamanian group commented that each two-hour session had saved them years of start-up time for the federation. Their delegation was made of representatives of the four planning committees: finance; legal; projects; and public relations and their coordinator, all of whom have years of experience as PVO leaders.

Some of the sessions that resulted in intense debate included financial auditing, institutional strengthening, resource mobilizing and public relations. All discussions dealt with specific concerns. For example, both Costa Rica and Panama have special problems with regard to the wealthy image of the country and the task of mobilizing resources abroad. An organized PVO effort can help donors realize the capacity and commitment of PVOs to work with a sector of the population severely affected by the Central American economic crisis.

Unanticipated results

One of PACT's strengths lies in its links to various agencies which wish to work with consortia. For this workshop, informal meetings were arranged with USAID, CIDA and CODESPA (a Spanish foundation that leverages funds in the European Economic Community). These discussions served to create positive awareness among the donors about the PVO sector in Panama and its potential for facilitating development that could mitigate the critical situation affecting low-income people.

For further information, contact: Daniel Santo Pietro, Director of Technical and Managerial Services at PACT.

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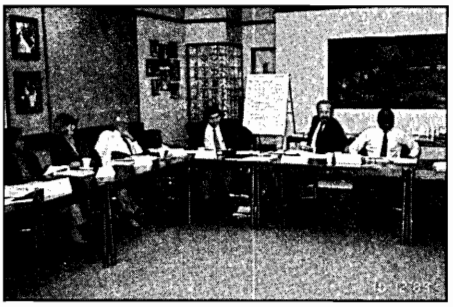
PACT Organizes First West Coast Workshop



In October 1989, PACT conducted a workshop on **Community Participation in PVO Program Management,** in collaboration with World Vision, at their California headquarters. The workshop is part of a series focusing on ways PVOs can make community participation an intrinsic part of their management approach as their programs grow in size and complexity.

The 20 participants from six PVOs first created a continuum of participation over the first 30 years of development programs, and then looked ahead to the next 20 years. The continuum highlighted the exclusion of communities in early development decisions, and the gradual progress toward a vision of sustained holistic development in 2010. Nannette Magnani and Deborah Fredo from World Education facilitated the workshop.

Two case studies from Africa, developed by World Vision's staff, formed the basis of discussions. The group used a force field analysis technique, building on the insights from the continuum and cases, to formulate strategies for use in their own work.

Two Major Conclusions

There is evidently strong consensus among PVOs that community participation is an integral part of management. However, PVOs have to convince donors of this shared conviction. In many instances, donors' funding policies work against the participatory approach.

Second, PVOs will increasingly become clearinghouses of support for community initiatives. This trend means international PVO management will become more decentralized and locally driven.

The participants appreciated the rich interchange. More PVOs on the West Coast could benefit from this type of workshop. PACT is planning similar workshops to involve field staff in various countries. The first such effort is planned for mid-1990 in East Africa.

For further information, contact: Daniel Santo Pietro, Director of Technical and Managerial Services at PACT.

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Communicating with the Field

Electronic Communication Today

Think of your organization as a living organism. Information is its life blood. Communication is the flow of that information. Your organization's health can be measured by how efficiently information flows, and by the quality of that information.

Organizations that have offices located in more than one country have special concerns regarding information flow. Face-to-face communication, telephone and overnight courier services are extraordinarily expensive. Traditional mail services can take a week or more, and may be unreliable.

Facsimile (FAX) machines represent the single most significant new medium to be introduced since the telephone. Communication is possible regardless of time zone differences or availability of someone to receive the messages at the other end. These are significant advantages. Another relatively new medium that offers the same advantages is the microcomputer.

Microcomputers are used under virtually all conditions, from stark desert to humid tropics, and from densely urban to remotely rural areas. They run reliably on solar-powered systems, generators, or under widely fluctuating power conditions. These systems must still be protected against heat, dust, humidity and power fluctuations; but these are now manageable concerns. The proliferation of microcomputers presents an unprecedented opportunity for improving communication.

Computer Mediated Communications (CMC) is the term used to define the application of computers to efficiently manage and facilitate the flow of data and information. CMC applications include Electronic Mail (E-Mail) and Computer Conferencing.

Electronic Mail (E-Mail)

E-mail is a text-based store and forward message system where a remote computer (host system) acts as an electronic post office. This is accessed via another computer in order to pick up or send messages.

Users with modems and personal or laptop computers can access the host systems from virtually any telephone, even overseas. Broad application of E-mail has been handicapped by poor connectivity. The service isn't useful unless many of those you want to communicate with are also using the same system.

Some improvement is being made. **DASnet** [1] is a service which specializes in connectivity. They can receive a message from almost any E-mail system and send it to almost any other E-mail system. They can also route the communication via traditional mail, telex or FAX.

Despite its poor connectivity compared to the telephone, E-mail offers international organizations some exciting possibilities. Many countries are currently accessing, or plan to provide entry (often called "gateways") to the international data networks. These data networks provide cost-effective access to all major E-mail and Computer Conference systems.

Catholic Relief Services (CRS) [2] uses the services of **TCN,** [3] which operates on the **Dialcom** [4] system. Many of CRS' overseas offices now have E-mail accounts. CRS has documented that using E-mail is definitely a cheaper alternative to telex, in addition to providing more confidentiality. They have reduced or eliminated telex communication between headquarters and country offices, where the latter have E-mail facilities. They also report often doing away with the need for voice telephone communication as well.

CARE [5] also uses TCN/Dialcom. Most communication from the field to headquarters is sorted, printed and distributed through the building. In the future, CARE hopes to use a local area network to distribute these more efficiently and without paper.

Foster Parents Plan International (FPPI) [6] uses the services of **carinet/EIES** [7]. Carinet specializes in supporting international development organizations through CMC. (See Summer 1989 issue of IMPACT.) Carinet operates on both the **Electronic Information Exchange System (EIES)** [8] and Dialcom. EIES was developed and is operated by the New Jersey Institute of Technology. It is the first full-featured CMC system of its kind.

FPPI first started using Carinet/EIES in 1984 to facilitate communication between its Manager of Information Systems (MIS) in the U.S., and the MIS Field Assistant based in the Philippines. Since that time, Carinet/EIES has played an important role in the management of the global computerization of FPPI's field offices. Wherever access to international data networks is possible and demonstrably cheaper than telex, FPPI uses E-mail between its international headquarters and field offices.

E-Mail Accounts

We must make an important distinction between an 'office' and a 'personal' E-mail account. An E-mail account is an electronic address. In most cases, the first inclination is to use E-mail as you would a traditional mail box. One account serves as an address corresponding to a physical location, an office. Through the office E-mail account, messages can be sent to anyone who is physically at that office. Certainly this is appropriate in many circumstances, such as when E-mail is used as an alternative to telex.

However, electronic addresses are not dependent on physical location. E-mail can be sent and received from almost anywhere on the planet, provided the user has an E-mail account and a computer terminal. The E-mail account can be assigned to an individual who travels, rather than to a specific office. This provides an unprecedented element of connectivity. Here we begin to get a glimpse of CMC's true potential.

CARE, CRS and FPPI assign a few 'personal accounts' to particular individuals within their organizations

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who travel extensively. Currently, FPPI has MIS specialists based in Nairobi, Manila, Dakar, Quito and Guatemala City. Their supervisor, based in Rhode Island, also has an account, along with other key members of the Technical/ MIS department.

FPPI is beginning to test this kind of communication facility for other individuals who travel, but who are not MIS or computer specialists. CRS uses E-mail in a similar fashion for regionally-based computer support people. CARE has assigned accounts to various departments within their headquarters instead of using one account for all E-mail.

Computer Conferencing (CC)

Computer Conferencing (CC) is another exciting application of CMC which facilitates improved interpersonal communication. While E-mail application is essentially one-to-one communication, CC extends this application to group discussions.

Many people first assume that this means all members of the group sign onto the electronic system at the appointed date and time for the purpose of communicating. This would be similar to the well-known telephone conference call. If this were the case, there would be little advantage to the CC over the conference call. One of the most liberating features of CC is that members of the CC group sign on at their own convenience.

The host computer system (the same one which handles E-mail) keeps track of which messages you have read, and which have been entered since the last time you signed on. Messages in a CC are automatically sent to the designated members of the CC group. CC groups are formed around specific topics, or to achieve a specific purpose for which group communication is required.

The New Jersey Institute of Technology was the first to apply the use of CMC to facilitate group communications when they developed the EIES system described above. However, the concept has been around for some time on the Electronic Bulletin Board Systems (BBSs). BBSs simulate a community bulletin board. Users can contact them via telephone and modem and post a message for other users to read. BBSs have Special Interest Groups (SIGs) where such messages are grouped under a topic. Commercial systems, such as **CompuServe**[9] and **Bix**,[10] heavily promote SIGs to allow their users to focus on topics of mutual interest.

TCN/Dialcom often refers to CC groups as "channels." On EIES they are referred to as "conferences." All these services permit widely dispersed groups of people to communicate, regardless of where they are located.

Practical Uses:

Foster Parents Plan International (FPPI) periodically activates a CC they maintain on EIES to coordinate upcoming face-to-face conferences of regional MIS specialists. During the first few years of computerizing field offices, FPPI used CC to share problems and solutions among its globally-dispersed specialists. On the EIES system, all CC messages are permanently stored, providing a valuable archive of important experience and dialogue.

Agricultural Cooperatives Development International (ACDI)[11] is administering a project to try innovative approaches to supporting agricultural cooperatives in developing countries. As part of the project, it has maintained a CC on EIES since July 1988, allowing the project's Advisory Committee to communicate with project staff.

The YMCA of the USA[12] is developing a nationwide network on TCN/Dialcom. It maintains several CCs on its Ylink system to focus on particular YMCA professional issues. Following the recent earthquake in San Francisco, the system was used to inform others of late-breaking developments there. The International Division of the YMCA is considering the use of CC to link specific YMCAs in the U.S. with selected ones overseas, as part of its World Service program.

Connected Education[13] maintains an electronic campus on EIES which uses CC for education. They offer a Masters Degree program, accredited by the New School for Social Research in New York City, conducted entirely by CC. Students participate from all around the world, and professors who

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PACT Announces New Media Services Program

PACT now provides a new service to the development community through its Media Services Program. The first mission of this program is to provide the international development community with easy one-stop access to publications and videos pertinent to PVOs. Additionally, the program will share ideas and information with agencies to help them publish and disseminate materials in a cost-effective way.

To accomplish the above, Media Services will:

1. Publish a quarterly Resource Catalogue offering the strongest development resource materials obtainable, and make them available for worldwide distribution.
2. Offer to conduct marketing and fulfillment services for voluntary agencies and other producers of development resource materials on a non-profit basis.
3. Provide the development community rental access to the Media Services mailing list.
4. Offer circulation management of subscriber lists, renewal programs and general mailing list maintenance for Resource Catalogue subscribers.

We encourage all members of the development community to participate. If you have books, papers, video or audio tapes you think are worth including in the Resource Catalogue, please contact: Robert Sutherland, Manager of Media Services at PACT. Δ

may be based in any location, are able to teach even while traveling.

The American Association for the Advancement of Science [14] is exploring the use of E-mail and CC to improve communications between scientists in Africa.

Although the above examples illustrate how CC is being used by a few organizations, the potential for international use is still largely untapped.

International organizations that have offices around the world have the opportunity of using CC to facilitate major discussions on policy and administrative matters without depending on expensive travel to face-to-face meetings. When these meetings are necessary, they can be far more productive if CC is used to lay out important issues in advance.

Important Considerations:

Ultimately all communication is between people. The real potential of E-mail and CC lies in the connectivity they provide between individuals. Introducing such broad communication within an organization should be done with care. Often an organization's culture has evolved with strict codes of who gets what information, and who officially communicates with whom within the hierarchy. CMC will open up communications laterally, which may conflict with a traditional hierarchical communications structure. New codes need to be developed, new standards applied, and possibly new management styles deployed to take full advantage of this interpersonal communications capability.

Other Technology

Modems can be used to directly link computers over voice grade lines internationally. No special preparations are usually required. Check with the local telephone authorities to be sure you are abiding by their laws. This is especially true in European countries. Through this way, large data files such as financial information, may be sent directly to the home office. Where such capability exists, don't overlook the possibility of having the field-based computer left on overnight to answer incoming calls. Calls are generally much cheaper and easier to make from the U.S. and other industrialized nations. The field-based computer can thus serve as a store and forward system for both data files and memos to be exchanged between the field and the home office.

Volunteers in Technical Assistance (VITA) [15] has been experimenting for several years with technology that links radio transceivers to computers. This is sometimes referred to as Packet Radio, since the process involves the preparation and transmission of discrete packets of data. In conjunction with the American Amateur Radio Association and others, VITA is testing the use of low-orbit satellites which can receive shortwave radio transmissions of packet data. The satellite stores the data and forwards it to the receiver on demand. Combination computer/radio stations that can take advantage of this cost approximately $2,000, and operate on batteries. VITA is looking for suitable nonprofit organizations to test international applications of this technology.

Electronics in general, and computer technology specifically, offers a wealth of new media for communication. The challenge is to match the context, format and urgency of the message to the cost and capabilities of the media. Rarely should one medium replace another. Having several, and people experienced in using them, radically improves the efficiency with which information flows in your organization, as well as the quality of that information. Δ

Kim G. Glenn *is an independent consultant specializing in Computer Mediated Communications and in applying information technology in Third World countries. He has worked professionally for the YMCA for more than eight years. From 1981 to 1989 he worked for Foster Parents Plan International, based in Haiti, Indonesia, the Philippines and U.S. He was primarily responsible for introducing computer technology into FPPI's field offices over the past five years. In July 1989 he started his own consulting firm, and can be contacted at: Glenco Associates, Inc., 26 Corey Avenue, Warwick, Rhode Island 02818; Tel.: (401) 884-9452. On EIES 883. On Dialcom TCN1090.*

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1. *DASnet is a registered trademark of DASnet, Inc. Address: DA Systems Inc., 153 East Campbell Avenue, CA 95008; Tel.: (408)559-7434.*
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12. *For more information, contact: (Ms.) Myrtis Meyer, Director of Research, YMCA of the USA, 101 N. Wacker Drive, Chicago, IL 60606. Tel.: 1-800-USA-YMCA or (312) 269-0556.*
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15. *Contact: Gary Garriott, Technical Information Manager, VITA, 1815 North Lynn Street, Arlington, VA 22209; Tel.: (703) 276-1800.*

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The United States Agency for International Development (AID) Office of Private and Voluntary Cooperation

An Introduction

The Office of Private and Voluntary Cooperation (PVC), of the Bureau for Food for Peace and Voluntary Assistance, is the focal point for maintaining a productive partnership between AID and the community of private voluntary organizations (PVOs). PVC's objective is to support and expand the already considerable role and impact of PVOs in international development.

PVC programs help PVOs maximize the resources they themselves invest by building the capacity of PVOs to manage, staff and evaluate their programs, and transfer those skills to the organizations they work with overseas.

PVC supports the AID/PVO partnership through grants administration, program management support and public outreach. PVC's six competitive grant programs will provide approximately $57 million in FY90. The grants strengthen PVO development activities in technical areas such as child survival, basic health services, small-scale enterprises and trade development. The six programs are as follows:

Matching Grants

Contact: Harry Wing

The program strategy is to develop and upgrade PVO management, planning and evaluation systems to improve their field implementation and ultimate sustainability. These grants encourage people-to-people efforts in areas that support AID's evolving priorities, such as primary health care, small enterprise and credit programs, natural resources and local institutions. The program also provides funds for innovative programs that PVOs might not otherwise attempt.

Child Survival/Vitamin A (CSH)

Contact: John McEnaney

The PVO child survival program has its main emphasis on oral rehydration therapy (ORT) and immunization against major diseases. This is supplemented by attention to Vitamin A delivery, growth monitoring, birth spacing, breast-feeding and improved weaning practices. The program links itself to U.S. PVOs carrying out projects in 21 countries where health problems are most severe.

Cooperative Development

Contact: Harry Wing

Cooperative Development Grants encourage innovative efforts by the U.S. business community in international cooperative development. These grants are targeted for organizations with a demonstrated capacity and interest in international cooperative development. They have institutional links to the U.S. cooperative movement and draw on U.S. experience in this area.

Development Education

Contact: David Reinmund

The Development Education Program's goal is threefold:

- To generate discussion and analysis of the causes of hunger and poverty in order to help Americans understand the U.S. stake in Third World development.
- To create a climate of public support within both public and private agencies where issues of development can be discussed.
- To expand the network of organizations involved in development education. The program provides seed funding to launch development education "demonstration projects."

Food Development Grants

Contact: Shane MacCarthy

The Food Development Grant Program invests in organizational improvements with the most potential to improve field performance. It supports management and other ancillary costs of programming food, and also enables PVOs to demonstrate new ways of using food for development.

Ocean Freight Program

A competitive program which reimburses registered U.S. PVOs for the shipment of equipment, supplies and other donated resources, such as tools and books.

In addition to the direct grant programs, PVC provides program and management support for all of AID's activities with PVOs. This includes PVO registration, a PVO management information system, PVO financial monitoring, and other activities to ensure PVO financial independence and evaluation of AID-supported PVO activities. Registration is a requirement for all PVOs to compete for AID funds.

Upcoming Events and New Projects

Matching Grant Workshop

In June 1990 (exact date to be determined), the third annual Matching Grant Proposal Workshop will be held. The one-day workshop, to be held in Washington DC, is for PVOs interested in the matching grant program. Discussions will take place on each of the following topics: proposal guidelines, format, review and awards criteria, and regional and sectoral priorities. Time will be scheduled during the day to discuss individual concerns.

East Europe Clearinghouse

In order to meet the need of coordinating PVO interest in Eastern Europe, AID is assisting the U.S. Department of Commerce in setting up an Eastern European clearinghouse and referral service. The Eastern European Business Information Center (EEBIC) will compile information about for-profit and not-for-profit organizations that have capabilities and interest in working in this region. For U.S. PVOs interested in working in Poland, the telephone number to call at the Department of Commerce is (202) 377-2645. Δ

Provided by Tracy Doherty at the office of PVC, USAID.

USAID's New Democratic Pluralism Initiative (DPI)

The (recently renamed) USAID Bureau for Asia, Near East and Europe (ANE) has announced a major new initiative to promote democratic pluralism in the region. This is a specific attempt to support the bureau's objective of promoting open societies and open markets, and is the brainchild of ANE's Assistant Administrator, Carol Adelman.

In November 1989, the bureau held its annual conference of AID mission directors from Asia and the Near East. A dialogue on this topic was opened to determine the directors' interest in the issue. By the summer of this year, a more fully developed DPI strategy is anticipated, according to Steve Grant, PVO officer for the ANE bureau. DPI is currently being managed in the ANE bureau's Office of Technical Resources, under the direction of Richard Blue.

For the most part, missions will be using their existing budgets and programs for this effort. PVOs are encouraged to contact PVO officers in the missions regarding possible DPI opportunities. A DPI officer will be assigned in each mission. A three-day training program for DPI officers orientation is planned for the fourth quarter of FY90, subject to availability of funds.

The ANE bureau is also holding a number of internal seminars with universities, foundations and research groups to discuss the DPI. The purpose of the series is to assist the bureau in drafting a "conceptually sound, measurable and applicable DPI strategy" according to a document published by ANE.*

The aim of the DPI is to enhance AID's traditional activities by addressing the political, legal and regulatory constraints to sustainable growth. Through DPI, AID will strengthen institutions which promote the openness of markets, fair and efficient settling of disputes, and the protection of individuals' right to associate for economic purposes and retain profits from their labor. In other words, this is an effort at political and economic institution building.

The three categories within which the DPI will function are: voice, choice and governance.

Voice: This refers to activities designed to encourage civic participation, association or advocacy. Some examples of projects are:

- Establishment of "think tanks" to analyze the effect of government policies on economic freedom and social welfare.
- Creation of professional and business associations to advance market solutions to economic problems.
- Support of indigenous PVOs/NGOs advancing economic liberty and social well-being.
- Support of private groups which protect human rights and economic liberty, especially of the disadvantaged.

Choice: Activities will include support for free and fair elections.

Governance: This will include projects aimed at strengthening institutional capabilities in the legislative, executive and judicial branches of governments. Some potential activities are:

- Training legislators and staff in parliamentary operations.
- Support to establish or strengthen legislative research, such as support for libraries, independent economic analysis units, seminars, publications, etc.
- Support for study tours to the United States or other democratic countries to further understanding of responsible opposition politics.
- Training in public administration to promote efficiency and decentralization.
- Training of judges, prosecutors and lawyers in civil and commercial law.
- Support for computerizing legal research systems.

(*Paper put out by the AID ANE bureau, "The Democratic Pluralism Initiative, Open Markets - Open Societies.")

Next Steps:

AID/Washington has set three goals for 1990: to develop an ANE bureau DPI strategy, to set up a small grants project for innovative DPI mission activities to be funded through mission endorsed and submitted activities, and to establish a multi-year technical assistance project financed by the ANE bureau with support from the missions.

To ensure the success of DPI, AID must have quick contracting access to quality NGO, legislative, judicial and executive technical assistance. Therefore AID/Washington is currently in the process of identifying individuals and institutions with track records to assist in strategy and project design. The agency expects to have contracts in place by late 1990.

AID missions are encouraged to develop proposals, informally or with governments or NGOs, to map out local democratic pluralism activities. Missions' demonstrated commitment to DPI will be considered under the proposed performance-based budgeting system of AID.

For additional information on DPI, contact Richard Whitaker, AID/ANE/TR/HR, USAID, Room 4725, New State, Washington, DC 20523; Tel.: (202) 647-9124. Δ

Assistance to Eastern Europe

Months of talk and speculation ended recently when Congress passed legislation for aid to Eastern Europe. As a result, Europe has been added to the responsibilities of the Asia and Near East (ANE) bureau of USAID.

The main legislation on U.S. assistance to Poland and Hungary is the "Support for East European Democracy (SEED) Act of 1989." Of the $938 million authorized for activities through this act, about $532.8 million, plus $125 million in food aid, have been earmarked for various purposes. Theoretically, some of these funds are available to PVOs. (See list below.)

Potential Roles For PVOs

As events in Eastern Europe change faster than they can be reported, the debate among the PVO and donor community on possible roles for the two continues to rage. Should U.S. PVOs extend their mandate beyond Third World countries? Should they and can they spare the manpower and financial resources to do this? How can U.S. PVOs really help East European PVOs deal effectively with their new democracies? These are only some of the questions PVOs are asking themselves at this time.

Timothy Lavelle, AID Fellow, informally shares some thoughts on the potential roles of PVOs in Eastern Europe.*

"Support from the NGOs/PVOs can be mobilized in cash as well as technical assistance," says Lavelle. He believes PVOs are good resource mobilizers; they have technical expertise in small business development and management training. They have experience in skills like agro-business promotion and food processing. With 2.9 million small farms in Poland, for instance, direct technical assistance to small farmers would bring great yields.

PVOs with a track record in such areas can do a lot in Eastern Europe. Activities dealing with privatization, nurturing private enterprise, debt for development and environmental preservation are much needed, according to Lavelle.

Foundations Are Acting

Foundations appear to be seriously considering activities in the region. Carnegie Corporation hosted a meeting on Poland and Hungary in December 1989, and one on Czechoslovakia in January of this year. The corporation prepared a background document for the December meeting based on requests made by the countries as well as initiatives from the U.S. and Europe that are under way. The Rockefeller Brothers Fund has given a grant to the Fund for Private Assistance in International Development, to explore debt for development nature swaps.

White House Meeting

On January 24, a meeting was called by the White House to encourage PVOs in the U.S. to help build the NGO sector in Poland and Hungary, and by extension their economies and new pluralism. President George Bush asked that the private and NGO sectors collaborate, since only a joint effort could meet needs that official U.S. assistance could not. Carol Adelman of USAID's Asia, Near East and Europe bureau expressed the essence of this meeting in asking USPVOs to meet and develop a concerted strategy for assistance to Eastern Europe. Δ

* These views do not necessarily represent the official view of USAID.

Poland and Hungary Assistance

Subject	Authorization H.R. 3402	Appropriation H.R. 3743
Currency Stabilization Assistance (Poland)	$200 million (FY 1990)	$200 million (FY 1990)
Agricultural Assistance (Poland)	$125 million (FY 1990)	$125 million (FY1990)
Enterprise Funds		
Poland	$240 million	$45 million
Hungary	$ 60 million No year	$ 5 million (FY 1990)
Labor Market Transition		
Poland	$4 million	$1.5 million
Hungary	$1 million (FY 1990-92)	(FY 1990)
Technical Training/Private Sector Development Poland and Hungary	$10 million (FY 1990-92)	$3 million (FY 1990)
Peace Corps Poland and Hungary	$6 million (FY 1990-92)	$2 million (FY 1990)
Trade Credit Ins. Program (Through OPEC, etc.)	($200 million)	($200 million)
Trade & Development Program Poland and Hungary	$6 million (FY 1990-92)	$2 million (FY 1990)
Educational, Cultural and Scientific Activities Poland and Hungary	$12 million (FY 1990-92)	$3 million (FY 1990)
Scholarship Partnerships Poland and Hungary	$10 million (FY 1990-92)	$2 million (FY 1990)
Science and Technology Exchange,	Direct assistance through State Bill	
Poland	$5.5 million	(FY90-92)
Hungary	$2.5 million	(FY90-92)
Democratic Institutions Poland and Hungary	$12 million (FY 1990-92)	$4 million
Environmental Initiatives Poland and Hungary	$10 million (FY 1990-92)	$3.3 million (FY 1990)
Energy Activities Poland only	$30 million (FY1990-92)	$10 million (FY 1990)
Medical Supplies & Training Poland only	$6 million (FY 1990-92)	$2 million (FY 1990)
Overseas Private Investment Companies (OPIC)	Authorizes OPIC to operate in Poland and Hungry	$40 million (FY 1990)
Agricultural Activities Poland		Up to $10 mill. (FY 1990)
Totals	$938 million	$532.8 million + $125 million food aid

News Briefs

The United Nations has designated the 1990s as the **International Decade for Natural Disaster Reduction.** Starting January of this year, the international community, under the auspices of the Office of the United Nations Disaster Relief Co-ordinator (UNDRO), is urged to pay special attention to fostering global cooperation in natural disaster reduction.

The objective of the decade is to reduce, through concentrated international action, especially in developing countries, losses that occur on account of various disasters.

The UN has called upon governments to establish national committees for the purpose, survey available mechanisms and facilities for reduction of natural hazards, assess their particular requirements and develop a strategy to attain the desired goals. Capacity-building within countries is a major objective during the decade.

The importance of NGO/PVO involvement in disaster mitigation activities is immense. The UN hopes NGOs will develop a constant state of readiness to tackle disasters when they occur. NGOs are particularly well-placed within the context of local communities to work with them in better dealing with disasters, feels Mr. Philippe L. Boulle, Director of the UNDRO liaison office in New York. He is very keen that efforts during this time go beyond mere discussions and information-gathering exercises to facilitate practical and positive response to disasters.

UNDRO will be organizing a meeting in coordination with ICVA, in Geneva, March 1 and 2, to discuss with NGOs their potential involvement in the decade. For more information, contact: Mr. Philippe L. Boulle, UNDRO, Room S-2935 B, United Nations, New York, NY 10017; Tel.: (212) 963-5705 *or* UNDRO, Palais des Nations, CH-1211 Geneva 10, Switzerland; Tel.: (022) 734-60-11. Δ

(Source: UNDRO)

In line with PACT's mandate to promote sustainable development, it hosted a discussion on the topic between community development, environmental and human rights NGO leaders from the Philippines and U.S. PVOs last November in New York.

The Philippine delegation was in the United States on a special mission sponsored by the American Jewish World Service and the Gateway Pacific Foundation based in California. The delegation of 10 leaders presented its perspectives at four cities in the U.S. During their tour, they wrote a document of major importance in its suggestions of alternate paradigms for collaborative, sustainable development in the Philippines.

The document **"Creating a Common Future, Philippine NGO Initiatives for Sustainable Development– A Call for Global Cooperation"** is available from Carolyn Long, InterAction, 1815 H Street, N.W., 11th floor, Washington, DC 20006; Tel.: (202) 822-8429. Δ

The **Development Management Network** is coordinated by specialists from UNDP, World Bank, USAID, universities, consultant firms and NGOs. PACT assisted the Development Management Network to hold a workshop in New York focusing on UNDP's management experience and the changes it expects to implement in the 1990s.

The network's workshops have helped participants share new approaches to techniques for development management, build their awareness of new management concerns and issues relevant to the field, and support a network among professionals.

The next annual meeting of the Development Management Network is scheduled for April 6-8 in Los Angeles. NGO managers will find the networks' discussions both challenging and relevant to their work. For more information, contact: Lawrence Cooley, Management Information Systems, 600 Water Street, S.W., NBU 7-7, Washington, DC 20024; Tel.: (202) 484-7170. Δ

ZEBRA is a recently-established **European network** set up to fulfill a need for exchange of information and common initiatives among people and institutions involved with audio-visuals on development and North-South relationships. Its members include producers, directors, distributors, NGOs and concerned institutions. It publishes a regular news magazine, *Zebra News*, the first issue of which came out in September 1989. For more information on this network, contact: Zebra, 172 rue Joseph 11, B-1040 Brussels, Belgium. Δ

(Source: *Go-Between*, Newsletter of UN NGO Liaison Service.)

The **Debt Conversion Package** presented by ACORDE (major Latin American consortium) to the Central Bank of Costa Rica was approved.

This will enable up to $5.6 million in face value of foreign debt to be obtained in the United States (discount price is approximately 17%) to finance a twenty-year endowment for five rural and urban development projects having to do with microenterprise. This is the culmination of almost two years of negotiations begun under the PACT/ACORDE program. Δ

(Source: Kris Merschrod, PACT's Director of Costa Rican program.)

The United States Agency for International Development announces the second **Annual Private and Voluntary Organization (PVO) Fellowship** with the agency. The fellowship offers opportunities for middle- and upper-level management to participate in AID programs with private voluntary organizations.

The fellow will have a one-year position in the Bureau for Food for Peace and Voluntary Assistance, Office of Private and Voluntary Cooperation. Activities will include administration, strategy development, long-range planning, budgeting and proposal review.

All candidates must be U.S. citizens. **Deadline for applications: March 31, 1990.** Contact: Agency for International Development, Washington, DC 20523; Attention: FVA/PVC, PVO Fellowship Program. Δ

RESOURCES

Small Enterprise

The Small Enterprise network SEEP and PACT co-sponsored a forum last October on **Expanding the Benefits of Small Enterprise Development.** The event highlighted the research of seven member agencies cooperating in PACT's Expansion of Benefits program.

Drawing upon their case studies, the panelists engaged the audience in a discussion of the strengths and weaknesses of three types of expansion strategies: increasing national or regional coverage by one agency; the development of networks of like-minded institutions; and the use of sector-focused approaches. Discussions also revolved around the implications of differing motivations on goals and outcomes, the organizational and financial challenges posed and the special role of U.S. PVOs in supporting their partners in expanding programs. SEEP members will be sent copies. Non-members may obtain one for $4 from the SEEP Network c/o PACT in New York. Δ

PASO A PASO Available Now

As announced in the previous issue of IMPACT, the Spanish edition of The Step by Step Guide - Control y Evaluacion de Proyectos de Pequenos Negocios: Una Guia Paso a Paso is now available from SEEP (Small Enterprise Education and Promotion Network) c/o PACT in New York. Cost: $17.00 per copy plus shipping and handling (US, Canada and Mexico: First class-add 20%; Central America-add 40%; South America-add 60%). Those who want to send copies to Latin America, submit addresses to SEEP; copies will be shipped through publisher in Colombia. Δ

NEW Trends in PVO Partnership:

The Umbrella Project Experience in Central America

Hot off the press is this 44-page book, published by PACT, which describes the promotion and implementation of two PACT-assisted umbrella projects in Guatemala and Costa Rica. The publication is divided into three parts. Part One provides an overview of developmental and institutional trends in Central America. Part Two discusses the two umbrella initiatives in the context of those trends. Part Three suggests how these two initiatives help clarify an agenda for future action.

As national private voluntary organizations become more active arbiters of change, as evidence indicates they will be in the 1990s and beyond, they will require new institutional capabilities. As these organizations recognize the importance of coordinating their efforts and working more strategically for sustainable impact, the role of umbrella agencies becomes very important, especially in Latin America. They provide crucial support to local PVOs in services, training and funding, and are a vital link between PVOs and the public sector. Additionally, and perhaps most importantly, the umbrella entity offers a framework for PVOs to work together to forge coalitions, and to align in a strategic effort with donors, local governments, and community-based organizations, to become partners in common endeavors.

The two institutions described in the **Trends** case studies are very different in structure. ASINDES, in Guatemala, is a membership consortia; ACORDE, in Costa Rica, is based on a foundation model. As a result, their response to challenges and the way they support their constituencies is often very different. PACT hopes that this publication will contribute positively to the ongoing debate on the effectiveness of consortia and identify ingredients necessary for the successful evolution of such organizations.

The publication is available for $8 per copy ($6 per copy for orders more than 7) through PACT'S Media Services Unit. Contact Robert Sutherland at PACT. Δ

NEW New Video Package: Bonds of Change

What new shapes are partnerships on the cutting edge of development taking?

How are partners preparing now for a new generation of voluntarism in the coming decades?

What can these new modes of collaboration mean to the issues we will face at home and in country offices?

A new video cassette entitled **"Bonds of Change"** and an accompanying kit explore some answers. The video (40 minutes) spotlights new alliances among voluntary agencies in Latin America, Africa and Asia which have garnered political support and shown how voluntary agencies from the North and the South can be a more powerful force for national change

The video package includes a training guide to encourage program staff to examine the immediate opportunities for partnership in their own country or region.

The package, produced by PACT, is available at a the following rates: Special price for **Third World organizations**-$30.00 per package, to help agencies supply their country offices and partner agencies with their own complete packages. **Single copy for other organizations**-$40.00 per package. **Bulk rates:** 10-50 copies-10% discount; 50-100 copies-15% discount; over 100 copies-20% discount. For shipping and handling rates, contact Robert Sutherland at PACT. Δ

Third World Movie Resources

Development Forum has assembled a partial, informal guide to film and video resources including distributors of films from developing countries, resource centers, festivals, United Nations agencies working in film and other information useful to Third World film makers and moviegoers around the world.

For a free copy, contact: The Editor, Development Forum, P.O. Box 5850, GCPO, New York, NY 10163-5850. Δ

(Source: *Development Forum*)

Learning to Teach

New Training of Trainers Manual

Save the Children announces the publication of **Learning to Teach: Training of Trainers for Community Development,** which is based on the organization's experience with over 500 staff in Africa, Asia, Latin America, the Middle East and the United States.

Authored by Jane Vella, formerly Director of Training at Save the Children, the manual can be used by field staff, consortia, government ministries, Peace Corps volunteers, community groups and PVOs.

The easy-to-read, illustrated manual describes a Training of Trainers (TOT) workshop, and offers guidelines in 25 sessions to the trainer who is designing and leading a TOT. The manual costs $12.50 and is available from: Save the Children, TTRU, 54 Wilton Road, P.O. Box 950, Westport, CT 06881; Tel.: (203) 226-7272 *or* from the publishers, OEF International, 1815 H Street, N.W., 11th floor, Washington, DC 20006; Tel.: (202)466-3430 Δ

UNDP Launches SOURCE Magazine

The United Nations Development Programme (UNDP) has initiated the new periodical **Source** to facilitate information exchanges on efforts in the water and sanitation sector. In late 1989, a group of experts assembled in the Netherlands to think of ways in which the international community can improve water, sanitation and health education services in the developing world. They established a "Collaborative Council" with more than 40 donors committed to increasing resources toward this end. UNDP has a key role in this effort. SOURCE is available from: The Division of Information, United Nations Development Programme, One UN Plaza, New York, NY 10017. Δ

(Source: IRC Newsletter and UNDP/DOI)

Appropriate Technology

This quarterly journal has articles on small-scale development and simple technologies that can be replicated. It also provides a forum for exchange of ideas among those directly involved in development. The subscription rate for individuals is $21; and for institutions $25. Contact: The Intermediate Technology Development Group of North America, Inc./The Bootstrap Press, Suite 9A, 777 United Nations Plaza, New York, NY 10017; Tel.: (212) 953-6920. Δ

New Series on Asian and Pacific Women

The first of the **Asian and Pacific Women's Resource and Action Series** is a 298-page book that reflects the perspectives and actions of the women in the region. The book is a collection of experiences and thinking on issues critical to women's health, and includes an assessment of health care systems, nutrition, family planning, violence against women, and AIDS.

It is available free of charge from: The Asia and Pacific Development Centre, Pesiaran Duta, P.O. Box 12224, 50770 Kuala Lumpur, Malaysia. Δ

(Source: *Cooperation South magazine* of DOI, UNDP)

On Technological Cooperation

The Food and Agriculture Organization (FAO) publishes the **TCD Newsletter** to promote technical cooperation among developing countries (TCDC). The newsletter includes information on current projects, new projects, and the result of important meetings in developing countries. Subscription is free. Contact: Mr. Ramadhar, Chief, TCDC Interregional, Global Programmes and Other Special Matters Unit, Room D-732, FAO of the UN, Via delle Terme di Caracalla, 00100 Rome, Italy. Δ

(Source: *Cooperation South magazine)*

RESOURCES

Guide to Funding for Women's Projects

The International Women's Tribune Center's French Bulletin No. 15 of September 1989 focuses on **women and funding.** It is a practical, how-to guide that responds to a need that has always existed for women, given the fact that funds have not, for the most part, been accessible to them.

The purpose of this bulletin is to offer helpful advice to women's groups trying to locate funds to finance their projects. It provides a model for writing a proposal, as well as suggestions to help launch a funding campaign.

The publications of the IWTC are free to individuals and groups in the Third World. Subscriptions to the IWTC Bulletin (four issues) are $12 for one year to those in North America, Europe, Japan, New Zealand and Australia. Single issue costs US$3. Contact: Sherazade Boualia, International Women's Tribune Center, 777 United Nations Plaza, New York, NY 10017; Tel.: (212) 687-8633.

The IWTC also publishes the **Women$hare Funding Newsnote,** an occasional bulletin, in English, French and Spanish. The center has two in English, one in French and two in Spanish. For more information, contact: Alice Quinn at the IWTC. Δ

PACT Assembly

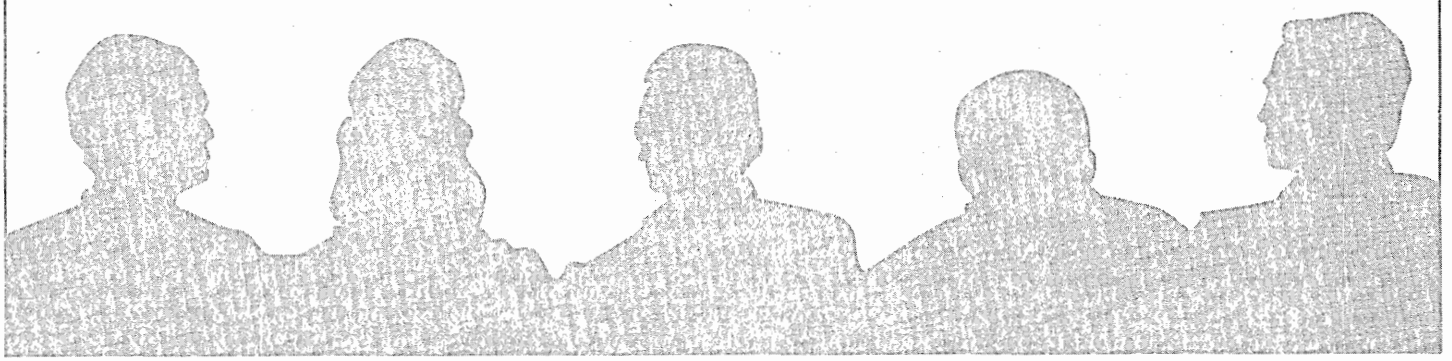
Development in the '90s

The fourth annual meeting of PACT members and guests will focus on:

- Practical experience and emerging strategies for strengthening NGO sectors regionally and nationally.
- How U.S. PVOs and southern agencies can mobilize resources for this effort.
- The impact of new challenges such as AIDS, environmental concerns and disaster mitigation on development planning.

The key speaker will be Jack H. Vaughn, currently senior consultant for USAID's Natural Resources and Environmental Management Project (ROCAP) in Guatemala. His diverse and colorful experience includes positions as ambassador to Panama and to Colombia, Vice President at Conservation International, President of Planned Parenthood Federation of America, Producer of Sesame Street, Director of the Peace Corps, head boxing coach at the University of Michigan and one-time head of PACT Project Selection Committee.

The Assembly will be held at the Westfield International Conference Center in Northern Virginia, March 6 through 9.



Calendar

March 5 Washington, DC

Conference: Where Should AID Go With Micro and Small Enterprises? Please note: The deadline for registration is February 15, but some late entries may be possible. Contact: Mohini Malhotra, Nathan Associates 1301 Pennsylvania Ave., N.W. Washington DC 20004; Tel.: (202) 626-8192.

March 5-9 Thailand

World Conference on Education for All. Contact: Dr. Wadi Haddad, UNICEF House, Three UN Plaza, New York, NY 10017; Tel.: (212) 326-7140. Fax: (212) 326-7133.

March 7-16 Jalapa, Guatemala

Workshop on Regenerative Agriculture for Latin America. In Spanish language, part of international program of action research and training to adapt and share environmentally sound agricultural approaches in different regions of the Third World. Contact: Dr. Robert O'Brien, VP, International Institute of Rural Reconstruction, 475 Riverside Drive, Rm. 1270, New York, NY 10115; Tel.: (212) 870-2992.

March 8 & 9 Washington, DC

ARIES/SEEP Training Package Workshop. Focus on demonstrating and presenting experience with the ARIES teaching packages on Strategic and Financial Management for institutions promoting small enterprise. Agenda includes Resource Fair and workshop on Computerized Management Information Systems for SME programs. Contact: Mohini Malhotra, Nathan Associates, 1301 Pennsylvania Ave., N.W. Washington DC 20004; Tel.: (202) 626-8192.

March 15 New York City

Workshop on Management Skills for Program Staff. Contact: Alison Smith or Charlotte McRobbie, PACT, Inc., 777 UN Plaza, New York, NY 10017; Tel.: (212) 697-6222. Fax: (212) 692-9748.

March 26 Geneva

For members of the International Council of Voluntary Agencies (ICVA), **Working Group on Sustainable Development, Environment and Population.** Contact: ICVA Secretariat, 13 rue Gautier, 1201 Geneva, Switzerland; Tel.: 7326600. Fax: 7389904. Telex: 22891 icva ch.

April 11 New York City

Half-day Workshop on Effective Telephone Skills. Contact: Alison Smith at PACT.

April 11 New York City

Half-day Workshop on Listening Skills. Contact: Alison Smith at PACT.

April 19 Washington, DC

Workshop on Management Skills for Program Staff. Contact: Alison Smith at PACT.

April 20 New York City

Workshop on Improving Your Business Writing. Contact: Alison Smith at PACT.

April 26 Baltimore, MD

Seminar on How to Manage Health Care During Disaster Situations. Contact: Dan Santo Pietro at PACT.

May 3 New York City

Workshop on Effective Meetings. Contact: Alison Smith at PACT.

May 4 New York City

Workshop on Team Building Skills. Contact: Alison Smith at PACT.

May 20-22 Little Rock, Arkansas

International Conference on Women in Livestock Development. Contact: Jo Luck Wilson, Director of Global Services, Heifer Project International Box 808, Little Rock, Arkansas, 72203; Tel.: (501) 376-6836. Fax: (501) 376-8906.

May 20-25Berkeley Springs, West Virginia

SEEP Workshop on Institutional Development in the Small Enterprise Sector. Designed to examine issues related both to the development of partners and to U.S. agencies' own capacity to build small enterprise support organizations. Contact: Elaine Edgcomb or Charlotte McRobbie at PACT.

June (Date to be announced) Central America

Spanish language workshop on **Strategic Planning and Financial Sustainability** sponsored by PACT and The Resource Foundation. Contact: Daniel Santo Pietro at PACT.

April 1990

Special Edition
Issue No.10

IMPACT

Management Resources for Private Voluntary Organizations

Private Agencies Collaborating Together

777 United Nations Plaza, New York, NY 10017 (212) 697-6222

Call for "Perestroika" in PVO Community

Overview of 1990 PACT Assembly

Positive protest, diversified funding, global NGOs, internationalization, creative alliance building, controversial strategies, high-impact events, AIDS, drugs, the environment and disasters are some of the issues on the minds of international voluntary agencies.

The 1990 PACT Annual Assembly opened with more than a touch of drama as keynote speaker Jack Vaughn urged members to launch a "positive protest" against the many wrongs in this world today.

In his powerful, provocative and controversial address, Vaughn challenged the group of private voluntary organizations (PVOs/NGOs) present to effect change in the staggering problem areas of AIDS, drugs, the environment and disasters (areas underserved by PVOs). "You need a grail, a calling, a protest," he said. "PACT has to have something more credible than working together."

The real challenge for PACT in this decade, according to Vaughn, will be "to carry and hold a consensus protest ... to do things no single member or no government can achieve alone." "We, in conservation," he said, "beg for consortia and joint ventures that will communicate and bring coherence, balance, democracy and, most of all, a desperately needed focus. By focus I don't mean the slice tree huggers have or the endangered-species people have or foresters have, *but the focus of the issue of losing it all.*" "Get controversial," he said. PACT can generate the "professional clout" and "tenacity" to make it work.

This challenge to the PVO community set the tone for three days of intense debate on global trends and the hows of building new alliances; mobilizing resources; working with NGOs; dealing with chief problem sectors; and defining PVO/NGO roles for the '90s.

Held at the beautiful Westfields Conference Center in Virginia, the occasion brought together close to 100 people from PACT member agencies, affiliates and major donors. The gathering included representatives of NGOs and consortia from Bangladesh, Colombia, Costa Rica, the Dominican Republic, Ecuador, Guatemala, Nepal, Peru, the South Pacific, Thailand and experts on Africa. With PACT's new Executive Director, Louis L. Mitchell, at the helm, the assembly was visibly infused with new dynamism.

Sally Montgomery, Deputy Assistant Administrator for the Office of Private and Voluntary Cooperation (PVC), A.I.D., opened the assembly and introduced *Bonds of Change*, a PACT-produced video that describes examples of local, national and international alliances as manifest in Asia, Latin America and Africa.

"Positive protest" as a concept was given depth through practical examples in the video. Three models for change were presented: one that built local control and institutions, one that established an institutional network for providing services to an NGO

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PACT needs the suggestions and contributions of IMPACT readers. Please send letters, copies of new studies, publications, videos, your comments, questions and announcements to:

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Overview *(continued)*

community, and one showing how different agencies can mount a joint venture. How these strategies are relevant to national needs and local participation was well-defined in the video.

The panel on **What is Needed to Build Effective NGOs**, which included the heads of major NGOs and consortia in Thailand, Costa Rica and Colombia and an expert on Africa, stressed the urgency of Northern and Southern agencies working more closely than ever before. A *perestroika* within the PVO community is called for, as one panelist expressed it.

PVOs and NGOs are now called on to play catalytic roles that will mean creative thinking and radical shifts in their work. Partnering will embrace taking on efforts with larger donors and government policymakers to restructure assistance to the NGO sector in developing countries. It will mean working with networks and consortia and resource organizations. It will mean advocacy in developed-country communities. It will demand a much greater focus on understanding each other's aims and objectives and acting on behalf of each other in novel ways.

A strong need was expressed for cultivating certain attitudes sensitive to cross-cultural issues, for diversifying funding sources and for embarking on new and original thinking on the implications of global development assistance.

A call clearly rung through the assembly for PACT to internationalize itself more than ever. Concerns like AIDS, said one speaker, force us to go beyond ourselves. So, ironically, this decade is a good time to talk about and enter into joint projects.

Collaboration for its own sake serves no great purpose. PVOs should aim at building alliances to combine resources and make a high impact in crucial problem sectors. In the panel presentation on **Global Trends Affecting Development**, experts in the fields of AIDS, the environment and disaster preparedness discussed trends, perspectives, facts and challenges for the PVO community, especially for PACT.

The speakers emphasized that ignoring such issues—and their implications—will result in the PVO community becoming irrelevant.

Participants shared the opinion that the linkages between traditional environmental groups and development groups should be strengthened, and PACT's role as a consortium should be to encourage discussion and exchange among environmental and development groups.

In the area of disaster preparedness, PVOs who are not usually involved can take a number of steps. Collaboration is of vital importance in this sector. Building disaster preparedness into existing programs is one major way PVOs can contribute. Considerable specific information is now available on actions PVOs can take, both singly and as a group.

The discussion on AIDS suggested that not all PVOs can and should be involved in AIDS programs, although PVOs do play a key role in educational efforts to combat the deadly disease. Focus was given to the AIDS pandemic in Africa. The importance of designing culturally appropriate AIDS programs was brought up repeatedly. This is a difficult sector to work in, said one speaker, because of the lack of available statistics and the emotional connotations and sensitivity of the subject.

How and where do PVOs get the funds needed to start work in these hitherto less-traveled territories?

(continued on page 7)

PVC Pledges Greater Partnership with PVOs

Excerpts from Sally Montgomery's Speech

We must be fully prepared to face the challenges and opportunities of today's world. The challenge to all of us within A.I.D. and outside is to find creative ways of working together, to capitalize on the positive forces that are occurring, and to further unite our efforts to eliminate degradation and injustice from this planet.

PVC expects to play an even more visible role in the future as PVOs continue to expand and become increasingly important conduits in international development. There are some who say PVOs have only begun to realize their full potential as a major force in broad-based sustainable development. My office is committed to reinforcing public-private partnership to help achieve this potential.

Certainly we have all learned ... that ... effective PVOs:

- Are able to deliver programs that are technically sound, well-managed and accountable, both to the donor and the beneficiary.
- Put into practice the desire to work through local development institutions.
- Are willing to expend some effort to promote, within the countries in which they operate, policies that favor strong local organization.
- Are rooted in local needs and are actually owned by the people they are designed to assist.
- Aim at building self-sustaining local institutions.

In the years to come, the most effective organizations will be those that are able to maximize their efforts by joining forces with other groups at home and abroad, and matching talents in collaborative efforts.

PVC will continue to promote local institutional development and joint problem solving at the field level. ... A.I.D.'s Congressional presentation highlights three priorities: 1) promoting economic growth that is broadly based and sustainable and ensures a safe environment; 2) sponsoring human capacity development, particularly the attainment of health and education levels required for all citizens [so they can] contribute to and benefit from economic development; and 3) encouraging pluralism and democratic institutions.

PVC enters the '90s in a very strong position ... the rest of this year will likely take us above the $60 million mark. ... Unfortunately, the rising demand for funds from qualified organizations has meant that the allocation of resources is increasingly competitive.

... Three new organizations have joined the PVO matching-grant portfolio. The American Red Cross, the Episcopal Church in the United States of America, and the Katalysis Foundation. ... I encourage you to ... welcome them into collaborative activities wherever possible.

... The most important trends that will present additional opportunities for PVOs in this decade are the increased use of debt exchange and blocked currencies to open up new programs for economic growth and environmental protection, maintaining a strong development presence in sub-Saharan Africa and throughout Latin America and Asia; budgeting initiatives to promote democratic pluralism; the use of U.S. food resources for development as well as humanitarian purposes, and most recently, the opportunity to assist the private sector in the restructuring of Eastern Europe.

... PVC is keeping abreast of the complexity of actors involved in the U.S. response to changes in Eastern Europe, which includes a panoply of players in the departments of State, Commerce, and Labor as well as 14 other government agencies, in addition to the private sector.

Our Information and Program Support division is helping to coordinate the response by working with the Department of Commerce's East European Business Center. PACT ... might play a role in helping to make linkages among the new independent organizations being crafted and identified. In addition, PVC will be involved directly in Eastern Europe through our new initiative grants to cooperative development organizations. ... We expect to have some programs in Eastern Europe this summer.

Deputy Assistant Administrator, Office of Private and Voluntary Cooperation, A.I.D.

This activity will not detract from our historic matching-grant and child survival commitments in other regions of the world. ... We are cognizant of the delicate balance that must be maintained between the needs of Eastern Europe and those of the rest of the world.

I challenge you, during this assembly, to weigh costs and benefits as you think about creative ways in which PACT members can contribute to democratic trends in Eastern Europe. You have a lot to offer. ... The Thai experience in agroforestry and the Bangladesh experience in banking could ... be very useful in Eastern Europe.

... PACT has successfully risen to new challenges in the past,... [and] together with its membership has carved out a major new perspective in its role both at field and U.S. levels. PACT is focusing on its three key strengths: first, building strategic collaborations with U.S. and national PVOs; second, organizing training and technical assistance for PVOs ...; third, providing communications support and media services.

... PVC recognizes, as does PACT, that to pull off new alliances for change, to really help the PVO community, PACT has to be an active catalyst at the field level. ... We would like to see PACT work dramatically to be a facilitator of development initiatives in the field — initiatives that will help all PVOs to link up in new ways and add relevance to the U.S. groups as well. Δ

One People on

Excerpts from PACT C

As an introduction to our discussion of the mobilization of resources for the PVOs/NGOs involved in international development, I wish to present some perspectives of our island home, this fragile planet, and of its people and my vision of PACT's directions. ...

The senator from South Dakota, Larry Pressler, described the attitude of people in countless areas of our world in an article published recently in the *Washington Post.* Senator Pressler was a member of President Carter's observation group at the Nicaraguan election. He wrote, "As a United States senator accustomed to elections, a free press and the casting of countless votes in the Senate, I am reminded now of how many people in this world must struggle just to exercise their right to vote.

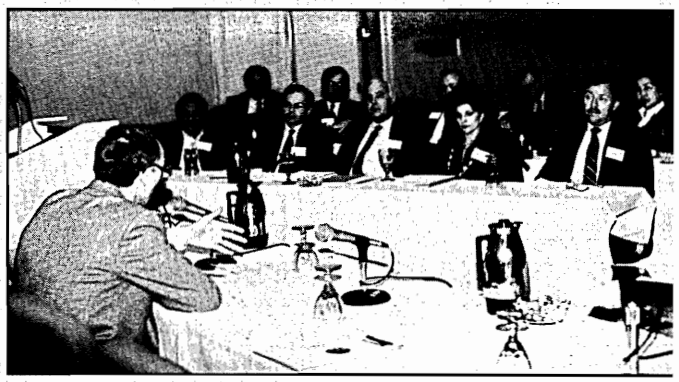
It is summed up best by an elderly man (in a remote rural mountain region of Nicaragua) when I asked him why he was there. "I'm 80," he replied. "I never before had a chance to vote in a fair and free election. I wanted to do it once before I die." ... Whereas Nicaragua; Panama; central Europe; the Slavic republics of Russia, Byelorussia and Ukraine; and South Africa capture what might be called democracy headlines, witness to the same process has occurred even in Ulaanbaatar. Thousands of activists have held protests for democracy in this capital of Mongolia without government interference. ...

Think of that sweep: from Managua to Pretoria to Warsaw to Moscow to Ulaanbaatar. More important, think of the ramifications.

First, radical changes in the foreign policy of the United States, Europe and the Soviet Union will emerge.

Second, those radical changes will spur new alliances within regions of our fragile planet — and between donors and recipients of foreign aid. During the past 40 years, leadership within developing countries could competitively manipulate the United States and the Soviet Union (and vice versa) for (and with) foreign aid. As this decade awakens, one can rationally envisage the United States and the Soviet Union *joining* forces, joining resources and policies out of their *mutual* interests.

... Third, new alliances for bilateral and multilateral aid will expand requests for resource investments, and in view of available resources, donors will increase their mandates for achievements and sustained growth from investments in recipient countries. Development programs will have to be better conceived, better designed and implemented with greater attention to detail.



Fourth, perhaps the most important ramification of the sweeping change on our island home is the fact that indigenous resources be more intensely optimized. Local people must mobilize themselves, their skills and [their] economy more creatively and assertively. And herein lies the challenge for PACT and its members and associates in the PVO/NGO community.

... Last month in Dhaka, there was a conference of the 42 poorest nations ... in an atmosphere described by *The New York Times* as one of gloom and foreboding, to devise ways to convince the industrialized world that half a billion people desperately need help.

In these 42 nations, the 1980s have brought more degrading poverty, declining literacy, worsening health and generally lower living standards — all made worse by large population increases, fragile environments, vulnerability to natural disasters and, often, limited civil rights or outright oppression.

In his speech to the gathering, President H. M. Ershad of Bangladesh said, "In a world of plenty, they remain poor. ... In a world of movement, their lives are static. In a world full of hope, they are fated to despair."

The group of 42 nations (13 are in

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e Fragile Planet

iis L. Mitchell's Speech

Asia and the Pacific, 28 in Africa and one in the Americas) ... must not be forgotten. Their half a billion people are as much a part of our island home as the people of the new democracies displayed in media headlines. ... Past investments in those 42, and many others in which we have all participated, can be the foundation [for greater benefits]. ... All of us should recognize that new investments in such places as Eastern Europe will have dramatic and *positive* effect on those even poorer peoples of our planet.

It is my assumption that a united and economically prosperous Europe and Soviet Union and a free South Africa will radically expand financial and technical resources for development elsewhere in sluggish and constrained economies. We are not looking at a time for gloom and foreboding. We are in a time when the term *Third World* has collapsed. Three worlds have meant the non-Communist, the Communist, and all the rest. Now we are in a time when one world is possible — one island home, one fragile planet, in which resources will expand and interdependence will become increasingly understood as the determining force of the future.

... Social and economic improvements are the consequences of concerted and collaborative mobilization of people — people's organizations, institutions, governments and donors. ... I begin with PACT and all of you with the generic vision of improving life among peoples who are in their 80s and stand in line to vote and among those in their childhood just entering our island of sweeping change. And I pledge that PACT, in concert with its members and associates, will vigorously expand and improve local organizations and institutions. Mobilizing resources is not simply opening funding opportunities; it is building capacities for self-sustaining growth.

Some specific components of my vision for PACT:

- We will seek new funding resources beyond A.I.D. But at the same time, I wish to make clear that I believe A.I.D. is a much-maligned agency and shouldn't be. ... We are partners with A.I.D., the World Bank and other donors and will continue to be so.
- PACT, its members and associates [operating from New York or Washington] cannot be a vigorous and fully useful resource for the expanding numbers of African NGOs. So we are considering opening an office in Africa.
- Services for the PVO/NGO community will expand and be more [in tune] with need. ... I think of on-site financial management services for PVO/NGO field programs.
- I envisage new partnership initiatives in the regions of the Andes and the Caribbean, Central America, Europe, sub-Saharan Africa, and Central, South and East Asia.
- I wish to explore opportunities where international NGOs might provide collaborative services in North America.
- I intend to promote more vigorous and enlightened efforts in response to the AIDS pandemic, [to] environmental degradation, [to] the disaster preparedness milieu, and to drugs.

I intend to work with all of you to expand PACT's international membership to symbolize and demonstrate that we are one people on one fragile planet, in one island home. Δ

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PVOs Urged to Protest Civilization's Toughest Games

Excerpts from Jack Vaughn's Keynote Address

This may be a golden time for PACT. The world has changed, [so have our] ideas of how to be successful with [foreign aid], ... with outreach, and [we have gained] an understanding of what our growing problems are.

I believe that PACT ... to really succeed, should be an agency that can protest effectively — not ... the quick-fix, political-campaign, anti-Vietnam type ..., but ... the urbane, sophisticated, smooth, rapierlike, effective [kind] ... protesting the things that are about to kill us and may well kill our grandchildren.

Last year, the new head of the Rockefeller Foundation, Peter Goldmark, said, "In the '90s, foundations and consortia will wield influence only creating high-impact events that redefine the public debate." He said this can be done not by funding people on the margin, not by funding programs on the margin, not by pilot programs. This cannot be done by incrementalism, not by being process-oriented ..., not by more community development ... not by randomly doing good comfortable works, not by institution building. When you look back at 40 years of aid, you see that when they [donors] were promoting institution building, they were really subsidizing.

It has been said the biggest difference between non-profit and for-profit organizations is that money is much too important for the non-profit group. [They have] too much preoccupation with how to raise money and not enough with delivering products. That's only partly right. ... Generally, they have felt it was somebody else's responsibility to raise money. ... PACT can change that by following Peter Goldmark's advice and creating high-impact events. You, at this meeting, are in a fabulous position to think about beginning to create such events. And only that ... will bring revenue flows.

... Take risks. Look at what Jim Grant did with UNICEF — a multilateral agency that did great Christmas cards and had society ladies [come] together and say, "let's help those kids." But then ... Jim Grant focused on oral rehydration ... to keep millions of children around the world from dying of diarrhea. ... Anybody has to support that; it gave them the point of the lance, and UNICEF has been flourishing ever since.

So we've got to have the kind of focus [that's] not public relations; its a very significant slice you can wrap other things around and come up with a major program that will make a difference. This is positive protest at its best. ... We need to be protestors in a good, responsible, intelligent way. ... And that's the way to raise money.

AIDS. Three to four weeks ago, [I] read an article by Mark Falcoff, ... one of the top analysts we have in Washington these days, who predicted that in black Africa in the next decade, 50% of the people, aged 20 to 40, will be dead of AIDS. Obviously, you have no choice but to consider a serious AIDS effort. I don't see governments doing well in AIDS.

It's got to be through leadership like PACT's that you can rally around and fashion something better. A consortium that makes sense for the long term can generate the professional clout, can generate the money, can generate the tenacity, to make it work.

Drugs. I worked for a consulting firm in Washington not too long ago that had a good-sized project in Lima ... focused on the use of "bruto," a gelatinous substance ... almost free, that is smoked. It gives a fabulous high, and is instantly addictive. When we went there, [we found] 80,000 to 85,000 youngsters addicted to bruto.

We went in not as enforcers, not as intimidators or annihilators; we went in saying "this is not a single problem. It's the parents, teachers, associations, communities, churches and, last of all, government. And that's the way you have to go at this [drug problem]. ... You find a model that works and replicate it. ... Don't forget the young people. Send them [the young people] out to work too.

Environment. ... Most of the causative factors in conservation problems around the world and at home are not even dealt with. ... we still treat only symptoms. If you've ever seen a totally incoherent situation, it is in environment — which may be your biggest avenue. In the environment [sector] today, everybody is a player, everybody is scrambling for the same funds, everybody has a great idea on how to solve the problem.

Most conservation groups have today essentially distinguished themselves by following these golden rules:

1) Business as usual, if the money holds out
2) Every agency for itself
3) Rely on government handouts
4) Squander money on mini-research
5) Specialized
6) Miniaturized
7) Blind them with slide shows and glossy calendars featuring endangered species
8) Accentuate the bizarre and trivial
9) Lean on Congress for earmarks

(continued on page 7)

Jack Vaughn *(continued)*

The biggest problem of all we face is cattle. Eighty-five percent of the soil erosion in the United States is caused by cattle. That figure is probably 95% in Central America. ... If you raise cattle in Central America, you get about 150 pounds of animal protein an acre per year. You can grow 20,000 pounds of a good cereal [in the same space, in the same time].

The average Central American today consumes about as much animal protein as the average U.S. house cat. And you've got millions of acres in pasture — mostly to produce red meat to send to McDonalds. And that doesn't help anybody.

Population growth. Next year, for the first time in history, the world will increase by 100 million people per year. ... Central America will grow at the rate of one million people a year. We can't handle that. We've got to find a way to strike a balance.

... Three years ago, there was a very good article in Forbes magazine that talked about the Fifth Horseman of the Apocalypse ... **urbanization**. Country after country in Africa and Latin America is seeing more people in the capital city than in the rest of the country combined. And that is disastrous ....

Nobody I know is dealing effectively with any one of these five problems. Can PACT ?

PACT needs a definite course ... something to build a new dream on — or around. ... If PACT leadership cannot agree on the scope and definition of its protest, then you will raise *neither interest nor money*. ...

If you are 100% funded by A.I.D., by definition you cannot be controversial. Maybe the ... real opportunity PACT faces in the '90s is to find a way for the consortium to carry a new kind of protest forward, ... [where] a disparate group has rallied around two or three major efforts to redefine the public debate. ... But [it should] be a consortium that has not lost its cutting-agenda edge just because it has had to compromise and find a common, softer ground of the lowest denomination.

... In the end, if PACT as a major player in civilization's toughest games — AIDS, drugs, ecological disasters, suffering of the masses — cannot mount an effective, positive and sustained protest, you surely are destined to relive the famous parable of Martin Niemuller, who warned:

"They came for the Communists, but I didn't protest, because I am not a Communist.
Then they came for the union leaders. But I am not a union leader, so I didn't protest.
And then they came for the Jews and Catholics, and I didn't protest. Because I am neither Jewish nor Catholic.
And then they came for me. And they took me away. Since there was nobody left to protest." Δ

Overview *(continued)*

Some thought-provoking options were provided by the panel on **Mobilizing Resources for Development**. Representatives from the World Wildlife Fund (WWF), the World Bank (WB), the Debt-for-Development Coalition (DDC) and A.I.D./PVC formed this panel.

The assembly learned of the $100 billion in funds available in the United States from private sources. The private sector and direct-marketing techniques account for 90% of WWF's $50 million budget. The Development Director for WWF urged the audience to give up the notion that fund-raising was a dirty word. CEOs have to "create a climate within the organization" to encourage attitudes conducive to resource mobilization; sellable packages need to be designed for wider audiences and risks must be taken.

The audience heard how private voluntary agencies can best work with the WB. A Bank representative described its increasing work with NGOs during the past 2½ years. In the last fiscal year, 50 of 225 projects that went to the Bank's board included NGOs in significant ways. Participants were given a list of about 200 projects in which NGOs could play a role.

While it is clear that the WB, unlike A.I.D., does not give large grants to the PVOs, but works primarily with governments, an invitation was extended to NGOs the world over to use the Bank "as a megaphone or an instrument to accomplish larger purposes of development." It would be worthwhile for a PVO/NGO to consider approaching the Bank when it has a successful project on the ground and wants to scale up, replicate, or leverage additional funding from government.

Participants discussed how debt-for-development efforts can support new trends. A representative from DDC outlined current activities, progress and limitations, future plans and potential for PVO involvement in the coalition's and the Debt-for-Development Foundation's projects. Efforts are under way to set up a referral service to provide PVOs with information about debt-for-development activities on a regular basis.

In the final session, PACT staff presented the agency's program and talked about how PACT sees itself as a resource to organizations — North and South — in the development of new and more equal alliances.

If there was one theme that permeated the PACT Assembly, it was that the time is here for PVOs to stop "petty money-grabbing" exercises, as one participant put it, and rise above this to combine energies imaginatively to protect our home, this planet, and its people. Δ

PACT can contribute most to development in Asia, Latin America, Africa and even Eastern Europe by forging alliances between government, donors, and local institutions to strengthen the local voluntary sector as a whole. PACT can influence policy in regional negotiations between international, national and local entities. It is skilled in macro- and microlevel strategic planning and program implementation. Therefore, it is both qualified and able to create impact in key global concerns that need concerted and creative attention.

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Private Agencies Collaborating Together

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President Bush Proposes Citizens Democracy Corps to Assist Central and Eastern Europe

PACT Sets Up Clearinghouse in Washington

On May 12, 1990, President Bush inaugurated the Citizens Democracy Corps (CDC) to focus the enormous collective energy of American citizens —"the real strength of our democracy"— on working with the peoples of Central and Eastern Europe (CEE) to build democratic institutions and free-market economies. By May 22, PACT had established the CDC Clearinghouse in Washington, with telephone operators receiving calls from institutions and individuals throughout the United States.

Louis Mitchell, Ambassador Robert Barry, Sally Montgomery

Two striking features of this initiative are the unprecedented speed with which the CDC Clearinghouse was started and the extraordinary collaboration between the public and private sectors that was responsible for it. According to a White House document accompanying the President's speech, "The U.S. government coordinates public assistance, but there is no comparable coordination of private sector initiatives...."

The primary purpose of CDC is to encourage U.S. organizations, citizens and businesses to contribute resources and expertise to the dynamic processes of building democratic institutions in the CEE countries. CDC's initial mandate is to establish a clearinghouse of information about the needs of CEE countries and the resources and programs of U.S. private institutions and businesses interested in contributing expertise and commodities.

As the calls currently coming into the office indicate, there are numerous and varied resources available, and opportunities for programs abound. As CDC Clearinghouse Director Fannie Sedgwick points out, "The initial information collected by the clearinghouse highlights the need for coordinated program responses to the needs expressed by the CEE countries."

Rationale

The countries of CEE are engaged in a process of rapid political, economic and social change. The transition from centrally-planned to market-based economies and from one-party to multiparty political systems is proceeding amidst economic upheaval. Governments, business enterprises and fledgling voluntary institutions face immense challenges.

The public sector is necessarily limited in its capacity to respond. Many of the needs of these countries center on the creation and strengthening of private sector activities that are the underpinnings of democratic, pluralistic societies. The challenge for CDC is to match the needs of the CEE countries to the resources of the decentralized political bodies and the myriad business, educational, professional, cultural and charitable organizations in the United States.

During brief trips to Poland and Hungary on behalf of PACT, Sedgwick and CDC consultant Carolyn Stremlau learned that local organizations were looking for technical assistance in such diverse areas as setting up consortia of non-governmental organizations (NGOs), starting alcohol and drug rehabilitation programs, decentralizing health care delivery systems and training newly elected local officeholders in public administration. Other private voluntary organizations (PVOs) have identified needs related to the environment, business, energy, agriculture and education. It appears that the needs, and thus the opportunities to be of assistance, are varied and extensive.

(continued on page 2)

* Bulgaria, Czechoslovakia, East Germany, Hungary, Poland, Romania and Yugoslavia.

"Citizens Democracy Corps Clearinghouse! How may I help you?"

Charles Russell was a stockbroker for 15 years and managed several successful businesses in the oil and farming industries. Michael Byrnes served as Public Relations Director at Georgetown University and at a number of other institutions. Tom Foggin taught geography and environmental studies at universities in Montana and California for two decades. Corliss Harris worked with the International Monetary Fund Joint Bank Fund Library for 16 years. Samuel Bingman was with the Interstate Commerce Commission for 25 years, most recently as Manager of Human Resource Development.

John Donovan, an FAA Air Traffic Controller from Buffalo, N.Y., is a volunteer at the CDC office. His wife offered to manage the hay harvest at their farm so John could use his weekends and available leave time at CDC.

These are some of the stalwarts who have been answering the telephones ringing almost incessantly since the Citizens Democracy Corps Clearinghouse opened its doors. Along with students from George Washington University and volunteers, the telephone operators are on the job nine hours a day. As the volume of calls increases, CDC lines will remain open 12 hours a day.

When Anne Heyniger was asked by PACT CEO Louis Mitchell to set up a telephone bank, she immediately turned to Forty Plus. With 17 independent chapters around the U.S., Forty Plus is an organization that trains and helps unemployed executives and managers find new jobs. "People from Forty Plus are highly skilled," says Heyniger," and wonderful on the phones."

IMPACT

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Clearinghouse *(continued)*

Administration

President Bush will select a chairperson of the CDC governing commission, who is expected to designate citizens from a broad spectrum of business, educational, voluntary and philanthropic activities to serve on this body. The commission will appoint an Executive Director to lead CDC. PACT, Inc. has been assigned the responsibility of establishing and administering the clearinghouse. In the future it is envisioned that PACT will also act as secretariat for the commission and Executive Director.

Funding

As a private sector initiative, CDC will ultimately be funded by donations from corporations, foundations and individuals. The U.S. government and PACT have put in initial funds for the clearinghouse. After 15 months, contributions to CDC are expected to completely cover operations of the clearinghouse and the commission. It is also anticipated that funds will be available to assist U.S. organizations in transferring their resources and skills to counterparts in CEE.

Participating Agencies

In collecting information, the clearinghouse will work closely with organizations such as the Emergency Committee for Aid to Poland (ECAP), the Soros Foundation, United Way and the Bureau for Private and Voluntary Cooperation of A.I.D. "The intention in establishing CDC," according to PACT CEO Louis Mitchell, "is to coordinate and centralize access to a wide range of information."

In addition, "the CDC Clearinghouse will exchange program information with EEBIC [the Eastern European Business Information Center operated by the U.S. Department of Commerce], and will complement country-specific databases such as the one maintained by ECAP," says CDC consultant Francis Luzzatto.

The clearinghouse is also mounting a major outreach effort to organizations working in 15 sectors, including PVOs, ethnic-American organizations, foundations, educational and cultural institutions, labor unions and businesses.

Immediate Plan of Action

By June 30, a data-processing system in CDC will facilitate the retrieval and dissemination of preliminary data on requests and needs as well as information about U.S. voluntary resources.

Beginning August 1, CDC will publish a monthly newsletter with updates on its activities, highlighting partnerships between U.S. and CEE organizations and providing suggestions to individuals and organizations on how they can best help. Interested agencies will be invited to communicate this information through their own house publications. CDC will also publish and distribute periodic directories of current and projected programs and institutional needs of CEE countries to encourage organizations to make their own partnerships.

While much information is already available from the CEE countries, a more systematic identification of the needs and matching of resources probably will require a CDC presence in each country. The final decision on this and other policy and operational issues will be made by the CDC commission.

The clearinghouse offers a unique opportunity for private organizations, citizens and businesses to contribute their talents, energies, resources and goodwill in a cohesive and professional way for the benefit of the peoples of Central and Eastern Europe. If you wish to participate in this effort, please contact:

Citizens Democracy Corps
1815 H Street, N.W., Suite 1010
Washington, DC 20006
Tel.: 1-800-321-1945 or (202) 872-0933

From Professors to Plumbers, Americans Respond to CDC

Photo Credit: Michael Byrnes

When *The Kiplinger Washington Letter* speaks, people listen. In May, a brief item in this business newsletter resulted in a deluge of inquiries from around the United States. In the first nine days of its operation, Citizens Democracy Corps (CDC) received over 1500 calls, and it continues to receive an average of 100 calls a day.

From bank presidents to teachers and from lawyers to accountants, the calls come from individuals with a vast array of professional backgrounds and fascinating personal motivations. A former congressman asks how he might help in Czechoslovakia, Poland and Hungary. Utilities engineers are sure their services are needed. Lawyers offer expertise in writing tax codes, statutes and regulations. Companies offer internships and training in management and technical skills. A nurse sees an article on Romanian orphanages and volunteers to raise funds to help them. Many offer to teach English, the language of commerce.

"Clearly the Democracy Corps has struck a responsive chord in people from all walks of life," says Anne Heyniger, who was recruited to help set up the new office. "They read the news and see a link with what they have to offer. They want to take part in creating history. It's a real challenge to CDC to tap this resource."

The telephone staff remembers the callers. The owner of five billboard companies in Ohio offered his medium to promote the assistance programs. A company that refurbishes construction and mining equipment wanted to give its time, internships and training. An education association expressed interest in having their business school teachers work in Central and Eastern Europe (CEE) for a semester or two.

A water technology company wants to donate their time, resources and personnel to work on improving the quality of drinking water in the region. A Nebraska firm said they would provide housing and per diem to an Eastern or Central European entrepreneur who may want to learn how to start a tourist company. Others offered to share the secrets of setting up successful small businesses. Experts in real estate, computers, finance, management systems—the list of callers is expanding by the hour.

Referrals

These telephone calls have resulted in several information referrals. The U.S. Information Agency (USIA) was seeking business people on their way to CEE to fill requests for lectures. CDC had received calls from sundry business people offering their assistance, and the referral was made.

A few days after an anthropologist called to volunteer her museum-related expertise in the CEE region, a New York museum called requesting help in setting up a joint venture with the Holocaust Museum in Prague. Another referral was made.

As this article goes to press, the clearinghouse still needs information on organizations willing to donate human, material and monetary resources. Also, if your organization is already involved in any effort in CEE, please send this information to the Citizens Democracy Corps Clearinghouse in Washington, D.C. (address on page 2). Δ

Statements

Ambassador Robert Barry, Special Advisor for Eastern European Assistance, U.S. Department of State

Following events in Central and Eastern Europe last year, the U.S. government was inundated with offers of assistance to the peoples of that area. Many persons and institutions, including the White House and State Department, were struck by the need for an organization to coordinate the private sector offers of technical services and commodities.

The President had directed the State Department to coordinate our government's official assistance effort. Secretary Baker and the President felt that a similar effort to provide coherence to private sector efforts was required. Thus, the creation of the Citizens Democracy Corps. We intend, though, that the CDC ultimately becomes a private sector initiative.

In the coming weeks, we expect a chairman of the CDC to be named, plus a commission that will assume direction of the CDC and stimulate additional voluntary assistance in response to specific requests from the CEE countries. We believe that in the long run, support from the private sector will be the most critical factor in the transition to democracy and market-oriented economies in Central and Eastern Europe.

Sally Montgomery, Deputy Assistant Administrator, Office of Private and Voluntary Cooperation, A.I.D.

I believe the Citizens Democracy Corps (CDC) is the catalyst we have been looking for to truly forge relationships between the non-profit and profit-making organizations. Through the CDC Clearinghouse and referral service, the entire private sector is finally seen as one. It is clearly the President's *international point of light*, with the ability to mobilize all segments of private sector aid for Central and Eastern Europe (CEE).

CDC is filling a void at the international level that the White House National Service office is filling on the domestic front. I see no reason why, in the future, the activities of CDC should be confined to the emerging democracies of CEE. The concept of CDC could well be expanded to respond to needs that arise in other regions of the world.

Fannie Sedgwick, Director, Citizens Democracy Corps Clearinghouse

To understand the void left by the former regimes in CEE, Americans should simply consider what our lives would be like if we had no private enterprise system, no non-profit organizations, no private educational institutions and no foundations in this country.

PACT Promotes Indo-U.S.-Soviet Learning Project

In a few months, U.S. and Soviet development specialists will embark on an experimental trip to India to learn how to work together for Third World Development. Indian development resource persons will facilitate the learning process in several ongoing projects.

The brainchild of George Ross, formerly International Executive Director of Plan International, this initiative will focus on watershed development in selected Indian villages. PACT will manage the U.S. side of the agreement and provide overall support and guidance.

If successful, this innovative venture has potential for expansion into other regions of the world where U.S.-Soviet cooperation is essential. More important, this kind of partnership could help reshape the thinking and practice of North-South development cooperation.

PACT is an international consortium of private voluntary organizations (PVOs). It is experienced in promoting PVO collaboration, strengthening field programs, building capacities of indigenous organizations, and providing training and technical services to PVOs. PACT is also committed to helping PVOs build their skills in people-centered, sustainable development.

IMPACT: Management Resources for Private Voluntary Organizations features articles on development themes, organizations, publications and other resources, workshops, seminars and news of interest to the PVO/NGO community. IMPACT is published four times a year by PACT (Private Agencies Collaborating Together). It is supported by the Agency for International Development's Office of Private and Voluntary Cooperation in the Food for Peace and Voluntary Assistance Bureau, through a Cooperative Agreement with PACT.

IMPACT is designed to help strengthen the management capacity of private voluntary institutions in their U.S.-based administrative activities as well as international (particularly developing country) program work. PACT needs the suggestions and contributions of IMPACT readers.

For more information contact: The Editor, IMPACT, PACT, Inc., 777 United Nations Plaza, New York, NY 10017. Tel.: (212) 697-6222. Fax: (212) 692-9748.

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Development As Transformation: NGOs in the 1990s

An Interview with David C. Korten of The People-Centered Development Forum

Dr. David Korten's most recent book, Getting to the 21st Century draws on contemporary NGO thinking and experience to set forth a challenging new perspective on the development agenda for the 1990s. During Dr. Korten's recent visit to the PACT office in New York, the editor of IMPACT interviewed him to gain his further perspectives on implications for NGOs in the 1990s.

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"Growth-centered development puts economic growth ahead of people and the ecology on which their well-being depends. We need an alternative vision in which the well-being of people and the living systems of the planet that is their home comes first. The vision must serve as our guide to the transformation of our values and institutions — the central development priority of the 1990s."
From *Getting to the 21st Century*, Kumarian Press. Available from PACT Media Services.

IM: What stages or processes do development organizations have to go through to be effective contributors to the transformation you advocate?

DK: They might begin with a serious examination of a basic question: What is development and how does our work contribute to it? A couple of years ago, a group of Bangladeshi NGO leaders shared their expectations regarding Bangladesh development in the 1990s. They spoke of deepening poverty, environmental devastation and social conflict. Government was seen as ineffectual and their own best efforts were acknowledged to be only slowing the overall national decline.

One might argue that NGOs are not responsible for national outcomes. Fair enough. But if not us, then who? Do we simply accept the unfolding tragedy as inevitable, argue for increased relief budgets, and test the limits of international charity in a world of increasing need?

Eventually we have to look to the systemic causes of the downward social and ecological spiral and devote ourselves to eliminating them. Herein lies the beginning of a serious self-assessment process for the individual NGO and, more broadly, for the NGO community.

This assessment must include a critical look at our established roles. Are we working in a pure service delivery mode? Engaging in community development? Advocating policy changes? Contributing to a people's movement for transformational change? All of the above? Which of our activities attack real causes and which address only symptoms?

IM: Isn't there the danger that when NGOs become advocates, they will promote their own interests rather than truly speak for the people?

DK: Yes, this is a danger. For NGOs to presume to speak for the people would be an arrogant hypocrisy. The NGO commitment must be to strengthen the capacity of the people to speak for themselves through processes of economic and political democratization. It is only when people have a political voice, grounded in the control of economic assets, that we begin to see a real change in social relationships.

IM: Will NGOs engaged primarily in traditional relief activities have a role?

DK: To the extent that we're talking about northern organizations carrying out welfare activities in the South, they

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Korten Interview *(continued from page 1)*

are an anachronism. They reveal the ultimate failure of decades of development assistance effort, a visible demonstration of our inability to help assisted countries move beyond the dependence that welfare assistance almost inevitably fosters.

IM: Many foreign and indigenous NGOs depend on governmental and intergovernmental agencies for their financing. How can the NGOs actively pursue changes that challenge these same agencies?

DK: The key here is voluntary commitment. If we, as NGOs, are to provide leadership for change, then we must be clear on our own goals and pursue these irrespective of whether or not a particular donor is prepared to provide funds. We cannot let the donor, especially a government agency representing traditional vested interests, set our agenda.

This can be a serious problem for the large NGO with thousands of staff on its payroll. Almost inevitably it becomes preoccupied with its own financing, power and staff benefits. Eventually it begins to act much as a business that is concerned primarily with increasing its own market share — in this instance of the poverty market.

It is almost axiomatic that large organizations have difficulty being effective change catalysts. That is why I believe the real strength of the voluntary sector is found in its relatively smaller organizations and their ability to form coalitions in pursuit of strongly-held social commitments.

IM: How do local people acquire the self-confidence necessary to challenge the status quo?

DK: *Getting to the 21st Century* argues that the transformation of institutions and values depends on the voluntary initiative of countless individuals. Existing institutions are products of a growth-centered development vision that is ultimately self-defeating on a finite planet. They reward behaviors consistent with this vision, and inhibit transformational changes that depend on a questioning of basic assumptions.

Change, therefore, depends on people, millions of them, whose sense of themselves and their values gives them the ability to step back and insulate themselves from dependence on conventional reward systems. We require a kind of consciousness-raising that leads people to recognize their strength and develop their self-esteem. This process, unlike conventional NGO consciousness-raising efforts, must engage rich and poor alike.

How will this come about? Largely through people being confronted with the contradictions between their politics and lifestyles, and the realities of life on a finite planet.

I've become especially intrigued by the role that religious NGOs might play, to the extent that they are willing to examine the true meaning of Christian charity. In a book titled *Comfortable Compassion*, Charles Elliot maintains that the idea of the powerful having a special stewardship responsibility with regard to the powerless is central to Christian teaching. By Elliot's interpretation, this involves a great deal more than giving handouts to the poor.

We, the people, have the power to create a society consistent with the highest of human values. Too seldom do we recognize and use that power.

IM: How realistic is your vision? As important as it is for people's organizations to emerge, shouldn't governments provide services to the people? Shouldn't banks and donors provide funding and resources?

DK: Surely they should. However, we must remember that these organizations are institutional manifestations of a growth-centered development vision.

The question of accountability is central. A key part of the challenge of transforming these institutional values is to distribute that power much more widely within the society.

We cannot, however, resolve our current global crisis simply by demanding that someone else do something about it. Ultimately the solutions depend on individual values and action. We must begin with ourselves, as we are the key to global change.

IM: Major donors talk a lot about scale and replication. They see a continuing need for large projects and question whether NGOs can operate on a meaningful scale. What is your response?

(continued on page 4)

PACT Hosts NGO Leader from Vietnam

From September 17 to mid-October, PACT hosted Mr. Hoang Dinh Hanh, Director of People's Aid Coordination Committee (PACCOM), a major NGO in Vietnam. During his month-long stay, Mr. Hanh met a number of U.S. NGOs and dignitaries, and was warmly welcomed by the Office of Private Voluntary Cooperation/AID and the State Department. Below he answers some basic questions about his organization.

Mr. Hahn at the Vietnam Veterans memorial in Washington, D.C.

L. to R.: Frank Light, Country Officer for Vietnam, Charles Twining, Director, and Maria Huhtala, Deputy Director, Office of Vietnam, Laos, Cambodia Affairs at the U.S. Department of State, Mr. Hahn, Director of PACCOM and Jake Pfohl, Deputy Director of PACT.

Q: Tell us about PACCOM and how it is different from the Vietnam Union of Peace, Solidarity and Friendship Organizations (VUPSFO).

A: Formed in May 1989, PACCOM is an NGO attached to VUPSFO. PACCOM's mandate is to provide a focal point for NGOs wishing to establish aid relationships with Vietnam. It provides logistical services and introduces foreign NGOs to local institutions and enterprises.

Traditionally, Vietnam had what are known as "friendship associations." Their main function was to maintain people-to-people relationships with other countries. Now the emphasis is on humanitarian and development aid. Having links with local organizations (such as schools and farmers' associations) as well as international organizations, PACCOM is in a good position to act as broker between the two. It does not administer projects, it facilitates their initiation and implementation.

Q: What is the distinction between PACCOM and AIDRECEP?

A: AIDRECEP channels funds and arranges for reception of goods for UN agencies and some NGOs, and is used for this purpose mainly by UN agencies. It is not involved with the total project on the ground. PACCOM, on the other hand, supports a project from start to finish. It has 10 professionals plus support staff, and its geographic coverage extends to the entire country. Government support is minimal. We have to do our own fundraising, and we make our own decisions.

Q: What can you offer U.S. NGOs who wish to visit Vietnam?

A: We can take care of the logistics of their visit to Vietnam; locate housing for their long-term stay; arrange for visits to sites like orphanages; and facilitate their efforts to implement projects.

Q: What do you hope to achieve from this visit to the United States?

A: To learn the way PACT and other NGOs operate and do development work; to explain what PACCOM does and how it can work with other NGOs. I look forward to good results.

Q: Which international NGOs has PACCOM worked with thus far?

A: ActionAid, UK, provided training for two program coordinators to spend a month in the Philippines. Save the Children, UK, helped a program coordinator get computer training in Bangkok. Oxfam, UK, facilitated some staff to attend a training course on women's project management in the Philippines.

Several others, such as the American Friends Service Committee, the Church World Service and the Mennonite Central Committee, have longstanding relationships with Vietnam. PACCOM has established relations with 30 U.S. NGOs.

Q: What is your vision for the future of Vietnam-U.S. NGO collaboration?

A: I am very pleased about the relationship at the moment. In the past year, a large number of NGOs established relations with Vietnam. I believe relations between U.S. and Vietnam NGOs will greatly improve soon.

Q: What are some of the skills you hope to learn about from resource organizations such as PACT?

A: We can benefit from strengthening our skills in speedy communication of information, training, materials development and in getting information on specific sectoral subjects like health care.

For more information on PACCOM contact: Ms. Dao Spencer at PACT or at (212) 737-1168. Δ

Korten Interview *(continued from page 2)*

DK: The realization of a people-centered development vision depends on what Sheldon Annis refers to as "small-scale action on a large scale" — indeed one might say on a massive scale. Usually official donors think in terms of scaling up bureaucratic organizations and budgets. We're talking about scaling up the release of social energy and the transformation of systems of accountability.

The multilateral development banks see loan-funded transfers of foreign exchange as the critical development resource. We are looking to people to realize their own potentials, to take control of their own resources, and to work on meeting their own needs.

I have only recently, and with considerable reluctance, concluded that the multilateral banks may inevitably be a critical barrier to constructive development action. Nearly every action they take adds to the foreign debt of poor countries, mortgages their futures, and reduces the ability of their people to control their own destiny.

To generate the foreign exchange needed to repay their loans, the borrowing countries all too often find they must sell off their natural resources or press their workers into subsistence employment. The reality is painfully documented by Susan George in *A Fate Worse than Debt.* Though it may not be the intention, the result is not development. It is a new form of colonial expropriation.

To the extent that the problem is in the nature of their basic function, there is little hope that fine-tuning the lending policies of multilateral banks will transform them into effective agents of people's development. This has important implications for NGO relations with these banks and must be carefully examined.

IM: What countries can you point to as examples of a people-centered development movement?

DK: There are no fully developed models of a people-centered development process on a national scale. We are looking for an act of creation, not replication.

We can, however, point to numerous places where serious and broad-based people's initiatives are emerging, often under extremely adverse and chaotic circumstances. One is the Philippines. An ineffectual government, that nonetheless has given considerable democratic space to the people, has lead to countless people's initiatives of every shape at every level of the society.

Africa is another interesting case. In many countries, governments and their official development programs have proven so wholly ineffectual that people reportedly have been organizing themselves at the grassroots on a significant scale to resolve their own problems. This may be the key to rebuilding African society, from the bottom up. Ironically, the greatest threat to this hopeful development may be well-intentioned donors who want to help by showering these efforts with foreign financing.

The success of self-help efforts depends, first of all, on people's initiatives to identify and mobilize their own resources. This is the basis of any authentic and sustainable development process. As soon as the outsider comes in with offers of money, the attention shifts. Suddenly the focus is on how to access and spend someone else's resources, re-establishing the underlying patterns of development failure.

IM: What role do you see for NGO consortia in advancing the transformation agenda?

DK: That depends on the nature of the consortia. In reality, many NGO consortia bodies are not formed for the service of social agendas that transcend their immediate individual interests. They are either social clubs, or exist to service individual members and present a common front in negotiating with government for member interests.

When a consortia body that was formed around a narrow, inward-looking agenda seeks to refine its role to pursue more progressive goals, success is likely to depend on establishing a new consensus among its members. This, in turn, may depend on the ability of the consortia's leadership to help its members redefine their individual roles and visions.

We are now well into a period in which most NGOs concerned with international development need to engage in a profound redefinition of their roles and visions. The central development challenge of the 1990s is to redefine development itself in terms of transformation rather than growth.

One implication is that the central contribution of the North toward improving the lives of the poor in the South will come not through increasing northern charity, but rather through reducing the outward flow of environmental and financial resources from the South to the North to sustain our environmentally-extravagant northern life styles. Our contribution to global transformation must begin with self-transformation.

Can northern organizations be expected to achieve the fundamental changes that would make them relevant to the needs of the 1990s? Can they provide leadership in a process of global re-education leading to a redefinition of our relationship to one another and to our planet? Only time will tell. Δ

Green Forum, Philippines, Takes Up Community-Centered Activism

The Green Forum is a new coalition of NGOs in the Philippines. It represents the dynamic and often radical thinking that can be seen in the Philippines and many other developing nations. In a recent interview, Mr. Philip C. Camara, one of the directors of the Green Forum, talked to the editor of IMPACT about an alternative development paradigm.

IM: How did the Green Forum come about? Tell us something about your main purpose, activities and approaches.

PC: The Green Forum, officially incorporated in March 1990, is a new coalition of existing NGO networks. It includes people's organizations and church groups that have been active in the Philippines for the past 10 to 15 years.

IM: How is it different from existing NGOs in the Philippines?

PC: The Green Forum attempts to build horizontal connections and improve communications between different NGO networks representing diverse ideologies. It is a coalition that can accommodate various sectoral concerns, from foreign debt to agrarian reform policy; and NGOs find that by participating in the Green Forum, their own concerns have a much broader audience, and therefore a bigger chance for success.

IM: What is the alternative paradigm that the Green Forum is propagating?

PC: The best way to explain this is to contrast it with the existing paradigm, which we describe as the trickle-down model. In this model, it is believed that what is good for the enterprise of the individual is good for the general public. The role of government is to provide for a policy framework that would encourage more entrepreneurial investments, as well as provide the infrastructure that would support enterprise activity.

NGOs' unhappiness with this model stems from the fact that they have had to deal with the effects of that system. The effects of an enterprise, beyond its balance sheet, ultimately affect somebody else's balance sheet, most likely that of a community.

In the past, this development philosophy had less effect because the world was much larger and the aftereffects were somebody else's cost maybe 50 or 100 years later. But today, with the population growth and exploitation of natural resources, the world has become so small that somebody's benefit is almost immediately somebody else's cost.

The alternative paradigm views communities as the starting point for development projects of any type. It's really a matter of what is primal. Are returns for capital primal or is community income primal?

We're proposing that people and their habitats become the primal unit of organizing an economy, where capital is secondary in the sense that it is translated into enterprises established in service of people and nature. In defining units, the paradigm would look at natural units rather than artificially created political units.

The Philippines is divided politically into 72 provinces which do not take into account natural territories. It is an archipelago and has interrelated ecosystems ranging from the upland rain forest to the mid-level areas, the alluvial plains, the mangroves, the coastal areas, the near shore and the far shore.

There are 350 river-integrated ecosystems. Our viewpoint is we should look at the natural boundaries of those 350 river systems and the human settlements in them as more appropriate units of organization.

IM: How would activities in one community benefit the others?

PC: The livestock activities of the communities in the mid-levels and uplands could benefit from the fish meal processing plants of the coastal communities. The lowland communities can take advantage of the upland's ability to grow vegetables, fruits and soybeans. In the community-centered model, what gets produced would be best suited to the natural environment.

IM: It sounds good, but how viable is it?

PC: One of the groups in the Green Forum organized communities within one river system. The experience was very encouraging and this limited sample demonstrated that the concept can work.

IM: How do community-centered projects get funded?

PC: Some projects get funded as a result of negotiations between the community and private businessmen; some by loans negotiated with development banks; some are financed from grants; and some are financed from government programs such as reforestation projects. Right now 400 hectares are being reforested in a damaged upland area. The communities have formed five credit cooperatives and they have support from a federation of credit cooperatives from another region that has extended, from its savings, 2.5 million pesos.

IM: Is this paradigm applicable to politically designated territories?

PC: If it is convenient politically to find a compromise between the natural and the political boundaries, yes. But this means that in selecting political boundaries to work within, one must include the whole river system. In most cases, one river system covers about five towns within a province. It's not that difficult to look at sets of towns from a natural resource point of view. If they are organized within one

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Camara Interview *(continued from page 5)*

management system, then each ecosystem will be represented.

IM: How far have you developed this paradigm in practice?

PC: The interrelated ecosystems connected to the river are called **biodistricts**. We've been organizing communities along the idea of the community-centered paradigm in four biodistricts in the Philippines. **Community Management Centers** are an institutional translation of the paradigm. The management center covers the whole biodistrict, and its members are the individual families that are citizens of that biodistrict. NGOs are in control of the project only until the communities have been fully organized and have elected their own board members. Once they have done so, the original NGO representatives on the board become technical advisors, thus turning over control to the people.

IM: You're against starting from capital, you say, and yet you have suggested the creation of a "people's bank"?

PC: This is a result of our experience with the two biodistrict projects in the Philippines. It's very frustrating that once the communities have been able to organize themselves and design specific projects, they are unable to raise the capital, even when projects make financial and economic sense.

One of my beliefs is that it is only from building a stable, progressive economic base, that the community can begin to address its social requirements. Because of advances in technology, it is possible now to design economic projects that are community-based and have a very high rate of return, which therefore makes them bankable. The problem though, is that present financial institutions in Third World countries are not responsive to the kind of bankability that community-based projects represent. One way of bridging the gap between the existing financial capital markets, the financial sector in Third World countries and the demand for community-based projects, is to have an international bank that would provide guarantees so that there is more confidence in moving capital to community-based projects.

IM: Are you proposing that such a bank be developed to put your paradigm into practice?

PC: That's right. The international bank would provide a service to the local institution by making it bankable. This allows communities to begin to take initiatives. It gives NGOs a reason to think economic and to think management, and not just social and political.

NGOs are a kind of people's investment banker. The investment banker's task is to act as a bridge between those who need capital and those who have the capital. There's a demand for community capital that has to be serviced, and with a support institution that makes the market happen, there is a chance for NGOs to build a much better financial base from which to manage operations. So NGOs become more functional for the community than for donor agencies or governments.

In the Green Forum we are aware that two tracks are required, one of which is advocacy work based on the paradigm. What the Green Forum membership has traditionally been doing is very strong and effective advocacy work on specific issues like agrarian reform, foreign debt, industrialization strategy, the environment, and tribal rights. However, it is important that our energies are also focused on the second track: creating new institutions that support the paradigm as it gets translated into projects and programs. The bank mentioned earlier is an example of a new institution.

IM: Are your projects in the new biodistricts on the second track?

PC: Yes. The Community Management Center is a specific example of a new kind of institution that I don't think has been created anywhere in the world. It forces governments to respond to it. It forces businessmen to consider our proposals. Projects are getting off the ground and capital is being redirected. However, to encourage this, and to convince even more of the main players to get into the mainstream, much stronger effort will be needed. Δ

News Release on Workshop in Panama

Left to right, are the Ambassador from Germany, Hon. Dr. Baumer, Carlos Sanchez Fabrega of FES, and the speaker is Alfredo Broce, Director of Policy at MIPPE.

In June PACT sponsored a workshop on **Strategic Planning for NGOs** in Panama City. The workshop, coordinated by The Panamanian Federation of Development Organizations (FODEPA) in conjunction with the Ministry of Planning and Political Economy (MIPPE), was attended by 29 NGOs.

Other attendees included Panamanian government representatives Alfredo Broce (Political Economy Division), Alberto Espino (Ministry of Commerce and Industry), Carlos Sanchez Fabrega (Social Emergency Fund), and Dawson Wilson (Ministry of Foreign Affairs). Also present were Dr. Baumer, the German Ambassador, Cecilio Shaw (Inter-American Foundation), Douglas Chiriboga (USAID), and Luis Sanchez Ganz (Inter-American Development Bank).

Key objectives of the workshop were to strengthen NGOs in planning, policy formulation, programs and projects; train NGOs in strategic planning techniques; exchange experiences; and strengthen the Federation.

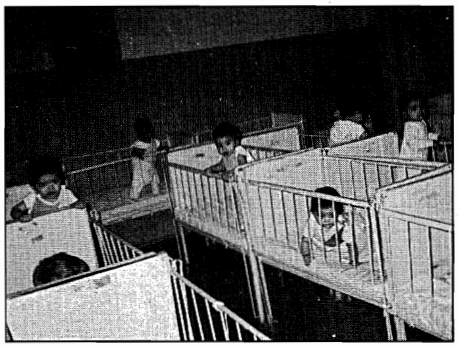
Art Sist and Kris Merschrod of PACT and consultant Abel Giron gave presentations on strategic planning. A highlight of the program was a keynote speech on the importance of sectoral planning and the growing need for NGOs to be recognized as equal partners with the government and multilateral funders in the development of society. Δ

Kris Merschrod

The Children of Romania

PACT staff member Maria Blaque-Belair recently visited Romania to assess possibilities for a PACT-facilitated program. Presented here are some of her thoughts and impressions.

Background: After the fall of Romanian dictator Nicolae Ceaucescu, the world discovered the plight of 40,000 abandoned children parked in institutions in appalling conditions. Why would anyone commit such a heinous crime? Ceaucescu's goal was to increase the population of Romania from 23 million to 30 million by the year 2000. Contraceptives were not allowed and abortions were prohibited. At the same time, to reduce foreign debt, the Ceaucescu Government ordered increased food and oil exports and cut down imports. The result was a severe scarcity of food and lack of heat. For many families the only way to cope was to give their children to the state. The handicapped among these were designated "unrecoverable" and were put in centers where they received little or no care. Today the new government has replaced the term "unrecoverable" with "severely handicapped," and the Ministry of Education is in the process of establishing training programs in those centers.



Crowded Cribs

In Bucharest we visited Orphanage No. 4 and Saint Catherine's Orphanage. Both are clean and have food. Their biggest problem is being overcrowded and understaffed. The children's rooms are filled with one crib after the next, and there is hardly any space to walk.

In some cases I saw several babies in the same crib. At feeding time, I found babies from one month to eight months holding their own bottle. The impact of not having enough staff is devastating. The children are not getting enough love or attention, let alone the right care. Although nursing schools have been nonexistent for the past 15 years, the Ministry of Health plans to open a school in 1990.

When I went to see 1- to 3-year-old children, the experience was the most difficult to handle. All ran to me at once, throwing themselves at me, crying to be picked up and calling me mommy. When I picked them up they looked ecstatic, and when I put them down they cried. One of our team members told me that in some orphanages he had visited, the children called him mommy because they had never seen a man before.

In the institutions, apart from not having adequate medical care, the children lack stimulation. There are no adults to teach them to walk, talk, see colors, etc. This might explain many of their mental deficiencies.

The Human Spirit and the "Unrecoverables"

In some of the orphanages that I visited, where the filth and stench were the worst, the women doctors in charge seemed very competent and spirited, but had no qualified staff to back them up.

However, one center for unrecoverables that I visited near an oil refinery in a remote area, was the closest thing to hell in my life. The children were between the ages of three and 18; some were mentally retarded, others physically handicapped, and some are neither. The physical conditions are indescribable. As one British volunteer said, these children were left there to die. Fortunately, three young women from Great Britain had discovered the center. They raised $7,000 from their hometown and came back with food, toys and clothes. They decided to come back again during the summer vacation with a group of volunteers to paint, clean and renovate the center.

Some Perceived Needs

1. Personnel — The biggest need is for staff, particularly nurses and educators, to provide care and love to the children. While nursing schools are expected to start soon, it is important that foreign staff fill the gap until Romanian nurses are trained.
2. Training — Romanians need assistance in setting up specialized courses in the fields of medicine and education.
3. Equipment and other supplies — Most institutions need medical equipment for diagnoses, sterilization kits, vitamins (especially iron), syringes, diapers, baby bottles (latter three should not be disposable), laundry machines and dryers, and toys (particularly educational games). Some children looked like they had chicken pox when in fact they had been extensively bitten by mosquitos, so window screens and mosquito nets are needed in summer.

   Perhaps the most urgent action to take now is a survey of what has already been given to which institutions. It seems that some institutions have received too much food and toys while others have received none.
4. Communications — The presently overwhelmed Ministries of Health, Labor and Education need telex and facsimile equipment, photocopiers, electric typewriters and computers. Existing machines are outdated.
5. Distribution — This has been a serious problem thus far. Toys and food have been stolen and sold on the black market. Apparently, many of the staff of these institutions are very poor themselves and resent the special attention given to the children.

   Therefore the need to monitor imported goods has become an important concern for NGOs.
6. Coordination among NGOs — Various reports indicate that there is little efficient coordination and information-sharing among NGOs in Romania. The Ministry of Health is very willing to help and has appointed a liaison for this purpose. However, the various ministries are in need of assistance themselves. It is especially important for NGOs to learn about work already undertaken by other European NGOs, and possible joint ventures.

In the midst of this tragedy, I also met exceptional human beings, full of spirit and devotion, who tried their very best under the most difficult conditions to make the children's lives a bit more tolerable. These are the unsung heroines and heros working for the children of Romania. They are the hope of these children.

The PACT Initiative

PACT is currently organizing a program in Romania with three objectives:

1. It will financially support two major projects of World Vision (California): the Romanian Orphan's Social and Education Support Project (ROSES) and the Medical Education Rehabilitation Project (MERP). ROSES will initially provide child development specialists to four orphanages, eventually expanding this to eight. It will also offer training and assistance to health professionals in these institutions. MERP will provide continuing medical education to enhance the institutional capacities of medical schools, particularly departments of pediatrics in Romania.

   Project Concern International, a PACT member, will provide appropriate staff from their medical volunteers network for these two programs.
2. PACT will manage a sub-grant fund to support adoption (within and outside Romania) as well as family reunification.
3. PACT will play a coordinating role with USPVOs planning to work in Romania. Right now there are very few USPVOs there. The majority of emergency aid so far has come from European PVOs such as Medecins Sans Frontieres, Medecins du Monde, UK Health AID and the European National Red Cross (as well as individual volunteers).

   The PACT program will start in October this year. Δ

RESOURCES

Guidelines for Handling Disasters

In **Disaster Response: When Good Intentions Aren't Enough**, author Lisa Mullins throws light upon appropriate actions to take and goods to send to countries hit by disasters. The booklet confirms what disaster specialists know and the public doesn't — that inappropriate donations hurt rather than help relief work. Suggestions are given on what kind of response would be most helpful. Presented in simple language and style, this booklet published by InterAction will be useful to all who need to know how to respond correctly to disasters in the world.

Price: $3; 28 pages; March 1990. Order from: PACT Media Services, 777 UN Plaza, New York, NY 10017. Δ

How to Achieve Financial Self-sufficiency: A Guide

There is a basic contradiction between efforts to promote the self-reliance of local organizations and their actual dependence on external aid. To help southern NGOs achieve greater autonomy, authors Fernand Vincent and Piers Campbell provide practical strategies and techniques in their informative book, **Towards Greater Financing Strategies and Techniques for Development NGOs and Community Organizations.**

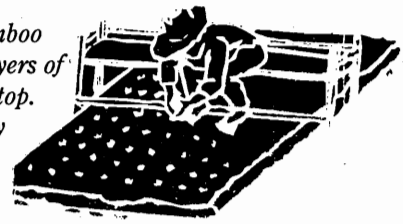
The book consists of five chapters: Institutional Development, Financing Policy, Techniques for Increasing Financial Autonomy, Fundraising and Donor Relations, and Financial Management. It is a useful tool in an area where few resources exist.

Price: $25; 267 pages; 1989. Order from: PACT Media Services. Δ

Sustainable Agriculture Made Easy:

Help for your PVO Field Staff and Overseas Partners

Building a floating farmplot



A farmer in land-poor Bangladesh builds bamboo rafts two by four meters. He covers them with layers of plant material and soil. Then he plants rice on top. He keeps the little rice fields afloat by tying empty watertight pots to the four corners and sides. When he weeds or harvests his crop, he sits on a seat he built.

Four times a year, your staff will receive packages of such useful information about growing and storing food and protecting the environment. All they need to do is join the **Developing Country's Farm Radio Network (DCFRN)**, a unique operation based in Canada that collects and distributes practical advice from farmers around the world. Radio scripts and tapes are sent to over 700 broadcasters, teachers, extension workers and other communicators in 90 countries. The network helps more than 100 million poor farm families share simple, low-cost ways to harvest and store food, keep their families healthy, and protect the land and water around them.

DCFRN provides information in English, French and Spanish. Participants have translated the scripts into 140 languages and dialects. DCFRN packages include a dozen radio scripts and an audio cassette. Illustrations are included to help interpretation and to broaden use of the material.

A newsletter published for and about the participants includes answers to their questions as well as information they have contributed.

With descriptions, articles, drawings and photographs, the network materials are a rich source of information on low-cost techniques to help farm families improve nutrition and health. DCFRN's collection of letters from participants in remote corners of the world show a widespread enthusiasm for this simple service.

For more information on the network and a sample package, contact: Ms. Elizabeth Wilson, Executive Director, Developing Countries Farm Radio Network, 595 Bay Street, 9th floor, Toronto, Ontario, Canada M5G 2C3; Tel.: (416) 593-3752. Fax: (416) 593-3820. Postage and handling for four packages a year: US $30. Free to developing countries. Δ

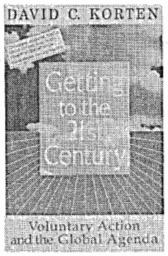
NEW Training Resources for Small Enterprise Development

The latest publication in small enterprise development and hot off the press is the **Community of SEEP Network Agencies' Directory of Training Resources for Small Enterprise Development** from the Community of SEEP Network Agencies. This well-illustrated publication is in a loose-leaf binder format, so readers can continue to add information about available materials. It is clearly intended to encourage sharing of training materials and approaches between organizations involved in similar endeavors. Of the 34 materials reviewed, most fall into the categories of training resources for business and credit management, and have broad coverage of each topic.

Each training material has a description and information on methodology and adaptability to various audiences, along with charts providing a visual image of the scope of the material reviewed. Based on training resources that SEEP member agencies have developed and used in their programs, this directory is a dialogue about methods and materials in small enterprise development.

Price: $7.50; 78 pages; September 1990. Contact: SEEP c/o PACT. Δ

The Global Power of the People's Movement



In his visionary new book, **Getting to the 21st Century: Voluntary Action and the Global Agenda,** David Korten challenges everyone to reexamine their roles in dealing with current problems affecting our planet — dehumanizing poverty, collapsing ecosystems and widespread violence.

Presenting provocative thoughts and insights, he urges NGOs, donors and governments, in fact all peoples, to transform their vision to manifest people-centered development for building a just, sustainable and inclusive society for the 21st century.

The 14 chapters include discussion on: the decades of crisis, of denial and of opportunity; the growth-centered vision versus the people-centered vision; equity-led sustainable growth: from vision to strategy; the roles and strategies of voluntary organizations; international assistance; and the agenda for a society in transition.

Price: $16.95; 256 pages; July 1990.
Order from: PACT Media Services. Δ

A Guide to Strategic Planning for Non-profits

"Funding cuts, increased competition, and other pressures are forcing nonprofit organizations to plan more wisely for their future — sometimes for their survival. Increasingly, nonprofits are doing strategic planning."
— The Amherst H. Wider Foundation.

Developed by the Management Support Services arm of the Amherst H. Wider Foundation, the **Strategic Planning Workbook for Nonprofit Organizations** is a step-by-step guide for helping organizations determine where they want to be and how to get there.

Although written with the perspective of nonprofit organizations in the U.S., the book is general enough to inform international institutions.

The workbook provides an introduction to strategic planning, guides the reader through the planning process, has tips and techniques on key elements and has worksheets for practical exercises. While it does not replace hands-on training in strategic planning, it can assist an organization in getting started in the process.

Price: $25; 87 pages; 1986.
Contact: Management Support Services, 919 Lafond Avenue, St. Paul, MN 55104. Δ

RESOURCES

Announcing Trainers Package

For many years and in more than 20 countries, Dr. Lyra Srinivasan has been devising creative ways to promote the participation of people, especially women, in processes that affect their lives. In **Tools for Community Participation: A Manual for Training Trainers in Participatory Techniques**, she distills her methods and materials into one volume.

Accompanying a video, this highly illustrative work describes an approach to community participation that has worked with thousands of trainers across disciplines. The approach, called "SARAR," has been applied globally by PROWWESS/UNDP in trainers' workshops to encourage women's participation in water and sanitation projects. The philosophy and techniques, however, are adaptable to almost any training situation where changes in people's attitudes and actions are as important as gains in information.

The manual is easy to use, inviting to look at, and challenging in its perspective on the learning process. Even experienced trainers will appreciate how each of its 39 participatory training activities is described in specific detail. The book is also fully illustrated with photographs, drawings, graphics and field examples.

The manual is produced by PROWWESS/UNDP and distributed by PACT Media Services.

Price for manual and video: $35; 179 pages (manual); 1990. For individual costs of manual and video and special rates for southern agencies, contact: PACT Media Services. Δ

Case Study on World Bank Initiative

The much-awaited case study: **The Negotiation of the Guatemalan Social Fund: An NGO Perspective** has just been completed. Conducted by a doctoral student from Columbia University, the study is developed from an NGO perspective and is based on interviews with key persons and on documents. The SIF initiative is a mechanism for channeling funds that the World Bank has encouraged in a number of Latin American countries and is continuing to expand (see IMPACT Issue No. 8 of Fall 1989). The case highlights issues that are likely to be common in every country where the World Bank embarks on Social Investment Funds or similar initiatives. It challenges World Bank personnel, PVO and NGO staff to realistically consider the challenges of working with local governments. The study is in the process of being published. For more information, contact Daniel Santo Pietro at PACT. Δ

Disasters and Development — Part II

In the Spring 1990 issue of IMPACT, disaster-expert Frederick C. Cuny discussed the importance of appropriate development-oriented responses to disasters and potential roles of voluntary agencies. Here he continues with tips for PVOs, donors and more.

IM: Is information about the kind of responses to disasters that you are talking about (see Issue No. 9) easily available to organizations? How do governments, donors or PVOs know what is needed in disaster-struck countries?

CUNY: More information is available than ever before. The problem is that people don't read it. Studies by the UN, AID, private research institutions and universities have documented for over 20 years what happens in various disasters and what the real needs are, but there has been little change in practice. There are still quite a number of agencies, especially PVOs, who ignore the information.

IM: Would you say that disseminating disaster-mitigation information available in the United States to southern countries is an important task for PVOs?

CUNY: It is not so much southern agencies as it is donors that need education. The relief system is donor-driven. For example, the public calls and asks why aren't you responding to an emergency in such and such a place? If you haven't educated the public before they make that phone call, you're in trouble because then you have to do what they perceive as necessary, which is usually not very accurate. This also happens to the U.S. Government and the United Nations. I think the biggest problem we have right now, one that has been lingering since the '60s, is donor education.

A major problem is the use of negative images for fundraising. For instance, starving children are often depicted in public information campaigns. It appears that these victims can't cope without your help. The impression of helplessness brings in a lot of money, but prevents the system from being responsive. Cumulatively, this approach to fundraising has backfired, so now you need increasingly horrific images to raise new funds. If you see a famine starting to develop, you can't raise money until you actually see someone starving. The donors don't react until there is an acute emergency.

We need to get the public to think about prevention and mitigation, about how local people cope and how to build on the coping process. Until you can work that into the system and get donors to understand that you can be more effective by increasing job opportunities and food security than by sending junk aid after a disaster has struck, you're always going to be playing catch up.

IM: What kind of re-thinking among donors are you suggesting?

CUNY: A fundamental reassessment of how we respond to disasters. Now our reactions are generally giving things to and doing things for people. We have drifted away from the concept of an agency being a catalyst or stimulator. We need to provide a variety of indirect and cash-based approaches such as creative financing mechanisms for people in disaster-affected countries. When disaster hits, give people cash and structure the loan or grant to encourage people to take positive action to re-build their houses and their economies.

As we go into the 21st century, I think we have to focus on ways of turning more of the decision-making over to the people. We should bring them into the process by giving them the opportunity to make the choices individually.

IM: Which countries are currently taking on this participatory approach in disaster mitigation?

CUNY: Jamaica has been one of the key countries to try this approach. Madagascar has explored the idea, and there have been proposals in Thailand and other Asian countries. Although limited, these examples serve as test cases of what might be done.

IM: Can you give us one example of an innovative approach to disaster mitigation?

CUNY: Probably the most exciting case is an alternative insurance scheme proposed in the Caribbean, which provides people with an investment program that has an insurance component. People agree to invest money over a period of time at an appropriate rate. At the same time, they are buying a unit of insurance. If a disaster occurs, whatever they've pledged to contribute is paid to them as insurance. They can also choose to borrow against that, or they can withdraw the money at an equivalent dollar rate. As people pay back the money they are given, it goes into a development fund to be used for making small loans (like the Grameen Bank).

The whole concept works through NGOs. They pledge in advance to raise the required money if a disaster occurs. This enables the money coming in to be invested. The promise from the NGO to raise the money provides the security needed for the insurance and is an incentive for joining up. If a disaster never occurs, the NGOs have not lost anything, the people have had a return on their investment, and the capital is still in the country in a fund for development.

IM: Partnership is very much a cornerstone of your approach. How can PVOs work more effectively with donor governments?

CUNY: The PVOs now are essentially contractors for the donors. They provide the services and the governments provide the cash. There are some benefits to this, such as a stable program over a longer period of time and no worry about raising funds from the public. The negative side is that often you are forced to do what the donor wants and creativity is lost.

(continued on page 12)

Small Enterprise Agencies Brainstorm about Institutional Development

Workshop How do southern NGOs become successful small enterprise development (SED) organizations? And how do their international partners assist them in the process? These were the two critical questions addressed by participants at the SEEP workshop on **Institutional Development in the Small Enterprise Sector**, held May 21-25 at Berkeley Springs, West Virginia.

The Small Enterprise Education and Promotion Network (SEEP) represents 31 North American NGOs interested in advancing their capacity in micro and small enterprise development. At this workshop, representatives from these organizations joined a number of their southern NGO partners in studying the process of institutional development, particularly as it occurs between North-South small enterprise partners. They also explored a wide range of tools and techniques organizations are using to advance their capacity and meet the major challenges still confronting them.

The Case Studies

The participants examined four case studies that took a cross-regional look at issues and the application of a common framework to identify questions and lessons as they emerged. The cases were on the experiences of CARE in the Philippines; Asociacion para la Organizacion Empresarial Feminina de El Salvador and OEF International in El Salvador; Tulay Sa Pag-Unlad, Inc. and Opportunities International in the Philippines; The Malawi Union of Saving and Credit Cooperatives(MUSCO) and the World Council of Credit Unions (WOCCU) in Malawi.

A Practical Tool...

The framework used to explore these cases and the participants' own experiences was a matrix embodying two principal ideas:

- That institutional development implies a process of achieving mastery in at least four distinct, but related, areas of endeavor;
- That the requirements for mastery change over time, as organizations develop their program from an initial design and implementation to a mature, sustainable, and possibly expanding one.

The accompanying matrix provides further definition of these concepts and shows their interrelationship.

At the beginning of the workshop, the boxes of the matrix were filled with questions such as: How does an NGO develop the leadership required to mount successful SED programs? Must expansion be part of an organization's vision from the start? In the drive to achieve self-sufficiency, how can an organization resolve the dilemma of keeping costs low and compensating staff adequately? What are the key elements of a financial system that can meet an SED program's need for budgeting, portfolio management and accountability?

...to a Fluid Process

Chief among the answers that emerged was the recognition that while the 12-box framework was useful to structure and record the ideas, the real process was much more complex. As one participant at the workshop noted, "It can be a much more fluid and organic activity than the lines on the chart suggest." From another's perspective, it can be much less continuous, more sporadic. In reality, as an organization goes through the process of creating and strengthening its abilities, it is forced to deal with many of these issues as they arise rather than in orderly and neat categories. The value of the framework is that it lays out the issues so organizations can identify them, plan to deal with them, and know that institutions do have experience in addressing many of them.

Concerns about Expansion

As an example, for some NGOs like MUSSCO and WOCCU, expansion must be achieved to assure a sustainable organization. Only a large number of credit unions can generate the financing required to staff and mount the central program. The two stages unfold together.

It also became clear that expansion should not necessarily be the goal for all NGOs promoting micro and small enterprise development. It requires a structural transformation of the institution, which involves a significant change in the vision and mission of an organization. It means setting a new direction or adding a different component to its current mission. This can take different forms:

- An NGO can take on the characteristics of a financial facility as it increases its credit portfolio.
- An NGO can become more like a policy organization as it advocates change to government and multilateral sectors.
- An NGO can become an institutional development agency itself, establishing new organizations with similar goals.

Some organizations, such as Tulay Sa Pag-Unlad, layer these new forms over old, reflecting a diversification of roles and program aims as they mature.

At the same time, participants underscored the importance of supporting sustainable SED NGOs, no matter what their size. The goal should be a network of effective, creative institutions adapted to local NGOs, rather than the promotion of just a few large, expanding ones.

Other Important Elements

Other key ideas included an appreciation of the important role boards of directors play in shaping the view of an organization and guiding it through the several stages; the need to develop a set of operating principles and a basic system in the earliest stages that can be amplified later to fit the needs of a growing portfolio; and the changing nature of funding required at each stage. While small amounts of project funds are sufficient in the development stage, sustainability demands that an organization can assure a regular flow of income from internal sources such as interest income and local fundraising first, and external sources second. Expansion further implies developing the capacity to negotiate and manage new kinds of resources, such as soft and commercial loans, that require different accountability.

Participants recognized that it was

(continued on page 12)

SEEP *(continued from page 11)*

important to build ties with community participants during the development stage, which would remain the bedrock relationship throughout. On this basis, other relationships evolve in the local and international NGO community, as well as with governments and major donors. In the early stages, these relationships are motivated by the internal needs of the program. Later on the institution's goals are more externally-oriented: to influence policy; to promote the role of SED as a key element in development strategy; and to speak for the poor they represent.

Over the next few months, SEEP will be developing these and other ideas that emerged from the workshop. A working paper, *"The Process of Institutional Development: Assisting Small Enterprise Institutions to Become More Effective,"* will be available from SEEP in November. It is funded by the Agency for International Development's GEMINI project. Additionally, a workbook incorporating framework cases and tools has just been produced for NGOs seeking support for their own institutional development. (See Resources.)

During the workshop, tools were exhibited covering such critical areas as partner identification, building ownership, staff training and system development, resource mobilization and evaluation. They included manuals, formats, worksheets, sample contracts and other types of material created by SEEP member agencies and are adaptable to a wide variety of settings.

SEEP invites readers' comments on the ideas in this article, and other contributions to the topic. Readers may also be interested in related reports of the network, such as the *Forum Report* series which covers a broad range of issues in achieving effectiveness in micro and small enterprise development. For a publication list, to receive the newsletter *News-Notes* or to share ideas, write to: The SEEP Network, c/o PACT, 777 United Nations Plaza, New York, NY 10017. Δ

Elaine Edgcomb
Coordinator, SEEP

CUNY Interview *(continued from page 10)*

We see two dialogues going on. Donors are talking with agency headquarters about ways to improve coordination and fundraising. At the field level they are talking about how to make projects more effective and innovative. But the operational questions do not percolate back up the system. For example, the USAID missions rarely evaluate and communicate back to the Office of Foreign Disaster Assistance (OFDA) how the latter's approaches have worked and how to modify them at the initial stages to make them more effective. NGOs in the field do not communicate back to their headquarters about more imaginative financing.

IM: What would you suggest, other than creating a forum for dialogue?

CUNY: One option is to create new model program approaches. We should be developing alternative types of famine relief or counter-famine operations. We should be exploring new methods of intervention in the agricultural sector after disasters.

We should be looking at new ways of doing housing. We should develop broad frameworks under which we can operate and obtain funding instantaneously, while still promoting creativity in the field.

We should provide a means for a PVO to quickly meet the donor demands, yet design a program tailored to the community's needs. We need mechanisms that automatically channel resources into such activities. The process of developing proposals and getting them reviewed seems to delay the response in practice.

IM: Are donors currently engaged in the sort of approach you are promoting?

CUNY: It is not formally on anybody's agenda at the moment, but there are groups getting together to talk about it. We [at Intertect] have been very active in promoting the dialogue. Some people in the UN, especially in UNDP and the Secretary General's office, are very concerned about this issue.

I think there is a need for major rethinking about how the UN system operates, including clarification of mandates and broadening terms of reference for key agencies such as UNDRO. We have to get beyond these memoranda of understanding between agencies and think in terms of closing the many gaps that exist.

Certainly the world is crying out for quicker and more effective responses. The World Bank and Asian Development Bank have done some very interesting things lately. They did a program in Sri Lanka where they provided development aid instead of relief in a conflict situation. They tried to get people back to full employment, to reduce the likelihood that they would go back to fighting.

The Inter-American Development Bank has begun a dialogue on how to do this in Central America, and OFDA has developed some creative ways for agencies to move in this direction in Africa.

AID has also been seeking ways of engaging the Soviets in dealing with famines and other types of problems. The Soviets are very interested in disaster mitigation in the Third World. We have provided assistance to the Soviet Union, but we haven't drawn the Soviets in to share our experience overseas.

Fundamental changes can only come by getting other countries involved in the dialogue. If we get the Eastern Bloc working with us on attacking the ills of the relief system, think of the power we'll have for change. Right now there are just a few agencies trying to put pressure on a few governments to make the necessary moves. Half the world has been blocked out for political reasons.

PVOs should also bring the Soviets into the dialogue and get them to work with us to open new avenues for reaching the poor — think of the opportunities the Soviets would have in dealing with Ethiopia; bring the Cubans in on the dialogue; bring the East Germans in; look at the resources they're likely to have. Certainly if we can get the Chinese engaged, the opportunities that we can offer the Third World are going to be just incredible.

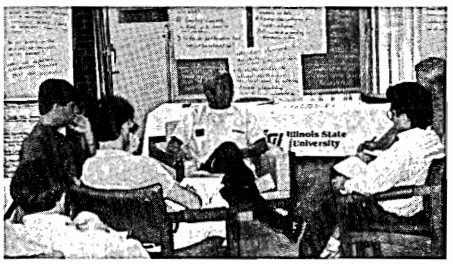
IM: And the damage we can prevent?

CUNY: Yes. And if we do it wrong, the damage that we don't prevent. Δ

Evaluation Tools to Measure Institutional Development

Workshop

Is it sufficient to measure your organizational ability to strengthen your local partner, or do you also need to focus on the partnership itself? Does your organization include indicators for evaluation in its programs? Do you really need to evaluate your partnerships and programs in order to advance Institutional Development (ID)? While development organizations have debated these questions endlessly, it is now clear that if NGOs want to remain relevant in these challenging times, they will have to find some answers and act on them.



To that end, PACT organized a workshop in July at Illinois State University on **Evaluation: Measuring Institutional Development.** Thirty-two Private Voluntary Organization (PVO) program staff and four university academics brainstormed for three days on evaluation methods, systems, models, cases and processes. Their primary purpose was to explore the growing implications that USPVOs' partnership with local organizations has for PVO evaluation approaches.

Surveys Most Prevalent

Presentations by Plan International and Helen Keller International highlighted the notable progress many PVOs have made in integrating evaluation into their overall program management however. In spite of this progress, however, the need to measure ID and at the same time involve partner organizations in the process has not been met. A review of current evaluation methods used by the participants revealed that surveys are still the most prevalent PVO approach to gathering information. Rapid Rural Appraisal, which has largely emerged as an alternative to surveys, sparked a lively debate on other information-gathering techniques. More experimentation is clearly needed in this area.

PVO Experiences and Approaches

The heart of the workshop was a case study on a real-life partnership between California-based Katalysis Foundation and BEST, an NGO in Belize. The case study stimulated creative thinking on specific ways to measure the progress of partnership. It also showed how dependent USPVO staff are on traditional approaches to ID.

Four PVOs, Lutheran World Relief (LWR), Christian Reformed World Relief Committee (CRWRC), CARE and Save the Children Federation (SCF), shared their recent work with the group. An LWR manual provides practical steps for process-oriented local organizations to build evaluation into their programs. Use of the manual has developed a commitment within LWR to assist organizations that it funds to voluntarily employ a systematic way of evaluating their own programs. The LWR Manual is a valuable tool for all USPVOs.

CARE presented an analytical framework that it has used in its country programs. It involves a number of local organizations. Both CRWRC and SCF have used traditional scaling approaches to measure ID.

Field staff use the scales to make assessments of changes in key indicators, which together help measure institutional development. CRWRC uses the scale to measure the progress of partner organizations, as a way to decide when to phase out their assistance. SCF measures the progress of community organizations within the region, where it works. This approach allows a field office to measure its own progress toward building sustainable programs.

Next steps

The group jointly proposed the following actions that PVOs should focus upon:

1. Create a clearinghouse of materials on evaluation, including unpublished works. This could take the form of computer networking among PVOs.
2. Compile more complete information on strategies currently used by PVOs to measure institutional development.
3. Seek opportunities for PVOs to exchange staff in the field to work on evaluations together and share training activities.
4. Organize other workshops focusing on more specific themes relating to the topic of evaluating institutional development.
5. Provide specific assistance for PVOs to build their evaluation capability.

For more information and a detailed report on the workshop contact: Charlotte McRobbie at PACT. Δ

PACT assisted a meeting early this year between Panamanian PVOs and the Canadian Embassy for Central America. This meeting was a follow-up to an exchange arranged between ACORDE and FODEPA (See IMPACT Issue No. 9). The gentleman in the center with a dark suit and glasses is the Ambassador Hon. Gar Parde. Approximately 37 people representing 19 PVOs attended the meeting.

European Agencies Discuss Partnership with Southern NGOs

In May this year, the German aid organization deutsche Gesellschaft fur technische Zusammenarbeit (GTZ) sponsored a seminar in Manloff, Germany on **Practical Modes of Cooperation: Creating National Framework and Policy Processes for Government — NGO — Donor Cooperation.** Organized by the Institute of Cultural Affairs (ICA) International, the seminar focused on lessons to be learned from PVO/NGO — Government — bilateral and multilateral agency partnerships.

A broad spectrum of international agencies attended the seminar.

PACT's Resident Representative in Guatemala and Executive Director of Local Partner ASINDES presented their experiences. The seminar was organized because of the recent trend (reflected in policy statements) of bilateral and multilateral donors who want to channel more funds through NGOs in poorer countries. According to the organizers, this shift in donor attitudes gives rise to a number of questions about what this would do to NGOs and to governments.

Central Recommendations

The participants identified three major areas of concern: the policy consultation process, rights and responsibilities for NGOs, and NGO readiness to participate in national policy dialogue, program design and implementation. Some of the major recommendations for NGOs that the participants came up with were as follows:

◆ *To improve the conditions for NGO performance,* they should undertake the following activities:

1. Develop a clear vision, mission and value statement as well as defining their role vis-a-vis the government.
2. Play an advocacy role on behalf of their target groups.
3. Encourage local communities to identify needs and priorities and assist them in solving them.
4. Be answerable primarily to the development aspirations of the population.

◆ *To exist and operate effectively within an established system,* NGOs should adopt the following strategies:

1. When a political environment is not favorable, adapt and work skillfully and appropriately to secure the interests of their people.
2. Promote and encourage the establishment of an NGO umbrella organization to represent interests of members vis-a-vis the government and donors, provide monitoring and auditing services, etc. The NGO could also design a Code of Conduct for NGO activities.

◆ *To facilitate NGO development,* the following procedures and methods may be suggested:

1. When dealing with international donors and NGOs, NGOs need to be able to adopt a professional and skillful approach.
2. To facilitate interaction between local communities and government authorities, NGOs should ensure the dissemination of information (publications and so on).
3. To ensure sustainability and continuity, NGOs should establish mechanisms for self-reliance.

The implementation of some or all of these recommendations will make positive impact on the contribution of NGOs and the communities for whom they work.

For a detailed report of the discussions, contact: John Strigham, The Institute of Cultural Affairs International, Rue Amédée Lynen 8, B-1030 Brussels, Belgium. Δ

Debt for Development

This Summer PACT and the Association of PVO Financial Managers co-sponsored a one-day workshop on **Debt for Development and Debt Conversion Tools.** InterAction held a similar seminar on Private Funding - Debt for Development, as part of its Annual Forum 1990. A consolidated report has been prepared on both workshops. The objectives of the PACT workshop were to explain the various concepts, introduce the main broker organizations helping PVOs in debt conversion, and share the experiences and perspectives of organizations that have successfully completed transactions.

Some Observations

The increased menu of options — formal and informal debt conversion programs, current private corporate debt, blocked funds and no funds import license — indicates that the currency conversion market has moved in favor of the non-profit sector. The PVO community has responded by using these new options, in addition to sovereign debt.

Currency conversions enhance a PVO's access to local debtor country resources. As a result, an organization can increase its number of programs, expand existing programs and/or improve quality of on-going projects. However, currency conversion is not a funding option for every organization, for every program, or in every country of operation.

Most of the PVO community transactions have concentrated on Latin America and Africa. The focus of these transactions has been to finance current programs as well as initiate new ones.

For PVOs entering the conversion market, broker organizations can provide an extensive range of services. These services range from country profile and program write-up, to negotiating the price of debt paper with commercial banks and the rate of currency exchange with the debtor country government.

Survey Underway

There was strong consensus among participants that more coordination among broker organizations and PVOs that have successfully completed conversion transactions could benefit the broader PVO community. In response to the workshop evaluations, PACT is conducting a survey for a database which will categorize USPVO program capabilities and broker offerings. This will help match PVO capabilities with countries offering debt/currency conversion programs. If you would like to participate and have not yet received a questionnaire, please contact us at PACT.

Complex accounting issues and long standing philosophical oppositions to debt concessions were part of the discussion.

For a complete report on the two workshops, contact: the Association of PVO Financial Managers c/o PACT. The report is free for members of the Association, and $10 for non-members. Δ

Bindu Sharma

Training in Strategic Planning and Financial Sustainability

Costa Rica

Workshop This year the Resource Foundation and PACT have begun to facilitate a series of workshops in Latin America on **Strategic Planning and Financial Sustainability.** The first of these was held in May in Costa Rica, with 27 representatives of 22 organizations in seven countries. Macro and micro environments and organizational analysis were part of the discussion on strategic planning. Components of a resource mobilization campaign were discussed in detail with illustrative documentation. Experiences in fundraising were exchanged: Maria Aminta Quirce (Resource Foundation) spoke about approaching agencies in Europe; Kris Merschrod (PACT) shared the results of the debt-equity swap activity in Costa Rica; Alexis Rovzar (FMDR) gave a presentation about a local fundraising campaign; and Ricardo Martinez (HATA) talked about using a for-profit venture to help support a non-profit agency.

Representatives of USAID/Costa Rica; CIDA; the Ecumenical Development Cooperative Society (Holland) and the IDB shared their views.

Some of the side benefits of the workshop included helping the representatives of ANDAR (Costa Rica, Honduras, Guatemala) to better analyze their current position and avoid making a precipitous fundraising trip to Europe. It also provided the opportunity to gather the OEF personnel from various countries for a strategy session following the workshop. Finally, the bringing together of the representatives of nearly all the Central American consortia facilitated their discussions and helped them strengthen their ideas and plans for a regional organization. Most important, instead of limiting the membership to only one consortium per country, they are now encouraging all of the umbrella agencies to join, including ACORDE. Δ

Colombia

Workshop In September, the Resource Foundation and PACT co-sponsored in Colombia a second very successful workshop on **Strategic Planning and Resource Mobilization.** The participants were 37 representatives from 34 Colombian private development organizations with interests ranging from micro enterprise to drug abuse. They came from all parts of the country.

Locally, the hosts for the workshop were PACT members Servivienda, Fundaec and Foundacion Notre-Sur, an agency newly formed to facilitate the flow of information between the North and the South. Staff from Solidarios, the Resource Foundation and PACT served as resource persons.

A number of discussions and practical exercises were dedicated to the subject of strategic planning. Also reviewed were various elements of fundraising: proposal writing, methods of approaching funding agencies, characteristics of funding agencies, identification of funding sources, fundraising personnel, and the preparation of fundraising work plans.

The process was highly participatory. The participants themselves presented a wide variety of fundraising experiences, including: World Bank/ Japan/ debt conversions; fundraising in the U.S. and Canada; and local government, banking and corporate sources. The resource persons used the free time during the entire three days to provide one-on-one feedback to some 15-20 participants on their individual projects. A certificate was distributed to all who had attended.

The next workshop in this series is planned to be held in Ecuador in early 1991.

For more information contact: Daniel Santo Pietro at PACT or Lorren Finnel at: The Resource Foundation, Box 3006, Larchmont, NY 10538. Tel.: (914) 834-5810. Δ

Reports provided by Loren Finnel, Executive Director, The Resource Foundation.

Group Pension Plan Available to USPVOs

PACT recently negotiated a pension plan for small- to middle-sized PVOs that will entitle them to an investment return previously available only to large organizations and corporations. Additional benefits include lower administrative fees, option for each PVO to set its own contribution levels and vesting schedule, and a wide range of investment vehicles.

The 403(b) plan allows for both employer and employee contributions on a tax-deferred basis. The insurance carrier chosen to fund and help administer the plan is Aetna Life Insurance and Annuity Company. Aetna representatives throughout the United States will assist interested PVOs with plan design suggestions, preparation of plan documents and summary plan descriptions, filing of 5500 forms, non-discrimination testing and more.

PACT and Aetna are currently exploring a way to make pension contributions on behalf of overseas employees that will make the most of their tax-deferred status.

PACT hopes that this plan will help organizations that do not presently have a pension plan to easily implement one. In addition, the range of investments should interest organizations that are not pleased with their current plan.

For those in the plan, PACT plans to provide annual updates on non-profit pension rules and regulations. For more information about the pension plan, please contact us at PACT. Δ

Alison Smith

Calendar

November 1 Washington, D.C.

Workshop on Pension Plans for Non-Profits.
Contact: Alison Smith at PACT.

November 1 Washington, D.C.

Workshop on Flexible Spending Accounts.
Contact: Alison Smith at PACT.

November 12-17 Mombasa, Kenya

Workshop on Building Organizational Effectiveness through Teamwork.
Contact: Charlotte McRobbie at PACT.

November 13-16 Quebec City, Canada

Conference on Partnership and Participation in Natural Resource Management in the Sahel.
Contact: Maria Blaque-Belair at PACT.

December 6 New York, NY

Workshop on Pension Plans for Non-Profits.
Contact: Alison Smith at PACT.

December 6 New York, NY

Workshop on Flexible Spending Accounts.
Contact: Alison Smith at PACT.

Mr. Philip L. Christenson, Assistant Administrator, Bureau for Food for Peace and Voluntary Assistance, Agency for International Development shares his views on PVOs with the PACT Board of Directors. From left to right: Daniel Santo Pietro, Nan Borton, Louis Mitchell and Philip Christenson.

Summer 1991 Issue No. 14

IMPACT

Management Resources for Private Voluntary Organizations

Private Agencies Collaborating Together 777 United Nations Plaza, New York, NY 10017 (212) 697-6222

NGOs as Bridging Organizations: A Complex Role

By L. David Brown

Many NGOs are "bridging organizations," that must work effectively with several different constituencies in order to carry out their missions. In this role, they require a number of special skills, the lack of which invariably leads to internal and external conflict. **David Brown**, *President of the Boston-based Institute for Development Research (IDR), provides insight into some of the major challenges and opportunities that bridging organizations face.*

Development NGOs must be credible to donors if they are to get resources; they must have influence with policy makers to affect development policies; they must provide relevant support to grassroots groups to improve the lives of the poor. For example, the Indonesian Environmental Forum (WALHI), must provide persuasive policy analyses to influence the Government of Indonesia, good linkages to grassroots activists to generate resources from international donors, and relevant services to its NGO members to survive as an effective network.

Bridging organizations span the economic, political and cultural chasms that often separate the diverse stakeholders in social and economic development. IDR's work with bridging organizations has led us to believe that they present unique challenges to their leaders and staff. They serve multiple "customers," whose demands may be inconsistent or even contradictory.

For instance, many NGOs find themselves pressed to be accountable to donors. When such pressures supersede other concerns, the organization may become, for all practical purposes, a "donor-driven" agency that responds slowly — if at all — to the concerns of their ostensible beneficiaries. For other organizations, the demands of beneficiaries may drown out the voices of other constituencies. "Beneficiary-driven" organizations attend to grassroots concerns even at the risk of losing touch with their critical resources.

Most NGOs pay some attention to multiple constituencies. They struggle to bridge the differences between donors, beneficiaries, policy makers and the public; they seek ways to responsibly serve the interests of diverse constituencies; they look for creative syntheses that allow mutual gains among their varied stakeholders.

The bridging organization role offers at least four organizational challenges and one important opportunity.

Challenge One: Managing Differences

Organizations that bridge gaps among diverse constituencies often find themselves in conflict. One U.S. community development agency, for example, became highly frustrated with the contradictory demands of certain black groups and white corporations. The agency reduced its frustration by reducing contact with the offending constituencies, only to find

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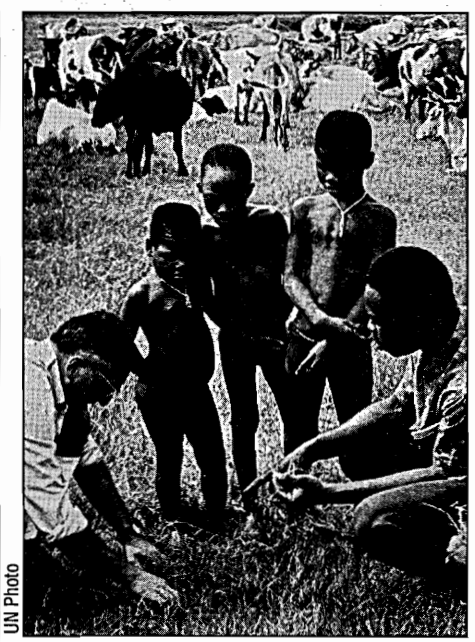

UN Photo

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IMPACT is designed to help strengthen the management capacity of private voluntary institutions in their U.S.-based administrative activities and international (particularly developing country) program work.

PACT welcomes the suggestions and contributions of IMPACT readers. Please send letters, copies of new studies, publications, videos, your comments, questions and announcements to:

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Editor's Note

As we all know, the days are gone when development assistance was a North to South proposition. Today the challenge is to recognize our interdependence and work on special concerns together. This issue carries several articles which speak to those concerns: They focus on women and environment, bridging NGOs, participatory management, and using microcomputers in the field. Also included are regular columns on Resources, Appropriate Technology, and News Events in the development community.

Donor policies are always a hot topic. Beginning with the Fall Issue of IMPACT, you will have a chance to ask questions — and get answers — on World Bank donor policies. Send us your questions by **August 15.**

Finally, we welcome your comments and opinions on any of the issues presented in this edition of IMPACT. Δ

Bridging NGOs *(continued from page 1)*

that it could not accomplish its mission of creating new enterprises until it built the organizational capacity to work with those groups.

On other occasions, conflict may erupt within the NGO itself. Many large NGOs find that differences in goals and values among field staff and fundraisers produce misunderstanding and conflict. Some NGOs have developed systems of communication and joint problem solving to increase mutual acceptance and understanding.

Challenge Two: Multiple Accountabilities

If bridging organizations are to serve multiple constituencies, they need mechanisms for being accountable to each. The dice are loaded in favor of accountability to donors, because powerful systems exist for accounting for financial resources, and because donors have considerable power in their relationship with poor recipients.

We need to know more about how poor and powerless constituencies can hold bridging organizations accountable. A recent evaluation process that invited African organizations to evaluate the donor USA for Africa — rather than have the donor evaluate them — is an intriguing experiment in learning from beneficiaries. Without accountability to multiple constituencies, the attention of bridging organizations too easily focuses on the concerns of a few.

Challenge Three: Synthesizing Interests

Working at the intersection of conflicting interests can be a burden, and bridging organizations may protect themselves from the uncertainties they face. Proliferating policies and manuals to cover every eventuality, for example, may reduce demands for managing conflicts, but at the expense of flexibility and opportunity for innovation. An alternative approach is to conceive of the organization's role as bringing together different perspectives in the service of encouraging dialogue, educating constituencies about each other, and creating new concepts and perspectives that take into account multiple interests. For example, the Society for Participatory Research in Asia (PRIA), India, invited both donors and beneficiaries to participate in its self- evaluation process. The resulting discussions stimulated both PRIA and its evaluators to reconceive their future collaborations for wider national and regional impact.

Challenge Four: Besieged Leadership

Leaders of bridging organizations often feel that they can do no right. Whatever action they choose, some of

(continued on page 14)

✓Send your letters, announcements, books and videos for review, and calendar events by August 15, 1991 c/o The Editor, IMPACT.

African Women and Environmental Concerns: Cause or Victims?

By Sithembiso Nyoni

UN/Ray Witlin

Sithembiso Nyoni *is the founder of the Zimbabwe-based Organization of Rural Associations for Progress (ORAP), one of the largest grassroots movements in Africa. She is also the first and only woman in the Zimbabwe Forestry Commission of the Ministry of Environment and Tourism as well as the Derelict Lands Board in the Ministry of Agricultural and Rural Resettlement. Ms. Nyoni is on several international boards, among them IRED and World Council of Churches. With a Master's degree in rural development and extensive experience in mobilizing rural communities, she is a valued representative of the people.*

It is common knowledge that African women carry the heavy load of their continent's survival. Through debt payments they are expected to extend their responsibilities beyond their family, and they are pressurized to respond to national and international crises by providing shelter, food, water, fuel and other basic necessities of life. These expectations come without consideration of the means of production and access to resources.

Rural women's most needed resources are land and water. It is well-known that the rate of environmental degradation in the South is accelerating, and that the status of the majority of women and children in these regions is worsening in a variety of ways. Women and the poor are often blamed for this state of affairs. They are regarded as poor land managers. "They do not appreciate nature. They cut down trees, kill lovely birds and innocent animals. They overstock and overfish. They have no sense of preserving and conserving water soils and fisheries."

Women are not to blame; they are victims. Factors such as globalization of the economy, the affluence supporting certain life styles, and environmental hazards are largely to blame. These influences bring poverty to the rural women, and poverty then pushes them to over-exploit the environment.

Structural Adjustment and Trade Liberalization

Soon after independence, Zimbabwe passed labor and other laws in favor of women and low-income groups. Men and women earned equal pay for equal work; producer prices were favorable; prices of basic commodities were controlled. As a result, communal farmers, most of whom are women, increased their production from 14% before independence to 60% ten years later.

The recent introduction of Structural Adjustment and Trade Liberalization is threatening this situation. Price controls have been lifted, and government subsidies on basic commodities removed. Everybody is now expected to pay for education and health services. Prices are shooting up by the day. As I write this, the prices of cooking oil, bread and maize meal have gone up 30%. Although the producer prices have also been increased, the equation just does not balance. The little that Zimbabwe had achieved in terms of uplifting the rural poor may now be reversed. Already, families living in drought-prone zones and in land classified as unsuitable for agriculture show signs of decline. Pockets of poverty will increase and the poor people will be pushed to further exploit their environment to survive the imposed economic pressures.

A major cause is that the World Bank's and the International Monetary Fund's strategy of globalization of the economy through debt payments and international trade in various countries tends to support the affluence of a few at the expense of the livelihood of many.

The Environment, Commerce and Growth

In ORAP efforts are being made to bring environmental awareness to related programs. Village communities, most of whom are women, are mobilizing themselves for organic mixed cropping in order to enrich and preserve soils; to plant indigenous trees; to identify their use and values; and to protect them. People have

(continued on page 12)

Participatory Organizations: A Key to Development

By Nanette and David Magnani

While some leaders of development organizations may be ideologically committed to the "empowerment" of their employees and some may not, they all must assure that their organizations perform efficiently and effectively. Recent studies, such as those done by the New York Stock Exchange Foundation and the National Center for Employee Ownership, reinforce the finding that there is a strong link between employee participation in rewards and decision making on one hand, and organizational effectiveness on the other.

Specifically, the studies show that organizations with well-designed participation systems demonstrate greater flexibility in responding to external changes, lower turnover, better decisions more quickly implemented, and better internal communication. These results are applicable across a broad spectrum of organizations — for profit, nonprofit and governmental. Few agencies are using such information well. Among these is the Christian Children's Fund in Kenya, which is now moving to a more participatory model to improve performance, in anticipation of greater sponsor support.

Participatory Organizations as a Part of Participatory Development

There has been historical progress, in practice and in literature, toward more participatory development. But this has usually been limited to increased participation by clients or target communities. Save the Children, for example, has developed the C-BIRD model for involving villagers in the design and implementation of their projects, and is considered to be quite successful. WALHI, an Indonesian environmental advocacy organization, uses a "barefoot assessment" program for involving community members in assessing the environmental impact of development. However, in order to maximize the effectiveness of the broader development system as a whole (including donors), each organizational element in the system must itself be participatory.

While new, smaller development organizations tend to be inherently more participatory, growth has often brought more hierarchy and less participation. This is because development work is not "large batch" production, but rather requires responding rapidly to changes and putting people at the center of the development process.

Monica Edinger

Characteristics of a Participatory Organization

While there are no fixed rules, a survey of participatory organizations suggests some common characteristics: they are mission-driven rather than rule-driven; they are led by inspiration more than authority; they structure real decision making for employees, not just suggestion boxes or asking for their opinions. Job descriptions tend to be multiple-tasked. Employees are understood by themselves, their managers and their leaders, to be organizational members, not "resources" or "factors of production." Formal and informal relationships among staff, and between staff and managers tend to be horizontal and characterized by cooperation, teamwork and mutual respect.

Not only are participatory organizations structured differently, they tend to be characterized by a "culture" of participation as well, which may be particularly powerful when drawing on traditional aspects of the broader culture. For example, participants in the recent workshop, "Achieving Organizational Effectiveness Through Teamwork," held in Mombasa, Kenya for NGOs (see IMPACT, Winter-Spring, 1991, Issue 13), created the term "Bora Bora" to capture the concept of horizontal relationships. The direct translation is "leaders dancing with their subordinates," and at the workshop they did!

Critical Challenges

At the Teamwork workshop mentioned above, participants from 22 NGOs rated their own organizations on 15 characteristics related to the degree of participation on a 10 point scale. The average rating was 2.1, which is very non-participatory. Vestiges of colonial rule are reflected in many of the field organizations, and donor ties to government bureaucracies contribute to keeping NGOs from moving in a more participatory direction.

However, the performance data on well-designed employee participation systems are irrefutable. The challenges that face NGOs are rapidly changing and growing. If the needed changes in management approaches fail to keep pace, much more than time will be lost. Management issues will quickly manifest themselves in the way programmatic services are delivered. Farmers won't be getting critical educational messages on time, mothers will miss out on vital child survival services, and children in need will suffer even more injustices.

Nanette Brey Magnani *is Director of the Organization Development and Training Service at the PVO World Education in Boston.*

David Brey Magnani *is a former Peace Corps volunteer and trainer, and currently a Massachusetts State Legislator.*

Organizations which effectively undertake a change toward more participatory approaches usually do so in a systematic way. Many use some type of external assistance, though it is not essential. For information about such organizations or for reference materials contact the authors at World Education, 210 Lincoln Street, Boston, MA 02111. Tel.: (617) 482-9485; fax: (617) 482-0617. Δ

To respond to this article, write c/o The Editor, IMPACT.

Can NGOs Influence Donors? — View from the World Bank

David Beckmann, *an economist and an ordained pastor, is the World Bank's lead advisor on NGOs. As such he has been deeply involved in the Bank's recent efforts to open up dialogue with NGOs and involve them in Bank programs. In September, he will become President of Bread for the World, a 44,000-member Christian citizen's movement in the United States. Below he briefly shares with us his thoughts as he makes this transition from the Bank to an NGO. If you have questions about the World Bank's work with NGOs in any country, please send them to the Editor, c/o IMPACT. In subsequent issues of IMPACT we will print the World Bank's replies to selected questions in this column.*

Q: You have had responsibility for the World Bank's work with NGOs over the last four years. How much has that relationship really changed?

A: The Bank's effort vis-a-vis NGOs has at least tripled over the last four years. The most obvious indication is NGO involvement in Bank-financed projects. NGOs are now involved in about 50 of the 225 or so projects that the Bank finances each year. That's up from less than 15 a year in the past.

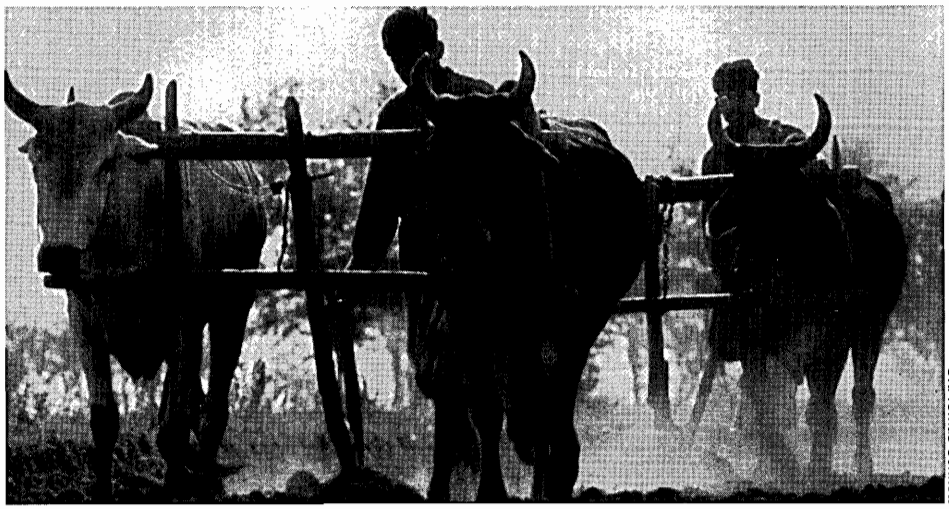
Q: Some people say that the Bank is mainly interested in getting NGOs to implement its projects. Would you react to this?

A: It's true that Bank staff most often turn to NGOs to implement parts of a project which the Bank and a developing country government have planned. But the Bank's policy is to expand NGO involvement in project planning and development policy. With urging from the Bank's management, the Bank is moving in that direction.

Q: Can you give specific instances of NGO influence on policies?

A: In April of this year, the Bank invited 50 NGOs to Washington to discuss a preliminary version of its new forestry policy. This was a diverse group of NGOs, including some of the Bank's most active critics.

In another example, NGOs, government officials and international agency staff met together in Quito, Ecuador to plan a Social Investment Fund. The Bank is planning to support this fund and will channel government money to NGOs. PACT has played a key role, as it has in some other countries, in setting up this new governmental channel of funding for NGOs.



UN/Tomas Sennett

Q: You have recently been elected to head a poverty advocacy NGO, Bread for the World. What are your thoughts on making this shift?

A: My view from the World Bank has allowed me to see the growing opportunities NGOs have to influence official policy. I've listened to southern NGOs repeatedly urge northern NGOs to do more to influence industrial country government policies. At this point, I think I can contribute most by strengthening the U.S. churches' poverty advocacy efforts.

Q: What role does Bread for the World play in the worldwide NGO movement?

A: On international hunger and poverty issues, Bread for the World is the largest advocacy NGO in the United States. I expect that it will draw policy advice from Third World NGOs. And it is crucial — maybe for the survival of human civilization — that U.S. PVOs also do more to educate their donors and influence U.S. public policy. What PVOs do to help the poor directly is vital, but these efforts are dwarfed by the impact of U.S. military, diplomatic, trade and aid policies.

Q: You have a book coming out this month, which might interest our readers. What is it about?

A: It is called *Friday Morning Reflections at the World Bank.* It is written by four staff members of the Bank – a Hindu, a Muslim, a Christian and a humanist. We all agree that spiritual and ethical values have been dangerously slighted in shaping global development. The book addresses these concerns.

David Beckmann *can be reached at the World Bank, 1818 H Street, N.W. Washington, DC 20433.* Δ

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USAID Overhauls Mission and Structure

As voluntary agencies watch with great interest, the U.S. Agency for International Development (USAID) is making some major changes in its operations. This includes a new Mission Statement, new initiatives, an internal reorganization and new legislation. These changes are significant not only to U.S. voluntary agencies, but also to those in other countries affected by U.S. foreign policy.

According to **Dr. Ronald W. Roskens,** Administrator of A.I.D., the changes are to help the agency "continue to provide American leadership in international development assistance" in view of the rapidly changing global situation today. Addressing the Advisory Committee on Voluntary Foreign Aid (ACVFA), Roskens said, "We needed to formulate a set of principles that would reflect USAID's role in a post-Cold War age in which our commitment to humanitarian efforts was renewed... in which geopolitical security concerns were less pressing... in which environmental concerns were elevated... in which the promotion of democracy as a vital ingredient for economic growth was explicitly recognized."

Composed of members of the PVO community and other groups, the ACVFA was established by the President in 1946 to enable private citizens to meet with USAID officials to discuss U.S. foreign policy assistance. It is expected to play an important role during the current restructuring process, particularly on issues of mutual interest in the U.S. Government and PVO community, and in identifying areas for potential PVO involvement in the U.S. international development program. Periodic updates on proceedings in this area will be provided. Δ

COMPUTERS

Promoting the Use of Microcomputers in the Field

By J. Alberto Espinosa

Fakih/Kumble

With more sophisticated computer systems appearing daily, the gap between developed and developing nations keeps spreading. A few of the latter have taken advantage of new computer technologies, but on a much smaller scale than their northern counterparts. It is important for NGOs to realize that: (a) microcomputers are becoming critical development tools; and (b) computer-based communications are today's standard for information exchange worldwide. In this article, **J. Alberto Espinosa,** *Director of Management Information Systems at TechnoServe in Connecticut, describes the conditions necessary to promote the appropriate use of microcomputer technologies in the field, and discusses the future role of computers for NGOs.*

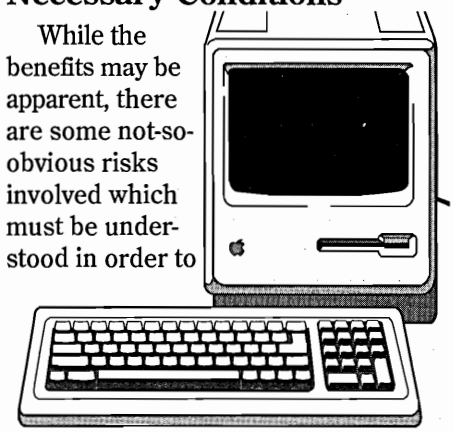
Computers as Development Tools

Besides the known benefits of productivity improvement and information management, microcomputers have the potential to contribute significantly to development. They enhance our ability to promote development in activities such as education, training, access to global markets and communications. They also lead to improved timeliness and quality of decision-making information.(1)

In 1990, TechnoServe conducted a survey of 35 voluntary agencies for USAID's GEMINI Project.(2) Survey results found that U.S. development organizations are becoming sophisticated in their use of computers, and that most of them use computers for accounting, financial management, administration and field databases. However, it was also found that only a few people are promoting the appropriate use of computer technologies in the field or using computers as development tools. (3)

Those who do are using communications and microcomputer technologies in creative ways to facilitate training, trade, disaster relief, government planning and field office support. Development Alternatives, Inc. (DAI), (4) Agricultural Cooperative Development International (ACDI),(5) Volunteers in Technical Assistance (VITA) (6) and TechnoServe are a few such agencies.

Necessary Conditions



While the benefits may be apparent, there are some not-so-obvious risks involved which must be understood in order to successfully establish a computer system in the field. This is particularly true with regard to the introduction of technologies to environments that are not yet ready.

Computer implementations that do not fulfill specific business needs are a common problem. Datex Inc., a consulting firm based in Washington, DC, conducted a series of studies on the use of information technologies by African NGOs for the USAID-funded PVO/NGO

(continued on page 11)

The Earth Summit — Unasked Questions

By David C. Korten

In 1992, the governments of the world and thousands of citizens' organizations will assemble in Brazil for the UN Conference on Environment and Development (UNCED), also known as the Earth Summit. There they will formalize agreements intended to resolve major global environmental problems. Countless environmental issues have been identified, yet three fundamental questions, the answers to which are essential to any successful conference outcome, have been consistently sidestepped on official forums.

Q: Is sustained economic growth possible within a finite eco-system?

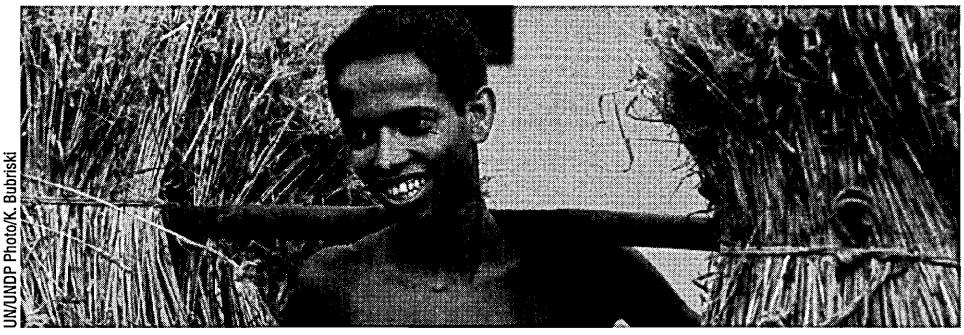
A: The prevailing wisdom says that economic growth will provide the additional wealth needed to invest in cleaning up the environment. This answer argues in favor of business as usual, only applying greater skill, wisdom and commitment in the quest for sustained economic growth.

Yet the data indicate that environmental destruction is a direct consequence of a world economy that has outgrown the capability of earth's ecology to sustain it. If so, then more aggregate growth will only exacerbate the problem and hasten ecosystem collapse.

Those who challenge the conventional wisdom are dismissed as insensitive to political reality and the needs of the poor. The real issue, however, is the reluctance of the wealthy to accept the obvious implication that if further aggregate growth will not resolve the global crisis, then the only option that will assure the survival of human civilization is a massive reallocation of existing global wealth.

Q: Is the removal of barriers to the free international flow of trade and capital consistent with the essential need for community and environmental stewardship?

A: Conventional wisdom says that economic growth, and thereby the well-being of people, is best served by the elimination of barriers to the free flow of trade and capital across national borders. We face two problems here, the first being the growing body of evidence



UN/UNDP Photo/K. Bubriski

indicating that increases in economic output do not necessarily result in improved human well-being.

The second is less evident, yet even more basic. The competitive market is a powerful force for human advancement and one of the most important institutional inventions of human society. However, as with any powerful force, including the state, it may turn destructive if unrestrained. In the East we have seen the bonds of community and the values of environmental stewardship — both essential to a just and peaceful human society living in sustainable harmony with its natural environment — sacrificed to the unrestrained power of the state. In the West they are being sacrificed to the unrestrained forces of the market. Herein lies a simple lesson. The forces of both state and market must be balanced one against the other, and held accountable to the people's interests through the mechanisms of civil society. Both balance and accountability are lost when goods and capital move freely across national borders and people thereby lose their ability to regulate their own national economies.

Q: What role does official international assistance play in this context?

A: According to conventional wisdom, increases in international assistance are essential to environmental protection and the eradication of poverty in the South. While international assistance has continuously increased over the past four decades, poverty and environmental destruction have consistently worsened. In the meantime, assisted economies have become strangled with debt, the majority of it from official sources. This has further deepened poverty and forced assisted countries to mine environmental resources for foreign exchange.

Even if we discount the growing number of donor-assisted projects actively exacerbating these unfavorable trends, we must conclude that if its purpose has been to create equitable and sustainable prosperity for assisted countries, official international assistance has failed. There is every reason to expect that more aid will only make the problem worse.

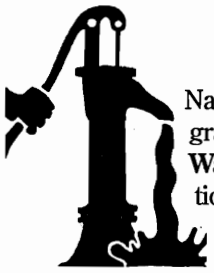
The official agencies responsible for the UNCED are not asking these basic questions. To the contrary, they repeatedly reaffirm the conventional wisdom with such ideological commitment that those who harbor doubts prefer to hold them in silence lest they be branded heretics.

It is unlikely that the delegates to the UNCED will find the right answers to our global crisis without first asking the right questions. Concerned citizens have no alternative. We must commit ourselves to assuring that these and other fundamental questions — no matter how heretical they may seem — are asked and thoroughly examined within the context of the UNCED and other official forums.

David C. Korten *is founder and president of the People-Centered Development Forum, a visiting professor of the Asian Institute of Management, and the author of Getting to the 21st Century: Voluntary Action and the Global Agenda. This column is contributed by the People-Centered Development Forum.* Δ

RESOURCES

Triumphs and Challenges of the Water Decade: A Video



Produced by the United Nations Development Programme (UNDP), **Safe Water 2000** is an informational video that takes a look at what has been accomplished and what remains to be done in providing adequate water facilities for people in developing countries.

During the UN-designated International Drinking Water Supply and Sanitation Decade, 1.35 billion people in developing countries gained access to clean drinking water and nearly 750 million, to improved sanitation. US$ 8.5 billion have been invested in this sector, much of it from developing countries themselves. And yet, 1.2 billion human beings still lack safe water and 1.7 million, sanitation.

The video gives a brief overview of some of the activity undertaken during the Decade, including technologies, participatory training and the involvement of women. Perhaps most important is the emphasis on the need for collaboration. Only through cooperation between local, national, regional and international groups can any impact be made on threats to safe water such as exploding populations and disease-ridden lands. The key message here is, "It can be done. And it must be done."

A bonus with the video is a booklet containing the text as well as case materials drawn from Nepal, Mali, Cairo, Bangladesh, Morocco, Bolivia and India.

Available in English and French. Price: $20. Also available on loan from UN regional film libraries; 12 mins. Order from: UNDP, Division of Information, Room DC1-1927, 1 UN Plaza, New York, NY 10017. Tel.: (212) 906-5303. Specify NTSC, Pal or Secam format. Δ

NEW

An Analysis of People's Participation

In this book, **Projects with People: The Practice of Participation in Rural Development,** Peter Oakley, of the University of Reading's Agricultural Extension and Rural Development Department, attempts to help the reader understand the concept of participation, with its many interpretations. He presents a detailed analysis of the various factors influencing, and steps needed to bring about people's participation in development projects. What prevents the book from becoming a theoretical discussion of participation are nine case studies from Asia, Africa and Latin America. Examples of participation in practice, the cases highlight the successes and failures of methodological approaches in a variety of sectoral, institutional and policy settings. From these cases, Oakley suggests elements of a strategy and a methodology for promoting people's participation. Published by the International Labour Organization (ILO), this study was funded by FAO, UNIFEM and WHO. The book can be ordered from: ILO Publications Center, 49 Sheridan Avenue, Albany, NY 12210. Tel.: (518) 436-9686. All orders must be prepaid, including postage and handling charges of $3 for first book, and $0.50 for each additional book.

Price: $26; 284 pp; Paperback; 1991. Δ

Workbook on Nonprofit Management

The Manitoba Institute of Management (MIM) has been testing and refining its training strategies since the early 1980s. The Institute's Management Centre offers extensive training and consulting to leaders of nonprofit organizations all over the world. The widely-known **Managing the Non-Profit Organization** is their latest revised international manual on the subject. The comprehensive manual covers the following and more: management of organizational strategy and culture; leadership; volunteers; resourcing the nonprofit; relating to boards, funding agencies, and time management.

Presented as a workbook for an actual workshop, the style of the manual encourages the user to go through its exercises and questions for review and discussion. Clearly organized and well-illustrated, the manual is a worthwhile addition to the body of knowledge on managing the nonprofit. It has been translated into French, Spanish and Indonesian.

Price: $150; 331 pp; 3-Ring Loose Leaf Binder; 1989. Order from: PACT Media Services at the address below. Δ

Project Manual for NGOs

Carys Jones

In **Project Identification, Design and Appraisal: A Manual for NGOs,** Laurie Zivetz of the Australian Council for Overseas Aid (ACFOA) presents simple guidelines for structuring projects. Emerging from the need of Australian NGOs to better articulate their varied approaches to development, it is written in a manner and style that can be applied in other countries. Packed with illustrations, the suggestions offered will provide project planners, development workers, NGO leaders, and others with useful basic information on values and partnership; management issues; proposal writing; and strategies and tools for project identification, design and appraisal.

Price: $18; $15 for developing country NGOs; 136 pp; Paperback; 1990. Order from: PACT Media Services at the address below. Δ

PACT Media Services, 777 United Nations Plaza, New York, NY 10017

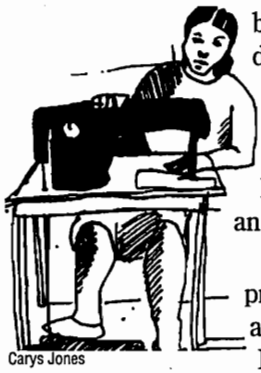
NGOs: You Can Create Global Change

One of the main premises of **Democratizing Development: The Role of Voluntary Organizations** is that voluntary organizations will only achieve their full potential if they develop a more strategic, coordinated way of working. The author, John Clark, emphasizes the now much-articulated view that decades of official development aid to the Third World have increased poverty. Development Policy Advisor and Campaign Manager for Oxfam, UK, Clark describes the immense variety of NGOs in the North and the South, their strengths and weaknesses, and most important, what they should do to promote grassroots democracy. In his suggestions on "redefining development," Clark urges NGOs to do active international lobbying to develop a "new pragmatism" in the face of the current world situation. After a discussion on the NGO experience with structural adjustment, Clark presents principles of structural transformation. Written in a clear-sighted, direct way, the book provides a wealth of information for anyone reflecting on NGOs in the 1990s. To order contact: Kate Griffin, Earthscan Publications, Ltd., 3 Endsleigh Street, London WC1H 0DD. Fax: 071-388-2826. Bulk discounts available. For surface mail add $2 or £1; airmail add $10 or £5.

Carys Jones

Price: $19.95; £9.95; 259 pp; Paperback; 1991. Δ

A Guide to Microenterprise & Finance


Carys Jones

According to the author, Robert Peck Christen, "Micro-businesses will generate a majority of the 120,000 jobs per day that will be required between now and the year 2000...." Increasingly, donors are realizing the value of funding micro-businesses. And successful cases have encouraged more groups in developing countries to enter this sector. It is primarily NGOs who face the challenge of designing and implementing effective microenterprise lending schemes.

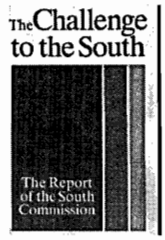
In this fast growing field of microenterprise and credit programs, tools to assist the financial management process are always valued. **Financial Management of Micro-Credit Programs: A Guidebook for NGOs** has evolved from the cumulative experience of ACCION International's affiliate organizations throughout Latin America. The material was tested in financial workshops held in the region over a period of two years.

It covers in detail topics like information systems, financial analysis of program performance, setting fee structures, and simplified budgeting and financial projections. The guide also includes sample reports and worksheets. This is a very helpful manual, aimed at NGO executive directors, financial managers, accountants, and all others who administer microenterprise credit programs.

Price: $19; Also available in Spanish for $15; 99 pp; Paperback; 1990. Order from: PACT Media Services at the address on page 8. Contact Robert Sutherland for shipping and handling costs. Δ

RESOURCES

The South: From Southern Perspectives



It is not often that political leaders and intellectuals in the South join forces to assess the problems, strengths and challenges in the region as a whole. People are usually preoccupied with the situation in their own country.

The South Commission was formed in 1987, comprised of influential individuals and great thinkers from developing countries. Under the chairmanship of Julius Nyerere, former President of Tanzania, the Commission worked for three years to take a long, hard look at the state of the South, and the tasks before it.

The Challenge to the South is the result of the Commission's work. It contains strategies appropriate for, and conducive to development in the countries of the South in the 1990s and beyond. Self-reliant and people-centered development; South-South and North-South relations; environmental protection; and the management of international trade, technology and other systems are among the topical issues covered. The report also deals with important and often ignored subjects like the gender dimensions of development, the pros and cons of a South Bank as an alternative multilateral institution for development finance, and the need for a South Secretariat to provide institutional and intellectual support for collective action.

Price: $13.95; 325 pp; Paperback; 1990. Order from: Oxford University Press, Attn.: Order Department, 2001 Evans Road, Cary, North Carolina 27513. Tel.: (919) 677-0977; fax: (919) 677-1303. Δ

PACT invites NGOs from developing countries to submit publications and videos relevant to the development themes it covers. Please send a review copy with any written reviews to the attention of The Editor, IMPACT, PACT, Inc., 777 United Nations Plaza, New York, NY 10017.

Simple New Solar Cooker Invented in California

Solar Box Cooker International (SBCI), a small NGO based in California, is offering a type of solar cooker that has brought forth enthusiastic responses in several countries. Since a variety of solar cookers have sprung up and faded away in the past three decades, we decided to ask **Robert Metcalf,** *President, and* **Beverly L. Blum,** *Executive Director of SBCI a few questions.*

Q: Solar cookers have been around in both the developed and developing worlds for a number of years now; what is significant about your organization and the model it offers?

A: Solar box cookers developed by SBCI are a low-cost, low-tech means to address a daily burden in developing countries. One cooks a whole family meal unattended without burning food. In some regions, women save hours every day by not having to search for fuel.

The solar box cooker is a simple insulated box with a window, where light is converted to heat to cook food, pasteurize water and for other uses. (See diagram.)

SBCI teaches people to build and use their own solar cookers. Through hands-on workshops, people can learn to adapt the basic idea to a variety of building materials, cooking customs and needs.

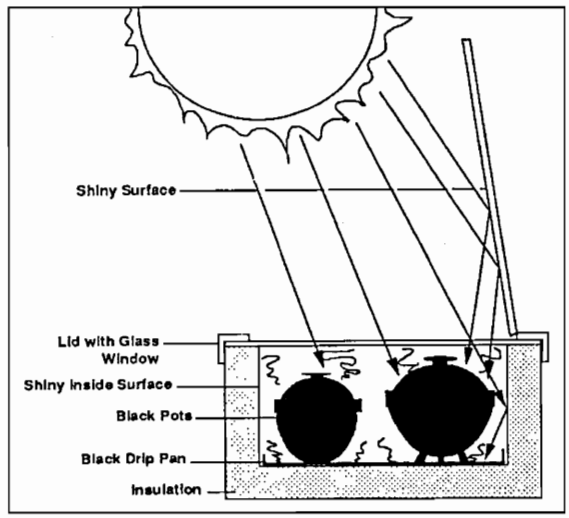
Q: Skepticism has been expressed in some developing countries about the solar cooker technology. Criticisms range from the cooker not being sophisticated enough, to the food taking too long to cook, to the cooker not suiting certain cuisines. What are the factors that determine successful adaptation?

A: There are six reasons why the skepticism which followed the solar cookers of the 1960s is no longer appropriate:

1. Most important has been the development of a truly "user-friendly" solar cooker.
2. Today this proven technology is spreading rapidly through small, community-based agencies in scores of countries.
3. Fuelwood scarcity now affects 1/4 of humanity; harms nutrition, health and the environment; and threatens sustainable development. Cooking with sunlight on sunny days cuts a family's fuel needs in half in India.
4. Pasteurizing water in a solar box can reduce the human toll of water-borne diseases in many developing countries where sunshine is the only abundant sustainable energy source.
5. Solar cookers can enhance health and environmental programs with limited resources at virtually no risk. Techniques for making and using a simple solar box are easily transmitted through participative education. No expensive equipment or technical skills are necessary.
6. Development agencies are now more experienced in effectively sharing beneficial technologies. For example, participation and feedback from intended beneficiaries — especially women — and realistic planning for a three to five year process have proven useful in well-documented solar cooking projects.

In our experience, the following are keys to self-sustaining solar cooking projects:

- Consumers are involved in an initial assessment of solar cooking and in adapting the basic idea to local building materials, foods, cooking customs and needs.
- Solar cooking is introduced as a supplement to other cooking methods.
- Following introduction of solar cooking through the media, public demonstrations and training workshops, there is a period of encouragement and response to consumer feedback, usually coordinated through locally respected educational institutions or community service agencies.
- Promoters, usually local women, are themselves enthusiastic cooker users.



- There is an expectation of a time lag in acceptance and actual use. With encouragement by respected local promoters during initial trials by individuals, use begins to rise significantly in the third or fourth year. This creates a market both for cooker-building materials, and for ready-made cookers.
- When such demand emerges, there is production and promotion by small businesses and/or other cooperative efforts.

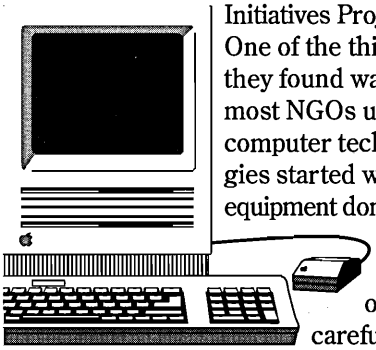
Q: What kind of services does your organization offer worldwide?

A: SBCI services include:

- Prototype educational materials on how to make and use solar box cookers, including leader training guides;
- Training and consultation for regional adaptations in solar cooking projects, available to institutions in developing countries at cost;
- An information network among hundreds of solar cooking projects to pool worldwide experience; and
- Research on adapting the solar box for varied needs and uses.

Q: How can Third World NGOs learn about, test, order or promote this technology?

A: Information kits, with or without a solar box cooker, are available from **Solar Box Cooker International, 1724 11th St., Sacramento, CA 95814 USA. Tel.: (916) 444-6616; fax: (916) 447-8689.** Information kit only: $11 plus $5 for overseas postage; information kit with cooker: $37 plus $20 for overseas postage surface mail. Δ



Initiatives Project.[7] One of the things they found was that most NGOs using computer technologies started with equipment donations made without a careful assessment of their actual needs and capabilities. The result has often been a mix of hardware and software without integration and standards, which has made it difficult to fulfill information needs or implement sustainable computer operations.

The two most important aspects of sustainable field computer operations are field support and communications.

A. Field Support

One important way to minimize risks is to provide adequate support. This involves all aspects of on-going computer operations such as user training, documentation, technical references, service, backup systems and system administration, all of which are vital for sustainable computer operations.

It is important to understand that every computer activity has a cost. This is why every computer decision should address a specific business or development need. Often, people make hardware and software decisions based on purchase price. However, acquisition costs can be very small compared to support and operation costs. Furthermore, disaster costs associated with data loss, recovery time and missed deadlines can be much greater.

Every organization we have talked to has a different way of supporting computers in the field, depending on factors such as local computer resources; customs regulations; availability of a U.S. or European home office, or counterpart to provide logistic and operations support; and the degree of field staff computer literacy.

In countries with scarce computer resources, the emphasis should be on user training to raise the level of self-reliance and improve field staff computer knowledge.

Two other important support practices are creating hardware standards and controlling spare parts redundancy. Hardware standards simplify service by field staff, since it is not difficult to learn the basic aspects of hardware maintenance. This also reduces the variety of items installed, which makes it easier to inventory redundant units and parts.

TechnoServe supports its field computer operations remotely through telecommunications, when possible, and relies on trained staff and local service. Hardware standards have played a major role in minimizing problems and enhancing local support capabilities.

B. Field Communications

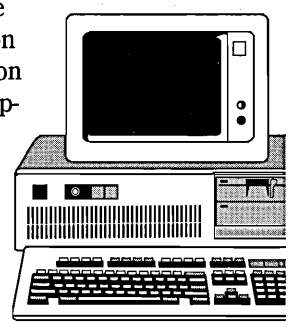
This is probably one of the most useful aspects of field computing. It not only makes remote support and information exchange possible, but also brings people together through electronic mail (E-mail), bulletin boards, and conferences, where ideas and methodologies can be shared.

Deciding on the most cost-effective communication option(s) can be complicated because there are several charges and services involved. Some of the charges are one-time setup fees, monthly charges, hourly rates, and per-character rates. These charges can also be local, U.S.-based, or both. This variety and complexity is due to the number of parties involved in telecommunications, such as telephone companies, public data networks (Telenet, Tymnet), E-mail and service networks (EIES, Dialcom, MCI Mail), special interest networks (Carinet, CGnet) and local governments. [8, 9, 10]

The Future Role of Computers in Development

Most development organizations and NGOs have limited financial resources to exploit the full potential of computer technologies. Some NGOs have a relationship or partnership with an American or European organization, which provides them with computer support. However, a large group of NGOs have either limited or no access to U.S. technologies and computer reference materials. The future role of computers in development offers great possibilities, to the extent that there is support to sustain ongoing operations, that people communicate, and that NGOs cooperate by sharing their expertise with others. In order for this to happen, we need a facilitating mechanism for global communications and cooperation worldwide.

Computer Users Network



To promote communication and cooperation among development organizations, TechnoServe and PACT have joined forces to establish a network of computer users and information managers in the development field. Two meetings were held, one on March 13 in Washington, DC, and one on March 21 in New York City, to find out if there was interest in such a network, and to discuss organizational issues. A total of 47 people from several development organizations attended these meetings. Most participants indicated a strong interest in such a network. It was agreed that: a) There will be two semi-annual general meetings; b) two hands-on workshops will be organized per year; c) the first workshop will be on telecommunications; d) VITA, ACDI, Partners of America and TechnoServe volunteered to organize and conduct the first workshop, tentatively scheduled for late June; and e) the general purpose of this network is to promote the appropriate use of computers in the field and to share computer knowledge and concepts.

To this end, the network's services to members will include newsletters, surveys, job postings, bulletin boards, special interest groups and computer reference materials. We hope that this network will generate interest among the international development community

(continued on page 12)

Computers *(continued from page 11)*

and expand beyond U.S. boundaries to include colleagues in other parts of the world. For more information on this network, contact the author.

TechnoServe provides technical assistance to medium-scale agricultural enterprises and institutions in the developing world, and has a commitment to the promotion of computers in development. For more information regarding the use computers in the field, please contact Alberto Espinosa or Jim McKinney at TechnoServe, Inc., 49 Day Street, Norwalk, CT 06854; Tel.: (203)852-0377; fax: (203) 838-6717.

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3. *"Microcomputers and Their Applications for Developing Countries,"* Westview Special Studies in Science, Technology, and Public Policy; Westview Press, Boulder, Colorado.
4. Development Alternatives, Inc. 7250 Woodmont Ave., Suite 200, Bethesda, MD 20814; Tel.: (301) 718-8699. Uses microcomputer technology for development. Contact: Miles Todder.
5. **"Innovative Approaches to Cooperative Management."** ACDI Project. Address: 50 F. St., N.W., Suite 900, Washington, DC 20001; Tel.: (202) 638-4661. Contact: Jeffrey Levine.
6. VITA, 1815 North Lynn St., Arlington, VA 22209; Tel.: (703) 276-1800. Contact: Dr. Gary Garriott.
7. Datex, Inc., 1400 Eye St., N.W., Suite 750, Washington, DC 20005-2208; Tel.: (202) 789-4300. For information on the PVO/NGO Initiatives Project, contact Pat Scheid.
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To respond to this article, write c/o The Editor, IMPACT.

Africa *(continued from page 3)*

UN Photo/John Isaac

regained their deep respect for nature. All this was possible because there was economic space. But where economic pressures exist and poverty is the norm, people spend most of their energy trying to survive rather than worrying about the state of the environment.

The rural poor are not the only group exploiting the environment. Commercial firms continue to cut down thousands of trees each year from indigenous forests to produce timber and furniture for local and export markets, largely to meet the needs of the affluent. The very poor do not benefit from this, and are directly affected by the environmental changes caused by the resultant deforestation, change of rain patterns and drought. This in turn affects the water supply, soil and fisheries; in other words, all agricultural activities which are the basis for their livelihood are affected.

The globalization of scientific advances has changed the face of the world for the better, but only for a few people. For the poor it has produced more pollution, toxic waste and environmental hazards than it has economic, social and development benefits. In May 1988, the Organization of African Unity (OAU) adopted a resolution which, among other things, declared the importation of hazardous wastes of any kind into Africa as a criminal act. (ECA Environmental Newsletter Vol. No. 1 August 1990. p. 3). Such waste is often poured into rivers, making the water, which is women's major resource, impossible to use.

Despite such a resolution, toxic waste still reaches women in villages through insecticides and pesticides. Fruits and vegetables sprayed with toxic chemicals without proper instructions have caused health hazards and death. Such chemicals have been known to cause environmental imbalance by destroying some insects which live on those which destroy crops, so that those insects then become a worse menace.

Environmental problems cannot continue to be blamed on women and the poor alone. Solutions to these problems need to be both international and site-specific in order to take into account global economic forces as well as cultural and socio-economic factors. As a grassroots movement, ORAP will continue with its awareness-building and practical, environmentally- sound approach to development, as we believe that success in preventing and overcoming problems is achieved in small steps.

Milaray Quiroga

The Organization of Rural Associations for Progress (ORAP) is an indigenous Zimbabwean grassroots movement for rural development, formed by Zimbabweans in 1981, soon after independence. ORAP aims at equipping people with the necessary incentives for self-help development. The main objective of ORAP is to empower people through the "zenzele concept" (self-reliance) and to encourage people to combine their efforts, labor, skills, ideas, knowledge and materials to improve their living standards. Δ

Dialogue Grows Among Agencies Working With Indochina

The U.S. NGO Forum on Vietnam, Cambodia and Laos recently held its second national NGO conference for organizations working with and around Indochina on the timely theme of "Lessons from the Past; Planning for the Future."

Held in Washington, DC, the conference was attended by more than 300 participants representing about 150 organizations, doubling the number of the first conference held at Stony Point, New York, last year. Participants included representatives from Vietnam, Laos and Cambodia; NGOs currently working in Indochina; the U.S. State Department, USAID and various UN agencies; and other groups interested in normalizing relations.

Unlike the customary assembly agenda of passing resolutions or setting policies, this conference was aimed primarily at providing a forum for NGOs to share experiences, interact with bilateral and multilateral agencies, and have dialogue with various government officials.

Various points concerning U.S. relations with Indochina were raised such as whether NGOs should lobby to end the trade embargo, not only for economic reasons but for humanitarian concerns. Such an effort would take a great deal of coordination, and NGOs need to decide if they can expend the energy required for this.

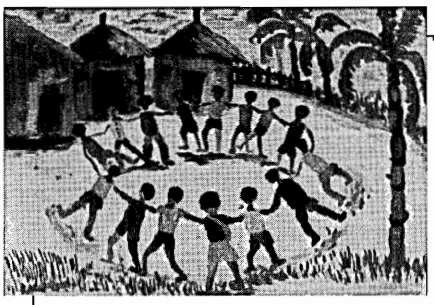
The conference gave the participants an opportunity to explore ways for NGOs to provide development assistance, since economic assistance is unavailable. Some of the suggestions with specific reference to Vietnam were:

- Businesses and NGOs can offer professional training and exchange programs with Vietnam (license not needed);
- Cultural exchanges should be organized;
- Information should be shared with the Forum as well as among each other, thereby facilitating a more collaborative effort from the NGO community.
- Exchange programs, such as those offered by academic and business institutions, are to be encouraged.
- Agencies can share mailing lists with names of groups that could be helpful in furthering U.S./Indochina relations. An example of such a list is the Forum's recently published Directory of NGOs working in Vietnam.
- There should be a sharing of experiences from other countries that have training programs which can be applied in Vietnam.

Based in Philadelphia, Pennsylvania, the U.S. NGO Forum on Vietnam, Laos and Cambodia aims at providing an ongoing mechanism of contact for the fast-growing number of American NGOs now working with Indochina. For more information, contact, John McAuliff, Conference Coordinator, 5808 Greene St., Philadelphia, PA 19144. Tel.: (215) 848-4200; fax: (215) 848-2880.

Contributed by **Lamiriam Lee,** *PACT Staff.* Δ

CHILDREN



Young Artists Spur Development Education

Children are not only the group with the least rights and privileges, they represent the next generation of world thinkers and leaders. So any effort on the part of NGOs and educational institutions to expand the capabilities of children deserves special recognition.

"See Me, Share My World: Understanding the Third World Through Children's Art" is a teaching unit designed for upper elementary grades in school, but can be creatively adapted to other groups. The unit centers around children's art work from Colombia, Honduras, India, Sierra Leone and Thailand, depicting daily life in these countries as seen through the children's eyes. Solicited from 500,000 children around the world who are served by Plan International (formerly Foster Parents Plan), the project component of the unit includes a comprehensive teacher's handbook and training video, eight laminated pieces of colorful student art work, eight laminated black and white photographs for classroom use and 48 reproducible student activity sheets. Through the unit, children from developing countries share information about their food, work, games, school, health care facilities, holidays and celebrations.

An 18-month pilot program involving 2,500 8-to-10-year-old schoolchildren and 115 teachers from 21 Rhode Island schools brought dramatic results. The children became enthusiastic and excited about learning. Combined with geography, economics, education, math, music and social studies, the unit and related activities proved to be a stimulating and creative teaching mechanism which far exceeded expectations. While it was designed primarily to help children in America learn about the daily lives of children in developing countries, some schools have decided to have their students depict their own lives and send these pictures to Third World children.

Some of the major findings are:

1. Children's art emerges as a critical tool for learning important concepts and skills.
2. The program encourages interactive learning related to everyday experience.
3. The program meets a need for cross-cultural understanding and is easily integrated into the curriculum.
4. The program offers opportunity for creative expression.
5. The program extends the learning process beyond the classroom.

The package can be ordered from Plan International, 155 Plan Way, Warwick, RI 02886-1099. Tel.: 1-800-556-7918. Price: $59; Shipping and handling $4. For information contact: Meg Warren, Project Manager or Jaya Sarkar, Global Education Coordinator.

IMPROVE

Practical, Low-cost, Project Improvement Tools For PVOs.

PC/LogFRAME

For Project Design.

PC/LogFRAME is the PC version of the Logical Framework project design and management tool used by many PVOs. PC/LogFRAME is the only "up-front" planning tool used before scheduling tools to develop and summarize an overall project design. PC/LogFRAME requires planners to assess how external factors impact project performance and to define project objectives, performance targets, data requirements, activities and resources. Completed LogFRAMEs are then used as the basis for project scheduling, monitoring and evaluation. Price: **$249.00.** PC/LogFRAME Trainer's Kit with complete set of session guides, exercises, handouts and over 70 transparencies: **$349.00.**

PC/LogFRAME R&D

For Research and Development Project Design.

PC/LogFRAME R&D is the enhanced version of LogFRAME with sample LogFRAMES for health, agriculture, environmental and institution building projects. Also includes Sector Specific Design Help. Designing Development Research Projects; Interactive Project Design Checklists; First and Next Steps to Improve Projects; Sustainability and Project Design; Project Evaluation; Developed in conjunction with USAID. Price: **$289.00.**

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PC/TeamUP is used for team building and establishing detailed implementation plans. TeamUP can be used at any time in the project cycle but is best used at project launch. TeamUP integrates use of these well established management tools: Hierarchy of Objectives Analysis; Logical Framework; Annual Performance Plan; Stakeholder Analysis; Work Breakdown Structure; Responsibility Charts; Bar Charts and Performance Budgets. Developed with The Economic Development Institute of The World Bank. Price: **$289.00.** TeamUP Trainer's Kit: **$149.00.** *Available in August.*

PC/PIP

For Performance Improvement Planning.

PC/PIP is a team-based tool for diagnosing and remedying lagging project performance during implementation. PIP forces managers to: Define Project Objectives and Performance Measures; Define Negative and Positive Forces Affecting Performance; Develop Remedial Strategies; Formulate Action Plans. Developed with The Economic Development Institute of The World Bank. Price: **$289.00.** PIP Trainer's Guide: **$145.00.**

Team Technologies, Inc. also provides on-site project design workshops organizational development consulting and rugged laptop and desktop computers for field use.

Systems Requirements
PC/LogFRAME runs on IBM compatible, PC, XT, AT or greater with single floppy DOS 3.2 or greater. All other packages require IBM compatible AT, 386 or greater with hard disk and DOS 3.2 or greater.

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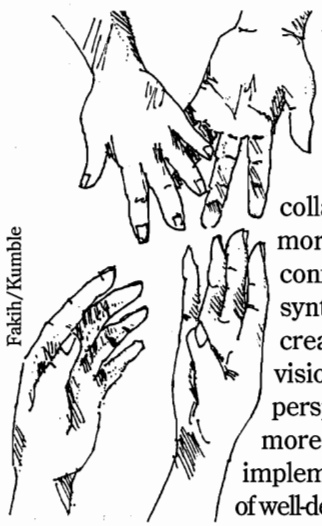
Advertisement

Bridging NGOs *(continued from page 2)*

their constituencies will be outraged. For executives who expect to enjoy respect and influence by virtue of their position, the demands faced by leaders of bridging organizations can be a real shock. The common metaphor of an organizational "pyramid," with leaders poised on the pinnacle, is not a very good description of bridging organizations. Effective bridging organizations link many organizations that are jealous of their own interests and unwilling to subordinate themselves to each other in any hierarchical sense.


Fakih/Kumble

Effective leadership calls for negotiation more than command, collaboration more than confrontation, synthesis to create shared visions and perspectives more than implementation of well-defined plans.

An Opportunity: Bridging and Global Interdependence

There is much talk of democratization and pluralism in the NGO community these days, given political changes in many countries. But there is a dark side to the decline of centralized, one-party regimes and the rise of political pluralism. In some cases central controls may be replaced by fragmented special interests that produce polarization, violence and political paralysis.

Generally, interdependencies among organizations, regions and nations appear to be on the rise around the world. Contacts across cultural, economic and political differences are increasingly required in a variety of contexts, and those contacts too often produce misunderstanding, antagonism and escalated conflict.

NGOs are potential laboratories for creating leadership skills and organizational mechanisms for managing such problems. Bridging organizations often face, in microcosm, challenges that reflect the tensions of global interdependence. The NGOs that grapple effectively with these issues — managing differences, being accountable to many constituencies, synthesizing different perspectives, providing leadership that does not rely on formal authority — can make major contributions to solving dilemmas characteristic of large-scale social change and development.

L. David Brown *is President of The Institute for Development Research (IDR). He is also Professor of Organizational Behavior at the Boston University School of Management. His research and consultation interests focus on the role of voluntary action and institutional innovation in social change and development.*

IDR is an independent nonprofit institute that provides research, consultation and educational services focused on strengthening voluntary action for just and sustainable development. IDR staff works on problems of strategy and organization development with a variety of NGOs and other bridging organizations concerned with social change in both developing and industrialized countries.

If you want to respond to David Brown's ideas, please write to him c/o IMPACT. Δ

The Earth Summit Agenda

The objectives of the 1992 Conference on Environment and Development are:

1. To produce an **Earth Charter** with the basic principles that should direct the economic and environmental behavior of all people;
2. To come up with **Agenda 21**, a blueprint for action in all major areas influencing the relationship between the environment and the economy;
3. To allocate the **financial resources and environmentally-sound technologies** developing countries will need for the above;
4. To come to an **agreement on strengthening institutions** to implement the decisions. Conventions on climate change, biological diversity and forestry may be negotiated prior to the conference. Δ

Earth Summit Updates

Report from the Preparatory Committee

The Preparatory Committee for the 1992 UN Conference on Environment and Development (UNCED) adopted a number of decisions in its second session in Geneva.

The three working groups that met at this session were concerned with:

1. Protection of the atmosphere and land resources; conservation of biological diversity and environmentally-sound technology;
2. Waste management and protection of oceans, seas, coastal areas and fresh water resources;
3. Legal, institutional and related matters.

Among the topics discussed were strategies for dealing with environmental issues arising within the process of socio-economic development; poverty and environmental degradation; resources for financing sustainable development; training and transfer of environmentally-sound technology at affordable prices to developing countries; environmental health aspects of development; and education and public awareness. The UNCED Secretariat is preparing reports on all of these.

The Preparatory Committee has asked the Conference Secretariat to address the following in their next reports: the traditional practices of local communities for the sustainable use, conservation, management and development of natural resources and their special relationship to the environment; ways of strengthening the viability and sustainability of those practices in the context of economic growth and development; and the relevance of those practices to the issues of environment and development being discussed at the conference. **Governments, international organizations and NGOs have been invited to contribute information to the Secretariat on these issues.** (Address at the end of article.)

Earth Summit Happenings

• A **voluntary fund** has been established to facilitate participation of developing countries in the preparatory process and in the conference itself.

• Various governments, with help from NGOs, are preparing reports on **national perspectives** and experiences related to environment and development. The deadline for submitting these is July 1991.

• Several **electronic bulletin boards** have been set up to provide the opportunity for continuous information and communication about the issues being discussed, events and more.

• UNCED Secretariat is in the process of developing a **database**, which presently covers ongoing activities of UN agencies, NGOs and others.

• An **International Facilitating Committee** (IFC) has been created to "raise the level of debate around the Earth Summit beyond the traditional pursuit of sectoral and national interests..." according to **Earth Summit News**. It is comprised of 25 individuals from NGOs, trade unions, media, women's organizations and other groups. The chairman of IFC is Ashok Khosla of Development Alternatives in New Delhi.

• It is to be expected that enormous media coverage will accompany the Earth Summit. Among planned events is an unprecedented campaign of **television programs** on environment and development issues. Besides the main films already selected, there will be other international and nationally-produced programs. Television companies in developing countries that wish to participate, but cannot pay normal fees, should contact Mr. Seelmann-Eggebert, NDR, Gazellenkamp 57, 200 Hamburg 54. Fax: 040-560-4579.

• The third session of the Preparatory Committee will be held in Geneva from **August 12 to September 4 this year.**

• According to at least one source, eastern European and southern countries, which comprise 80% of the world population, were represented by less than 20% of the NGO delegates at the Geneva meeting. It is the concern of many NGOs that the conference process has yet to address environment and development in a fully integrated manner.

For information on any of the above, contact: **Secretariat, United Nations Conference on Environment and Development (UNCED); Case postale 80, Conches, Switzerland. Tel.: 41-22-789-1676; fax: (41-22)-789-3536.**

Sources: UNCED Secretariat, UN Department of Public Information. Δ

Women Mobilize for Healthy Planet

Women around the world are actively campaigning to have equal say at the Earth Summit. To ensure that women's concerns are heard through the preconference discussions as well as the conference itself, women activists and experts are getting together for a **World Women's Congress for a Healthy Planet,** to be held **November 8-12, 1991.**

Organized by the Women's International Policy Action Committee on Environment and Development (IPAC), the congress is open to all. About 1,000 women, many from developing countries, are expected at the five-day conference. The 45-women action committee includes world-renowned women like Wangari Maathai of Kenya, Vandana Shiva of India, Esther Ocloo of Ghana, Erna Witoelar of Indonesia, Dr. Maria Charkasova of the Soviet Union and Margarita Arias of Costa Rica.

The Women's Action Agenda for a Healthy Planet will be presented at the end of the congress to a meeting of world leaders, including Norwegian Prime Minister Gro Harlem Brundtland and UNCED Secretary-General Maurice Strong. Contact: **Women's International Policy Action Committee on Environment and Development (IPAC); 845 Third Ave., 15th Floor, New York, New York 10022. Tel.: (212) 759-7982; fax (212) 759-8647.** Δ

World Habitat Awards

The Building and Social Housing Foundation in the United Kingdom is **seeking project entries** for the World Habitat Awards 1991 from developed and developing countries. The entries should provide creative solutions to housing problems and be replicable in different countries. A panel of international specialists will judge the projects. The two awards worth $10,000 will be presented on World Habitat Day, 7 October, 1991. **The deadline for preliminary submissions is 31 July, 1991.** For more information contact: **Diane Diacon, Research Officer, Building and Social Housing Foundation, Memorial Square, Coalville, Leicestershire LE6 4 EU, United Kingdom. Tel.: (0530) 510444; fax: (0530) 510332.** Δ

Reforestation Aid

The New Forests Project in Washington, DC, will provide packets of tree seeds, technical information and training aids free of charge to groups in developing countries interested in starting reforestation projects with fast-growing, nitrogen-fixing trees. For more information, contact: **Stuart Conway, Director, New Forests Project, 731 Eighth St., SE, Washington, DC 20003.** Send an environmental description of the area, including elevation, average annual rainfall, length of rainy and dry seasons, high and low temperatures, soil characteristics, and the purpose of the tree planting (fuelwood etc.).

Source: "Go-Between," UN NGO Liaison Service. Δ

IMPACT Looks for Sponsors to Help Southern Subscriptions

IMPACT currently goes to approximately 5000 institutions and individuals around the world. About half of these are in developing countries. Because of larger issues, special editions and increased demand this past year, the cost of producing and mailing the newsletter has gone up. We would like to keep the subscription free, especially to southern NGOs. Your sponsorship may not cost your organization much, but it will mean that a number of NGOs in the South will get the newsletter for free.

Your $100 per sponsorship will enable us to continue to produce a quality newsletter and further increase distribution, particularly to southern NGOs. In fact, your $100 will enable us to send IMPACT to 14 NGOs in the South for one year. PACT still bears most of the cost of production. As part of your sponsorship, you may request that up to 14 free subscriptions go to NGOs whom you designate should receive the newsletter.

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Please send check and names and addresses of NGOs to Editor, IMPACT, PACT, Inc., 777 United Nations Plaza, New York, NY 10017. (Check payable to PACT, Inc.)

Calendar

June 27 — *Washington, DC*
Telecommunications Workshop
Contact: Jim McKinney, TechnoServe, 49 Day St., Norwalk, Connecticut 06854. Tel.: (203) 852-0377.

June 27 - 28 — *Palo Alto, California, U.S.A.*
Cost Effectiveness in the Nonprofit Sector.
Contact: Christine Wrona, Coordinator/R & D, TechnoServe, 49 Day St., Norwalk, Connecticut 06854. Tel.: (800) 99-WORKS; fax: (203) 838-6717; telex: 965-981.

July 8 - 12 — *Medford, Massachusetts, U.S.A.*
Financial Services for the Poor: Working Towards Self-Sufficiency and Scale-Up.
Contact: Elaine L. Edgcomb at PACT.

July 17 - 20 — *Bangkok, Thailand*
Asian Pacific Cooperation and Constraints in the Year 2000 and Beyond: Challenging Issues.
Contact: East-West Center Alumni Office, 1777 East-West Road, Honolulu, Hawaii 96848, U.S.A. Tel.: (808) 944-7205; fax: (808) 944-7970.

July 25 - 30 — *Caux, Switzerland*
Creators of Peace: A Woman's Initiative.
Contact: Mountain House, 1824 Caux, Switzerland; Tel.: (41-21) 963-48-21; fax: (41-21) 963-52-60.

August 11 - 16 — *Little Rock, Arkansas, U.S.A.*
Eighth Annual Institute on Livestock in Development.
Contact: Dan Gudahl, Heifer Project International; P.O. Box 808, 1015 S. Louisiana, Little Rock, Arkansas 72202. Tel.: (501) 376-6836; Fax: (501) 376-8906; Telex: 4949415HEIFER.

August 12 - 30 — *Geneva, Switzerland*
Third Substantive Meeting of the UNCED Preparatory Committee.
Contact: UNCED Secretariat, 160 route de Florissant, Case Postale 80, 1213 Conches, Switzerland. Tel.: (41-22) 789-16-76; fax: (41-22) 789-3536.

August 19 - 30 — *Cleveland, Ohio, U.S.A.*
Design, Implementation, and Evaluation of International Health Programs.
Contact: Robert A. Salata, M.D., Division of Geographic Medicine, CWRU School of Medicine, 2109 Adelbert Road, Cleveland, Ohio 44106, U.S.A.

October 6 - 11 — *Jekyll Island, Georgia, U.S.A.*
Community Health and Development: Creative Strategies for Achieving Them in a Changing World.
Contact: Workshop Registrar, Health Training Resources, MAP International; P.O. Box 50, Brunswick, Georgia 31521-0050.

PACT Moves Headquarters to Washington, DC

As of May 1st, PACT's headquarters and International Program support offices have moved from New York to Washington, DC. The Communications Program, Media Services, Media Production, Information and U.S.-based training programs remain in New York at the same address.
Headquarters Address: PACT, Inc., 1901 Pennsylvania Avenue, 5th floor, Washington, DC 20006. Tel.: (202) 466-5666; fax: (202) 466-5669.

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Management Resources for Private Voluntary Organizations

Private Agencies Collaborating Together

777 United Nations Plaza, New York, NY 10017 (212) 697-6222

Strengthening the NGO Challenge to Adjustment Programs

By Doug Hellinger

A decade ago, the World Bank, A.I.D. and other international assistance agencies declared that policy dialogue leading to economic policy reforms in borrowing countries was the key to spurring development across the Third World.

NGOs have taken a while to understand the significance of that statement. However, several agencies operating at the local level in the South did immediately witness the impact of what came to be known as structural adjustment policies (SAPs) on the peoples and projects with which they were working. Grassroots activities — long viewed by NGOs as the basis for meaningful and lasting change and progress — were being overwhelmed by such effects of SAPs as increased unemployment; lower real wages; major cuts in health and education programs and other social services; reduced credit available to small farmers; and higher prices for essential production inputs and consumer goods. NGOs were stretched in trying to cope with these new realities.

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Short-term or Long-term Suffering?

At first, the promoters of adjustment denied that their policies had negative social and economic effects. Later they were forced to admit that wherever SAPs were introduced, certain groups would undergo a "transition period" before they attained economic health, and there were costs to these groups. That transition period was initially estimated at a couple of years. Subsequently it got extended to some five years, and now adjustment is viewed by these "experts" as a long-term process which could last a decade or more.

Donors Argue while SAPs Continue

As we enter the second decade of major adjustment lending, even the World Bank admits that the policies have neither stimulated growth nor sapped inflation, while foreign debt burdens have not been reduced. The people of the South have continually rejected these policies, and aid bureaucrats themselves increasingly question the honesty of promoting them as effective development tools.

Yet adjustment programs continue to spread, with Burkina Faso and Haiti being the latest victims to be led down the adjustment path. Today a country's adherence to adjustment policies is the major condition not only for new loans but also for debt relief. The drive to increasingly open southern economies and to ensure commercial debt repayment has taken precedence over the lives and well-being of the vast majority of people across the Third World.

> ***...even the World Bank admits that the policies have neither stimulated growth nor sapped inflation, while foreign debt burdens have not been reduced....***

Over the past few years, NGOs in the North have been hearing from their southern colleagues about the need to vigorously address the issue of adjustment in developing countries to facilitate the achievement of more equitable, sustainable, locally-controlled development.

Impact of SAPs

Recently, local NGOs invited The Development Group for Alternative

(continued on page 2)

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IMPACT [Management Resources for Private Voluntary Organizations] features articles on development themes, organizations, publications and other resources, workshops, seminars and news of interest to the PVO/NGO community. IMPACT is published four times a year by PACT (Private Agencies Collaborating Together). It is supported by the Agency for International Development's Office of Private and Voluntary Cooperation in the Food for Peace and Voluntary Assistance Bureau, through a Cooperative Agreement with PACT.

IMPACT is designed to help strengthen the management capacity of private voluntary institutions in their U.S.-based administrative activities and international (particularly developing country) program work.

PACT welcomes the suggestions and contributions of IMPACT readers. Please send letters, copies of new studies, publications, videos, your comments, questions and announcements to:

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Call for Photographs

If you have good quality photographs that illustrate community participation, collaborative projects, rural development, microenterprise, local banking and other topics discussed in IMPACT, please send them to us. Those selected will be used in the newsletter. Be sure to include photographer's name or institution for credit, place taken and name of project or description of activity. If you want the photograph to be returned, please send clear return address.

We would also welcome line drawings, illustrations and cartoons depicting development themes. Send to: The Editor, IMPACT.

LETTERS

In Appreciation

As a non-governmental advocacy organization (with affiliates in eight countries and partner organizations in 68 countries) working to end hunger, I read your Summer 1991 issue with pleasure.

I thoroughly enjoyed the article by Sithembiso Nyoni from Zimbabwe and intend to contact her for ideas on a 1992 campaign on sustainable development that we're planning. Her ideas were presented in a direct and uncompromising way. Organizations like ours need many more people like her on our boards and in our newsletters.

The interviews with David Beckmann and David Korten were on target as well. It is certainly a curious and exciting career change that Mr. Beckmann has undertaken for himself.
Thank you for providing us with such important information and networking ideas.

Alexander M. Counts
Legislative Director
RESULTS, Washington, DC, USA

Eyeglasses for Developing Countries

We thank you for IMPACT Summer 1991. As an NGO in special relation with the United Nations, we are very interested in the kind of information you provide. We would also like to inform IMPACT readers about an activity of ours that has great potential without needing much finances.

In fall 1991, the Austrian Albert Schweitzer Society, in cooperation with other Austrian aid organizations, will be collecting eyeglasses and sunglasses and sending these to hospitals and other institutions in the Third World. The first shipment will be sent to Mother Teresa's Missionaries of Charity. The Albert Schweitzer Society has 200 members in 15 countries, and many of these will be distributing the eyeglasses in their region. For more information, please contact us at OASG, General Secretariat, A-2340 Mödling, Technikerstraße 30, Austria.

Helmut Braundle-Falkensee
Secretary General
Austrian Albert Schweitzer Society

Strengthening the Challenge *(continued from page 1)*

Policies (GAP) to West Africa and Central America to strategize on this matter, as it has become the major economic issue in both regions. Meanwhile, in Chile and Mexico, which have been proclaimed economic successes by adjustment proponents, NGOs are alarmed by the social, economic and environmental consequences of these policies, including significant reduction in real wage levels and skewing of income distribution.

In Costa Rica, where The Development GAP has undertaken an adjustment case study with local grassroots and intermediary NGOs, there are strong indications that income distribution has worsened significantly over the past decade. This appears to be particularly true in rural areas, since many small- and medium-sized farmers have been unable to make a living with new programs that emphasize non-traditional exports and curtail support for production of basic food grains. The new agricultural policy has also increased pressure on the environment, as farmers turn to agrochemical-dependent forms of production. Despite aggressive export-promotion programs, the country's trade deficit has increased to unprecedented levels and shows no sign of leveling off, while its fiscal deficit and inflation rate continue at historically high levels.

The trade-liberalization measures in the adjustment package imposed by the World Bank in Trinidad and Tobago are having a disastrous local impact, according to David Abdulah of the Oilfield Workers Trade Union in that country. Small farmers have lost important markets as locally-based industries are importing cheap powdered milk and citrus concentrates for their production processes, and a flood of imported consumer goods threatens workers with massive lay-offs. Five thousand miles across

(continued on page 3)

✓ Send your letters, announcements, books and videos for review, and calendar events by December 1, 1991 c/o The Editor, IMPACT.

Structural Adjustment: How it all Started

"In the 1970s and 1980s many Third World countries experienced severe economic traumas. Their economic difficulties were caused, in large part, by faulty domestic economic policies and international shocks, such as increases in the price of petroleum, the rise of interest rates, and decreases in the prices of their export commodities. Many of these countries became unable to obtain commercial financing because of their trade deficits, budget deficits, dwindling reserves, inflation, and economic stagnation. To receive loans from international financial institutions, these countries were obliged to modify their economic policies and structures. In the 1970s the International Monetary Fund was the most active advocate for adjustment loan programs. After a few years, the World Bank became the predominant lender of structural adjustment finance. When accepting these loans, countries typically revised their policies to cut government spending, devalue the local currency, encourage exports, reduce subsidies, increase interest rates, reform the tax structure, and privatize inefficient government-owned enterprises.

The Bank and Fund have stated that countries in such dire straits need to take these corrective steps to stabilize their economies and restore growth. By the mid-1980s, however, criticism of adjustment programs was widespread. A number of African governments, independent scholars, and international organizations, such as the United Nations Children's Fund and Development Group for Alternative Policies, observed that some of the immediate effects of adjustment were to foster deflation, cut social services, and cause people to lose jobs. Poor people, especially women and children, were said to take the brunt of these effects. Because of the miserable living conditions of many poor people in the Third World, any further deprivation could quickly bring disease, malnutrition, or starvation. Adjustment loan programs continued to grow through the 1980s as the Bank and Fund evaluated and modified them, and critics assailed them."

Excerpted from the Congressional Research Service (CRS) Report for Congress entitled ***World Bank/IMF Adjustment Loans and the Poor in Developing Countries****, February 1991.* Δ

Strengthening the Challenge *(continued from page 2)*

the Atlantic, Senegalese farmers face decreasing liquidity, stagnant rural incomes, difficult access to credit, and rising consumer prices as a result of seven years of adjustment in the agricultural sector, writes Abdoulaye Ndiaye in the spring issue of the new NGO newsletter, *BankCheck.**

What NGOs Can Do

Last December, Lionel Derenoncourt, former director of Church World Services' program in West Africa, returned to the region on behalf of The Development GAP to continue a series of consultations with local NGOs on the issue of SAPs. In a report prepared for PACT, he noted the deteriorating economic, political, social and environmental situations to which adjustment programs had contributed and, reflecting local views, recommended steps that might be taken in partnership to address these problems. These measures include:

- Pressuring the World Bank, the IMF and the U.S. Government to ensure the involvement of local populations in the formulation of national economic policy as an integral part of the democratization process, and to defend the free expression of demands for such public accountability;
- Organizing national and regional NGO workshops to improve local understanding of SAPs, so that indigenous groups can better influence and/or cope with national adjustment programs;
- Sharing information among NGOs on adjustment programs worldwide and on the institutions that are promoting and imposing them; and
- Developing and promoting national development policy alternatives that emerge from activities and organizations at grassroots levels.

Work in all of these areas is moving forward among NGOs, but greater involvement of northern NGOs and a further strengthening of NGO partnerships in the fight against adjustment programs is necessary. The effectiveness of our response to this challenge will directly determine the shape of the economic, social and environmental landscape of the South well into the next century.

Doug Hellinger *is co-founder and Managing Director of The Development Group for Alternative Policies (GAP), a Washington-based development policy and resource organization that works with Third World organizations to help the poor exercise greater control over the policies, programs and projects that affect them. Mr. Hellinger's 15 years with The Development GAP include consulting at the World Bank, advising various Congressional committees, and serving on the NGO-World Bank Committee. In 1988, he co-authored, with Steve Hellinger and Fred O'Regan,* ***Aid for Just Development: Report on the Future of Foreign Assistance*** *(Lynne Rienner Publishers, Inc., 948 North Street, Boulder, Colorado 80302).*

For more information or resources on SAPs contact: The Development Group for Alternative Policies, Inc., 1400 I Street, NW, Suite 520, Washington, DC 20005. Tel.: (202) 898-1566; Fax: (202) 898-1612. Δ

If you would like to respond to this article, please write to the Editor, IMPACT, PACT, 777 United Nations Plaza, New York, NY 10017; Tel.: (212) 697-6222; Fax: (212) 692-9748. We would love to hear your experiences regarding SAPs.

* For more information on *BankCheck*, contact: The International Rivers Network, 1847 Berkeley Way, Berkeley, California 94703. Tel.: (510) 848-1155; Fax: (510) 848-1008.

Activities and Dates For Grants

In Issue No. 9 (Spring 1990) of IMPACT, we described some of the activities and the six grant programs of the Agency for International Development's (A.I.D.) Office of Private and Voluntary Cooperation (PVC). This office is responsible for maintaining a productive partnership between A.I.D. and private voluntary organizations (PVOs) in the United States. Presented below are brief descriptions of the Agency's grant programs, dates for mailing applications and submitting proposals, and for workshops. Although several dates mentioned below have passed, we have included them here to indicate A.I.D.'s funding cycle.

Farmer to Farmer (FTF) Program

The purpose of the FTF program is to assist in increasing food production and distribution and improving the effectiveness of farming and marketing operations of farmers. Half the available funding is targeted for the transfer of technology by American agriculturists to farmers in friendly developing countries.

With the rest of the funds, the program assists in increasing farm production and farm incomes in middle-income countries, emerging democracies and developing countries.

Matching Grants

This is considered the "cadillac" of the PVC fleet in that it requires a dollar-for-dollar match, and has 39 U.S. PVOs participating, who have a proven track record in the field as well as private fundraising ability. Its major focus is to strengthen U.S. PVOs' capacity to implement multi-regional and multi-sector development with an emphasis on financial management, long-term strategic planning, training and evaluation.

Through the Matching Grant program, A.I.D. supports small enterprise development; local institution-building; transfer and adaptation of technology resulting from programs in agriculture, community development, health, education and energy. Grants are awarded for three to five years.

Cooperative Initiatives Grant Program

Cognizant of the advantages that cooperatives have in accelerating development, these grants are intended to encourage innovative approaches and non-traditional solutions to cooperative development problems. This program also serves as a mechanism for involving new participants from the U.S. cooperative business community in international cooperative development.

Outreach Grant Program

This program targets organizations which have not had a prior working relationship with FVA/PVC in overseas development activities in order to:

1) Strengthen their existing planning, programming, design, management and technical capabilities in sectoral areas of priority to the Agency;
2) Strengthen their financial structures and operations for more efficient, responsible resource management and reporting; and
3) Provide services for and exchanges with counterpart organizations in developing countries, particularly with indigenous NGOs.

Child Survival Program

Beginning in Fiscal Year 1985, competitive grants were awarded to PVOs engaged in primary health programs as part of their international development efforts. Oral rehydration therapy and immunizations are the primary interventions delivered through the Child Survival grants. At least 25% of the project costs must be borne by the grantee.

Development Education (Biden Pell)

Development Education is the only program designed specifically to reach the U.S. public. It was initiated in Fiscal Year 1982 to increase the American public's awareness of social, political, technical and economic factors pertaining to world hunger and related development issues. It is targeted to support initiatives which facilitate broad public participation and innovative educational approaches. Efforts are directed to media, PVOs, formal and non-formal education sectors, and influential business and professional associations. Since 1982, 35 organizations are participating in this ongoing competitive, cost-shared small grants program.

Ocean Freight

The Ocean Freight Reimbursement program is one of the Agency's oldest programs with PVOs, and it continues to be extemely popular. Under this competitive program, PVOs collect donated equipment from U.S. firms and ship them to recipients in less developed countries. PVOs often require the input of commodities as an integral part of project implementation. Shipments include tools to support village development projects and income-generating activities; medical equipment and supplies to primary health clinics; and books and educational supplies for primary school programs. Thirty organizations participated in the Ocean Freight program in Fiscal Year 1990; 48 organizations in Fiscal Year 1991.

RFA* Available from PVC Grant Program	Available	Proposals Due in PVC	RFA* Workshop
Outreach Grants –	3/22/91	8/1//91	n/a
Matching Grants –	5/31/91	8/30/91	6/26/91
Ocean Freight –	7/1/91	8/16/91	n/a
Child Survival –	9/13/91	12/13/91	n/a
Cooperative Initiatives –	11/15/91	1/15/92	n/a
Development Education –	11/15/91	1/15/92	Early Dec.
Farmer-to-Farmer –	11/22/91	1/31/92	12/10/91

For more information, including participation in RFA workshops, contact Mark Ufkes, Room 103, 515 22nd Street, NW, Washington DC, 20037. Tel.: (202) 663-2633.

*Request for Application

Consortium as Catalyst: A Case Study of PACT

It is not often that we talk about PACT in IMPACT. When readers requested specific examples of PVOs and NGOs at work in various situations, and they asked for more information on PACT itself, we decided to address both requests; so here we bare our soul and illustrate the institutional development concerns of a consortium. This is a critical time for PACT as it completes its yearly cycle of membership meetings, and starts a new program cycle funded by A.I.D. PACT is a consortium of 27 member organizations, and it is also an individual organization with an international mission. In the question-answer session below, PACT's Deputy CEO, Jacob Pfohl, shares his reflections on what the organization means to its various stakeholders — members, PVOs, NGOs, support NGOs and consortia — and PACT's strategic role in working with them.

Q: Why is this a critical time for PACT? What's really at stake in the current dialogue among PACT members?

A: Discussions are on among PACT members about the value of PACT as a consortium and as an organization itself. PACT and many of its members believe that the organization provides a functional, progressive link with NGOs indigenous to the developing world. It is an agency that has been an active, often solitary catalyst for creating new program opportunities. It has opened doors for PVOs and NGOs, helping them to join forces and expand benefits, while making the voluntary sector a more potent movement. It supports scores of support NGOs and other vehicles of assistance to grassroots agencies. It responds to new demands from its affiliates for communications services, learning networks and more.

In financial terms, PACT has used its unique position as a consortium to leverage nearly fifty million dollars for PVOs and NGOs over the last few years. So what is at stake in the current dialogue among PACT members is the future of an agency that has demonstrated that it can attract broad support for new U.S. PVO roles in helping NGOs build their strength and self-sufficiency.

Q: As PACT expands into new sectoral and geographic areas, it is sometimes criticized for moving away from its original mission. Is PACT's program consistent with its stated purpose?

A: PACT has never been closer and more successful in fulfilling its mission of "supporting initiatives of low-income men and women through private development agencies throughout the world, particularly by fostering the strength and self-sufficiency of local organizations."

With our affiliates and members, we have found methods for achieving this mission which fit in with these rapidly changing times. And together we have begun showing donors, governments and others that voluntary agencies can work together, boost their professionalism and significantly increase the reach of programs without sacrificing quality or people's participation.

Q: To give us an idea of how a consortium can serve as a catalyst, can you briefly explain PACT's catalytic role?

A: PACT serves as a catalyst in three major ways: a) In partnership with other consortia and support NGOs, we facilitate and help strengthen regional and national NGOs and other independent sector organizations; b) We build relationships among diverse parties to generate innovative solutions to poverty; and c) We work to advance and reform policies as well as to build the NGOs' skills in promoting participatory programming. To achieve these purposes, we use a set of program tools which include management, evaluation and planning assistance; training; communications; and strategic assistance grants.

Q: Can you clarify your use of the word "strategic?"

A: With regard to PACT's mission, "strategic" means finding common ground to align efforts and enhance the quality, sustainability and scale of private development agency programs to support the initiatives of low-income men and women. PACT has determined that for the present, the themes of small/microenterprise, environment and special health concerns are foci which require critical attention. Its regional and country strategies focus on enabling PVOs/NGOs to build the scale, quality and sustainability of results in these thematic areas, through collaborations with each other, private and public sector agencies and the donor community. Consortia or support NGOs usually play an important role in these endeavors.

Q: Can you provide some examples of what you mean and how this is helping PACT's members and partners?

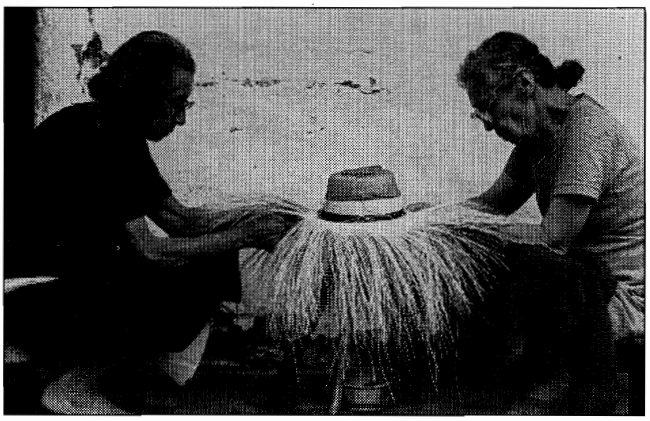
A: In Thailand, for example, the PACT representative brings PVOs and NGOs together in a learning network around small/microenterprise. About 38 Thai, U.S., and European agencies participate in joint learning and training, develop common solutions and program strategies, and link up with banks and other private and public sector entities. The results include greater staff skills, new materials vital to the work of practitioners and managers, enhanced project standards, and new collaborative strategies which promise increased quality, scale and duration of microenterprise programs in Thailand.

PACT is also strengthening the skills of PVOs and NGOs in environmental advocacy in Thailand. In this program, almost 70% of the funding has gone to U.S. PVOs to work with Thai agencies, and the rest has gone directly to Thai organizations. PACT's sector-wide experience and credibility as a facilitator

(continued on page 10)

SEEP Workshop Explores Program Credit Viability

By Candace Nelson and Elaine Edgcomb



UN Photo

What does it take to develop a financially viable credit and savings program? How can private development organizations raise the funds required to sustain their credit programs and reach large numbers of people? These were the key questions that 65 participants debated at the Small Enterprise Education and Promotion (SEEP) Network's most recent workshop, **"Financial Services for the Poor: Working Towards Self-Sufficiency and Scale-up,"** held at Tufts University, Massachusetts, in July. Nearly 60% of the participants were field staff from North American and national voluntary agencies, and they represented a wide array of programs in the small/microenterprise (SME) development community.

The Computer and SME

At the workshop, designed and facilitated by SEEP Network members, participants were trained in the use of a computer-based planning tool for projecting program income and expenses; explored solutions to common threats affecting credit program viability; were presented with a variety of innovative resource mobilization and cost reduction strategies being implemented by SEEP Network members; and were given a uniform use of basic financial terms to ensure inter-program understanding.

During the workshop, participants learned how to use the computer model "Microenterprise Credit Programs: Projecting Financial Viability," which was developed by the PVO Opportunity International in conjunction with the SEEP Network's Financial Services Working Group. The model uses Lotus 1-2-3 spread sheets to project a program's expenses and income over a 12-year period and to indicate the degree to which the program would be able to pay for itself each year. Although this computer model cannot replace the initial task of designing a credit project in response to specific needs and contexts, it greatly facilitates the execution of financial projections and analysis of various program options. In addition to its application in actual microenterprise programs, the model is an excellent training tool to stimulate discussion in a workshop on design and management issues.

This computer model is set up to take in two types of data: program design decisions such as size and type of loans, interest rates, loan terms, and staffing patterns; and projections of program performance over time. With this information, it can determine levels of viability on an annual basis. Users can evaluate their credit program designs and make financial decisions about expenses and resources accordingly.

By altering any of the variables originally entered into the model, users can also analyze common threats to viability. Experimenting with the model helped workshop participants understand the impact of inflation, low staff productivity, natural disasters, regulated interest rates, or a poorly performing savings component on their credit program. If they were faced with any combination of these threats, they could use the model to determine which changes in their program design would be necessary to achieve or maintain the desired degree of viability.

Resource Mobilization

Because the NGOs represented at this workshop are in different stages of working toward the sustainability of their credit programs, sessions also focused on institutional development needs and resource mobilization strategies for scaling up and self-sufficiency.

SEEP Network members presented resource mobilization strategies they have used and examined specific cases which illustrate them. ACCION International, Massachusetts, has been building a loan guarantee fund to leverage commerical bank credit for local NGOs who would lend to microentrepreneurs in Latin America. The Calmeadow Foundation, Toronto, and ACCION are supporting the establishment of a commercial microenterprise bank in Bolivia. Both the World Council of Credit Unions, based in Wisconsin, and ACCION examined their experience with savings mobilization. The director of the GEMINI* project reported on the problems and potential of second tier financial institutions, drawing from experience in the Dominican Republic. The Kenya Rural Enterprise Program, Kenya, and World Education, Boston, demonstrated how strengthening local NGO credit programs generated resources. Finally, the National Cooperative Business Association, Washington, DC, and the Mennonite Economic Development Association, Winnipeg, discussed strategies for improving operational efficiency that could have a positive effect on program viability.

These presentations are available from the SEEP Network as a collection of papers entitled *Mobilizing Resources for Self-Sufficiency and Scale-up* (cost $6.00). The computer model and its companion manual, as well as the *Glossary of Financial Terms* that has approximately 40 entries, will be available for $18.00 from the SEEP Network this fall.

Another new publication related to the focus of this workshop is *The Hidden Beast: Delinquency in Microenterprise Credit Programs* by Katherine Stearns, ACCION International. The discussion paper is available for $6.00 from ACCION International, 130 Prospect St., Cambridge, MA 02139. Tel.: (617) 492-4930.

Candace Nelson *is an independent consultant working in microenterprise promotion, institutional development and training.*

Elaine Edgcomb *is the Coordinator of the SEEP Network. The Small Enterprise Education and Promotion (SEEP) Network is a learning group for the small enterprise community among North American Private Voluntary Organizations.* Δ

** GEMINI is an A.I.D. program of research and technical assistance.*

The Great Debate: Growth Versus Transformation

By David C. Korten

It is increasingly common to find NGO leaders routinely engaged in discussions of trade and investment policies, the transnationalization of capital, forestry policy, IMF conditionality, national debt, and the social and environmental consequences of World Bank lending practices. NGO preparations for the United Nations Conference on Environment and Development have intensified this engagement.

Only a few years ago, most NGO leaders considered such issues to be beyond their concern and expertise and were content to leave them in the hands of competent experts in government and international development agencies. Now they see the consequences revealed in policies that actively contribute to a deepening of poverty, ecological devastation and communal violence.

Increasingly alarmed by the extent to which official agencies serve as advocates in propagating these policies, many NGOs are taking steps to develop their own expertise to challenge the prevailing wisdom of mainstream policy thinking.

Conventional Argument

The basic argument of the official wisdom runs as follows: the poor are the root cause of environmental destruction, and hence the elimination of poverty is essential to environmental preservation. Since redistribution of the economic pie is not politically feasible, the pie must be expanded through growth. The best way to stimulate this growth is through economic expansion in the industrial nations. This will increase the demand for products of the poor countries. The latter, in turn, are advised to focus their economies on export production to cater to the resulting demand. The poor will thus be provided employment, drawing them above the poverty line and eliminating their irresponsible use of environmental resources. In short, it is through increasing their own consumption that the rich and powerful propose to help the poor and save the environment.

Alternative Viewpoint

The critics of the conventional wisdom argue that it stands the world on its head — blaming the victim and justifying policies that can only exacerbate the problem. Policies that value undifferentiated growth for its own sake, without regard to its social and environmental consequences, are the heart of the problem. This growth invariably places ever greater demands on the finite regenerative capacity of earth's ecosystem, the limits of which have already been exceeded.

The problem begins not with the poor, but with those whose relentless quest for control of earth's most productive ecological resources to support wasteful and extravagant lifestyles has pushed the poor to the fragile fringes of the ecosystem. The indiscriminate removal of barriers to the flow of international trade and investment (commonly advocated in the name of growth) furthers the concentration of economic power that sustains and extends the existing, unjust division of the world's resources. International assistance and its administering agencies often serve these same forces.

The alternative wisdom advocated by a growing number of citizens' organizations and experts outside the official agencies starts by acknowledging the basically finite nature of the regenerative powers of earth's ecology and the need to allocate these resources in ways consistent with the long-term well-being of earth's people. As the

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Development As Transformation:

A New Theme of The PACT Media Services Center

In an effort to strengthen NGO contributions to the debate described by David Korten in the preceding article, PACT Media Services, in cooperation with the People-Centered Development Forum, will introduce in the next issue of its *Catalogue of Development Resources* a special section on "Development as Transformation." This section will offer a selection of books and other resources that present the best available thinking on development as transformation. Sub-sections will deal with the articulation of the vision, the mobilization of a supporting people's movement, the transformation of economic relationships, and the appropriate role of development assistance. It is hoped that this new section will prove useful to NGOs seeking to enhance their effectiveness as participants in the great debate. Δ

The PCDForum Initiates Newsletter Column Series

As a service to NGOs that are seeking to advance the "growth versus transformation" debate through their own publications, the People-Centered Development Forum [PCDForum] has initiated a newsletter column service. Several times a year, participating NGOs will receive mailings of new contributions to the series. Each 750-word contribution is authored by a member of the PCDForum's international board of contributing editors or another leading contributor to the creation of a people's movement for development as transformation. Each column will focus on an issue critical to the debate and the advancement of the movement.

There is no fee for this service. However, it is available only to organizations that produce regular publications in which they intend to draw on the materials provided. Interested agencies are invited to send a brief description of their organization and a sample of the publication in which they propose to use the series, along with a request for a sample set of columns to: David Korten, PCDForum, MCC P.O. Box 740, Makati, Metro Manila 1299, Philippines. Δ

NEW

RESOURCES

Opening the Marketplace to Small Enterprise:
Where magic ends and development begins

In this book the three authors, Ton de Wilde, Stijntje Schreurs and, Arleen Richman, ask serious questions that show up the deficiencies of the "magic of the marketplace" — a concept that grew popular in the Reagan era. The magic of the marketplace was a response to the ineffectiveness of supply interventions in the late 1970s, according to the authors. It was a strategy used to replace the basic human needs approach to development that was prevalent during that time. While the magic worked for some countries, it clearly made life worse for populations not yet in the marketplace.

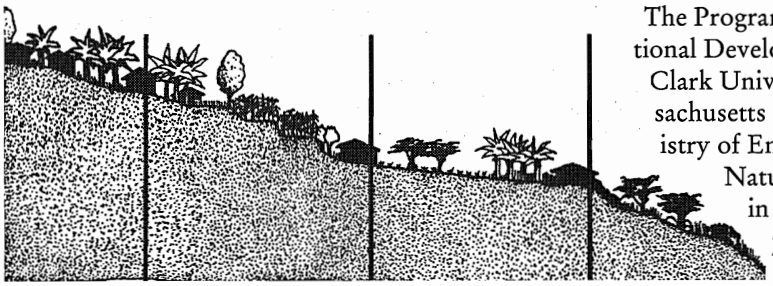
While advocating a new ethos for development, the authors realize that this is a dream and that the rural poor in the Third World cannot exist on dreams. So the book describes six projects in which local organizations have taken steps to help themselves. They intervened to enable their members or associates to produce surplus goods and get their products into the marketplace through creative means and hard work.

The people in each of the six case studies used a different mechanism to allow them to enter the marketplace. Based in Cameroon, Colombia, Tanzania, Kenya, Dominican Republic and Indonesia, the case studies share the experience of successful and not-so-successful attempts to start self-sustainable rural production systems that create new markets by creating demand. The theme that unites the cases is that in the face of global forces influencing the market, people who are not part of the market can still enter it in a sustainable way when provided with technical, institutional and financial assistance. The origin of raw material, process of selling it, the technology involved, and innovations made to gain market access are some of the details covered.

Price: $21.95; 155 pp; Paperback; 1991. Order from PACT Media Services at the address below. Δ

PACT Media Services, 777 United Nations Plaza, New York, NY 10017. Tel.: (212) 697-6222; Fax: (212) 692-9748.

Series on Participatory Rural Appraisal



The Program for International Development of Clark University in Massachusetts and the Ministry of Environment and Natural Resources in Nairobi have jointly published a series of publications on Participatory Rural Appraisal (PRA). PRA, according to the introductory booklet, is "a simple methodology that brings a village focus to rural development and enables rural communities to participate in preparing and implementing Village Resource Management Plans. These plans support village-based projects which lead to sustainable natural resources management."

The first book in the series is ***An Introduction to Participatory Rural Appraisal for Rural Resources Management.*** The second book, ***Participatory Rural Appraisal Handbook,*** was prepared in collaboration with World Resources Institute and Egerton University and is a guide for village leaders and field extension officers working in local resource management. Although it is based on PRA in Kenya, it is broadly applicable to other contexts.

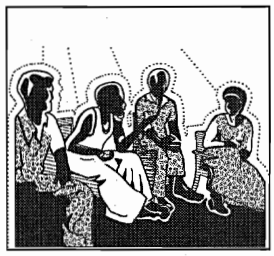
The "user-friendly" PRA Handbook aims at enabling extension agents to help rural communities define problems, prioritize project activities, and adopt village-based resource management plans. It also provides information on getting a PRA started, gathering data, evaluating and planning.

Introduction to PRA: Price: free; 23 pp; Paperback; 1989. Order from Director: Program for International Development; Clark University, Worcester, Massachusetts 01610. Tel.: (508) 793-7201; Fax: (508) 793-8820.

PRA Handbook: Price: $12.50; Paperback; Reprinted 1991. Order from: World Resources Institute Publications, P.O. Box 4852 Hampden Station, Baltimore, Maryland 21211. Tel.: (800) 822-0504.

Free to NGOs in developing countries. NGOs should contact World Resources Institute, Center for International Development and Environment, NGO Support Services Program, 1709 New York Avenue, NW, Suite 700, Washington DC 20006. Δ

Local Institutional Development:
An Analytical Sourcebook with Cases



This volume, written by Norman Uphoff, pulls together the efforts of a working group on Local Institutional Development sponsored by the Center for International Studies at Cornell University. The author analyzes various options for local institutional development (ID), including in the areas of natural resource management, rural infrastructure, human resource development, agricultural development and non-agricultural development. Also presented are strategies for supporting local ID and guidance on mobilizing and managing economic resources for the same. What makes the book a rich source of information are the many mini-case studies drawn from throughout developing countries. The material is suited to both field application and classroom use.

Price: $26.95; 437 pp; Paperback; 1987. Order from: Kumarian Press, Inc., 630 Oakwood Avenue, Suite 119, West Hartford, CT 06110-1529. Tel.: (203) 953-0214; Fax: (203) 953-8579. Δ

Children and Development in the 1990s:
A UNICEF Sourcebook

Susan Rotolo

Compiled on the occasion of the World Summit for Children (1990, New York), this book's purpose goes well beyond this event to provide information on the themes discussed at or around the Summit, background material, definitions, data and references.

The main topics covered include: The health of mothers and children, nutrition, water and sanitation, basic education, children in especially difficult circumstances, cross-cutting concerns (the girl child, environment, urban children), and the economic base (cost of achieving the goals, debt relief and child survival, the peace dividend).

Filled with charts, graphs and tables, the book is a good source of information and statistics for anyone interested in children and development.

Price: $35; 256 pp; Paperback; 1990. Discounts available to NGOs in developing countries. Contact: Dr. Pierre Mandl; Chief, RPPL Section, Program Division, UNICEF, Room H 12-G, 3 United Nations Plaza, New York, NY 10017. Tel.: (212) 326-7157; Fax: (212) 326-7096. Δ

Water and Sanitation Sector Guides

Susan Rotolo

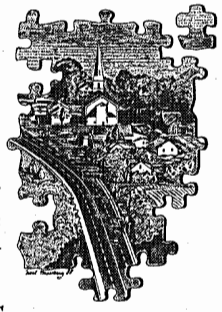
The Water and Sanitation for Health (WASH) Project of USAID publishes Technical Reports on a variety of topics related to this sector. WASH has put out 73 such reports since 1980. The two most recent are: ***Strategy for Developing a Training Capability in a Water and Sanitation Institution: A Guideline*** (Technical Report No. 68) and ***Selection and Role of Long-Term Advisors*** (Technical Report No. 69).

Technical Report No. 68 defines training and effective training systems, and explains in detail how to develop a training capability. Technical Report No. 69 discusses the role of the long-term advisor, factors affecting long-term technical assistance, competencies and how to improve skills of these advisors.

Price: $7.50 per copy; No. 68: 61 pp; Paperback; October 1990. No. 69: 44 pp; Paperback; March 1991. Both reports are available free to organizations and individuals in developing countries and to non-profit organizations in industrialized countries. Contact: Dan Campbell, WASH Center; 1611 N. Kent St., Arlington, VA 22209-2111. Tel.: (703) 243-8200; Fax: (703) 525-9137. Δ

RESOURCES

Building Sustainable Communities:
Tools and Concepts for Self-Reliant Economic Change



As its title suggests, this book presents the underlying ideas and essential institutions for building sustainable communities. Based on the Schumacher Society Seminars on Community Economic Transformation, the book deals with community land trusts and other forms of community ownership of natural resources; worker-managed enterprises and other techniques of community self-management; and community currency and banking. The three principle contributors are George Benello, Robert Swann and Shann Turnbull. The book has been put out by The Other Economic Summit or TOES, which is "an international forum for the presentation, discussion and advocacy of the economic ideas and practices upon which a more just and sustainable society can be built — 'an economics as if people mattered.'"

Price: $13.50; 187 pp; Paperback; 1989. Order from: PACT Media Services at address on page 8. Δ

Directory of Women in Environment

WorldWIDE, based in Washington, DC, has published the third edition of the WorldWIDE Directory of Women in Environment. It lists names, addresses and interests of women who participate in WorldWIDE's international network of women in environment. WorldWIDE also publishes an international newsletter and holds forums to help women explore environmental issues. Clearly a valuable directory and an organization with a worthwhile purpose.

Price: $17.50 for members; $27.50 for non-members; 187 pp; Hardcover. Order from: WorldWIDE, P. O. Box 40885, Washington, DC 20016. Tel.: (202) 347-1514; Fax: (202) 347-1524. Δ

PACT invites NGOs from developing countries to submit publications and videos relevant to the development themes it covers. Please send a review copy with any written reviews to the attention of: The Editor, IMPACT, PACT, Inc., 777 United Nations Plaza, New York, NY 10017.

have provided the context and helped raise USAID Mission funds.

Through small grants, PACT has enabled agencies like CARE to establish support units for strengthening Thai NGOs, and to foster a program in social forestry among five Thai agencies, the Thai Government and others. We have worked together with a support NGO, SVITA, and with the newly emerging consortia, NGO-CORD, to carry out much of this catalytic work. Such work is being multiplied in many countries.

Q: There are some who claim PACT is competing with its members and other U.S. PVOs for funds and who feel PACT should work only in the U.S. to support PVO activities. Some also say that PACT has an unfair advantage over other agencies since it is receives core funds from A.I.D. Please comment.

A: I think this is an old chestnut that is actually antithetical to the interest of PACT's constituents, to its mission. More than half of the grant monies raised by PACT has gone to U.S. PVO members for work with NGOs. Most agencies will agree that, with its multi-agency overview, PACT is needed in the field to build capacities while helping U.S. PVOs seize the true opportunities of the future rather than cling to the dated methodologies of the 1970's or 1980's.

It is also inaccurate to say that PACT has any unfair advantage given core funding from A.I.D., since that money is provided to complete a specific job such as training and not for fundraising. Many PVOs have leveraged major programs or gained entry to new donors and missions through PACT's seed funding and/or its field presence.

A few U.S. organizations have deliberately sought to block funding of indigenous agencies. These "hardliners" are competing with their own organizational purpose — development. PACT needs to work with indigenous agencies not only because of its moral obligation in the sense of equity, but also to be effective in promoting genuine partnerships among U.S. and national NGOs.

Q: What, in your opinion, does the future look like for PACT?

A: Every few years the issue of PACT's mission comes up, and each time the membership has resolved to continue with what I can only call "PVO Perestroika and Reform." It will be up to the consortium's membership to meet the challenge of any hardliners that would like PACT to become a club to further short-term institutional interests in the United States. PACT needs to continue to help build a private development sector that can meet the challenges not only of the nineties, but of the new millennium almost upon us.

UN Photo

Debate and dialogue among consortium members is healthy, as long as it moves into substantive detail and recommendations on how the consortium can accelerate its efforts to fulfill its mission. Personally, with our directions reaffirmed, I'd like to see an expanded membership, strong regional presence and decentralization to ensure that PACT is truly an international consortium. This would enable PACT to generate new initiatives and sector-wide improvements and resources for the PVO and NGO community. I'd like to see continued strengthening of consortia and support NGOs in all the regions, including the United States. I'd also like to see PACT make a strong effort to help create alternative financing mechanisms for the PVO/NGO community that would align private and public efforts for the benefit of the poor.

In countries where PACT is most active, the value of the consortium's catalytic role is clear. PACT is helping the Government of Sri Lanka and the World Bank establish a sustainable Trust Fund which PVOs/NGOs can access. There is interest in replicating the Thai micro-enterprise network in other countries of the region. Pakistan is interested in replicating PACT's rural initiatives program operating in Bangladesh. PACT is helping PVOs and NGOs in Ecuador position themselves vis-a-vis a Social Investment Fund. Our communications efforts are bringing a response rate four times that of normal commercial efforts, which indicates a huge demand for the PVO training tools of our members and affiliates. And PACT's grants and coalition-building efforts are spinning off new collaborative ventures in a number of new and exciting areas.

Jake Pfohl *has worked with PACT since 1985 and has helped move the organization from being a subgrants operation to developing strategic regional programs which catalyze and align private development efforts. After developing PACT's Asia Program; building new relationships with USAID Missions, UNDP and the World Bank; initiating and developing PACT's Communications Units; and managing PACT's Cooperative Agreement with A.I.D., Jake has more recently assumed the role of Deputy Executive Director.*

Update: As this newsletter goes to press, PACT's Board and Assembly ratified a move to help change and open up PACT's governance. An expanded representative and truly international membership will ensure that PACT can fulfill its unique catalytic role. Δ

We welcome your comments. Please write c/o the Editor, IMPACT.

Prospects for Change in South Africa

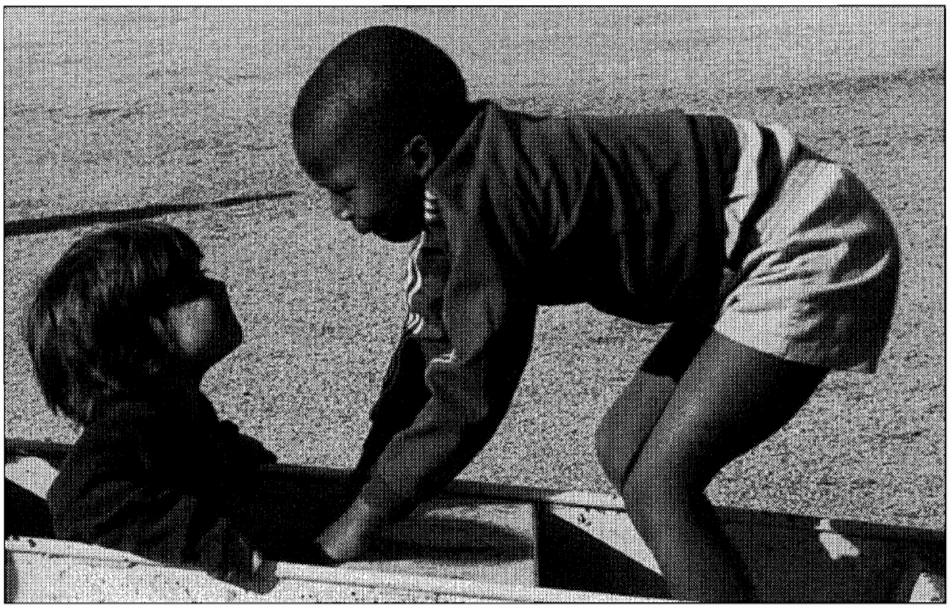
The political events in the Soviet Union have almost completely overshadowed press coverage of political changes that are taking place in South Africa. A September 5 article in *The Washington Post* reports that President de Klerk has proposed a one-person one-vote system of government as a negotiating position with the progressive movement and other political parties. We've come a long way from having shoes banged on the table at the United Nations and Presidents of the Republic that consider apartheid a necessary form of social organization in South Africa.

However, much remains to be done. Millions of people will surface ill prepared to take control of the country in the wake of the changes that will take place in South Africa during the next few years. A large portion of the 33 million blacks in the country are underemployed, if employed at all, and live in abhorrent conditions of poverty with poor levels of education and health. They have been excluded from the basic statistics based on which South Africa is described as a relatively prosperous and modern country. As the political transformation takes place, the next government — whatever its make-up — will need to find ways to redistribute the wealth throughout a greater portion of the population and to educate, house and provide health care for a majority of the population. South African NGOs will play a critical role in providing these services and probably in shaping priorities for the nation.

Status of Local NGOs

Most NGOs in South Africa are a product of the political struggle that has taken place to overcome apartheid. They are relatively small and have focused on continuing the political struggle at a community level. They now find that their mandate is broadening to include a focus on development activities. In addition to hundreds of local NGOs, there are national NGOs, such as the Human Assistance Project or the Rural Advice Centre, that provide assistance and training services, networking opportunities and small grants directly to communities. One feature most NGOs share is a sense of having developed in isolation from the rest of the world.

Isolation is a side effect of international sanctions and the result of the level of control that the government has held over the media and communications inside and out of the country. As the apartheid system begins to crumble, NGOs will be freer to dig in and begin the process of long-term change through development initiatives.



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Role of International Agencies

International organizations that are working in Africa and other parts of the world can play a critical role by assisting South African NGOs to break their isolation through networking and sharing information on successful and unsuccessful projects similar to ones that are being planned in South Africa. NGOs there have had little or no opportunity to learn from the experiences of others, not even from NGOs in Southern Africa where there is a similar context of change and development. On my recent trip to South Africa, one NGO representative put it very succinctly, "We are interested in what the experience, good and bad, has been of our brothers and sisters in Africa. We want to learn from them."

South Africans are beginning to recognize the level of interest that international organizations have in working with them. Local NGOs are unfamiliar with the mode of working with such agencies and are thus apprehensive about accepting assistance. They do not want to be overwhelmed by another set of outsiders. So their attitude of appreciation for this interest is balanced by a sense of caution. They want the international community to enter South Africa the right way, through partnerships with local NGOs and in response to the needs being identified by local NGOs.

Although the community has been isolated, individual South Africans are beginning to return from exile with some level of knowledge about and experience with the nature of the relationships between international and local NGOs in Africa. International organizations will also need to recognize that they will be working with highly motivated, politically-oriented, competent individuals within South African NGOs, individuals who have weathered the political storms by virtue of their talent of being effective organizers and skilled tactical planners. The experience that international organizations have gained in several different countries in developing long-term plans and managing development efforts will be a distinctive and valuable addition to the basic competence of South African NGOs.

Dave Williams, Associate Director for International Programs

PACT will place itself in the midst of the opportunities that are developing in South Africa to assist international organizations and South African NGOs develop partnerships. It will do this by facilitating access to information and exchange of experiences among local and international organizations, particularly with its members and by promoting networking opportunities.

For more information, contact: Dave Williams at PACT headquarters, 1901 Pennsylvania Avenue, NW, Suite 501, Washington, D.C. 20006. Tel.: (202) 466-5666; Fax: (202) 466-5669. Δ

Growth Versus Transformation *(continued from page 7)*

demands on this capacity already exceed its limits, even as more than a billion people are deprived of the means to meet their most basic needs, the issues are inherently distributional. Consequently, the appropriate focus of development policy is not on aggregate growth, but rather on the transformation of values and institutions to achieve the potentials that modern science, communications, education and a growing consciousness of our inherent global interdependence make possible for all people, even within a finite ecosystem.

These potentials are best realized through policies that strengthen local political and economic control by redistributing political and economic power and restoring the accountability of society's mega-institutions to the people they are intended to serve. The institutions of the global economic systems must be realigned to support an equitable distribution of power and resources among rich and poor nations and peoples and to nurture local self-reliance in meeting basic human needs through vibrant local markets and producer-controlled enterprises.

The alternative wisdom recognizes that our earth produces ample bounty to meet everyone's needs, but not their greed. It calls for a dramatic reorientation in our view of human well-being to embrace lifestyles less dependent on unnecessary consumption, and to recognize the centrality of intellectual, spiritual and social development as sources of human fulfillment. It seeks a condition of shared spirituality with sufficient vitality to replace money as the binding force of the human community and redefine that community's relationship with the larger natural ecology of which it is an inseparable part. It seeks space for cultural diversity and the pursuit of many alternative paths to human fulfillment consistent with the underlying principles of justice, sustainability and inclusiveness.

As NGOs progress in their definition of the transformational alternative, they are becoming an increasingly active, though still small and indistinct, voice in the great development debate that will ultimately determine the global future. Their effectiveness as contributors will depend on their commitment to advancing their own understanding of the issues, formulating adequately substantiated positions, and engaging in dialogue with the diverse constituencies that define the global polity.

David C. Korten, Ph.D., *is President of the People-Centered Development Forum (PCDForum), Manila, Philippines.* Δ

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As a service to private voluntary organizations, **PACT's Media Production Unit** offers its capability in all phases of communications production at a cost below commercial rates. Your newsletter, annual report or promotional literature will benefit from our staff's expertise in:

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The MPU is ready to assist agencies in the development and production of their publications and media packages. If you have a project you would like to discuss, contact Lorraine Moneypenny at **PACT, 777 United Nations Plaza, New York, NY 10017 USA. Tel.: (212) 697-6222; Fax: (212) 692-9748.**

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Team Technologies, Inc. also provides on-site project design workshops organizational development consulting and rugged laptop and desktop computers for field use.

Systems Requirements
PC/LogFRAME runs on IBM compatible, PC, XT, AT or greater with single floppy DOS 3.2 or greater. All other packages require IBM compatible AT, 386 or greater with hard disk and DOS 3.2 or greater.

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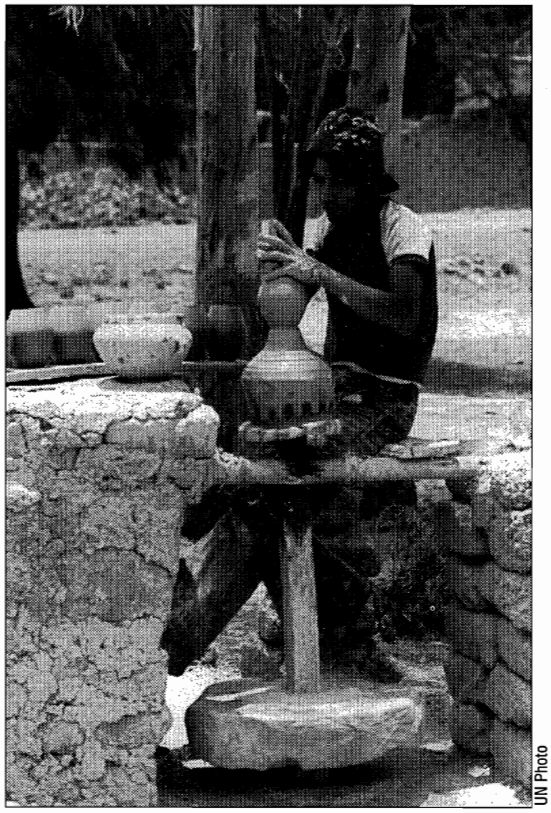
Cost-effectiveness in the Nonprofit Sector

Cost-effectiveness of programs is a topic endlessly debated by both donors and NGOs. Within the development community, there is disagreement on the definition of the word itself. TechnoServe, an international PVO based in Connecticut, whose work in Africa, Latin America and Eastern Europe focuses on the development of viable rural enterprises, recently sponsored a national-level workshop in the U.S. on **"Cost-effectiveness in the Nonprofit Sector."** The workshop was held at, and co-sponsored by, the Public Management Program of the Stanford University Business School in California. Other co-sponsors were Independent Sector and the Support Centers of America.



UN Photo

The workshop's purpose was twofold: first, to generate dialogue on the vital issue of program cost-effectiveness — what it is, how it can be promoted, what are the constraints (both internal and external) faced by nonprofits as they strive to achieve it; and second, to provide participants with hands-on tools to assess cost-effectiveness in their particular sector of activity.

TechnoServe sponsored the workshop "out of a sense of both duty and frustration," explains Peter Reiling, Director of Research and Development, — "duty to the community of institutions, foundations, corporations and individuals who support our efforts and those of our peers, both here and abroad; and frustration with the persistence within the nonprofit community of focusing on project and program inputs, not outputs."

"Too much is written about tons of food shipped to the developing world, numbers of vaccines administered, amounts of loans made; too little about the real impact that these programs have on the lives of the people who receive these inputs," asserts Edward Bullard, President of TechnoServe and recipient of Independent Sector's 1990 John W. Gardner Nonprofit Leadership Award. "We need to ask ourselves, 'Are we delivering a quality product to our partners, clients or beneficiaries? Are we delivering it at a reasonable, justifiable cost? Are we really effecting change, nurturing hope in this world so full of need?"

In all, 135 people attended the workshop. They included nonprofit managers (domestic and international), donors, consultants, professional evaluators and academics from across the U.S. and abroad. Participants and presenters at the workshop were drawn from eight sectors: environment, health, population/family planning, community economic development, higher education, arts and culture, youth services and housing.

Chief findings of the workshop:

- While academics such as Dr. Henry Levin, a scholar from Stanford who has written extensively on cost-effectiveness, may argue for more precise definitions, most practitioners agree that cost-effectiveness is "achieving desired program results at a reasonable cost." Effectiveness is not the same as efficiency; nor is an organization that does something more cheaply necessarily more cost-effective.
- Assessing cost-effectiveness entails studying both the quantifiable and the more intangible outputs of a given program. Many managers, such as Christina Sutherland of the Shelter Network (a nonprofit housing and human services provider in California), find that it is difficult to place a dollar value on both. Nonetheless, they agree that it is possible to place some sort of distinguishing value on them, thereby permitting the manager to make well-informed choices among programs.
- Many donors, such as the David and Lucille Packard Foundation, encourage nonprofits to engage in the practice of assessing cost-effectiveness, not merely to raise funds but as an internal management tool.
- At the same time, participants at the workshop agreed that donors should also be obligated to assess the cost-effectiveness of their own activities.
- Nonprofit managers need to be aware of those aspects in their own corporate cultures which stand in the way of cost-effectiveness. Jonathan Cook, Executive Director of the Support Centers of America, spoke of the problems of "ego-driven" organizations, territoriality among nonprofits, and an inordinate focus among managers on "chasing donor dollars."
- Often, outside forces beyond the control of service-providing nonprofits conspire to reduce their cost-effectiveness. Robert Burgess, Executive director of NEON, a community development organization in Connecticut, complained of public policies such as the excess use of "performance-based contracts" which keep him from being as cost-effective as possible in his job-training program. Such contracts, he asserted, seem designed to force him to "skim the cream" of his community while ignoring those truly in need. Hilda Rosario, Executive Director of ASPIRA, a Hispanic youth services agency in New Jersey, spoke of the lack of parental concern and guidance as a barrier to the cost-effectiveness of her high school counseling program.

TechnoServe *is currently compiling the proceedings of the workshop, and by mid-1992 it plans to publish a book entitled* ***Cost-effectiveness in the Nonprofit Sector: A Hands-On Manager's Guide.***

For information about the book, or to order copies (@$4.00 each) of TechnoServe's 1989 FINDINGS paper on cost-effectiveness, contact: Becky Stewart, TechnoServe, 49 Day Street; Norwalk, CT 06854; Tel.: (203) 852-0377; Fax: (203) 838-6717. Δ

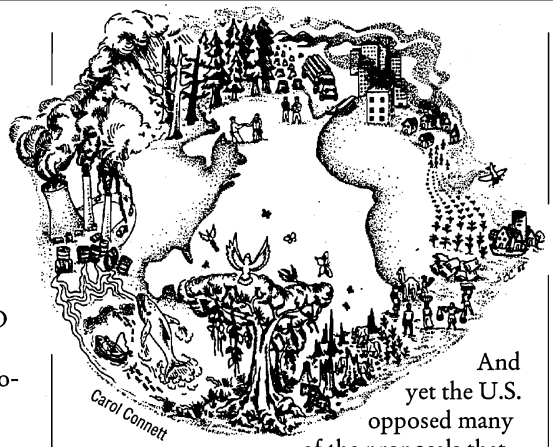
Earth Summit Updates

The third preparatory meeting to the UN Conference on Environment and Development (UNCED), or the Earth Summit, to be held in Rio in June 1992, took place in Geneva from August 12 to September 4. As this newsletter goes to press, initial reports on the meeting have come in. According to a number of NGO reports, PrepCom 3 (as the meeting is known), ended with little substantive negotiation on the key issues to be resolved at the Earth Summit. According to *Earth Summit Update*, produced by the Environmental and Energy Study Institute in Washington, DC, "Both developed and developing countries pressed their maximum positions and pet causes at the third Preparatory Committee, with no willingness to negotiate any compromise formulas." A group of NGOs based in Brazil, Canada, Geneva and the U.S. reports that "tentative agreements on short-term textual compromises were reached during the last hours of PrepCom 3...."

Resulting documents reflect no clear position on issues, since they are heavily bracketed, indicating clauses unacceptable by some delegation(s). Time was insufficient for substantive discussions or negotiations on important topics like forests, financial resources, environmentally-sound transfer of technology, desertification, or issues of international economics and trade.

Developing countries continued to point out the responsibility of the North for environmental destruction, and that the latter should take financial responsibility for this and even compensate developing countries. No decision was reached on the allocation of financial resources for carrying out actions in "Agenda 21" — a framework for action on environment and development to be developed in time for the Summit. The Group of 77 developing countries (G77) proposed a text on how to finance these actions, which elicited heated debate between industrialized and developing countries.

At one point, the heads of the Swedish and Japanese delegations tried to prevent NGOs from attending any meetings around PrepCom 4, to be held in March 1992 in New York. Reportedly this was done in deference to the wishes of some developing country governments who did not want to be too closely scrutinized by the NGOs. The United States barred this move. Close to 500 NGOs are expected to come to New York for this event.



And yet the U.S. opposed many of the proposals that called on it to take serious steps in several areas, including energy and legal mechanisms to control toxic chemicals and hazardous wastes.

One long-standing complaint of many NGOs is that environmental issues are dominating the discussions and cross-cutting development concerns are not receiving the attention they should. How this was addressed at PrepCom 3 is not clear from the initial reports.

During the final week of PrepCom 3, suggestions from all countries wishing to make them were compiled into a draft which included a G77 proposal and 144 other proposals. The huge task of coming to any agreement on these has been shifted to PrepCom 4.

Clearly, we have reported on the tip of the iceberg here. For details please consult the electronic networks mentioned below, or the UNCED Secretariat at 160 Route de Florissant, P.O. Box 80, CH-1231, Conches Switzerland. Tel.: (41-22) 789-1676; Fax: (41-22) 789-3536. Δ

Accreditation to NGOs

NGOs wishing to participate in the PrepCom meetings must first gain accreditation. During the PrepCom 2 meetings in March, 193 NGOs were accredited, and this number has increased since then.

Accreditation is granted by the Preparatory Committee to organizations able to demonstrate their relevance to and competence in areas pertaining to the subjects dealt with by the UN Conference on Environment and Development. NGOs seeking accreditation should send the following information: a copy of the latest annual report; information on governing body composition; a short statement on how the organization's activities relate to UNCED, a description of membership and location of headquarters. A form must be obtained and completed with this information, year of establishment and description of membership. For more information on this process and for details on the role of NGOs in the preparatory process for UNCED, contact: Yolanda Kakabadse, NGO Liason Officer, UNCED, 160 Route de Florissant, P.O. Box 80, CH-1231 Conches, Switzerland. Tel.: (41-22) 789-1676; Fax: (41-22) 789-3536. E-mail: cdp! unced. Δ

More About the UNCED Global Electronic Network

The UNCED Global Electronic Network was started in 1990 with the two communication giants, EcoNet and TCN. It is the fastest means by which NGOs can gain access to all documents prepared by the UNCED Secretariat. Any individual or organization can access these networks. You need a personal computer of any kind, a modem and an appropriate telecommunications software package (which often comes with the modem), and a functioning telephone line. From local dialing areas of one of the nodes, you can dial the networks directly. Outside local dialing areas, you may use a Public Data Network (PDN). If you cannot dial locally or access a PDN, long distance dialing may be required.

You will also need to open an account with one of the networks, depending on your location. All networks are designed to be easy to use for those who do not know much about computers. For more information, contact the UNCED Secretariat at 160 Route de Florissant, P.O. Box 80, CH-1231, Conches, Switzerland. Tel: (41-22) 789-1676; Fax: (41-22) 789-3536. Δ

Networks

Institute for Global Communications (EcoNet, PeaceNet, HomeoNet, ConflictNet), 18 de Boom, San Francisco, CA 94107, USA. Fax: (415) 923-1665; direct dial modem: (415) 322-0284.

GeoNet, GreenNet, 25 Downham Road, London, N1 5AA, UK. Fax: (44-71) 254-1102.

Web, 401 Richmond St. W. Suite 104, Toronto, Ontario, Canada. Fax: (416) 974-9180; direct dial modem: (416) 348-9388.

FredsNaetet (PeaceNet, Sweden), Timmermansgraend 4, S-116 27, Stockholm, Sweden. Fax: (46-8) 720-0035.

Nicarao, CRIES, Apartado 3516, Iglesia Carmen, 1 Cuadra al lago, Managua, Nicaragua. Fax: (505-2) 26180.

AlterNex, IBASE, Rua Vincente de Souza 29, 2251 Rio de Janeiro, Brazil. Fax: (55-21) 286-0541.

Pegasus Networks/EarthNet, P.O. Box 424, The Epicentre, Border Street, Byron Bay 2481, New South Wales, Australia. Fax: (61-66) 856926.

Source: UNCED NGO Liaison Office Δ

UUSC Receives $360,000 for Partnership Project

The Unitarian Universalist Service Committee (UUSC), an international development and human rights organization based in Cambridge, Massachusetts, was recently awarded a $360,000 grant by the John D. and Catherine T. MacArthur Foundation.

The three-year grant will partially support UUSC's **North-South Partnership program** designed to help grassroots organizations in Africa, Asia and Latin America strengthen their institutional management capacities and expand reproductive health care services and environmental programs. The program itself will run for six years.

UUSC will work with its partners to redefine the concept of partnership between NGOs in industrialized and developing countries. Project partners will also be assisted in implementing reproductive health care and environmental projects, developing plans for incorporating these programs into their budgets with secure local funding, and improving their skills to affect public policy in their own countries.

Training for Transformation

As part of the North-South Partnership project, UUSC is co-sponsoring an **"Institute on Leadership, Sustainability and Partnership Development for Grassroots Organizations"** in M'bour, Senegal, from November 17 to 28, 1991. Among other activities, participants (UUSC project partners and invited guests) will share experiences in program development, maintenance, and relations with donor agencies. The institute also will set in motion the process of reducing dependency on American aid organizations by helping the grassroots groups form their own networks of mutual assistance and management.

For information on the Senegal Conference, contact: George Ntumba, Program Coordinator, North-South Institute, Unitarian Universalist Service Committee, 130 Prospect Street, Cambridge, Massachusetts 02139-1813. Tel.: (617) 868-6600; Fax: (617) 868-7102. For information about the MacArthur Grant or UUSC, contact: Anna M. Warrock, Press Relations, at the same address. *Source: UUSC* Δ

"Keeping the Promise": A Call to Global Action

Everyday 40,000 children die from largely preventable malnutrition and disease. In September 1990, 71 heads of state and government gathered at the United Nations

Susan Rotolo

headquarters to attend the World Summit for Children. They made bold promises to try to end today's rate of preventable child deaths by the year 2000. They also promised to ensure that 80% of the world's children complete primary education and to reduce child malnutrition by one-half during the 1990s.

Since the Summit, 29 heads of state have promised to work toward these goals. What can we citizens do to help the rest keep their word to put children at the top of the world's political, economic and social agenda? Many people have been grappling with this question. Building on the success of last year's Candlelight Vigils in which over one million people gathered in 75 countries, RESULTS, a Washington, DC-based advocacy group, is leading a **World Summit for Children Keeping the Promise campaign.**

On the one year anniversary of the Summit, people around the globe participated in this campaign, which included activities such as Keeping the Promise sabbaths and school activities. Churches, temples and mosques around the world included sermons, readings, music and activities in their regular services to inform their congregants about the promises made at the Summit and what they can do to ensure that these are kept. At schools and colleges, teachers, students and their families learned through lesson plans and activities about the promises and their role in furthering these.

As of September 5, 474 communities in the United States and 42 countries worldwide were planning Keeping the Promise activities. The number has been growing daily. The momentum of this movement is impressive. If you want to participate in such events in the future, or need information on the anniversary activities, contact: Peter Rickett, Managing Director, RESULTS, 236 Massachusetts Avenue, NE, Suite 300, Washington, DC 20002. Tel.: (202) 546-1900; Fax: (202) 546-3228 Δ

World Bank has New Forest Policy

In July, the World Bank officially declared an end to support for commercial logging in tropical forests, according to Agriculture Director Michel Petit, as he recently announced the release of the Bank's Forest Policy, the first one issued in 13 years.

Critics have charged that the Bank has sponsored projects which promote commercial activities which in turn increase environmental degradation. Mr. Petit acknowledged that the Bank had made mistakes in the past, but pledged to reverse that practice.

The new Forest Policy reflects the concerns of many NGOs on the financing of commercial logging in primary tropical moist forests and the concomitant loss of forests due to Bank financing of infrastructure projects (roads, dams, mines). Mr. Petit attributed a good deal of this change in Bank policy to the input of NGOs. He also agreed that the Bank needs to better coordinate and incorporate the concerns of the more than 500 million people directly affected by the condition of the world's forests. For more information, contact: Michel Petit at the World Bank, 1818 H Street, NW, Room N 8051, Washington, DC 20433. Tel.: (202) 473-0340; Fax: (202) 477-6391.

Source: NGO Networker, WRI Δ

Inter-American Development Bank Releases New Forest Policy

NGOs have been assured that they will have the opportunity to play a responsible role in the implementation of the new IDB policy. IDB forest expert Kari Keipi will travel throughout the Latin American and Caribbean region to hold formal briefings with NGOs (with particular emphasis on indigenous peoples' organizations) as a condition of IDB approval of the Forest Policy. All borrowing countries and NGOs in those countries must submit comments on the IDB Policy by October 31, 1991. Interested NGOs should contact: Cathy Fogel at The Sierra Club, 408 C Street, NE, Washington, DC 20002. Tel.: (202) 547-1141; Fax: (202) 547-6009. For a copy of the IDB Forest Policy or report on the Third Consultative Meeting on the Environment, held in June in Caracas, Venezuela, contact Nan Burroughs, Inter-American Development Bank, Division of External Relations, 1300 New York Avenue, NW, Washington, DC 20577. Tel.: (202) 623-1396; Fax: (202) 623-1403. Δ

Calendar

November 18-20 — *Agra, India*
International Workshop on Human Settlements for Sustainable Development
Contact: Dr. Desh Bandhu, President, Indian Environmental Society, U-112 (3rd Floor) Vidhata House, Vikas Marg, Shakarpur Delhi-110092, India.

November 21-22 — *Tempe, Arizona, U.S.A.*
Growing Our Future: Food Security and the Environment
Contact: Kristen Weden, International Programme Coordinator, Food for the Hungry International, 7807 East Greenway Road, Suite 3, Scottsdale, Arizona 85260. Tel.: 1-800-2-HUNGER or (602) 951-5090.

November 20-24 — *Washington, DC, U.S.A.*
An International Forum, Learning Together/Working Together: A South-North Dialogue
Contact: Susan Shome, AWID Secretariat, 10 Sandy Hall, Virginia Tech, Blacksburg, Virginia 24061. Tel.: (703) 231-7615.

December 4 — *Washington, DC, U.S.A.*
Building Partnership and Expanding Influence
Contact: Lorraine Moneypenny, PACT, 777 United Nations Plaza, New York, NY 10017. Tel.: (212) 697-6222; Fax: (212) 692-9748.

January 23 — *Washington, DC, U.S.A.*
Community Participation
Contact: Lorraine Moneypenny, PACT, 777 United Nations Plaza, New York, NY 10017. Tel.: (212) 697-6222; Fax: (212) 692-9748.

February 24 — *Washington, DC, U.S.A.*
Leadership By Design
Contact: Lorraine Moneypenny, PACT, 777 United Nations Plaza, New York, NY 10017. Tel.: (212) 697-6222; Fax: (212) 692-9748.

International Course on Regenerative Agriculture

The International Institute for Rural Reconstruction (IIRR) based in the Philippines, with offices around the world, is conducting this training course from November 18 to December 13, 1991. It is primarily aimed at enhancing participants' knowledge and skills in agricultural project management and developing participants' competence in regenerative agriculture technologies. The people-centered approach will be highlighted in the course, and a diversity of training approaches will be used. Fees: US$3,000 per person (this includes tuition, room and board). Application forms will be sent upon request. For inquiries, write to: The Director, Division of International Training and Outreach, IIRR, Silang 4118, Cavite, Philippines. Δ

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As mentioned on page 2, unless copyrighted, material from IMPACT can be reprinted — provided tearsheets are provided to the editor. We have recently been finding reprinted articles in other newsletters of which we have not been informed. We would greatly appreciate receiving copies of newsletters that reprint material from IMPACT. Thank you. Δ

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Spring 1992 Issue No.16

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Peace: Precondition for Development

The after-effects of the Gulf War, the national and regional conflicts that continue to devastate the human race, the overwhelming problems of poverty, and the escalating concerns about the environment are some of the phenomena today that are forcing all peoples to more than ever before think about peace and development. Having held such positions as Ambassador and Permanent Representative of Uganda to the United Nations, President of the UN Security Council, Vice President of the UN General Assembly, Chairman of the UN Commission on Human Rights, and presently President of the International Peace Academy in New York, Mr. Olara A. Otunnu has the rare knowledge and experience needed to enlighten this debate. In an interview with Veena Sundararaman, the editor of IMPACT, Ambassador Otunnu shares his thoughts on the peace dividend, development, and what "the international civil society" can do about these issues in today's world.

VS: Development specialists believe that in the light of the post-Cold War world, peace should be redefined in the context of poverty and all its associated evils. Do you agree? If yes, can you suggest ways in which this can be done so that it makes a real dent in poverty?

AO: With the end of the Cold War, there are various levels at which

we should conceive a peace dividend. In the Cold War era, a lot of aid credit was tied to arms being sent from developed to developing countries to support the various sides in conflict. Of public aid given to developing countries, the proportion devoted to building armaments, especially in regions of the world affected by conflict, such as Africa and the Middle East, is very striking.

There is ample evidence the world over that where there is conflict, there is no development. Peace is without a doubt a basic precondition for development. While the post-Cold War peace dividend may be difficult to secure, it is easy to show the relation between internal expenditures for arms and military versus expenditures for development. There is limited cake and most of it is going to arms.

The UNDP and the World Bank put out reports on the ratio of spending on armaments and on the military as opposed to spending on agriculture, education, or health. It is scandalous. That ratio can now change in favor of the sectors that really matter to the lives of local people. This is one level of the peace dividend.

During the Cold War, the major powers served as godfathers to various local conflicts. They were not necessarily the source of the strife; they inserted themselves into the scene and complicated it. Since there were often local, primordial sources to those conflicts, one was not only dealing with these elements, but with the giants who were using the theater of confrontation for battling out their own rivalry.

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IMPACT's
Last Issue
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This is the last issue of **IMPACT**. If you wish to respond to any of the articles, please write to:

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FROM THE EDITOR'S DESK

In looking back at the letters we have received over the years in response to IMPACT, we realized that these are a wonderful testimony to the efforts of a vast array of people working for development in this world. The people represent diverse institutions and philosophies, countries and cultures, and needs and programs. Underneath this diversity of viewpoints, however, we all share the same concerns — about the environment; food, clothing, and shelter; natural disasters; and children, to name a few. People's movements around the world reflect this unity in diversity. And it is this knowledge — that no matter where we come from, we are working for human values, and in working together we are a powerful force — that gives us great hope for meeting the formidable challenges of the times.

In this final issue of IMPACT, we share some of these letters with you.

Veena R. Sundararaman

LETTERS

With respect to your welcoming contributions from IMPACT readers, of which NEST is one, I would like to share the following about NGOs in Nigeria and, in particular, about a workshop held in 1991 with over 100 NGOs in the country.

The NGO firmament in Nigeria includes organizations from different historical backgrounds, divergent missions, undefined praxis, and sometimes shallow understanding of recent development positions. There are NGOs formed by the government for the people, NGOs handed over by foreign organizations, and NGOs built upon templates from theoretical bases. In this motley of associations, there are a few that fulfill the needs of their immediate community, making sure that their programs put people first and are participatory in conception and execution.

There has been no umbrella organization to facilitate institutional development of the various NGOs or to serve as a clearinghouse of information for funders. Against this backdrop, the Federal Ministry of Culture and Social Welfare of Nigeria organized a workshop in 1991 on "Strengthening Collaboration between Government and NGOs." While very stimulating, the debate showed the differences in people's perceptions and understanding of development issues. Activities in the country are now streamlined to bring about a National Development Focus. Training, a major component for NGO survival, will top the agenda.

NGOs in Nigeria are entering a new phase when service organizations will move on to the next stage of confronting poverty and social injustice with an eye for the environment. Our clarion call at NEST is "if we put the environment first, our years of development efforts would not result in tears of waste."

Kole Ade-Odutola, Information/Training Officer, Nigerian Environmental Study/Action Team (NEST), New Bodija, Ibadan Oyo State, Nigeria

Indeed, IMPACT brings forth a lot of useful information. I like to go through it first, as soon as mail reaches my desk. We would like to hear more about PVO-NGO partnerships, and case studies related to this.

SHED is serving in 175 tribal villages which are cut off from the rest of the area, with no roads or other communication facilities. The struggle and problems are many. But we enjoy sharing these and sitting down with the villagers to draw action plans and solve problems. We have plenty of new plans. But we rarely get funding partners to collaborate with us. Please send us IMPACT regularly. Our best wishes to your team.

M. Gnanasigamony, Director, Society for Health Education and Development, (SHED), Orissa, India

We recently received the Fall issue of IMPACT and found several interesting and informative articles.

Since "institution-building /strengthening" is an important component of the CRS/Cameroon Projects' programs, we are particularly interested in the article on "Evaluation Tools to Measure Institutional Development ...."

Such materials will be very useful and valuable for our work here in Cameroon.

Christine Gakobwa, Project Manager, Catholic Relief Services (CRS), Yaounde, Republic of Cameroon

Last Issue of IMPACT

FROM THE EXECUTIVE DIRECTOR

Dear Friends:

This will be the last edition of this newsletter, IMPACT. Publication of PACT's news bulletin, "The Consortium Courier," has also ended.

IMPACT has been published under funding from A.I.D.'s Office of Private Voluntary Cooperation (PVC), which will be unavailable in the future.

Over the past six years, IMPACT has published articles on a great range of themes, including the complex roles of NGOs; the changing mission of PVOs; global environment, population, and development concerns; the impact of structural adjustment in the South; donors' perspectives on development assistance; participatory development approaches; appropriate technology; small enterprise; organizational development; financial management; varied training methods; computers and international communications; strategic planning for non-profits; disaster preparedness; community-centered activism in the South; institutional development; evaluation techniques; and program cost-effectiveness.

Our intent has been to create dialogue and informed thinking within the international development community on issues across a broad spread of perspectives. Ms. Veena Sundararaman, Editor, has applied her talents and dedication to ensure that our intent has been achieved. With desk-top publisher Mr. Dennis Coluccio's efforts, the newsletter has grown in creativity and style.

We hope that IMPACT has been an informative and useful newsletter for you and the over 5,000 readers all over the world. Your communication over the years has helped us focus on your concerns and needs. We thank you all for your support and encouragement. It takes many people to make a newsletter. The people who have taken the time to write and provide ideas for IMPACT have our special thanks.

Newsletters come and go, but as IMPACT joins others that have expired, PACT's mission and work — acting as a catalyst with small and large, new and old private agencies throughout the world — will continue to contribute to the "international civil society," referred to by others in this issue of IMPACT. The massive political changes in the world, with concomitant deepening levels of poverty and environmental deterioration, mandate increased vigor to seek new approaches, consensus, and ever-widening collaboration. PACT will continue to work with exactly such vigor in partnership with others.

My best wishes to all of you in 1992 and beyond.

Louis L. Mitchell

LETTERS

After reading with great profit the summer issue of IMPACT, I am sending my response. The World Bank should include [in its lending target group] grassroots workers who labor for peace activism. Development is a multi-faceted process which requires the contribution of different types of voluntary agencies. Many development workers are ploughing the same vineyard, yet bringing their own distinctive input.

Peace activists, those working for consciousness-raising among the rural masses, and disseminators of development ideas need financial support, however small the amount, to carry out their work. As one engaged in such work, I have been disillusioned by the lack of funds available. In formulating its donor policies, the World Bank should look into this potential audience.

John Alexander, Nagpur, India

We are an Italian NGO and we recently started the publication of a new six-monthly magazine on evaluation (Forum Valutazione).

We know that you are an important source of network information on northern and southern NGOs, and since the next issues of our journal will contain a news section, we are interested in any information concerning evaluation (seminars, evaluation initiatives, new publications, and so on).

Barbara Marziali, Editorial Coordinator of Forum Valutazione, Rome, Italy

I am always pleased when I see articles like "Communicating with the Field," which appeared in the Spring issue of IMPACT. I believe computers and communications play a key role in development of Third World countries. TechnoServe has been using microcomputers for many years, not only as personal productivity tools, but also for data integration, communications, and management information systems. ...We would be happy to share TechnoServe's microcomputer experiences with IMPACT and the international development community.

J. Alberto Espinosa, Director of MIS, TechnoServe, Connecticut, USA

IMPACT is of special interest to us because of the correlation between the problems related in its articles and those which we have encountered in INDES (an institute of social improvement and human welfare) for 16 years with the farmers in the poorest urban areas of northeast Argentina.... We would like to receive more of such information.

LIC. Elda Marchesotti, Institute de Desarrollo, Social y Promocion Humana - INDES, Argentina (Translated from Spanish)

The Emerging Role of Civil Society in National Development Efforts

By S. Bruce Schearer

The powerful winds of change released by the political transformations of the 1980s have begun to affect those engaged in development efforts in southern nations. The same popular pressures for greater democratization, respect for human rights, and equity that led to the removal of the Berlin Wall and reunification of Germany, to the collapse of the Communist party in Central Europe and then the USSR, to the freeing of Namibia and Nelson Mandela and the dismantling of apartheid — these same pressures today are being felt widely in countries in Asia, Africa, Latin America, and the Caribbean.

Authoritarian governments in China, Cuba, Myanmar, and Kenya, to name a few, are struggling to resist these pressures for change, while governments in the republics of the former Soviet Union, most of Central Europe, numerous countries in Africa and Latin America, and a small but growing number in Asia are straining to incorporate these demands into new policies and programs. A concentration of these forces among ethnic minorities is testing the very fabric of society in countries as diverse as Czechoslovakia, India, Uganda, Sri Lanka, Togo, and Canada and appears to be close to dissolving it in the former Soviet Union, Yugoslavia, Somalia, and Lebanon.

As the democratization movements of the 1980s take deep root in the countries where they first emerged, their message is beginning to radiate more widely. One of the most dramatic components of this message is that the power and role of the state are far less than people previously believed. In the face of the popular demands for change during the last decade, governments everywhere were the reactors rather than the initiators. People created, led, deepened, extended, and consolidated these movements, while the state struggled either to quash their demands or to survive by constantly trying to catch up with the fast pace of change their citizens demanded. While a few governments were able to adapt to and build on this change, many more were swept from office and replaced by leaders championing people's causes.

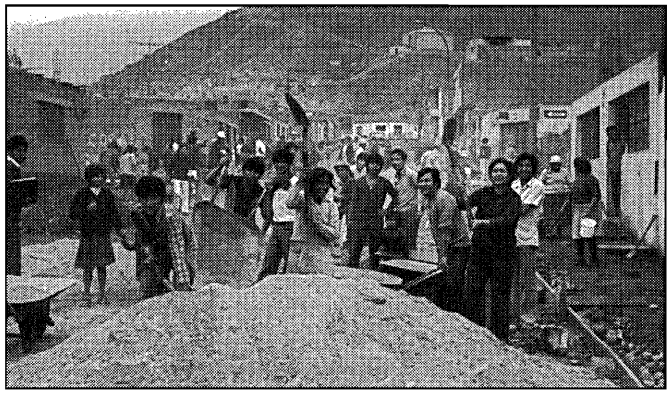
This message has given rise to a new boldness, vitality, and sense of opportunity in the civil part of national societies in country after country. People's movements, NGOs, and communities have gathered strength, while at the same time governments are seeking ways to be more responsible and receptive to the popular expressions of political will. The result has been subtle, and in some cases very frank, shifts in the balance of power in a large and growing number of countries throughout the world.

What is the "Civil Society"?

The term *civil society* has been used to describe the source of the new energy and ferment. While there is no agreement about its precise meaning, it generally refers to that part of society that is *of, pertaining to, or consisting of citizens*, including voluntary associations, clubs, community groups, private philanthropies, and other organized non-governmental, non-economic aspects of life. Very recently the notion emerged that civil society encompasses a *third sector* of society, along with the state and the market.

This notion holds profound implications for national development efforts. Until now the state and official multilateral institutions have been seen as major actors, with NGOs playing a supplemental, supportive role. The idea that development efforts might actually be led by an energized, popularly-anchored civil society rather than by the weakened state or by powerful external agencies has galvanized NGOs and people's organizations in both the North and the South.

But how this could happen is far from clear. What is clear is that the nature of civil society varies greatly from culture to culture and country to country and that most southern nations experience and understand it in different terms from those in North America and Europe. While there is no doubt that freedom of expression, of association, and of action outside the realms of government and business are on the increase in most southern countries, it is not so clear that these increased freedoms will necessarily give rise to a multitude of formal voluntary associations and non-profit organizations such as exist in the United States, Canada, and most European countries.



CARE Photo

Peru

The Funding Dilemma

Nor is it evident that private foundations and citizen philanthropy will provide independent

(continued on page 17)

The Third Sector — An Important Factor of Civil Society in the USA and Bangladesh

By Richard Holloway

In all the current ideological talk of the market economy's supremacy and the political will given to privatization, it is often forgotten that there are two parts to the private sector — the for-profit and the non-profit. Ideologues speaking about the private sector and distinguishing it from government conveniently forget the large and important sector of society that is neither government nor for-profit. The non-profit sector doesn't even have a name of its own; it is defined negatively as the Non-Government Organization (NGO) sector, whereas, of course, all the private sector is non-government. It is sometimes defined as the Private Voluntary Organization (PVO) sector, but this begs the question of whether it is indeed private and voluntary.

I have seen two interesting descriptions for the NGO sector. The first one, by Marc Nerfin, uses the metaphor of the prince, the merchant, and the citizen. The government is symbolized by the prince, and it depends on control by force to carry out its work; the business world is symbolized by merchants, who carry out their work by making a profit; finally, the citizen symbolizes civil society, which carries out its work by building collaboration around agreed visions of a better society.

The second typology, by Miche O'Neill, is less poetic. It merely labels the non-profit, non-government sector as the *Third Sector*, presupposing government as the first sector and business as the second one. Both these typologies are useful because they give equal weight to all three elements of society. My thesis is that the citizen's sector, the Third Sector, is indeed a main actor (actual or potential) in the conduct of a nation's affairs, and that we need to be aware of its dimensions.

UN Photo

Scope of the Third Sector

Do not confuse the Third Sector with NGOs as this term is commonly used in the development community. Unfortunately, the term NGO has gained great currency. It is actually a part of the Third Sector. A review of what is carried out by the Third Sector will expand the realm of what is possible within the NGO sector.

Both in the USA and in the South, the work of the Third Sector is important, innovative, and far from being a transitory phenomenon. It is also fundamentally important to the culture and nature of any society.

In the USA, consider a sector that contains organizations like Harvard University, the Catholic Church, Mount Sinai Hospital, the Smithsonian Museum, the Blue Cross insurance system, public service television, the American Red Cross, United Way, the YMCA, the National Association for the Advancement of Colored People, Common Cause, the Rockefeller Foundation, Alcoholics Anonymous, Chambers of Commerce, the Rotary Club, and the unions. We are talking about a sector that is as fundamentally important to the American way of life as the government or the private industries of the country.

In many cases, the Third Sector has been at the leading edge of social movements and has pioneered valuable work long before government or business accepted them. Women's suffrage, the abolition of slavery, child labor, and the fight for civil rights are all examples of such causes. Modern examples of the Third Sector in operation can be seen in the areas of drug abuse, housing for the homeless, and AIDS, among others. Government and business come along behind and occasionally pay for work started by others.

In Bangladesh

In this country it is also common to form associations, but these have not received due recognition. Rich Bangladeshis will likely belong to a district association or "upazilla," service society, trade association, professional association, school or alumni association, chamber of commerce, or mosque group. Their friends may well belong to political parties or cultural, welfare, youth, or women's associations. They may support islamic societies in health, welfare, or the care of orphans. They may feel the importance of rural development and support local organizations undertaking health care, family planning services, literacy, or other work. When natural disasters strike, many associations become active and collect and deliver relief materials.

Poor rural Bangladeshis will also have a rich field of associations, perhaps an informal savings group, mosque committee, "jatra" (pilgrimage) group, sports club, or peasants' association. The word NGO does not cover the richness of the Bangladesh Third Sector.

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Peace *(continued from page 1)*

This situation has ended with the Cold War. To the extent that it is no longer necessary to sponsor those conflicts, there is an incredible opportunity to seize. This is the second level of the peace dividend — we can tackle local and regional conflicts, viewed without the prism of East/West rivalry. The parties previously locked in combat through the material and political support of their godfathers can now have an incentive in settling the conflict.

In other words, people will directly experience the peace dividend if less is spent on armaments, either because the sponsoring countries in the North are no longer supplying the arms and prefer to give assistance in areas of agriculture, education, and social services, or because the conflict that spurred the acquisition of armaments has been ended, freeing up external, but even more important, local resources.

We live in a situation in which there is peace at the global level. We all breathe easier because the specter of nuclear armageddon is gone. But below this peaceful umbrella, we have seen that the world is still awash in conflicts. With the exception of North America, substantial parts of South America, and Western Europe, the rest of the world is caught up in the grip of incredible tragedies. To translate the global reality we see into specific measures at local and regional levels is the task that now lies ahead.

There is another dimension to the peace dividend, this time within the North itself, where there is much discussion about domestic social and economic problems such as that of homeless people, a secure and universal health service, education, physical infrastructures — all of which will require a lot of resources. One hopes that with the releasing of resources hitherto tied up with military expenditure, some of that might find its way into the social, economic, and health sectors in this region too.

VS: About six months ago (at the Aspen Institute), you categorized a number of critical concerns — including protection of the environment, extreme poverty, and indebtedness of Third World countries — as the "new global agenda" around which "a new modality for international cooperation, and in particular North-South cooperation, must be explored." Please elaborate. How do you envisage this cooperation?

AO: I call these concerns "the new global agenda" not because they are entirely new or novel, but because there is a new awareness of their importance and universality. These issues are striking for several reasons. For almost all of them to be successfully tackled requires coordination and joint action at the international level. These are issues which by their very nature defy the complacent logic of national boundaries. In yesteryears when one talked about interdependence, it was thought to be some kind of Utopian dream divorced from reality. Today there are very few people who do not feel the interdependence of these issues in some actual fashion. We breathe the same air, whether here or in South America. And if that air is polluted, we are all in trouble. These issues have become important now partly because the East-West conflict that had preoccupied the world has gone. So policy makers, citizens, and scholars can see more clearly the other threats which were previously obscured, and they can devote attention to them.

I see this happening through massive global action at the international level. There should be a body — the United Nations seems to be the most appropriate — that can serve to heighten awareness about these issues and make them rallying points internationally, while also defining the nature of the problem. What, for instance, is the nature of global warming? In what ways does it affect people in different parts of the world. We need a forum in which there can be an exchange of views about the best strategy to fight interconnected and transnational problems such as AIDS, global warming, and soil erosion in different parts of the world. Coordination, not centralized action, is the key here. Action can be deployed at the national, regional, and village levels. But if they are to have an impact, these efforts must be part of a broader scheme which has been thought through, discussed, and agreed upon at a global level.

The new modality of cooperation doesn't begin from some kind of grand

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World Women's Congress for a Healthy Planet

By Ellen LeCompte and Leslie F. Mitchell

"No nation has the right to call itself a democracy ... when it denies equal participation in policy making to women," said Bella Abzug, Co-Chair of the Women's Foreign Policy Council, at the first international gathering of women and the environment called the **World Women's Congress for a Healthy Planet**. Held in November, in Miami, the Congress was sponsored by the Women's Foreign Policy Council to ensure that women will have an equal say at the United Nations Conference on Environment and Development in Brazil, in June 1992.

Over 1,500 women from approximately 90 different countries, representing NGOs, environmental projects and institutions, government departments, and universities, came together because of their common concerns about global environmental issues and the poverty crisis.

The keynote speaker, Margarita Arias, former First Lady of Costa Rica and President of the Arias Foundation for Peace and Human Progress, stated, *"No one speaks out for the protection of the environment with greater moral authority than women. Only those who have fought for the right to protect their own bodies from abuse can truly understand the rape and plunder of our forests, rivers and soils. The global nature of environmental issues requires solutions that result from international cooperation ... and women want to remind the world that the problems of the environment also have to do with the distribution of wealth and equity ... the poor and indigent can't be blamed for the destruction of the forests."*

The conference had expert testimonies from 15 women from around the world, who gave accounts of how the ecological and economic tragedy is affecting their own countries. Judges listened to their testimonies and inquired into the strategies that could be realistically used to halt the destruction of their respective countries.

Many of the speakers were highly critical of an economic system that measures economic growth without taking into consideration two factors most important to the very poor: natural resource depletion and unpaid labor of women. This way of thinking makes it possible to describe a country as experiencing positive economic growth when agricultural exports have risen, while at the same time women subsistence farmers and their children are starving. In many countries, this is the method of economic measurement used when forming public policy.

UN Photo

As stated by Peggy Antrobus, Director of Women and Development/WAND, Barbados, *"The key to the problems in our environment lies in the economic model we have adopted or had thrust upon us."* Speakers argued for measures such as modification of the current economic system through relaxation or forgiveness of debt, reformation of the international trading system, reduction of protectionist policies, and increased access to world production and resources. They argued that concerns for the environment can be expressed as economic pluses or minuses in an eco-economic spreadsheet.

Marilyn Waring, economist and author of *If Women Counted* (January 1989, Harper and Collins), echoed the view of many when she stated that *"There is no market value that can be attributed to the ecosystem."* She went on to argue that eco-economics reinforces the perverse belief that only money has value. An alternative means of establishing value from empirical measures must be devised.

In workshops, participants explored in greater depth the themes introduced during the testimonies. In a workshop on "Disparate views of population and the environmental crisis," the women stated that population growth is the result of and not the cause of poverty and inequity in society. Faye Wattleton, President of the Planned Parenthood Federation of America, stated that *"... women have the right to control their own fertility, without government or other intervention ... and this right should include access to safe and legal abortion."*

On the last day of the workshop, a women's **Action Agenda 21** was prepared and handed to the Secretary-General of the 1992 Earth Summit, Mr. Maurice Strong. This final document reflects the wide range of experience and approaches to issues of the environment represented at the conference. And perhaps more remarkably, the document reflects a shared vision of a more just, equitable society and the belief that problems in the environment are human problems caused by flawed value systems and fatally distorted priorities.

Ellen LeCompte, *Associate Director, MIS, PACT,* and **Leslie F. Mitchell**, *Administrative Officer for International Programs, PACT*

For a copy of the Action Agenda 21 of the World Women's Congress for a Healthy Planet, contact: Women's Foreign Policy Council, 845 Third Avenue, 15th. Floor, New York NY 10022. Tel.: (212) 759-7982. Δ

Needed: A Rational Approach to Rural Industrialization

By Juan M. Flavier

Third World development efforts continue to be characterized by great expectations and bitter disappointments. Poor planning and faulty execution have compromised several national development strategies. These failures have been exacerbated by a number of external factors: weak markets for export commodities, continuing protectionism in developed country markets, the high cost of energy, industrial inputs, development capital, and occasional bad advice by bilateral and multilateral lenders.

UN Photo

Bangladesh

Perhaps the most promising — and frustrating — aspect of this development picture has been rural industrialization. Except in a few countries, like China, where central economic planning is the rule, rural industrialization has been somewhat controversial. In India, for example, it has been assailed as an impediment to the modernization and growth of the country's primary industries. In Brazil, where land reform has consistently failed, rural industrialization has become an important element of national growth, but its uncontrolled implementation has led to serious environmental degradation.

At its best, rural industrialization offers the following:

- An antidote to rural-to-urban migration and to the resulting pressure on social and natural resources, which are notoriously thin in many Third World countries;
- A much-improved pattern of rural employment and income distribution;
- Better dissemination of technology and job skills; and
- Creation of needed infrastructure in rural areas (e.g., roads, schools, clinics). By emphasizing efficiency of production and distribution, it also contributes to the modernization of agricultural management.

At its worst, rural industrialization leads to the irrational imposition of industries in areas that cannot accommodate them, to a reduction in agricultural output by taking good lands out of production, to further environmental degradation, and it actually worsens unemployment and underemployment. It also can lead to population displacements without proper relocation planning and compensation.

The lessons of the past 20 years have yielded the following truths for the future of rural industrialization:

- If the purpose is to improve the lives and livelihoods of rural people rather than to manipulate populations or spread the pollution around, the people themselves should be consulted about what is needed, what is likely to work, and what the pace of developmental change should be. Such consultation is apt to enlighten rather than complicate the setting of national production priorities.
- Beginning the process of change with what the people know and want suggests that the initial tier of industries should be agriculture-based and organized on a small, manageable scale. The failure to date of the industrial enclave program in the Philippines is attributable to the government's imposition of large heavy industries that bear no relation to rural lives, skills, and interests.
- Introduction of new technologies need not come from the outside. Rural peoples are neither backward nor stupid. Indeed, as the Intermediate Technology Development Group has demonstrated in its book *Tinker, Tiller, Technical Change*, indigenous knowledge and inventiveness have kept rural societies viable for many centuries.
- Attention should be given early in the planning process to the need to protect local ecologies, conserve local resources, increase energy efficiency, and prevent pollution.

In short, *sustainability* of endeavor must be an industrial as well as an agricultural priority.

If it is well-planned, rural industrialization can become a significant factor in economic development. In China, for example, rural enterprises now employ nearly 100 million people and contribute 28 percent of the country's total industrial output.

This is an issue of some urgency. Population flight — from rural to urban areas and, increasingly, from underdeveloped to developed economies — has weakened several Third World countries. Their chances for future viability rest on a balanced approach to development that includes a productive rural sector. International development agencies will do well to support efforts in this direction.

Dr. Juan M. Flavier *is President of the International Institute of Rural Reconstruction, with headquarters in the Philippines. For more information contact: IIRR, 475 Riverside Drive, Rm. 1270, New York, NY 10115. Tel.: (212) 870-2992; Fax: (212) 870-2981.* Δ

To respond to this article, write c/o The Editor, IMPACT.

PACT Opens Office in Cambodia

With the signing of the Cambodia Peace Agreement in Paris on October 23, 1991, and the return of Prince Norodom Sihanouk to his homeland in November, Cambodia entered a new chapter in its history. Over the next year and a half, the country will be beginning the process of rebuilding and preparing for the UN-supervised elections.

During this critical time, PACT will be implementing the Cambodia Community Outreach Project funded by the Agency for International Development (A.I.D.). With its partner, John Snow Research and Training (JSI), PACT will support the activities of PVOs and NGOs, including qualified Cambodian voluntary organizations, to meet the basic needs of the most vulnerable members of the community (widows, children, orphans, and the elderly), and to promote the development of local voluntary organizations.

Under the project, subgrants will be given to PVOs/NGOs to carry out community-level projects in health, nutrition, and sanitation; education and training; self-help promotion; and credit and microenterprise development. In addition to overseeing and supporting the subgrantees, PACT will provide technical assistance and training to PVOs that have received grants from A.I.D. to implement projects to assist children and victims of war in Cambodia.

Concept papers to be considered for subgrants in the initial round of reviews are presently being screened, with recommendations to be presented to the Mission and A.I.D. in Washington, D.C. for final approval. International PVOs have been very enthusiastic about carrying out projects in Cambodia. In addition, the program has engendered a great deal of interest from Cambodian-American organizations, many of which have been carrying out community development programs within Cambodian-American communities and are seeking to extend their work to their homeland.

On November 10, Dao Spencer, PACT Advisor on Indochina Programs, signed an agreement with Cambodian Vice Foreign Minister, Long Visalo, to open an office in Phnom Penh. In the initial months of the project, Frederick Haight has been serving as the interim chief of party and has been instrumental in securing office and residential space and establishing the logistical support systems needed to operate in this rapidly changing environment.

UN Photo

The Marketplace: A Phnom Penh Landmark

The permanent chief of party and PACT Representative in Cambodia, Sarah Newhall, will assume her post on February 1, 1992. Ms. Newhall has been working with the Population and Community Development Association (PDA) in Thailand, and as the Regional Representative for the Ashoka Foundation. Prior to moving to Thailand, she served as the Director of the Office of Neighborhood Associations for the city of Portland, Oregon, where she was actively involved with the Indochina refugee community.

Concurrent with PACT's start-up activities, the U.S. Government is moving ahead to normalize relations with Cambodia and formulate policies for humanitarian and development assistance. A U.S. Liaison Office has been established in Phnom Penh and an A.I.D. representative will be named soon.

During her visit to establish a PACT office in Cambodia, Spencer found the capital city Phnom Penh in the throes of revitalization as people anticipated the return of Prince Sihanouk, as well as the arrival of United Nations personnel to enforce the terms of the Paris peace agreement. From her discussions with Cambodians, NGO representatives, UN staff, and journalists, she learned that local people were feeling a high degree of anxiety about the role of the Supreme National Council, the forthcoming presence of the Khmer Rouge in Phnom Penh.

There is also great concern about the mines that are littered all over the countryside, a condition that hampers the resettlement of returnees and the work of the NGOs at the community level in the provinces. With the nervous resignation about their fate, there remains a sense of cautious optimism that there might be peace in sight and that assistance is forthcoming to alleviate the long suffering of the Cambodian people.

Information contributed by **Dao Spencer,** *Advisor to PACT's Indo-China Program, and* **Cheryl Urashima,** Associate Director for Southeast Asia. Δ

Third Sector *(continued from page 5)*

In comparing this sector in the USA and Bangladesh, some important differences stand out. In Bangladesh, charity is usually private and personal. There is little mobilization of private money for associations. Government funds given to the sector are limited. There is very little corporate funding, since most businesses have not established that tradition. There are few advocacy organizations that try to get people to support specific causes.

At first this may seem to be the product of differences between the rich North and the poor South, but it is not so simple. India, just across the border from Bangladesh, has massive private, government, and corporate funding for the Third Sector.

One of the results of the lack of private, government, and corporate funding in Bangladesh is that the part of the sector — NGOs — that deals with development issues relies heavily on foreign funds, as indeed does the government. The dangers of this foreign dependency have been described well. The Government of Bangladesh is selective in to whom it grants a Foreign Donations Registration. This is not allowed for unions and mass organizations, for instance, which may have caused them to hold back their participation. Citizens, however, cannot form solidarity groups around a shared vision of a better society if they are wholly dependent on foreign funding. For this there needs to be a greater financial commitment from citizens, government, and business.

A healthy society, whether in America, Bangladesh, or elsewhere, needs citizens' organizations of all kinds, whether a poetry society, political party, football club, or trade union. It is every citizen's right to form an association, to persuade its members to contribute to it, and to seek the help of others in furthering its aims. This is the lifeblood of a healthy democratic society. We all need to recognize the importance of the Third Sector, the citizen's sector, and not let this sector be overshadowed by the work of government and the private, for-profit sector.

Richard Holloway *is Manager of PACT's Program in Bangladesh.* Δ

INSTEAD

The Information Service on Technological Alternatives for Development of the International Labour Office, Geneva

Because the ILO has been actively involved in the development, promotion, dissemination and application of technologies adapted to the socio-economic conditions of the developing world and in development of small-scale enterprise, INSTEAD was established to respond to an increasing need for technological information from all those who are in one way or another involved in the development, testing, application of what is commonly referred to as "appropriate technologies."

Its clientele thus includes farmers, artisans, entrepreneurs, cottage workers, extension agents, technology institutions, government agencies, NGOs, information centres, financial institutions, etc.

A collection of technical publications has been built up around five main themes:

- ENERGY
- BUILDING MATERIALS
- AGRICULTURAL TOOLS
- HANDICRAFTS
- FOOD PROCESSING

Technical enquiries can be addressed to INSTEAD at the following address:

INSTEAD
Entrepreneurship and Management Development Bank
International Labour Office
1211 Geneva 22
Switzerland

Advertisement

PACT Starts Vietnamese-American Volunteer Youth Project

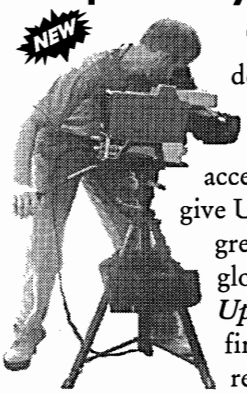
PACT recently received a start-up grant from the Christopher Reynolds Foundation to begin the VAVYP under which young Vietnamese-Americans will receive support for short-term volunteer assignments with institutions in Vietnam. These assignments are expected to include government ministries, voluntary organizations working in Vietnam, and community-based organizations. Volunteer skills will be matched with the needs of prospective host institutions. Subsidies will be provided to cover in-country expenses and insurance coverage. The volunteers will be expected to provide for their travel expenses to and from the United States.

The purpose of the project is to provide the young Vietnamese-Americans with an opportunity to return to Vietnam and to participate in educational and humanitarian activities, thereby helping the country and the reconciliation process between the United States and Vietnam.

Organizations interested in hosting a volunteer or individuals wishing to participate in this project should contact Dao Spencer at PACT/New York, or Cheryl Urashima at PACT/Washington, DC (see addresses on page 2). Δ

RESOURCES

Upwardly Global



This is a guide for development agencies interested in using local public access television to give U.S. communities greater exposure to global concerns. *Upwardly Global's* first chapter offers resources to make the process of producing videos easier. The second chapter zeroes in on public cable access television as a prime vehicle for raising the visibility of concerns about peace, equality, and development among a diverse audience in a local viewing area. The third chapter explores other means of promoting and distributing videos. The fourth is a case study on how several agencies successfully launched a public access series in the Washington, D.C. area through the local cable station DCTV. The guide concludes with a comprehensive list of video and film festivals in which users may enter their products; a list of resources for producing, distributing, and increasing viewership of videos; and sample editing and release forms.

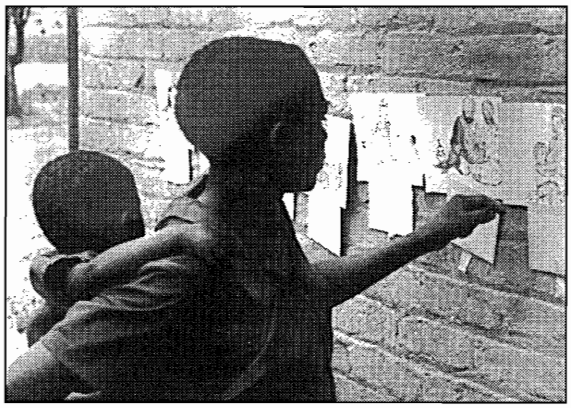
Price: $4.95; add $2 shipping/handling for first copy, $1 each add'l. copy; 48 pages; 1992. Order from: PACT, Communications Development Service (see address below).

Options for Educators

A Monograph for Decision-makers on Alternative Participatory Strategies

"Clearly poverty has many causes, but I believe its strongest roots are of the mind. Only when the idea of poverty as inescapable takes hold of the mind does it diminish the person and enslave the will.... Since [education's] primary concern is human development, it can mobilize people's energies for constructive action. Changing a mind-set can mean changing a destiny...."

Dr. Lyra Srinivasan



UN Photo

This definitive work by Dr. Lyra Srinivasan is written as a guide for any policymaker, trainer, educator, or program staff member serious about using participatory strategies to combat poverty. It follows (and complements) the author's widely-read ***Tools for Community Participation.***

In her opening chapters, the author notes that participatory approaches "*have been many years in the shaping, through a smelting process of heated controversies among educators from different schools of thought.*" Using "educator" in its broadest sense, this monograph goes on to describe three preeminent participatory approaches in use today, the controversies behind them, and what they imply for impoverished communities.

Drawing upon field applications, the monograph compares *content-based education, education for societal change,* and *education as growth* in concrete and accessible terms. After summing up the hard issues and questions yet to be resolved, it presents what is essential to successfully promote people's participation — in the community context, institutionally, and system-wide.

For the manager or trainer who wants to see specific participatory tools and techniques in action, this work also features a Part II. Using the SARAR methodology, developed and tested globally by the author and others, Part II illustrates how various tools and techniques can achieve different ends with the learner. The author then offers guidelines for the design of a participatory staff workshop, followed by annexes that lay out selected activities in detail.

Price: $14.95; add $3 shipping/handling for first copy, $1.50 each add'l. copy; 152 pages; 1992. Order from: PACT, Communications Development Service (see address below).

AIDS: An International Resource Guide

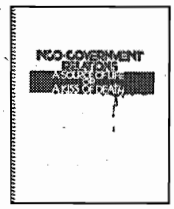
The Spring 1992 edition of this where-to-find-it guide to AIDS-related materials lists major directories, inventories, and catalogues; newsletters; guidebooks and training resources; constituent education materials; and videos, films, and audiovisuals.

The guide points users to organizations worldwide with whom they may collaborate or share tools. Sections on training resources, constituent materials, videos, and films are a first attempt at bringing together in one place media that can support agency actions to bring the HIV pandemic under control.

Price: $3.95; add $2 shipping/handling for first copy, $1 each add'l. copy; 52 pages; 1992. Order from: PACT, Communications Development Service, 777 UN Plaza, New York, NY 10017. Make check payable to "PACT, Inc."

RESOURCES

Strengthening Voluntary Action



In 1989, the International Council for Adult Education (Canada), the Center for the Education of Adults in Latin America (Chile), the African Association for Literacy and Adult Education (Kenya), and the Society for Participatory Research in Asia (India) came together to convene a consultation on NGO-government relations. Prepared by Rajesh Tandon (PRIA), ***NGO-Government Relations: A Source of Life or a Kiss of Death*** is a report based on the sharing and analysis that took place then. It summarises the key analyses that arose from the consultation; presents the range of aspects that characterize NGO-government relations, their contexts and other related issues; and presents implications for governments, NGOs, and donors. This is not a detailed report but an outcome of the deliberations.

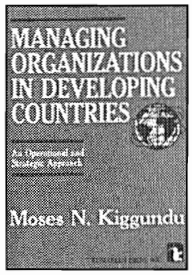
Price: $10; 30 pages; 1989 [PRIA — see address below].

There is little information available on the work of Support Organizations around the world. In response to the need for more information, the Asian NGO Coalition (ANGOC) from the Philippines; the Society for Participatory Research in Asia (PRIA), based in India; and the Institute for Development Research (IDR) from Boston sponsored a seminar on the topic in 1990.

In Strengthening the Grassroots: Nature and Role of Support Organizations, authors Dave Brown (IDR) and Rajesh Tandon (PRIA) attempt to summarise key issues, trends, and patterns with a view toward promoting further debate and reflection on support organizations.

Price: $10; 28 pages; 1990. Order both books from: Society for Participatory Research in Asia, 42 Tughlakabad Institutional Area, New Delhi 110062. Fax: 91-11-6442728. Δ

Organization and Management:
Economic Development and Social Change



In ***Managing Organizations in Developing Countries: An Operational and Strategic Approach***, the author, Dr. Moses N. Kiggundu, provides an organizational framework and practical techniques for more effective management and use of resources and opportunities for sustained economic development and social change. A native of Uganda, Dr. Kiggundu uses his knowledge of development issues in the East and the West, as well as numerous examples from different countries, to increase understanding of development and promote effective management of development.

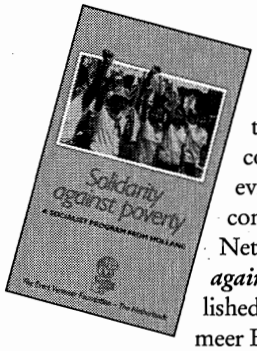
Part One of the book provides a theoretical organization framework and discusses its relevancy for the development and management of organizations in both developing and industrialized countries. **Part Two** presents selected topical applications of the framework and organizational concepts.

The themes dealt with include the importance of organizations for developing countries; strategic management tasks; human resource development and utilization; transfer of technology, knowledge, and expertise; and managing structural adjustments.

The book is addressed to the intellectual development community in developing and industrialized countries, and it can also be useful to students at various levels.

Price: $27.95; 328 pages; 1989. Order from: Kumarian Press, Inc. (see address on opposite page). Δ

A Socialist Program from Holland



In the past 25 years, public support for international development cooperation has evidently grown considerably in the Netherlands. ***Solidarity against Poverty***, published by the Evert Vermeer Foundation in the Netherlands, reflects this concern for Third World countries and the poor. In this book, the Foundation attempts to lay out a development policy that serves the needs of the poorest, by learning from the poorest what they need for this to come about.

The socialist philosophy of development is commonly accepted in many developing countries. In **Part I**, this book presents the philosophy and suggested basis of a socialist development policy in the 90s.

Part II includes an analysis of perspectives on development; common structures and processes in the position of the poor; especially women, around the world; and human rights and the poor.

In Part III, the editors cover remedies to the problems discussed. Combatting poverty and the myth of the free market; grassroots movements; and development aid are some of the topics explored.

In Part IV, a strategy for the 90s is presented, and the 'solidarity against poverty' idea is elaborated.

Free. 158 pages: 1990. Dutch, English, and Spanish. Order from: Evert Vermeer Foundation, Nicolaas Witsenkade 30, 1017 ZT, Amsterdam, The Netherlands. Δ

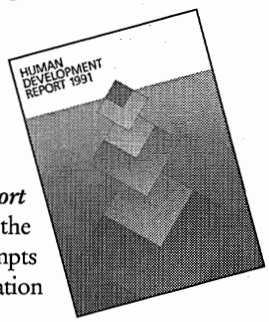
NEW

Directory of Population Resource Materials

Jeevan Rekha Parishad (Lifeline Council), a voluntary organization working in the field of social welfare and information dissemination services in India, has just published ***Population and Family Planning Related Free Publications and their publishers: A Directory of Network and Funding Agencies.*** Indexed by state (in India) and country, the directory lists around 600 titles of free population and family planning publications, including journals, magazines, newsletters, bulletins, books, posters, and audio-visual aids.

For more information, write to Smt. Madhusmita Mishra, Secretary, Jeevan Rekha Parishad, Gulab Bagh, Mathura Road, Hathras, Uttar Pradesh 204101, India.
[Not reviewed by editor.] Δ

Human Development Report 1991



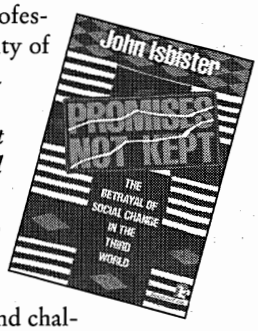
Issued every year by the United Nations Development Programme (UNDP), the *Report* portrays events of the past year and attempts to provide information that will better the human condition. The main topics are: measuring human development and freedom; the state of human development; financing human development; efficiency in human development; the politics of reform; and a new human order. The Report includes, for the first time, a human freedom index.

Examining the availability of financial resources for implementing human goals, the report concludes that it is lack of political will rather than of financial resources that is the real cause of human neglect. It points to an enormous potential for restructuring of both national budgets and international aid allocations in favor of human development. A more efficient public sector will help strengthen the private role in human development, it asserts. The vast number of statistical charts includes Human Development Indicators for 160 countries.

The Report was prepared by a team of eminent economists and development professionals under the leadership of Mahbub ul Haq, former Minister of Finance and Planning in Pakistan, now Special Advisor to the Administrator of UNDP.

Price: $15.95; 202 pages; 1991. English, French, Spanish, Arabic. Order English version from: Oxford University Press, 2001 Evans Road, Cary, North Carolina 27513. Tel.: 1-800-451-7556, Ext. 5112; Fax: (919) 677-1303. Δ

Poverty and the Third World: Who are the Villains?



A long-time professor at the University of California at Santa Cruz, John Ibister wrote ***Promises not kept: The Betrayal of social change in the Third World*** to help students and others understand the complexities and challenges of poverty in the world today. Who is responsible for poverty? Who are the villains? Ibister points a finger at world leaders of both industrialized and developing nations.

The book shows the many promises of the 20th century that have fallen through in the Third World. But he does not portray the situation as a simple one of good and evil. Poverty becomes an immediate experience through brief personal stories of poor people in different countries. These real situations are juxtaposed with current theories of underdevelopment such as modernization and marxism, imperialism and its legacy, nationalism, revolution in various regions, economic development, and North-South relations.

Ibister's main hope for the future is a partnership between the rich and the poor against world poverty; and he draws a realistic picture of this vision. Aimed at both undergraduate and graduate students, the book is also, in Ibister's words, "for general readers who want to reflect a little more about their world."

Price: $18.95; 240 pages; 1991. Order from: Kumarian Press, Inc. (see address below). Δ

RESOURCES

On Women Heads of Households

IWTC

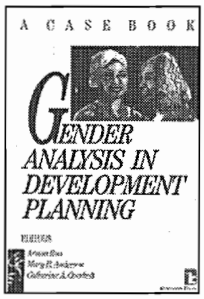
Women on Their Own: Global Patterns of Female Headship is a review essay summarising recent research on families maintained by women alone in developing countries, drawing from presentations made in a seminar series jointly sponsored by the International Center for Research on Women (ICRW) and the Population Council. It explores three separate but related questions:

1. How is "headship" conceptualized and measured?
2. What determines the incidence of female headship and the percentage of families maintained by women alone across countries and over time?
3. What are the economic consequences, particularly for women and children?

Written by Nancy Folbre, the paper is part of "The Women and International Development Annual," Vol. 2, 1991, available from Westview Press, Boulder, Colorado.

Price: $5.50; 51 pages; 1991. For shipping and handling costs and discount rates, write to: Program Assistant, International Center for Research on Women, 1717 Massachusetts Avenue, NW, Suite 302, Washington, DC 20036. Tel.: (202) 797-0007; Fax: (202) 797-0020. Δ

Gender in Development Projects — A Vital Concern



Edited by Aruna Rao, Mary Anderson, and Catherine Overholt

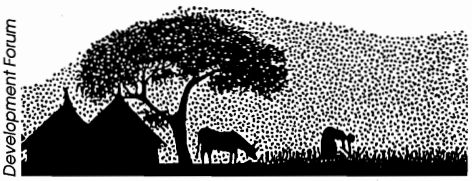
Gender Analysis in Development Planning: A Case Book contains valuable learning tools and information to help incorporate the gender variable into development projects. Aimed at national development planners and practitioners, staff of international development agencies, and trainers and students of gender studies, the case book presents conceptual perspectives and analytical techniques to deal effectively with gender issues in a range of development projects. It also has cases studies from Bangladesh, India, Indonesia, the Philippines, and Thailand. Readers are encouraged to learn from the cases, do their own analysis, and come to their own conclusions.

Price: $18.25; 103 pages; 1991. Order from: Terence Young, Kumarian Press, Inc., 630 Oakwood Avenue, Suite 119, West Hartford, Connecticut 06110-1529. Tel.: (203) 953-0214; Fax: (203) 953-8579. Δ

RESOURCES

NEW Video Catalogue from UNDP

The January 1992 edition of the video resource catalogue, ***Videos From the United Nations Development Programme***, is now available from UNDP. Videos listed in the catalogue cover general development activities, the environment, drinking water supply and sanitation, and technical cooperation among developing countries (TCDC). Following are two sample listings from the catalogue:



Development Forum

Saving Species shows how developing countries are working to protect and at the same time derive benefit from their unique animal species. Crocodiles in Papua, New Guinea, elephants in Kenya, and Pandas in China are viewed as economic assets as well as a part of the world's natural heritage.

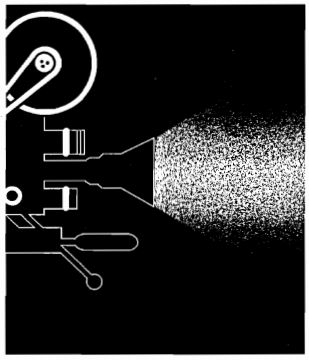
Price: $20; 30 minutes; color; English, French, Spanish.

Rivers of Sand depicts the battle against drought, overgrazing, and famine waged by communities in northern Mali. Dramatic images show struggles to regenerate an aquatic grass as pasture for livestock, and to restore annual flooding of a dried up lake for crop production.

Price: $25; 53 minutes; color; English, French.

All videos are 1/2" VHS and are available in NTSC, PAL, or SECAM formats. Several are also available in foreign language versions. In many cases the videos can be borrowed from UN regional film libraries. The catalogue also includes a listing of these libraries. For your free copy of the catalogue, contact: UNDP, Division of Public Affairs, Room DC1-1927, One UN Plaza, New York, NY 10017. Tel.: (212) 906-5303. Δ

United Nations Film and Video Catalogue



The ***United Nations Film and Video Catalogue***, 1990-1991 is an 82-page catalogue listing over 160 films and videos that highlight development concerns, historic events, and the work of the United Nations as it affects the daily lives of people everywhere.

United Nations films bring to their audiences a global perspective on many of the controversial issues of our time. Treated in styles ranging from humorous animated shorts to documentaries filmed around the world, the films and videos feature such issues as disarmament, peacekeeping, apartheid, Namibia, people's development, environment, population, drugs, and the peaceful uses of outer space. Other productions explain the structure of the UN system and describe the UN's formative years. The catalogue also provides information on other UN resource units, including UN Television, Visuals Materials Library, UN Photographs, and UN regional film libraries. A directory of the organization's worldwide network of film/video/TV distributors is also included.

Films and videos are available in formats which include 16mm, VHS 1/2" and 3/4", NTSC, PAL, and SECAM. Many foreign language versions are offered, including the official UN languages of Arabic, Chinese, English, French, Russian, and Spanish. Many other languages have been adapted regionally. To request a copy of the catalogue, contact: United Nations Headquarters, Film Promotion and Distribution Office, Room S-0845, One United Nations Plaza, New York, NY 10017. Tel.: (212) 963-6939 or (212) 963-6953. Δ

Films and Videos Empowering Women for the Future

Although women represent over half of the world's population, their special concerns, like their status in most societies, are relegated to secondary importance. ***In Her Own Image*** is a resource guide of films and videos from around the world which attempt to bring the rights and roles of women to center stage. Compiled by the Media Network, with support from the Ford Foundation, the guide offers an alternative view of women through documentaries that explore and expose the realities of women's lives — their experiences of political and economic injustice, their struggles, work, and triumphs.

Many of the films in this guide were made by women. Many are about women in the developing world who work to create better lives despite the pervasive oppression of sex, class, and race, and despite a lack of access to both power and resources. ***In Her Own Image*** includes tapes from North America, showing that gender oppression exists in the richest countries as well as the poorest.

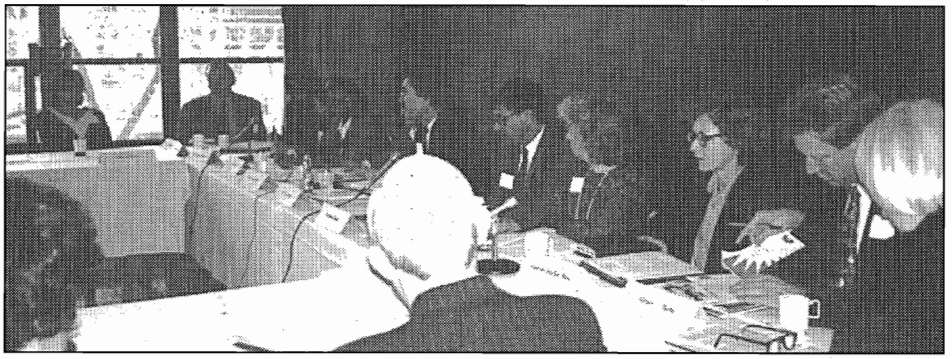
In total, this collection shows how women are altering the course of their oppression by devising new strategies for survival that are grounded in the more progressive aspects of their culture. Women are forming cooperatives, using technology to further their goals, confronting their attackers, and exposing their pain so others can learn from it. The stories and images in the films and videos provide a stimulus for discussion and can be used to educate, refocus debate, and provide new perspectives leading to change.

The videos and films are available in a variety of formats including 16mm, VHS 1/2" and 3/4", NTSC, PAL, SECAM, and BETA. ***In Her Own Image*** is available for $7.50 for groups and individuals; $11.50 for institutions. The Media Network has other guides on subjects such as AIDS, the environment, disarmament, and women's reproductive freedom and health. To order ***In Her Own Image*** or any other guide, contact: Media Network, 39 West 14 Street, Suite 403, New York, NY 10011. Tel.: (212) 929-2663. Δ

Face to Face for the First Time:
The International Community, U.S. Media, and Educators

By Chris Srini Vasan

On January 30, 1992, the Communications Development Service (CDS) of PACT brought together 45 diverse professionals from educational and public access television; the UN System and U.S. private voluntary agencies; school systems and universities; foundations; and satellite services. Their common purpose was to share knowledge and propose ways for video and other communications media to break through the isolation buffer forming around the United States and reach specific user groups — educators, students, professional groups, and local communities — with perspectives on global interdependence. Presented below are some of the highlights.



Helen Chan Photo

The symposium opened with a CDS video showing person-on-the-street responses to questions about the United States and developing nations. Interviewees uniformly felt that the U.S. focus should be "at home because the problems are here." They did not seem to perceive any link between problems afflicting the southern hemisphere, such as the debt crisis or growing impoverishment, and the future well-being of the U.S. Similarly, students interviewed unanimously offered negative images of Third World countries. These attitudes and perceptions dramatically illustrated the issues and set the tone for the discussions that followed.

Two Approaches to a Complex Topic

Joseph Sprunger (Lutheran World Relief) and Elaine Edgcomb (consultant SEEP, CDS) moderated the symposium, which featured two panel and roundtable discussions that examined the issue from different angles.

In the first session, on *The Message and the User,* participants looked at what messages or perspectives they were trying to communicate, and to which specific user groups in the United States.

In the second session, on *The Media and the User*, they examined how one can make best use of specific media in order to reach those target user groups.

As the first panelists — Hannah Yilma (UN, DPI), Mary Lynn Hanley (UNDP), Ali Mazzara (Columbia U., Interalia), and Larry Kirkman (Benton Foundation) — focused on the message and the user, participants challenged those issuing messages to consider the question: "How do we know any of our messages are received, or have an impact?"

Why Not Mass Media?
(The Case for Specificity)

Opting for specificity in user group, content, and media, the symposium purposely steered away from broad brush stroke approaches and generalizations such as "Use network TV to educate the U.S. public about international issues." In fact, participants agreed that while mass media was important, it was difficult to use well, especially with issues that require deeper thought and discussion. There were also concerns that, apart from disasters and coups, mass media rarely provides coverage on developing nations, much less positive coverage. TV fundraising (expressly not a symposium topic) often reinforces negative images, similar to those expressed by the students interviewed on video.

Participants proposed instead that empathy, versus sympathy, could be used in media to connect people in the U.S. with others who are also striving for a better life, but for whom the slope may be steeper.

A Need for User Interaction

This opened a discussion of *how* to reach specific U.S. groups. The group quickly agreed that international agencies need to better *understand and interact with* their northern constituents, instead of creating messages a priori and then assuming the job is done once the messages are delivered via TV or tape distribution to passive viewers. Ironically, international agencies are not using the paramount overseas development principle of *popular participation* to build consensus in donor countries.

After viewing another CDS video segment, participants discussing *The Media and the User* picked up the issue of "engaging the target group in the solution." In the video, some of the same people interviewed earlier began to express deeper feelings about this being "one world" where "countries have to rely upon each other," where "assistance" is actually a two-way street and not a question of "charity," where the line between "we" and "Third World" is blurred. The challenge, as moderator Joe Sprunger put it, was how to bring those residual sensibilities to the forefront permanently.

The panelists addressing the second topic were Kenneth Bates (N.Y. Public Schools Office of Media and WNYE-TV), Ruth Ann Burns (WNET-Telecon), Francine Shuchat-Shaw (NYU), Alex Quinn (Manhattan Cable Access Group), and Vivian Horner (SkyPix). They reinforced that it is one's audience or user group and the media or combination of media selected that ultimately determine how the content is treated, and not just the product as envisioned by the informed producer. Other participants stressed that television alone is not a good medium for loading up information; that it was a much better affective tool, helping people identify and empathize with what they see and hear. But in combination with other vehicles, it could help users make cognitive as well as affective strides.

Shaping Video-Based Approaches

The panelists and moderators futher explored how to integrate video with

(continued on page 16)

Face to Face *(continued from page 15)*

other communications vehicles — technologies and methodologies — to mobilize students, educators, professionals, and community activists to concretely work with and share a stake in the global issues of our day. With other participants, the media and education specialists drew upon the rich diversity of media approaches that make it possible to achieve this.

Some of the approaches suggested were:

- To put video and complementary tools (such as open-ended stories and other participatory activities) for engaging students into the hands of the educators, and to do all research and development in consultation with them;
- To use educational TV as a classroom and homework tool, by repackaging existing videos with new material in a more student-friendly format and by adding study guides;
- To use public access television to build community consensus about global issues, and to cultivate international exchange through local citizens — the ultimate participatory process in which the user becomes the producer.

Beginnings of a Consensus

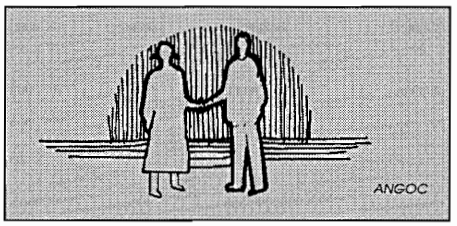
As co-moderator Elaine Edgcomb summed it up, the participants at the symposium agreed that people working with media must:

- Build from the base that we are a multicultural community in the U.S. as well as globally;
- Engage the target user groups in product development, respond to their needs, and evaluate our efforts for their impact and action;
- Use methods that prompt people to think more deeply about the issues, methods such the open-ended problem solving stories;
- Use people-to-people means to build empathy and identification;
- Be aware of how rapidly the technology has changed to put more control in the hands of the viewer or listener.

However, the choices that cable, satellites, and the remote control open up have a cultural impact on us all, whether we avail ourselves of such technologies or not.

So while the medium may still be the message, today relevance to the user may be the only way to get the message across.

Chris Srini Vasan *is the senior consultant for the Communications Development Service (CDS) at PACT in New York.*



Peace *(continued from page 6)*

design of how the world should be. It begins with recognition of the concrete problems that we face. And for our common survival, we must find the best way to respond to them.

VS: What can NGOs at the local, national, and international levels, as well as individuals, specifically do in the new world context to promote world solidarity and peace?

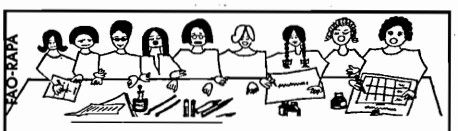
AO: Most NGOs with resources are based in the North, where there has been the most liberty of action and initiative. They can play a very useful role by being advocates within their own countries of action consistent with the interdependent nature of the world. But they can also promote initiatives that will make the peace dividend tangible to developing countries. They can advocate putting money into development assistance instead of military credits.

In Third World countries, the base for NGO activity, with a few exceptions, is still very weak. Many "NGOs" in those countries are really adjuncts of northern agencies extended to the South. In the long term, it is crucial that indigenous NGOs emerge as a result of local impetus and initiative, defining their own agenda as they feel and know it best. Not having the resources, those NGOs will for some time need material and political assistance and encouragement from northern NGOs. But I hope very much that this does not develop into a new relationship of dependency at the NGO level. Given the raison d'etre for NGOs, that would be very sad. Northern NGOs should be especially alert to this kind of pitfall.

Another area I believe NGOs can play a very important role is in international governance, which until now has been dominated by the inter-state system and consequently by inter-governmental organizations. The latter continue to be the most important pillar of that system. However, we begin to realize more and more that the problems the world now faces are much too complex to be left to governments alone. Governments need important input from what one might call the *international civil society* — organizations, associations, and like-minded people who are not part of official structures, but who at their own levels are generating a tremendous amount of energy, initiative, and action which is making a difference. This kind of network can be built internationally and then fed into governmental efforts, so that you have various levels of activity, not parallel to each other but in partnership, recognizing each others' contribution, coordinating, exchanging views, and working together.

Part of the task that lies ahead in the 1990s is how to better pull together the energies and the resources of these two groups, which until now seemed to regard each other as separate, distinct, and independent, and have them work more closely together at the national and international levels. As I said earlier, the problems are much too important for any single group, however defined, and to whatever category they belong, to solve alone. Everybody needs to lend a helping hand. We must work together first to survive and then hopefully to thrive.

The International Peace Academy (IPA) is an independent, non-partisan international institution devoted to the promotion of peaceful alternatives to the management and resolution of international as well as internal conflicts. For more information contact: IPA, 777 UN Plaza, 4th floor, New York, NY 10017. Δ



Workshop on Participatory Techniques

March 26: Participatory Tools and Strategies, Washington D.C.

Dr. Lyra Srinivasan, author of **"Tools for Community Participation"** and creator of the highly regarded SARAR methodology, will lead this experiential workshop. PVO participants will examine key concepts of the participatory process and practice how to apply them within their own programs. They will work with a spectrum of hands-on tools relevant to contexts ranging from community mobilization to policy formulation. Participation is limited, so register early.

Contact Lamiriam Lee at PACT Tel.: (202) 466-5666.

Civil Society *(continued from page 4)*

funding for such structures. Sources of private philanthropy are weak in most southern nations and are unlikely to play a major role for some time. Instead, government and foreign funds are likely to be a major source of financing for the activities and institutions of civil society, with uncertain consequences.

Many of the groups now most active in building civil society in southern nations, especially those that had authoritarian governments, have emerged from social change movements and alternative groups previously on the fringes of society. As these groups move from the periphery to the center of civil society, they frequently see government funding as a threat rather than a benefit. Faced with the choice of remaining small and informal, or becoming more powerful through conventional expansion, many are agonizing over finding new ways to enlarge their impact while remaining firmly connected to the popular support that spawned them. Out of this tension are likely to come solutions quite different from those developed in northern nations.

Indeed, some southern leaders are trying to construct new paradigms that avoid the implicit hierarchy and concentrations of power associated with the roles of donors and recipients that characterize the northern non-profit sector. Endowed community development foundations that engage beneficiaries in the management of the resources are being developed in Ecuador and Mozambique, and different types of social investment funds are being explored in a variety of countries. But notwithstanding such new models, the civil components of society that are emerging in southern countries are often fragile and ill-defined. For these institutions to survive, grow, and function with democratic principles, they must be rooted in the interests, cultures, and structures of their own societies. Encouraged to do so, they may well give rise to models the North can learn and benefit from in its own civil societies. And, more crucially, they may well become the principle source of leadership and initiative for development efforts in their countries.

An International Citizens' Movement

Globally, it is a time of sweeping change in thinking about how countries can organize the state, market, and civil components of their societies. A new group of alternative organizations that emphasizes direct citizen participation is emerging internationally. Calling themselves the activist NGO and social movement community, the people of this group are organizing a major gathering at the time of the 1992 United Nations Conference on Environment and Development in Rio de Janeiro. Already comprised of well over 1,000 members, this community of participatory non-profit organizations, grassroots groups, and social movements is committed to social change. One of its main objectives is to transform existing international institutions to make them accountable to the people of the world.

The danger for those involved in international development work is that in seeking to foster the notion and principles of civil society, the definition of what is included will be drawn too narrowly, thereby excluding the emerging new, relatively powerless, and hard-to-identify elements of greatest energy and future relevance. For northern NGOs in particular, the challenge is to find ways to support and foster these movements, both at the global and national levels, without falling into the well-meaning but counterproductive role of exporting models that have worked for northern countries and that mainly reflect northern perspectives, but which may inadvertently dominate the process of discovery, exploration, and intrinsic development each country needs to follow.

In essence, an *enabling* agenda is called for, not an objective-guided one. To that end, northern NGOs can help by offering new channels of communication, dialogue, and exchange between the North and the South, as well as within each, that will increase the ability of different groups and cultures to discover the paths best for them.

S. Bruce Schearer, Ph.D. *is the Executive Director of The Synergos Institute, a non-profit organization in New York, which fosters collaborative approaches to solving problems of poverty around the world.*

If you wish to respond to the ideas in this article, write c/o The Editor, IMPACT. For more information about the Institute, contact: The Synergos Institute, 100 East 85th Street, New York, NY 10028. Tel.: (212) 517-4900. Δ

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Bank Shares Highlights of Discussion with NGO-Bank Committee

Q. What, in the Bank's view, were the highlights of the NGO-World Bank Committee's meeting held in October in Suraj Kund, India?

A. This tenth annual meeting of the NGO-World Bank Committee was successful in terms of the strong level of preparation and representation put forward by both the Bank and the NGOs. In addition, the discussions were greatly enhanced by our sitting down together in a developing country. Clearly, Bank and NGO members did not completely agree on every item discussed. Some fundamentally differing views were expressed, and definitional questions continued to arise. But the Bank has always appreciated the diversity of opinions that surface in Committee meetings, so from this standpoint the meeting proved worthwhile.

At the March 1991 meeting of the NGO Working Group on the World Bank, the NGOs had suggested that the NGO-Bank Committee's agenda had become too cluttered and unwieldy. Focusing on only a couple of major themes at a time would allow for more in-depth discussion of important issues and potentially more impact on Bank policies. Bank members agreed, and it was decided that the Committee's discussions would be limited primarily to popular participation and structural adjustment. So discussions at Suraj Kund focused on these topics.

In the discussion on **popular participation,** we first reported on progress in the Bank-wide learning exercise on participation which had been launched in February 1991. This initiative, the idea for which started in the NGO-Bank Committee, is intended to i) develop and document 20 exceptionally participatory operation activities of the Bank; ii) accelerate Bank learning from various internal and external efforts taking place; and iii) investigate modifications the Bank needs to make in its operations to encourage wide participation.

While some NGOs at the Committee meeting expressed dissatisfaction with the definition of popular participation that the Bank was using, they have generally supported this initiative. One highlight of this meeting was five NGO presentations showing examples of people-centered development projects. Each example showed that affected people were both the means for achieving project objectives as well as ends in themselves. The Committee decided that the NGOs should be brought more fully into the Bank's learning exercise, by a select number of NGO members participating in a Bank-sponsored international workshop in February 1992 on popular participation, and through Bank support for parallel NGO efforts in this area.

In the same discussion, Committee NGOs reiterated their desire for the Bank to explore the concept of a "social audit" — looking into the likely social consequences of planned projects and policy interventions through environmental impact assessments. Although the Bank already has similar screening procedures as part of its project preparation guidelines, and its Social Dimensions of Adjustment unit has made strides in tracking impact at the household level, the NGOs were concerned that existing directives are still inadequate or not being fully implemented. Bank members agreed to consider their suggestion that an NGO consultant be hired to review Bank operational directives relating to social audits and to study how those directives have been implemented in a sampling of projects.

In discussing **structural adjustment,** the NGOs briefed Bank members on their plans to undertake in-depth case studies on the design and impact of Bank-supported adjustment programs in Mexico, Senegal, and Sri Lanka. In each case, the studies will focus on the impact of adjustment on selected vulnerable groups. Bank members generally welcomed the studies, and discussion ensued about the methodology, variables, and terms of reference to be used. They urged the NGOs to try to contrast impact with and without adjustment. A Bank member also made a presentation describing the agency's experience to date with adjustment programs. Citing such diverse adjustment programs as those in China and Poland, the presenter asserted that the Bank did not have a standard "blueprint" for adjustment that it applied to all countries (a continual point of contention for some NGO members).

The Committee meeting also provided an opportunity to welcome Abdou Salam Drabo as NGO Adviser in the Social Policy Division of the Bank's Africa Technical Department; this is a new staff position that has resulted from a suggestion by the NGO-Bank Committee. Also of note, NGO members were asked for written comments on a draft of the Bank's new poverty handbook and on three background papers to the draft World Development Report 1992 on environment and development. The Committee heard progress reports on various initiatives, including the Bank's Economic Development Institute's Japan-funded program for NGOs, and the status of the long-standing debate on direct funding from the Bank to NGOs.

The next meetings of the NGO Working Group and the joint NGO-Bank Steering Committee will be held in Brussels, Belgium, in April 1992. The Committee expressed its appreciation to Enrique Fernandez, outgoing NGO co-chair for his work in the past two years. In its meeting the following day, the NGOs elected Mazide N'Diaye, Director of Reseau Africain pour le Developpement Integre of Senegal as the new co-chair of the NGO-Bank Committee.

Provided by **Kris Martin**, *Assistant International Relations Officer. For more information, contact: World Bank, International Economic Relations Division, External Affairs Department, 1818 H Street, N.W, Washington, DC 20433. Tel.: (202) 473-1767; Fax: (202) 676-0576.* Δ

People's Forum 1991 Message: Development Must Center on the People

For the past five years, representatives of NGOs and citizens' groups from around the world have made it a practice to gather for a parallel NGO Forum during the World Bank/International Monetary Fund (IMF) annual meetings. Through participation in the International Forum, representatives of environmental, social justice, development, and women's and human rights groups hope to build support for popular alternatives that challenge the policies and programs of the World Bank, the IMF, and other mainstream development institutions. During the Forum, NGOs review the performance of the Bank and the IMF, detail their effects on local people and the environment, and explore grassroots alternatives.

The world's financial giants, the World Bank and the International Monetary Fund (IMF), held their annual meeting this year from October 15 to 17 in Bangkok, Thailand. Between October 8 and 17, grassroots people and NGOs from Thailand and other countries around the world held an alternative event — **the People's Forum 1991** — where they stressed that development must center on the people.

Organized by NGO-CORD (the NGO Coordinating Committee on Rural Development) in cooperation with international NGOs of the South and the North, the People's Forum 1991 brought together citizen delegates and representatives from NGOs, academic institutions, and people's organizations in 43 countries.

Grace Jung

The main thrust of the meeting was to expose the failure of mainstream development, which emphasizes economic progress as directed and influenced by agencies such as the World Bank and the IMF and ignores the importance of people and the equilibrium of ecology and natural resources. The elements proposed for a sustainable development approach included people's participation and self-determination.

Forum Participants in Thai Farewell Ceremony

Citizens Tell Their Stories

The 10-day Forum started with a meeting of 600 Thai people, 300 of whom were villagers living in areas affected by mainstream development projects. Discussions revolved around three key issues: people, natural resources, and the environment — all regarded as elements of sustainable development. The audience heard nine case studies that were presented to expose problems resulting from development projects and to explore solutions. The case studies covered energy resources, forests, land use, agriculture, local handicrafts and development, water resources, coastal eco-systems, slum problems, and hill tribes.

To get their points across, the Thai rural participants and the Burmese people present (who have been troubled by government-run projects) spent one whole day meeting with and explaining their problems to local and international media persons and other participants.

The International People's Tribunal was a special event, in which victims of industrial and environmental hazards and human rights violations in Japan, Malaysia, India, the Marshall Islands, and Thailand came to expose their ordeals. The hearing's purpose was to present the victims' struggle for justice and rehabilitation, to hold accountable those responsible, and to reaffirm the basic human rights of the victims.

A number of lawyers and academics from India, Malaysia, New Zealand, and Thailand formed the tribunal and heard testimonies from victims of six industrial and environmental hazards cases. In its verdict, the tribunal called for a new system of justice which regards the 'defence of dignity' rather than the 'pursuit of profit' as its cardinal goal to benefit victims in such cases.

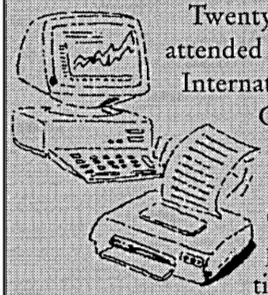
Another major event was an international meeting where 19 case studies on forestry, water resources, agriculture, and urbanization/industrialization in different regions were presented. About 200 people from 60 countries (half of them in the Third World) attended this meeting.

What emerged out of these discussions was a picture of how Third World countries have been economically dominated through loan package conditions drawn up by monetary institutions like the World Bank and the IMF. To qualify as borrowers, Third World country governments have to follow a set of specifications emphasizing the free market system and promoting the export economy.

(continued on page 23)

International Computer Group Explores Telecommunications Options

In 1991, a group of NGOs in the United States came together to form the International Development Computer Users' Network (IDCUN), a forum for exploring new technologies, sharing computer knowledge and resources, and promoting computer technology in offices in developing countries. Network members are computer users and information managers working in the international development field. An evolving group, the IDCUN held its second meeting in October in New York; this included a workshop in telecommunications. For you international computer buffs out there, here is a brief report of the meeting.



Twenty-seven people from 20 organizations attended the meeting. Steve Albrecht/PLAN International, Gavin Claybaugh/TCN, Gary Garriott/VITA, Jeff Levine/ACDI, Jim McKinney and Alberto Espinosa/TechnoServe, and Kim Glenn/Glenco, all network participants, donated their time and expertise as presenters. TechnoServe coordinated the workshop, TCN donated the space and equipment, and PACT handled administrative duties.

The level of experience among participants ranged from greenhorn to old hand. Kim Glenn of Glenco Associates provided an overview of communications options from facsimile to DHL to telecommunications. He described the basics of computer conferencing, e-mail, and computer bulletin boards. Simply put, e-mail involves sending a message to one address, like mailing a letter. A bulletin board allows you to post a message, to be read by the general public. On the other hand, engaging in a computer conference is, in the words of Glenn, "like socializing in a bar" — often exciting, but unpredictable, and a bit chaotic. Most conferences, to be effective, need a good "bartender" or moderator, and sometimes a strong editor.

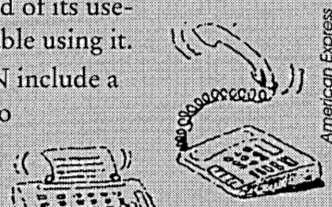
Claybaugh of TCN described how his agency is currently turning its offices in Washington, D.C. and New York into virtually one office. When its telecommunications facilities are set up, the fact that the agency's two offices are in different locations will be invisible to users of the system. Data will be equally accessible to staff at either office via their computers, and telephone calls will be automatically routed to the appropriate office.

Levine of ACDI described how the use of WordPerfect macros, scripts, and templates made electronic mail "user friendly" and a viable option, thus reducing the use of fax. He emphasized the importance of training and making the technology invisible to the end-user.

Garriott of VITA described the organization's work related to the packet radio technology. Whereas modem telecommunications is a combination of computer and telephone technology, packet radio telecommunications is a combination of computer and radio technology. In modem telecommunications, data is transferred from the computer through a modem and telephone lines to another computer. In packet radio telecommunications, data is transferred from the computer, through a terminal node controller, over a radio transceiver, to another computer. In other words, packet radio is a low-cost, reliable method for transmitting data over long distances where there are no telephone lines.

The workshop concluded with a hands-on demonstration of packet radio, remote access and remote control software, network bulletin boards, and computer conferencing.

All the presenters warned against the seduction of the technology. It is fun to explore new technologies and an exciting challenge to work out new solutions to old problems. But no matter how elegant the technological solution, the goal of our organizations — to improve the living conditions of the very poor — must be served by the technology. Staff must be convinced of its usefulness and should be comfortable using it.



American Express

Future plans for the IDCUN include a high priority on finding ways to extend the knowledge of individuals in the Network to others, particularly in the South. Participants suggested that a directory be compiled listing the organizations of the Network participants, the software and hardware each is using, e-mail addresses, service network memberships, the name of a contact person, and a listing of reliable consultants by country.

The topics identified for future workshops are databases (including design and on-line database resources) and local area networks (LANS). Committees were formed to design the workshops.

This is a new network, just defining itself, and looking for advice and direction. If you are interested in participating or simply receiving our mailings, announcements of workshops and/or newsletter, please contact Jim McKinney at TechnoServe or Ellen LeCompte at PACT. The Network can also be reached through electronic mail via TCN (Telecommunications Cooperative Network). If you have a TCN account, type FORUM at the prompt, type AC (the International Communications Conference), and leave us a message.

(continued on next page)

PACT Develops Database on Romanian Orphanages

In Spring 1991, PACT gave a subgrant to a Romanian NGO, Salvati Copiii (Save the Children), for a unique project: the creation of a database on the children and staff of 69 orphanages for 0- to 3-year-olds in Romania. Available to government and NGOs, this database now stands as an example of cooperative endeavor among U.S. PVOs, Romanian NGOs, and the Romanian Government. As PACT staff shares its experience with starting up the database, three lessons become evident. One, a database is a useful tool to track orphans in any country, no matter how underdeveloped; two, databases can be created even if there is little institutional infrastructure in place; and three, a database for the use of PVOs, NGOs, and government can foster unexpected rewards in collaborative work.

Salvati Copiii, the Romanian NGO created after the overthrow in December 1989 of the Romanian Communist dictator, Nicolae Ceausescu, always wanted to create a database on Romanian children in the 0-3 orphanages. Their initial attempts at sending out questionnaires to each orphanage brought in only a 30 percent response. After PACT's arrival in Romania in late 1990, a plan was developed wherein a questionnaire was designed in collaboration with the Ministry of Health, and interviewers were sent to each of the 72 institutions to collect data. The voluminous data collected was entered into the Salvati Copiii computer using Paradox Software. By June 1991 the database was completed, and in July it was formally presented to the Romanian Ministry of Health.

For people in other countries who are interested in setting up similar databases, the computer database for the Romanian 0-3 orphanages was built using the Paradox 3.5 ((c) Borland Inc.) Relational Database Management System. It consists of 15 related tables containing over 12,000 records. The total amount of external storage necessary to hold the database is 2.5 megabytes. The main table, "geninf.db," contains general information about the orphanages (such as their address, director, and telephone number) and is linked one-to-one or one-to-many with each of the other 14 tables. Special Paradox forms were designed to express those links so that one can view the corresponding related data on the same screen.

The tables are keyed mainly on an *orphanage code* (an alphanumeric string), so that asking questions of the database is easy. The two largest tables are "child.db" and "adopt. db." The former contains over 6,600 records with information about all the children institutionalized in Romanian 0-3 orphanages (name, birth date, health status, parental situation, sex, and more); the latter contains over 2,000 records holding information about all the adoptions (Romanian or international) made from the orphanages between January 1, 1990 and April 15, 1991.

The database includes information on 69 of the 72 orphanages (three directors refused to cooperate). Information was collected on 8,460 children, 6,642 of whom were still resident in the 0-3 orphanages and 1,818 of whom had been adopted from the orphanages.

The data revealed many interesting and useful findings, such as that Romanians have been adopting a significant number of children from the orphanages: about 472 out of 1,818, or 26 percent. Many people had doubted that Romanians would adopt more than a token number of children from the orphanages.

The database has also been used for special identification searches. At one time, orphanage children with cleft lips and palates were sought out prior to the arrival of the Operation Smile surgical team which operated on 50 children in Romania in July under the auspices of Project Concern International. An update of this database is planned for November 1991.

Provided by PACT Romania Office, Manager: **Bob Pearson.** *For more information, contact* **Leslie F. Mitchell** *at PACT, Washington, D.C.* (see address on page 2). Δ

Computer Group *(continued from previous page)*

Resources

- **Materials on Electronic Communications, compiled by the International Development Computer Users Network (IDCUN) and available through PACT, Inc., 777 United Nations Plaza, New York, NY 10017:**
  "Communicating with the Field," Kim Glenn, *IMPACT*, Spring 1990, Issue 9.
  "Easier Tools for the On-Line World," Judy Heim, *PC World*, April 1991.
  "E-mail, The Global Handshake," Luisa Simone, *PC Magazine*, August 1989.
  "The World of On-Line Information," Gavin Claybaugh, *Up and Running*, June/July 1988, Vol. 2 No. 8.
  "Fax Boards Deliver," Mike Byrd, *PC Magazine*, August 1990.
  "Inside Modems," Larry Jordan and Jan van der Eijk, *PC World*, July 1985.
  "Exploring the World of Computer Communications," *PCNovice*, May 1991.
  "Electronic Communications: Users Guide," United Nations, ECA/PADISNET/91/inf.9., February 25, 1991.
  "An Introduction to Data Communication," United Nations, ECA/PADISNET/91/5, January 24, 1991.
  "An Introduction to Telecommunications: Related Terms and Costs," Alberto Espinosa and Jim McKinney, TechnoServe, Inc., June 24, 1991.
  "Remote Control: The Next Best Thing to Being There," Mike Byrd, *PC Magazine*, June 12, 1990.

- **Available through Volunteers in Technical Assistance (VITA), 1815 North Lynn Street, Suite 200, Arlington, Virginia 22209:**
  "Packet Radio: A Communications Technology for Development," *Volunteers in Technical Assistance.*

Ellen LeCompte, *Associate Director, MIS, PACT.* Δ

A New International NGO Movement is Born

For the past two years, NGOs around the world have engaged in intensive activity to create a new international NGO movement aimed at encouraging and facilitating reflection, networking, and innovation around development issues. Formally founded on November 20, 1991, the movement, known as El Taller, held its first Assembly recently in Chile with 135 participants from 44 countries attending the event.

At last count, over 80 NGOs had joined the global movement. With Dr. Nelson Mandela as the Honorary President, the movement has gained great impetus and enthusiasm to bring together development organizations and people who share a common goal. The 12 board members elected by the Assembly come from all regions, reflecting the international nature of El Taller. They include eminent persons such as Justice P.N. Bhagawati from India, Fazle Hasan of BRAC in Bangladesh, and Sithembiso Nyoni of ORAP in Zimbabwe. Dr. Sjef Theunis, formerly Secretary General of NOVIB for 15 years, is the Secretary General of El Taller.

At the members' urging, El Taller's international secretariat will be based in the South. Now temporarily located in Spain, it will be set up in Tunisia by mid-1992.

Reflection is the basic tenet of the movement; this includes getting away temporarily from work, taking time to reflect, having indepth exchanges of ideas with people from different cultures, questioning where one stands on issues, and working on the "people's agenda" for the next 10 years.

For educational courses, besides the small in-house faculty, resource people from different countries and backgrounds will be available to lend their invaluable experience to the participants. Special courses are planned for various regions this year.

The secretariat plans to facilitate interregional and inter-continental exchange visits between NGO staff. El Taller's facility in Tunisia will also be a place where NGO leaders can come for sabbaticals. It is expected that a part of their sabbatical will be spent working with an NGO in a different region and with the El Taller research unit, these efforts hopefully culminating in a publication of importance to the NGO world. PACT's CEO, Lou Mitchell, spent two days with El Taller staff in Spain in late January.

El Taller has two publications — BANYAN, a newsletter, and REFLEXION, a journal of writings by NGO leaders.

For further information, please contact: Sandra M. Kabir, Coordinator, International Secretariat, EL TALLER, Apt.d. 1060, Reus 43202, Spain. Fax: 34-77-752645. Tel.: 34-77-752352. E-mail: Geo 2: EL TALLER. Δ

A.I.D. Honors Americans Fighting World Hunger

In December, President Bush and the [U.S.] Agency for International Development (A.I.D.) honored in a White House ceremony 11 American citizens and institutions for their continuing dedication to the fight to end global hunger.

Sponsored by A.I.D., the annual Presidential End Hunger Awards were inaugurated in 1983 to increase public awareness of world hunger and encourage American involvement in the search for solutions.

The awards recognize efforts to expand research and education in developing and providing food supplies, activities focusing public attention on hunger, and exceptional commitment by individuals and organizations.

Awards in seven categories were presented this year to:

Mark Patinkin, Providence, Rhode Island, a *Providence Journal* columnist, who wrote numerous articles about the 1984-85 African famine and devoted the proceeds of his book *An African Journey* to international relief organizations. ***(Media/Communications)***

Charles Sykes, Washington, D.C., Vice President of CARE, for 30 years of work in international relief and strong support for the U.S. Food For Peace program. ***(Lifetime Achievement)***

Dr. Warren E. Kronstad, of Oregon State University, Oregon, for his leadership in developing one of the largest and most productive wheat research programs in the world. ***(Educator/Scientist)***

TechnoServe, Norwalk, Connecticut, a private voluntary organization, for 23 years of effort to end world hunger and helping to establish community enterprises in Africa and Latin America. ***(Private Voluntary Organization)***

Pioneer Hi-Bred, International, Inc., Des Moines, Iowa, for its role as a leading force in improving food supplies worldwide. ***(Corporate)***

Elizabeth Silverstein, New York, New York, who founded and heads the largest U.S. private voluntary organization working to improve the lives of people in the islands of the South Pacific. ***(Individual Achievement)***

Tara Chestnut, 17, Narbeth, Pennsylvania, who organized a series of student events in her hometown to focus attention on hunger and is organizing a national cyclists event to do the same. ***(Individual Achievement, Youth)***

Barber Conable, Rochester, New York, former Congressman and President of the World Bank, for his leadership and emphasis on alleviating poverty and hunger among the bank's poorer members. ***(Special Recognition)***

Second Harvest National Food Bank, Chicago, Illinois, a major national food bank which this year will deliver over 25,000 tons of food to hungry Americans. ***(Special Recognition)***

Ana Christina Bozzo, New York, New York, who organized a series of exhibitions of writers and artists that raised more than $500,000 for private voluntary organizations working to end hunger. ***(Special Recognition — posthumous)***

Dr. Orville Vogel, Pullman, Washington, whose research in developing new strains of wheat led to the "green revolution" in developing countries and enabled some, such as India, to become self-sufficient in the grain. ***(Special Recognition — posthumous)*** Δ

S-T-R-E-T-C-H Your AID Program Dollars

In this time of tough budgets, a program is available to stretch the funds available to USAID Missions. The United States Department of Defence (DOD) Humanitarian Assistance Program, established in the mid-1980s, is mandated to provide surplus non-lethal commodities to developing countries through USAID Mission projects. This effort is funded from the DOD budget. In FY 1991, the Humanitarian Assistance budget was $15 million.

(continued on next page)

Stretch *(continued from previous page)*

Through this program, commodities have been shipped to more than 50 countries. A few contractors and grantees have had notable success, but in general the program is not understood and is, therefore, under used. A wide range of commodities is available, including clothing, medical and dental equipment, vehicles of all sizes, mechanics' and other tradesmen's tools, and construction equipment.

The usual contractor inputs of planning, hard work, and perseverance are required for success. However, the age of the equipment and technical considerations often necessitate the use of consultants to select the equipment; set up operations, spare parts, and maintenance programs; and conduct training.

As DOD reduces its presence in Europe and closes some of its departments in the United States in the next few years, a potentially large volume of commodities will be available to the Humanitarian Assistance program. Your project may be able to take advantage of these resources.

For more information, contact: George Scott, Equipment and Management Consultant, 934 Fish and Game Road, Littlestown, Pa. 17340. Tel.: (717) 359-7856; Fax: (717) 359-9610. Δ

Reach the People!

Voluntary organizations *must vastly expand their use of local and international media.* For people to become aware of the common stake they share in issues of peace, human rights, economic sufficiency, and the environment — and thus support activities of such groups — PVOs and NGOs will have to assume greater leadership in lending their expertise and information to the effort.

The stage has already been set. National borders are increasingly invisible to flows of information, and our economies and welfare are complex and interdependent. People everywhere need information about the rest of the world in making decisions about their own economies and health and governance, and available communication technologies are easily up to the task. Also, a new historical era is upon us. Joseph Nye of Harvard and others have postulated the rise of *soft power* as the moving force of history. In this view, so-called *hard power* — military might, political authority, and wealth — is decreasing in relative importance to knowledge, information, culture, ideas, and systems (such as the UN). Grassroots movements are growing all over the world, ushering in a new era of the will of the people. Making effective use of radio and television will help PVOs and NGOs to meet their own goals and assist grassroots movements by gathering support, initiating cooperative efforts, educating, and sharing successes.

It is time to create a new environment for world citizens, where information about the rest of the world is plentiful and our ties to each other become personal. In the right hands, media can be an important tool in establishing the global concensus necessary to tackle problems such as poverty, hunger, and environmental degradation. The attendance at PACT's symposium (see page 15) showed that we in the media are ready to work with you to carry your message. Are you with us?

Nantz Rickard
District of Columbia Cable TV
Washington, DC

People's Forum *(continued from page 19)*

As a result, they have to rely on the world market economy and thus lose their self-reliance.

On the last day, workshops were held to review five major issues: the Tropical Forest Action Plan (TFAP); Third World debt; indigenous people and their rights to land and natural resource management; tourism and its destruction to people and the environment; and resolutions on Burma. Participants discussed their views and experiences in detail and tried to find solutions and set the stage for future cooperation.

Declarations of the People

At the closing of the International People's Forum, the delegates prepared the following declarations: A message from Thai people to people of the world, declaration of verdict of the international people's tribunal, declaration of the victims of development hazards, declaration of the international meeting, and the 1991 People's Forum's resolution on UNCED.

All declarations condemned the mainstream development model that the World Bank and the IMF use, which stresses economic growth and free markets. Clearly this development process alienates local people from their natural resources and strips them of their self-reliance, as was seen in each case study presented at the Forum, whichever part of the world it represented.

The five declarations have been sent to executive directors of the World Bank as well as Prime Minister Anand Panyarachun of Thailand and his ministers. The declarations made clear that development policy that brings about negative effects on the people should be reviewed and changed. They also said that people's participation should be included in the country's development process so as to lead the country toward progressive and sustainable development.

Thai Development Support Committee (TDSC). *TDSC is a Thai NGO that focuses on media management, training, and providing alternative news sources to the public. For more information, write to them at: 530 Soi St. Louis 3, South Sathorn, Yannawa, Bangkok 10120, Thailand.* Δ

Calendar

March 26

Washington, DC
Participatory Tools and Strategies
Contact: Lamiriam Lee, PACT, 1901 Pennsylvania Avenue NW, Suite 501, Washington, DC 20006. Tel.: (202) 466-5666; Fax: (202) 466-5669.

April 2-12

Chiba-ken, Japan
The Second Asian Women's Conference
Contact: Kumiko Funabashi, The Asian Women's Conference Organizing Committee, 22-17 Nishikubo-cho, Tokiwa Daira, Matsudo-shi, Chiba-ken 270, Japan. Tel.: 473 88 8899; Fax: 473 87 7800.

May 2-8

Calcutta, India
Women and Housing Needs: International Symposium/Workshop
Contact: Women's Development Unit, Indian Institute of Human Sciences, 120-A, Sri Aurobindo Road, Konnagar, West Bengal 712 235, India.

June 1-12

Rio de Janeiro, Brazil
The Earth Summit (UNCED)
Contact: UNCED Office United Nations, New York, NY 10017, U.S.A. or Center for Our Common Future, 52 rue des Pacquis, CH-1201, Geneva, Switzerland.

For Information on **The '92 Global Forum** (Parallel NGO Events)
Contact: W.H.Lindner or Tony Gross at: The '92 Global Forum, Hotel Gloria, Predio Anexo, 366, Rua do Russel, 632, 22212 Rio de Janeiro, Brazil.

August 24-29

Geneva, Switzerland
Women's World Summit
Contact: Women's World Summit Foundation, Hotel Beau-Rivage, 13 Quai du Mont-Blanc, 1201 Geneva, Switzerland. Tel.: 41 (0) 22 738 66 19; Fax: 41 (0) 22 738 98 47.

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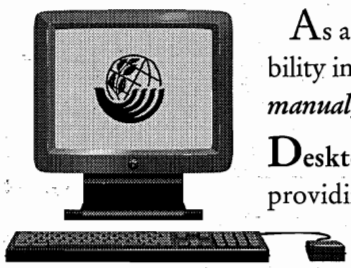

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The MPU is now ready to assist agencies in the development and production of your publications and media packages. If you have a project you would like to discuss, contact Charlotte McRobbie at **PACT, 777 United Nations Plaza, New York, NY 10017. Tel.: (212) 697-6222; Fax: (212) 692-9748.**

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