

STUDY ANNEXES

**A STUDY OF USAID'S CAPACITY FOR RAPID RESPONSE
IN SUPPORT OF AFRICAN CIVIL SOCIETY DEVELOPMENT**

(January 7, 1994)

DETAILED STATEMENT OF WORK

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BACKGROUND

The Africa Bureau uses the concept "civil society" in connection with a normative vision of the proper relationship between the "state" and "the people." As such "civil society" describes the entire range of voluntary associational life which lies between purely personal or familial life and state institutions. The aim of civil society under this vision is to enable broad-based popular participation in fostering specific outcomes in terms of political, social and economic development. The effectiveness of civil society as an intermediary between the state and the people is a function of many factors, mainly the relative power and capacity of the civil society actors vis-a-vis each other and the capacity of the state to balance among these competing endogenous interests in the face of strong exogenous pressures. The concept of "civil society" so defined by the Africa Bureau conveys a vision of a pluralistic political system in which the authority of the central state is limited and its exercise of power is susceptible of influence by non-state actors in a transparent and open environment. Civil society functions counterbalance the power of the state by making demands on it, by holding it accountable for results and by developing capacity to provide services to its members independently of state interference.

Given A.I.D.'s new emphasis on democratization as part of the foundation for sustainable development, the Africa Bureau is particularly interested in agents of civil society. However the capacity of associations in Africa has been very severely limited by its colonial and recent past under authoritarian and military regimes. The current democratization process in Africa is accompanied by reemerging civil society as evidenced by recent events in Benin, Mali, and Zambia. Civil society actors are important in promoting stable, pluralistic, democratic systems, in encouraging dynamic market-oriented economies, and in arresting the deterioration of Africa's environmental base.

A.I.D. AND AFRICA BUREAU POLICY

Strengthening of civil society is a key element of A.I.D.'s promotion of democratization in Africa. Since early 1992, the Democratic Governance program of the Africa Bureau has concentrated on fostering a more balanced relationship between civil society and state institutions and on improving the capacity of civil society institutions. The Africa Bureau's

experience with non-state actors has for the most part been limited to small, short-term grants to selected associations, NGOs and PVOs. In 1992 the Africa Bureau designed two stand alone democratic governance projects for Zambia and Rwanda, which have components to strengthen civil society associations.

The Africa Bureau's experience has taught it that more flexible and responsive mechanisms are required for it to better support civil society in democratizing countries in Africa. Short term and small grant activities under the DHRF have been successful in identifying and fostering African NGOs early in the transition to democracy, but they have proven too limited in scope to meet the longer term needs raised by rapid political change. The larger bi-lateral projects, such as those in Zambia and Rwanda support civil society have required the lengthy process of project design which often risks compromising support in a timely manner.

The Africa Bureau proposes to establish a centrally-funded rapid response technical assistance and financing facility to support institutions of civil society in Africa, (a) in countries just beginning the process of political and economic liberalization, (b) in countries where political and economic liberalization are well underway but no democratically elected government has yet come to power, and (c) in countries with newly installed democratic regimes. Strengthening of civil society will be undertaken when it is in furtherance of the sustainable development objectives of A.I.D. The proposed facility will provide to USAID/Missions and USG Country Teams a support capability more responsive than conventional A.I.D. mechanisms to time sensitive needs of civil society in democratizing countries. The centrally-funded facility will provide a bridge between prompt response needs and longer term support of civil society through A.I.D.'s bi-lateral programs for sustainable development.

ARTICLE I - TITLE

Democracy/Governance Program Development Support
(Design of Rapid Response Facility to Support Civil Society in Africa)

Project Number: 698-0542

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ARTICLE II - OBJECTIVE

The purpose of the activity is to provide a report for background information relevant to the preparation of a Project Identification Document by ONI/DG which will provide for a rapid response mechanism to support civil society in Africa.

ARTICLE III - STATEMENT OF WORK

General objectives

The contractor shall outline and design a mechanism that will provide the Africa Bureau with a new project to support civil society in furtherance of sustainable development. The elements of civil society to be supported with this technical assistance are as follows:

1. Civil society associations and groups in countries just beginning the liberalization process.

For such countries, the support will concentrate on technical assistance for such groups as newly forming law and human rights associations, for farmers' leagues, and business associations and cultural associations with a national base.

2. Civil society associations and groups in countries undergoing both political and economic liberalization.

For such countries, the emphasis will likely be on support for the media and for legal associations, for enhancing the organizational and analytic capability of business and other economic and political associations, and for associations that can provide a voice in economic reform deliberations of the societal elements traditionally unrepresented in Africa's economic adjustment and reform processes.

3. Civil society associations and groups in countries with newly installed democratic regimes.

For such countries, the emphasis will be on identifying and supporting associations capable of making demands on state institutions which will further sustainable development, and on enabling and monitoring the effectiveness of state response to civil society assertions, and in on-going civil education (e.g., voter education).

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Specific Tasks

The contractor in collaboration with the ONI/DG office and the Africa Bureau shall elaborate the design of this mechanism in part by addressing the following issues:

1. Assess the needs of intermediate civil society actors in selected African countries to determine the types of rapid response needs not likely to be met through the conventional A.I.D. project process.
2. Analyze existing literature and empirical evidence of the probable outcomes of strengthening specific types of non-governmental organizations for sustainable development, particularly those civil society actors which will contribute to stable democratic pluralism and economic policies which are equitable and sustainable.
3. Analyze U.S. and African regional organization capabilities (particularly including U.S. PVOs and African regional NGOs) in key areas of need for civil society support as indicated in #1 and #2, above.
4. Analyze various implementation modalities and make recommendations for organizing a rapid response and support facility which can be made available in a timely manner, and particularly to bridge the transitional period between mission project design and implementation.
5. Draft a final report that will provide background information for the ONI/DG office to prepare a Project Identification Document, (PID).

ARTICLE IV - REPORTS

Following approval of a first draft, (described in #5 above), by ONI/DG at the end of the fourth week, the Contractor shall submit a final report of no less than forty pages, with appendices that include discussions of issues under specific tasks 1-4.

The Contractor shall submit five copies of the final report to ONI/DG by the end of the sixth week.

The Contractor shall submit the final report on a 5.25" floppy disk, formatted in Wordperfect 5.1.

ARTICLE V - RELATIONSHIPS AND RESPONSIBILITIES

Technical direction during the performance of this delivery order will be provided by the Chief of the Office of Operations and New Initiative's Democracy and Governance division for work performed in the United States. For work performed in Africa, technical direction will be provided by the respective mission directors or their designees.

ARTICLE VI - TERM OF PERFORMANCE

- A. The effective date of this delivery order is September 30, 1993, and the estimated completion date is January 15, 1994.
- B. Subject to the ceiling price established in this Delivery Order and with prior written approval of the CTO (see Block No. 5 on the Cover Page), the Contractor is authorized to extend the estimated completion date, provided that such extension does not cause the elapsed time for completion of the work, including the furnishing of all deliverables, to extend beyond 30 calendar days from the original estimated completion date. The Contractor shall attach a copy of the CTO's approval for any extension of the term of this Delivery Order to the final voucher submitted for payment.
- C. It is the Contractor's responsibility to ensure that the CTO approved adjustments to the original estimated completion date do not result in costs incurred which exceed the ceiling price of this Delivery Order. Under no circumstances shall such adjustments authorize the Contractor to be paid any sum in excess of the Delivery Order.
- D. Adjustments which will cause the elapsed time for completion of the work to exceed the original estimated completion date by more than 30 calendar days must be approved in advance by the Contracting Officer.

COMMISSIONED PAPER:
GENDER, CIVIL SOCIETY & POLITICAL PARTICIPATION IN AFRICA

**A STUDY OF USAID'S CAPACITY FOR RAPID RESPONSE
IN SUPPORT OF AFRICAN CIVIL SOCIETY DEVELOPMENT**

(January 7, 1994)

GENDER, CIVIL SOCIETY AND POLITICAL PARTICIPATION IN AFRICA

EXECUTIVE SUMMARY

A. Women's Participation in the Post-colonial Period

As during colonial rule, women found their organizational efforts curtailed by the newly independent single-party and military regimes, which increasingly limited autonomous associational activity of all kinds. At the national level women's participation was to be channeled through a sole women's organization, usually tied to the ruling party. This effectively marginalized women's leadership and channeled women into mobilizing around a narrow set of issues. Women's political participation has also been curtailed by their lack of educational and employment opportunities relative to those of men; time constraints that have kept women tied to domestic duties; cultural and religious prohibitions on women's public activities; and objections from male public officials and politicians. These limitations have varied according to a woman's age, marital status, class, region and religion.

As the economic crisis deepened in the 1980s, financially strapped governments in Africa began to loosen their restrictions on autonomous associations. Diverse women's organizations expanded and proliferated in response to these changes, but also in response to the new availability of donor funds; to the growth of foreign NGOs; and to growing economic and welfare needs. The majority of new organizations tended to be informal, loosely organized, multipurpose in character, reliant on their own resources and formed to meet the needs of members. In a few countries like Uganda, the government adopted - under pressure from the women's movement - a more proactive policy to promote women in political leadership.

Even in this period of political liberalization, women in Africa continue to find themselves living under regimes which are not open to demands for policy change, thus limiting women's mobilization. Many women's groups are significant because they have created and provided alternative resources to the diminishing resources of the state and because they often operate outside of the patronage networks that have come to characterize and define many state-society interactions. Women's participation therefore needs to be seen in its multiple dimensions: in its open and quiet resistance to the state; in the creation of alternative resources and institutions; as well as in its engagement of the state through policy advocacy.

The relationship between women's movements and multiparty movements is tenuous at best, even though women are involved in struggles for political liberalization. The gap between the two movements is more revealing of the limitations of multiparty politics than of women's lack of political involvement. In particular, women have challenged the depth of the commitment of multiparty movements to democratization, especially when party leaders seem more interested in attaining political power than in institutional change, i.e., in changing the rules of the political order. Women have often been critical of the new parties for not incorporating women's demands into their agendas and for failing to bring more women into leadership positions. Women's organizations have also challenged opposition movements to unite rather than fall into divisions based on regional, ethnic and religious differences.

B. Characteristics of Women's Associations Involved in Political Reform

- Women's movements in Kenya, Tanzania, Uganda, Niger, Nigeria, Sudan, Zambia and many other parts of Africa have recently begun to place women's political leadership as their key priority. Women realize simply to try to influence public policy makers is not sufficient; they need to be creating and shaping that policy from a position of leadership.

- Women are frequently involved in struggles to create a broad based political order that incorporates not only women as political leaders, but a wide range of representation that cuts across ethnic, religious and regional lines.
- Associations of predominantly Muslim women in sub-Saharan Africa have been among the staunchest forces pressing for democratization and a secular state. Many Muslim women's movements are drawing on alternative traditions within Islam that promote women's rights.
- Women's groups do not separate household politics from politics in the broader economic, social or governmental arena. In national groups women make links between domestic relations and the public realm by carrying out education at the local level around women's rights, but also agitating at the national level for changes.
- Given the existing constraints on women's involvement in national politics, women have found greater room to maneuver at the local level.
- In the area of policy impact, which is especially limited for women, the main concerns are in the areas of legal reform, environmental issues, creating an atmosphere more conducive to small scale entrepreneurial activity and increasing women's role in political leadership.

These new developments in the women's movements are exciting in and of themselves, but the newness of many of these initiatives makes them fragile and tentative. Competition for scarce resources sometimes puts the focus of the national and regional organizations on grantseeking rather than on carrying out the day to day work of the association. Moreover, donor driven agendas are detrimental to the vitality and autonomy of women's organizations. Poor institutional mechanisms to ensure accountability can also destroy initiative in a newly formed association. But all these problems aside, the fact that these new associations have emerged is significant in and of itself and deserves careful and well-planned support.

C. Rationale for Including Gender Considerations into Rapid-Response Facility

Prioritizing women's rights along with other key concerns is necessary in order to signal that the project of democratization is incomplete if the interests and rights of half the population are not recognized. Obviously, it is impossible in the short period of regime transition to obliterate decades if not centuries of cultural norms and political and legal institutions that undermine women's participation. But it is possible to adopt changes that will set the stage and lay the foundation for future institutional reforms, thereby signaling a commitment to women's participation.

RECOMMENDATIONS

For the purposes of a Rapid Response strategy, the promotion of women's rights and women's leadership are especially critical at all stages of political transition. These have become focal points of women's movements in many parts of Africa. These two issues can be advanced through support of:

- Lobbying activities of women's associations. Nonpartisan organizations have emerged in Uganda, Kenya, Zambia and elsewhere to support women running in local and parliamentary elections through training, advisory and other assistance.

- Groups working for legal reform. Organizations work around particular women's rights issues, e.g., legal reform, reproductive rights, entrepreneurial interests, mobilizing either on their own as multipurpose or single issue groups, or in conjunction with other women's organizations at the national and regional levels.
- Women's efforts in the media. Women's media groups disseminate information about the importance of women's leadership, how to evaluate women leaders and to provide information about women candidates, electoral tactics, and other such issues. The groups also disseminate legal information pertaining to women's rights. Lawyers, judges and citizens are not always aware of what the law is because of lack of resources to publish court judgments and texts.
- Women's organizations involved in developing educational programs. Effective educational instruments include local participatory cultural activities, like the use of roving drama ensembles that depict and provide opportunities to discuss women's rights in the local cultural context. Education through seminars is also another way of addressing similar issues as is bringing women's rights into the curriculum in schools. Legal aid clinics are also an important source of legal information. Some conduct workshops in their communities or carry out outreach activities in other areas.
- Monitoring programmatic impact. Women's research institutes in Africa generally are connected to the women's organizations supporting women's leadership and women's rights. They are active in monitoring and evaluating the success of the women's organizations around the aforementioned issues. There are numerous such research bodies, e.g., Women's Research and Documentation Project (University of Dar es Salaam), Women's Research and Documentation Center (University of Ibadan, Nigeria) and Zambia Association of Research and Development.

GENDER, CIVIL SOCIETY, AND POLITICAL PARTICIPATION IN AFRICA

Women's Political Participation in History: Changes and Continuities

Women in Africa have not always faced the limitations they do today as they attempt to participate more fully in the political arena. In the precolonial period, women exerted political control in a variety of ways though their impact varied from region to region. Women in some parts of Africa ruled kingdoms, founded cities (e.g., Northern Cameroon), launched military conquests of territory and founded states (e.g., Ashanti women leaders founded Mampong, Wenchi and Juaben). In a few cases women ruled as sole rulers, but generally a female (mother or sister of the king) ruled jointly with a king or chief (e.g., the Swazi, Ashanti, Bamileke peoples). Another configuration involved a tripartite sharing of power between the king, mother and sister (e.g., peoples of Buganda, Kitara, and Ankole) (Lebeuf 1963). Yet a fourth power sharing arrangement involved a dual sex governance system common among the Igbo in eastern Nigeria (Okonjo, 1976; Van Allen, 1972, 1976) and the Yoruba in Western Nigeria (Awe, 1975) in which female leaders controlled the economic, political, cultural and moral affairs of the women and male leaders did the same for the men in the community. These forms of dual-sex governance have persisted to this day in the form of Women's Councils in eastern Nigeria like the Igbo Ikporo-Onitsha (Nzegwu 1993) and in the persistence of the Ashanti Queen mothers tradition. Queens in these societies were valued primarily for their spiritual and moral leadership.

In kinship-based political systems in precolonial Africa women's leadership was not institutionalized as it was in the kingdoms. When women assumed leadership of their communities it was generally in the absence of a male heir upon the death of a father or husband (Lebeuf 1963).

The coming of Islam undermined the political importance of women leaders in countries like Nigeria and Chad. Women's political authority was further eroded by colonialists, who dealt primarily with local male authorities as they were accustomed to in their home countries. But even in societies where women's direct political power had diminished, they continued to exert pressure through indirect means, for example, by creating public opinion through talk and by influencing men (O'Barr 1991, 142). Women's role as spiritual and moral leaders, although not recognized by colonial authorities, remained important to the communities themselves. Women also continued to exert influence through their involvement in various types of organizations formed around age classes, agricultural production, trade, market sales, mutual aid, and control of initiation and other rituals.

Even though women's political leadership had been undermined by colonial rule, they actively initiated and involved themselves in anti-colonial protests. In British Cameroon women drew on their tradition of *anlu* and *fombuen* to ridicule and shame colonial male authorities in the late 1950s (Diduk 1989, 339). Women rioted against colonial procedures for assessment and collection of taxes in Pare District, Tanganyika (Tanzania), in the 1940s (O'Barr 1976) and Muslim women of Bujumbura (in Burundi) similarly opposed colonial taxes for single women in the 1950s (Hunt 1989, 363). Thousands of Igbo women from several provinces in Nigeria launched a women's war in 1929 against threats that women's property would be taxed by colonial authorities. The war involved demonstrations, burning buildings, breaking jails and attacking European stores and trading centers (Ifeka-Moller 1973, Leith-Ross 1965, Van Allen 1972, 1976). Market women's associations in Nigeria actively protested market taxes along with price controls. In the 1940s, for example, the Abeokuta Women's Union, which represented over 100,000 women organized demonstrations, and tax boycotts and even sent a representative to London to present their case. The Union succeeded in getting female taxation suspended and in 1948 women gained a seat on the transition council that would replace the government (Parpart 1988, 213).

Women continued to be visible in the nationalist independence movements. In Tanzania they formed a women's section of the Tanganyika African National Union (Geiger, 1987, 1990; Meena, 1992) while in Kenya's Mau Mau movement women kept the fighters supplied and in some instances fought alongside men (Presley 1984, 1988, 1991; Santilli, 1977, Likimani, 1985; Kanogo, 1987). In the more recent armed liberation struggles in Mozambique, Guinea Bissau, Zimbabwe, Eritrea and Western Sahara women similarly played leadership and combat roles.

Women's Participation in the Post-colonial Period

After independence, women found their organizational efforts curtailed once again, only this time the constraints came from the newly independent single-party and military regimes, which increasingly limited autonomous associational activity of all kinds. National women's activities were to be channeled through a single women's organization, usually tied to the ruling party, which used it as a source of funds, votes and entertainment (Staudt 1985, 77; Steady 1975). The relationship between the ruling party and women's organization was sometimes solidified by placing the association under the control of the wife of the head of state. By the late 1980s such relationships had been created, for example, between Umoja wa Wanawake wa Tanzania and Chama cha Mapinduzi in Tanzania, Maendeleo ya Wanawake and KANU in Kenya, the Women's League and United National Independence Party in Zambia, the Women's Wing and the All People's Congress in Sierra Leone. This cooptation effectively marginalized women's leadership and channeled women into mobilizing around a narrow set of issues, which in a country like Zambia, for example, meant for many years a focus on women's morality.

Women's political participation was curtailed by their lack of educational and employment opportunities relative to those of men; time constraints that kept them tied to domestic duties; cultural and religious prohibitions on women's public activities; and objections from male public officials and politicians. These limitations varied according to a woman's age, marital status, class, region and religion. The example of Ladi Adamu from northern Nigeria's Islamic Kano state shows how difficult it can be for women to engage in politics, even at the local level where women often have the greatest latitude to participate. Adamu won the largest number of votes in local government elections on a platform supporting women's rights. Prior to her election she had been active in obtaining water wells, water pumps in remote villages, the construction of roads in rural areas and in promoting immunization. Even though she followed religious injunctions and dressed appropriately, the chairman of the 13-member Birnin Kudu local council had the microphone shut off when she started to speak. Unlike other council members the chairman refused to give her an office, portfolio or transport and was told her that if she wanted to influence the council she "should marry a local counselor." To get around the district she had to rent a bicycle or motorcycle and travel with a child on her back. Nevertheless her popularity in the district had convinced her to run for chairman in the following elections. She reasoned that "men cannot block my path because I follow all the religious injunctions in dress and behavior" (New York Times 22 August 1988).

The newly independent African governments rarely took steps to bring women into leadership. As leading Sudanese human rights activist, Dr. Fatima Babiker Mahmoud explained: "African political parties never took the issue of gender seriously. Even the Leftist parties who claim they were for liberation of women failed to democratize their internal structures to involve women. . . . It is the patriarchal structure of these parties that did not permit the recruitment of women to such offices rather than the real impact of women within African culture" (Abdulai 1993, 48).

As the economic crisis deepened in the 1980s, financially strapped governments in Africa began to loosen their restrictions on autonomous associations. These associations increasingly had independent resources to employ in development initiatives, but more importantly they had the will to organize and devise self-help strategies at the local level. Like other associations, women's groups began to mobilize with visible results. In a country like Niger, virtually the only women's group to operate since independence was the Association des Femmes du Niger, formed in 1973. After the loosening of restrictions on associations in 1984, new women's groups emerged like the Association des Femmes Commerçants et Entrepreneurs du Niger, Union des Femmes Enseignant du Niger and the Association des Femmes Juristes du Niger. In Tanzania, the opening came in the late 1980s after which groups like the Tanzania Media Women's Association, Medical Women Association of Tanzania, Tanzania Women Lawyers Association, and the Association of Women Artists in Tanzania emerged, although informal organizations tied to women's expanding role in income-generating activities had already been proliferating since the mid-1980s. By 1992 the national groups were so numerous they were able to form a Tanzania Gender Networking Programme to coordinate strategies around legal reform, policy change and public education.

While these diverse organizations expanded and proliferated at a time when governments were loosening restrictions on mobilization, the immediate impetus for associational growth varied: in some cases it had to do with the new availability of donor funds; in other cases it was in response to the growth of foreign NGOs; and in other instances the catalyst arose out of local grassroots economic and welfare needs. Many of the more visible urban women's groups fall into the first two categories, and they tend to receive much of the attention in discussions of the non-governmental sector. However, in both urban and rural contexts, the majority of organizations fall into the last category and tend to be informal, loosely organized, multipurpose in character, reliant on their own resources and formed to meet the needs of members.

While in most countries, governments simply relinquished some of their role to private actors allowing women greater political space, in a few countries like Uganda, the government adopted (under pressure from the women's movement) a more proactive policy to promote women in political leadership. In 1980 there was only one woman out of 142 members of parliament. By 1993 women made up 15% of the members of that same body. Women have been represented on national commissions like the Human Rights Commission and Constitutional Commission. Women hold cabinet positions including the key post of Minister of Agriculture. Likewise women are represented at all levels of the Resistance Council system with one guaranteed seat for women on the nine-member village level councils and then at all levels from the parish, ward, sub-county, county levels and to the National Resistance Council (parliament). The relative success of the women's movement in Uganda in negotiating a space for women in the political system shows that governments can make a difference when they begin to tackle the many political constraints women face.

Even in this period of political liberalization, women in Africa continue to find themselves living under regimes which are not open to demands for policy change, thus limiting women's mobilization. Women's groups are significant because they have often created alternative resources to the diminishing resources of the state, functioning outside of the patronage networks that have come to characterize and define many state-society interactions. Sometimes women's mobilization occurs in spite or in defiance of a corrupt regime whose officials are interested in their organization only as an institution they can plunder for personal gain. The same women's groups may operate both to evade and engage the state in different contexts. Women's groups have sometimes created new institutions, i.e., new rules of organization and accountability that are relevant to their cultural forms of organization. Women operate

in multiple arenas in their struggle for access to and control of resources. For this reason not all women's groups can be encompassed in narrow notions of civil society, i.e., a society seeking to influence public policy (Holm 1989). Women's participation therefore needs to be seen in its multiple dimensions: in its open and quiet resistance to the state, in the creation of alternative resources and institutions, as well as in the engagement of the state through policy advocacy (Chazan 1989; Hirschmann 1989, 1691; O'Barr 1975).

At present, women's movements generally have not been incorporated into the multiparty movements that have emerged in much of Africa. Certainly individual women from these movements have been involved in party politics. Women have run for president (e.g., Central African Republic and Nigeria) and have formed parties (e.g., Limakatso Ntakatsane recently formed a political party in Lesotho and ran for parliament). Sylvie Kinigi was appointed Prime Minister in the newly elected government of President Ndadaye and became head of state when he was killed in an abortive coup d'etat four months after the new regime took over. Women have participated in mass protests of human rights violations in Kenya and Mauritania, protested economic policies in Guinea, and demonstrated for a change of government in Mali, Zaire and Zambia. But the relationship between women's movements and multiparty movements is tenuous at best, even though women are involved in struggles for political liberalization. The gap between the two movements is more revealing of the limitations of multiparty politics than of women's lack of political involvement. In particular, women have challenged the depth of the commitment of multiparty movements to democratization, especially when party leaders seem more interested in attaining political power than in institutional change, i.e., in changing the rules of the political order.

Women's movements have been critical of the new parties for their lack of inclusiveness along several different dimensions. In countries like Sudan, Tanzania, Kenya, Zambia and Niger, women's associations have criticized the opposition parties for not incorporating women's demands into their agendas and for not bringing more women into leadership positions. In Niger, a predominantly Muslim country that has seen relatively little activism among women in its post-colonial history, several thousand women protested the exclusion of women from the preparatory committee for the 1991 national conference. Only one woman had been included among 68 representatives to the meeting. The women carried banners that read "National Conference without Women = Discrimination!" "Equal Rights!" "No Conference without Women" and marched on the office of the Prime Minister and the Ministry of Foreign Affairs where the Commission was meeting. As a result, five additional women were appointed (Dunbar and Djibo 1992).

In Zambia, the non-partisan National Women's Lobby Group formed in 1991 to promote women's rights and the increased participation of women in the public sphere. During the 1991 multiparty elections the major political contenders went out of their way to attack the small lobbying group, suggesting a fear of independent dissent and criticism on the part of both the former ruling party and the opposition party, which won the elections (Liatto-Katundu 1993, 79-125). In fact, the lack of incorporation of gender issues by the opposition movements has made many of the older single ruling parties look like "champions" of women's rights in comparison.

Women's movements in countries like Tanzania, Uganda and Kenya have also challenged opposition movements to unite rather than fall into divisions based on regional, ethnic and religious differences. In Kenya where the opposition has been divided along regional and ethnic lines, women's leaders like Wangari Maathai have consistently argued for unity within the opposition. She has called on Kenyans to understand that politicians are using the political and economic insecurity that people face

as a tool to foment "tribal" tensions (Nowrojee and Manby 1993). Another Kenyan women's activist, Maria Nzomo, has argued that ". . . good governance in a multiparty context requires the devising of a mechanism for managing ethnic diversities and conflicts, equitable sharing of power between various minority and other interest groups. For ethnic peace, tolerance and cooperation among the multi-ethnic communities of Kenya to take root, the political leaders must themselves demonstrate statesmanship, project a national image and not tribal chief's image" (Nzomo 1993b, 27).

Women's Associations and Political Reform

What then are some characteristics of the women's associations advocating political reform and greater inclusiveness in political mobilization?

Women's Political Leadership on the Agenda

Women's movements in Kenya, Tanzania, Uganda, Niger, Nigeria, Sudan, Zambia and many other parts of Africa have recently begun to place gaining access to political power as their number one agenda priority. Women realize that it is not sufficient simply to try to influence public policy makers, but that they need to be in there creating and shaping that policy from a position of leadership. One of the clearest examples of this change in agenda was the 1993 Kampala preparatory meeting for the Africa-wide UN Women's Conference to be held in Dakar in 1994, followed by the international Beijing conference in 1994. Representatives of over 120 women's associations from Uganda, Tanzania and Kenya determined that access to political power for women was the most important goal of women in all three countries. They adopted national goals and plans of action that involved lobbying, networking, leadership training, affirmative action around educational policies, public education around the need for democracy and women's leadership, and the creation of pressure groups.

Similarly, the Nigerian National Council of Women's Societies held a meeting in 1986 to condemn the tokenism of past governments with respect to women's leadership and to demand 30-40 percent of positions in legislatures and cabinets (Mba 1989, 84-85)

Building a More Pluralistic Polity

Women also are frequently involved in struggles to create a broad-based political order that incorporates not only women as political leaders, but a wide range of representation that cuts across ethnic, religious and regional lines. It is not uncommon to find women's groups struggling internally in a constructive way over issues like ethnic inclusiveness, while at the same time fighting to see changes at the broader societal level around the same concerns.

In national level associations like Action for Development (Uganda), Women in Nigeria, Yewwu Yewwi (Senegal), and National Women's Lobby Group (Zambia), it has been easier for women to organize across such divisions because the women's movement needs a pluralistic character to unite the largest number of women possible. Women of all backgrounds face discrimination in employment, business, politics, and education and can therefore find common cause.

At the local level women of diverse backgrounds have come together in savings clubs and income-generating activities to meet financial needs brought on by economic crisis or to provide collective social services. The basis for such organization has more to do with location and compatibility of interests than with an ascriptive affinity. In the urban context where people of different affinities

intermingle at work, in the market, at church, in the mosque, in schools and in neighborhoods, women's organizations easily form around common economic and welfare interests. Finally, the practice of exogamy in patrilineal societies (of women having to leave their natal home upon marriage) forces women of different clan and ethnic backgrounds together to form associations in the husband's community in a way that men are not required to integrate.

In countries like Uganda where ethnic, religious and regional differences have divided the country in bitter conflicts, women are especially conscious about why they organize along plural lines. A 1993 study of several hundred urban women's organizations in Kampala, Kabale, Mbale, and Luwero found the overwhelming majority to be formed along multiethnic and multireligious lines (Tripp 1994). Certainly possibilities existed for narrow membership, but as one woman in a savings club explained: "Everything has been so politicized along tribal, religious, and party lines. Women through these organizations are rejecting that. We know that divisions exist among us but it is more important right now to survive and help each other out. We do not want to go back to the way it was, back to the repression, back to having to escape to the bush for fear of one's life. These organizations are non-denominational, non-tribal, non-partisan. They do not exclude anyone. The reason they are generally organized around sex is because of the gender division in our culture." This same view was reiterated by members of national and local organizations alike. Women's organizations, especially national ones have struggled over problems related to their diversity, but they have confronted them head on and have seen the need to translate that vision of society into a broader national vision. At the same time, because sectarianism is associated with party politics in Uganda, women have been more inclined to stick with their organizations and have often rejected party politics quite explicitly because they say it promotes sectarianism and divisiveness.

While urbanization and economic crisis have given added impetus to women of differing backgrounds to come together, women's mobilization along pluralistic lines is not a new phenomenon in Africa. Already at the time of independence in Tanzania, women's urban organizations were distinct from male groups, which were based on exclusionary principles of ethnicity, region and religious affiliation. Local women's groups (e.g., dance, beer brewing, food sellers groups) that collectively came to form an important part of the independence movement were explicitly pluralistic in their attempt to encompass nationalist principles in their organization and used Swahili as unifying force (Geiger 1987, 15). Mwaniki (1986) found in her study of women's groups in Mbeere, Kenya, that they crossed ethnic religious and other affinities and that location was the key factor in determining group membership. Similarly Diduk discovered that today as in 1958, local women's organizations in Cameroon cut across ethnic groups and socioeconomic differences, even where economic classes are emerging (1989, 351).

Redefining the Gender Discourse within Islam

As in northern Africa, associations of predominantly Muslim women in sub-Saharan Africa have been among the staunchest forces pressing for democratization and a secular state. Even in countries like Tanzania where the challenge to secularism is less visible and where Christians dominate the educated elite, one of the first women's rights groups to emerge was a predominantly Muslim group, Tanzania Media Women's Association (TAMWA). Muslim women are no strangers to politics in Tanzania, having been at the forefront of the independence movement in the 1950s led by Bibi Titi (Geiger 1982, 1987; Meena 1992b).

Many Muslim women's movements are drawing on alternative traditions within Islam that promote women's rights. In the case of Sudan, the Islamic fundamentalist regime of General Omar

Hassan Ahmad Al-Bashir has undermined the rights of women by imposing ever harsher restrictions since he came to power in 1989. These restrictions include dress regulations, banning all political and non-political organizations, restricting travel by women, firing women from top positions, and institutionalizing physical and psychological abuse of women accused of being dissidents. Women's groups like the Sudanese Women Union have been at the forefront of the movement for a democratic secular state, campaigning against the new legal restrictions against women and arguing for an interpretation of the Qur'an that does not discriminate against women (Ibrahim 1992, 34, Leatherbee and Osman 1992, 6-7). They argue, like Dr. Fatima Babiker Mahmoud, that Islamic fundamentalism does not "accommodate the notions of equality, human rights, justice, democracy and civil liberties" (Abdulai 1993, 48-50). Women's groups and activists have also challenged the opposition coalition of parties, the National Democratic Alliance, that is fighting for a secular Sudan for not incorporating women into its leadership. As Salah Hassan (1993) argues, "This is despite the fact that Sudanese women have been in the forefront of the struggle against the current fundamentalist regime, and that the underground Sudanese Women's Union is a signatory to the NDA Charter."

While women's groups in countries like Sudan and the newly independent Eritrea, have fought for a secular state, in Nigeria, organizations like the Federation of Muslim Women's Associations of Nigeria (FOMWAN) have tried to open up the gender discourse within Islam, pressing for a redefinition of women's rights, including inheritance and custody rights, equality in education and the full participation of women within the context of an Islamic state and within the bounds of the Islamic sharia law (Callaway and Creevey 1994, 156-157).

Household Politics, National Politics

Women's groups do not separate household politics from politics in the broader economic, social or governmental arena. This is not only an ideological conceptualization of activist women's groups, it also follows patterns of organization and thought that are deeply embedded in many African societies. For example, since precolonial times up until today, women's market associations in Nigeria, argues Mba, embody the relation between women's public and private roles as the basis of women's mobilization in the political system (1989).

In national groups women make links between domestic relations and the public realm by carrying out education at the local level around women's rights, but also by agitating at the national level for changes in policy regarding women. There is the implicit understanding that changes in women's rights have to occur at both levels, both in living practice and consciousness as well as within legal instruments. At the aforementioned 1993 Kampala conference of women's groups, participants talked about how their understanding of democracy started with the family and needed to come not only from the top at the policy level, but also from below at the family level. Undemocratic upbringing in the family, they argued, helped breed undemocratic decision-making and practices at the national level. Were homes to become more democratic, they reasoned, larger numbers of women would participate in public affairs. Participants also saw issues of democratization as closely linked to questions of women's property ownership, reproductive rights, freedom of speech and movement. (Draft report of Proceedings of the East Africa Women's Conference 1993).

Local Level Participation

Given the existing constraints on women's involvement in national politics, women have found greater room to maneuver at the local level. This in itself makes decentralization all the more important

for people who have a harder time accessing national politics and find it easier to approach and influence local authorities with their demands (Andersen 1992; Callaway and Creevey 1994, 171; Hirschmann 1991, 1684-1685; Mba 1989, 87-88; O'Barr 1991). At the local level people who have less access to political and economic power can build the capacity, knowledge and resources to "influence and even determine the structure of power and allocation of material resources," as Mark Swilling (1993) has argued in the case of South Africa.

The multipurpose nature of many women's organizations, especially grassroots organizations, allows them to take on many different functions. It is not uncommon to find groups that combine agricultural production, with income-generating, savings, cultural and even political activities (Mwaniki 1986, 215; Feldman 1983, 68; Strobel 1979). Women's groups can take on different functions according to the needs of the group and the opportunities open to them at any given time. It is important not to a priori dismiss women's organizations in their varied forms as uninterested in political change.

One example of such a multipurpose groups are the dual sex Women's Councils in eastern Nigeria. According to Nkiru Nzegwu (1993), the Women's Councils suffered with the coming of British rule because the colonialists refused to recognize the Councils as "legitimate constitutional representatives of women" and took over their control of trade and market affairs, i.e., their revenue base. Nevertheless these Councils persist and have adapted to new circumstances in a way that continues to let them fulfill many of their functions. They establish trading cooperatives and coordinate and oversee activities of multiple associations, linking women of all classes and in many diverse professions and occupations. They are concerned with cultural, religious, economic and political issues and are as likely to concern themselves with household matters or relations among members of the group as with local governance issues or even national politics when it touches on the community. Just as women can be censured by the Councils if they violate norms of the community, men also can be forced to deal with their dependency on women by being ostracized by the Council, which can withdraw women's power temporarily from social interactions with men until they recant.

A 1993 study of the political impact of women's associations in Uganda found many multipurpose groups of this kind that had been involved at different times in local level struggles for access to and control of resources (Tripp 1994). In two villages on the outskirts of Jinja, multipurpose women's groups had fought to establish and control health units that provided services to their communities. They carried out feasibility studies of community health needs, raised money, in one case physically built a maternity ward, donated furniture, and established the health units. The women carried out these activities against the wishes of local government leaders who objected to them not only because the women were poor and illiterate, but mainly because they were women. One women's group garnered support from not only the District Medical Officer and his deputy, but also the District Administrator, the Director of Medical Services at the Ministry of Health, the Minister of Agriculture (who is a woman from the region), Resistance Council leaders from nearby villages, the subcounty chief, other women's groups in neighboring districts, in addition to local men and women. The women's group was opposed by local Resistance Council leaders, the local Protestant church officials, and other male elders in the community, but they nevertheless were successful in obtaining the health unit. The way in which these women organized not only to provide a social service in their community, but also for leadership of the health unit, shows that women involved in these local self-help groups are not exclusively interested in economic concerns, but in political issues as well. The women soon realized that they would not be able to have an impact in shaping their health initiatives at the local level without political control as well and for this reason persisted in their fight for leadership long after the health unit had been established.

Local level influence is often personalized, and women's groups find it easier to confront local authorities face to face with their complaints or demands. Women employ various strategies, ranging from forms of public humiliation to indirect pressures that involve spreading rumors and creating public opinion (O'Barr 1991). At the local level in Sukumaland in Tanzania, one woman explained how women use their informal means of influence: "Sukuma women have that capability of advising and being accepted in indirect forms. For instance we have a group where men and women are working together . . . we do persuade them [men] indirectly and they agree. If we have problems we also go to the village office. We see the village secretary or the village chairman. Mostly in the meetings, women just sit and listen . . . Women talk a lot outside meetings. They express if they want or don't want something which has been proposed . . . You can see directly how much women rule over men, even though they can't speak up in public meetings" (Interview with Bibiane 1990, Andersen 1992, 196).

Women have even transferred these informal means of influence into national politics. A campaign to admit more women into university in Uganda was launched in the early 1990s by an activist women's organization, Action for Development, and a university women's association. They attribute their success in changing the admissions policy to the fact that they did not make the issue a confrontational one but used their powers of persuasion in a well orchestrated but quiet campaign to persuade key politicians and decision makers in the University system. Had they used a more confrontational approach they do not believe they would have been as effective. The explicit purpose of this affirmative action program was to enlarge the pool of educated woman that can be drawn on in their efforts to get more women into public leadership positions.

The point here is to show how even under enormous constraints, women use a variety of strategies to exert their influence. They may care as deeply as men about political issues and political power but do not generally have as many avenues of access.

Women's efforts to change their local circumstances through organizational activity is significant in itself. It is a response to political and economic decline and at the same time it is an effort to do something concretely about their living conditions. With the burden of household sustenance falling increasingly on women's shoulders in many African countries, women have found themselves having to take concrete measures. Women are often very consciously starting to create in practice a vision of a society they want to build rather than only protesting an unjust system. Seen in this light, women's economic initiatives are more than "simply" non-political income-generating activities. But this creative aspect to women's involvement in local level groups cannot be appreciated without understanding women's consciousness about what they are doing.

There are other features of local organizations that need to be emphasized. Promoting equity among women members of organizations is a common feature at the local level. Women's groups in Kenya, for example, are based on equal treatment of members and redistributive principles whereby the group members will help out the neediest member of groups, especially in times of drought, food shortages or other hardship (Mwaniki 1986, 218). Groups like the Women's Councils in eastern Nigeria are inclusive across class lines and consciously incorporate women of all income levels. In Uganda educated urban women's groups actively sought ties with rural women's groups to help them with literacy or to teach them various skills they had acquired. This is not to say that problems do not arise because of income inequalities or rural/urban differences, but that one often finds sincere efforts being made to ameliorate and minimize these differences at the local level.

Policy Impact

Finally there is the question of policy impact of associations, which has been limited in general but especially so for women's organizations. Here the main concerns of women are in the areas of legal reform, environmental issues, creating an environment more conducive to small scale entrepreneurial activity and increasing women's role in political leadership, which has already been mentioned.

In some countries, women have been active in the process of revising the constitution. In Uganda in the early 1990s women's organizations carried out seminars throughout the country to collect women's views about the new constitution and to educate them about the significance of the constitution. From these seminars they drafted a memorandum to the Constitutional Commission addressing key concerns women had regarding not only women's issues but also national questions. The women representatives on the constitutional commission that drafted the new constitution were vocal and effective in conveying women's concerns. Moreover, at this time significantly large numbers of women are running for the Constituent Assembly, which is to debate the Constitution. In the district of Busoga there are so many women running for Constituent Assembly that virtually all the leading competitors are women.

On the legal rights front women are concerned with reforming laws regarding inheritance, maintenance, child custody, divorce, and marriage, in addition to rape, domestic violence and sexual harassment. Groups like the Tanzania Media Women's Association, the Association of Women Lawyers in Uganda, Women's Solidarity in Namibia, Women's Action Group in Zimbabwe, have been active in the area of legal reform. In addition to carrying out legal reform, women's organizations also have sought to educate women about their rights and establish clinics where women can bring their complaints.

Credit and finance associations, like the Uganda Women's Credit and Finance Trust and the Kenya Women Finance Trust support women entrepreneurs, providing advice, technical assistance and loans. They also lobby the government to change prohibitive tax laws and to bring bank procedures and loan conditions more accessible to women entrepreneurs. Women are also active in environmental organizations like the world renowned Kenyan Greenbelt Movement, which successfully opposed President Moi's attempts to build a 60-story office building in Nairobi park.

These women's associations not only mobilize women at the grassroots level, but they are also actively building linkages among themselves both at the national and regional levels. For example, over 2,000 representatives of women's groups in Kenya met prior to the December 1992 elections to discuss "A Women's Agenda for a Democratic Kenya," focusing on problems of women's exclusion from the political process. In Tanzania, national women's organizations formed a Tanzania Gender Networking Programme in 1992 to coordinate women's action strategies to promote gender equality and to create pressure groups that can lobby and organize for policy reform and action at all levels (TGNP 1993, 114). In Uganda, women's groups worked together and were successful in their collective efforts to influence the contents of the draft constitution, in lobbying for and obtaining a Ministry of Women in Development, in obtaining a larger number of slots for women in key government posts, in changing rape and defilement laws, and they are now working together to redraft a domestic relations bill to address marriage, divorce, inheritance and other such issues.

Similarly, at the regional level there are coordinating non-governmental organizations like the Women and Natural Resource Management Network and the International Environmental Liaison Center based in Kenya. Women and Law in Southern Africa Research Project and the Women in Law and Development in Africa have focused on legal issues. Others are research organizations like the

Association of African Women for Research and Development (AAWORD) based in Dakar and finally there are more general women's rights organizations like the FEMNET based in Kenya, the East African Conference of Women that networks among women's groups in Kenya, Tanzania and Uganda or the International Association for the Advancement of Women in Africa (ASAWA).

These new developments are exciting in and of themselves, but the newness of many of these initiatives makes them fragile and tentative. Competition for scarce resources sometimes puts the focus of the national and regional organizations on fundraising rather than on carrying out the day to day work of the association. The same competition also results in petty squabbling among groups that ought to be cooperating more with one another. Corrupt leaders can also destroy initiative in a newly formed association. But all these organizational "growing pains" aside, the fact that these new forms of associational activities have emerged is significant in and of itself and deserves careful and well-planned support.

Well-intentioned donors, while fostering the growth of many women's organizations, have at times been the source of their demise. Organizations with scarce resources often have little option but to accept donor agendas and may be all too eager to write their proposals to suit donor criteria, even when these criteria may conflict with their own needs and interests. The eagerness with which organizations apply for donor funds may lead all too easily to the illusion that donor objectives coincide with those of the applicants. Funds carelessly disbursed without a thorough understanding of complex political dynamics between women's organizations and personalities can set rivalries into a destructive spin that undermines the intended purpose of the funds. Supporting groups without sufficient capacity to administer the support or without mechanisms to ensure accountability can be equally self-defeating. All of these arguments speak to the need to thoroughly understand local conditions and the political intricacies that determine relations between groups.

Recommendations

Rationale for Incorporating Gender Considerations into Rapid-Response Facility

A political transition period is critical in setting the stage for future directions and priorities. For this reason it is important to give support to civic actors and forces that will place women's rights as a cornerstone upon which a new governance structure is built. Prioritizing women's rights along with other key concerns is necessary in order to signal that the project of democratization is incomplete if the interests and rights of half the population are not recognized. It is also necessary because, as we have seen in the previous transitions from colonial rule, women's concerns were all too easily forgotten after independence, even in countries where women played key roles in bringing about that transition. Economic development, national unity and other such objectives became priorities with the erroneous view that these goals could be accomplished without mechanisms to ensure the full participation of women. Although the context is different today, initial indications from countries that have undergone political transition in Africa suggest that there is a serious danger that women are being marginalized once again, especially in the area of leadership. The difference, however, is that today there are women's organizations emerging throughout Africa that are prepared to challenge the absence of women in political leadership and see the need to establish an "enabling environment" conducive to women's engagement in shaping the new order.

Obviously, it is impossible in the short period of regime transition to obliterate decades if not centuries of cultural norms and political and legal institutions that undermine women's participation. But

it is possible to adopt changes that will set the stage and lay the foundation for future institutional reforms, thereby signaling a commitment to women's participation. There are many potential access points, all of which are interrelated. However, for the purposes of a Rapid Response strategy, the promotion of 1) women's rights and 2) women's leadership are especially critical in all stages of political transition. These already are focal points of women's organizations in many parts of Africa, with the issue of leadership having come onto the agenda in a prominent way fairly recently. These two issues can be promoted 1) through the lobbying activities of women's associations, 2) through their involvement in developing educational programs, and 3) through their use of the media and other forms of information dissemination. Working with women's organizations in this way has the added advantage of strengthening them institutionally.

Lobbying for Women's Leadership and Women's Rights

Already nonpartisan organizations have emerged to support women running for office through training, advisory and moral assistance in local and parliamentary elections, e.g., National Committee on the Status of Women (NCSW) in Kenya, and Action for Development (ACFODE) in Uganda, the National Women's Lobby Group in Zambia. Groups like the NCSW carry out educational campaigns directed at both male and female voters on the importance of women's leadership, but also on the electoral process itself and how it can be used to promote democratization. These kinds of groups would need support during a transition period in order to ensure that women are not only elected into parliament, for example, but are considered when key appointments are made at the ministerial and cabinet levels, as judges, heads of parastatals, diplomats, members of special commissions, regional and district commissioners, and other such positions.

Women's groups that lobby around women's issues are relatively new and few in number. Many are multipurpose groups that are involved in legal reform, curriculum reform, economic development initiatives and other issues of which lobbying is only one aspect of their work. Others are single issue groups (reproductive rights, legal rights, entrepreneurial lobbying groups) which link up with other organizations when it comes to promoting women's leadership in various arenas. And finally there are national and regional bodies that serve as umbrella organizations for women's non-governmental associations.

These national and regional bodies tend to be institutionally weak. Many of the national umbrella organizations are still tied to former or current ruling parties or are in the process of trying to become independent non-governmental organizations. Their party affiliation has left them discredited especially at a time when there are so many independent alternative associations. They lack funding if they have left their party affiliation and have uncertain popular support since many formerly active members take a wait and see attitude as the organizations try to shake their image of being under party tutelage. At the same time there are promising new networking associations emerging that provide a good leverage point in terms of support. Nevertheless extreme caution should be observed in funding such organizations because perceived partisan endorsement through support of women's organizations tied to specific parties could undermine the overall objectives of such a program.

Promoting Women's Rights through Legal Reform

Non-governmental women's organizations and local women's advocacy groups should be supported in their efforts to lobby for legal reform, to monitor performance of policy implementation,

and in their efforts to carry out education on women's rights at the grassroots level among both men and women.

Assistance could be given to women's groups working to bring about constitutional reform that eliminates discrimination against women and abolishes the discrepancy between customary and statutory laws. In many African countries, this dual system is one of the main sources of discrimination against women. Women are also fighting for legal reforms in both customary and statutory laws in the area of property rights, land tenure and family law (inheritance, child custody, marriage, divorce, maintenance, succession etc.). Women have also fought to introduce legislation or revise laws regarding violence against women, child abuse and sexual harassment.

Some women's associations are working to change legislation that restricts autonomous association or places undue governmental regulatory power over independent associations. Work is also being done around other laws that affect the activities of market women and other small scale entrepreneurs. These include prohibitive taxation and licensing laws; public health acts that are used by local militia to harass market sellers to obtain bribes rather than to promote cleanliness; town planning acts and other penal codes that place small scale entrepreneurs in the informal sector into the "illegal" category. These kinds of regulations prohibit the growth of this sector to which many women belong since they find the costs of becoming legal too high.

Media Strategies

The media has been used and could be used to a greater extent to promote women's leadership and women's rights at both the national and local levels. Since the mid-1980s numerous countries have seen the emergence of media women's associations. These organizations could be supported in their efforts to disseminate information both in the public media but also in magazines and radio shows produced by women's organizations.

Support could be given to efforts to disseminate information about the importance of women's leadership and how to evaluate women leaders and to provide information about women candidates, electoral tactics, and other information vital to political strategizing. There is also a need to disseminate legal information pertaining to women's rights. Lawyers, judges and citizens are not always aware of what the law is because of lack of resources to publish court judgments and texts.

Support could be made available for such efforts in the mainstream media (radio, TV, newspapers) but also through women's publications, newsletters, and magazines. National media women's associations have cropped up in many parts of Africa since the mid-1980s and are well-positioned to coordinate such activities since they are already engaged in research, policy formation, analyzing media content, training, networking, gender sensitization and outreach type activities. There are even regional entities like African Media Women's group in southern Africa that was founded in 1992. The group is based in Zimbabwe and includes women media representatives from Angola, Botswana, Lesotho, Malawi, Mozambique, Namibia, Swaziland, Tanzania, Zambia and Zimbabwe.

Education Strategies

Perhaps an even more effective means of transmitting information about women's leadership and women's rights is through local participatory cultural activities, including the use of roving drama ensembles that depict and provide opportunities to discuss women's rights in the local cultural context.

These kinds of roving theaters are popular in many parts of Africa and have already been used with success in education around AIDS, health issues and even women's rights. There is no reason why they could not also address legal concerns or broader issues of democratization and women's participation. Education through seminars is also another way of addressing similar issues at the local level.

Women's groups have been successful in some countries in affecting the school curriculum around issues like sex education (e.g., Uganda). Similar efforts dealing with women's rights could be introduced into school curricula in the context of political education and discussion of democratization in the African context.

As far as women's rights are concerned, legal aid clinics monitor the implementation of legal reforms and are an important source of legal information. They train para-legal experts where there are few lawyers willing to offer their services at these clinics. They provide legal counsel to women who need information on their rights and advice on what action to take. Some conduct workshops in their communities or carry out outreach activities in other areas. As such, legal aid clinics can also be centers of information dissemination.

Monitoring Programmatic Impact

Women's research institutes in Africa generally are connected to the women's movements and to activities that support women's leadership and women's rights. For this reason they are keenly interested in monitoring and evaluating the success of various policy reform initiatives undertaken by the women's movements. Support for women researchers is at the same time another way of building institutional support. Already there are numerous women's research bodies like Emang Basadi at the University of Botswana, the Women's Research and Documentation Project at the University of Dar es Salaam, the Women's Studies Program at Makerere University in Uganda, the Women's Research and Documentation Center in Nigeria's University of Ibadan, and Zambia Association of Research and Development. Because the focus at these institutions is on action-based research, they are connected to the women's movements. The researchers draw their research questions from the needs of the movements and at the same time they can contribute to the movements and to the policy making process through their findings.

In addition to these university based institutions, there are independent organizations that carry out their own research that is tied to policy advocacy and legal reform activities, e.g., Women in Law and Development in Africa (WILDAF) based in Harare that not only conducts research but disseminates information and Women and Law in Southern Africa Project (WLSA) that does much the same.

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**COMMISSIONED PAPER:
MASS MEDIA AS AN INDEPENDENT INSTITUTION OF CIVIL SOCIETY IN AFRICA**

**A STUDY OF USAID'S CAPACITY FOR RAPID RESPONSE
IN SUPPORT OF AFRICAN CIVIL SOCIETY DEVELOPMENT**

(January 7, 1994)

**A NEEDS ASSESSMENT OF INTERMEDIATE CIVIL SOCIETY ACTORS
FINDINGS FROM FIELD-BASED COMPONENT OF STUDY**

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EXECUTIVE SUMMARY

Most of the media of Africa today are either government- or party-owned. Prior to independence, practically all information channels were controlled by the colonial regimes. These factors, among others, account for the inadequate development of an independent media culture in the continent. With the current impetus toward democratization in Africa, the international development community is seeking ways for supporting the media there to play a more meaningful role in the consolidation of democracy.

Yet, it has become increasingly apparent in the past two decades that Western approaches to media and media freedom do not provide adequate models upon which to base the establishment and development of an independent press in Africa. And the state of African media militates against traditional approaches to privatization.

Lack of investment capital in the private sector often leaves the government as the only player with enough resources to finance and operate media organizations, especially broadcasting. Shortage of raw materials such as newsprint, poor communications infrastructure and low literacy levels limit newspaper distribution and readership. Fragile national economies provide a weak advertising base for a commercial press or broadcasting system. And poorly trained journalists are badly equipped to handle the challenges and responsibility that comes with greater freedom.

USAID can play a leading role in support of democracy in Africa by focusing on two major areas of media reform:

- Putting emphasis on the transformation of existing government-owned media systems into more pluralistic publicly owned media.
- Supporting the development of a broad-based media structure with greater participation by non-government, non-corporate organizations in the operation of media outlets.

The following are highlights of the measures proposed for USAID to take toward achieving these objectives.

- Support journalist trade unions and press associations.
- Support in-service training for working journalists in reporting on specialized areas such as human rights, finance, the economy, agriculture, the environment and health.
- Support development of communication scholars and researchers in African universities, and provide grants to fund research on a broad range of topics in African media and communication in general.
- Commission studies on the legal, political and economic environment affecting African media and how it can be improved.
- Commission studies on future liberalization of the media, especially broadcasting systems, with a view to reducing, if not eliminating, government control - even while retaining public funding - and ensure greater access to a wide range of divergent views and opinions.

- Finance and support media outlets operated by rural and urban co-operatives, labor unions, religious organizations, professional associations and civil and human rights groups.
- Finance the establishment of an intra-African information highway in order to reduce the current isolation of independent media in different African countries from each other.

MASS MEDIA AS AN INDEPENDENT INSTITUTION OF CIVIL SOCIETY IN AFRICA

The African journalist is faced, first, with the struggle for greater liberty, and secondly, with the need for better equipment and facilities (Kitchen, p.ii).

Current State of the African Media

When the then-editor of Lagos Sunday Times Abiodun Aloba wrote those words nearly 40 years ago, Africa was on the verge of attaining political independence from European colonialism. Aloba, writing in the introduction to Kitchen's 1956 survey of the press in Africa, argued that the African journalist could only acquire greater liberty with the extension of political freedom and the sense of greater social responsibility such freedom carried. Regrettably, he contended, the African press was hindered in its struggle for greater political freedom by a deficiency of "better staff, better equipment, better facilities to produce newspapers that will not only spread democracy but sustain it with enlightened expert comments and criticism" (op. cit.) In conclusion, he contended that the "first and most important need" for the African press was capital. Capital to buy the materials needed, to engage qualified staff, to arrange for correspondents, to build production plants. As it will become apparent later, the lack of capital has wide reaching ramifications for the freedom of African media as they are currently constructed.

Aloba's observations remain as true today as they were 40 years ago. African media continue to struggle for editorial freedom, with limited skills and material resources, while the broader societies within which they operate continue to struggle for political freedoms. Most subsequent critics of the African mass media have made similar observations about what Best called "the four crises of communication in Africa:" the crisis of understanding, the crisis of power, the crisis of ownership and the crisis of resources.

The African press is almost 200 years old. The first newspaper on the continent, the Cape Town Gazette, appeared in South Africa in 1800. It was followed in 1801 by the Royal Gazette in Sierra Leone. Many of today's newspapers in Kenya, Nigeria, Ghana and South Africa, for instance, have been in continuous publication for more than a century. Radio broadcasting on the continent began around the same time it did in the industrial nations, with the earliest radio stations established between 1925 and 1927 in South Africa, Kenya and Nigeria. Television was first introduced in the late 1950s. Despite this history, literature on the African mass media is scant compared to that of the media in most other parts of the world. And the little there is was largely written by Europeans and North Americans with varying lack of understanding of the complexities of the African societies.

Much of the existing literature is historical, tracing the development of the mass media from the pre-colonial days to the first few decades after independence (Anslie; Barton; Hachten; Abuoga and Mutere; Kasoma). A theme central to much of this literature is the low levels of freedom of the media compared to the media in most other parts of the world. In one of the earliest attempts to analyze the forces that shaped the development of mass media in Africa Anslie emphasized material conditions as the greatest threat to the emergence of an independent African press:

Development of mass communications in Africa in the future will depend on the development of other communications - on rail, road, and air transport (for mail, quick distribution of newspapers, and for carrying journalists and cameramen quickly and easily about the continent); and above all on telecommunications. These are basic requirements not only for the mass media, but for any economic development programme (p.191).

This was in the early years of transition from colonialism to independence. While Anslie was careful not to dismiss the potential for positive contribution by some of the then-emerging media systems in the continent, such as state- and party-owned newspapers, she, nevertheless, emphasized the necessity for a sound economy to sustain private enterprise media dependent on advertising.

In the first and second decades of independence, many Western media critics expressed alarm at what they considered the decline of freedom of the press in Africa as a result of the contraction of private independent press and the ascendance of the party- and government-owned media across the continent. Their criticism was deeply rooted in the Western libertarian theories of the media and notions of press freedom. Unlike Anslie, they saw hardly any potential for positive contribution by party and government. Their works provided highly readable anecdotal accounts of the nature of relationships between individual editors or publishers and powerful party or government officials in various countries in those early decades of independence. But they provided no social analysis and offered little understanding of the factors that led to the "shrinking" freedom, which they merely attributed to the corruption and greed for power by the new African leadership after independence (Barton; Hachten).

Political patronage and unstable political systems had a major impact on the fortunes of African media. But there were more factors militating against press freedom than the mere greed for power by the political leadership. Most of these had to do with the material and social conditions under which the African media operated. These included lack of investment capital, shortage of raw materials, inadequate distribution infrastructure, high illiteracy levels and fragile national economies providing weak advertising base (Ochieng; Edeani; Elegalem).

There were also historical factors whose impact still resonate in contemporary African media. Legum argued that "to talk about 'the decline of the free press in Africa' is to talk of something that never existed" (p.36). He pointed out that before independence, all radio and news and information services were wholly in the hands of the colonial governments. Many of the countries had no daily or weekly papers before independence, and at best they had government publications. In countries that had a press, these were either monopolies wholly owned by expatriate capital or local papers controlled by a single owner, political group or commercial association. For the locally owned papers, the struggle to survive economically was often as taxing as their struggle against political pressures. They had few economic or technical resources and were constantly persecuted by the colonial governments through severe forms of censorship, either directly by physical and political harassment, or indirectly through sedition and other laws (Tomaselli 1989).

The major newspapers owned by expatriate capital, such as those in Kenya, Zimbabwe and South Africa, were primarily concerned with defending special interests, often linked to colonial rule or, especially after independence, in defence of bourgeois, nationalist, political, social or economic attitudes and interests (Kareithi 1990 and 1991a; Tomaselli et al. 1987a, 1987b and 1989). Press ownership was chiefly the privilege of a tiny minority; mostly an alien group, less often a private, profit-making, commercial company or political group. The mass media were, in fact, the media of expression for either the colonial rulers or for an elite. Barton called the colonial and early post-independence press in Kenya "a white press for white men" (p.71).

Some attention was called to the need to approach the issue of press freedom in Africa from a broader perspective than the narrow Western approach, a perspective that took into account social, economic and political realities of African societies and their different notions of "news values" (Stocke, ed.). In an environment where media audiences had limited sources of information, for instance, a story instructing

rural peasants on how to use farm chemicals safely or how to ensure proper nutrients in their diet may get bigger and better play in the newspaper or on radio than would be stories about crime or personal tragedy (Ansah 1981).

The new voices called for an analysis focusing on the media as an institution that reflected and gauged the entire social, economic and political structure of a nation (Wilcox). This approach examined the role of colonial legacy on government-media relations and on post-independence forms of media ownership, the cultural problems of access to information and the persecution and protection of journalists (Och). It also sought greater understanding of the forms of control against the media, especially legal and economic, and discussed the opportunities and facilities for the training of journalists as central to the freedom of the press and effectiveness of the media.

Powerful arguments have been used to justify government-ownership of the media in Africa. The first generation of African leaders had seen the colonial press used against them under colonialism, both nationally and internationally, and knew how powerful the mass media were as an instrument of molding public opinion. Most African nations had been patched together by former colonizers from diverse ethnic groups with varying cultures and distinct social institutions. The new African leadership saw the media as the most effective instrument for building a national identity out of these diverse groups. It was argued that if media institutions were left in the control of groups or individuals, they would be perceived by other groups and individuals within the nation to be pursuing the narrow interests of their controllers. Such distrust would destroy the potential of the media to promote national unity (Nkuruma 1972; Nwosu). Along with this was the recognition that in most countries only national governments could command the levels of investment capital necessary to establish credible media institutions. In such cases, the choice was often one between ownership by national government or ownership by foreign private capital. Government ownership here was considered the lesser of two evils (Ansah 1991; Mwaura; Ochieng; Kareithi 1991b).

With such considerations in mind, the United Nations Educational, Scientific and Cultural Organization (UNESCO) in the 1970s and early 1980s sponsored a series of studies aimed at helping African media meet the challenge of nation building¹. The studies viewed central governments as the prime movers in both policy-making and in the social communication process. They situated public communication activity around ministries of information, culture and social services, and their primary purpose was to promote national unity by helping governments articulate official policy among the populations in the periphery of national decision-making system; not to integrate those populations in the policy process.

Government ownership of the media inevitably led to suppression of press freedom. Even where governments did not own all media institutions, as in Kenya and Nigeria, they sought to control content in the private media to bring it in line with the government's definition of "national interest." Repressive regimes justified this suppression of free expression, and the suppression of other basic freedoms, with the argument that such freedoms were irrelevant in the face of the massive poverty, disease, illiteracy and underdevelopment in their countries. Some African media critics have supported that position, arguing that freedom of expression and other basic freedoms such as association and political choice, are inconceivable until society attains a certain level of literacy and economic and technological development.

¹ These include *Rural Journalism in Africa*. Paris: UNESCO, 1981, numerous country-specific projects as well as a series on National Communication Policy papers such as the one by Peter Mwaura on Kenya (see bibliography).

Only then, they insist, would such freedoms be meaningful to both individuals and to society in general (Ochieng). The proponents of this position lament the dearth of skills and technology in African media as an impediment to press freedom and conclude that press ownership by governments and ruling parties is only marginally important to press freedom at current levels of technological, financial and human resources.

Such arguments pose a paradox. Many of their proponents acknowledge the impediment that inflexible institutions pose to economic and social change. Yet they advocate that society be denied the individual and collective freedoms to reform or rid itself of inflexible institutions - until economic and social change takes root.

In a continent where illiteracy rates are among the highest in the world, radio is practically indispensable to modern life. Newspapers may reach the educated in the cities and towns, but few in the villages. Only the affluent can afford television. For the masses of the people - workers in the towns and peasants in the countryside - radio is the surest means of contact with the rest of the country, and with the outside world. Despite the dominant position radio occupies among the public media on the continent, existing literature underplays the role of broadcasting. Only two major surveys of broadcasting in Africa exist (Head; Mytton) and both are hopelessly out of date.

Broadcasting plays such an important role in the political life and survival of African governments that they tend to see it as part of the security system. The control of broadcasting is, therefore, a highly sensitive issue in African politics. There, however, appears to be a broad consensus among most Africans that a certain amount of control and regulation of the system must be accepted, or taken for granted, by the very technical nature of the system. The problem comes with the nature and degree of control. The result of the current tight control of broadcasting is that the system is perceived as an exclusive voice of the government or ruling party (Mwaura).

Most books about Africa are likely to be out of date before they even leave the presses, and books about the press in Africa are no exception. The existing literature is inadequate to evaluate critically the role of the media, and especially the independent press, in promoting democracy in Africa - not so much because the literature is outdated but because it lacks the conceptual framework required for such a task. Over the past eight years, however, a number of African communication scholars and media operators have published works that could form the foundation of a framework for critiquing and analyzing African media. There has been inadequate research into mass communication in Africa as the basis of a cultural and historical overview of social development in the continent. Only recently have some writings begun to appear examining the development of mass communication from the perspectives of cultural programming, media language development, message diffusion and professionalism - providing a theoretical framework for research in mass communication within an African tradition (Domatob et. al.; Ugboajah).

The best theoretical work on African media to date may, however, be a three-part study of the South African media by Tomaselli, Tomaselli and Muller, published between 1986 and 1989. The trilogy examines the struggle within South African media structures by looking at the South African society in terms of both class and racial conflict. The first (Tomaselli et al.. 1987a) offers a historical overview of the press in relation to political economy and provides a conceptual framework for critical analysis of the media, press and education reform and the role of the press in economic and social affairs.

The second (Tomaselli et. al., 1987b) examines the history of both radio and television and their role in enhancing and creating the kind of cultural differentiations required by the ideology of the ruling elite for continued dominance. And the third (Tomaselli et. al., 1989), focuses on the history of black newspapers beginning from the days of the missionary press, linking the struggles of this press and its editors to the contemporary publishing ventures by oppressed communities, trade unions and the student presses.

Even though these works are primarily situated in the South African society, the concepts discussed are applicable to the media in every African country where a majority of the citizens live under the tyrannical dictatorship of a minority clique, be that a military or single-party elite. They provide useful tools for evaluating and questioning conventional newsgathering and reporting, and for understanding media's role in the creation of hegemony, through production, propagation and legitimation of the ideologies of the ruling elites. More importantly, they provide the basis for advocating for broad-based media structures and increased participation by non-government, non-corporate bodies in the operation of media outlets.

Media and the Democratic Process

It is clear from the available literature that the circumstances or opportunities for a free press and other forms of independent mass media in Africa, both under colonialism and in the first three decades of independence, have never been propitious. Yet, at the same time, some limited opportunities always have existed in some societies such as in Nigeria, Kenya, Sierra Leone and Ghana, for private ownership of newspapers, and for journals to express some non-governmental and anti-governmental views and opinions. The challenge today is how to open up and maintain similar opportunities in countries where they do not exist and to expand them in the countries where they already exist.

The current impetus to democratization in Africa has been accompanied by an aggressive push for the privatization of the mass media. We shall return to this issue later, but it is important to exercise caution from the outset not to confuse private ownership as synonymous with freedom or independence of the media anywhere. Africa's experience has shown all too clearly how privately-owned commercial press can also be used by political and economic elites as a tool of both social control and repression (Kareithi 1990, 1991a, and 1992b; Tomaselli, et. al. 1987a), sometimes even more efficiently than government- or party-owned media. As we shall see later, the emphasis should be on reducing, if not eliminating, the control of existing media institutions by governments and political elites and developing more pluralistic publicly owned media systems. Democracy has a particular affinity for communication. Whatever the form of ownership, mass media can only be agents of emancipation if they promote the following key democratic tenets:

Expansion of the polity - a process of bringing a larger segment of the populace into the political process.

Extension of the government's responsiveness to the needs and wishes of the governed.

Protection of the rights and welfare of the governed against the power of the government.

Broader participation in the political process requires higher levels of articulation by the people. Right of access and the competence to use existing communication channels are required for the governed to articulate the needs which they wish the government to address. But evaluating the level and quality of government's responsiveness also requires greater transparency in the execution of the functions of

government and easy access to information on government activities. Public accountability and the protection of the rights of the governed against the government not only require such transparency and access to information, but also dictate the necessity for diffusion of such information to a broad cross section of society at large. This, in turn, promotes greater participation in the political process.

A key function of the media in promoting democratization and good governance is to assist in the creation of an adequately informed populace. The citizenry must feel empowered to act efficaciously, e.g. through voting or other forms of direct or indirect political action. This empowerment comes from a willing complicity among the various publics - farming and business communities, the political parties, legislature, religious groups, professionals, workers organizations, and members of the government itself - to maintain the social order. This complicity is only possible if the individuals within those groups are sufficiently informed about public affairs that they know how to act in concert with one another, and are sufficiently invested in the social order to seek ways to maintain it.

In terms of this function, democratic communication is appropriately evaluated on the basis of the supply and distribution of information, the formation of public awareness and knowledge about specific issues, and the adequacy of the communication infrastructure. Recurring questions ask whether there are sufficient newspapers, radio receivers and television sets so that information can be disseminated; whether informational programming is appropriately targeted for the audiences; and whether information sources are trusted. The professionalism and technical proficiency of journalists and other media operators is crucial here. In Cameroon, for instance, the emerging independent press has suffered setbacks in gaining public confidence due to the incompetence of the journalists themselves (Kareithi 1992a).

A second function of the media in democratic communication is to represent adequately the array of interests, cultural symbols, political commitments, ethnic groups, social classes, etc., within the society. These representations are not merely images of some more primary reality, they constitute the public domain with which individuals and groups must identify as a condition of their democratic action or participation. If certain groups do not find their own interests represented and if they are denied access to the means of producing cultural symbols, they will not be part of the polity.

In a continent like Africa, where most nations have a relatively short history as one political unit, the national mass media have the function of national and social integration. They can cut across division in the society at a variety of structural levels - across nationality barriers between different ethnic groups, social classes, ideologies and geographical regions. Identifying and focusing on national symbols instead of local or regional symbols, focusing on national interests, values and aspirations instead of particularistic ones, helps create national identification and loyalties.

In terms of these last two functions, communication is appropriately evaluated on the basis of the quality of public information and the power of particular cultural symbols. Specific questions include bias, fairness, freedom of information and speech, the nature and extent of legal or institutional constraints placed on the media, and the number and array of those who have access to the means of producing mass-mediated messages. For instance, the perception of broadcasting media in Africa as an exclusive voice of the government or ruling party undermines radio's capacity to mobilize people, except among the illiterate for whom it constitutes the only source of information on national affairs. Because of this suppression of opposing or critical views, people sometimes have to tune to foreign stations to find out the truth about what is happening in their country, and they develop a cynical attitude toward the system.

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A fourth function of the media is that of monitoring the functioning of social and political institutions so that the requisite level of trust in those institutions is maintained. The willing complicity among the various institutions in a democratic state, and the level of energy and sincerity in the performance of the personnel of those institutions, depends on a confidence that the system "works."

That confidence is eroded by overt signs of failure (e.g. economic catastrophe or social disorder) and by the belief that one's efforts will be mitigated by the incompetence or venality of others in the system. Without sufficient trust that others in the system will do their work well enough and with sufficient honesty, people will either withdraw from participation in the political process, seek unilateral power so that they may act efficaciously despite the unreliability of others, or use their position in government as a sinecure, cynically performing their duties without care or energy. Distrust in democratic institutions and processes is a self-fulfilling prophesy. In such distrust are the germs of a bid for totalitarian power or embezzlement of public resources, and those activities themselves engender distrust in other people.

Two characteristics of democratic communication foster dysfunctional distrust. The more obvious characteristic is the degradation of the quality of information within the political system - or more accurately, the extent to which the participants in a democratic system believe they lack adequate information. Do the managers of the various sectors of the society believe they have sufficient information about the other sectors to forestall suspicions of venality or incompetence? How much, how accurately, and how timely does information flow within the system? There is, for instance, a pervasive distrust among various levels of government bureaucracies in most African countries - a distrust to which could be attributed the lack of "upward" communication and feedback, hamstringing national development.

The national mass media can provide a direct link between the government and the governed, bypassing the multitude of intermediate links provided by the many levels of hierarchical and geographical/regional administrative structures and by the organizations of various kinds in most societies. They also may provide a similar link between the national executives of nationwide organizations and their grass-roots organizations: communication need not necessarily be filtered through many horizontal and vertical levels of such organizations to reach the basic unit or individual member. Similarly, the feedback function may to some extent be supplied by the national mass media.

A less tangible, but perhaps the more important characteristic of democratic communication is the nature and rhetoric of influence "normally" employed within the political system (Bilmes). It is important to determine the vocabulary, ethical principles and assumptions about human nature which are appealed to in the process of normalizing actions and events. For instance, if influence is gained using a rhetoric based on threats or bribes, then the requisite level of trust is unlikely to occur. If the actions of others in the system is routinely accounted for in a rhetoric that labels them as lazy or incompetent or other such negativisms, individual initiative and institutional interdependence are likely to be eroded. This vital area of communication has received little attention from scholars of African media.

Communication is a social process that must be culturally situated. To effect change, it is vital to know how the culture works - to understand how meanings and identities are constructed within the social organism, and how different groups make different senses out of the same texts. For instance, the *Weekly Post*, one of the new independent newspapers in Zambia, upset a majority of its readers in May 1992 when it criticized President Frederick Chilumba for accepting a Mercedes Benz as a gift from South African President F.W. de Klerk (Bratton, Kareithi and Wunch). The readers were upset not with the principle involved in criticizing the president, but with the *Post's* choice of language. Such reactions can

be fatal for a budding independent press in an environment where a democratic political culture is yet to evolve.

A fifth function of the media in democratic communication is that of producing consensus, or hegemony in Gramscian terms. All political systems have some means of deciding among alternative policies and adjudicating conflicts among members of the polity. It is not necessary that everyone agree with the results of this adjudication, but it is necessary that everyone accept the legitimacy of the process. The media play a vital role in manufacturing this consent. They are instruments for molding public opinion with regard to values and policies (Chomsky 1988; Epstein; Gans; Gitlin; Hall 1987).

Social groups and classes live sectionally differentiated lives. The mass media provide the basis on which each group constructs an image of the lives, meanings, practices and values of other groups and one class constructs an image of the lives, meanings and values of other classes. They are also responsible for providing the images, representations and ideas around which the social totality, composed of all these separate fragmented pieces, can be coherently grasped as a "whole." The media constantly reflect and reflect on this plurality, providing a constant inventory of lexicons, lifestyles and ideologies that are objectivated there. In this way they provide "social realities" where they did not exist before or give new directions to tendencies already present, in such a way that the adoption of a new attitude or form of behavior is made a socially acceptable mode of conduct (Halloran et. al)

Rethinking the African Media

Since the media have the potential to perform such politically important functions, several questions become of crucial importance. Given the complexities of African traditional social structures and the sharp contrast between traditional African cultures and the cultures of Western societies, can mass media reflecting the values of advanced capitalist societies become an instrument of democratization in Africa? Can such media adequately carry out the functions outlined above?

The traditional Western theories of a free press posit that freedom from government control is a major requirement that enables the media to discharge their functions in a democratic society. But it should be remembered that control by the government is not the only type of pressure that can diminish the freedom of expression or of the press. The free enterprise system also produces certain types of control through the power wielded by advertisers and owners of capital. In addition to the practical issue of the government's need of a means to inform the people about its programs and furnish them with information, there is also a more fundamental political reason that can be evoked to justify the government's participation in media ownership, and this touches on the very nature of press freedom (Ansah 1991).

In Africa, it is generally agreed that in the final analysis, the role of the media is to pursue the national interest. As the impetus to democratization grows in Africa, the question arises: who defines the national interest? Is it the elected government, or is it the proprietor or editor of a newspaper? Or the question can be put another way. If the publisher or editor of a newspaper has the right to inform and mold public opinion, on what grounds can a government which has the people's mandate be excluded from that activity?

The question of the relative merits of government operation of newspapers also raises the issue of legitimacy. If it is generally agreed that the media should pursue the public good and articulate public interest, who is better qualified to do this: is it the elected government having the people's mandate, or

a minority of unelected persons who happen to have the financial resources or professional skills to communicate with the public?

Given the large financial outlays involved in setting up a press, only individuals or groups that can mobilize the necessary capital can own and, therefore, control the press. Their only qualification and the basis of their right is their ability to raise capital. In terms of representation, they cannot be said to be representative of the society for whom they claim the right to speak. In terms of control, then, there is only a shift in the locus of power from the political leadership to a financial elite. In either case, the control is exercised by a minority who use their discretion to articulate the views of the majority as perceived by the political or financial elite. It is the power of this elite that must be questioned in the name of democratization of communication.

In trying to reduce or eliminate the monopoly of many African governments over the press, care should be taken not to go to the other extreme of believing that only an exclusively privately-owned media system can fulfil the democratic aspirations of the people. The modern Western mass media system, founded on this premise, is facing a crisis of legitimacy because people concerned about the "colonization" of public spaces by private entities are beginning to question the source from which media owners and professionals derive their right to mold public opinion and their lack of public accountability (Schiller; Bagdikian; Chomsky 1989)

The question revolves around the relationship between the power of the mass media and the responsibility that should go with the exercise of that power. The media discharge a social and political function of tremendous importance in determining over a period the audience's perceptions and attitudes, or even the nature of social and political relations (Hall 1982). This imposes a certain social responsibility on the practitioners who wield this power. But how are these responsibilities determined, and how do media personnel and owners account for the use of this power?

The point to be stressed here is that if it is taken for granted that individuals who have the means can establish newspapers and seek to influence public opinion, even though they do not enjoy a popular mandate and are not accountable to the people, it is difficult to appreciate the reasons for wishing to keep the government away from operating newspapers and other means of communication.

Having said this, however, it must be quickly pointed out that the position being advocated here is not that the government, by reason of its mandate, should have a monopoly over the generation and distribution of information and images in the social system. The point being made is that the government has as much right in the field of information distribution as do individuals, cooperatives, labor unions, civic and social action groups, religious organizations, political parties, professional associations and corporate bodies. In the light of the foregoing, one would consider as ideal a situation in which the government could use taxpayers' funds to finance a publicly owned media system while respecting and protecting the right of individuals and these other groups to establish their own media systems, providing the necessary facilities and creating an enabling environment for the private sector press.

It must be emphasized here that pluralism does not necessarily ensure diversity because the various sources may be advocating the same viewpoint to the exclusion of the views of other social groups within the national community. But it should also be borne in mind that media diversity is both internal and external. It is internal when a particular publication provides a forum for the expression of a broad range of views representing different shades of opinion. External diversity represents a situation in which the

different shades of opinion are given expression in different publications, each of which represents broad ideological options.

In contrast, publicly controlled media are expected to provide a general forum to reflect the various shades of opinions of the various groups which finance them, namely, the taxpayers or citizens in general. This means that the demands of pluralism and diversity must be reflected in the composition of their boards and policy-making bodies. If the mass media in the public sector are sustained by the taxpayers, it stands to reason that their representatives should be actively involved in the formulation of policy and monitoring of those media's performance to ensure that the component groups in the society have their needs, aspiration and view points adequately reflected in the output of those media.

One possible way of achieving such an objective may be the establishment of an autonomous media trust or media commission to take over the current functions of the ministry of information as far as the publicly owned media are concerned. The government, including opposition parties, could be restricted to appointing no more than one third of the membership of such a body. The other members may be drawn from identifiable bodies such as the law society, labor unions, farmers organizations, women's movement, religious bodies, teachers associations, civil liberties groups, representatives of publishers and owners of the private press as well as individual citizens who have publicly demonstrated a concern for the protection of human rights. Those representing organizations would form the original board and would be appointed by their parent bodies and not appointed by the government on their behalf. Individual citizen members would be invited later by the representative members once the body has been constituted.

This would be the policy-making body for publicly owned media. It would hire and fire the management board for such media and formulate policy guidelines for their operation, financed with annual grants voted by Parliament. Higher levels of pluralism and diversity may be better achieved when privately-owned media operated by individuals, cooperatives or corporations or other organizations, can exist side by side with such publicly-owned media system.

The point being emphasized here is that any serious attempt to empower the mass media in Africa to play a major role in democratization should make every effort to de-emphasize the treatment of information as a saleable market commodity. The emphasis should, instead, be placed in the traditional African values where information is seen as a social asset whose acquisition should enable people to form intelligent opinions about social issues. Anything, therefore, that is done to provide people with as broad a range of views as possible to enable them to reach informed conclusions and thus contribute to national development is justified. Market forces alone cannot be expected to provide this broad range of views in the African situation.

The theories of the press dominant in the West today were formulated in the height of the Cold War and aimed more at justifying the division of global communications systems between "ours" and "theirs," (Siebert et. al.) rather than at a conceptual understanding of the mass media as institutions, their real functions in society and the processes by which the objects of those functions are achieved. Can theories that are under growing assault from their formulators, theories already popularly debunked in and outside the academy (Rogers; Schramm and Lerner), provide a conceptual basis for the establishment and development of a truly independent press in Africa? If yes, with what and how much adjustment? If not, what options exist as alternatives?

These questions need serious exploration. There will be no quick answers, and the impetus for democratization in Africa cannot be checked while the quest for the answers continues. Yet, the current paucity of research on communication in Africa exacerbates the problem. Considerable energy and resources need to be devoted to the study of these issues, both by Africans themselves and by friends of the continent abroad, if democratization is to be accelerated, let alone realized.

Interventions

Four important factors have marked the development of the profession of journalism worldwide in the 20th century:

1. Increasing organization of working journalists.
2. Specialized education for journalism.
3. A growing literature dealing with the history, problems and techniques of mass communication.
4. An increasing sense of social responsibility on the part of journalists.

African media suffer severely from shortages of the first three factors. And inadequate opportunities for the training of journalists hamper the media's ability to discharge their social responsibilities. USAID has the resources to assist improve this dismal situation. The intervention mechanisms suggested below are prioritized in the order of immediate, medium-term and long-term options.

a) Immediate Options:

i) Professional Associations

Encouraging the formation of journalist trade unions and press associations where they do not exist, and the strengthening those that already exist.

Assisting in the formation of regional journalists associations along the lines of the Union of West African Journalists. USAID can provide seed money where necessary for such organizations to get off the ground.

Facilitating stronger contact between African journalists associations and their American counterparts, as well as between African associations and international associations such as the International Press Institute (IPI) and the International Federation of Journalists (IFJ).

(National unions can constitute themselves into monitoring groups to sound the alarm and mobilize support when press freedom is threatened in their countries. In such situations, signals would be sent quickly to the regional and international associations to exert the necessary moral and political pressure on the offending governments.)

ii) Training

Funding short in-service courses/workshops for working journalists in the reporting of such specialized areas as human rights, finance and economics, agriculture, industry, the environment

and health. These can be taught by bringing in journalists from various countries to one central location on the continent and flying in appropriate resource persons from wherever they can be located.

Providing for seasoned American journalists with specifically targeted skills to go and work in the newsrooms of African newspapers or radio/TV stations for specified periods of time as trainers in those skills. This is especially useful where private independent press is only beginning to emerge.

Providing for senior- and middle-level African news executives, journalists and media managers to do internships with American news organizations.

Funding schools of communication/departments of journalism at selected African universities to offer specialized graduate programs, on a regional basis, in the above areas of journalism to applicants with undergraduate degrees in related fields. These would become the future specialists and newsroom trainers.

iii) Research

Commissioning studies on the legal environment affecting the mass media in countries consolidating democracy. The studies would be used by the independent media and professional associations in the struggle to moderate or repeal some of the existing legislation.

Commissioning studies in countries already consolidating democracy on the potential and viability of small community radio stations or networks as a first step toward liberalizing government control of broadcasting systems. The study should also examine the potential for radio and television stations operated by various sections of the civil society such as labor unions, religious organizations and cooperatives.

Commissioning studies in consolidating countries into how existing publicly-owned broadcasting systems can be liberalized to allow for broader participation in policy-making and facilitate access to a broad cross-section of diverse views and opinions. The British Broadcasting Corporation and French public broadcasting system may be useful models to start with.

iv) Capital and Finance

Providing funding for non-profit publications operated by various civil society groups - professional and business organizations, labor unions, urban and rural co-operatives, etc. - for informing both their members and the larger public.

Providing start-up and operating capital (probably in the form of soft loans) to viable private enterprise ventures to establish private newspapers in selected countries where none exist to provide a countervoice to the government's. Institutions such as CIPE (Center for International Private Enterprise) may be suitable agents for both of the last two proposals.

b) Medium-Term Options

i) Research

Establishing research grants and/or funds for African communication scholars to undertake research in a broad range of topics in mass media and communication in general. Beneficiaries may be based in Africa or abroad, as long as they are African and their fields of work lie within the prescribed research topics.

ii) Technology

Financing the establishment of an intra-African information highway in order to reduce the current isolation of independent media in different African countries from one another. This entails creation of a central pool to facilitate news and information exchange between independent media organizations. One possibility would be to fund the expansion of the existing Inter-Press Service operation.

Providing technical support for private and civic groups to establish radio stations where the potential has been established by the studies proposed above.

c) Long-Term Options

i) Training

Sponsoring promising communication scholars or faculty interested in communication theory and research to undertake graduate and post-graduate study at American universities. These would become the future faculty for communication research-based graduate programs in the African universities.

Funding graduate communication programs in selected African universities to provide courses/specializations in theory and methods of analysis in a wide range of concentrations, especially political and public communication, media law and advertising as a prerequisite to the institutions eventually establishing research-based study programs.

Media Institutions

A list of African media institutions is provided as an appendix. It is by no means exhaustive. Most of these institutions are national. A few have regional functions, while some largely national ones have potential for regional action. These are listed separately, with comments about their functions or potential.

It should be emphasized that the capacity of these institutions to perform or undertake the types of interventions discussed above has not been established. This must be done on a case by case basis before any project design.

Also provided in the appendix is a list of some U.S. institutions that could potentially be called upon to provide support to and strengthen media organizations in selected African countries.

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Also see Nkuruma's address to the 2nd Pan-African Conference, Accra, Ghana, Nov. 1963, first published in 1965 in The African Journalist, in Dar es Salaam by Tanzania Publishers. Reprinted in 1988 in Useful Recollections - Part II, eds. Kaarle Nordenstreng and Jiri Kubka. Prague: International Organization of Journalists.

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Appendix 1
African Media Institutions

Institute for the Advancement of Journalism, South Africa.
University of Natal, Contemporary Cultural Studies Unit, South Africa.
African Council on Communication Education, Nairobi, Kenya.
Institute for Communication Development and Research,
Nairobi, Kenya.
University of Nairobi School of Journalism, Kenya.
Kenya Institute of Mass Communication, Kenya.
University of Lagos, Department of Mass Communication,
Lagos, Nigeria.
University of Nigeria School of Journalism, Nsukka, Nigeria.
University of Ibadan Communication Studies Program, Nigeria.
Bayero University Department of Mass Communication, Nigeria.
Institute of Management and Technology, Department of Mass
Communication, Enugu, Nigeria.
Nigerian Institute of Journalism, Lagos, Nigeria.
University of Ghana School of Journalism, Legon, Ghana.
Ghanian Institute of Journalism, Accra, Ghana.
Tanzania School of Journalism, Dar es Salaam, Tanzania.
University of Zambia Department of Mass Communication,
Lusaka, Zambia.
Zambia Institute of Mass Communication (ZAMCO), Lusaka.
Southern African Institute for the Mass Media, Gaborone,
Botswana.
Higher School of Sciences and Techniques of Information,
Yaounde, Cameroon.
Center for Information Studies (CESTI), Dakar, Senegal.
Kenya Union of Journalists (KUJ), Nairobi, Kenya.
Newspapers Publishers Association (NPA), Nairobi, Kenya.
Nigerian Union of Journalists (NUJ), Lagos, Nigeria.
Association of Radio Journalists of Nigeria, Lagos, Nigeria.
Nigerian Guild of Editors, Lagos, Nigeria.
Press Association of Zambia (PAZA), Lusaka, Zambia.
Zimbabwe Union of Journalists, Harare, Zimbabwe.
Tanzania Women's Media Association.
West African Association of Journalists, Dakar, Senegal.
Inter-Press Service, Harare, Zimbabwe.
Pan African News Agency (PANA), Lusaka/Zambia and Dakar/Senegal.

Appendix 2
**Selected African Media Institutions
with Potential for Regional Action**

**African Council on Communication Education (ACCE)
Institute for Mass Communication Development and Research**

Address: P.O. Box 47495, Nairobi, Kenya.

Supported by the Foundation of the All Africa Conference of Churches. Organizes seminars on social and economic issues for journalists from all over Africa, and especially the eastern, central and southern regions. Supports communication research activities and publishes monographs on African media. Recent publications supported by the organization include history of the press in Kenya and Zambia and Nwosu's (ed) Mass Media and the African Society.

Inter-Press Service (IPS), Regional Office for Africa in Harare, Zimbabwe

An international non-profit, non-governmental organization for journalists predominantly in the Third World. Founded in 1964, was originally conceived as a news agency, but has gradually diversified its activities and is today a communications system for development with the fifth largest communications structure in the media world.

IPS began operations in Africa 15 years ago and now covers 21 countries in the continent. It has recently begun exploring possibilities for expanding into community radio networks in Africa. The organization has the potential for developing a unique intra-African information highway, both for the print and electronic media.

IPS is supported by governmental agencies such as SIDA in Sweden, CIDA in Canada, NORAD in Norway, FINNIDA in Finland and GTZ in Germany; by non-governmental organizations such as International Press Institute, World Conference of Churches; by UN bodies such as UNDP, UNFPA, UNICEF, WHO and FAO; and by several international university associations.

Pan-African News Agency (PANA) - Editorial headquarters in Lusaka, Zambia; Technical headquarters in Dakar, Senegal.

Established in 1983 by member states of the Organization of African Unity (OAU) as intra-continental news agency. Disseminates mostly government news and information contributed by government-owned national news agencies.

With eventual liberalization of government control over publicly-owned media, PANA's existing network could form the foundation for an effective continentwide news agency.

West African Union of Journalists, Dakar, Senegal

An association for journalists in francophone Africa and the only regional professional association for journalists. Lobbies for such matters as press freedom, better working conditions and training of journalists. Provides a prototype for regional associations on the continent.

Southern African Institute for the Mass Media, Gaborone, Botswana

Founded three years ago with the assistance of UNESCO and Scandinavian countries, aims at promoting the development of independent mass media in five southern African countries -Zambia, Zimbabwe, Botswana, Namibia, and South Africa.

University of Nigeria at Nsukka

This is the oldest journalism program in Nigeria, established in 1961 and patterned after the American journalism school. Offers courses in newspaper, magazine, and broadcast journalism as well as public relations. three-year B.A. program. Has some students from Ghana and Cameroon.

University of Lagos Institute of Mass Communications

Started 1966. Largest university journalism program in Nigeria with more than 150 journalism majors. 3-year B.A. program; 1-year diploma program for practicing journalists with no university background. Courses in journalism, radio, television, advertising and public relations. Recruits from anglophone East Africa.

Nigerian Institute of Journalism, Lagos

Highly respected program established by Nigerian Newspapers Proprietors Association. Has approximately 175 students. Has potential for training journalists from neighboring countries.

University of Nairobi School of Journalism

Established in 1970. One-year graduate diploma program only. Has trained journalists from all over East and Central Africa - Kenya, Uganda, Tanzania, Zambia, Malawi, Zimbabwe - and from as far as Nigeria and Ghana.

Kenya Institute of Mass Communications, Nairobi

Established 1969. Two-year diploma program in journalism, radio and television production, and communications technology. Students largely Kenyan, but has enrollments from neighboring countries.

Centre d'Etudes des Sciences et Techniques de l'Information, (CESTI) Dakar, Senegal

Founded in 1971 with major assistance from France. Has about 100 students in three-year program. Also has in-service courses and seminars for working journalists. Recruits from all over francophone West Africa.

Zambia Institute of Mass Communication, Lusaka

Currently the beneficiary of a major USAID project to develop a Media Resources Center. Zamcom's present activities cover Zambia only, but the potential exists, under the USAID program, to extend the benefits of the project to neighboring countries, especially Botswana, Malawi and Namibia.

Appendix 3
Selected American Media Institutions

Gannett Center for Media Studies
Columbia University
2950 Broadway, New York, N.Y. 10027
Phone: (212) 280-8392

Media Studies Project (Woodrow Wilson International Center for Scholars, Smithsonian Institution)
370 L'Enfant Promenade, S.W., Suite 704
Washington, D.C. 20024
Phone: (202) 287-3000

Poynter Institute for Media Studies
801 3rd St., St. Petersburg, FL 33701
Phone: (813) 821-9494

John S. Knight Fellowship for Professional Journalists
Stanford University
Department of Communication
Stanford University, Stanford, CA 94305
Phone:(415) 723-4937

Michigan Journalism Fellows
University of Michigan
2072 Frieze Building, Ann Arbor, MI 48109
Phone: (313)763-2400

Nieman Fellowships for Journalists
Harvard University
1 Francis Avenue, Cambridge, Mass. 02138
Phone:(617) 495-2237

Kiplinger Mid-Career Program in Public affairs Reporting
Ohio State University, School of Journalism
242 W. 18th Ave., Columbus, Ohio 43210
Phone: (614) 292-6291

Knight-Bagehot Fellowships in Economics Journalism
Columbia University, Graduate School of Journalism
Phone: (212) 854-2711

Knight Science Journalism Fellowship
Massachusetts Institute of Technology
Phone: (617) 253-3442

Center for International Journalism
University of Southern California
University Park, Los Angeles, CA 90089
Phone: (213) 743-7329, 743-3456

Davenport Fellowship Program
University of Missouri, School of Journalism
Columbia, MO 65205
Phone: (314) 882-7862

MBL Science Writing Fellowship Program
Marine Biological Laboratory
Woods Hole, MA 02543
Phone: (508) 548-3705, extn. 248

Fulbright Scholar Program
Council for International Exchange Scholars
Phone: (202) 686-7866

Center for Foreign Journalists
11690-A Sunrise Valley Dr., Reston, VA 22091
Phone: (703) 620-5984

AFRICAN-AMERICAN INSTITUTE

Head Office

833 United Nations Plaza, New York, NY 10017

Tel: (212) 949-5666

Fax: (212) 682-6174

Washington Office

1625 Massachusetts Ave, NW, Suite 210, Washington, DC 20036

Tel: (202) 667-5636

Fax: (202) 265-63132

Category: Non profit

Contact person(s): Stoney Cooks

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): none

Offices in Africa: Senegal, Nigeria, South Africa

Country Programs in Africa: Election observation in Congo, Djibouti, Eritrea, Madagascar, Uganda. Observer training for the OAU. Other programs include a Women's Program in Nigeria (to encourage the participation of women in the political process); a Trade and Investment Program; the administration of a number of human rights grants from NED; and work with the State Department's international visitors' program.

African affiliates: Infotech Consultants (Liberia); Liberian Human Rights Chapter; Archdiocese of Monrovia; African Democratic Heritage Foundation (Nigeria); Constitutional Rights Project (Nigeria); Human Rights Africa (Nigeria); Civil Liberties Organization (CLO)(Nigeria)

II. DEVELOPMENT BACKGROUND

Development sectors: Election monitoring and observation; trade and investment; women in development.

Work with indigenous NGOs or groups in Africa: With the referendum in Eritrea, AAI anticipated that there would be another election, so it tried to build up a relationship internally with a number of organizations. A relationship was thus developed with the university, and with the Regional Center for Human Rights in Asmara. One problem is that Eritrea does not have any laws about NGOs trying to raise money externally.

Rapid response-civil society

Overall, AAI is trying to identify and later work with local NGOs. It has made subgrants to the Namibian Broadcasting Company [to design an audio civic education piece and to do an evaluation of the process] and in Guinea Bissau to a civic education group. With the constitutional assembly election coming up in Uganda, a group is coming forward but it has no real status as of yet, legally or with a bank. It is possible to find individual groups for specific projects, but it is also difficult because this has created competition. AAI needs to put someone on the ground over the short term.

With each exercise, AAI builds up expertise. Next year, AAI hopes to bring together election administrators to discuss the "lessons learned" from previous elections. It may do this through regional NGOs such as GERDDES. Cooks noted that in Chad they very much want to hear about what happened in Ghana and Kenya. We would consider them imperfect elections, but this is precisely why the people in Chad want to know what went wrong and why. AAI has had a sub-agreement of sorts to do this.

There is funding for seminars, workshops and civic education under the cooperative agreement.

Specific programs promoting democratic development and the strengthening of civil society:

Through a consortium with NDI and IRI, AAI works on election processes by fielding observer teams during African elections. It has also conducted training and workshops for african NGOs and worked to strengthen regional networks. Indirectly, it has worked with national and regional NGOs as local partners.

Previous work with AID: AREAF is a cooperative agreement. AID also contracts with USIA on the international visitors program.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Yes, very interested. Cooks cautioned that AID and State don't necessarily communicate very well. The AREAF consortium does not have the capacity to do assessments because they must be project-related. They would very much be interested in building on this cooperative agreement to do other work.

AGA KHAN FOUNDATION

1901 L Street, NW, Suite 700, Washington, DC 20036

Tel: (202) 293-2537

Fax: (202) 785-1752

Category: PVO

Contact person(s): Pat Scheid, Program Officer

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): South Asia

Offices in Africa: Kenya, Tanzania

Country Programs in Africa: Kenya, Tanzania, Uganda

African affiliates: Works with local NGOS, also local Aga Khan Foundations

II. DEVELOPMENT BACKGROUND

Development sectors: Health, education, and rural development.

Work with indigenous NGOs or groups in Africa: Aga Khan is a grant-making foundation that provides funds to local institutions who then turn around and run direct services. They are not an implementation agency, and in Africa, they do not provide extensive technical assistance per se. They do have local Aga Khan Foundations to which they provide funds. Otherwise, they don't necessarily work with or fund African intermediaries.

Specific programs promoting democratic development and the strengthening of civil society: Doesn't really see itself involved in that area.

Previous work with AID: Most of its previous work with AID has been under a PVC, matching grant, or child survival program. They use AID money to co-finance programs.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Doesn't see itself involved in that area.

Expected future level of activity in Africa: Increasing. Just signed an agreement to expand activities in Uganda and Tanzania.

AGRICULTURE COOPERATIVE DEVELOPMENT INSTITUTE (ACDI)

50 F Street, NW, Suite 900, Washington, DC 20001

Tel: (202) 638-4661

Fax: (202) 626-8726

Category: Cooperative

Contact person(s): Joshua Walton, Regional Vice President for sub-Saharan Africa

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Latin America, Caribbean, Asia-Pacific, Middle-East, North Africa

Offices in Africa: Regional offices in Kampala, Uganda

Country Programs in Africa: Cape Verde, Ethiopia, Malawi, Uganda

African affiliates: African Village Academy (Ethiopia); National Women's Association for Development (Ethiopia); Ugandan Cooperative Alliance; Malawi Rural Finance Company; Zambian Cooperative Federation; National Dairy Association of Zimbabwe; Caisxa Economica (Cape Verde); Institute for Water Resources Management (Cape Verde).

II. DEVELOPMENT BACKGROUND

Development sectors: ACDI focuses on agriculture, small enterprises, banking, and natural resources management.

Work with indigenous NGOs or groups in Africa: The actual work depends on the type of organization, but mostly ACDI is teaching them better business management. At the grassroots level, they do training in member rights and work with both the employees and the members of the cooperatives (sometimes they are the same people) to be more effective as an association and to maintain discipline in the club. They also try to instill the mechanics of democratic decision-making.

Specific programs promoting democratic development and the strengthening of civil society: The group in Uganda, for example, is a private sector organization independent from the government. It has advocated dismantling the government run and owned marketing boards, and has also come with ideas on how to do this. It has had a significant impact in affecting agricultural policy, mostly because it is the only cooperative bank operating in rural areas. As a result, it has a great deal of influence with the Ministry of Finance.

Most of the cooperatives they work are educating their own people about the democratic process and how to look after their own rights within the cooperative. The one-member-one-vote system means

Rapid response-civil society

that members control the organization and its representatives. There is also a bottom up philosophy because the groups are organized at the local level, the leaders of which report to regional organization. Those leaders report to the national level.

Previous work with AID: 95% of its funds come from AID. About half are grants and cooperative agreements, while the other half are from RFPs that they won. The Missions also do a lot of buy-ins to CDOs, and may ask ACIDI to 9 months of training, for example.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Yes, very interested. He would like to know what kind of structures we recommend putting in place. There is a real role for linking economic and political democracy.

Expected future level of activity in Africa: Increasing. He indicated that 1994 will be ACIDI's biggest year in Africa, because of the projects they have in the pipeline.

AMERICA'S DEVELOPMENT FOUNDATION

101 North Union Street, Suite 200, Alexandria, VA 22314

Tel: (703) 836-2717

Fax: (703) 836-3379

Category: Non profit, US PVO, 501(c)(3)

Contact person(s): Mike Miller, President

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Caribbean, Central America, Former Soviet Union.

Offices in Africa: None

Country Programs in Africa: Benin, Burkina Faso, Cote d'Ivoire, Ethiopia, Mali, Mozambique, Rwanda, Zaire

African affiliates: Ethiopian Human Rights and Peace Center; Zairian Association in Defense of Human Rights; GERDES-Afrique (regional); Mouvement Burkinabe des Droits de l'Homme et des Peuples (MBDHP); Mouvement Ivoirien des Femmes Democratres (MIFED) (Ivory Coast); Voice of the Voiceless (Zaire); Zairian League of Human Rights; Center for Civic Action and Democratic Initiatives (CCADI) (Rwanda); InterAfrican Union for Human Rights (UIDH) (regional); Action Committee for Women and Children's Rights (CADEF) (Mali); National Institute for Juridical Assistance (INAJ) (Mozambique).

II. DEVELOPMENT BACKGROUND

Development sectors: ADF is dedicated to assisting the international development of democracy. It works in partnership with private, nongovernmental organizations committed to strengthening democratic values and processes.

ADF aims specifically at strengthening civil society because it believes that building a diversity of autonomous political, economic, social and cultural institutions creates the foundation for democracy. ADF assists the institutional development and program activities of a wide array of independent organizations running programs in civic education, electoral processes, and human rights.

Work with indigenous NGOs or groups in Africa: ADF provides technical assistance and training for its partner organizations in Africa in order to strengthen their organizational capacity. This includes strategic planning, organizational development, financial management, program design, resources development, and monitoring and evaluation.

Specific programs promoting democratic development and the strengthening of civil society:

All of the organization's activities are aimed at promoting democratic development, especially the strengthening of civil society.

Rapid response-civil society

Previous work with AID: ADF has managed both AID umbrella projects and sub-grants to southern NGOs, and has been a subcontractor on several AID grants. Its total funding is roughly half AID, half NED.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:
Yes, very interested.

Expected future level of activity in Africa: Increase foreseen

V. INTERVIEWER'S COMMENTS

In its capacity as an administrator for NED grants, ADF has limited funds to do the kind of work that it would like to undertake. It acts a grant manager, but is unable to provide as much technical assistance as it would like. In fact, it really has a hard time just making sure that the subgrantee has completed all the reporting and audit requirements. This is very important, because it is ultimately responsible for the grant expenditures. As an NED subgrantee develops more infrastructure, it tries to "graduate" it from NED to AID funding.

ADF also expressed dismay at the lack of funding for democratic initiatives in Africa in AID.

AMERICAN JEWISH WORLD SERVICE

15 West 26th Street, 9th floor, New York, NY 10010

Tel: (212) 683-1161

Fax: (212) 683-5187

Category: Non profit

Contact person(s): Bobbie Diamond, Program Officer

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): Caribbean, Central America, FSU, Asia.

Offices in Africa: None

Country Programs in Africa: Botswana, Ethiopia, Madagascar, Malawi, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Togo, Zambia, Zimbabwe.

African affiliates: Cajiwa Development and Coordination Association (CDCA-Zimbabwe).

II . DEVELOPMENT BACKGROUND

Development sectors: Their projects are aimed almost exclusively at rural areas. AJWS acts as a funder, and puts no staff in the field.

Work with indigenous NGOs or groups in Africa: Cajiwa is a cooperative organization involved in community development, mostly with women and youth. Project funds go toward technical training, including helping them manage their own efforts in income generating activities. The funds go back to the cooperative to make the organization self-sustaining over the long-run. The training also teaches them how to conduct a small business, how to operate machinery.

The project in Senegal involves women's literacy as it relates to child welfare, health and nutrition. The project in Nigeria is aimed at school children and provides snacks and certain medicines for them. They are trying to set up a women's cooperative to start a poultry farm to supplement the children's school snacks over the long-term. The program also addresses the importance of school and good nutrition for children. The hope is that the project will be self-sustaining over the long-run. All their projects are community-focused to get the project going for the long-term. They usually plan the project for a 3 year period, and many have been renewed after that.

Previous work with AID: None. Their projects are too small for AID money, and the organization itself is very small, with a staff of 12.

Rapid response-civil society

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:
The organization tends not to do politically-oriented projects because they are a non-sectarian organization, so it's not likely they would be interested in participating.

Expected future level of activity in Africa: It is possible that their 3 projects will increase to 4 or 5.

**AMERICAN FEDERATION OF STATE, COUNTY AND
MUNICIPAL EMPLOYEES (AFSCME)**

1625 L Street, NW, Washington, DC 20036

Tel: (202) 737-1736

Fax: (202) 429-1102

Category: Union

Contact person(s): Jack Howard, Assistant to the President

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Have programs in all areas of the world.

Offices in Africa: None

Country Programs in Africa: South Africa and frontier states; Zaire: trade union education, technical assistance to trade unions (institution-building).

African affiliates: AFSCME works with PSI (Public Services International), which has approximately 100 affiliates. AFSCME also works through the World Union Board.

II. DEVELOPMENT BACKGROUND

Development sectors: Institution-building, trade union development

Specific programs promoting democratic development and the strengthening of civil society: AFSCME provides trainers or technical assistants for periods of 2 to 3 weeks. Occasionally, additional training work is done through the World Union Board. It also makes grants to Transafrica.

Previous work with AID: AFSCME is a sub-grantee of AID through the AFL-CIO; all of its international activities are AID-funded.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Yes-would consider it.

Expected future level of activity in Africa: Increase foreseen because of the elections in South Africa.

V. INTERVIEWER'S COMMENTS

Most of the organization's international activities are carried out through PSI, which is based outside Geneva (address: BP 9, Seiney-Voltaire Cedex S-01211, France. Tel: 33-50-40-64-64.

CATHOLIC RELIEF SERVICES

209 West Fayette Street, Baltimore, MD 21201

Tel: (410) 625-2220

Fax: (410) 685-1635

Category: Non profit, US PVO

Contact person(s): Pat Johns, Director for Africa

I. AREA OF ACTIVITIES

Offices in Africa: Regional offices in Nairobi, Lome, and Harare, plus many other country offices.

Country Programs in Africa: 25 countries

African affiliates: Catholic church in any given country; host governments; indigenous PVOs.

II. DEVELOPMENT BACKGROUND

Development sectors: CRS's work is concentrated in emergency relief, health, agricultures, environment, water and training.

Work with indigenous NGOs or groups in Africa: The local counterpart implements the actual activities, while CRS provides the resources and training. CRS sees itself a minor partner in the whole process. The training it conducts depends on the activity that the group is undertaking. It can be highly technically oriented. CRS doesn't do organization building as its main emphasis.

Specific programs promoting democratic development and the strengthening of civil society:
Not able to answer that question.

Previous work with AID: Much of CRS's work is carried out through Title II programs. CRS also receives many grants from AID to do its own work.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:
He thinks they would be interested. In Angola, they were one of the key groups promoting reconciliation.

Expected future level of activity in Africa: Expanding. They see Africa as the neediest region.

V. INTERVIEWER'S COMMENTS

Pat Johns is new to the position, and thus wasn't able to give me some of the more detailed background.

CENTER FOR FOREIGN JOURNALISTS

11690-A Sunrise Valley Drive, Reston, VA 22091

Tel: (703) 620-5984

Fax: (703) 620-6790

Category: Non profit

Contact person(s): Alice Nappy, Director of Development

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): China, Russia, Eastern Europe, Latin America

Offices in Africa: None

Country Programs in Africa: Nigeria, Ethiopia, South Africa, Zimbabwe

African affiliates: Institute for Advanced Journalism (South Africa); Zimbabwe Women's Media Association.

II . DEVELOPMENT BACKGROUND

Development sectors: Their programs involve training of foreign journalists. They usually work with a partner group, such as the Zimbabwe Women's Media Association, that helps them identify candidates for training workshops.

Work with indigenous NGOs or groups in Africa: They have sponsored conferences and workshops in Africa for African journalists, and brought Africans to the United States. The purpose is usually to teach them basic journalistic skills, but sometimes they work with subsets of journalists (e.g. women journalists) and workshops training journalists how to cover specific areas, such as development and environmental issues.

One of their best programs was a series of workshops in Nigeria, where they brought some people to the United States for follow-on training. For a conference training anglophone women journalists in Africa, the Zimbabwe group helped get the word and identify participants. A year later, CFJ sent over 2 people (a desktop specialist and a woman who had covered development for the Christian Science Monitor) to do additional training with some of the participants. They spent up to a month on-site, providing technical assistance. CFJ indicated that it would really like to more of this type of follow-up because they really want to build these organizations.

In South Africa, Allister Sparks indicated that he wanted to set up an organization to train South African journalists. They began by providing some in-kind and technical assistance, then funnelled money to him from NED. Now he has an established group, and NED can work directly with him. He

Rapid response-civil society

has also brought journalists from Zambia, Zimbabwe and Namibia to South Africa for training. Since starting up, he has obtained money from other sources.

Specific programs promoting democratic development and the strengthening of civil society:

A lot of projects they are doing fall within the realm of democratization.

Previous work with AID: Minimal -- "hasn't really cracked that nut yet." For the workshops with African women publishers, they managed to "squeeze" \$5,000 out of AID. They do a lot of work with USIA, and have bid on many projects or been approached by USIA.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:

Yes, very interested.

Expected future level of activity in Africa: Not sure. Their projects are very much dependent on funding, and there isn't a great deal of interest in Africa -- everybody is talking about Eastern Europe. They certainly would like to do more work in Africa.

V. INTERVIEWER'S COMMENTS

CFJ appears to be interested in this facility, especially because they haven't had much success with AID in the past. They have a very specific area of expertise that other groups don't really have.

CENTER FOR INTERNATIONAL PRIVATE ENTERPRISE

1615 H Street, NW, Washington, DC 20062

Tel: (202)-463-5901

Fax: (202)-887-3447

Category: U.S. institution, non profit, professional association

Contact person(s): John Sullivan, Executive Director

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Central America, South America, Eastern Europe, CIS

Offices in Africa: None

Country Programs in Africa: Botswana, South Africa, Nigeria, Kenya

African affiliates: Institute of Economic Affairs (Ghana); African Council of Hawkers and Informal Business (South Africa); NACCIMA (Nigeria); BOCCIM (Botswana); Media Business Training Trust (South Africa); FABCOS (South Africa)

II. DEVELOPMENT BACKGROUND

Development sectors: CIPE works with private sector associations and on projects related to the training of media journalists.

Work with indigenous NGOs or groups in Africa: see documents sent

Specific programs promoting democratic development and the strengthening of civil society: Provides grants and technical assistance to business associations, public policy institutes and educational centers in developing countries and Central and Eastern Europe.

Previous work with AID: Has an office in Hungary that runs a project for AID

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Yes, definitely open to more active participation

Expected future level of activity in Africa: CIPE currently is not heavily active in Africa, but as it phases out of Latin America, they expect activity in Africa to increase somewhat.

CENTER FOR DEMOCRACY

1101 15th Street, NW, Suite 505, Washington, DC 20005

Tel: (202) 429-9141

Fax: (202) 293-1768

Category: 501(c)(3), non profit, educational, bi-partisan

Contact person(s): Caleb McCarry, Vice President for Latin America Programs

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Latin America, Caribbean, Eastern Europe, CIS

Offices in Africa: None

Country Programs in Africa: None currently, but have worked in South Africa, Nigeria, and Namibia

African affiliates: None

II. DEVELOPMENT BACKGROUND

Development sectors: The Center's goals are to help establish and strengthen democratic institutions, encourage dialogue in conflictual situations, and facilitate and support the accomplishment of long-range objectives in democracies at various stages of development.

Work with indigenous NGOs or groups in Africa: Their project in Moscow deals extensively with justice and rule of law issues. they have a strong relationship with the European Parliament and the Council of Europe and have sought to engage Europe in their activities. Other programs in Eastern Europe have involved organizing international conferences of parliamentarians. In South Africa in 1986-87, Alan Weinstein (President) played a key role in working with the ANC, then in exile, and the government to release Goran Mbeki. In Nigeria, they did a pre-election visit. They worked with several NGOs on the ground in this instance.

Specific programs promoting democratic development and the strengthening of civil society: CFD works primarily in three areas: election assessments, long-term election observation missions, and legislative development (espec. in Latin America).

Previous work with AID: They have a project from the Latin America Bureau for Costa Rica.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Yes, would be interested.

Expected future level of activity in Africa: Doesn't know.

CENTER FOR DEVELOPMENT POPULATION ACTIVITIES (CEDPA)

1717 Massachusetts Avenue, NW, Suite 201

Tel: (202) 667-1142

Fax: (202) 332-4496

Category: PVO, non profit

Contact person(s): Ralph Stone, Director of Training

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Central America, South America, Eastern Europe, Middle-East, North Africa, South Asia.

Offices in Africa: Kenya

Country Programs in Africa: Ghana, Kenya, Mali, Uganda, Nigeria, Senegal

II. DEVELOPMENT BACKGROUND

Development sectors: Women's groups and women's health.

Work with indigenous NGOs or groups in Africa: CEDPA has an institution-building program which aims to develop indigenous NGO institutions to be part of the development process. They do this mostly through management training and workshops on strategic planning. They bring senior level people to the US to train them in strategic thinking, personnel, finance, and gender issues. Over the five week course, they will spend a week on the strategic planning process, helping them establish organizational direction and vision. They also teach them how to expand their resource base, build coalitions, network with other NGOs. The purpose of strengthening NGOs is to help them play a greater role in the development process.

A second area they focus on is women's leadership, helping them advocate for their issues. CEDPA has a Women in Management training program to help them do project design and proposals.

They follow up a lot of their sessions in the US with in-country training for other NGOs, sponsored by the local partner. They are the people CEDPA depends on to carry out its work.

Specific programs promoting democratic development and the strengthening of civil society: Moving into that area. Indirectly, CEDPA is already there because it is working to build indigenous NGOs.

Previous work with AID: Has a cooperative agreement for a family planning project. Is a subcontractor on AID projects with other organizations.

Rapid response-civil society

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:
Absolutely yes.

Expected future level of activity in Africa: Increasing. Envision regular training programs in Africa.
Hoping to do something in West Africa. Work is currently sporadic, dependent on funding.

**CENTER FOR THE STUDY OF HUMAN RIGHTS,
COLUMBIA UNIVERSITY**

1108 International Affairs Building, Columbia University, New York, NY 10027

Tel:

Fax: (212) 864-4847

Category: academic institution

Contact person(s): Paul Martin, Executive Director

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): China

Offices in Africa: None

Country Programs in Africa: Liberia, Uganda, Zimbabwe, Nigeria, Mali

African affiliates: Liberian Human Rights Education Project; Foundation for Human Rights Initiative in Uganda.

II. DEVELOPMENT BACKGROUND

Development sectors: Human rights research, education and activism.

Work with indigenous NGOs or groups in Africa: They work with individuals and institutions to promote constitutionalism and human rights.

For Liberia, they brought someone here to study. He has since returned to the university, doing research, outreach and logistical work on human rights. Not really an organization per se, though he does some work in the courts. The grant from NED is to establish a) a human rights resource center that will increase public understanding and commitment to human rights in Liberia through education, training, and publications, and b) a legal aid clinic to provide free legal services and counseling to victims of human rights abuses.

The Uganda project is new. The NED grant is for a program to encourage strong human rights protection in Uganda's new constitution.

Specific programs promoting democratic development and the strengthening of civil society: They promote education and training of indigenous groups. They teach them the general concept of human rights, try to help them build linkages with other human rights groups in Africa and internationally, teach them organizational skills in fundraising, networking, media relations, and data management.

Previous work with AID: None

Rapid response-civil society

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Given AID's history, no. he hasn't found AID focused on politics, and thinks the people in the field are burned out and incapable of making the adjustment.

Expected future level of activity in Africa: Would like to work with regional centers to do a training program in Africa for Africans that would focus on both education and activism. Hopes to encourage local participation.

CHRISTIAN CHILDREN'S FUND

1717 Massachusetts Avenue, NW, 6th floor, Washington, DC 20036

Tel: (202) 462-2161

Fax:

Category: Non profit

Contact person(s): Art Simon

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): Asia, Latin America, Europe, FSU

Offices in Africa: Gambia, Ethiopia, Kenya, Senegal, Sierra Leone, Uganda, Zambia

Country Programs in Africa: Gambia, Ethiopia, Kenya, Senegal, Sierra Leone, Uganda, Zambia

African affiliates: staff in national offices are always nationals

II . DEVELOPMENT BACKGROUND

Development sectors: They work extensively in basic health and education, and income-generation for families.

Work with indigenous NGOs or groups in Africa: Many of the local projects are done through existing organizations or parents' committees.

The Kenya office, for example, runs about 80 projects. The national staff will supervise and monitor the project, while the parents' committee will supervise its actual implementation. CCF does offer funding and training for projects. Most of the training is done locally, and is very basic. It involves teaching basic bookkeeping skills so that the committees can keep track of their money, teaching them how to organize and run things, teaching them how to develop project designs, etc. They may also do training in specific areas, depending on the project area. The parents' committees are formal, ongoing entities, though small-scale in nature.

Specific programs promoting democratic development and the strengthening of civil society: None that he is aware of, though he pointed out that everybody will argue that helping parents decide their childrens' needs is democratic development. None of their projects are specifically designated in that way.

CCF's national offices have done policy advocacy in the area of pushing governments to adopt the Convention on the Rights of the Child. They have also tailored most of their projects to implement the convention. They aren't aware of how active the parents' committees are in this area because it isn't monitored in the same way that the projects are.

Rapid response-civil society

Previous work with AID: Until a year ago, CCF had a policy of not accepting government funds. Their first grant from AID -- a subgrant from World Learning to help kids affected by the Chernobyl disaster in Belarus -- came through just a few weeks ago. They have an assessment team in Angola right now and they may submit a proposal to AID.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: It is hard to tell because it depends on how it is cast.

Expected future level of activity in Africa: CCF's activities in Africa will definitely increase because its Board has identified Africa as a short to medium-term priority.

CODEL, Inc.

475 Riverside Drive, Suite 1842, New York, NY 10115

Tel: (212) 870-3000

Fax: (212) 870-3535

Category: US PVO

Contact person(s): Ms. Caroline Njuki, Coordinator for Africa

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Latin America, Caribbean, Asia-Pacific

Offices in Africa: None

Country Programs in Africa: Botswana, Cameroon, Ghana, Kenya, Liberia, Nigeria, Senegal, Sierra Leone, Swaziland, Tanzania, Uganda, Zaire, Zimbabwe, Zambia

African affiliates: CODEL works through its member organizations, 35-40 throughout the world.

II. DEVELOPMENT BACKGROUND

Development sectors: Called them a "jack of all trades" -- they work in water, environment, agriculture, and public health. They try to seek out projects emphasizing women and children.

Work with indigenous NGOs or groups in Africa: CODEL funds small-scale projects initiated by community based organizations under criteria which include environmental considerations, active participation of women and ecumenical cooperation. They conduct leadership training, and have provided technical assistance to groups establishing cooperatives and credit loans. They work specifically with project holders to help strengthen them as organizations.

Specific programs promoting democratic development and the strengthening of civil society: Their project holders do democratization activities, such as sensitizing people re/ equal rights, law, and governance.

Previous work with AID: more than 15 years working with AID

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Yes, depending on how the facility is conducted. CODEL's project holders identify what they want to do.

Rapid response-civil society

Expected future level of activity in Africa: Hope it will increase because indigenous NGOs need a lot of assistance to become as strong as northern NGOs.

V. **INTERVIEWER'S COMMENTS:** Njuki wasn't terribly forthcoming about CODEL's activities.

DELPHI INTERNATIONAL

1090 Vermont Avenue, NW, Suite 700, Washington, DC 20005

Tel: (202) 898-0950

Fax: (202) 842-0885

Category: US PVO

Contact person(s): Peter Von Rood, President

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Central America, South America, Eastern Europe

Offices in Africa: None

Country Programs in Africa: Guinea

African affiliates: Guinean Organization for Human Rights

II. DEVELOPMENT BACKGROUND

Development sectors:

1. Core of their work is international exchange (via USIA)
2. Training of women and youth groups for leadership roles
3. Community development and civic education -- empowerment of women, training mayoral candidates, etc, all of which leads to democratic institution building.

Work with indigenous NGOs or groups in Africa: Delphi has experience in funding local NGOs (via grants from NED to groups throughout Latin America and the Caribbean), providing them with technical assistance, and providing them with more long-term strategic planning.

Their real expertise is even more specific -- providing linkages with comparable organizations. It began with their educational exchange programs (USIA visitor's program) where they linked up international visitors with their counterparts here in the US. Has really made a difference, because these local NGOs, which are generally very weak, now suddenly have a source of moral support in the US. Sometimes this has gone beyond moral support to technical assistance, etc. Delphi ends up being the facilitator that got the two groups together.

Specific programs promoting democratic development and the strengthening of civil society: They see themselves as facilitators and want to "work themselves out of a job." For example, one of their first grants from NED, back in 1986, was to a women's group in Dominican Republic. Delphi taught them how to raise money on their own, and they succeeded (over time) in getting companies to fund them because the companies saw that they were filling a gap. The group no longer requires government funding.

Rapid response-civil society

They are working on an AID grant in Eastern Europe. They work with local, newly created NGOs to help them better organize their activities. Assistance is both technical and helping them develop leadership and management capabilities.

Previous work with AID: A lot of work with USIA, plus the AID grant for Eastern Europe. Delphi has also been a subcontractor on AID grants to Georgetown and Development Associates.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:
Yes.

Expected future level of activity in Africa: Delphi hopes to increase its activities in Africa.

V. INTERVIEWER'S COMMENTS

Spoke first to Ms. Florence Dennis, who is responsible for the Guinean project. She then had me speak to Mr. Von Rood.

ETHIOPIAN COMMUNITY DEVELOPMENT COUNCIL

1038 South Highland Street, Arlington, VA 22204

Tel: (703) 685-0510

Fax: (703) 685-0529

Category: PVO

Contact person(s): Mr. Tsehye Teferra

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): None

Offices in Africa: Addis Ababa, Ethiopia (just opened up Sept. 1993)

Country Programs in Africa: Researching African refugees in Ethiopia.; human rights and democracy; civic education; developing school and college textbooks; micro-business enterprising.

African affiliates: REST, Ethiopia. (medical/humanitarian organization).

II. DEVELOPMENT BACKGROUND

Development sectors: See "African programs"

Work with indigenous NGOs or groups in Africa:

Specific programs promoting democratic development and the strengthening of civil society:

Previous work with AID: None

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:
Yes

Expected future level of activity in Africa: Increase foreseen- the organization has only just started to work in Africa. Previously it only had activities in the US.

GRASSROOTS INTERNATIONAL

48 Grove Street, Suite 103, Sommerville, MA 02144

Tel: (617) 628-1664

Fax: (617) 628-4737

Category: US PVO

Contact person(s): Ms. Amy Brodigan, Program Coordinator

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Caribbean, Mexico, Middle-East, South-East Asia

Offices in Africa: None

Country Programs in Africa: Eritrea, South Africa

African affiliates:

National Union of Eritrean Women -- train them for income generating activities

Eritrean Agricultural Commission -- funding

Eritrean Public Health Program -- funding

Eritrean Relief and Rehabilitation Association -- provide them with seeds, medicine,

SPEAK magazine (South Africa) -- is a women's collective magazine that focuses on health, provided funding

Rural Women's Movement -- running local campaigns to increase women's political participation

Surplus People Project -- works with displaced people, primarily in Transkei, to help resettle them

Project for the Study of Violence (South Africa) -- studies the effect of violence on adolescents and provides support to them

II. DEVELOPMENT BACKGROUND

Development sectors: 1. Women's groups 2. Peasant groups

Work with indigenous NGOs or groups in Africa: In all cases, they provide funding to indigenous organizations and this has been their mission for their 10 years in existence. No funds go toward locating US staff in the field. They believe that funding indigenous organizations is at the root of promoting democracy in Africa.

Specific programs promoting democratic development and the strengthening of civil society:

See under list "African affiliates."

Previous work with AID: None. They have a policy of not accepting government funds

Rapid response-civil society

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:
Probably not, because of their policy.

Expected future level of activity in Africa: She will send.

HUNGER PROJECT

One Madison Avenue, New York, NY 10010

Tel: (212) 532-4255

Fax: (212) 532-9785

Category:

Contact person(s): Dr. Fitugu Tadess, Director, Africa Division

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): Asia, Australia, Europe

Offices in Africa: Senegal

Country Programs in Africa: None

African affiliates: CONAPOR.

II . DEVELOPMENT BACKGROUND

Development sectors: The Hunger Project concentrates on development education and communication. It is not an operational or funding organization.

Work with indigenous NGOs or groups in Africa: None.

Specific programs promoting democratic development and the strengthening of civil society: None.

Previous work with AID: Not applicable.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Probably not.

Expected future level of activity in Africa: Not applicable.

INTERNATIONAL REPUBLICAN INSTITUTE

121 New York Ave, NW, Suite 850

Tel: (202) 408-9450

Fax: (202) 223-6042

Category: AID-registered NGO. **Founded:** 1984. **Permanent staff:** 70
Volunteer Staff: None. **Membership:** None.

Contact person: Ed Stewart

I. AREA OF ACTIVITIES

Regional Coverage: Africa, Middle-East, Eastern Europe, CIS, S.E. Asia, Latin America

Offices in Africa: One office in Johannesburg (with NDI/Joint Center)

Country Programs in Africa: *Angola:* party-building. *South Africa:* project with NDI and the Joint Center for Political and Economic Studies to strengthen the electoral process in South Africa in preparation for the April 1994 elections. *Kenya, Lesotho, Guinea:* election observer missions. *Guinea, Guinea Bissau, Kenya:* civic education programs (AREAF funded). *Kenya:* work with the League of Women Voters. *Zimbabwe:* working with opposition political parties to strengthen their capacity to participate in the political system.

In the future, IRI hopes to link up political party leaders and election administrators through an African Democratic Network.

African affiliates and/or partner organizations: Many NGO partners

II. DEVELOPMENT BACKGROUND

Development sectors: IRI focuses on 3 main areas:

1) Party building: IRI works either across the board to build political parties, or with like-minded right of center parties in a given country. The latter has been the case in Latin America. In Africa, this ideological development has not occurred, therefore, they work with parties across the board.

2) Parliamentary training: IRI has done a great deal of parliamentary training, but none in Africa. It has also developed a program with the Center for International Private Enterprise on public policy choices for the economy. The programs are aimed at politicians, not bureaucrats.

3) Local governance: IRI has trained political parties to assume the role of local government officials. IRI carried out the project in conjunction with civic organizations and the issues facing local governments. In Haiti, IRI plans to work with NGOs to extend political parties to run for office in the new layers of government that are being created. In this way, IRI is preparing them to assume their constitutional role.

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Rapid Response-Civil Society

The lesson that IRI learned from SEED (Supporting Eastern European Democracy Act) was that it did not know much about AID, nor was it capable of quickly assessing the political situation in a given country. Now it has a network of people it that it can bring to bear to do quick assessments.

Other areas of activity are rule of law (IRI helped to develop an amnesty law for Haiti); and conflict resolution/ civic education (an area they are in the process of developing in Africa).

Work with indigenous NGOs or groups in Africa: See "Country Programs in Africa." When asked how often IRI works with NGOs in carrying out its programs, IRI responded that a lesson learned was that a project is much stronger if it has a local partner and the group has partial ownership. In addition, IRI is not the "know-it-all" American telling these people what to do. Between 50 and 75% of its programs are carried out by local partners.

In Latin America, it has provided NGOs with financial, logistical and organizational assistance. The groups tend to bring their needs to IRI's attention, and then IRI discusses with them its experiences from work in other countries. In Vietnam, IRI worked with and NGO to do training on economic reform and private enterprise. IRI is now following up on that to do a rule of law project. IRI wants to work with the groups to build local capacity and to have credibility.

After 10 years, some of these groups in Latin America are strong enough to survive on their own. Indeed many have begun to work with each other. IRI has been able to phase out some of its activities in Latin America, but only after 10 years of work. In evaluating its projects, it has found quite frequently that there is no immediate evidence that democracy was improved or strengthened. The interviewees expressed a concern that AID's approach to evaluation is too quick, and does not allow for a long-term time frame.

Previous work with AID: Over half of IRI's budget comes from AID. Almost all of the work in African countries is through AREAF

III. FUTURE INTERESTS/ ACTIVITIES

Expected future level of activity in Africa: An increase in African activities is expected

Documents sent: A copy of a newsletter has been sent by fax. The annual report is not available.

Rapid response-civil society

INSTITUTE OF CULTURAL AFFAIRS

629 East Fifth Street, New York, NY 10009

Tel: (212) 673-5984

Fax: (212) 505-1548

Category: Non profit, AID-registered, US PVO

Contact person(s): Mr. Vaughn O'Halloran, International Liaison Officer

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Central America, South America, North America, Europe, Eastern Europe, North Africa, East Asia, South Asia, South-East Asia

Offices in Africa: Cote d'Ivoire, Kenya, Zambia

Country Programs in Africa: Cote d'Ivoire, Kenya

African affiliates: Brobo Women's Cooperative (Cote d'Ivoire); National Council on Population and Development; 50 women's groups (Kenya); Zambia Organic Farmer's Association.

II. DEVELOPMENT BACKGROUND

Development sectors: Tends to be a broad range of organizations rather than sector specific.

Work with indigenous NGOs or groups in Africa: Helped to establish a Nigerian consortium -- Nigerian Integrated Rural Accelerated Development Organization. ICA's specialty is to do institutional development and capacity building.

Specific programs promoting democratic development and the strengthening of civil society:

Their work is in training people, using the "participatory planning methodology." They believe that it is important to give people, especially those at the local level, the tools to work and plan together. They feel that it is the key to development.

Previous work with AID: A couple of contracts -- doesn't use AID funds very often because it is very difficult to use in conjunction with southern NGOs, and government funding carries perceptions.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Depends on how it is set up. Very interested in building civil society, personally. ICA sees that as what it does.

Expected future level of activity in Africa: probably same

V. INTERVIEWER'S COMMENTS

O'Halloran wasn't terribly forthcoming or descriptive about ICA's programs. From the InterAction directory, ICA "functions as an informal federation of not-for-profit nationally autonomous units in over 100 locations within 32 nations." Further, "ICA provides consulting services in the following areas of project planning, design and implementation; program monitoring, evaluation and funding; human resource development and leadership training; conference and focused workshop design and facilitation; information systems development and training."

He also asked for information on ARD's project.

INSTITUTE FOR DEVELOPMENT RESEARCH

20 Park Plaza, Suite 1103, Boston, MA 02116

Tel: (617) 422-0422

Fax: (617) 422-0494

Category: Non profit

Contact person(s): Ms. Jane Covey

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): Latin America, South Asia, South-East Asia

Offices in Africa: None

Country Programs in Africa: regional

African affiliates:

II . DEVELOPMENT BACKGROUND

Development sectors: NGO institutional development

Work with indigenous NGOs or groups in Africa: 1) In Kenya, Uganda and Zimbabwe, IDR is doing a case study of how NGOs influence government policy.

2) In Zambia, they are working with FODEP to see how it can transform from an election monitoring organization to doing civic education. IDR is helping them restructure to make that transition.

3) Establishing regional relationships. It hopes to work with Mwango to make it an intermediary to a broad range of groups in southern Africa. In that capacity, they are doing strategic planning, management, and organizational development and also helping them on the policy side.

4) In South Africa, CEDPA is providing research support and educational materials in the area of strengthening NGOs.

Previous work with AID: Subcontractor on a program in Asia to strengthen NGOs. IQC for Zambia.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Feels that whatever AID finally does, it should not undermine existing African intermediaries. IDR always works with intermediaries and feels that is critical to their mission.

Expected future level of activity in Africa: Don't know. Africa programs are newer than Asia.

INTERNATIONAL INSTITUTE FOR RURAL RECONSTRUCTION

475 Riverside Drive, New York, NY 10115

Tel: (212) 870-2992

Fax: (212) 870-2981

Category: US PVO

Contact person(s): Mr. Eric Blitz

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Central America, East Asia, South Asia, South-East Asia

Offices in Africa: Nairobi

Country Programs in Africa: Ethiopia, Ghana, Kenya, Tanzania, Uganda

African affiliates: Ghana Rural Reconstruction Movement

II. DEVELOPMENT BACKGROUND

Development sectors: They do a lot of work in agriculture, women's groups, youth groups, farm and other cooperatives/credit unions, plus some business and workers' groups. They do the full range of community-based participation and development, particularly in rural areas. Their approach is based on the mass education movement in China during the 1930s. They try to build capacity from the base level, mainly with peasants. Their goal is the empowerment of people, and their training is based on past experience.

Work with indigenous NGOs or groups in Africa: All their work is with indigenous NGOs. They run 8-10 training courses in Phillipines, other workshops in Kenya. They work at the community level with movement leaders. They are not into organizational or strategic management, rather they are more content oriented, supporting self-governance.

Specific programs promoting democratic development and the strengthening of civil society: Expertise is really in NGO development and training.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Yes, because 1) they have a wide network of contacts of NGOs in Africa -- people who have gone through IIRR training and 2) they are a US PVO and could be a participant in an AID-funded project. They don't however want to be a prime contractor because they aren't interested in expanding outside of their area.

Rapid response-civil society

Expected future level of activity in Africa: Increasing. They want to broaden support to indigenous NGOs, especially those based in and working directly with rural communities.

Rapid response-civil society

JOINT CENTER FOR POLITICAL AND ECONOMIC STUDIES

1090 Vermont Avenue, NW, Suite 1100, Washington, DC 20005

Tel: (202) 789-3500

Fax:

Category: Non profit, 501(c)(3)

Contact person(s): Milton Morris, Vice President for Research

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): East Asia (Japan)

Offices in Africa: South Africa

Country Programs in Africa: Botswana, Ghana, Senegal, South Africa, Sudan, and Uganda

African affiliates: Afrique Espoir (Senegal); Botswana Democracy Project; CERDET (Senegal); Goree Institute (Senegal); Institute for a Democratic Alternative for South Africa (IDASA); Institute for Multi-Party Democracy; (MPD)(South Africa); Institute of Economic Affairs (Ghana); Sudan Democratic Gazette

II . DEVELOPMENT BACKGROUND

Development sectors: The Joint Center sees its mandate, based on its own historical experience, as facilitating excluded segments of society to participate in the political process. it has a particular interest in governance and capacity building as it relates to public participation.

Work with indigenous NGOs or groups in Africa: The funding from NED does not provide for much in the way of technical assistance or institutional development, but the Joint Center would be interested in linking up with African NGOs, in particular those that focus on research. The South Africa project involves a sub-grant to MPD to serve as local partner to plan two conferences. MPD staff will contribute to the plan and provide on the ground logistics.

Specific programs promoting democratic development and the strengthening of civil society: The Joint Center acts as a US administrator for grants from the National Endowment for Democracy to organizations in Africa. In this capacity, their staff monitor and evaluate the specific program's objectives, review and prepare both financial and program reports, and ensure grantee compliance with federal regulations.

The Joint Center is also working on a project in South Africa, funded by the AID Mission there. In partnership with NDI and IRI, the Joint Center is helping South Africans to prepare for elections, especially those segments of the population that have no experience in the electoral process. Additionally,

Rapid response-civil society

they will assist in the development of a competitive political process. This falls somewhere in between governance and civil society.

Previous work with AID: The South Africa project is AID-funded, and the some of the NED projects have been AID-funded.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:
Yes. They are also interested in the governance facility.

Expected future level of activity in Africa: Unknown.

V. INTERVIEWER'S COMMENTS

The Joint Center qualifies a "Gray amendment" organization. Its mission as a "think tank" is to focus on issues of concern to black Americans.

LUTHERAN WORLD RELIEF

390 Park Avenue, New York, NY 10016

Tel: (212) 532-6350

Fax: (212) 213-6081

Category:

Contact person(s): Paul Nelson (in Washington office) 543-6336

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Latin America, Middle-East, Pacific-Rim, South Asia, South-East Asia, East Asia

Offices in Africa: Kenya, Niger

Country Programs in Africa: Angola, Botswana, Burkina Faso, Ethiopia, Kenya, Liberia, Madagascar, Mali

African affiliates: national church bodies, where they exist

II. DEVELOPMENT BACKGROUND

Development sectors: 1) National Lutheran church bodies (Tanzania and Namibia), 2) Natural resource sector

Work with indigenous NGOs or groups in Africa: Providing technical assistance and helping with long-term organization building has been a strong theme for Lutheran World Relief in the last 5 years.

Specific programs promoting democratic development and the strengthening of civil society:

Democratic development wouldn't necessarily be in the title of an LWR project, but if it involves working with a group of people to participate in the decisions being made that affect them, then that is working in participatory democracy.

Previous work with AID: LWR has had negative experiences with AID. Had a matching grant with AID to support small-scale NGOs. The auditing requirements, in particular, became very cumbersome and LWR walked away from the matching grant from AID, deciding it was not worthwhile.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: LWR is very interested in the whole idea of promoting civil society, but if it went back to AID, it probably would not be in this area.

Rapid response-civil society

Expected future level of activity in Africa: Doesn't know.

V. INTERVIEWER'S COMMENTS

Expressed concern about working with AID, and that these concerns are widely held within LWR.

Paul Nelson would be willing to participate in further discussions, or reviewing proposals at a later date, even if LWR not participating in the facility.

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NATIONAL ENDOWMENT FOR DEMOCRACY

1101 15th Street, 7th floor, Washington, DC 20005

Tel: (202) 293-9072

Fax: (202) 223-6042

Category: 501(c)(3), non profit, foundation

Contact person(s): Thomas O'Connor, Deputy Director of Program

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): FSU, Eastern Europe, Latin America, Caribbean, Asia

Offices in Africa: None

Country Programs in Africa: Botswana, Burkina Faso, Cote d'Ivoire, Ghana, Guinea, Ethiopia, Kenya, Liberia, Malawi, Mali, Nigeria, Senegal, Sierra Leone, Sudan, South Africa, Uganda, Zaire, Zambia

African affiliates: Many grant recipients

II . DEVELOPMENT BACKGROUND

Development sectors: Promoting democratic development across many sectors -- political parties, private sector associations, trade unions, media/journalism, human rights, research centers

Work with indigenous NGOs or groups in Africa: NED is strictly a grant-making foundation. Sometimes technical assistance is part of a grant to a local NGO, in the sense that it may do training workshops, etc. NED does not specifically work them to help the organization develop its mission over time. It does do some TA in the area of financial management, and this is aimed at enabling the grantees to fulfill their reporting requirements.

Specific programs promoting democratic development and the strengthening of civil society: NED provides funds to its "core grantees" -- the National Democratic Institute for International Affairs (NDI), the International Republican Institute (IRI), the Free Trade Union Institute (FTUI), and the Center for International Private Enterprise (CIPE). The core grantees have a fair amount of freedom in deciding how they interact with local organizations. Their project proposals are approved by the Board, and cover a wide variety of projects.

NED also gives grants to indigenous NGOs, using American groups as "pass-throughs." The American group administers the grant and ensure compliance with programmatic goals and financial responsibilities. The grant recipients vary, but include human rights groups, research centers, media insitutes or publications, civic education organizations, and institutes promoting democracy.

Rapid response-civil society

NED approves projects, whether to core grantees or to independent organizations, based on how well they match NED priorities and the merit of the particular project. Each year, NED decides the countries that it wants to build programs in and then sets target funding levels. Program officers go the targeted country, meet with a broad sector of people and organizations, and basically put the word out that they are looking to fund NGOs. NED receives proposals from local organizations or the core grantees and then decides whether or not to fund them.

There is a specific formula by which NED allocates its budget to the core grantees. A percentage is reserved for independent grantees. Grants are made at quarterly Board meetings, the end of a long review process.

Previous work with AID: Has worked with AID for three programs: Nicaragua, Eastern Europe (SEED I and II), and South Africa. The AID-funded projects get approved in the same way that the regular funds are approved.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: NED is not out looking for a AID money. It is concerned about the weight of the AID reporting and monitoring requirements. Already, any grant for more than \$25,000 must be audited, per OMB Circular 133. NED has found that, sometimes, the audit can cost as much as the grant. NED is currently trying to get the threshold raised to a level that will give it more flexibility.

If approached by AID to do this project, NED would not automatically reject it. Working with AID would have to conform to the process it already has in place. This could include reviewal and approval by its Board of Directors and conformity to NED country and funding priorities.

There are many organizations with which NED works that AID would not be able to touch because they are too political or because the groups themselves would not be able to accept such close contact with the US government. NED sees itself as complementing AID work, because it can get into areas that AID cannot. He gave as an example, the Burmese government in exile. AID cannot do anything with or for them, while NED has three grants to pieces of this government-in-exile. NED is doing a great deal of work in China, where AID can do nothing.

Expected future level of activity in Africa: Doesn't know exactly. Does expect that the AID program in South Africa will run out and not be extended.

V. INTERVIEWER'S COMMENTS

NED has solid experience as a grant-making foundation that is involved in a wide variety of sectors. It has had problems working with AID in the past and may be reluctant to do so in the future.

Rapid response-civil society

NATIONAL DEMOCRATIC INSTITUTE FOR INTERNATIONAL AFFAIRS

1717 Massachusetts Avenue, NW, fifth floor, Washington, DC 20036

Tel: (202) 328-3136

Fax: (202) 939-3166

Category: Non profit

Contact person(s): Ned McMahon, Senior Program Officer for Africa, Eric Bjornlund

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Latin America, Caribbean, Eastern Europe, Central Europe, South Asia, FSU

Offices in Africa: South Africa (Cape Town and Johannesburg)

Country Programs in Africa: (1992) Angola, Burundi, Cameroon, East Africa Region, Ethiopia, Kenya, Namibia, Niger, South Africa, Southern Africa Region, Togo, Zambia

African affiliates: GERRDES-Afrique, plus country chapters in francophone Africa; Center for Development Studies

II. DEVELOPMENT BACKGROUND

Development sectors: NDI works in political party training, election processes, legislative training, local government, civil-military relations, and civic education.

Work with indigenous NGOs or groups in Africa: Whenever it has gone into a country in Africa for election-related work, it has identified local people/groups to work with. As a result, it has built up a many relationships. These groups have a half-life -- if NDI walks away from them, they quickly disappear. NDI very rarely actually funds local groups. It is very careful about developing too close a relationship with a given group because they are very fragile and NDI doesn't want to risk being too closely associated with a group that doesn't have broad support. It has used GERRDES quite a bit, and is now considering using making a grant to GERRDES to do regional election training. It works with groups to build them over time, but this is not an explicit part of their work. NDI is most concerned with upgrading and professionalizing their work.

NDI doesn't see long-term institution building as its area of expertise. Rather it focuses more on short to medium-term institution building. One of the weaknesses however, with the short-term nature of AREAF is that it can be difficult to staff the projects. It is very labor-intensive work and usually requires someone on the ground for months before the election.

Rapid response-civil society

Specific programs promoting democratic development and the strengthening of civil society: NDI feels that its specialty is the election process itself. It is also placing more emphasis on the pre-election process to ensure that parties compete on a level playing field with no harassment from the government. It also has done a great deal of training with legislative groups -- i.e. the parties that have subsequently taken office in a legislative election. They have also done work with local and municipal governments as national governments have been forced to decentralize their power.

From the 1992 annual report, NDI has done:

Political party training -- Angola, Niger, and Zambia

Election processes -- Botswana, Cameroon, Cote d'Ivoire, Congo, Ethiopia, Liberia, Namibia, Niger, Senegal, South Africa, Togo and Zambia

Legislative Training -- Namibia

Civic Education -- Liberia, Namibia, South Africa

Through the AREAF cooperative agreement, NDI has done a great deal of training in Africa. AREAF has also allowed it to do a certain amount post-election programs, but only if they are related to the election process.

Previous work with AID: AREAF is a cooperative agreement with AID. NDI has implemented AID programs in Eastern Europe and South Africa, and has responded to requests from missions in Africa.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:

Yes. NDI is glad to see AID is finally realizing that they need to move more quickly, and feels that AID is cumbersome and slow. With AREAF it took two years just to get them to listen to the idea, and then a full six months just making the proposal. That is time spent away from implementing programs. Having a statutory relationship with the AID country mission can also be problematic because NDI brings in international teams and it doesn't want to be seen as taking orders from the American Mission/Embassy. The relationship can't be imposed, and is usually worked out through discussion. NDI is very comfortable with its relationship with NED. Feels that they have flexibility and fast response. One of AREAF's strengths is that it is centrally run. Rather than dealing with many different sets of personalities and procedures, they work with one group.

Expected future level of activity in Africa: NDI wants to do a parliamentary training workshop in West Africa.

V. INTERVIEWER'S COMMENTS

NDI was very positive about AID's desire to the create more flexible funding sources. There are two areas in which they could participate. With the civil society facility they could work to build NGOs like GERDDES -- groups that could do training in civil society, or work to build election monitoring groups, civic education groups, etc. In other words, they could work to build groups that are active in election processes, the type of work that is really their specialty. The problem is that they haven't done this a great deal in the past. Building local capacity is not their main focus, rather it seems to be a side-effect. In the governance facility, they would work with legislatures and/or local governments. They

Rapid response-civil society

have done this a fair amount in Eastern Europe and Latin America, but only in Namibia in Africa. As political parties are built up in Africa and more legislative elections are held, they could work with the legislatures. This is a fairly natural outgrowth of their work with political parties.

NATIONAL COOPERATIVE BUSINESS ASSOCIATION

1401 New York Avenue, NW, Suite 1100, Washington, DC 20005

Tel: (202) 638-6222

Fax: (202) 638-1374

Category: Cooperative Development Organization

Contact person(s): John Paul, Jim Colli

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Central America, Pacific-Rim, South-East Asia

Offices in Africa: Burkina Faso -- regional office.

Country Programs in Africa: Burundi, Mali, Niger, Rwanda, Sao Tome and Principe, and South Africa

African affiliates: None

II. DEVELOPMENT BACKGROUND

Development sectors: They work to encourage communities to organize themselves in a cooperative manner for economic activities.

Work with indigenous NGOs or groups in Africa: In working with community cooperatives, they try to teach them what a cooperative is, help the groups do feasibility studies, and help the groups get access to credit. Most of their experience has been in getting farmers to join together to buy inputs or store commodities until the price rises. Sometimes, they have helped villages set up stores to sell basic items that they can't produce, such as tea or sugar. NCBA usually puts 3-4 people in the capital, and maybe 25 or so agents in the field who actually work with the communities. The training is on the ground and in the form of advice on how to go about their work.

Specific programs promoting democratic development and the strengthening of civil society: None. In conversations with people at AID, they have been interested in the democratic aspect of how cooperatives organize and operate. The approach is to find out what the village thinks it needs and then go from there. The cooperatives they have established have economic activities as their main purpose. The approach is flexible and could be adapted to different types of organizations.

Previous work with AID: Most of NCBA's money comes from AID, usually through cooperative agreements.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Very interested in receiving more information when the project is at a more advanced stage.

Rapid response-civil society

Expected future level of activity in Africa: Don't know. Most of its activity is already in Africa.

OUTREACH INTERNATIONAL

221 W. Lexington, Suite 280, Independence, MO 64050

Tel: (816) 833-0883

Fax: (816) 833-0103

Category: US PVO

Contact person(s): Nancy Eisler

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Caribbean, Latin America, Central America, Asia

Offices in Africa: None, though they do have human development specialists located throughout Africa with whom they work.

Country Programs in Africa: Ghana, Kenya, Zambia, Zaire, Nigeria

African affiliates: Literacy and Evangelism Fellowship (Kenya); Freedom from Hunger (Ghana and Togo); RLDS Church (based in Independence).

II. DEVELOPMENT BACKGROUND

Development sectors: Participatory human development is their area of expertise, and they don't really have a specific sector in which they work. They integrate many issues to create a more complete picture. [Interaction profile says they do work with farmers cooperative programs].

Work with indigenous NGOs or groups in Africa: They are only beginning to tap the surface of the subject, and are networking with other organizations. They don't do much work with actual organizations in Africa (though they have in the Phillipines), rather they focus on empowering villagers at the local level to organize and tap into the resources that exist. Some of their work has resulted in NGOs forming, and sometimes they provide funding to specific organizations that already exist and whose goals are similar to their own.

Specific programs promoting democratic development and the strengthening of civil society: Their aim is to empower people by building self-help programs that will be self-sustaining over the long-run.

Previous work with AID: Recently registered with AID

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Open to receiving more information.

Expected future level of activity in Africa: Hope to expand.

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OXFAM AMERICA

26 West Street, Boston, MA 02111

Tel: (617) 482-1211

Fax: (617) 728-2594

Category: Non profit

Contact person(s): Rob Buchanan, Programs

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): Asia, Latin America, Caribbean

Offices in Africa: 4 regional offices

Country Programs in Africa: Burkina Faso, Cape Verde, Gambia, Guinea Bissau, Eritrea, Ethiopia, Mali, Mozambique, Namibia, Somalia, Zambia

African affiliates: work with "local project partners" -- not really affiliates

II . DEVELOPMENT BACKGROUND

Development sectors: Rural, agriculture. Oxfam is not an operational agency. Rather it supports local NGOs who do the projects.

Work with indigenous NGOs or groups in Africa: They do some work in capacity building by working with the NGOs to help them meet their own needs, whether it is providing outside training or expertise in a particular area. It is not strictly a funding relationship, but can involve training, linking them with similar organizations in Africa or those organizations at the same stage of development, and building North-South linkages.

Specific programs promoting democratic development and the strengthening of civil society: Oxfam sees this as a big part of strengthening indigenous organizations because it leads to more participation and more monitoring or government power. This in turn leads to more democracy and fewer abuses by the government.

They didn't specifically work in democracy building, but have expanded into that area more directly. In the Horn, they have talked about funding an educational program where they would bring people, especially rural, into the discussion on the new constitution. They hope to work with a group in Ethiopia on that. Oxfam was also one of several sponsors of a conference on reforming the Ethiopian economy. Their programs are mostly agricultural-related and in rural areas. They want to extend the policy debate to these areas because, in Africa, there is a tendency for urban elites to dominate the political debate.

Rapid response-civil society

Previous work with AID: None. They have a policy of not accepting government money.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:
None.

Expected future level of activity in Africa: Probably increasing as their funding base increases.
Always difficult to tell.

V. INTERVIEWER'S COMMENTS

Oxfam expressed a concern that, when funding is available, groups appear out of nowhere and justify themselves in order to get money. They are "working the system" and are not legitimate groups.

PACT

1901 Pennsylvania Avenue, NW, Suite 501, Washington, DC 20006

Tel: (202) 466-5666

Fax: (202) 466-5669

Category: Non profit, AID-registered, US PVO

Contact person(s): Mr. David Williams, Regional Director for Africa/Eastern Europe/CIS or Ms. Heather Clark, Deputy Director

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): Central America, South America, North America, CIS, South-East Asia

Offices in Africa: South Africa, Madagascar

Country Programs in Africa: South Africa, Madagascar

African affiliates: will send list -- works with many groups

II . DEVELOPMENT BACKGROUND

Development sectors: PACT works with broad range of NGOs. PACT does not claim to have technical expertise in any one sector, like agriculture or conservation. When it does do sector-specific projects, it then goes out and looks for consultants who have the needed expertise.

Work with indigenous NGOs or groups in Africa: PACT's mission is to strengthen NGOs in the broadest sense of the word. It serves as an intermediary between the funder and the local group and provides assistance to professionalize and upgrade what they do.

There are two South Africa projects. The first is to strengthen the NGO sector across the board. Consequently, they are working with black led, progressive NGOs that will be central to the transition because they will be working with, but won't be a part of, the new government. The NGOs focus on housing, legal/human rights issues, civic, community development. The second is specifically within the micro-enterprise sector, and is aimed at both credit and technical assistance NGOs. PACT program is more focused on strengthening the institutions in South Africa that work directly with the small-scale entrepreneurs. [As opposed to Gemini program, which works directly with the entrepreneur.]

For the Madagascar program, PACT is a grant manager to a consortium of local conservation organizations. The purpose is to identify a strategy through which conservation and development efforts can be effectively integrated to support the residents and organizations to take care of the environment while having some potential for economic and social development. He said, "no one really knows how to do it. AID is giving a \$19 million umbrella grant to develop the approach."

Rapid response-civil society

Specific programs promoting democratic development and the strengthening of civil society: The South Africa program is definitely aimed at strengthening civil society.

Previous work with AID: Mostly cooperative agreements and grants. The cooperative agreements have either been for interim activities or for a country-specific program where PACT actually participated in its design.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Yes, especially if the facility requires many different skills and contractors with comparable capabilities. PACT could play the role of intermediary grant manager, i.e. a contractor to a facility to manage grants to southern NGOs.

Expected future level of activity in Africa: Expect to spread out in southern Africa, though the dollar amounts may actually go down.

V. INTERVIEWER'S COMMENTS

David was very interested in the assessment that ARD is doing and the project in general. It has a specific role to play, and could work with African NGOs in a variety of capacities -- including funding and technical assistance. He also stressed that PACT doesn't have sector specific expertise, per se. For example, with the Madagascar program, they hired consultants who are conservation experts. PACT is very good at being an intermediary, training NGOs and providing technical expertise with resources that they procure. PACT manages resources for purpose of strengthening NGOs, in response to a local need. PACT is not an operational organization; its approach is much broader.

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PLANNING ASSISTANCE

1832 Jefferson Place, NW, Washington, DC 20036

Tel: (202) 466-3290

Fax: (202) 466-3293

Category: non profit NGO

Contact person(s): Joseph Coblentz, Associate Director, Food Security/AID Programs.

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): Caribbean, Central America, Mexico, South America, Middle-East.

Offices in Africa: Gambia

Country Programs in Africa: Benin, Gambia, Ghana, Guinea, Madagascar, Mali, Niger, Nigeria, Rwanda, Togo

African affiliates: None

II . DEVELOPMENT BACKGROUND

Development sectors: 1) health 2) population/family planning 3) food security/food aid management

Work with indigenous NGOs or groups in Africa: PA's expertise is in technical assistance and long-term strategic planning. Their contribution is to do collaborative and management planning with both government bodies and NGOs, depending on the project. The purpose is to help them plan their work better.

Specific programs promoting democratic development and the strengthening of civil society: Workshops in family planning, for example, have included both PVOs and government officials. On the government side, they work more with municipal officials than any other group because that is the level that seems to work best. Municipal officials have more roots in the community and deal more directly with the people who are actually in need.

Their strategic planning aims at many things -- annual planning and budgeting, organization and staffing, directing resources and contributions, and financial management. Within that, their emphasis is monitoring and evaluation.

He feels that the whole of idea of improved governance is very much a part of democracy.

Previous work with AID: PA has received AID grants and implemented AID programs through centrally-funded facilities and cooperative agreements.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:
Yes, as long as it is within their realm of expertise.

Expected future level of activity in Africa: Increasing. PA is marketing its ideas in several places. Gets funding from many different sources.

V. INTERVIEWER'S COMMENTS

We had a very good conversation. PA could definitely fit in on both the civil society and the governance facilities. Unlike many other PVOs with whom I have talked, these guys do work with governments on a regular basis. They would probably best fit into a project strengthening local institutions, rather than national ministries

When there is finally something in writing, he would like to see it. He thinks the idea of creating a centrally funded facility is a good one.

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SYNERGOS INSTITUTE

100 East 85th Street, New York, NY 10028

Tel: (212) 517-4900

Fax: (212) 517-4814

Category: US PVO, not-for-profit

Contact person(s): Mr. Bruce Shearer, Executive Director, or Mr. David Winder, Director of Programs.

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): Latin America

Offices in Africa: None

Country Programs in Africa: Mozambique, Zimbabwe

African affiliates: Organization of Rural Associations for Progress (ORAP)(Zimbabwe); Association for Community Development (ADC)(Mozambique).

II . DEVELOPMENT BACKGROUND

Development sectors: Synergos Institute's expertise is in helping southern national foundations develop alternative financing mechanisms for grassroots development. They work mostly with foundation-type institutions and organizations.

Work with indigenous NGOs or groups in Africa: They help the local institution negotiate funding from outside sources by acting as a bridge between them and the funder in the US, Japan, and Europe. They provide technical assistance in structuring the organization and do training in the management of foundation-like organizations.

Specific programs promoting democratic development and the strengthening of civil society: Their affiliates in Mozambique and Zimbabwe play an important role in strengthening community participation. They try to broaden participation in the components of civil society. The organizations always have an independent board of trustees and operate independently of the government.

Previous work with AID: AID-registered.

III . FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Yes, very interested in further discussions because they see the work of this facility as very important.

Expected future level of activity in Africa: Potentially increasing, with a continuing focus on southern Africa and strengthening national foundations.

V. INTERVIEWER'S COMMENTS

Betty Biemen called me back to say she would send me more information. She also asked for some information from us on the project.

UNITED WAY INTERNATIONAL

901 North Pitt Street, Alexandria, VA 22314

Tel: (703) 519-0092

Fax: (703) 519-0097

Category: Nonprofit, US PVO

Contact person(s): Ms. Shannon Duling, Assistant Director, Administration and Affiliate Support

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Caribbean, South America, North America, Eastern Europe, CIS, Europe, South Asia, South-East Asia, East Asia, and Australasia.

Offices in Africa: None

Country Programs in Africa: Mauritius, Nigeria, South Africa

African Affiliates: Community Chest (South Africa)

II. DEVELOPMENT BACKGROUND

Development sectors: United Way International's purpose is to set up United Way type organizations all over the world. Their sector is the non profit sector, in general, and charities in particular. They work a lot to build the non profit sector to sustain it over the long term. They work specifically to promote the concept of volunteerism.

Work with indigenous NGOs or groups in Africa: Their project in Moscow has been going on for 3 years. They found that there was no concept of volunteerism. They worked to get a charity law into the parliament. They then did an inventory of non profits in Moscow and trained the heads of those that seemed to be the most viable. They also set up a volunteer resource center in Moscow to provide non profits with materials, video, and training. They are beginning to move into Byelorussia and Ukraine.

Their work with the South African group has been to provide technical assistance and training to promote the idea of volunteerism and to strengthen the local Community Chest organizations in South Africa. They try to show the business community and the community at large why non profits/charities are important for the community.

Specific programs promoting democratic development and the strengthening of civil society: Sees the strengthening of the non profit sector, their principal role, as very much a part of strengthening civil society.

Previous work with AID: The Moscow program is funded largely as a subgrant of an AID grant to World Learning. They are also running an AID program in Jamaica.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:
Yes, it seems to be within the realm of their mission.

Expected future level of activity in Africa: Doesn't know exactly. They are expanding, but she doesn't know of any new initiatives for Africa.

V. INTERVIEWER'S COMMENTS

She would like to see information on the project. I will send the 2 page overview of the project.

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**US CATHOLIC CONFERENCE,
OFFICE OF INTERNATIONAL JUSTICE AND PEACE**

3211 4th Street, NE, Washington, DC 20017

Tel: (202) 541-3199

Fax: (202) 541-3339

Category:

Contact person(s): Robert Dumar, Liaison for Africa

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): Latin America, Asia, Eastern Europe, Middle-East

Offices in Africa: None

Country Programs in Africa: None

African affiliates: National conferences of bishops in each country

II . DEVELOPMENT BACKGROUND

Development sectors: He serves as a liaison to the African bishops, often voicing their opinions on US policy, alone and through coalitions, to the US government.

Work with indigenous NGOs or groups in Africa: They do very little on the ground in Africa, and nothing in terms of assistance. Their actual work with the African bishops varies, depending on how organized they are. For example, the bishops in southern Africa are very organized and speak as a unit. The bishops will express their opinion on a particular issue, and the US conference will follow their lead.

This occurred on the question of sanctions. In Mozambique, the bishops wanted to put more pressure on the UN to increase the number of monitors, and the US conference notified the UN and the US government of this viewpoint. In Sudan, there is a definite oppression of the church, and the bishops have been more active in pushing the US government to act more forcefully against the violations of human rights. The US conference worked with other groups to raise awareness.

Specific programs promoting democratic development and the strengthening of civil society: Indirectly, they are involved in democratic development, especially where there are human rights violations. The US conference has a limited capacity to work with the bishops because there is just one person to serve as liaison to all of Africa. The US conference doesn't have the resources to really organize the national bishops' conferences in Africa, but is very responsive to them when asked for direction. Their work, again, is as liaison.

Previous work with AID: None. They are oriented towards policy, not program implementation

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:
He is interested. He definitely wants to know what's going on. The US conference serves as a conduit to African churches, but isn't in a position to administer or provide funds.

Expected future level of activity in Africa: They will respond to needs, but the staffing won't increase.

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WORLD RELIEF CORPORATION

450 Gundersen Drive, Carol Stream, IL 60188

Tel: (708) 665-0235

Fax: (708) 653-8023

Category: Non-profit

Contact person(s):

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Latin America, Asia, Eastern Europe, U.S.

Offices in Africa: Senegal, Liberia, Mali, Sierra Leone, Zimbabwe, Sudan, Zaire.

Country Programs in Africa: same countries

African affiliates: National evangelical church groups

II. DEVELOPMENT BACKGROUND

Development sectors: Micro-enterprise development, health, water resources, agricultural training, institutional development for local indigenous groups of all sectors.

Work with indigenous NGOs or groups in Africa: Serves people without regard to religion. The main objective of the organization is to strengthen local capacity by increasing management capabilities, financial skills, technical skills, etc. Small projects are used as a vehicle for training.

Specific programs promoting democratic development and the strengthening of civil society: See above. The organization also wishes to work in conflict resolution.

Previous work with AID: 3-4 child survival grants for Mozambique, Senegal, Liberia, Mali, Sierra Leone.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: If the facility deals in conflict resolution and institution-building, yes.

Expected future level of activity in Africa: Difficult to tell.

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WORLD VISION

220 I Street, NE, Washington, DC 20002

Tel: (202) 547-3743

Fax: (202) 547-4834

Category: Non profit

Contact person(s): Joe Muwonge, Program Manager, International and Multilateral Development Programs

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): Asia, Latin America, Pacific Rim.

Country Programs in Africa: Angola, Botswana, Burundi, Central African Republic, Chad, Ethiopia, the Gambia, Ivory Coast, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mozambique, Nigeria, Senegal, Sierra Leone, South Africa, Swaziland, Tanzania, Uganda, Zaire, Zambia, Zimbabwe.

African affiliates: World Vision collaborates with numerous local affiliates.

II . DEVELOPMENT BACKGROUND

Development sectors: World Vision largely does relief and development, but also focuses on child survival, environmental concerns, water and sanitation, and public health. It has close to 5,000 projects worldwide, and about half of them are geared toward community development.

Work with indigenous NGOs or groups in Africa: In many cases, World Vision is a funding agency for local NGOs to carry out their own activities. In other areas, they are an operational agency, implementing programs in communities. The trend is to work with groups.

They provide a whole range of services, depending on the partner agency. World Vision may begin the whole process and once established, groups approach them with proposals to carry out work. Sometimes they need help in improving the proposal -- making it more clear, working out the budget, etc. World Vision also provides ongoing technical assistance to the communities to deal with the financial responsibilities.

World Vision phases itself out as NGOs become more established. On a small community project for example, building a well involves a small number of people and is relatively easy to get going. They work with the community, while helping to build their capacity. They also will assist in the planning and design, all the while getting them operational. World Vision also helps them do evaluations of the projects. The size of the program depends on how quickly World Vision can phase itself out. (This is quite different from emergency relief operations, where the timing is so important.)

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Specific programs promoting democratic development and the strengthening of civil society: Democratic development doesn't go far unless local communities are empowered enough to say what they want. People must be able to articulate programs in their own interest.

Previous work with AID: World vision is a large recipient of AID contracts, including food aid and emergency relief.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Very. World Vision's hallmark is its fostering ability, to get local communities to take charge of their own affairs.

Expected future level of activity in Africa: World Vision will continue to respond to emergencies in Africa.

WORLD EDUCATION

210 Lincoln Street, Boston, MA 02111

Tel: (617) 482-9485

Fax: (617) 482-0617

Category: Non profit

Contact person(s): Jill Harmsworth, Vice President, Small Enterprise and Partnership Development

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): Asia

Offices in Africa: None

Country Programs in Africa: Kenya, Mali, Mozambique, South Africa

African affiliates: Titoto Home Industries (Mombassa, Kenya)

II . DEVELOPMENT BACKGROUND

Development sectors: They focus a great deal on small enterprise development. This grew out of their emphasis on strengthening indigenous NGOs. They found that the groups needed funds to become sustainable, and income generating activities made the most sense.

World Education is not an operational organization. It does not have offices in the field, and its staff usually consists of nationals. All programs are implemented by NGO partners in the field.

Work with indigenous NGOs or groups in Africa: In the area of strengthening NGOs, their work is tailored to each organization. They have done umbrella type programs (Mali and Kenya, plus a new initiative in Namibia), and have done more tailored work with specific types of NGOs.

For example, Titoto Home Industries is a Kenyan NGO that started in the 1950s, and has since become a large intermediary organization that does training in income-generating activities for women's groups regionally. It also focuses on women's health, running and developing credit programs. World Education uses the women's group as a model and then hooks on individual loan.

Titoto started as a social welfare women's organization focused on services. They encouraged women to organize and endeavor small-income projects like weaving baskets, mats, etc. Part of the service was a store-front in Mombassa where they could sell their goods. In the late 80s, World Education pilot tested a program with them on group needs assessment. The result was a program designed to develop more sophisticated income generation activities and training. They upgraded the activities the women were doing and went to donors for funds. The program didn't work, so World Education helped Titoto do a program evaluation/analysis to try to understand why it didn't work. Titoto

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found that the women didn't really separate household funds from group funds, so they recommended more business training for the women to help them understand the importance of this distinction. through this, they did more one on one work with Titoto in the area of fundraising, staff development. It is a case study of how an NGO grew over many years.

Specific programs promoting democratic development and the strengthening of civil society: The Urban Revitalization Project in Mali was labeled as a democratic initiative. After the riots in Mali that led to the overthrow of Moussa Traore in 1990, community groups saw their neighborhoods in great disrepair. The donor community wanted to help in the election process, and saw that preventing a total breakdown in the economy was one avenue. They defined the project as employment generating to help the election go more smoothly, i.e. promoting a stable environment. World Education reluctantly got involved. The AID mission funnelled money through World Education for community self-help projects - roads, pipes, drainage ditches, latrines in schools, etc. The "democratic development" aspect of it was getting each of the communities to decide what they wanted done. (Each neighborhood was allocated a certain amount of money). The problem was that many of the existing community associations and leaders were too heavily linked to the old regime, so World Education had to make sure that party politics and, in effect, the old status quo were not involved in deciding what projects should be undertaken.

Previous work with AID: In this division, most of its work with AID is in the form of cooperative agreements, and some grants.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: It's feasible that World Education would be interested in participating in the facility provided that it meshes with what they are already doing in the area of institution building with NGOs in Africa. World Education would want to be flexible in responding to NGO needs. they don't want to be involved in an operation where they might be perceived by Africans as the long arm of the US government. How their African partners perceive them is very important, and it needs some distance between it and the government.

Expected future level of activity in Africa: Increase foreseen

V. INTERVIEWER'S COMMENTS

Jill stressed that it is important to build in opportunities for leaders of African NGOs to go elsewhere in the world to see how they have built up over time. Coming to the US may not be as useful as going to the Philippines, for example, where the NGO movement is very strong. Building south-south linkages may be more relevant than north-south linkages.

Another concern was that many of these groups in Africa are very elitist, and have strong roots in the community.

Finally, she thought it was important to build African intermediaries to take over some of the training aspects, such as has happened with Titoto. This is the "working ourselves out of job" approach.

WORLD LEARNING

*Washington Office
Projects in International Development and Training
1015 15th Street, N.W.
Washington D.C. 20006
Tel: (202) 408-
Fax: (202) 408-5397*

*P.O. Box 676, Kipling Road, Brattleboro, Vermont 05302
Tel: (802) 257-7751
Fax: (802) 254-6674*

Category: US PVO, non profit

Contact person(s): Robert Chase, Vice President, Projects in International Development and Training (PIDT)

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Latin America, Asia, NIS

Offices in Africa: Uganda, Malawi, Rwanda

Country Programs in Africa: Uganda, Malawi Rwanda

II. DEVELOPMENT BACKGROUND

Development sectors: Natural Resource Management, AIDS

Work with indigenous NGOs or groups in Africa: Extensive work with NGOs through both projects and programs in sectoral areas such as AIDS and NRM and in institutional development, e.g., strategic planning, monitoring and evaluation, financial management, etc.

Specific programs promoting democratic development and the strengthening of civil society: Recent award of Cooperative Agreement by USAID/Rwanda to manage the Democratic Initiatives and Governance Project which includes a civil society support component. Capacity building for NGOs and grassroots organizations increasing participation in sectoral decision making.

Previous work with AID: Extensive work in managing AID-funded "Umbrella" projects at both the country (e.g., Somalia, Liberia, Malawi, Zaire and Rwanda, Uganda) and regional (PVO/NGO NERMS Project) levels. Management of large participant training projects and many other sectoral activities in most AID regional programs.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Either as the manager of an Umbrella type mechanism or as a recipient of a grant to work with and strengthen indigenous NGOs. Interest is great.

Expected future level of activity in Africa: Anticipated to remain significant as Africa has traditionally been a principal focus for the organization.

V. INTERVIEWER'S COMMENTS

Did not respond by phone, but sent a number of brochures.

WORLD SHARE

6950 Friars Road, San Diego, CA 92102

Tel: (619) 525-2200

Fax: (619) 525-2298

Category: US PVO, non profit

Contact person(s): Ms. Elisa Sabatini, Director of International Programs

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Central America, Mexico, US

Offices in Africa: None

Country Programs in Africa: None

African affiliates: None

II. DEVELOPMENT BACKGROUND

Development sectors: They work in food distribution, and use it as a way to foster community development. In Guatemala, portions of Title II food aid are sold to support programs 36 local NGOs in maternal/child health, natural resource conservation, communal banking and rural infrastructure.

In Mexico, World SHARE receives Section 416(b) commodities which are sold to build community development projects. This program is being phased out, and in its place, they will set up a program based on their US model. Individuals may purchase bags of food at a discount in exchange for 2 hours of community service.

Work with indigenous NGOs or groups in Africa: None.

Specific programs promoting democratic development and the strengthening of civil society: They do try to build the NGO sectors in Mexico and Guatemala by working with them, by providing funding, technical assistance and overall supervision of the program implementation in order to help build the organization.

Previous work with AID: Title II food aid recipient.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Probably not, because they are not looking to move into Africa.

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Expected future level of activity in Africa: None.

V. INTERVIEWER'S COMMENTS

Spoke to Ms. Sabatini's assistant. Ms. Sabatini will get back to me.

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**AFRICAN BASED U.S. INSTITUTIONS:
INTERVIEWED DURING FIELD VISITS**

SENEGAL

African-American Labor Center (AALC)

Contact: Glenn Lesak, Regional Director

Tel: (221) 22.54.70

Fax: 23.26.55

The Senegal Office is one of nine AALC subregional offices resident in subSaharan Africa (Egypt is the tenth) and covers, in addition to Senegal, Guinea, Sierra Leone, Liberia and Cape Verde regularly (and has titular responsibility for Mauritania, Gambia and Guinea Bissau). In Senegal AALC works with the two largest confederations, CNTS and UNSAS, with the former having some 62 affiliates and 900,000 members while the latter has 21 affiliate unions. AALC sponsors some 9 to 12 seminars in Senegal for the unions covering such issues as women in trade union movement, labour code reform and its impact on the labor union movement, etc. It also works with the national level confederations to analyze and lobby legislation affecting the labor union movement including: social security, right to strike, minimum wage, and labor code reforms. Has begun working with the national confederations on AIDS and family planning education and has been involved for some time with voter education but only insofar as it affects elections for the union movement.

In Guinea, Sierra Leone and Cape Verde where the labor union movements are much weaker than in Senegal, the issue has been primarily supporting the union movements in their bid for autonomy from either one party states or newly formed multiparty democracies. This includes training and technical assistance for the purpose of capacity building of these new confederations or in several cases the emergence of new unions/confederations in opposition to the previously state dominated organization.

Analysis: While AALC has not done much (e.g. training, workshops, etc.) in the promotion of democracy & governance with the labor union movements in the countries in this sub-region, it has the interest and capability to do so. More importantly, the labor union movements in these countries, especially Senegal, and to a lesser extent Guinea and Sierra Leone, have significant outreach in terms of membership and thus offer a means for disseminating information relevant to various areas of civil society promotion, i.e., civic education, policy advocacy, mediation and negotiations, etc. They also represent a major force in holding governments accountable and responsive to significant sectors of the population. AALC would be interested in undertaking a civic education component to its work, but would need funding for materials development, and related technical assistance and training requirements. (Hans Siedel and Frederick Ebert Foundations are both involved in assistance to Labour Union movements in Senegal and a number of other countries in the sub-region).

Ford Foundation: Senegal

Contact: William Duggin, Representative & Akwasi Aidoo, Program Officer

Tel: (221) 23.96.19

Fax: 23.29.65

Ford Foundation: Kenya

Contact: Charles Bailey, Representative & Dr. Jonathan Moyo, Governance Advisor

Tel: (221) 338-123/722-725

Fax:

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Ford Foundation: South Africa

Contact: John Gerhart, Representative

Tel: (27-11) 403-5912

The Dakar office of the Ford Foundation serves the Sahelian subregion. Ford Foundation in Nigeria serves the rest of West and Central Africa, while the Kenya and Zimbabwe offices serve Eastern and Southern Africa. The South African office works only in South Africa. The two principal FF programs of interest to this study are those of Rights and Social Justice and Governance and Public Policy. The former program aims at improving intergroup relations and enhancing opportunities for historically disadvantaged or otherwise vulnerable groups. Programs include those aimed at (i) Women, (ii) Minorities, Refugees, and Immigrants and (iii) legal services for the poor. In its West African and Eastern and Southern African Programs, Ford is primarily groups that are trying to improve access to social justice and legal services such as the International Federation of Women Lawyers (FIDA) in Nigeria, South African Council of Churches, and Legal Assistance Trust in Namibia .

The Governance and Public Policy program supports activities to improve the way governing institutions function, public policies are formulated, individuals are trained for public service, and citizens participate in the democratic process. In addition, the programs works to strengthen philanthropy and the nonprofit sector. Specific programs and activities supported through grant funding include: (i) Governmental Structures and Functions; (ii) Local Initiatives; (iii) Civic Participation; (iv) Dispute Resolution; (v) Public Policy Analysis; (vi) Strengthening Public Service; and (vi) Philanthropy. (i) A cross section of institutions and organizations funded a for what purposes include: International Commission of Jurists (Kenya) and Social Science Council of Nigeria in Governmental Structures and Functions; (ii) African Womens Development and Communications Network (FEMNET) in Kenya, Tanzania Non-Governmental Organizations (TANGO) in Local Initiatives; (iii) Foundation for Contemporary Research (South Africa) and Zimbabwe Tobacco Industrial Workers Union in Civic Participation; (iv) Independent Mediation Trust in Dispute Resolution; and (v) Zimbabwe Institute of Public Administration and Management and Young Women's Christian Association of Kenya in Public Policy Analysis.

Analysis: Ford Foundation is important because of its knowledge of all major subregions in Africa and its work in areas that are relevant to both civil society promotion and improved governance within state sector institutions. Having provided grants to numerous organizations, public, private and voluntary, it can advise AID as to likely organizations that will be good "investments" in terms of providing project support. Finally, Ford has managed to attract a number of superbly qualified Africans, including political scientists, as resident staff of its different regional missions. They are likely to provide perspectives that American staff cannot.

SOUTH AFRICA

African American Labor Center

Contact: Daniel O'Laughlin, Southern Africa Regional Representative

Tel: (27-11) 403-3246/48

Fax: 403-1101

Ford Foundation-South Africa

Contact: John Gerhart, Country Representative

Tel: (27-11) 403-5912

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Private Agencies Collaborating Together (PACT) - South Africa

Contact: Marilyn Richards, Country Representative

Tel: (27-11) 403-3010 Fax:

International Republican Institute (IRI)

Contact: Leigh Johnson, Program Officer/South Africa

Tel: (27-11) 339-2904 Fax: 339-5204

National Democratic Institute (NDI)

Contact: Anna Wang, Project Officer

Tel: (27-11) 339-2904 Fax: 339-5204

African American Institute (AAI)

Contact: Ferrari, Country Representative

Tel:

Africare

Contact: Lois Hobson, Country Representative

Tel: (27-11) 838-3295/884-1390

UGANDA

African American Institute (AAI)

Contact: Colin Clark, Uganda Representative

Tel: c/o USAID/Uganda

AAI is the primary AREAF member assigned to Uganda for the constituent elections. Has supported a number of individual human rights organizations as well as NOCEM the overall umbrella organization. Relations with AID have been somewhat strained but seem to have strong support from the American Ambassador. Believes that it has developed a strong set of relations with the Ugandan NGO community and knows what is going on and has developed its program according to its understanding of the local situation.

Analysis: The friction with AID arises from the very different conception between the two organizations as to who AREAF's client is in Uganda. The mission feels that it is the client, while AAI feels that it is responsible for developing a program responsive to the local community of NGO and human rights organizations. It certain that AAI has a degree of flexibility in dealing with the community that AID because of its official status could not have. This is an aspect to be valued. On the other hand, there should be more of an attempt to collaborate with concerned mission staff.

World Learning, Inc (formerly Experiment in International Living)

Contact: Mr. Willie Salmond, Country Representative

Tel: (256-41) 242-429/233-237

Probably the largest of the U.S. PVOs operating in Uganda. Have been in Uganda since the mid-1970s and has built up a great deal of credibility and an excellent reputation as a result of its presence during

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some of the worst years of fighting, abuses, etc. Has a number of AID-funded programs the largest of which is an AIDS program in which it provides grant and technical assistance to a number of Ugandan organizations working in AIDS prevention and education. Also is significantly involved in natural resource management with AID and other multi-lateral donor funding.

Analysis: This is one of the few countries where World Learning actually has its own program as opposed to acting as the manager of AID umbrella projects (e.g. Malawi, Rwanda). Although it is managing the USAID/Rwanda D/G project it was chosen for its ability to manage AID projects through a Cooperative Agreement, not because of its knowledge of African democracy and governance. Could it be involved in a similar type of activity in Uganda? Yes.

**PART II: AFRICAN REGIONAL INSTITUTIONS:
AN ILLUSTRATIVE SAMPLE**

**A STUDY OF USAID'S CAPACITY FOR RAPID RESPONSE
IN SUPPORT OF AFRICAN CIVIL SOCIETY**

African Regional Organizations Capabilities in Civil Society Promotion

A. Profile

To the extent that we live in a global community, it is possible to talk of the growth and development of an international civil society, and in the context of Africa, a regional one. Certainly, the evidence portrays the existence and steady growth of a range of institutional forms in Africa including: (i) broad-based movements, including the church (e.g., Six "S" a subregional federation of peasants associations in six Sahelian countries; The African Women's Development and Communications Network/FEMNET which is coordinating the participation of African women in the upcoming 1995 Women's World Conference; the All African Council of Churches, a member of the World Council of Churches); (ii) regional networks of professional associations (e.g. African Jurists, Public Administration and Management, Professional Media Women); (iii) NGO regional and subregional networks and consortia (e.g., Forum of African Voluntary Development Organizations/FAVDO, The Center for Eastern and Southern African NGOs/MWENGO, Development Innovations and Networks/IREN); (iv) democracy and human rights centers and institutes (e.g., Goree Institute, GERDDES, IDASSA); and (v) a number of specialized NGOs and non-profit policy, research and training institutes (e.g., the Africa Group in Ethiopia, CODESSRIA in Senegal, INADES-Formation in Ivory Coast, African Economic Research Consortium in Kenya).

If the issue is framed in terms of organizations which have a regional capacity to support the growth and development of civil society in individual African countries (in addition to regional organizations themselves), then there are numerous national level NGOs, that could make a significant impact as well. Such national level organizations include universities (e.g., Departments of Journalism or Communications; Institutes of Development Studies, and research centers), specialized civic organizations (e.g., IMMSA in South Africa, the Institute of Economic Affairs in Ghana, the Centre Ivoirien de Recherches et d'Etudes Juridique in Ivory Coast), institutes for public administration and management (e.g., the Ghanaian Institute of Public Administration and Management, Kenya Institute of Administration), and multipurpose NGOs and NGO consortia (e.g., CONGAD in Senegal, ORAP in Zimbabwe, Tanzanian Media Women's Association). Particularly on a subregional basis, these national level NGOs and civic organizations could definitely work with counter parts in neighboring countries to improve skills through the sharing of experience gained in their own successful programs.

B. Assessment of Capabilities

As noted in the preceding section, a growing number of regional NGOs has emerged, in many ways mirroring the differentiation and specialization that has gone on within the NGO sectors at the country level. While most of the specialized civic organizations (e.g., Goree Institute, CERDET, GERDDES) have been established within the past two to three years, they have been able, for a number of reasons, to attract significant amounts of donor funding. Thus they have begun to rather quickly build significant institutional capacity around a core group of professionals. None of these specialized organizations are membership based. The older and more established group of regional economic and social development research institutes and policy centers (e.g., CODESSRIA, AERC), have developed an extensive network of individual and institutional contacts with expertise in a wide variety of economic and political science areas; primarily within national university systems and autonomous research and policy centers. The newer regional professional associations (e.g., Southern African Media Association, FEMNET, Women

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in Law and Development in Africa) and a number of the older ones, (e.g., AAPAM, AALAE, African Association of Women in Research and Development) have also found a niche in the newly growing field of democracy and human rights, and have received or maintained adequate funding to set-up a permanent secretariat (or a separate division within the older associations).

In contrast to these more specialized regional organizations are the regional multipurpose NGOs including federations, NGO consortia, and research and training organizations. Virtually all of them, including the newer regional and subregional consortia, have increasingly geared their programs towards some aspect of democratization, particularly in terms of defining new roles for national NGO sectors as members of civil society. Historically they have focussed on building the institutional capacity of national level NGOs, consortia and networks to be better able to participate in national development. As has been the case of NGO communities in general, the issue has become one of defining national development broadly to incorporate a political dimension as well. Of all the regional organizations with a potential in civic action, these multipurpose NGOs have had the most difficult time in translating this new emphasis on democratization into concrete programs capable of garnering donor support. Although the regional and subregional federations and consortia generate some funding from member organizations, it is limited, thus making them extremely dependent on donor support. In this regard, northern NGOs (e.g., OXFAM, World Council of Churches, USA for Africa, PACT), consortia (e.g., InterAction, the Canadian Council for International Cooperation) and foundations (e.g. Ford, MacArthur, Frederick Ebert), have been the primary source of financial and technical assistance for these organizations.

Finally, those national level NGOs which have established successful programs in their own countries have done so by proving their capacity to develop innovative programs that are well-managed and have moved into a stage of institutionalization with a broadened leadership base and a secure source of funding. In some ways, these national level organizations have as much if not more to offer other NGOs than the purely regional NGOs.

AFRICAN REGIONAL INSTITUTIONS INVENTORY AND PROFILE

THE GAMBIA

Center for Democracy and Human Rights Studies, The Gambia

Contact: Executive Secretary

Tel: (220) 94525

Fax: 94962

Created in 1989 by an act of the Gambian Parliament to promote in cooperation with other African and international organizations the observance of human rights and democratic principles in all parts of Africa. It is an independent organization governed by a council of experts, and has observer status with the African Commission on Human and People's Rights. The Center's programs include: (i) Activities to increase awareness in Africa of international human rights procedures and to increase the flow of information between African and international human rights groups; (ii) the publication of reliable and objective research about human rights in Africa; (iii) A documentation center containing books, reports, journals, and brochures dealing with human rights issues in Africa. Produces a quarterly newsletter in French and English, "African Human Rights Newsletter," as well as a series of occasional papers on human rights in Africa; and (iv) education and training programs, including: a training course for human rights activists; a seminar for francophone magistrates which focused on the rules of law, international human rights standards, professional ethics, and courtroom management; and a course for senior law enforcement officers on the role of the police in protection of human rights.

Analysis: Respondents in other countries did not seem to be aware of the Center's operations. Its location in the Gambia could make it less accessible than similar centers or Institutes in the Ivory Coast or Senegal. On the other hand, it seems to be one of the few democracy and human rights centers claiming a PanAfrican capability based in an Anglophone country in West Africa. Given its location it may be more useful to think of it as a subregional organization at the most, but one which has both an Anglophone and Francophone orientation. Its courses for magistrates and law enforcement agents seem relevant. Since the Center was not visited by a study team member, it should be at some point in the future.

GHANA

Potential Organizations Not Contacted Based in Ghana:

Association of African Universities

Contact: Professor Donald Ekong, Secretary General

Tel: (233-21) 774495

Fax: 774821

International African Law Association

Contact:

Tel:

Pan African Journalists Union

Contact:

Tel:

IVORY COAST

Groupe D'Etude et De Recherches Sur La Democratie et le Developpement Economique et Social en Afrique (GERREDES)

**Contact: Ayo Saikou Alao, President
(Works at African Development Bank)
Tel (225) 44.63.05**

Fax: 44.67.09

GERRDES was founded as an NGO in May 1990 for the promotion of monitoring the process of democratization as a part of African countries' development and through the applied research. Its headquarters are in Cotonu, Benin and with a sub-office in Abidjan. Made up of 1,500 members with national offices in over 20 countries in west and central Africa. Most programs are initiated and implemented through the volunteer efforts of its members. GERREDES AFRIQUE is the panAfrican organization and GERREDES Nationaux represents the twenty national programs.

GERREDES research programs and activities are implemented by the Center for the Study and Research on Democracy and Development (CIRD). These include: (i) studies on a variety of human rights, electoral systems, relationship between democracy and development, etc; (ii) election monitoring with over 500 volunteers available for participation; (iii) conferences promoting non-partisan democratic politics; (iv) the publication of the journal "Democracy and Development;" and (v) civic education and mediation programs.

Analysis: GERREDES is currently one of the preeminent democracy and human rights organizations in Africa. It has received significant funding (e.g. National Endowment for Democracy grant recipient) from a variety of donors. While it is primarily involved in francophone Africa, it is making attempts to establish national programs in Eastern and Southern Africa as well; it thus has the capacity to make significant interventions throughout the continent. It has maintained a neutral stance in most election exercises with some questions raised in the Cameroonian elections by USAID and the Embassy. It has close working relationship with NDI among others. Some questions about the sincerity of its top leadership have been raised on occasion, which should be looked into in later stages of design or in project start-up.

Institute African pour le Developpement Economique & Sociale (INADES-Formation)

**Contact: Jean-Luc Masson, Directeur de la Recherche, Evaluation-Pedagogie
Tel: (225) 44.31.28**

Fax: 44.06.41

Is an international (Pan-African) non-profit (association) NGO with a goal in promoting social and economic development focusing on increasing the free participation of people in the transformation of their societies. Its PanAfrican office is in Abidjan and with national offices and programs in Ivory Coast, Burkina Faso, Burundi, Cameroun, Ethiopia, Kenya, Rwanda, Chad, Togo and Zaire.

Overall objective is the training of the rural adult population. Specific objectives include: (i) improving agricultural production, marketing and management (ii) assisting their clients to understand their common problems through analysis and reflection; and then helping them to chose the interventions which will address those identified given the resources available to them (iii) helping their clients to organize themselves in order to provide a common voice vis-a-vis decision makers concerning policies which affect

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them. In summary, INADES serves as a catalyst for grass-roots organization, capacity building and advocacy.

INADES prefers to work through NGOs and existing local organizations to achieve its objectives at the grassroots level. It is engaged in training of peasants and NGO staff including an acclaimed group correspondence program in the areas of agriculture and animal husbandry, rural animation, extension and management (small projects, farm management, cooperative and group management). It also undertakes research, studies and evaluations for a wide range of public and private organizations. Interventions and activities include: sets of educational and training manuals used in correspondence courses; a quarterly review, AGRIPROMO, as well as numerous periodicals which are published by national offices; audio-visual materials; study trips and exchanges; and workshops and seminars. Strong capacity in the development local language training materials.

Analysis: In June 1992 at its General Assembly meeting a colloquium on Democracy and Development was held in which it was decided that INADES would move into the area of democratic development and particularly in the field of civic education. Each of the national programs have been charged with developing action plans during 1993 with a focus on ways to increase transparency, governance and democratic practice in the client organizations and communities with whom they work. INADES has also had AID experience through projects initiated through REDSO in the late 1980s. Definitely deserves further consideration and discussions in a later phase of the design process for the civil society componet.

Potential Organizations not contacted in Ivory Coast:

Association des Instituts de Formation et Perfectionnement en Management en Afrique

Contact:

Tel:

Association Internationale pour la Democratie Aid-Afrique

Contact: Ms. F.A. Khaujhis-Offoumou

Tel: (225) 22.18.63 Fax: 22.48.57

Centre Ivoirian de Recherche et d'Etude Juridique (CIREJ)

Universite Nationale de Cote d'Ivoire

Contact: Dr. Zakpa Komenan

Tel: (225) 44.84.29

KENYA

African Association for Public Administration and Management (AAPAM)

Contact: O.A. Wafula, Program Officer

Tel: (254-2) 521844 Fax: 521845

AAPAM is an international professional association for African public administrators and managers and serves as a forum for the articulation and dissemination of ideas on human capacity building. It has a membership of over 500 top administrators and 50 corporate members which includes institutions and schools of public administration and management and parastatals in Africa. Primary membership in

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Anglophone Africa but is looking to increase membership in francophone in coming years with the establishment of an office in Dakar. For the last 30 years, and formally since 1971, it has been in the forefront of efforts to strengthen the administrative and management capacity of African public administrators, i.e., through human capacity building.

Objectives include: (i) provides a forum for the exchange of ideas; (ii) brings together top African administrators & managers to discuss topical managerial problems; (iii) fosters professionalization (iv) assists, encourages and contributes to the study of problems and techniques of public administration and management; (v) promotes research; and (vi) fosters affiliation and maintains liaison with other international organizations with similar interests.

AAPAM activities include: (i) publication and distribution of annual Roundtable reports; (ii) publication and distribution of books on public administration and management, quarterly newsletter, biannual journal and occasional papers; (iii) sponsors research and publication of findings on topics of interest; (iv) supports training seminars, workshops; (v) collection, exchange and dissemination of documentation to members; and (vi) consultancy services to professional training centers, governments and other relevant bodies.

Research and Seminars include: (i) Research program/Senior-Policy seminars on institutional capacity building enhancement in African public administration; (ii) enhancing public policy management capacity in Africa; (iii) women in top management; (iv) enhancing the capacity of local governance; and (v) public enterprises performance and privatization. From November 29-December 4, 1993, AAPAM will sponsor its 15th Annual Roundtable Conference in Banjul, with the theme: "Political Pluralism and Good Governance in Africa: The Implications for the Public Service." Throughout 1993, AAPAM has sponsored a series of conferences in various African countries on issues related to public policy and management in Africa, including strengthening electoral administration; strengthening public policy management capacity; women in top management; and cultural aspects of labor management. A major research undertaking during 1993 was a comparative study on "ethic values and accountability in public administration."

Analysis: Issues that AAPAM is addressing through research and training are increasingly relevant to those of governance, i.e., local government and decentralization, impact and consequences of political pluralism on civil service, etc. Reaches individual policy makers directly and through member institutes which can be drawn upon for research, training and consultancies.

All African Conference of Churches (AACC)

Contact: Mutombo Mulami, Secretary for International Affairs

Tel: (254-2) 441483/441339 Fax: 443241

AACC has a membership of 140 African churches in all countries except six Sahelian and North African Countries (muslim) and 21 Christian Councils or umbrella organizations in 20 different African countries. International Affairs Division has three principal programs: peace and reconciliation, human rights and election monitoring. Wants to get more involved in civic education and would be willing to work with members to develop generic and tailor made materials in this area.

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Analysis: AACC's network and coverage is one of the widest of any panAfrican organizations working in Africa. Individual members and councils have been in the forefront of democratic transitions, peace and mediation efforts, and human rights in most African countries. AACC can play a major role in increasing the capacity of its individual members to participate more effectively in current areas of operations and in additional ones as well. Assistance would have to be channeled through the National Christian Council-USA as AACC can not accept funding directly from governments. What about a US PVO which is the recipient of a Cooperative Agreement?

African Women's Development and Communication Network (FEMNET)

Contact: Dr. Joyce Mangywat, Executive Director

Tel: (254-2) 440299

Fax: 443868

FEMNET is a regional membership organization founded in 1988 (outgrowth of African Women's Taskforce founded in 1984) to ensure that women participated effectively in end of Women Decade activities, and in followup to the Decade. Goals include: (i) strengthening the role and contribution of African NGOs focusing on women's development; (ii) creating an infrastructure and channel through which NGOs will reach each other and share crucial information, knowledge, and experience in order to improve their input in women's development; (iii) maintaining close working contact with UN agencies, OAU and other agencies with similar objectives; and (iv) publicizing the Networks activities and services through publications, awards, exhibitions and the mass media.

Organized by subregion of which there are five. Three basic programs: (i) Networking with member organizations through production of a quarterly newsletter (FEMNET news) published in English and French that has addressed various women's issues; (ii) The African Girl Child project which has focused on addressing the disparities in girl's education (UNICEF funded and collaboration); and (iii) gender responsive planning and programming project. Members in 36 African countries with representative National Focal Points.

Currently responsible for coordinating 1995 Women's World Conference in 1995 including regional preparatory workshop to take place in Dakar in 1994. 1993-1995 program plan includes: (i) setting up an information and documentation center and increased participation and representation in regional and international meetings; (ii) women's empowerment program with focus on women's legal rights, female education and health, women's participation in the maintenance and promotion of peace; (iii) encouragement of the formation of lobby groups in all member countries to champion women's empowerment; and (iv) capacity building for affiliates and top level staff and leaders of National Focal Points.

Analysis: A well established although financially strapped organization with extensive contacts throughout the continent that is already involved with a number of empowerment, advocacy, training and research activities directly and through member organizations.

African Confederation of Cooperative Savings and Credit Association (ACCOSCA)

Contact: Victorine Kpohazoude, Chief Research and Development

Tel: (254-2) 721944/721928

Fax: 721274

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An Apex organization for savings and credit cooperative movements in Africa and a member of the World Council of Credit Unions. ACCOSCA has 28 affiliated movements in subSaharan Africa. Excluding Nigeria (with over 12,000 credit unions), there are a total of 5,000 credit unions in 27 countries with some five million members. Has subregional offices in Abidjan and Moshi, Tanzania. National Cooperative Business Association (NCBA) and the Cooperative League of the USA (CLUSA) are the U.S. sister Apex organizations of ACCOSCA. **Conrad Adenaur Foundation is a major ACCOSCA donor.**

Objectives include: (i) delivery of essential services and technical information to the national credit union associations (affiliates) to improve their operations, maintain financial viability and foster growth towards self-reliance and self-sufficiency; (ii) provide financial assistance and services to national movements; (iii) representation of African movement with other pan-African and international organizations and African governments; and (iv) identify and develop leadership at all levels of the movement.

Wants to become more involved in assisting national movements create a more enabling environment by lobbying for a legislative framework which encourages credit union growth and autonomy. ACCOSCA assists members, through its legal modernization program to know what types of reform legislation to lobby for vis-a-vis their governments.

Analysis: Potential for reaching a large number of people in 28 countries indirectly through the individual credit union movements, themselves made up of primary unions in both rural and urban areas (roughly 50/50 percent). Members themselves are demanding increased democracy and improved governance within their own organizations. Wants to develop civic education materials and needs technical assistance to do so.

African Association for Literacy and Adult Education (AALAE)

Contact: Paul Wangoola, Secretary General

Tel: (254-2) 222391

Fax: 340-849

AALAE is an African regional umbrella organization for national level adult literacy NGOs with member organizations in over thirty SubSaharan countries. As with other regional professional NGOs, provides a number of services including research, training, and representation to and on behalf of member organizations. It has conducted research in the field of community education and adult learning which has led it into the areas of local governance and capacity building.

Analysis: Could be very useful in developing civic education materials in local languages through the training of national level adult literacy NGO staff in both methodology and content. Also could undertake research into community education and learning as a means for the dissemination of learning related to democratization and governance issues at the grassroots level.

African Economic Research Consortium (AERC)

Contact: Anne Gordon Drabek, Dissemination Coordinator

Tel: (254-2) 228057/225234

Fax: 219308

Is a non-profit professional research association funded by a number of foundations, bi-lateral and multi-lateral aid agencies and national governments. Principal objective of AERC is to strengthen local capacity

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to conduct independent research into problems pertinent to the management of economies in sub-Saharan Africa. This is accomplished through the improvement of economic policies as a necessary precondition for sustained economic growth; and promoting locally-based research conducted largely by highly qualified and motivated resident national economists. Strategy includes a flexible approach to improving the technical skills of local researchers, allows for regional determination of research priorities, strengthens national institutions concerned with economic policy research, and facilitates closer ties between researchers and policymakers.

Program elements include: (i) Research supported by AERC through grants to informally constituted teams belonging to two current research networks: International Trade and Balance of Payments Management; and Domestic Resource Mobilization and Macro-economic Management; (ii) (annual) conference, (national level) seminars, (periodic) workshops, and (occasional) meetings; (iii) institutional support and training through the award of modest grants to assist teaching departments, research centers and economic associations; to support graduate research by African students; and to help finance institutional attachments for African and non-African scholars; and (iv) Publications and Dissemination including a Research Paper series and Special Papers series.

Analysis: AERC is willing to share its inventory of African researchers on a country basis. Possibility of using these individual professionals to assist African NGOs that want to become involved in the independent analysis of economic policies promoted by their governments and foreign aid agencies. Possibility of training of NGO staff.

Potential Organizations Not Contacted in Kenya:

Institute of Development Studies, University of Nairobi
Contact: Professor Njuguna Ng'ethi, Director
Tel: (254-2) 334-244/500-432 (Hm)

Women, Environment and Development Network (WEDNET)

African Association of Political Science

African Academy of Sciences

NAMIBIA

Potential Organizations Not Contacted Based in Namibia:

Southern Africa Media Association
Contact: Gwynn Lister

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NIGERIA

Potential Organizations Not Contacted Based in Nigeria:

West African Management Development Institutes Network

Contact:

Tel:

SENEGAL

Forum of Voluntary Agencies in Development (FOVAD)

Contact: Mazid N'Diaye, Secretary General

Tel: (221) 25.55.62 Fax: 25.55.64

FOVAD is the only regional umbrella organization representing African NGOs. It is acknowledged as such by the U.N. system and its specialized agencies, the World Bank, bi-lateral donors and many northern NGO consortia such as InterAction. Its members are national consortia from other African countries such as CONGAD in Senegal, CONGACI in Ivory Coast, GAPVOD in Ghana, and TANGO in Tanzania. It's overall mission is to support individual member development and present a common position on issues of importance to African NGO vis-a-vis African governments and international donors. FOVAD provides services including: (1) undertakes research on issues relevant to NGO community; (2) provision of technical assistance and training to members in area of NGO capacity building as well as technical issues identified by and common to its members; (3) collection and dissemination of information to member organizations; and (4) representation and advocacy of members in regional and international fora and vis-a-vis governments and donors. Publishes newsletter and special studies.

In its 1993 General Assembly held in Harare, FOVAD members decided to adopt "civil society" and its promotion, as the major theme of its next three year plan. In 1994, a major conference on civil society is planned to take place in South Africa following elections there. Its focus will be what democracy and good governance mean from the perspective of the grassroots. USAID might want to keep track of this conference through direct contact with FOVAD or InterAction.

Sees lack of consensus and overall leadership within African NGO community as its greatest weakness. Without common voice vis-a-vis donors, NGOs tend to gravitate to and accept donor agenda as defined by where their funding is directed. Danger in the recent focus of democracy and governance by donors in subverting NGO priorities, and specifically how they define the types of activities that they should be engaged in in this new area.

Analysis: FOVAD is relatively new but has become a recognized representative of African NGOs. It is a member of the International Council of Voluntary Agencies (ICVA), the World Bank's NGO Steering Committee, and has strong ties to InterAction and several other national umbrella organizations in the North. Its Executive Director, Mazid N'daiya, is a well known member of the African NGO community, and is a dynamic force in continental affairs. Working with and through FOVAD to enhance African NGO capacities in the area of civil society promotion makes good sense.

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Reseau Africain pour le Development Integre (RADI)

Contact: Dame Sall, Executive Director

Tel: (221) 25.75.47 Fax: 41.28.91

A sub-regional NGO (also works in Burkina Faso and Guinea) which works with grassroots organizations in capacity building for local development. Has undertaken training for grassroots organizations in Senegal on government's new decentralization policy and its potential impact on local organizations. Also runs a rural para-legal clinics assistance program for villagers designed to inform them of their rights in such areas as land reform, human, civil, and women's rights.

Analysis: RADI has established itself as one of the more capable subregional NGOs in the Sahelian area. While its programs in Senegal are significantly stronger than in the other countries where it has offices, it appears to have useful ties in them and certainly works in areas, i.e., NGO and grassroots capacity building, and on issues, para-legal assistance which respond to identified needs in civil society strengthening.

Goree Institute

Contact: Mr. Andre Zaiman, Director

Tel: (221) 21.70.81 Fax: 22.54.76

Regional democracy institute started in 1987 by members of IDASA, South African democracy institute, itself formed by liberal white South Africans. Focus is the integration of democracy, development and culture. Looks at the relationship between state, civil society and private productive sectors. For the latter two sectors, state must provide "space" for them to develop and grow which has taken place during political liberalization process in most African countries and needs to consolidated following democratic transitions.

Currently in a capacity building stage including establishment of its office and a "Sabbatical Residence"; the setting up of an electronic library capable of storing documents, studies, etc.; electronic mail connecting it with international data bases including Library of Congress; and desktop publishing capacity. Currently a staff of three but intends to add research and program directors. Seems to have a diverse funding base including N.E.D. grants. Has found it relatively easy to gain funding for programmatic activities but less so for institutional and operating costs.

Programs are little more than one year and include: (1) comparative African empirical research around issues of political culture and change (2) training of civil society organizations in areas of strategizing, policy formulation and advocacy and in general institutional strengthening (3) education especially in bringing together Africans at the Sabbatical residence for extended periods of time to undertake research, reflections and workshops on a range of topics related to democratic governance including policy analysis, formulation and making; and (4) dialogue and culture which promotes inter-subregional contact among civil society institutions and universities; and looking at non-traditional ways to extend democracy education through appropriate cultural methods and mediums including traditional performing arts.

Analysis: The institute has impressive physical facilities, including its setting on Goree Island, seems well run with dedicated staff and has a programmatically coherent set of objectives and activities. Has hosted several workshops to date bringing together members of organizations with similar objectives.

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The residential center is an ideal location for small (10 to 20 persons) groups to reflect and discuss issues of common interest. And its research agenda including a comparative study (using Kenya, South Africa and Nigeria) of political culture and change could have great value in establishing an empirical basis in these areas as well as in identifying competent African researchers. It offers a potentially important resource for a centrally funded activity.

Council for the Development of Economic and Social Research in Africa (CODESRIA)

Contact: Moriba Toure, Deputy Executive Secretary

Tel: (221) 25.98.22/3

Fax: 24.12.89

CODESRIA is a pan-African NGO set-up in 1973 which serves African research institutes, social science faculties of African Universities and professional organizations. Principal objectives are facilitating research, promoting research-based publishing and creating multiple fora geared towards the exchange of views and information among African researchers. Specifically, CODESRIA aims to: (i) develop the social sciences in Africa by mobilizing the African social science community to undertake fundamental as well as problem oriented research from a perspective which is more relevant to the needs of the African people; (ii) to develop scientifically a comparative and a continental perspective expressing the specificity of the development process in Africa; (iii) to promote cooperation and collaboration among African universities, research and training institutes, as well as professional associations; (iv) to promote the publication and the distribution of research results of African researchers; and (v) to promote and defend the principle of independent thought and research and the liberty of researchers.

CODESRIA undertakes the following activities: (i) comparative interdisciplinary research both at the continental and national level; (ii) financial support for training of African researchers; (iii) documentation and retrieval of information on research for individual researchers and institutions; and (iv) collaboration with and support of other African non-governmental social science organization (sub-regional and/or pan-African professional organizations. Multinational Research Working Groups from various disciplines and different countries work on a common theme as well as National Research Working Groups from a select number of countries are supported in various thematic areas. CODESRIA also holds yearly thematic conferences (e.g. Democracy and Human Rights in Africa: The Internal and External Contexts held in Harare in May 1992); has a grants and fellowships program; a "Reflexion on Development Program" funded by Rockefeller Foundation for senior African researchers; and a training program related to research;

CODESRIA publishes: a Journal, Africa Development; a bulletin, The CODESRIA Bulletin; a Book Series; a Working Paper Series; a Monograph Series; and the publication of a Index of African Social Science Periodical Articles and a Directory of Research Projects and Training. Through its Documentation Center CODESRIA operates a number of major information and data bases and publishes: the Directory of Research and Training Institutes in Africa; the Register of Research projects in Africa; the Roster of African Social Scientists and the Index of Social Science Periodicals.

CODESRIA, through its networking with professional Associations organizes and hosts the annual meeting of twelve African social science NGOs including: the African Association of Political Science; Association of African Women for Research and Development; Associations of Central and West African Economists; etc.

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Analysis: Although a number of respondents have stated that CODESRIA's effectiveness has declined over the past several years, there has been a serious internal review of its capacity and an acknowledgement by its new management that it needs to become less dogmatic and more inclusive in the future. It certainly is one of the, if not the, premier research cum policy institute in Africa with an extensive pan-African network of both individuals and institutions. It has held seminars, conferences and workshops in many areas of democracy/governance and civil society over the past five years and has published works and studies on the same. Its D/G program is now financed by Rockefeller Foundation and it is keenly interested in playing a larger role in this area. Recently started a "Summer Institute in Democratic Governance" in conjunction with Cheikh Anta Diop University. The aim of the Institute is to promote research and debates on issues relating to the management of development and conduct of public affairs (governance) in a democratic perspective.

Association of African Women for Research in Development (AAWARD)

Contact: Veronica Mullei, Executive Secretary

Tel: (221) 25.98.22/3 Fax: 24.12.89

AAWARD is a panAfrican non-governmental organization devoted to the critical appraisal of and research on issues pertaining to the multiple roles of African Women in the continuing struggle for change in African society and North-South relations. It is only a few years old and is currently based in the CODESRIA offices in Dakar. So far it has sponsored research activities in a number of areas, held several workshops and conferences on women's issues, and provides information through its resource center. ECHO, a quarterly newsletter is published in French and English.

Analysis: It is difficult to say how effective AAWARD is, has been or could be, although it seems to have solid donor funding (e.g., CIDA, NORAD, Africa Canada Partnership) and good outreach to women's organizations, primarily consortia, umbrella organizations and professional associations throughout the major subregions of Africa. It also seems to be well-known by other Women's organizations visited during the Mission to six other African countries made as a part of this study.

Environment and Development in the Third World (ENDA TM)

Contact: Jacques Bugnicourt, Executive Secretary

Tel: (221) 21.60.27/22.42.29 Fax: 22.35.92

ENDA is a panAfrican NGO with both direct interventions in various areas of economic and social development, and in the area of development research, technical assistance and training, and publications and information dissemination. The majority of ENDA's programs are in West Africa with national offices in Mali and Guinea Bissau as well as offices in Zimbabwe and Madagascar. ENDA programs fall into the following categories: (i) rural and urban environmental development; (ii) hunger and poverty; (iii) appropriate technology especially geared towards alternative energy sources; (iv) development communications; (v) support to indigenous peoples; and (vi) human and civil rights. Democratization, governance and civil society promotion are all themes built into its normal programming. In collaboration with the Economic Commission for Africa and the Centre PanAfrican de Prospective Sociale, ENDA recently held a seminar in Cotonou on "Citizenship and Poverty: African Perspectives," and will hold one for Anglophone Africa in Addis Ababa in February 1994.

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Analysis: ENDA represents a specific type of panAfrican NGO which promotes grassroots development, including capacity building for NGOs and local organizations. Other organizations in the same categories are **INADES Formation** (headquartered in Ivory Coast) and the **Pan African Institute of Development** (headquarters in Cameroon and office in Zambia). They are all involved in research, training, provision of technical assistance, and advocacy. Most receive significant funding from international donors, both bilateral and multilateral, and undertake a significant degree of contracting as well. While ENDA does not appear to have extensive programs in democratization and governance per se, it has been working in the area of NGO and grassroots capacity building and empowerment for two decades. The leap from these areas into the field of democracy and governance is not as great as many think and thus they should be considered as a possible resource institution in the future.

International Organization of Consumer Unions (IOCU)

Joint ENDA/IOCU

Contact: Amadou Cheikh Kanoute, Program Director for West Africa

Tel: (221) 22.35.92

The IOCU is an international non-profit organization based in London with two subregional offices in Africa, Dakar covering West and Central Africa; and Zimbabwe covering Eastern and Southern Africa. The overall aim of the IOCU is to "support, educate and protect consumers throughout the world." In Africa, IOCU and ENDA are jointly undertaking a program of support to consumer unions to achieve IOCU objectives. Specific activities undertaken by the joint effort include: (i) training of journalists as to their role in consumer protection and the issues to which they should be sensitive. A four day workshop for 30 journalists from 11 West and Central African countries was held in Dakar in mid-1993; (ii) working with national unions to create a legal environment to protect consumers (in line with UN guidelines of 1985) and to ensure that individual country rights conform to standards of UN regulations and to which individual countries agreed to through relevant conventions; (iii) working with regional and subregional bodies such as ECOWAS to define their roles in the promotion of consumer protection; (iv) create an enabling environment for and assist consumer organizations to emerge; and (v) work with concerned government agencies to ensure standards exist and are enforced. The types of issues covered by consumer organizations include: dangerous and fake drugs, including drug recalls and ensuring expiry dates are labeled (Nigeria); issues of quality of goods with ingredients and contents well-marked; etc.

Analysis: Consumer rights are certainly an important area of governance and national level consumer unions are an important civil society organization which can ensure that governments are responsive to consumer problems and address relevant issues through appropriate legislation and enforcement. The ENDA/IOCU joint partnership in Africa appears to be an effective one and merits consideration as a regional organization with which to work. {The national organization in the U.S. is based in New York: Rhoda Karpatikin (914) 667-9400}. Important national consumer organizations in Africa include: the Consumer Association of Ghana, Kenya Consumer Organization, and the Nigeria and Senegal Consumer Associations.

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Le Centre d'Etude et de Recherches sur la Democratie Pluraliste dans le Tiers Monde (CERDET)

Contact: Jacques Nzouankeu, Director

Tel: (221) 24.47.81 Fax: 25.29.36

CERDET is a panAfrican non-profit organization founded in 1985, in Dakar. Its primary mandate is to examine judicial, political, economic, social, cultural, and religious obstacles to democratization in the third world but with a particular focus on Africa, and propose solutions. Of particular interest is CERDET's focus on intermediary structures including private and public institutions, the judiciary, the press, and political parties. CERDET attempts to link the efforts of intermediary structures with the goals of grassroots organizations more representative of the general populace. Its 1993 research agenda includes:

1. the role of the existing public sector in the democratization process and the development of alternative models of public affairs administration;
2. the decentralization of African states and empowerment of local institutions, with judicial and technical support;
3. the integration and protection of ethnic and other minorities without a threat to overall national unity; and
4. the promotion of federalism, particularly in larger unitary African countries.

The Center's publications to date include a teaching manual on democracy to be used in secondary schools; an encyclopedia of articles, bibliographies, and studies on democracy and human rights in the third world; and a review of research findings intended to encourage the development of relations between grassroots organizations and political players. CERDET also publishes a biannual journal of research, information, and opinions called "Alternatives Democratique dans le Tiers Monde." From December 13-17, 1993, CERDET will host a colloquium on "Decentralization in Africa: a comparison of Objectives and Politics."

Analysis: In contrast to such regional democracy/human rights organizations as GERRDES, GOREE Institute, CODESRIA, etc., CERDET does not seem to have the same level of recognition outside of Senegal. It does however, seem to have the focus, capability and interest, in addition to dynamic leadership and a committed if small staff, to participate in a D/G program. Further follow-up with CERDET should be undertaken should the design of a rapid response facility(s) materialize.

African Consultants International

Gary Engleberg & Lilian Baer

Contact: (221) 25.36.37 Fax: 23.29.65

ACI is a subregional consulting firm which provides services to foreign firms and individuals working in the development arena. It also provides a range of training services and has a network of individual consultants and trainers available in a diverse area of technical expertise including primary health care and family planning; agricultural extension and agro-forestry; organizational development, WID, credit, language and cross-cultural instruction. ACI specializes in: (i) training and conference design; (ii)

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training of trainers; (iii) training materials development; (iv) team building and group dynamics; and (iv) implementation, supervision, and evaluation of training programs and conferences. Services provided to foreign firms and individuals include: (i) organizing professional visits; (ii) setting up new offices or providing required administrative and logistical support; (iii) cross-cultural orientation; (iv) setting up of workshops and conferences; and (v) a documentation center with data banks of development institutions and consultant registry for the subregion.

Analysis: ACI is reviewed for its knowledge of the region and capacity to provide a subregional administrative and logistical capability to one or both of the centrally-funded facilities. The principals of the firm, two former Peace Corps Volunteers, have lived and worked in Senegal for over 15 years and have provided services for AID, World Bank, etc. If the intended facilities do not have an actual African presence, it would be worthwhile exploring with ACI, or other such firms their interest in providing local services for these projects.

Centre African D'Etude Superieures en Gestion (CESAG)

Contact: Dr. Boukary Sawadogo, Director of Programs, Studies and Training

Tel: (221) 22.80.22

Fax: 21.32.15

CESAG is the management institute covering West and Central African countries just as the Eastern and Southern African Management Institute (ESAMI) is the counterpart organization covering the other two African subregions. It provides a range of training, educational and research services in public and private sector management to the countries of the Economic Community of West African States. It has programs in the following areas: (i) graduate level and continuing education programs including 18 month masters programs in business administration, health management and auditing; (ii) consulting services and research; (iii) in conjunction with the European Center for Development Policy Management courses in state governance and the institutional analysis of policy making capacity; (iv) rural organizational management including work with Group d'Interet Economique or small and micro-enterprises, entrepreneurial training; (v) Not-for-Profit (organizational) management and entrepreneurship; and (vi) policy formulation, analysis and management.

CESAG has exceptional training facilities with residential units for 64 trainees; an audio-visual studio which can make videos (currently making a video for CONGAD on NGO management issues); a state of the art auditorium with seating for 300; and numerous training rooms for breakout sessions.

Analysis: According to a number of different respondents, the quality of CESAG programs has decreased over the past several years due to inadequate funding and a loss of some of its core teaching cadre. It still serves however as an important regional management institute and has established relations with other national level management institutes in the subregion. Its physical facilities are impressive and could be utilized for any number of training, workshop, conference and seminar requirements. Follow-up at some point would be beneficial should a design actually come to fruition.

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Potential Organizations Not Contacted Based in Senegal:

African Jurists Association

Contact: Maitre Benoit Ngom, President

Tel: (221) 21.19.48 Fax: 21.19.48

Documentation received concerning this organization

Association of Professional Media Women

Contact: Madame Savane, President

Tel:

Center for Information Studies (CESTI)

Contact:

Tel:

IRED

Contact:

Tel:

SOUTH AFRICA

Potential Organizations Not Contacted in South Africa:

Development Resource Center/Independent Study

Contact: David Bonbright

Tel: (27-11) 838-7504 Fax: 838-6310

IMMSA

Contact: Charles Nupin

Tel: (27-11) 726-7104

South African Institute of Race Relations

Contact: John Kane-Burman, Executive Director

Tel: (27-11) 403-3600

IDASSA

Contact: Dr. Alex Mabrane, Director

Tel: (27-21) 47-3127

Center for Development Studies, University of Western Cape

Independent Forum for Electoral Education (IFEE)

Contact: Robert Mopp

Tel: (27-21) 453-207

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Institute for Multi-Party Democracy

Contact: Oscar Dhlomo

Tel: (27-31) 304-3836 (31) 304-0556

Institute for Advanced Journalism (Center for Foreign Journalists)

Contact:

ZIMBABWE

Women in Law and Development in Africa (WILDAF)

Contact: Florence Bulegwa, Executive Director

P.O. Box UA 171, Union Avenue, Harare, Zimbabwe

Tel: (263-4) 729151 Fax: 731-901/2

Is a PanAfrican NGO based in Harare, which is made up of a network of individuals and institutions linking law and development. Undertakes training in legal areas, networking, research, lobbying, policy advocacy and formulation for women's groups throughout Africa. Has provided a series of training programs for women's leaders on various legal issues concerning development issues.

Analysis: This is an organization that needs to be contacted at some point to ascertain its capabilities in more detail than was able to be done second hand in this study. Harare is a regional center of relatively great importance (perhaps more so than South Africa) and other organizations their also need to be interviewed.

MWENGO

Contact: Ezra Mbogori, Executive Director

Tel: (263-4) 38025 (Hm) Fax: 702570 (c/o Mrs. Kaitano)

The Center for NGOs in Eastern and Southern Africa, MWENGO, overall mission is to harness the capacities of NGOs in the region to articulate and implement an African development agenda rooted in ongoing experiences and analyses, with a sensitivity to both the realities and aspirations of african societies. Formed in 1991 as a membership organization open to indigenous NGOs, networks, and umbrella organizations in the region. Two principal areas identified: (i) the question of NGO identity and legitimacy; and (ii) policy research and advocacy. Activities include: (i) Research and publications: to develop a set of evaluation criteria and baseline indicators for assessment of NGO performance; to develop a publication series for purposes of disseminating useful information and analysis; to increase the capacity of NGOs and garssroots organizations through training in research and advocacy skills; (ii) Networks Management: Undertake an analysis of existing networks and umbrella organizations to enable a more effective interaction and division of labor among them. Issues that MWENGO will focus on are: (i) Who lobbies for the poor? (ii) pluralism: What implications and roles for NGOs? The Key issue of **participation** to increase **voice** for grassroots organization in developmental policy formulation; (iii) Advocacy; and (iv) Partnerships.

Analysis: MWENGO is just in the process of establishing its offices in Harare and thus has not undertaken any major activities at this point. It's potential however is great, as its leadership is superb and the process of consultation with NGOs in the region leading to its creation fostered real committment

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to its goals. The need for such a subregional NGO is real and demonstrates the evolution of an regional NGO sector in Africa. MWENGO and the developmental NGOs that it represents, will primarily focus on "little democracy/little governance" issues with participation, empowerment, capacity building at the grassroots level as well as enhancing the understanding and capacity of NGOs for democratic self-governance.

Potential Organizations Not Contacted Based in Zimbabwe:

NGO Management Network for East and Southern Africa

Contact:

Tel:

OTHER AFRICAN REGIONAL ORGANIZATIONS FOUND IN ABIC LIBRARY

African Network for Integrated Development, rue 39 X 44 Colobane, B.P 12085, Dakar, Senegal. An umbrella organization grouping various NGOs. Tel: (221) 224495. Contact: M. Madzide N'Diaye.

Africa Leadership Forum (Ota, Nigeria). Headed by former Nigerian head of State General Olusegun Obasanjo. According to the African-American Institute, this organization is widely acknowledged as the premier African organization examining strategies for increased popular participation in elections and the post-election consolidation phase and resolution of regional conflict.

Association Togolaise des Juristes Démocrates. A special interest group which seeks to further human rights.

Address: 82 Boulevard de la Victoire, B.P. 277, Lomé, Togo.

Tel: (228) 216092. Fax: (228) 216734. Contact: Ms. Dyanama Ywassa. (ref: Bakary).

CERDET: Centre d'Etudes et de Recherches sur la Démocratie Pluraliste dans le Tiers Monde. See Article in African Voices, Summer 93 for profile. Founded in 1985, seeks to examine judicial, political, economic, social, cultural, religious, and philosophical obstacles to democratization in the Third World, particularly in Africa.

Address: CERDET, B.P 12092, Dakar (Colobane), Senegal.

Tel: 221-244781 Fax: 221-252936

CESAG: Centre d'Etudes Supérieures Africain en Gestion, Dakar, Senegal. Has a bad reputation as an institution, but has many competent persons. Contact: Boukary Sawadogo, Directeur des Programmes.

Centre International des Civilisations Bantou (CICIBA). A university research institute which focuses on the Bantou civilization (Central Africa).

Address: B.P. 770, Libreville, Gabon. Tel: 701677/ 763523.

CIREJ (Centre Ivoirien de Recherches et d'Etudes Juridiques.) Université Nationale de Côte d'Ivoire, 01 B.P. 3811, Abidjan 01. Tel: (225) 448429. Contact: Dr. Zakpa Komenan

Centre de Promotion des Droits de l'Homme, B.P. 2588, Bujumbura, Burundi. Fax: (257) 233139.

CLUSA: Cooperative Leagues of the USA, Ouagadougou, Burkina-Faso. Does much grassroots-level work (training, coops etc.) Contact: Papa Séné.

Commission Béninoise des Droits de l'Homme, B.P. 04-0607, Cotonou, Benin, Tel: (229) 301514. Fax: (229) 300077. Contact: M. Saïdou Agbantou.

ENEA: Ecole Nationale d'Economie Appliquée, Dakar, Senegal. Has activities in decentralization and rural development.

ESAMI: East and Southern African Management Institute, Arusha, Tanzania

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FAVDO: Federation of African Voluntary Development Organizations, Dakar, Senegal. According to the African-American Institute, it is the principal Africa-wide consortium of non-governmental and voluntary organizations. The Director of FAVDO has expressed a keen interest in the democratization process and would assist in the identification of appropriate NGOs for participation in project activities.

GERDDES: covers Ivory Coast, Benin, Senegal. Promotes democracy through conferences, seminars, and election observation. President: Sadikou Alao. Address: 01 BP 82112, Abidjan, Côte d'Ivoire. Tel: 225-446305. Fax: 225-44-6709 or 225-44-8327.

GERDES: Groupe d'Etudes et de Recherches sur la Démocratie, l'Economique et le Social. BP 10105, Douala, Bessengue, Cameroon. Contact: Celestin Monga or Fabien Eboussi-Boulaga.

Gorée Institute (Center for Democracy, Development and Culture in Africa; works in human rights issues, organizes many conferences, seminars and training programs.) B.P. 6413, Dakar-Etoile. Tel: (221) 21 70 81. Fax: (221) 22 54 76. Resource person: Dr. André Zaiman.

Human Rights Africa for Continental Defence of Rights and Liberties. 34, Aje Street, P.O. box 2959, Yaba Lagos, Nigeria. Tel: (234) 1 860 73 7. Resource Person: M. Tunji Abayomi.

Institut Africain Pour La Démocratie/Africa Forum for Democracy. An organization funded by UNDP, whose mission is similar to that of GERDDES. Does not seem to be quite operational yet. Address: c/o UNDP regional Director for Africa, Dakar, Senegal. Contact: M.P.C. Damiba.

Institute of Development Management, P.O. box 1357, Gaborone, Botswana. Tel: 52371 (?) serves 3 countries: Botswana, Lesotho, Swaziland. Evaluated UN and ILO training.

Institute of Development Management, Morogoro, Tanzania. Can do low-level in-house training for things such as first-line extension work, clerical, office management

Ligue Ivoirienne des Droits de l'Homme (LIDHO), /o M. René Degni-Ségué, Faculté de Droit, Université nationale de Côte d'Ivoire, B.P. V-179, Abidjan, Côte d'Ivoire.

PAID: The Pan-African Institute for Development, Douala, Cameroon. According to the African-American Institute: founded in 1964, it is an Africa-wide development research and training not-for-profit NGO with four regional institutes located in Burkina-Faso, Cameroon, and Zambia. PAID assumes an integrated approach to rural development, possesses a wealth of experience in participatory training programs, especially in decentralized local government planning, and has extensive experience in organizing programs of popular participation. The PAID network will be helpful in all phases of the electoral process.

PVO QUESTIONNAIRE -- STRENGTHENING CIVIL SOCIETY

I. GENERAL PROFILE

Category:

Name of organization:

Address:

Phone:

Fax:

Contact person(s):

II. AREA OF ACTIVITIES

Regional coverage (outside of Africa):

Offices in Africa:

Country Programs in Africa:

African affiliates:

III. DEVELOPMENT BACKGROUND

Development sectors:

Work with indigenous NGOs or groups in Africa:

Specific programs promoting democratic development and the strengthening of civil society:

Previous work with AID:

IV. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:

Expected future level of activity in Africa:

V. INTERVIEWER'S COMMENTS

Annual Report/Other Documents

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ALPHABETICAL INDEX OF US INSTITUTIONS

African-American Institute
African-American Labor Center
Africare
Aga Khan Foundation
Agriculture Cooperative Development Institute
Alcorn State University
America's Development Foundation
American Jewish World Service
American Federation of State, County and Municipal Employees
Association of Concerned Africa Scholars
Catholic Relief Services
Center for Democracy
Center for Foreign Journalists
Centre for Development Population Activities
Center for International Private Enterprise
Center for Public Policy and Diplomacy at Lincoln University
Center for the Study of Human Rights, Columbia University
Central State University Institute for International Affairs
Christian Children's Fund
CODEL, Inc.
Congressional Human Rights Foundation
Delphi International
Dillard University
Ethiopian Community Development Council
Fisk University
Florida A&M University
Freedom House
Grambling State University, International Studies Program
Grassroots International
Human Rights Program, Harvard Law School
Hunger Project
Institute of Cultural Affairs
Institute for Development Research
Institute for Urban Research, Morgan State University
International Executive Service Corps
International Foundation for Electoral Systems
International Institute of Rural Reconstruction
International Republican Institute
Johns Hopkins University Institute for Policy Studies
Joint Center for Political and Economic Studies
Lawyers' Committee for Human Rights
Lutheran World Relief

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National Association of Schools of Public Affairs and Administration
National Association of State Development Agencies
National Black Caucus of State Legislators
National Cooperative Business Association
National Democratic Institute for International Affairs
National Endowment for Democracy
National Peace Foundation
Office of International Training, Clark Atlanta University
Organization Development Institute
Organizing for Development-an International Institute
Outreach International
Oxfam America
PACT
Planning Assistance
Southern University System
Synergos Institute
Transafrica
United States Institute of Peace
United Way International
United States Catholic Conference
United Way International
World Education
World Learning
World Relief Corporation
World Share
World Vision

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**COMMENTS FOR USAID/MISSIONS & COUNTRY TEAMS
FINDINGS FROM FIELD-BASED COMPONENT OF STUDY**

**A STUDY OF USAID'S CAPACITY FOR RAPID RESPONSE
IN SUPPORT OF AFRICAN CIVIL SOCIETY DEVELOPMENT**

(January 7, 1994)

USAID MISSION RESPONSES

USAID/Ghana

Contact: Robert Wuertz, Program Economist; Stafford Baker, Chief Program Office

Tel: (233-21) 663382/676

Fax: 669598/773465

1992 elections flawed primarily because voter register and registration system was flawed. The Mission's main D/G concern is thus with getting a new voter register system in place by the 1996 elections. AID is principal donor in the D/G field in Ghana. Needs early assistance (by the end of 1994) for up-coming elections. Has \$5.0 million dollars for a D/G initiative which will most likely be dominated by a new voter register system, thus leaving little for other D/G activities. Full-scale D/G assessment scheduled for November/December 1993 which should open up other opportunities for discussion. One of the major lessons to be learned from the Ghana case is that 1) elections are only a beginning of the process of democratic consolidation and 2) that it is most cases it is the second and third round of national elections which are truly important as a gauge for determining consolidation efforts.

AREAF: Unwilling to provide commodities as one of the services provided under facility. If a rapid response facility had been around a year ago, there would have been no need for a stand-alone D/G project as is now being considered. Problem among consortium members as to how to divide the AREAF pie, further complicated by Carter Center involvement. Any mechanism that is developed needs to be cognizant of constraints placed on Missions in terms of management burden, (e.g., following up on grants monitoring). Both **Frederick Ebert and Conrad Adenaur Foundations** involved in D/G activities.

American Embassy

Contact: David Appleton, Political Officer; James Ledesma, DCM

Tel: (233-21) 775297/8

Frustrating experience with AREAF. IFES on other hand was well-viewed; good team sent and good assessment completed. Becoming a player in D/G arena from the very beginning of transition is very important in terms of credibility to the U.S. 116(e) permits some action but the \$25,000 ceiling is too small. Numerous assessments already undertaken in Ghana by AID, AREAF, Contractors and IFES and all Ghana has to show for it is a \$25,000 grant. A waste of time! The importance of new facilities should be their capacity to bypass the AID design and contracting process.

Areas of need: Independent press strengthening; parliamentarians and their staff support; the Media commission strengthening. **Of interest and unique to Ghana: Independent Commissions on the Media, Civic Education and Human Rights** are a unique feature of the Ghanaian landscape. Legal and investigative officers under human rights. Heads can only be taken out by impeachment although they are dependent on government funding. A whole new cadre of judges recently appointed. Increasing autonomy of the Judiciary seen in the fact that four major decisions rendered by the courts favored the opposition. It takes up to seven years for court decisions to be published because of antiquated law reporting. A new facility should have the capacity to undertake assessments in specific sectors and subsectors and/or to undertake

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design activities for specific types of identified interventions. Both trade unions and parties are weak as is civil society in general.

Embassy of the U.S.A/Ghana

Contact: Ambassador Johnny Carson, American Ambassador

Tel: (256-41) 233-231/230-507

United States Information Service (USIS)/American Embassy/Ghana

Contact: Mark Larsen, Public Affairs Officer

(256-41) 233-231/230-507

Ghana Post Democracy Team

An attempt by the U.S. to level the playing field: Keeping the District Administrators out of political issues including the upcoming constituent assembly elections; access by political parties to state-controlled media; and the need for international observers. Any assistance to state institutions other than electoral assistance must be signed off on by country team. This is an important point as regards what a future facility would be able to do if set up on AREAF model.

USAID/Senegal

Contacts: Julius Coles, Director - Annette Adams, RLA & DG Contact

Tel: (221) 23-14-83

Fax: 23-29-65

Mission not altogether pleased with AREAF/NDI participation in the previous presidential and legislative elections. Mission did not feel that AREAF as a mechanism was responsive either to its wishes or in terms of timeliness; and that it had little if any input into the decisions concerning what and how NDI conducted its interventions in Senegal. There needs to be some means for meaningful Mission input under any new type of facility and preferably with some sort of Mission approval or at least concurrence over what interventions are undertaken and over the personnel which are assigned to specific activities. Problems with NDI core staff continuity with major changes taking place at critical points in the electoral process; and the lack of maturity (age) of many of the observers. The Mission was quite impressed with IFES.

Needs identified to which a new facility could identify itself: (1) Support to the National Assembly has already been requested by the GOS in terms of building up capacity of a legislative staff to support parliamentarians in drafting legislation and in developing constituent relations; (2) training for magistrates; and (3) the most important area identified being assistance to Senegal's new decentralization or, as it is known, "regionalization," policy. The Director however wonders whether the U.S. has the expertise in this area vis-a-vis the French, for example. USAID/ Senegal sees the decentralization area in terms of a "new generation" of participation in development programming and one that is intimately associated with democratic governance.

The Mission does not see a stand-alone D/G project as being an alternative in Senegal. Rather, it has decided to integrate D/G principals and approaches into its on-going sectoral programming. The new responsibilities of central and local government administrators from the

regional to the rural community levels, under the new decentralization/regionalization policy, and especially for the latter, are far beyond their current capacity, skills and expertise.

The Senegal situation thus adds a new objective for a rapid response facility, namely, to provide technical assistance of a short to medium term nature to Missions which do not anticipate a long-term D/G project but want to be able to respond to opportunities as they arise and in which they feel there is a good reason for U.S. support. Coupled with such assistance, primarily technical in nature, would be the need for a capability in assessments. Whether of the type of full-scale D/G assessments which have been and are continuing to be carried out under AFR's D/G Project, or more limited ones dealing with single institutions such as the national assembly or civil society, or single issues such as decentralization, the facility should have the capacity to undertake these assessments.

Discussion with Abdulaye N'Diaye: PVO/NGO Liaison Officer

Project Officer for USAID's PVO/NGO Umbrella Support Project which is managed by New Transcentury Foundation. While project was designed to support PVOs and NGOs working in priority development sectors (e.g. NRM, enterprise, and agriculture), support to NGOs working in civil society promotion is also possible which was earlier confirmed by the Director. In this regard, the Federation of ONGs in Senegal (FONGS) has applied for assistance under the Support Project to strengthen its capabilities to analyze and respond to government policies affecting rural people.

The following points and organizations were discussed: (1) **Chamber of Commerce** is essentially a government initiated and run organization which caters to and represents the larger formal sector enterprises. Not viewed as an independent organization or as legitimately representing the great majority of small and medium scale Senegalese businesses; (2) **Association des Chercheurs Senegalais** started by a number of University professors and students and participated in pre-election activities through the translation of the new electoral code into local languages; and post-electoral activities include translation of human rights, new forestry code, and decentralization policies as well into local languages; (3) **Ecole Nationale D'Economie Applique** is involved in human resource development and especially involved in training for lowest levels of decentralized administration including Chef d'Cercle and their new responsibilities under the proposed "regionalization" program; (4) **Fondation Rurale de l'Afrique de l'Ouest (FRAO)** is a new sub-regional NGO network with the aim of assisting NGOs to analyze and assess their institutional capacity and then to undertake capacity building interventions to strengthen organizational and management capabilities; and (5) GOS's new decentralization strategy is moving too quickly with little consultation from non-state sector and no preparation of regional and local government institutions for their new roles in this program. Ministry of Interior is however assistance from donors, including USAID in the implementation of the regionalization program.

Discussion with Senegal Country Democracy Team

116(e) Human Rights Fund is too bureaucratic. A need for support to the National Assembly in the form of Congressional Research Service type operation. Judiciary training for

magistrates. Looking at decentralization policy and future impact, can see the need for various types of sectoral (public) assistance such as in the decentralized administration of the public school system. Conflict resolution and mediation are big areas of need. **Big question asked:** can you use a centrally-funded facility to provide assistance to a country that has been sanctioned under the Brooke Amendment? A related question which is of potential importance to a rapid response facility, concerns the provision of assistance to countries where there is no AID mission present, but where opportunities exist which an AID regional office or the concerned Embassy may want to support; or where a U.S. PVO may be managing a portfolio of AID funded activities.

USAID/South Africa

Contact: Dennis Wendel, Project Development Officer-Community Development Division
Tel: (27-12) 323-8869 Fax: 323-6443

The largest program of support to indigenous NGOs in Africa (FY 1994 in the amount of \$19.0 million). AREAF not working in South Africa but each of the Consortium members (NDI, IRI and AAI) have their own programs of support to South African NGOs and civil society. Problem of credibility vis-a-vis these organizations as they are engaged in discrete uncoordinated activities which are basically short-term in nature and do not attempt to integrate themselves with AID's long-term program of democratic development. Because of the ideological make up of these U.S. PVOs, they tend to identify, ally and support similarly constituted South African entities which could and has been interpreted by other local groups as interference in local affairs, i.e., they are not "non-partisan and non-biased" interventions. With the coming of power of a democratically elected government, the likelihood that the large amount of donor funding that has gone to NGOs will be reprogrammed to a freely elected South African government and the South African private sector. Need to think about the impact this will have on the NGO community which has been supported so strongly by AID for so many years.

USAID/Tanzania

Contact: Pat Fleuret, Democracy and Governance Officer
Tel: (255-51) 46429 Fax: 46431

Little work in D/G activities by Mission except as relates to private sector, i.e., support for advocacy, policy formulation and legal reform. Otherwise nothing and had no idea of what other types of activities it might want to get involved in if in fact it wanted to become further involved. Waiting for scheduled January 1994 D/G assessment to pose some additional options.

Embassy of the United States/Tanzania

Contact: George Hogeman, Second Secretary & Vice Consul

Tel: (255-51) 66010 Fax: 66701

Currently administering seven 116(e) grants totalling \$90,000. Seminars and workshops are principal activity funded under 116(e) program. Has funded TANGO workshop on Civil Society and two workshops for Welfare Through Law. Finds that the management of 116(e) grants are extremely labor intensive. Have also provided computers of Political Science Department at the University; funding to National Elections Commissions; Eastern and Southern African University Research Program and the Arusha Press Club.

United States Information Service/Tanzania

Contact: Gregory Lynch, Director

Tel: (255-51) 37101/37106

USAID/Uganda

Contact: Norman Olson, Democracy/Governance Officer

Tel: Fax: (256-41) 235-879/174 233-417

Extensive use of 116(e) mainly in judicial sector, e.g. codifying ugandan law; small number of human rights grants; electoral assistance through local currency. AAI doing civic education and IRI elections monitoring and bringing American congress women to with Ugandan women voted into the new constituent assembly. AREAF, from AID's perspective has been unresponsive both in terms of timeliness and the needs/agenda that the Mission wants addressed (vis-a-vis those of the consortium members). Does not see the need for the detailed assessments that were carried out by AAI. Lead time to get assistance on the ground takes too long.

Longer-term Strategy: Mission is looking at Civic education program, i.e., what comes after voter registration and voting for constituent assembly? Needs are for a "Eminence Grise" to come and review the draft constitution prepared by the constituent assembly. NGO community seen as extremely weak and needing a major intervention of capacity building. Mission knows that it will continue to be actively engaged in the civil society/civic education and judicial sectors. Seriously thinking of undertaking a more in-depth D/G assessment to further inform its longer-term D/G policy. Big need by the mission is a \$1.0 million fund for the up-coming elections for the constituent assembly.

Donors: Danes financed Constitutional Drafting process and supporting women's empowerment. Both Frederick Ebert and Conrad Adenaur Foundations are actively engaged in Uganda. UNDP is responsible for coordinating the Donor group engaged in elections and other related activities.

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**A REVIEW OF USAID PROCUREMENT OPTIONS & CENTRALLY-FUNDED
FACILITIES SUPPORTING DEMOCRATIC GOVERNANCE**

**A STUDY OF USAID'S CAPACITY FOR RAPID RESPONSE
IN SUPPORT OF AFRICAN CIVIL SOCIETY DEVELOPMENT**

(January 7, 1994)

Set Asides -Gray Amendment, 8(a) and Small Business

Contact: USAID
Office of Small and Disadvantaged Business Utilization
Room 1200A, SA-14
Washington, DC 20523-1414
Phone: (703)875-1551
Fax: (703)875-1862

Set asides are contracts used to give small and disadvantaged businesses an opportunity to compete for USAID projects without full and open competition with larger well established firms. Three key set asides include Gray Amendment, Small Business and 8(a). Each of these are under a USAID contract mechanism. This is either a core contract, requirements contract or an IQC. A core contract is either competitively bid on or set aside. Once it is signed, it cannot be altered. The requirements contract (often referred to as a buy-in) is a companion contract to the core. It includes specific price listing and is a promise from USAID that certain work will be given to that contractor and in return, the contractor will provide specific contracted services. (See IQC document.)

As a set aside document, the Gray Amendment, part of USAID appropriations legislation, includes socially and economically disadvantaged businesses, Historically Black Colleges and Universities (HBCUs), minority controlled Private Voluntary Organizations (PVOs), and universities with at least forty percent Hispanic enrollment. A firm must be both socially and economically disadvantaged to qualify. An exception to this is large minority firms, who may not be economically disadvantaged but still qualify for subcontracting under the Gray Amendment.

USAID works to strengthen and internationalize HBCUs through financing programming and counseling services. As a result, it is hoped that the level of involvement between HBCUs and USAID will increase. (See also HBCU Research Program.) There are no specific set asides for HBCUs, but a specific project design may build in an HBCU requirement.

A minority controlled PVO is one in which more than fifty percent of its Board of Directors is comprised of Black Americans, Hispanic Americans or Native Americans or by economically and socially disadvantaged individuals. While PVOs are not-for-profit organizations, there are still specific projects set aside for them. (See also PVO and Cooperative Agreements.)

Section 8(a) firms are included under the Gray Amendment. These firms are certified by the Small Business Administration (SBA) under section 8(a) of the Contracting and Business Development Program. They do not include women-owned firms which are not otherwise socially and economically disadvantaged.

Small businesses are a third type of set aside. Any business under \$3.5 million qualify to compete. All small business set asides are obtained through competition.

Small business and 8(a) set asides are not valid with grants or cooperative agreements because no profit can ever result from a grant or cooperative agreement. Therefore, there is no such thing as a Small Business Grant or 8(a) Cooperative Agreement. HBCUs and other minority institutions may receive grants under the Gray Amendment. (See HBCU Research Grant Program.) A specific percentage of total set aside awards is established annually by USAID, the Office of Management and Budget and the Small Business Administration. Project Officers and Project Committees, at USAID/W and in the missions are responsible for reviewing projects and discerning which projects or aspects of projects might be suitable for set asides.

If the mission or USAID/W determines the project is a set aside, it must then select the type of set aside. The most rapid type of set aside is with an 8(a) contract. Under 8(a) procedures, a qualified firm can be selected by USAID or SBA and awarded a contract without competition if the total contract amount is under \$3 million. USAID and SBA can also select approximately three 8(a) firms which then compete for the award if above that amount. This expedites the contract awards by reducing competition time. These 8(a) awards apply to both USAID/W and the individual field mission.

If it is decided that 8(a) firms would not have adequate resources, USAID may select Gray Amendment firms. Here, for those project costing less than \$25,000, USAID selects at least three firms to compete for the contract, thereby expediting the procurement process. Small business set asides of at least \$25,000 are posted in the Commerce Business Daily and open for full competition among small businesses.

To participate in either a Gray Amendment or 8(a) set aside program, an application must be filed with OSDDBU or SBA. Following is a listing of all Gray Amendment firms and the types of projects in which they have participated. Those firms with asterisks are 8(a) firms.

AID CONSULTANT REGISTRY INFORMATION SYSTEM (ACRIS)
VENDOR ADDRESS

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12/08/1993

Specialization
National Government Services

VENDOR NAME	VENDOR ADDRESS	CONTACT
COUNTER TECHNOLOGY, INC	4733 BETHESDA AVENUE, STE 200 BETHESDA MD 20814	CANN, MELISSA R. 301-907-0127
EVA & ASSOCIATES	6701 DEMOCRACY BOULEVARD, SUITE 208 BETHESDA MD 20817	DEVA, ARUN K. 301-897-9090
DYNAMICS INTERNATIONAL, INC.	912 THAYER AVENUE, SUITE 200 SILVER SPRING MD 20910	PEDRO, KEHINDE 301-805-5123
YMBIONT, INC	1730 K STREET, N.W., SUITE 304 WASHINGTON DC 20006	DAVENPORT, D. OLANDAN 202-463-0662
ORLDWIDE EXPORTS	420 W. WILSON AVENUE, SUITE 102 GLENDALE CA 91203	AZARIAN, JAMES 818-247-4550

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AID CONSULTANT REGISTRY INFORMATION SYSTEM (ACRIS)
VENDOR ADDRESS

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Specialization
National Government Services
at the time of award

VENDOR NAME	VENDOR ADDRESS	CONTACT
COUNTER TECHNOLOGY, INC	4733 BETHESDA AVENUE, STE 200 BETHESDA MD 20814	CANN, MELISSA R. 301-907-0127
LCK ASSOCIATES	1870 WYOMING AVENUE, N.W., STE 202 WASHINGTON DC 20009	KALVER, LINDA 202-265-1737
UNIVERSAL COMMUNICATIONS, INC	2737 DEVONSHIRE PLACE, N.W. WASHINGTON DC 20008	URBAN, DIANE 202-667-8101

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AID CONSULTANT REGISTRY INFORMATION SYSTEM (ACRIS)
 VENDOR ADDRESS

1
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Specialization
 Education - General

10/10/93

VENDOR NAME	VENDOR ADDRESS	CONTACT
A. L. NELLUM AND ASSOCIATES, INC	1900 L STREET, N.W., SUITE 405 WASHINGTON DC 20036	MCCULLOUGH, JANIE S. 202-466-4920
ADVANCED RESOURCE TECHNOLOGIES, INC	6101 STEVENSON AVENUE ALEXANDRIA VA 22304	BOULEARE, JOHN 703-461-2200
AKHDER INTERNATIONAL ASSOCIATES	4214 EDSON PLACE, N.E. WASHINGTON DC 20019	LINEBERGER, KEVIN 202-396-8013
AMEX INTERNATIONAL, INC	1725 K STREET, N.W., SUITE 402 WASHINGTON DC 20006	TEJEDA, FELIPE 202-429-0222
BANKS ASSOCIATES	3021 DOVER HOUSE DRIVE HERNDON VA 22071	BANKS, GEORGE P. 703-620-1297
CAMBRIDGE CONSULTING CORPORATION	1893 PRESTON WHITE DRIVE, SUITE 110 RESTON VA 22091	ALVAREZ, RICHARD 703-620-1911
CLAPP AND MAYNE, INC	1606 PONCE DE LEON AVENUE, 6TH FLOOR SAN JUAN PR 00909	SILVA-LOPEZ,, EDIBALDO 809-721-3800
CREATIVE ASSOCIATES INTERNATIONAL, INC	5301 WISCONSIN AVENUE, N.W., SUITE 700 WASHINGTON DC 20015	KRUVANT, M. CHARITO 202-966-5804
FARVAN INTERNATIONAL CORPORATION	220 NORTH TRYON STREET CHARLOTTE NC 28202	SWEEZY, FARIDA 704-375-1424
FAYWALL ENTERPRISES, INC	142 SHARON LAKE COURT LEXINGTON SC 29072	GREWAL, HARPAL S. 803-535-5202
HEALTH SYSTEMS MARKETING & DEV. CORP	2806 CHESTERFIELD PLACE, N.W. WASHINGTON DC 20008	BARNES, JAMES G. 202-537-0380
INFORMATION SYSTEMS & NETWORKS CORP	10411 MOTOR CITY DRIVE BETHESDA MD 20817	BENTON, KAY 301-469-0400
INTERLOG, INC	5109 LEESBURG PIKE, SUITE 400 FALLS CHURCH VA 22041	THRASHER, JESSICA R. 703-845-8441
OSINE AND ASSOCIATES	1340 WEST TUNNEL BOULEVARD, STE 445 HOUMA LA 70360	NOSIRI, M. JOSEPH 504-868-6990
QUIJAREZ AND ASSOCIATES, INC	12139 NATIONAL BOULEVARD LOS ANGELES CA 90064	JUAREZ, NICANDRO F. 213-478-0826

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AID CONSULTANT REGISTRY INFORMATION SYSTEM (ACRIS)
 VENDOR ADDRESS

Specialization
 Education - General

VENDOR NAME	VENDOR ADDRESS	CONTACT
X L B & M ASSOCIATES, INC	211 SW A AVENUE LAHTON OK 73501-4051	POKORNY, ANTHONY 405-355-1471
X LAM ASSOCIATES, INC	1901 NORTH MOORE STREET, SUITE 509 ROSSLYN VA 22209	CARTER, LEVI C. 703-528-7122
LCP INTERNATIONAL INSTITUTE	1107 NE 45TH STREET, SUITE 405 SEATTLE WA 98105	BRUEGGEMAN, MANIJEH 206-547-6105
X LISBOA ASSOCIATES, INC	1317 F STREET, N.W., SUITE 802 WASHINGTON DC 20004	LISBOA-FARROW, ELIZABETH 202-737-2622
X MICHIGAN ORGANIZATION FOR AFRICAN DEVL.	P.O. BOX 43081 DETROIT MI 48243	STRONG, BRENDA 313-874-0732
MODERN TECHNOLOGY SYSTEMS, INC	6801 KENILWORTH AVENUE, SUITE 200 RIVERDALE MD 20737-1331	BAILEY, PAMELA 301-985-5171
PEOPLE PROCESSING INFORMATION, INC	6503 COCHEVILLE AVENUE TAKOMA PARK MD 20912	BROWN, JACQUELINE M. 301-270-8759
A PUBLIC AFFAIRS INTERNATIONAL, INC	11200 LOCKWOOD DRIVE, SUITE 1509 SILVER SPRING MD 20901	EKPONE, BROSIM S. 301-593-5800
S. T. A. R. ASSOCIATES, INC	P.O. BOX 31691 BALTIMORE MD 21207	ROBINSON, BARBARA A. 301-727-1558
SANDEEP JAIN CPA	107 MISTY DALE WAY GAITHERSBURG MD 20877	JAIN, SANDEEP 301-926-3563
SHELADIA ASSOCIATES, INC	15825 SHADY GROVE ROAD, SUITE 100 ROCKVILLE MD 20850-4023	AMATI, P. JOSEPH 301-258-7474
X SOCIOTECHNICAL RESEARCH APPLICATIONS	1101 WILSON BOULEVARD, SUITE 1950 ROSSLYN VA 22209	GALLARDO, MANUEL 703-243-9100
X SOFTWARE CONTROL INTERNATIONAL	1735 N LYNN STREET, SUITE 975 ARLINGTON VA 22209-2019	VIVES, LYNETTE SPANO 703-528-4008
X SOZA & COMPANY LTD	2735 HARTLAND ROAD FALLS CHURCH VA 22043	ELSAIED, IBRAHIM S. 703-560-9477
X TEKONTROL, INC (TKI)	1 PURLIEU PLACE, SUITE 262 WINTER PARK FL 32792	CUSTIS, JOHN P. 407-657-4999

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AID CONSULTANT REGISTRY INFORMATION SYSTEM (ACRIS)
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Specialization
Education - General

VENDOR NAME	VENDOR ADDRESS	CONTACT
THE BRYLER CORPORATION	1328 FLORIDA AVENUE, N.W. WASHINGTON DC 20009	LEGER, PIERRE R. 202-244-1954
HERAGEN, INC	9244 E. HAMPTON DRIVE, BLDG. 605 CAPITOL HEIGHTS MD 20743	GUINN, WAYMON 301-499-1050

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AID CONSULTANT REGISTRY INFORMATION SYSTEM (ACRIS)
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Specialization
 Education - General
 (W/MEN-5V VSD)

VENDOR NAME	VENDOR ADDRESS	CONTACT
AMERICAN INFORMATION TECHNOLOGIES, INC	P.O. BOX 510 TUCKER GA 30085	DICKEY, JENNIFER 404-723-9200
CREATIVE ASSOCIATES INTERNATIONAL, INC	5301 WISCONSIN AVENUE, N.W., SUITE 700 WASHINGTON DC 20015	KRUVANT, M. CHARITO 202-966-5804
DEVRES, INC	7201 WISCONSIN AVENUE, SUITE 500 BETHESDA MD 20814	WOOD, DENNIS H. 301-951-5546
EDU-TECH INDUSTRIES	P.O. BOX 9945 NEWPORT BEACH CA 92658	KAMPN, JACEKYN 714-540-7660
FARVAN INTERNATIONAL CORPORATION	220 NORTH TRYON STREET CHARLOTTE NC 28202	SWEEZY, FARIDA 704-375-1424
GLENNCO SERVICES, INC	509 NE 3RD AVENUE FT. LAUDERDALE FL 33301-3263	GLENN, DONALD T. 305-764-7291
INFORMATION SYSTEMS & NETWORKS CORP	10411 MOTOR CITY DRIVE BETHESDA MD 20817	BENTON, KAY 301-469-0400
INTRADOS/INTERNATIONAL MANAGEMENT GROUP	2020 CONNECTICUT AVENUE, N.W. WASHINGTON DC 20008	GHADAR, MARGARET 202-667-8270
LAM ASSOCIATES, INC	1901 NORTH MOORE STREET, SUITE 509 ROSSLYN VA 22209	CARTER, LEVI C. 703-528-7122
LCP INTERNATIONAL INSTITUTE	1107 NE 45TH STREET, SUITE 405 SEATTLE WA 98105	BRUEGGEMAN, MANIJEH 206-547-6105
LISBOA ASSOCIATES, INC	1317 F STREET, N.W., SUITE 802 WASHINGTON DC 20004	LISBOA-FARROW, ELIZABETH 202-737-2622
MARY ROSE OAKAR & ASSOCIATES, INC	2621 LORAIN AVENUE CLEVELAND OH 44113	OAKAR, MARY ROSE 216-522-0550
MODERN TECHNOLOGY SYSTEMS, INC	6801 KENILWORTH AVENUE, SUITE 200 RIVERDALE MD 20737-1331	BAILEY, PAMELA 301-985-5171
PEOPLE PROCESSING INFORMATION, INC	6503 COCHEVILLE AVENUE TAKOMA PARK MD 20912	BROWN, JACQUELINE M. 301-270-8759
S. T. A. R. ASSOCIATES, INC	P.O. BOX 31691 BALTIMORE MD 21207	ROBINSON, BARBARA A. 301-727-1558

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AID CONSULTANT REGISTRY INFORMATION SYSTEM (ACRIS)
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Specialization
Education - General

VENDOR NAME	VENDOR ADDRESS	CONTACT
SOFTWARE CONTROL INTERNATIONAL	1735 N LYNN STREET, SUITE 975 ARLINGTON VA 22209-2019	VIVES, LYNETTE SPANO 703-528-4008

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 12/08/1993

Specialization
 National Development

M. 574-7

VENDOR NAME	VENDOR ADDRESS	CONTACT
AJUPA ASSOCIATES	10304 INWOOD AVENUE SILVER SPRING MD 20902-3860	GORDON, GODFREY A. 301-649-7060
ALLIED FINANCIAL MANAGEMENT GROUP, INC	1005 TOWLSTON ROAD MCLEAN VA 22102-1110	RAHMAN, EHSAN 703-759-3585
AMEX INTERNATIONAL, INC	1725 K STREET, N.W., SUITE 402 WASHINGTON DC 20006	TEJEDA, FELIPE 202-429-0222
ASSOCIATES FOR BUS/ECO/RES & INTL DEV.	3801 WAINFLEET DRIVE RICHMOND VA 23235	WHYTE, CHARLES D. 804-320-7909
BASIC HEALTH MANAGEMENT, INC	8403 COLESVILLE ROAD, SUITE 805 SILVER SPRING MD 20910	BULHAN, HUSSEIN A. 301-565-2205
BROWN AND LOWE INTERNATIONAL, INC	8280 GREENSBORO DRIVE, SUITE 300 MCLEAN VA 22102	BROWN, EMILIA L. 703-356-2070
CENTER FOR FIN. ENGINEERING IN DEV.	1255 - 23RD STREET, N.W., SUITE 870 WASHINGTON DC 20037	OYHENART, MARTA 202-728-2983
CHATTREE AND ASSOCIATES	P.O. BOX 22573 BEACHWOOD OH 44122-5421	CHATTREE, ARUN K. 216-449-6583
COKER-SMITH INTERNATIONAL ASSOC., INC	417 WILLINGTON DRIVE P.O. BOX 3091 (20918) SILVER SPRING MD 20904	COKER, IRVIN D. 301-384-4704
DATEX, INC	2101 WILSON BOULEVARD, SUITE 100 TWO COLONIAL PLACE ARLINGTON VA 22201	DUTTA, AJIT S. 703-812-5000
DYNAMICS INTERNATIONAL, INC.	912 THAYER AVENUE, SUITE 200 SILVER SPRING MD 20910	PEDRO, KEHINDE 301-805-5123
ECCLES ASSOCIATES, INC	303 EAST 43RD STREET, SUITE 15C NEW YORK NY 10017	GATES, CHARLES R. 212-682-6064
ENERTECH INTERNATIONAL, INC	1024 N. UTAH STREET, SUITE 122 ARLINGTON VA 22201	AZHAR, SALIM 703-351-7524
EXICO, INC	1001 LIBERTY AVENUE, STE 601 PITTSBURGH PA 15222	UKU, EUSTACE O. 412-261-3073

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Specialization
 National Development

VENDOR NAME	VENDOR ADDRESS	CONTACT
FARVAN INTERNATIONAL CORPORATION	220 NORTH TRYON STREET CHARLOTTE NC 28202	SWEEZY, FARIDA 704-375-1424
BRAYWALL ENTERPRISES, INC	142 SHARON LAKE COURT LEXINGTON SC 29072	GREWAL, HARPAL S. 803-535-5202
INTERNATIONAL BUS. & TECH. CONS., INC	45150 RUSSELL BRANCH PARKWAY ASHBURN VA 22011	KALOTRA, JAYANT S. 703-478-8659
INTERNATIONAL TRADE INVEST. CORP., INC	2025 PENNSYLVANIA AVENUE, N.W., STE 717 WASHINGTON DC 20006	DINAVO, TRINA R. 202-296-9507
MELECHI LTD	P.O. BOX 32062 COLUMBUS OH 43232	EJIKE, SATCH 614-492-1202
L B & M ASSOCIATES, INC	211 SW A AVENUE LAWTON OK 73501-4051	POKORNY, ANTHONY 405-355-1471
LEGAL PERSONNEL, INC	3905 GEORGIA AVENUE, N.W. WASHINGTON DC 20011	WILSON, LILLIAN JOHNSON 202-829-5053
MARCILLA INTERNATIONAL, INC	1012 GUADALUPE DEL PRADO, N.W. ALBUQUERQUE NM 87107	MARCILLA, JOHN M. 505-345-5424
MCV ASSOCIATES, INC	1071 SPRING HILL ROAD MCLEAN VA 22102	MEHRA, JAWAHAR 703-356-7235
ETRICA, INC	1601 N. KENT STREET, SUITE 907 ARLINGTON VA 22209	CAMPBELL, FRANK 703-525-0045
DWRPLAN INTERNATIONAL	1707 S. HAYES STREET ARLINGTON VA 22202	MASUD, ENVER 703-521-0850
ROMETRIKA, INC	3557 MT. DIABLO BLVD. SUITE 21 LAFAYETTE CA 94549-4011	SWEETMAN, JOAN 510-283-7670
UNITED STANDARD INTERNATIONAL	P.O. BOX 571 LAUREL MD 20725-0571	NWABUGWU, EMMANUEL 301-498-7946

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AID CONSULTANT REGISTRY INFORMATION SYSTEM (ACRIS)
 VENDOR ADDRESS

1
 12/08/1993

Specialization
 National Development
 DM V SWO (1)

VENDOR NAME	VENDOR ADDRESS	CONTACT
ALLIED FINANCIAL MANAGEMENT GROUP, INC	1005 TOWLSTON ROAD MCLEAN VA 22102-1110	RAHMAN, EHSAN 703-759-3585
CENTER FOR FIN. ENGINEERING IN DEV.	1255 - 23RD STREET, N.W., SUITE 870 WASHINGTON DC 20037	OYHENART, MARTA 202-728-2983
DEVRES, INC	7201 WISCONSIN AVENUE, SUITE 500 BETHESDA MD 20814	WOOD, DENNIS H. 301-951-5546
EDU-TECH INDUSTRIES	P.O. BOX 9945 NEWPORT BEACH CA 92658	KAMPN, JACEKYN 714-540-7660
FARVAN INTERNATIONAL CORPORATION	220 NORTH TRYON STREET CHARLOTTE NC 28202	SWEETZ, FARIDA 704-375-1424
INNOVATIVE RESOURCES PARTNERS	900 LARKSPUR LANDING CIRCLE, SUITE 240 LARKSPUR CA 94118	BAILEY, LAURA E. 415-461-5822
INTRADOS/INTERNATIONAL MANAGEMENT GROUP	2020 CONNECTICUT AVENUE, N.W. WASHINGTON DC 20008	GHADAR, MARGARET 202-667-8270
LEGAL PERSONNEL, INC	3905 GEORGIA AVENUE, N.W. WASHINGTON DC 20011	WILSON, LILLIAN JOHNSON 202-829-5053
METRICA, INC	1601 N. KENT STREET, SUITE 907 ARLINGTON VA 22209	CAMPBELL, FRANK 703-525-0045
NOB HILL CONSULTING	795 PINE STREET, SUITE 43 SAN FRANCISCO CA 94108	SHEELEY, ELLEN R. 415-433-9335
PROMETRIKA, INC	3557 MT. DIABLO BLVD. SUITE 21 LAFAYETTE CA 94549-4011	SWEETMAN, JOAN 510-283-7670

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AID CONSULTANT REGISTRY INFORMATION SYSTEM (ACRIS)
 VENDOR ADDRESS

1
 12/08/1993

Specialization
 Institution Building

VENDOR NAME	VENDOR ADDRESS	CONTACT
ALLIED FINANCIAL MANAGEMENT GROUP, INC	1005 TOWLSTON ROAD MCCLEAN VA 22102-1110	RAHMAN, EHSAN 703-759-3585
AMEX INTERNATIONAL, INC	1725 K STREET, N.W., SUITE 402 WASHINGTON DC 20006	TEJEDA, FELIPE 202-429-0222
ASSOCIATES FOR BUS/ECO/RES & INTL DEV.	3801 WAINFLEET DRIVE RICHMOND VA 23235	WHYTE, CHARLES D. 804-320-7909
BROWN AND LOWE INTERNATIONAL, INC	8280 GREENSBORO DRIVE, SUITE 300 MCCLEAN VA 22102	BROWN, EMILIA L. 703-356-2070
CARANA CORPORATION	4350 NORTH FAIRFAX DRIVE ARLINGTON VA 22203	TORRES, CARLOS 703-243-1700
CHOKER-SMITH INTERNATIONAL ASSOC., INC	417 WILLINGTON DRIVE P.O. BOX 3091 (20918) SILVER SPRING MD 20904	CHOKER, IRVIN D. 301-384-4704
COMPUTER ASSISTED DEVELOPMENT, INC	1635 BLUE SPRUCE DRIVE, SUITE 101 FORT COLLINS CO 80524	SHENG, TOM S. 303-484-2234
DATEX, INC	2101 WILSON BOULEVARD, SUITE 100 TWO COLONIAL PLACE ARLINGTON VA 22201	DUTTA, AJIT S. 703-812-5000
DEVA & ASSOCIATES	6701 DEMOCRACY BOULEVARD, SUITE 208 BETHESDA MD 20817	DEVA, ARUN K. 301-897-9090
DEVELOPMENT ASSISTANCE CORPORATION	1415 - 11TH STREET, N.W. WASHINGTON DC 20001	SINGLETERY, BARBARA 202-234-8842
DYNAMICS INTERNATIONAL, INC.	912 THAYER AVENUE, SUITE 200 SILVER SPRING MD 20910	PEDRO, KEHINDE 301-805-5123
EDUARDO CATALANO ARCHITECTS & ENGRS, INC	300 FRANKLIN STREET CAMBRIDGE MA 02139	CATALANO, EDUARDO 617-491-8386
INSPRA, INC	2803 WHIRLAWAY CIRCLE HERNDON VA 22071	SHANSAB, NASIR 703-620-232
J. MARULE AND DAUGHTERS, INC	516 BROAD STREET, SUITE 202 SEATTLE WA 98109	MARULE, JACOB B.O. 206-860-3087

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AID CONSULTANT REGISTRY INFORMATION SYSTEM (ACRIS)
VENDOR ADDRESS

2
12/08/1993

Specialization
Institution Building

VENDOR NAME	VENDOR ADDRESS	CONTACT
X JOSINE AND ASSOCIATES	1340 WEST TUNNEL BOULEVARD, STE 445 HOUMA LA 70360	NOSIRI, M. JOSEPH 504-868-6990
JVP ENGINEERS PC	4906 WISCONSIN AVENUE, N.W. WASHINGTON DC 20016	PEDRAZA, J. VICENTE 202-362-3001
X LISBOA ASSOCIATES, INC	1317 F STREET, N.W., SUITE 802 WASHINGTON DC 20004	LISBOA-FARROW, ELIZABETH 202-737-2622
M. B. S. I. D.	3 LA COSTA COURT TOWSON MD 21204-2023	BESSALEL, MENAJEM M. 410-321-1797
X PARTI & ASSOCIATES, INC	3420 NORMAN BERRY DRIVE SUITE 203 ATLANTA GA 30354	PARTI, S. N. 404-766-6660
THERAGEN, INC	9244 E. HAMPTON DRIVE, BLDG. 605 CAPITOL HEIGHTS MD 20743	GUINN, WAYMON 301-499-1050

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AID CONSULTANT REGISTRY INFORMATION SYSTEM (ACRIS)
 VENDOR ADDRESS

1
 12/08/1993

Specialization
 Institution Building

VENDOR NAME	VENDOR ADDRESS	CONTACT
A. P. GROSS & COMPANY, INC	10812 PEBBLE BROOK LANE POTOMAC MD 20854	GROSS, ALAN 301-299-6015
ALLIED FINANCIAL MANAGEMENT GROUP, INC	1005 TOWLSTON ROAD MCLEAN VA 22102-1110	RAHMAN, EHSAN 703-759-3585
DEVRES, INC	7201 WISCONSIN AVENUE, SUITE 500 BETHESDA MD 20814	WOOD, DENNIS H. 301-951-5546
INTRADOS/INTERNATIONAL MANAGEMENT GROUP	2020 CONNECTICUT AVENUE, N.W. WASHINGTON DC 20008	GHADAR, MARGARET 202-667-8270
J. MARULE AND DAUGHTERS, INC	516 BROAD STREET, SUITE 202 SEATTLE WA 98109	MARULE, JACOB B.O. 206-860-3087
LEVERAGE INTERNATIONAL CONSULTANTS, INC	550 S. WADSWORTH BOULEVARD, STE 200 LAKEWOOD CO 80226	NGUYEN, ANNA MARIE S. 303-937-1982
LISBOA ASSOCIATES, INC	1317 F STREET, N.W., SUITE 802 WASHINGTON DC 20004	LISBOA-FARROW, ELIZABETH 202-737-2622
MANAGEMENT SYSTEMS INTERNATIONAL, INC	600 WATER STREET, S.W. WASHINGTON DC 20024	COOLEY, LAWRENCE S. 202-484-7170
UNIVERSAL COMMUNICATIONS, INC	2737 DEVONSHIRE PLACE, N.W. WASHINGTON DC 20008	URBAN, DIANE 202-667-8101

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VENDOR ADDRESS

12/08/1993

Specialization
Women in Development

M. W. K. 1

VENDOR NAME	VENDOR ADDRESS	CONTACT
ALLIED FINANCIAL MANAGEMENT GROUP, INC	1005 TOWLSTON ROAD MCLEAN VA 22102-1110	RAHMAN, EHSAN 703-759-3585
* AMEX INTERNATIONAL, INC	1725 K STREET, N.W., SUITE 402 WASHINGTON DC 20006	TEJEDA, FELIPE 202-429-0222
AROUND THE WORLD EXPORTS/IMPORTS	2900 LOUISIANA N.E., SUITE 110 ALBUQUERQUE NM 87110-4598	ALONSO, MERY 505-881-8844
* ATMA INTERNATIONAL, INC	400 E. PRATT STREET, 8TH FLOOR BALTIMORE MD 21202	HAIRSTON, JAMES 301-332-8075
BROWNSVILLE MINORITY BUS. DEV. CENTRE	2100 BOCA CHICA BLVD., SUITE 301 BROWNSVILLE TX 78521	PATTON, PANDORA L. 20-546-3400
COKER-SMITH INTERNATIONAL ASSOC., INC	417 WILLINGTON DRIVE P.O. BOX 3091 (20918) SILVER SPRING MD 20904	COKER, IRVIN D. 301-384-4704
* COMTEL PRODUCTIONS, INC	WASHINGTON, D.C. AREA OFFICE 2800 SHIRLINGTON ROAD, SUITE 900 ARLINGTON VA 22206	SMITH, WILLIAM H. 703-578-2674
* DATEX, INC	2101 WILSON BOULEVARD, SUITE 100 TWO COLONIAL PLACE ARLINGTON VA 22201	DUTTA, AJIT S. 703-812-5000
DP ASSOCIATES	4501 ARLINGTON BOULEVARD, SUITE 728 ARLINGTON VA 22203	BURTON, DOLORES P. 703-522-3638
DYNAMICS INTERNATIONAL, INC.	912 THAYER AVENUE, SUITE 200 SILVER SPRING MD 20910	PEDRO, KEHINDE 301-805-5123
* GEM TECHNOLOGY	2000 N. 14TH STREET ARLINGTON VA 22201	WRAY, MELVA GIBSON 703-243-9869
* HAMILTON BEHAVIORAL HEALTHCARE LTD.	225 N. MICHIGAN AVENUE, SUITE 1800 CHICAGO IL 60601-7601	BENNETT, MAISHA HAMILTON 312-946-8000
* HEALTH SYSTEMS MARKETING & DEV. CORP	2806 CHESTERFIELD PLACE, N.W. WASHINGTON DC 20008	BARNES, JAMES G. 202-537-0380
* INTER-AMERICAN TRADING & MKTG ASSOC, INC	14108 MORRISON COURT WOODBIDGE VA 22193	TORRES-LUQUI, OSCAR 703-590-7790

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Women in Development

VENDOR NAME	VENDOR ADDRESS	CONTACT
INTERNATIONAL BUS. & TECH. CONS., INC	45150 RUSSELL BRANCH PARKWAY ASHBURN VA 22011	KALOTRA, JAYANT S. 703-478-8659
INTERNATIONAL DEVELOPMENT SERVICES LTD	P.O. BOX 20205 PARK WEST FINANCE STATION NEW YORK NY 10025	PEREZ, ALFREDO 212-316-3872
INTERNATIONAL WOMEN'S NET. BUS. CONF.	1114 - 21ST STREET, N.W. WASHINGTON DC 20036	GREGORIO, DOLLY N. 202-872-8682
IOSINE AND ASSOCIATES	1340 WEST TUNNEL BOULEVARD, STE 445 HOUMA LA 70360	NOSIRI, M. JOSEPH 504-868-6990
JUAREZ AND ASSOCIATES, INC	12139 NATIONAL BOULEVARD LOS ANGELES CA 90064	JUAREZ, NICANDRO F. 213-478-0826
ELECHI LTD	P.O. BOX 32062 COLUMBUS OH 43232	EJIKE, SATCH 614-492-1202
KUO & ASSOCIATES, INC	1420 K STREET, N.W., STE 400 WASHINGTON DC 20005	KUO, DANIEL M.T. 202-371-1625
LAM ASSOCIATES, INC	1901 NORTH MOORE STREET, SUITE 509 ROSSLYN VA 22209	CARTER, LEVI C. 703-528-7122
LAWTON INTERNATIONAL	P.O. BOX 21401 OKLAHOMA CITY OK 73156	LAWTON, LAJOYCE CHATWELL 405-755-0012
LISBOA ASSOCIATES, INC	1317 F STREET, N.W., SUITE 802 WASHINGTON DC 20004	LISBOA-FARROW, ELIZABETH 202-737-2622
MEGA-TECH, INC	450 WEST BROAD STREET, SUITE 418 ARLINGTON VA 22046	FISK, DOLORES D. 703-534-1629
MOORE & ASSOCIATES	1112 11TH STREET, N.W. WASHINGTON DC 20001	MOORE, HAROLD L. 202-842-0709
INTERNATIONAL, INC	10306 EATON PLACE, SUITE 400 FAIRFAX VA 22030	MEHTA, PRAKASH 703-352-8700
PUBLIC AFFAIRS INTERNATIONAL, INC	11200 LOCKWOOD DRIVE, SUITE 1509 SILVER SPRING MD 20901	EKPONE, BROSIM S. 301-593-5800
WARDS INTERNATIONAL, INC (R.I.I.)	1010 WAYNE AVENUE, SUITE 300 SILVER SPRING MD 20910	KUAN, CAROLINE 301-565-4020

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VENDOR NAME	VENDOR ADDRESS	CONTACT
ROSE ELDER & ASSOCIATES, INC	1275 K STREET N.W, SUITE 609 WASHINGTON DC 20006	ELDER, ROSE 202-875-0745
* S. T. A. R. ASSOCIATES, INC	P.O. BOX 31691 BALTIMORE MD 21207	ROBINSON, BARBARA A. 301-727-1558
THE INFOR. PROCESSING CO., INC (TIPCO)	1400 35TH STREET, S.E. WASHINGTON DC 20020-2322	WILLIAMS, PAUL F. 202-789-2600
* THE MITCHELL GROUP, INC	1816 - 11TH STREET, N.W. WASHINGTON DC 20001	MITCHELL, LLOYD M. 202-745-1919
THE NATIONAL HISPANIC UNIVERSITY	135 EAST GISH ROAD, SUITE 201 SAN JOSE CA 95112	CRUZ, B. ROBERTO 408-441-2000
THE PAZ GROUP	4100 SPRING VALLEY ROAD, SUITE 700 COMERICA BANK BUILDING DALLAS TX 75244	PENA, JOSEPH 214-991-4087
TUCKER AND ASSOCIATES, INC	616 GIROD STREET, 2ND FLOOR NEW ORLEANS LA 70130	TUCKER, JANE M. 504-522-4627

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Specialization
 Women in Development
 WOMEN-OWNED

VENDOR NAME	VENDOR ADDRESS	CONTACT
AIDS IMPACT, INC	P.O. BOX 9443 SEATTLE WA 98109	BEERY, MADELINE P. 206-284-3865
ALLIED FINANCIAL MANAGEMENT GROUP, INC	1005 TOWLSTON ROAD MCLEAN VA 22102-1110	RAHMAN, EHSAN 703-759-3585
AMERIPORT	55 BAXTER BOULEVARD PORTLAND ME 04101	MEZOIAN, ANN LEE 207-772-2196
AROUND THE WORLD EXPORTS/IMPORTS	2900 LOUISIANA N.E., SUITE 110 ALBUQUERQUE NM 87110-4598	ALONSO, MERY 505-881-8844
BENDICK & EGAN ECONOMIC CONSULTANTS, INC	3760 - 39TH STREET, N.W., SUITE B140 WASHINGTON DC 20016	EGAN, MARY LOU 202-686-0245
DEVELOPMENT ASSISTANCE FOR INTL SERV	JO MAC ROAD, RT. 4, BOX 359 CHAPEL HILL NC 27516	ALTMAN, DIANA L. 919-967-6878
DEVRES, INC	7201 WISCONSIN AVENUE, SUITE 500 BETHESDA MD 20814	WOOD, DENNIS H. 301-951-5546
DP ASSOCIATES	4501 ARLINGTON BOULEVARD, SUITE 728 ARLINGTON VA 22203	BURTON, DOLORES P. 703-522-3638
EDU-TECH INDUSTRIES	P.O. BOX 9945 NEWPORT BEACH CA 92658	KAMPN, JACEKYN 714-540-7660
EMERALD GEM TECHNOLOGY	2000 N. 14TH STREET ARLINGTON VA 22201	WRAY, MELVA GIBSON 703-243-9869
GEOFINANCE LIMITED	5335 WISCONSIN AVENUE, N.W., SUITE 440 WASHINGTON DC 20015	MERRIAM, MONIQUE 202-686-2620
HAMILTON BEHAVIORAL HEALTHCARE LTD.	225 N. MICHIGAN AVENUE, SUITE 1800 CHICAGO IL 60601-7601	BENNETT, MAISHA HAMILTON 312-946-8000
INTER-AMERICAN TRADING & MKTG ASSOC, INC	14108 MORRISON COURT WOODBIDGE VA 22193	TORRES-LUQUI, OSCAR 703-590-7790
INTERNATIONAL HRD	2221 MONICA PLACE SARASOTA FL 34235	MULLER, MARY C. 813-366-4979
INTERNATIONAL WOMEN'S NET. BUS. CONF.	1114 - 21ST STREET, N.W. WASHINGTON DC 20036	GREGORIO, DOLLY N. 202-872-8682

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VENDOR NAME	VENDOR ADDRESS	CONTACT
* LAM ASSOCIATES, INC	1901 NORTH MOORE STREET, SUITE 509 ROSSLYN VA 22209	CARTER, LEVI C. 703-528-7122
LAWTON INTERNATIONAL	P.O. BOX 21401 OKLAHOMA CITY OK 73156	LAWTON, LAJOYCE CHATWELL 405-755-0012
LEVERAGE INTERNATIONAL CONSULTANTS, INC	550 S. WADSWORTH BOULEVARD, STE 200 LAKEWOOD CO 80226	NGUYEN, ANNA MARIE S. 303-937-1982
* LISBOA ASSOCIATES, INC	1317 F STREET, N.W., SUITE 802 WASHINGTON DC 20004	LISBOA-FARROW, ELIZABETH 202-737-2622
MANAGEMENT SYSTEMS INTERNATIONAL, INC	600 WATER STREET, S.W. WASHINGTON DC 20024	COOLEY, LAWRENCE S. 202-484-7170
MARY ROSE OAKAR & ASSOCIATES, INC	2621 LORAIN AVENUE CLEVELAND OH 44113	OAKAR, MARY ROSE 216-522-0550
* MEGA-TECH, INC	450 WEST BROAD STREET, SUITE 418 ARLINGTON VA 22046	FISK, DOLORES D. 703-534-1629
PSI INTERNATIONAL, INC	10306 EATON PLACE, SUITE 400 FAIRFAX VA 22030	MEHTA, PRAKASH 703-352-8700
ROSE ELDER & ASSOCIATES, INC	1275 K STREET N.W, SUITE 609 WASHINGTON DC 20006	ELDER, ROSE 202-875-0745
* S. T. A. R. ASSOCIATES, INC	P.O. BOX 31691 BALTIMORE MD 21207	ROBINSON, BARBARA A. 301-727-1558
TECHNOLOGY GENERATION, INC	1833 SOUTH OCEAN DRIVE, SUITE 608 HALLANDALE FL 33009	VINCE, SUSAN 305-456-1239
THE INTERTECH CONSULTING GROUP	P.O. BOX 42064 TUCSON AZ 85733-2064	TOBIAS, CYNTHIA L. 602-298-4809
THE KINGSBURY GROUP INTERNATIONAL	4917 REDFORD ROAD BETHESDA MD 20816	SCRIABINE, RAISA 202-887-1454
TUCKER AND ASSOCIATES, INC	616 GIROD STREET, 2ND FLOOR NEW ORLEANS LA 70130	TUCKER, JANE M. 504-522-4627
UNIVERSAL COMMUNICATIONS, INC	2737 DEVONSHIRE PLACE, N.W. WASHINGTON DC 20008	URBAN, DIANE 202-667-8101

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Women in Development

VENDOR NAME	VENDOR ADDRESS	CONTACT
YORK ASSOCIATES INTERNATIONAL	24 NORWOOD AVENUE UPPER MONTCLAIR NJ 07043	YORK, BERYL 201-744-6831

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Specialization
Private Enterprise/Business Development
MINORITY

VENDOR NAME	VENDOR ADDRESS	CONTACT
*AARON B. FLOYD ENTERPRISES, INC	1901 N. BEAUREGARD STREET, SUITE 380 ALEXANDRIA VA 22311	FLOYD, AARON B. 703-998-7722
*AHMAD ASSOCIATES	8230 OLD COURTHOUSE ROAD, SUITE 210 VIENNA VA 22182	AHMAD, SHAD 703-893-9644
*AMERICAN MANUFACTURERS EXPORT GROUP (AMEG)	11511 KATY FREEWAY, SUITE 300 HOUSTON TX 77079	TRIBBLE, WESS 713-558-0528
*AMEX INTERNATIONAL, INC	1725 K STREET, N.W., SUITE 402 WASHINGTON DC 20006	TEJEDA, FELIPE 202-429-0222
AROUND THE WORLD EXPORTS/IMPORTS	2900 LOUISIANA N.E., SUITE 110 ALBUQUERQUE NM 87110-4598	ALONSO, MERY 505-881-8844
ASSOCIATES FOR BUS/ECO/RES & INTL DEV.	3801 WAINFLEET DRIVE RICHMOND VA 23235	WHYTE, CHARLES D. 804-320-7909
*ATMA INTERNATIONAL, INC	400 E. PRATT STREET, 8TH FLOOR BALTIMORE MD 21202	HAIRSTON, JAMES 301-332-8075
*BELL ASSOCIATES, INC	17 STORY STREET CAMBRIDGE MA 02138	BELL, ALAN D. 617-876-2933
BROWN AND LOWE INTERNATIONAL, INC	8280 GREENSBORO DRIVE, SUITE 300 MCLEAN VA 22102	BROWN, EMILIA L. 703-356-2070
BROWNSVILLE MINORITY BUS. DEV. CENTRE	2100 BOCA CHICA BLVD., SUITE 301 BROWNSVILLE TX 78521	PATTON, PANDORA L. 20-546-3400
*CARANA CORPORATION	4350 NORTH FAIRFAX DRIVE ARLINGTON VA 22203	TORRES, CARLOS 703-243-1700
*CENTER FOR FIN. ENGINEERING IN DEV.	1255 - 23RD STREET, N.W., SUITE 870 WASHINGTON DC 20037	OYHENART, MARTA 202-728-2983
COKER-SMITH INTERNATIONAL ASSOC., INC	417 WILLINGTON DRIVE P.O. BOX 3091 (20918) SILVER SPRING MD 20904	COKER, IRVIN D. 301-384-4704
*COMPUTER MANAGEMENT SERVICES (CMS)	3905 NATIONAL DRIVE, SUITE 470 BURTONSVILLE MD 20866	DEMAGNUS, SHARON 301-236-4900
*DATABASE PLATFORMS, INC	4402 WEYBURN DRIVE ROOM 100 ANNANDALE VA 22003-5326	PEREIRA, OSCAR 703-256-6804

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AID CONSULTANT REGISTRY INFORMATION SYSTEM (ACRIS)
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Specialization
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VENDOR NAME	VENDOR ADDRESS	CONTACT
DATEX, INC	2101 WILSON BOULEVARD, SUITE 100 TWO COLONIAL PLACE ARLINGTON VA 22201	DUTTA, AJIT S. 703-812-5000
DEVA & ASSOCIATES	6701 DEMOCRACY BOULEVARD, SUITE 208 BETHESDA MD 20817	DEVA, ARUN K. 301-897-9090
DEVELOPMENT ASSISTANCE CORPORATION	1415 - 11TH STREET, N.W. WASHINGTON DC 20001	SINGLETERY, BARBARA 202-234-8842
DOORS & MORE, INC/TA INTL CAPITAL DEV.	5770 SECOND STREET, N.E. WASHINGTON DC 20011-2524	BONDON, JR., GEORGE A. 202-526-4455
DP ASSOCIATES	4501 ARLINGTON BOULEVARD, SUITE 728 ARLINGTON VA 22203	BURTON, DOLORES P. 703-522-3638
DR. CASSAGNOL INSTITUTE OF RESEARCH, INC	P.O. BOX 740 WILLIAMSBRIDGE STATION BRONX NY 10467-0740	CASSAGNOL, FRANCOIS DR. 212-655-3385
DYNAMIC RESOURCES, INC	5252 CHEROKEE AVENUE, SUITE 100 ALEXANDRIA VA 22312	MACFIGGEN, ELLA 703-914-9800
DYNAMICS INTERNATIONAL, INC.	912 THAYER AVENUE, SUITE 200 SILVER SPRING MD 20910	PEDRO, KEHINDE 301-805-5123
ECCLES ASSOCIATES, INC	307 EAST 43RD STREET, SUITE 15C NEW YORK NY 10017	GATES, CHARLES R. 212-682-6064
EMPLOYMENT TRAINING CONSULTANTS, INC	305 S. WASHINGTON WATERTOWN WI 53094	DANIELS, LLEWELLYN 414-261-9456
ENERTECH INTERNATIONAL, INC	1024 N. UTAH STREET, SUITE 122 ARLINGTON VA 22201	AZHAR, SALIM 703-351-7524
ENTECH, INC	540 POWDER SPRINGS STREET, SUITE B-5 MARIETTA GA 30064	TSE, KAM CHUEN 404-422-6703
FARVAN INTERNATIONAL CORPORATION	220 NORTH TRYON STREET CHARLOTTE NC 28202	SWEEZY, FARIDA 704-375-1424
GEM TECHNOLOGY	2000 N. 14TH STREET ARLINGTON VA 22201	WRAY, MELVA GIBSON 703-243-9869

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 Private Enterprise/Business Development

VENDOR NAME	VENDOR ADDRESS	CONTACT
GRAYWALL ENTERPRISES, INC	142 SHARON LAKE COURT LEXINGTON SC 29072	GREWAL, HARPAL S. 803-535-5202
HERMAN RAY & ASSOCIATES, P.C.	301 E. ARMOUR, SUITE 450 KANSAS CITY MO 64111	RAY, HERMAN 816-531-0088
X INDUSTRIAL OPERATIONS, INC	2349 W. CORTEZ PHOENIZ AZ 85029	CUNNING, RAY 602-944-7160
INFORMATION SYSTEMS & NETWORKS CORP	10411 MOTOR CITY DRIVE BETHESDA MD 20817	BENTON, KAY 301-469-0400
INSPIRA, INC	2803 WHIRLAWAY CIRCLE HERNDON VA 22071	SHANSAB, NASIR 703-620-232
X INTER-AMERICAN TRADING & MKTG ASSOC, INC	14108 MORRISON COURT WOODBRIIDGE VA 22193	TORRES-LUQUI, OSCAR 703-590-7790
X INTERNATIONAL BUS. & TECH. CONS., INC	45150 RUSSELL BRANCH PARKWAY ASHBURN VA 22011	KALOTRA, JAYANT S. 703-478-8659
INTERNATIONAL DEVELOPMENT SERVICES LTD	P.O. BOX 20205 PARK WEST FINANCE STATION NEW YORK NY 10025	PEREZ, ALFREDO 212-316-3872
INTERNATIONAL TRADE INVEST. CORP., INC	2025 PENNSYLVANIA AVENUE, N.W., STE 717 WASHINGTON DC 20006	DINAVO, TRINA R. 202-296-9507
JOHN TSE COMPUTER	1943 JONES AVENUE LOS ANGELES CA 90032	TSE, JOHN 213-225-3361
X JOSINE AND ASSOCIATES	1340 WEST TUNNEL BOULEVARD, STE 445 HOUMA LA 70360	NOSIRI, M. JOSEPH 504-868-6990
X LISBOA ASSOCIATES, INC	1317 F STREET, N.W., SUITE 802 WASHINGTON DC 20004	LISBOA-FARROW, ELIZABETH 202-737-2622
X MEGA-TECH, INC	450 WEST BROAD STREET, SUITE 418 ARLINGTON VA 22046	FISK, DOLORES D. 703-534-1629
X METRICA, INC	1601 N. KENT STREET, SUITE 907 ARLINGTON VA 22209	CAMPBELL, FRANK 703-525-0045
MICROCOM TECHNOLOGY INTERNATIONAL	1707 COLUMBIA ROAD, N.W., SUITE 319 WASHINGTON DC 20009	Haidara, HAMIDOU 202-234-5454

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VENDOR NAME	VENDOR ADDRESS	CONTACT
MOORE & ASSOCIATES	1112 11TH STREET, N.W. WASHINGTON DC 20001	MOORE, HAROLD L. 202-842-0709
NEW MEXICO INTL TRADE & DEVELOPMENT CO	4007 COMANCHE, N.E. ALBUQUERQUE NM 87110	HERNANDEZ, JESS 505-264-1995
ICARDS INTERNATIONAL, INC (R.I.I.)	1010 WAYNE AVENUE, SUITE 300 SILVER SPRING MD 20910	KUAN, CAROLINE 301-565-4020
INDEEP JAIN CPA	107 MISTY DALE WAY GAITHERSBURG MD 20877	JAIN, SANDEEP 301-926-3563
IGMA ONE CORPORATION	P.O. BOX 12836 RESEARCH TRIANGLE PARK NC 27709	HARRELL, MARIELOUISE W. 919-361-9800
OJZA & COMPANY LTD	2735 HARTLAND ROAD FALLS CHURCH VA 22043	ELSAYED, IBRAHIM S. 703-560-9477
STRATEGIC RESOURCES INTERNATIONAL, INC	400 N. CAPITOL STREET, STE 366 WASHINGTON DC 20001	BHARGAVA, BHARAT 202-628-2400
TEKONTROL, INC (TKI)	1 PURLIEU PLACE, SUITE 262 WINTER PARK FL 32792	CUSTIS, JOHN P. 407-657-4999
TELECOMM PLANNING GROUP	7606 QUEENSFERRY LANE DALLAS TX 75248	LAKHANPAL, NARINDRA P. 214-387-9243
THE MITCHELL GROUP, INC	1816 - 11TH STREET, N.W. WASHINGTON DC 20001	MITCHELL, LLOYD M. 202-745-1919
THE NATIONAL HISPANIC UNIVERSITY	135 EAST GISH ROAD, SUITE 201 SAN JOSE CA 95112	CRUZ, B. ROBERTO 408-441-2000
THE PAZ GROUP	4100 SPRING VALLEY ROAD, SUITE 700 COMERICA BANK BUILDING DALLAS TX 75244	PENA, JOSEPH 214-991-4087
THE RIGEL CORPORATION	P.O. BOX 7965 MCLEAN VA 22106-7965	CORVALAN, LUIS 703-790-8795
THE TOWNSEND CONSULTING GROUP (TCG)	1720 S. BELLAIRE STREET, SUITE 102 DENVER CO 80222	TOWNSEND, LES 303-758-9149
THE ERAGEN, INC	9244 E. HAMPTON DRIVE, BLDG. 605 CAPITOL HEIGHTS MD 20743	GUINN, WAYMON 301-499-1050

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VENDOR ADDRESS

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Specialization
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VENDOR NAME	VENDOR ADDRESS	CONTACT
*VIEWTECH MARKET RESEARCH AND ANALYSIS	2004 GLENDORA DRIVE P.O. BOX 47906 DISTRICT HEIGHTS MD 20753	CARTER, ANNIE B. 301-350-1111

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Specialization
 Private Enterprise/Business Development
 ALAN OWNED

VENDOR NAME	VENDOR ADDRESS	CONTACT
A. P. GROSS & COMPANY, INC	10812 PEBBLE BROOK LANE POTOMAC MD 20854	GROSS, ALAN 301-299-6015
AMERIPOINT	55 BAXTER BOULEVARD PORTLAND ME 04101	MEZOIAN, ANN LEE 207-772-2196
AROUND THE WORLD EXPORTS/IMPORTS	2900 LOUISIANA N.E., SUITE 110 ALBUQUERQUE NM 87110-4598	ALONSO, MERY 505-881-8844
BENDICK & EGAN ECONOMIC CONSULTANTS, INC	3760 - 39TH STREET, N.W., SUITE B140 WASHINGTON DC 20016	EGAN, MARY LOU 202-686-0245
CENTER FOR FIN. ENGINEERING IN DEV.	1255 - 23RD STREET, N.W., SUITE 870 WASHINGTON DC 20037	OYHENART, MARTA 202-728-2983
COVERDALE ORGANIZATION, INC	2007 N. 15TH STREET, SUITE 209 ARLINGTON VA 22201	GODDARD, CATHRYN 703-528-1990
DEVRES, INC	7201 WISCONSIN AVENUE, SUITE 500 BETHESDA MD 20814	WOOD, DENNIS H. 301-951-5546
DP ASSOCIATES	4501 ARLINGTON BOULEVARD, SUITE 728 ARLINGTON VA 22203	BURTON, DOLORES P. 703-522-3638
DUGGLEBY AND ASSOCIATES, INC	1919 PENNSYLVANIA AVENUE, N.W., STE. 300 WASHINGTON DC 20006	DUGGLEBY, TAMARA J. 202-296-9270
DYNAMIC RESOURCES, INC	5252 CHEROKEE AVENUE, SUITE 100 ALEXANDRIA VA 22312	MACFIGGEN, ELLA 703-914-9800
EDU-TECH INDUSTRIES	P.O. BOX 9945 NEWPORT BEACH CA 92658	KAMPN, JACEKYN 714-540-7660
ERVAN INTERNATIONAL CORPORATION	220 NORTH TRYON STREET CHARLOTTE NC 28202	SWEEZY, FARIDA 704-375-1424
EM TECHNOLOGY	2000 N. 14TH STREET ARLINGTON VA 22201	WRAY, MELVA GIBSON 703-243-9869
EOFINANCE LIMITED	5335 WISCONSIN AVENUE, N.W., SUITE 440 WASHINGTON DC 20015	MERRIAM, MONIQUE 202-686-2620
FORMATION SYSTEMS & NETWORKS CORP	10411 MOTOR CITY DRIVE BETHESDA MD 20817	BENTON, KAY 301-469-0400

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VENDOR NAME	VENDOR ADDRESS	CONTACT
INNOVATIVE RESOURCES PARTNERS	900 LARKSPUR LANDING CIRCLE, SUITE 240 LARKSPUR CA 94118	BAILEY, LAURA E. 415-461-5822
INTER-AMERICAN TRADING & MKTG ASSOC, INC	14108 MORRISON COURT WOODBIDGE VA 22193	TORRES-LUQUI, OSCAR 703-590-7790
INTRADOS/INTERNATIONAL MANAGEMENT GROUP	2020 CONNECTICUT AVENUE, N.W. WASHINGTON DC 20008	GHADAR, MARGARET 202-667-8270
LEVERAGE INTERNATIONAL CONSULTANTS, INC	550 S. WADSWORTH BOULEVARD, STE 200 LAKEWOOD CO 80226	NGUYEN, ANNA MARIE S. 303-937-1982
LISBOA ASSOCIATES, INC	1317 F STREET, N.W., SUITE 802 WASHINGTON DC 20004	LISBOA-FARROW, ELIZABETH 202-737-2622
MANAGEMENT SYSTEMS INTERNATIONAL, INC	600 WATER STREET, S.W. WASHINGTON DC 20024	COOLEY, LAWRENCE S. 202-484-7170
MEDENDORP VAN ERP CORPORATION	4327 JONES BRIDGE CIRCLE P.O. BOX 921345 NORCROSS GA 30092	MEDENDORP, DAVID 404-447-1681
MEGA-TECH, INC	450 WEST BROAD STREET, SUITE 418 ARLINGTON VA 22046	FISK, DOLORES D. 703-534-1629
METRICA, INC	1601 N. KENT STREET, SUITE 907 ARLINGTON VA 22209	CAMPBELL, FRANK 703-525-0045
NOB HILL CONSULTING	795 PINE STREET, SUITE 43 SAN FRANCISCO CA 94108	SHEELEY, ELLEN R. 415-433-9335
STRATEGIC BUSINESS CONSULTING, INC	P.O. BOX 198 STRATHAM NH 03885	EBERWEIN, JAMES 603-778-9288
TECHNOLOGY GENERATION, INC	1833 SOUTH OCEAN DRIVE, SUITE 608 HALLANDALE FL 33009	VINCE, SUSAN 305-456-1239
THE INTERTECH CONSULTING GROUP	P.O. BOX 42064 TUCSON AZ 85733-2064	TOBIAS, CYNTHIA L. 602-298-4809
THE KINGSBURY GROUP INTERNATIONAL	4917 REDFORD ROAD BETHESDA MD 20816	SCRIABINE, RAISA 202-887-1454
UNIVERSAL COMMUNICATIONS, INC	2737 DEVONSHIRE PLACE, N.W. WASHINGTON DC 20008	URBAN, DIANE 202-667-8101

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AID CONSULTANT REGISTRY INFORMATION SYSTEM (ACRIS)
VENDOR ADDRESS

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12/08/1993

Specialization
Private Enterprise/Business Development

VENDOR NAME	VENDOR ADDRESS	CONTACT
VIEWTECH MARKET RESEARCH AND ANALYSIS	2004 GLENDORA DRIVE P.O. BOX 47906 DISTRICT HEIGHTS MD 20753	CARTER, ANNIE B. 301-350-1111

Specialization
Radio & TV Broadcasting Systems

MINORITY

VENDOR NAME	VENDOR ADDRESS	CONTACT
* ADVANCED RESOURCE TECHNOLOGIES, INC	6101 STEVENSON AVENUE ALEXANDRIA VA 22304	BOULEARE, JOHN 703-461-2200
ARROWHEAD SPACE AND TELECOMM, INC	1310 BRADDOCK PLACE, SUITE 300 ALEXANDRIA MD 22314-1648	ELLIOTT, MARY ANN 301-428-9730
COMMUNICATIONS ENGINEERING, INC	8530 CINDERBED ROAD, SUITE 300 NEWINGTON VA 22122	CRAIGHILL, SHERRY P. 703-550-5800
* COMTEL PRODUCTIONS, INC	WASHINGTON, D.C. AREA OFFICE 2800 SHIRLINGTON ROAD, SUITE 900 ARLINGTON VA 22206	SMITH, WILLIAM H. 703-578-2674
DR. CASSAGNOL INSTITUTE OF RESEARCH, INC	P.O. BOX 740 WILLIAMSBRIDGE STATION BRONX NY 10467-0740	CASSAGNOL, FRANCOIS DR. 212-655-3385
I. M. SYSTEMS GROUP, INC	3401 BEXHILL PLACE KENSINGTON MD 20895	HUM, VANCE Y. 301-942-4152
* INTER-AMERICAN TRADING & MKTG ASSOC, INC	14008 MORRISON COURT WOODBIDGE VA 22193	TORRES-LUQUI, OSCAR 703-590-7790
* MICHIGAN ORGANIZATION FOR AFRICAN DEVL.	P.O. BOX 43081 DETROIT MI 48243	STRONG, BRENDA 313-874-0732
R/P INTERNATIONAL TECHNOLOGIES, INC	1705 MAGNOLIA DRIVE LINCOLN HEIGHTS OH 45215-1979	LAYNE, JACK P. 513-563-1669
* THERAGEN, INC	9244 E. HAMPTON DRIVE, BLDG. 605 CAPITOL HEIGHTS MD 20743	GUINN, WAYMON 301-499-1050

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AID CONSULTANT REGISTRY INFORMATION SYSTEM (ACRIS)
VENDOR ADDRESS

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12/08/1993

Specialization
Radio & TV Broadcasting Systems
WOMEN OWNED

VENDOR NAME	VENDOR ADDRESS	CONTACT
ARROWHEAD SPACE AND TELECOMM, INC	1310 BRADDOCK PLACE, SUITE 300 ALEXANDRIA MD 22314-1648	ELLIOTT, MARY ANN 301-428-9730
INTER-AMERICAN TRADING & MKTG ASSOC, INC	14108 MORRISON COURT WOODBIDGE VA 22193	TORRES-LUQUI, OSCAR 703-590-7790
MOUNTAIN LTD	P.O. BOX 1153 SCARBOROUGH ME 04070-1153	HOSMER, JOSEPH H. 207-846-1166
THE FANTOZZI COMPANY, INC	93 DEVINE STREET SAN JOSE CA 95110-2405	FANTOZZI, MARK W. 408-297-2700
UNIVERSAL COMMUNICATIONS, INC	2737 DEVONSHIRE PLACE, N.W. WASHINGTON DC 20008	URBAN, DIANE 202-667-8101

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AID CONSULTANT REGISTRY INFORMATION SYSTEM (ACRIS)
VENDOR ADDRESS

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12/08/1993

Specialization
Procurement Services

MANORBY

VENDOR NAME	VENDOR ADDRESS	CONTACT
* AMERICAN MANUFACTURERS EXPORT GROUP (AMEG)	11511 KATY FREEWAY, SUITE 300 HOUSTON TX 77079	TRIBBLE, WESS 713-558-0528
* AMEX INTERNATIONAL, INC	1725 K STREET, N.W., SUITE 402 WASHINGTON DC 20006	TEJEDA, FELIPE 202-429-0222
* BUSINESS PROMOTION CONSULTANTS, INC	5804 MANCHESTER PLACE, N.W. WASHINGTON DC 20011	BYRD, BILL 202-291-7446
* CAMBRIDGE CONSULTING CORPORATION	1893 PRESTON WHITE DRIVE, SUITE 110 RESTON VA 22091	ALVAREZ, RICHARD 703-620-1911
CLAPP AND MAYNE, INC	1606 PONCE DE LEON AVENUE, 6TH FLOOR SAN JUAN PR 00909	SILVA-LOPEZ,, EDIBALDO 809-721-3800
COKER-SMITH INTERNATIONAL ASSOC., INC	417 WILLINGTON DRIVE P.O. BOX 3091 (20918) SILVER SPRING MD 20904	COKER, IRVIN D. 301-384-4704
* CONSULTING ENGINEERS CORPORATION	8490 A TYCO ROAD VIENNA VA 22182	JALLA, RAJ 703-848-2120
* DAC INTERNATIONAL, INC	1528 WALNUT STREET, SUITE 1201 PHILADELPHIA PA 19102	GARITY-MEDINA, BILL 215-790-3220
* DATEX, INC	2101 WILSON BOULEVARD, SUITE 100 TWO COLONIAL PLACE ARLINGTON VA 22201	DUTTA, AJIT S. 703-812-5000
DECISION TECHNOLOGIES CONSULTING	19 EDGEHILL ROAD HAPPINGERS FALLS NY 12590	MATTHEWS, IDONI E. 914-297-8969
DEVELOPMENT ASSISTANCE CORPORATION	1415 - 11TH STREET, N.W. WASHINGTON DC 20001	SINGLETARY, BARBARA 202-234-8842
DYNAMICS INTERNATIONAL, INC.	912 THAYER AVENUE, SUITE 200 SILVER SPRING MD 20910	PEDRO, KEHINDE 301-805-5123
EMIT INTERNATIONAL CORPORATION	P.O. BOX 22238 MINNEAPOLIS MN 55422	NEGO, JOHN 612-521-2246
ENERTECH INTERNATIONAL, INC	1024 N. UTAH STREET, SUITE 122 ARLINGTON VA 22201	AZHAR, SALIM 703-351-7524

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AID CONSULTANT REGISTRY INFORMATION SYSTEM (ACRIS)
 VENDOR ADDRESS

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 12/08/1993

Specialization
 Procurement Services

VENDOR NAME	VENDOR ADDRESS	CONTACT
GENERAL SCIENTIFIC CORPORATION	1215 JEFFERSON DAVIS HIGHWAY, SUITE 1410 ARLINGTON VA 22202	NASH, HENRY 703-920-1810
INTERLOG, INC	5109 LEESBURG PIKE, SUITE 400 FALLS CHURCH VA 22041	THRASHER, JESSICA R. 703-845-8441
ELECHI LTD	P.O. BOX 32062 COLUMBUS OH 43232	EJIKE, SATCH 614-492-1202
HAFRA ENGINEERING CONSULTANTS, INC	84 PEACHTREE STREET, N.W., SUITE 1000 FLATIRON BUILDING ATLANTA GA 30303	ZEWDE, ELIAS 404-525-2120
LAM ASSOCIATES, INC	1901 NORTH MOORE STREET, SUITE 509 ROSSLYN VA 22209	CARTER, LEVI C. 703-528-7122
i. B. S. I. D.	3 LA COSTA COURT TOUSON MD 21204-2023	BESSALEL, MENAJEM M. 410-321-1797
MOORE & ASSOCIATES	1112 11TH STREET, N.W. WASHINGTON DC 20001	MOORE, HAROLD L. 202-842-0709
NEW MEXICO INTL TRADE & DEVELOPMENT CO	4007 COMANCHE, N.E. ALBUQUERQUE NM 87110	HERNANDEZ, JESS 505-264-1995
PROCESS TECHNOLOGY INTERNATIONAL, INC	2320 SOUTHWEST FREEWAY HOUSTON TX 77098-4702	PITA, EDWARD P. 713-690-2220
PUBLIC AFFAIRS INTERNATIONAL, INC	11200 LOCKWOOD DRIVE, SUITE 1509 SILVER SPRING MD 20901	EKPONE, BROSIM S. 301-593-5800
SIGNAL CORPORATION	2361 JEFFERSON DAVIS HIGHWAY, SUITE 810 ARLINGTON VA 22202	REMLEY, WINSLOW 703-415-4611
SOZA & COMPANY LTD	2755 HARTLAND ROAD FALLS CHURCH VA 22043	ELSAIED, IBRAHIM S. 703-560-9477
SYSTEMS PLUS, INC	10097 TYLER PLACE, SUITE 8 IJAMSVILLE MD 21754	KOOLWAL, BRIJ 301-607-4260
TEKONTROL, INC (TKI)	1 PURLIEU PLACE, SUITE 262 WINTER PARK FL 32792	CUSTIS, JOHN P. 407-657-4999
THE CENTECH GROUP, INC	4200 WILSON BOULEVARD, SUITE 700 ARLINGTON VA 22203	GALAVIZ, FERNANDO V. 703-525-4444

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AID CONSULTANT REGISTRY INFORMATION SYSTEM (ACRIS)
VENDOR ADDRESS

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12/08/1993

Specialization
Procurement Services

VENDOR NAME	VENDOR ADDRESS	CONTACT
THE MITCHELL GROUP, INC	1876 - 11TH STREET, N.W. WASHINGTON DC 20001	MITCHELL, LLOYD M. 202-745-1919
THE PAZ GROUP	4100 SPRING VALLEY ROAD, SUITE 700 COMERICA BANK BUILDING DALLAS TX 75244	PENA, JOSEPH 214-991-4087
THERAGEN, INC	9244 E. HAMPTON DRIVE, BLDG. 605 CAPITOL HEIGHTS MD 20743	GUINN, WAYMON 301-499-1050
USER TECHNOLOGY ASSOCIATES, INC	4301 NORTH FAIRFAX DRIVE, SUITE 400 ARLINGTON VA 22203	RUSY, PETER D. 703-522-5132

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AID CONSULTANT REGISTRY INFORMATION SYSTEM (ACRIS)
VENDOR ADDRESS

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12/08/1993

Specialization
Procurement Services

1/10/1993

VENDOR NAME	VENDOR ADDRESS	CONTACT
A. P. GROSS & COMPANY, INC	10812 PEBBLE BROOK LANE POTOMAC MD 20854	GROSS, ALAN 301-299-6015
AMERICAN INFORMATION TECHNOLOGIES, INC	P.O. BOX 510 TUCKER GA 30085	DICKEY, JENNIFER 404-723-9200
DEVRES, INC	7201 WISCONSIN AVENUE, SUITE 500 BETHESDA MD 20814	WOOD, DENNIS H. 301-951-5546
GLENNCO SERVICES, INC	509 NE 3RD AVENUE FT. LAUDERDALE FL 33301-3263	GLENN, DONALD T. 305-764-7291
AM ASSOCIATES, INC	1901 NORTH MOORE STREET, SUITE 509 ROSSLYN VA 22209	CARTER, LEVI C. 703-528-7122

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AID CONSULTANT REGISTRY INFORMATION SYSTEM (ACRIS)
VENDOR ADDRESS

1
12/08/1993

Specialization
Evaluation and Monitoring - Specify

MINOR 57

VENDOR NAME	VENDOR ADDRESS	CONTACT
AEN CONSULTING, INC	P.O. BOX 6458 SYRACUSE NY 13217	NGWASHI, ERIC A. 315-446-1531
BROWN AND LOWE INTERNATIONAL, INC	8260 GREENSBORO DRIVE, SUITE 300 MCLEAN VA 22102	BROWN, EMILIA L. 703-356-2070
COKER-SMITH INTERNATIONAL ASSOC., INC	417 WILLINGTON DRIVE P.O. BOX 3091 (20918) SILVER SPRING MD 20904	COKER, IRVIN D. 301-384-4704
COMPUTER MANAGEMENT SERVICES (CMS)	3905 NATIONAL DRIVE, SUITE 470 BURTONSVILLE MD 20866	DEMAGNUS, SHARON 301-236-4900
DATEX, INC	2101 WILSON BOULEVARD, SUITE 100 TWO COLONIAL PLACE ARLINGTON VA 22201	DUTTA, AJIT S. 703-812-5000
DEVA & ASSOCIATES	6701 DEMOCRACY BOULEVARD, SUITE 208 BETHESDA MD 20817	DEVA, ARUN K. 301-897-9090
DYNAMICS INTERNATIONAL, INC.	912 THAYER AVENUE, SUITE 200 SILVER SPRING MD 20910	PEDRO, KEHINDE 301-805-5123
GEORESEARCH, INC - TEJON ASSOCIATES	115 NORTH BROADWAY BILLINGS MT 59101	PETERSON, DARREL 406-248-6771
HEALTH SYSTEMS MARKETING & DEV. CORP	2806 CHESTERFIELD PLACE, N.W. WASHINGTON DC 20008	BARNES, JAMES G. 202-537-0380
INSPIRA, INC	2833 WHIRLAWAY CIRCLE HERNDON VA 22071	SHANSAB, NASIR 703-620-232
LEGAL PERSONNEL, INC	3905 GEORGIA AVENUE, N.W. WASHINGTON DC 20011	WILSON, LILLIAN JOHNSON 202-829-5053
MET GROUP INTERNATIONAL, INC	7806 LEBELIA LANE SPRINGFIELD VA 22152	SHEHATA, SUE 703-912-8921
MOORE & ASSOCIATES	1112 11TH STREET, N.W. WASHINGTON DC 20001	MOORE, HAROLD L. 202-842-0709
PROMETRIKA, INC	3557 MT. DIABLO BLVD. SUITE 21 LAFAYETTE CA 94549-4011	SWEETMAN, JOAN 510-283-7670

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AID CONSULTANT REGISTRY INFORMATION SYSTEM (ACRIS)
 VENDOR ADDRESS

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 12/08/1993

Specialization
 Evaluation and Monitoring - Specify

VENDOR NAME	VENDOR ADDRESS	CONTACT
PUBLIC AFFAIRS INTERNATIONAL, INC	11200 LOCKWOOD DRIVE, SUITE 1509 SILVER SPRING MD 20901	EKPONE, BROSIM S. 301-593-5800
OCIOTECHNICAL RESEARCH APPLICATIONS	1101 WILSON BOULEVARD, SUITE 1950 ROSSLYN VA 22209	GALLARDO, MANUEL 703-243-9100
YMBIONT, INC	1730 K STREET, N.W., SUITE 304 WASHINGTON DC 20006	DAVENPORT, D. OLANDAN 202-463-0662
ASCONSULTATION ASSOCIATES, INC	7101 WISCONSIN AVENUE, SUITE 1125 BETHESDA MD 20814-4805	SINGLETON, KATHRYN T. 301-907-3844
ECH INTERNATIONAL, INC	103 SPRINGER BUILDING CONCORD PLAZA P.O. BOX 417 WILMINGTON DE 19899-0417	AMOBI, EUGENE J. 302-478-1500
EKONTROL, INC (TKI)	1 PURLIEU PLACE, SUITE 262 WINTER PARK FL 32792	CUSTIS, JOHN P. 407-657-4999
THE NATIONAL HISPANIC UNIVERSITY	135 EAST GISH ROAD, SUITE 201 SAN JOSE CA 95112	CRUZ, B. ROBERTO 408-441-2000
URBAN HEALTH ASSOCIATES, INC	210 - 25TH AVENUE N, SUITE 112 NASHVILLE TN 37203	LEE, ANDRE L. 615-329-1383

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AID CONSULTANT REGISTRY INFORMATION SYSTEM (ACRIS)
 VENDOR ADDRESS

12/08/1993

Specialization
 Evaluation and Monitoring - Specify

(Handwritten mark)

VENDOR NAME	VENDOR ADDRESS	CONTACT
DEVRES, INC	7201 WISCONSIN AVENUE, SUITE 500 BETHESDA MD 20814	WOOD, DENNIS H. 301-951-5546
INTRADOS/INTERNATIONAL MANAGEMENT GROUP	2020 CONNECTICUT AVENUE, N.W. WASHINGTON DC 20008	GHADAR, MARGARET 202-667-8270
LEGAL PERSONNEL, INC	3905 GEORGIA AVENUE, N.W. WASHINGTON DC 20011	WILSON, LILLIAN JOHNSON 202-829-5053
LEVERAGE INTERNATIONAL CONSULTANTS, INC	550 S. WADSWORTH BOULEVARD, STE 200 LAKEWOOD CO 80226	NGUYEN, ANNA MARIE S. 303-937-1982
MANAGEMENT SYSTEMS INTERNATIONAL, INC	609 WATER STREET, S.W. WASHINGTON DC 20024	COOLEY, LAWRENCE S. 202-484-7170
MARY ROSE OAKAR & ASSOCIATES, INC	2621 LORAIN AVENUE CLEVELAND OH 44113	OAKAR, MARY ROSE 216-522-0550
MET GROUP INTERNATIONAL, INC	7806 LEBELIA LANE SPRINGFIELD VA 22152	SHEHATA, SUE 703-912-8921
PROMETRIKA, INC	3557 MT. DIABLO BLVD. SUITE 21 LAFAYETTE CA 94549-4011	SWEETMAN, JOAN 510-283-7670
TASCONSULTATION ASSOCIATES, INC	7101 WISCONSIN AVENUE, SUITE 1125 BETHESDA MD 20814-4805	SINGLETON, KATHRYN T. 301-907-3844
UNIVERSAL COMMUNICATIONS, INC	2737 DEVONSHIRE PLACE, N.W. WASHINGTON DC 20008	URBAN, DIANE 202-667-8101
YORK ASSOCIATES INTERNATIONAL	24 NORWOOD AVENUE UPPER MONTCLAIR NJ 07043	YORK, BERYL 201-744-6831

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AID CONSULTANT REGISTRY INFORMATION SYSTEM (ACRIS)
 VENDOR ADDRESS

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 12/08/1993

Specialization
 Revenue Development, Tax Systems & Admin
 MINORITY

VENDOR NAME	VENDOR ADDRESS	CONTACT
AMEX INTERNATIONAL, INC	1725 K STREET, N.W., SUITE 402 WASHINGTON DC 20006	TEJEDA, FELIPE 202-429-0222
BLANCHET & CO	744 LANDIS AVENUE VINELAND NJ 08360	BLANCHET, WILLIAM J. 609-691-8877
BROWN AND LOWE INTERNATIONAL, INC	8280 GREENSBORO DRIVE, SUITE 300 MCLEAN VA 22102	BROWN, EMILIA L. 703-356-2070
DEVA & ASSOCIATES	6701 DEMOCRACY BOULEVARD, SUITE 208 BETHESDA MD 20817	DEVA, ARUN K. 301-897-9090
DYNAMICS INTERNATIONAL, INC.	912 THAYER AVENUE, SUITE 200 SILVER SPRING MD 20910	PEDRO, KEHINDE 301-805-5123
MARCILLA INTERNATIONAL, INC	1012 GUADALUPE DEL PRADO, N.W. ALBUQUERQUE NM 87107	MARCILLA, JOHN M. 505-345-5424
NEW MEXICO INTL TRADE & DEVELOPMENT CO	4007 COMANCHE, N.E. ALBUQUERQUE NM 87110	HERNANDEZ, JESS 505-264-1995
TRANS-ATLANTIC INDUSTRIES, INC	11102 WOOD ELVES WAY COLUMBIA MD 21044	ODUYOYE, WILFRED A. 301-997-3298

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AID CONSULTANT REGISTRY INFORMATION SYSTEM (ACRIS)
VENDOR ADDRESS

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12/08/1993

Specialization
Revenue Development, Tax Systems & Admin
WISCONSIN OWNED

VENDOR NAME	VENDOR ADDRESS	CONTACT
DEVRES, INC	7201 WISCONSIN AVENUE, SUITE 500 BETHESDA MD 20814	WOOD, DENNIS H. 301-951-5546

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University Development Linkages Program

Contact: Agency Center For University Cooperation in Development
Dr. Ruth Frischer, UDLP Director
Agency for International Development
R&D/UC Room 900; SA-38
Washington, DC 20523-3801
Phone: (703)816-0292
Fax: (703)816-0266

The University Development Linkages Program (UDLP) provides cooperative agreements which connect U.S. universities and colleges to institutions of higher education in a developing country. Allocations of agreements are scheduled annually from 1991 through 1995 and support areas such as economic growth, democratic initiatives, health and population, and environment and natural resources management. The U.S. university and the institution of higher education together develop a project which will increase faculty interest and experience, improve curricula, organizational structure and research methodologies within the developing country. The U.S. institution is required to provide 100% matching funds. USAID finances projects of up to \$100,000 per year for a maximum of five years.

The competition for awards begins with a Request for Applications (RFA) in winter. To qualify, U.S. public and private colleges and universities must be degree-granting institutions involved in education, research and outreach. These universities then write letters of intent either individually or through consortia. The letter of intent is a brief application to work with a particular institution of higher education in eligible countries. This eligibility is determined by in-country USAID missions and based upon the political stability of that country. The letters of intent are then reviewed by USAID who will invite submissions of full applications to potential candidates.

Approximately forty-five days later, completed applications are submitted to a National Research Council. This council conducts a two-tier review, sending applications to USAID missions and a cross-section of universities. Final decisions and awards are made in September.

This procedure is fairly slow, and would therefore not effectively work in a rapid response mechanism setting. It's primary purpose is institution building and not expeditious linking of universities.

Currently, there are forty linkages in twenty-eight developing countries. Six of these relate to democratization, economic issues and management of civil society in Sub-saharan Africa.

- Ghana, Eastern Washington Univ. & Univ. of Cape Coast.
Teacher training programs support economic and education reform.
- Ghana, Central State University & University of Science and Technology.
Identifies technological needs and improve Ghanaian skills.
- Madagascar, Clark Atlanta Univ. & Univ. of Toamasina.
Faculty development and institution building through research and training.
Emphasis on the role of women.
- Nigeria, (in consortia) University of Iowa, Univ. of Northern Iowa, Des Moines Area Community College and Iowa State Univ. & Univ. of Ibadan, Obafemi Awolowo Univ., Polytechnic Institute of Ibadan and the Nigerian Institute for Social and Economic Research.
Strengthens institutional capacities for research and training, management and institution building.
- Senegal, Univ. of Connecticut & Ecole National d'Economie Applique.
Supports private sector development of small businesses, with an emphasis on the role of women.
- Uganda, Univ. of Florida & Makere Univ.
Analyzes human rights education and teaching techniques.

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DR. WALTER WASHINGTON
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ALCORN STATE UNIVERSITY
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ATLANTA METROPOLITAN COLLEGE
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Atlanta, GA 30310

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BARBER-SCOTIA COLLEGE
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Concord, NC 28025

DR. MARSHALL C. GRIGSBY
President
BENEDICT COLLEGE
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BOWIE STATE UNIVERSITY
Bowie, MD 20715

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President
CENTRAL STATE UNIVERSITY
Wilberforce, OH 45384

DR. DOUGLAS COVINGTON
President
CHEYNEY UNIVERSITY OF PENNSYLVANIA
Cheyney, PA 19319

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College Avenue
Orangeburg, SC 29115

DR. THOMAS W. COLE, JR.
President
CLARK ATLANTA UNIVERSITY
240 James P. Brawley Drive, SW
Atlanta, GA 30314

DR. VIVIAN M. PRESLEY
Interim President
COAHOMA COMMUNITY COLLEGE
Route I, Box 616
Clarksdale, MS 38614

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President
COPPIN STATE COLLEGE
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DR. JERRY SUE OWENS
President
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Cleveland, OH 44115

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President
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DR. LLOYD V. HACKLEY
Chancellor
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Fayetteville, NC 28301

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Acting President
FLORIDA MEMORIAL COLLEGE
Miami, FL 33054

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President
FORT VALLEY STATE COLLEGE
Fort Valley, GA 31030

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President
GRAMBLING STATE UNIVERSITY
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Hawkins, TX 75765

DR. MARY L. SMITH
President
KENTUCKY STATE UNIVERSITY
East Main Street
Frankfort, KY 40601

DR. JOHN B. TURNER
President
KNOXVILLE COLLEGE
901 College Street
Knoxville, TN 37921

DR. RAYMOND C. BOWEN, President
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31-10 Thomson Avenue
Long Island City, NY 11101

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LANE COLLEGE
501 Lane Avenue
Jackson, TN 38301

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Langston, OK 73050

DR. PERRY W. WARD
President
LAWSON ST COMMUNITY COLLEGE
3060 Wilson Road
Birmingham, AL 35221

205

DR. BURNETT JOINER
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807 Walker Avenue
Memphis, TN 38126

DR. MARJORIE HARRIS
President
LEWIS COLLEGE OF BUSINESS
17370 Meyers Road
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DR. WENDELL G. RAYBURN
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Jefferson, MO 65101

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DR. BERNARD W. FRANKLIN
President
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701 W. Monroe Street
Salisbury, NC 28144

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2171 Avondale Pl./P.O. Box 18567
Indianapolis, IN 46218

DR. SAMMIE POTTS
President
MARY HOLMES COLLEGE
P.O. Box 336
West Point, MS 39773

DR. EDISON O. JACKSON
President
MEDGAR EVERS COLLEGE
CITY UNIV OF NY - 1150 Carroll St
Brooklyn, NY 11225

DR. DAVID SATCHER
President
MEHARRY MEDICAL COLLEGE
1005 - 18th Avenue North
Nashville, TN 37208

DR. ALBERT J. H. SLOAN, II
President
MILES COLLEGE
Birmingham, AL 35208

206

DR. WILLIAM W. SUTTON
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MISSISSIPPI VALLEY ST COLLEGE
Highway 82 West
Itta Bena, MS 38941

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223 Chestnut Street, SW
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Interim President
MOREHOUSE SCHOOL OF MEDICINE
720 Westview Drive, SW
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Cold Spring Lane & Hillen Road
Baltimore, MD 21239

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North Main Street
Sumter, SC 29150

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MORRIS BROWN COLLEGE
Atlanta, GA 30314

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NEW YORK CITY TECHNICAL
COLLEGE - (CITY UNIV OF NY)
300 Jay Street, Room N319
Brooklyn, NY 11201

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2401 Corprew Avenue
Norfolk, VA 23504

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Chancellor
NORTH CAROLINA A&T ST
UNIVERSITY - 312 N. Dudley St
Greensboro, NC 27411

DR. JULIUS L. CHAMBERS, ESQ.
Chancellor
NORTH CAROLINA CENTRAL
UNIVERSITY
Durham, NC 27707

DR. BENJAMIN F. REAVES
President
OAKWOOD COLLEGE
Huntsville, AL 35896

DR. JULIUS S. SCOTT, JR.
President
PAINE COLLEGE
1235 - 15th Street
Augusta, GA 30910

DR. LEE E. MONROE, JR.
Interim President
PAUL QUINN COLLEGE
3837 Simpson Stewart Road
Dallas, TX 75241

DR. MYER L. TITUS
President
PHILANDER SMITH COLLEGE
812 West 13th Street
Little Rock, AR 72202

GEN. JULIUS W. BECTON, JR.
President
PRAIRIE VIEW A&M UNIVERSITY
Prairie View, TX 77445

DR. GRACE C. BROWN
President
ROXBURY COMMUNITY COLLEGE
1234 Columbus Avenue
Roxbury Crossing, MA 02120-3400

DR. WILLIAM A. McILLAN
President
RUST COLLEGE
Rust Avenue
Hollysprings, MS 38635

DR. PREZELL R. ROBINSON
President
SAINT AUGUSTINE'S COLLEGE
1315 Oakwood Avenue
Raleigh, NC 27611

DR. THOMAS M. LAW
President
SAINT PAUL'S COLLEGE
Lawrenceville, VA 23868

DR. ANNETTE KENNEDY BROCK
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SAVANNAH STATE COLLEGE
State College Branch
Savannah, GA 31404

208

DR. B. W. DAWSON
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SELMA UNIVERSITY
1501 Lapsley Street
Selm, AL 36701

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President
SHAW UNIVERSITY
118 East South Street
Raleigh, NC 27611

DR. KATHERINE MITCHELL
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SHORTER COLLEGE
604 Locust Street
N. Little Rock, AR 72114

DR. W. J. HODGE
President
SIMMONS UNIVERSITY BIBLE
COLLEGE - 1811 Durnesnell Street
Louisville, KY 40210

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President
SOJOURNER-DOUGLASS COLLEGE
500 North Caroline Street
Baltimore, MD 21205

DR. BARBARA HATTON
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SOUTH CAROLINA STATE
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Orangeburg, SC 29117

DR. DOLORES R. SPIKES
President
SOUTHERN UNIVERSITY SYSTEM
Baton Rouge, LA 70813

DR. MARVIN L. YATES
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SOUTHERN UNIVERSITY
Baton Rouge, LA 70813-9614

DR. ROBERT GEX
Chancellor
SOUTHERN UNIVERSITY
6400 Press Drive
New Orleans, LA 70126

DR. ROBERT H. SMITH
Chancellor
SOUTHERN UNIVERSITY
Shreveport, LA 71107

DR. JOHNETTA B. COLE
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SPELMAN COLLEGE
350 Spelman Lane, SW
Atlanta, GA 30314

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P.O. Box 1430
Tuscaloosa, AL 35403

DR. JOSEPH B. JOHNSON
President
TALLADEGA COLLEGE
627 West Battle Street
Talladega, AL 35160

DR. JAMES A. HEFNER
President
TENNESSEE STATE UNIVERSITY
3500 Centennial Boulevard
Nashville, TN 37203

DR. A. C. MITCHELL PATTON
Acting President
TEXAS COLLEGE - P.O. Box 4500
2404 North Grand Avenue
Tyler, TX 75712

DR. WILLIAM HARRIS
President
TEXAS SOUTHERN UNIVERSITY
3100 Cleburne Avenue
Houston, TX 77004

DR. ADIB A. SHAKIR
President
TOUGALOO COLLEGE
Tougaloo, MS 39174

DR. THAD McCLAMMY, President
TRENHOLM ST TECHNICAL
COLLEGE - P.O. Box 9000
1225 Air Base Boulevard
Montgomery, AL 36108

DR. BENJAMIN F. PAYTON
President
TUSKEGEE UNIVERSITY
Tuskegee, AL 36088

DR. LAWRENCE A. DAVIS, JR.
Chancellor
UNIVERSITY OF ARKANSAS (PINE
BLUFF) - North Cedar Street
Pine Bluff, AR 71601

DR. TILDEN J. LEMELLE
President
UNIV - THE DISTRICT OF COLUMBIA
4200 Connecticut Avenue, NW
Washington, DC 20008

DR. WILLIAM P. HYTCHE
President
UNIVERSITY OF MARYLAND
EASTERN SHORE
Princess Anne, MD 21853

DR. ORVILLE E. KEAN
President
UNIVERSITY OF THE VIRGIN
ISLANDS - Charlotte Amalie
St. Thomas, U.S. Virgin Islands 00802

DR. NATHANAEL POLLARD
Acting President
VIRGINIA STATE UNIVERSITY
Petersburg, VA 23803

DR. S. DALLAS SIMMONS
President
VIRGINIA UNION UNIVERSITY
1500 N. Lombardy Street
Richmond, VA 23220

DR. LEONARD E. DAWSON
President
VOORHEES COLLEGE
Denmark, SC 29042

DR. RAFAEL L. CORTADA
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WAYNE COUNTY COMMUNITY
COLLEGE - 801 W. Fort Street
Detroit, MI 48226

DR. HAZO W. CARTER, JR.
President
WEST VIRGINIA STATE COLLEGE
P.O. Box 399
Institute, WV 25112-0399

DR. JOHN L. HENDERSON
President
WILBERFORCE UNIVERSITY
Wilberforce, OH 45384

DR. CLEON F. THOMPSON, JR.
Chancellor
WINSTON-SALEM STATE
UNIVERSITY
Winston-Salem, NC 27110

DR. NORMAN C. FRANCIS
President
XAVIER UNIVERSITY
7325 Palmetto Street
New Orleans, LA 70125

The USAID Research Program for
Historically Black Colleges and Universities

Contact: Agency Center For University Cooperation in Development
Mr. David Rakes
Agency for International Development
R&D/UC Room 900; SA-38
Washington, DC 20523-3801
Phone: (703)816-0292
Fax: (703)816-0266

This research program is a response to Executive Order No. 12677 which instructed federal agencies to increase the participation of Historically Black Colleges and Universities (HBCUs) in federal programming. In November, 1993, Executive Order 12876 was signed, which further defined this role, and discussed the need for additional support for HBCUs from the private sector. To enhance these new objectives, additional programs may be added.

Currently, this research program attempts to involve researchers from HBCUs address the problems of developing countries through applied research. Projects are coordinated between the HBCU and developing country scientists and institutions. The project may not exceed \$100,000 per institution and the majority of the research occurs in the developing country. Joint proposals may be issued between HBCUs with \$100,000 given to the primary institution and \$50,000 to secondary institutions. Experts at non-HBCU institutions may be used to fill expertise requirements through subcontracting or a sub-grant.

Unfortunately, these programs have been limited to agriculture, nutrition, health and rural development. One area which could apply to democratic initiatives, management, and institution building is Human Resources. These types of programs analyze the effectiveness of institutions in developing countries, resource mobilization, social and economic programming. Between 1984 and 1991, no programs existed which support these mechanisms.

Proposals may be submitted at any time, and are initially screened by the Office of Research and University Relations. Then, scientists from the U.S. scientific community review the proposals. Once proposals meet these standards, the HBCU works with the Office of Procurement to finalize budget and administration criteria.

During the project, quarterly reports and a final report are issued. The quarterly reports analyze project progress and expenditures as compared to those predicted. Final reports include a summary of results, and an analysis of the problem, methodology used to challenge this and results.

This program does not incorporate any type of rapid response mechanism. It was established specifically to enhance research mechanisms in both US and developing country institutions.

The following HBCUs participated in this research program between 1984 and 1991. A list of all HBCUs and their contacts is attached.

Alabama A&M University
Atlanta University
Drew Post Graduate School
Florida A&M University
Fort Valley State College
Howard University
Jackson State University
Langston University
Lincoln University
Morehouse College
Meharry Medical
Morehouse Medical College
Morgan State University
North Carolina A&T University
Philander Smith College
Prairie View A&M University
Selma University
South Carolina State College
Southern University
Tennessee State University
Tuskegee University
Texas Southern University
University of Arkansas, Pine Bluff
University of Maryland, Eastern Shore
Virginia State University
Xavier University

Indefinite Quantity Contract

Contact: USAID Office of Procurement
Ms. Carolyn Eldridge
M/FA/OP/CIMS
Room 1509 SA 14
Washington, DC 20523
Phone: (703)875-1637
Fax: (703)875-1519

An Indefinite Quantity Contract (IQC) is an agreement entered into between AID/W and an independent contractor which pre-qualifies contractor capabilities and establishes a general description of work which the contractor supplies. Once an IQC is determined, additional services cannot be added on. To begin this process, USAID issues a request for proposals (RFP) for a specific project. Contractors then offer their proposal according to specified guidelines set out in The Office of Procurement Ordering Information Directory¹. This proposal includes a technical proposal and a cost proposal. The technical proposal offers lists and resumes of the team the contractor has put together for the IQC. The cost proposal states specific expenditures estimated. Once these proposals are submitted, USAID issues between one and four IQCs, per area of expertise required, which state the specific performance period as well as a ceiling price on total delivery orders.

After the IQCs are awarded, the individual mission determines the type of expertise needed for a specified program. It then contacts each qualified IQC and requests a proposal for the service which will be provided. This proposal states the contractor's availability and lists the team who will fulfill the contract. USAID then selects one contractor and prepares a PIO/T for USAID/W. USAID will then prepare a delivery order. This procedure limits the number of bids USAID will receive for specific projects as well as the time needed to issue a delivery order.

Payment under an IQC is based upon time and materials, rather than a fixed-price. This means that USAID pays a specified daily rate for a specified number of days. These funds must cover all direct labor expenses such as wages, overhead, and administrative expenses, as well as other direct costs like travel and transportation.

As a rapid response mechanism, IQCs are beneficial once they have been established and are used for specific delivery orders. Theoretically, there could be Gray Amendment and 8(a) set asides for IQCs, but this rarely occurs, and even with the set aside, full competition is still required. Once the IQC is obtained, again, delivery orders are expedited through the limited competition procedure.

¹ USAID; Indefinite Quantity Contracts; Multiple User Contracts and Agreements. USAID Library Reference: JK 1673.032, 1992.

For additional information, see the USAID Office of Procurement Handbook listed above which specifically addressing IQCs. What follows are excerpts from this manual which list the names of contractors who currently hold IQCs, and their focus area. The following lists are limited to IQCs involved in management, governance, democratization, and private enterprise.

MANAGEMENT CONSULTING SERVICES

Under these IQCs, firms provide assistance to senior Agency managers in AID/W and overseas in resolving significant management problems.

When a contractor's services are required, PFM/PSPE, as the Agency's sponsoring office, works collaboratively with senior managers to facilitate the provision of such assistance when services cannot be provided by direct hire staff. Through this Agency resource, a variety of consulting services can be made available on short notice to address requirements for such types of services as:

- o organizational analysis including planning and implementing organizational changes;
- o management analysis of work processes and procedures, including development and implementation of new or changed procedures and processes;
- o management assistance in planning and implementing federally mandated management programs;
- o analysis and specification of automated information requirements as an integral part of management studies;
- o program/project planning, implementation and evaluation; and
- o human resources management, including position management, classification, staffing, employee training and career development.

MANAGEMENT CONSULTING SERVICES (See page Q-1)

<u>IOC Contractor</u>	<u>Type of Organization</u>	<u>Contract No.</u>
Booz, Allen & Hamilton 4330 East-West Highway Bethesda, MD. 20814-4455	Large Corporation	HNE-0000-I-00-2099-00
Tel.No. (301) 951-2336 Fax No. (301) 907-7475		

IOC Contractor's Representative

Gregg Wright

<u>A.I.D. Technical Contact</u>	<u>A.I.D. Contracting Officer</u>
Gwen Joe FA/B/SB (202) 736-7058	Timothy Beans FA/OP/B/HNE (703) 875-1180

<u>Project No. and Title</u>	<u>Period of Contract</u>
Management Consulting Services	9/30/92 - 9/29/95

A.I.D. Experience

Successful international experience over several years, including a 1988 - 1990 IQC for the same services.

Company Background

Booz, Allen & Hamilton is an internationally renown management consulting firm with extensive experience working with Federal agencies and host governments overseas.

MANAGEMENT CONSULTING SERVICES (See page Q-1)

<u>IOC Contractor</u>	<u>Type of Organization</u>	<u>Contract No.</u>
Deloitte & Touche 1900 M St., N.W. Washington, D.C. 20036-3564	Large Business	HNE-0000-I-00-2101-00
Tel.No. (202) 955-4000 Fax No. (202) 955-4294		

IOC Contractor's Representative

John Foreman

A.I.D. Technical Contact

Gwen Joe
FA/B/SB
(202) 736-7058

A.I.D. Contracting Officer

Timothy Beans
FA/OP/B/HNE
(703) 875-1180

Project No. and Title

Management Consulting Services

Period of Contract

9/30/92 - 9/29/95

A.I.D. Experience

Various worldwide experience over several years as Deloitte & Touche and Deloitte, Haskins & Sells in areas of automated system analysis and managerial and financial assistance in the coordination of private enterprise, housing and other projects.

Company Background

An internationally renown accounting, tax and consulting partnership formed in 1990 by the merger of two professional services firms, Deloitte Haskins & Sells and Touche Ross & Co.

MANAGEMENT CONSULTING SERVICES (See page Q-1)

Contractor:
Thunder and Associates
315 Cameron Street
Alexandria, VA 22314

Type of
Organization
Management
Consulting Firm

Contract No.
OTR-0000-I-00-0079-00

Phone No:
(703) 684-5584

Fax No:
(703) 684-3954

Telex No:
4996732 THUND

Contractor's Contact:
Mr. Robert Husa

AID Technical Contact:
FA/B/SB
Gwendolyn Joe
(202)647-6637

Period of Contract: This sector expires February 8, 1993.

A.I.D. Contracting Officer: FA/OP/B/HNE, Orion Yeandel

AID Experience:

Distributed Systems Development Project Phase I-III, Kenya, 1985-present
Information and Planning Systems Project 615-0232-87-01, Kenya, 1987-present
Zero-Based Budgeting Survey, Kenya 1990
Commodity Tracking Systems, Islamabad and Karachi, Pakistan, 1989-1990
Microcomputer Maintenance Training Programme, Morocco, 1987
National Budget Application 615-0213-3-30113-FSA, Kenya, 1984-1985
Economic Country Reform Program 688-0929-0-00-5029-00, Mali, 1985
Commodity Import Tracking Program 615-0213-3-40-023-FSA-10, Kenya, 1985
Water Project 40-319R-4-00625 & 40-319R-5-00177, Kenya, 1984
Microcomputer Clearinghouse DAN-5317C-00-3085-00, U.S.-based, 1983-1985

Company Background

Thunder & Associates, Inc. is an international management consulting firm that provides its clients with improved and sustainable management information systems. Thunder's services emphasize organizational development often through information management and microcomputer-based technology.

Thunder creates innovative, microcomputer-based systems and assists management in introducing improved organizational structure and function. Thunder specializes in the use of microcomputers as a development tool. Our clients include multinational assistance organizations, national government ministries and international nonprofit organizations. Consulting assistance to the international development community is our business.

MANAGEMENT CONSULTING SERVICES (See page Q-1)

<u>IOC Contractor</u>	<u>Type of Organization</u>	<u>Contract No.</u>
Thunder & Associates 315 Cameron Street Alexandria, VA. 22314	Small Business	HNE-0000-I-00-2098-00
Tel.No. (703) 684-5584 Fax No. (703) 684-3954		

IOC Contractor's Representative

Mr. Robert Husa

A.I.D. Technical Contact

Gwen Joe
FA/B/SB
(202) 736-7058

A.I.D. Contracting Officer

Timothy Beans
FA/OP/B/HNE
(703) 875-1180

Project No. and Title

Management Consulting Services

Period of Contract

9/30/92 - 9/29/95

A.I.D. Experience

Successful international and U.S. - based A.I.D. experience since 1983. Successfully completed delivery order under 1990 - 1992 IQC for same services.

Company Background

A small international consulting firm with a large outreach to consultants and successful experience with multinational assistance organizations, foreign government ministries and international non-profit organizations.

<u>IOC Contractor</u>	<u>Type of Organization</u>	<u>Contract No.</u>
Development Assoc. 1730 North Lynn St. Arlington, VA. 22209-2023	Large, disadvantaged enterprise	HNE-0000-I-00-2100-00
Tel.No. (703) 276-0677 Fax No. (703) 276-0432		

IOC Contractor's Representative

Dr. John Sullivan

A.I.D. Technical Contact

Gwen Joe
FA/B/SB
(202) 736-7058

A.I.D. Contracting Officer

Timothy Beans
FA/OP/B/HNE
(703) 875-1180

Project No. and Title

Management Consulting Services

Period of Contract

9/30/92 - 9/29/95

A.I.D. Experience

A wide range of A.I.D. experience over 20 years, with considerable overseas experience. Successful experience under their previous 1990 - 1992 IQC for the same services.

Company Background

Established in 1969. Successful long and short term development projects worldwide, including design, implementation and evaluation.

MANAGEMENT CONSULTING SERVICES (See page Q-1)

<u>IOC Contractor</u>	<u>Type of Organization</u>	<u>Contract No.</u>
Management Systems International 600 Water Street, S.W. NBU 7-7 Washington, D.C. 20024 Tel.No. (202) 484-7170 Fax No. (202) 488-0754	Large, Woman-Owned Business	HNE-0000-I-00-2097-00

IOC Contractor's Representative

Mr. Lawrence Cooley

A.I.D. Technical Contact

Gwen Joe
FA/B/SB
(202) 736-7058

A.I.D. Contracting Officer

Timothy Beans
FA/OP/B/HNE
(703) 875-1180

Project No. and Title

Management Consulting Services

Period of Contract

9/30/92 - 9/29/95

A.I.D. Experience

Successfully completed many delivery orders under their previous 1990 - 1992 IQC for the same services, in the U.S. and overseas.

Company Background

Since its establishment in 1981, MSI has performed many consulting contracts for the U.S. government, foreign governments, universities, private voluntary organizations and private corporations. Over recent years have grown from a small to a large business.

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DEVELOPMENT INFORMATION AND EVALUATION SERVICES

The purpose of these services is to provide technical advice and support in monitoring and evaluating A.I.D. and developing country policies, programs and projects.

Services include developing improved monitoring, evaluation and development information systems and methods; evaluating, monitoring and appraising the performance, effectiveness, efficiency and impact of specific development interventions; collecting, analyzing, and/or synthesizing evaluation data and materials; and synthesizing and applying evaluation findings. Services are applicable to those data collection, analysis, design, monitoring, evaluation, and development information activities that require methodological and systems development activities not generally available under traditional, functional area IQCs.

Contractors will perform services on the following:

1. Defining and describing monitoring and evaluation (M&E) problems, information requirements, and data collection/analysis alternatives;
2. Designing and implementing systems for monitoring and evaluating policies, programs and projects;
3. Identifying or designing appropriate data collection and analysis methods for M&E of particular development policies, programs, projects and/or organizations;
4. Planning and/or conducting evaluations of development strategies and interventions;
5. Collecting and analyzing data for evaluation research, experience reviews, feasibility studies, and baseline assessments;
6. Preparing evaluation syntheses and development experience reviews;
7. Participating in centrally managed impact evaluation studies;
8. Devising techniques for and implementing the dissemination and application of findings from evaluation and development information activities;
9. Developing, implementing and disseminating improved methods and techniques for M&E and development information activities.

Contractors will provide specialists in evaluation research; social science research; rapid appraisal techniques; ethnographic methods; survey research; statistical analysis; management information systems; economic, budget and financial analysis; program and policy analysis; private sector analysis; technology transfer; and information science methods and techniques.

DEVELOPMENT INFORMATION AND EVALUATION SERVICES (See page D-1)

<u>IOC Contractor</u>	<u>Type of Organization</u>	<u>Contract No.</u>
Datex, Inc. 1400 Eye Street, Suite 750 Washington, D.C. 20005	8(a) firm	AEP-0085-I-00-2060-00
Tel.No. (202) 789-4300 Fax No. (202) 789-1630		

IOC Contractor's Representative

Ajit Dutta, President

A.I.D. Technical Contact

POL/CDIE, Gerald Britan
Tel.No. (703) 875-5810

A.I.D. Contracting Officer

Anne Quinlan, FA/OP/B/AEP
Tel.No. (703) 875-1011

Project No. and Title

930-0085, Development
Information and Evaluation

Period of Contract

9/29/92 - 9/29/95

A.I.D. Experience

- * USAID/Haiti - Development of scope of work for PVO technical support
- * USAID/Malawi - Project paper for the Malawi PVO Umbrella Project
- * AFR/DP/PPE - PVO Initiatives Project
- * USAID/Egypt - Design, development and implementation of computerized management information systems
- * USAID/Egypt/HRDC/Population - Ministry of Health FP services Hardware/Software Feasibility Study
- * USAID/Cairo/HRD/Health - Final project evaluation of the Suez Canal University/Faculty of Medicine
- * AID/RIG/A/Washington - Audits of A.I.D. contractors

Company Background

Datex was established in 1980 by Ajit S. Dutta, President of Datex, and was incorporated in 1986. An international management consulting firm specializing in Management by Design, Datex is comprised of a strong team of experienced professionals from both the public and private sectors. Datex's recruitment division is trained to identify and propose qualified candidates to A.I.D. using its specially designed computerized data base of 3,500 professionals. Datex has provided its services in more than 30 countries in Asia, Africa, and Latin America. Datex has offices in Washington, D.C., the metropolitan New York area, a representative office in Cairo, and affiliate offices in New Delhi and Lahore.

DEVELOPMENT INFORMATION AND EVALUATION SERVICES (See page D-1)

<u>IOC Contractor</u>	<u>Type of Organization</u>	<u>Contract No.</u>
Checchi & Co. Consulting 1730 Rhode Island Ave, N.W. Suite 910 Washington, D.C. 20036-3193	Joint Venture/ For Profit	AEP-0085-I-00-3003-00

Tel.No. (202)452-9700

(202)452-9070 (FAX)

In Joint Venture With
Development Economics Group
Louis Berger International
1819 H Street, N.W., Suite 900
Washington, D.C. 20006

Contractor's Representative
Patricia McPhelim

A.I.D. Technical Contact
POL/CDIE, Gerald Britan
Tel.No. (703) 875-5810

A.I.D. Contracting Officer
FA/OP/B/AEP, Anne Quinlan
Tel.No. (703) 875-1011

Project No. and Title
930-0085, Development Information
& Evaluation

Period of Contract
11/16/92 - 11/16/95

A.I.D. Experience

Checchi and Louis Berger International (LBII) are seasoned indefinite quantity contractors, having successfully completed over 300 individual delivery orders under a combined total of 23 IQCs with A.I.D. The majority of these delivery orders have involved monitoring and evaluation services on repeated occasions in 36 A.I.D.-assisted countries throughout Africa, Asia, the Near East, and Latin America. They have also undertaken many regional and cross-national evaluations of development interventions, such as the Central American Regional Journalism Project, the Africa Private Enterprise Fund Project, the Partners of the Americas Program for the LA/C Region, the Semi-Arid Food Grains Research and Development Program, and A.I.D.'s assistance to the Economic Community of West African States under the Support to Regional Organizations Project. In addition, Checchi and LBII have also had broad experience developing and implementing management information, monitoring and evaluation systems under long-term contractual engagements in a variety of countries and regions.

Company Background

Checchi has been providing management consulting, technical assistance, and research services in developing countries for over 30 years, and has held 12 previous IQCs with A.I.D. completing over 300 delivery orders. Founded in 1940, LBII is one of the largest multidisciplinary consulting organizations in the world, with 1,800 professional staff assigned to 73 countries. The firm has held 17 previous including four for evaluation services administered jointly with Checchi.

<u>IOC Contractor</u>	<u>Type of Organization</u>	<u>Contract No.</u>
Development Associates, Inc. 1730 North Lynn Street Arlington, VA 22209-2023	Minority owned Gray Amendment	AEP-0085-I-00-3002-00

Tel.No. (703)276-0677

FAX: (703)276-0432

Contractor's Representative
Peter B. Davis, President

In Joint Venture With
Development Alternatives, Inc.
7250 Woodmont Avenue
Bethesda, MD 20814

A.I.D. Technical Contact

POL/CDIE, Gerald Britan
Tel.No. (703) 875-5810

A.I.D. Contracting Officer

FA/OP/B/AEP, Anne Quinlan
Tel.No. (703) 875-1011

Project No. and Title

930-0085, Development Information
& Evaluation

Period of Contract

11/16/92 - 11/16/95

A.I.D. Experience

Development Associates has performed as an A.I.D. contractor under 20 IQCs completing over 259 delivery orders over the past 18 years. Development Alternatives (DAI) has operated since 1970 under the same executive leadership as a significant technical assistance contractor for A.I.D. For the past three years (1989-1991) the joint partnership of Development Associates and DAI has operated the Institutional Development/Development Management (IDDM) IQC, completing 45 delivery orders and exhausting the \$3 million contract ceiling. The joint venture is currently collaborating on the Evaluation Technical Services (ETS) contract for A.I.D./CDIE, as well as on major A.I.D.-funded projects in Swaziland, Niger and Boliva. The tested partnership has a history of accomplishment in A.I.D.-funded projects and experience of working together successfully.

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<u>IOC Contractor</u>	<u>Type of Organization</u>	<u>Contract No.</u>
Management Systems International (MSI) 600 Water Street, S.W., NBU 7-7 Washington, D.C. 20024	Large, Woman-owned	AEP-0085-I-00-3001-00

Tel. No.: 202/484-7170 FAX No.: 202/488-0754

Contractor's Representative
Ms. Robyn Goodkind

A.I.D. Technical Contact
POL/CDIE, Gerald Britan
Tel.No. (703) 875-5810

A.I.D. Contracting Officer
FA/OP/B/AEP, Anne Quinlan
Tel.No. (703) 875-1011

Project No. and Title
930-0085, Development Information
& Evaluation

Period of Contract
11/16/92 - 11/16/95

A.I.D. Experience

In 1986, Management Systems International (MSI) was first awarded the IOC in Development Information and Evaluation Services, under which 39 work orders were completed. MSI is well known for its work in the design and installation of monitoring and evaluation systems for the projects, sectoral programs, and entire mission portfolios. At the project level, MSI has designed and field tested monitoring and evaluation systems for more than 25 major projects, including the Senegal Community and Small-Scale Enterprise Development Project, a national effort to privatize the fertilizer industry in Bangladesh, and a monitoring system for non-traditional agricultural exports for A.I.D.'s Regional Office for Central American Programs (ROCAP). MSI has also conducted a number of evaluations at the program and policy level, including an evaluation of the revolving fund and investment activities of A.I.D. Bureau for Private Enterprise, and an assessment of USAID institution development strategies for Yemen. Guidance on country program monitoring and evaluation has been developed by MSI for PPC/CDIE, the Africa Bureau, the LAC Bureau, as well as for USAID Missions in Pakistan, Bangladesh, Zaire, Rwanda, Kenya, Niger, Guatemala, Costa Rica, Ecuador, and Indonesia.

Company Background

Management Systems International, Inc. (MSI) is a woman-owned business founded in May 1981, with a corporate commitment to applying rigorous management systems to the problems of the public sector in the United States and in developing countries. MSI's goal is to help programs and organizations better serve the public by becoming more productive, accountable, results-oriented, and creative. Since its establishment, MSI has performed more than 300 short and long term projects for the US Government, international organizations, foreign governments, universities, private voluntary organizations and private corporations.

DEVELOPMENT MANAGEMENT SERVICES

IQCs under this section provide AID short-term technical services in the area of institutional development and development management activities. Contractors are prepared to undertake analyses and provide assistance in the following areas:

- Sustainability of program/project benefits.
- Decentralization of government services
- Privatization of government functions.
- Participation of beneficiary/target groups.
- Training in organization/management/administration.

DEVELOPMENT MANAGEMENT SERVICES (See page E-1)

<u>IOC Contractor</u>	<u>Type of Organization</u>	<u>Contract Number</u>
Management Systems Int. 600 Water Street, S.W. NBU 7-7 Washington, D.C. 20024	Large, woman-owned	AEP-5451-I-00-2049-00

<u>Telephone No.:</u> (202) 484-7170	<u>FAX Number:</u> (202) 488-0754	<u>Telex No.:</u> 4990821MANSY
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IOC Contractor's Representative:
Marina Fanning

<u>A.I.D. Technical Contact:</u> Jeanne North (703) 875-4587	<u>A.I.D. Contracting Officer:</u> Anne T. Quinlan (703) 875-1011 FA/OP/B/AEP
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<u>Project No. and Title:</u> 269-1105 Institutional Development and Development Management	<u>Period of the Contract:</u> 9/14/92 - 12/31/95
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A.I.D. Experience: MSI currently holds, or has held, nine Indefinite Quantity Contracts in the fields of private sector development, evaluation, management consulting, and host country management development. The firm currently holds long-term contracts with A.I.D. in implementing policy reform, democracy and governance, monitoring and evaluating environmental programs, program-level strategic management and management information systems, environmental policy and training, and gender analysis and training. MSI has worked in most bureaus in AID/W and more than 50 missions in Latin America, Africa and Asia.

Company Background: Management Systems International was founded in 1981 with a corporate commitment to solving the management problems of public and private agencies in the U.S. and developing countries. MSI specializes in the areas of management consulting, training, monitoring & evaluation, and the implementation of policy reform. These specialties are applicable in a number of substantive areas, and MSI has particular expertise in the areas of private sector development, democracy and governance, and environment and natural resources management. MSI has worked in over 70 countries with - among others - A.I.D., World Bank, various organs of the United Nations, the African Development Bank, the Asian Development Bank, the Inter-American Development Bank and numerous non-governmental organizations world-wide.

MSI's specific qualifications in the area of development management include: sustaining development programs and projects; decentralization of government services; privatization of government functions; participation of beneficiary/target groups; recurrent costs of development projects; governance and democracy and improved performance of public sector organizations in managing development programs.

DEVELOPMENT MANAGEMENT SERVICES (See page E-1)

<u>IOC Contractor</u>	<u>Type of Organization</u>	<u>Contract Number</u>
Thunder & Assoc., Inc. 315 Cameron Street Alexandria, VA 22314	Small Business	AEP-5451-I-00-2050-00

<u>Telephone No.:</u> (703) 684-5584	<u>FAX Number:</u> (703) 684-3954	<u>Telex No.:</u> 4996732 THUND
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IOC Contractor's Representative:
Robert Husa

<u>A.I.D. Technical Contact:</u> Jeanne North (703) 875-4587	<u>A.I.D. Contracting Officer:</u> Anne T. Quinlan (703) 875-1011 FA/OP/B/AEP
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<u>Project No. and Title:</u> 269-1105 Institutional Development and Development Management	<u>Period of the Contract:</u> 9/14/92 - 12/31/95
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A.I.D. Experience:

Distributed Systems Development Project Phase I-III, Kenya, 1985
Information and Planning Systems Project 615-0232-87-01, Kenya,
1987
Zero-Based Budgeting Survey, Kenya 1990
Commodity Tracking Systems, Islamabad and Karachi, Pakistan, 1989
Microcomputer Maintenance Training Programme, Morocco, 1987
National Budget Application 615-0213-3-30113-FSA, Kenya, 1984
Economic Country Reform Program 688-0929-0-00-5029-00, Mali, 1985
Commodity import Tracking Program 615-0213-3-40-023-FSA-10,
Kenya, 1985
Water Project 40-319R-4-00625 & 40-319R-5-00177, Kenya, 1984
Microcomputer Clearinghouse DAN-5317C-00-3085-00, U.S. based,
1983-1985
Management Consulting Services, OTR-0000-I-00-0079-00, expires
1993
Management Consulting Services, HNE-0000-I-00-2098-00, 1992

Company Background:

Thunder & Associates, Inc., is an international management and institutional development consulting firm that provides technical assistance and training expertise to design and implement client projects worldwide. Thunder is particularly renowned for its uses of appropriate technology and innovative institution-building methodologies to create management information systems for public and private sector institutions.

Thunder has worked in developing countries since 1983, focusing on institution-building, organizational assessments and empowerment, and microcomputer-based management systems for health, finance, rural development and infrastructure clients at national and district levels.

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PRIVATE ENTERPRISE SERVICES

These IQCs are to provide quick response, short-term technical and advisory services in six major areas: trade and investment promotion; privatization; legal and regulatory frameworks; financial markets; business development; and sectoral development.

<u>IOC Contractor</u>	<u>Type of Organization</u>	<u>Contract No.</u>
Checchi & Company Consulting, Inc. 1730 Rhode Island Ave. N.W. Washington, D.C. 20036-3193	Large Business For Profit	PCE-0001-I-00-2050-00

Tel.No. (202) 452-9700

Fax No. (202) 466-9070

IOC Contractor's Representative

Charles F. Sweet
Patricia McPhelim

A.I.D. Technical Contact

Patricia Lee
PRE/EM
Tel.No.(202) 663-2358

A.I.D. Contracting Officer

Thomas M. Stephens
FA/OP/B/PCE
Tel.No. (703) 875-1091

Project No. and Title

940-0001 Technical Assistance in
Private Enterprise

Period of Contract

9/16/92 - 9/15/93

A.I.D. Experience

Checchi and Company Consulting, Inc. has provided services to A.I.D. from the early days of its formation. Since 1972, Checchi has held 11 A.I.D. IQCs, carrying out more than 400 planning, technical, training and evaluation work orders. Moreover, it has provided A.I.D. and its Missions additional, short-term quick response policy, program and project related assistance. Further, it has managed and supported long-term A.I.D. projects such as its current contracts for Indonesian Commercial Law and Procurement, El Salvador Administration of Justice, and Bangladesh Agricultural Research-Phase II. Checchi's subcontractors - Arthur Andersen & Company, Public Administration Service, WuP'i, Inc., and International Trade Services Group - have also provided A.I.D. short- and long-term services for a combined total of almost six years, primarily in the private sector.

Company Background

Checchi and Company Consulting, Inc., based in Washington, D.C., is one of the oldest United States consulting firms specializing in international development. Since 1951, Checchi has carried out engagements throughout the U.S. and in more than 110 developed and developing countries.

<u>IQC Contractor</u>	<u>Type of Organization</u>	<u>Contract No.</u>
Chemonics International 2000 M St., Suite 200 Washington, D.C. 20036	Large Business For Profit	PCE-0001-I-00-2051-00
Tel.No. (202) 452-9700 Fax No. (202) 466-9070	<u>Subcontractors</u> Deloitte & Touche CARANA Corporation Socimer International Corp. Management Systems Int'l, Inc.	

IQC Contractor's Representative
Susanna Mudge, IQC Manager
David Bathrick, Central Projects

<u>A.I.D. Technical Contact</u>	<u>A.I.D. Contracting Officer</u>
Patricia Lee PRE/EM Tel.No. (202) 663-2358	Thomas M. Stephens FA/OP/B/PCE Tel.No. (703) 875-1091

<u>Project No. and Title</u>	<u>Period of Contract</u>
940-0001 Technical Assistance in Private Enterprise	9/16/92 - 9/15/93

Services Available

The purpose of this IQC is to provide quick response, short-term technical and advisory services in six major areas: trade and investment promotion; privatization; legal and regulatory frameworks; financial markets; business development; and sectoral development. Available services include: (a) Strategic planning for private sector development, including structural reform, institution building, and policy dialog; (b) Monitoring and evaluation of A.I.D. private sector policies and programs; (c) Reform of policy, regulations, and market expansion; (d) Strengthening business and trade associations with emphasis on promoting linkages between U.S. and foreign organizations; (e) Identification, design, development, implementation, and evaluation of private enterprise programs and projects; and (f) Preparation of PIDs, PP, PAIP, PAADs, sector and/or country assessments and strategies and surveys, scopes of work and research papers.

Company Background and A.I.D. Experience

Founded in 1975, Chemonics is a full service consulting firm with a staff of more than 250 professionals of which about 130 are field based. To date, the firm has provided over 8,000 person-months of technical assistance to A.I.D./W and Missions, host country counterparts and cooperating organizations in over 60 developing nations worldwide. For this IQC, Chemonics manages the allocation of effort among four subcontractors.

Private Voluntary Organizations and Cooperative Agreements

Contact: Office of Private and Voluntary Cooperation
Bureau for Food, Disaster Assistance and Crisis Management
Room 700, SA-8
Washington, DC 20523
Phone: (703)351-0195
Fax: (703)351-0212

Private Voluntary Organizations (PVOs) are one of several types of not for profit organizations. Others include educational, research, and religious institutions. PVOs, specifically, may apply for set asides. The Office of Budget and Planning determines the USAID goal for set asides by reviewing the nature of the activity being proposed. Currently, it is about sixteen percent of all USAID projects.

To become a PVO, an organization must register with the IRS and have received 501(c)(3) tax exempt status. Also, at least twenty percent of the PVO funding must come from sources outside the government. Once these and other criteria are fulfilled, the organization may register with USAID as a PVO. This renders the PVO eligible to obtain USAID funding and allows them to compete for these set asides.

PVO set asides are distributed through the Office of Private and Voluntary Cooperation and traditionally have not been used as a rapid response source. The office issues a request for proposals (RFP) for a specific project. This RFP is mailed to all registered PVOs. After bidding occurs, a committee reviews applications and awards are made. These can either be in the form of a grant or cooperative agreement.

As grants and cooperative agreements, these set asides are not acquisition mechanisms. Instead, they are assistance instruments used to apply collaborative programming between USAID and the PVO. Cooperative Agreements are not subject to the regulations under the Federal Acquisitions Act (FAR). Once an agreement is established, it can only be expanded through an add on. The PVO may add on to the Cooperative Agreement only if it is considered: "assistance with no underlying project agreement," and there is a "compelling programmatic reason to do the project as an add on rather than a free standing project." This means that the add on has to be an additional project which is connected to the original grant or cooperative agreement, but, it can not be such an independent product that it, alone, could constitute a project itself. The fact that it may be more efficient to add on a project than to develop a full proposal is not a compelling reason to permit the add on. If the Cooperative Agreement was written within the region, the add on must be within the same mission. If the Cooperative Agreement was written by USAID/W, anyone may add on.

There are ways for PVOs to obtain projects rapidly. If a PVO has specific qualifications, which no other PVO can match, USAID/W may by-pass the competition process and award the grant outright. Also, a mission may request a specific PVO for a set aside if it believes the PVO is the most qualified. These do not occur frequently. The most efficient means to obtaining PVO assistance is through an Unsolicited Proposal. These are proposals sent by the

PVO to either USAID/W or the mission. The proposal describes a specific project the PVO would like to facilitate. Both USAID/W and the mission follow the same guidelines for individually reviewing these proposals. So, all other factors remaining equal, response time for each proposal should be about the same.

In this Civil Society paper, many PVOs are identified and assessed. For an additional listing, see InterAction Member Profiles 1993, published by the American Council for Voluntary International Action, 1717 Massachusetts Avenue NW, Eighth Floor, Washington, DC 20036, 202-667-8227.

**BIBLIOGRAPHY AND DOCUMENTATION REVIEW
CIVIL SOCIETY AND RELATED SUBJECTS**

**A STUDY OF USAID'S CAPACITY FOR RAPID RESPONSE
IN SUPPORT OF AFRICAN CIVIL SOCIETY DEVELOPMENT**

(January 7, 1994)

**A SELECT BIBLIOGRAPHY ON CIVIL SOCIETY,
WITH SPECIAL REFERENCE TO AFRICA**

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**U.S PVOS AND AFRICAN REGIONAL NGOS:
A PROFILE AND ASSESSMENT OF USAID'S PARTNERS IN DEVELOPMENT**

**A STUDY OF USAID'S CAPACITY FOR RAPID RESPONSE
IN SUPPORT OF AFRICAN CIVIL SOCIETY DEVELOPMENT**

(January 7, 1994)

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CONCLUSIONS AND RECOMMENDATIONS

The following report provides a cursory survey with individual profiles on and summary assessment of U.S. institutions and African regional organizations with a potential capacity to support Civil Society in Africa through a Rapid Response Facility.

The sample of US institutions is representative of the types of organizations that could be relevant to a Rapid Response Facility on African Civil Society. Detailed profiles of these institutions were drawn up from interviews conducted with some 70 organizations during the study period. The African regional institutions includes some 30 organizations interviewed during the field-based component of this study as well as a review of documentation found within the ABIC library. While a good cross-section of such regional organizations was interviewed, the assessment should be considered more illustrative than that of the U.S. organizations in terms of the types of organizations the Rapid Response Facility could call upon. The names, addresses and very brief descriptions of these organizations were drawn from the experience of the team members working on the design of the Rapid Response Facility. Additional field visits would be recommended in a future design phase to further assess the capacity of these African institutions.

A number of institutions were felt to be equally relevant to the Civil Society and Governance databases. Accordingly, their profiles are included on both databases. We did not reformat the profiles drawn from the governance database, because this would have required us to delete some useful information. These profiles may be identified by the header: "Rapid Response-Governance". For convenience, the information most relevant to the civil society database is UNDERLINED AND IN SMALL CAPITAL LETTERS in these profiles.

An Assessment of African NGO Capacity to Promote Civil Society

A. Summary Overview and Findings

Since May 1992, four different country assessments of African NGO communities were undertaken in preparation for A.I.D. project design efforts in Rwanda, Zambia, the Cameroon and Lesotho. These designs, two of which have led to full scale projects in the area of democratic governance, looked specifically at non-governmental organizations and their capabilities, both as traditional development agencies and lead institutions in their country's developing civil societies. The following discussion presents a set of findings expressed in terms of discernable patterns emerging from the review of the four country assessments. Conclusions and recommendations are jointly presented with those for US PVOs in Section C below.

1. The Origins of Civil Society

An understanding of modern civil society in Africa must necessarily start with a look at the evolution of its NGO communities. While involvement in political life was severely proscribed for the great majority of people, participation in social, and to a lesser extent, economic life was permitted, and in some cases encouraged, by African governments. It was from this narrow opening that NGOs put down their roots, and which has ultimately led to civil society's emergence. The following discussion provides a brief overview of the origins and evolution of the non-state sector.

There have been NGO communities in virtually all African countries from the earliest days of independence, and in many cases, with origins going back to the colonial era. The Churches and the affiliates of international NGOs have been, and continue to be, the major providers of social services, primarily health and education, in the four study countries, as well as a significant number of other countries throughout Africa. From the mid-1970s, new NGOs came into existence as a response to needs unmet by either government, or the older NGOs. Whether new or old, NGO programs have traditionally been geared towards working with the poor in both rural and urban areas. Socially, as well as geographically isolated, the poor which, for all intents and purposes, include the great majority of these populations, have been effectively excluded from any meaningful participation in the economic and political lives of their countries. Thus, are both the origins and *raison d'être* of most NGOs in Africa, as elsewhere.

The initial profile of the NGO communities that eventually evolved in these countries was that of a few large organizations, primarily the Churches and a number of international NGOs, with extensive networks linking their operations with the local grassroots level. Alongside these larger organizations were a host of smaller, more specialized NGOs working in sectoral areas such as appropriate technology, family planning, AIDS education, etc. Funding and support for the former group has been fairly consistent throughout the years with international partners providing for most of their budgetary needs. Government subventions to NGOs operating health facilities and schools have also provided a significant source of their funding in some cases. The newer NGOs which ultimately survived, were those whose programs found a sympathetic place in the view of donors that were looking for more innovative approaches to the solution of long-term poverty; or whose interests, and hence support, changed with mandates dictated by domestic policies (e.g. the environment, population, enterprise). In short, many NGO programs, then as now, were significantly influenced and driven by donor interests which coincided for periods of time with those of the NGOs.

Paralleling this evolution, was the emergence of NGOs that were little more than extensions of the state, or one-party political systems which controlled various domains of private, as well as, public life.

Cooperatives and credit unions on the one hand, and labor unions and peasant federations, on the other, were essentially organized and managed by government agencies as a means of channeling local needs and resources in ways that brought limited demands on the political system while serving the interests of those few who controlled the formal economic order. The legitimacy of these government controlled institutions was never great, and because there was never any sense of ownership or member participation in governance matters, corruption and mismanagement eventually led to their dissolution. The ashes of such "NGO movements" litter much of Africa today, and are as prevalent as the number of public agencies including parastatals, national banks or civil services tainted by government intrusion. As discussed below, because of the negative experience which most African countries have had in this regard, it has required an inordinate effort to rebuild new organizations which were democratically-organized and truly representative of their members.

2. The Rise of Civil Society

Three of the four countries reviewed for this assessment have held national elections, and two, Zambia and Lesotho, have made successful transitions to democratically-elected governments. In the Cameroon, the democratic transition has been thwarted for the time being, and in Rwanda, government intentions are hard to discern in the face of on-going civil conflict. In all four countries however, there has been a tremendous growth, dating from the late 1980s, of the non-state sector, including non-governmental organizations, civic groups, political parties and the independent media. Such growth was made possible by a liberalization of the political systems caused, primarily, by the on-set of economic crises which forced the concerned governments to reduce their involvement in all spheres of public life. Decades of economic mismanagement by one party states provided the context in which external donors and internally-organized democratic forces were able to demand a loosening of government control over both economic and political decision making. Taken together with the inability of these governments to any longer dominate the delivery of social services or direct economic affairs, the conditions were created for the birth and expansion of a true civil society in each country.

In some cases, it was traditional development NGOs themselves that hastened the process of political liberalization in their countries, and in others, new organizations, such as human rights groups emerged to deal with the abuses of what, in hindsight, were crumbling authoritarian regimes. In the initial stages of their democratic transition, traditional NGOs and newly formed civic associations became guarantors of the rights of their members and the larger society in general. Initially, concerned with human rights promotion and election monitoring, many of these NGOs have recently turned to longer-term tasks of civic education and action, as well as advocating vis-a-vis government for policies that are more favorable for those they represent. The Churches have been in the forefront of both democratic transition and consolidation efforts, just as they were involved in the first social and economic development programs to target the poor in their countries. At the same time, other secular development NGOs, civic organizations, and professional associations, etc., have added basic civic education components to their normal programs and services.

One of the most noticeable patterns that has taken place in the initial stages of democratic transition in the four study countries has been the re-birth of cooperative and credit union movements, as well as independent mass organizations such as national women and youth associations, and peasant federations and labor unions. In short, there has been an explosion of new organizations in the past three to five years in an increasing number of African countries, which taken together, have formed a "critical mass" which now constitutes the initial structure of civil society. What defines and characterizes such organizations, whether development NGO, or purely civic organization, as a civil society institutions, is

a fundamental understanding that democracy depends on sharing the burden of governance in matters of national as well as local concern. As such, what have been historically considered as traditional development organizations, have of necessity taken a lead role in the formation of civil society. The lesson perhaps, is that no aspect of life, including development, is mono-dimensional; freedom and development are everyone's business and responsibility.

B. NGO Capabilities in the Promotion of Civil Society

1. Strengths and Opportunities

One of the greatest strengths of NGOs is their knowledge of and linkage to the local grassroots level. Not all NGOs have the capacity to play this "intermediary" role, as only a few NGOs have developed networks which link their operations to the local level. This is one of the real as well as potential strengths of the Churches, cooperatives, credit unions, national and regional level associations of women, peasants, labor unions, and professional associations. What is ultimately of importance is their **outreach**, and hence the potential impact of their programs and projects. Impact is not, however, a function of outreach alone. It must be combined with the trust and confidence of client members, or other beneficiaries conferred in these intermediary organizations. If an NGO does not possess these qualities, and yet considers itself an intermediary institution, linking the national or regional level with that of the local, it be a poor investment as it will have little or no outreach impact.

As distinguished from the program or intermediary NGOs noted above, are the specialized NGOs which have little outreach capability of their own, but have built up expertise in one or more sectoral areas, and depend on working with or through the larger intermediaries to transfer their skills and knowledge to the local level. African NGOs, much like their US counterparts, have had to specialize in order to survive. As noted above, some of the sectoral areas which these NGOs have gained expertise in are AIDS, family planning, micro-enterprise development, and low-resource agriculture. In addition, there are a subset of NGOs which provide a variety of support services to their sister organizations in the area of institutional development. Through the provision of technical assistance and training, these NGOs work to increase the management effectiveness of the specialized sectoral NGOs, and more importantly, the intermediary organizations which provide services directly to the local level. While still in a learning mode, these specialized NGOs have made significant progress in acquiring the skills and knowledge that are needed to improve capacity in the intermediary NGOs, and hence, the welfare of the rural and urban poor. This is ultimately the objective of both groups of NGOs, and their ability to build on and integrate their individual strengths, will determine how successfully they achieve their individual objectives.

2. Constraints and Weaknesses

The principal weakness of the NGO communities in most African countries is their relative youth and inexperience. Specifically, NGOs lack an overall institutional capability to effectively and efficiently carry out their mandated missions. This institutional constraint is not simply a lack of management skills, including the ability to plan, manage and evaluate programs and projects, although these are lacking in the majority of NGOs reviewed in the four assessments noted above. The issue, and especially for the newer NGOs including the emerging human rights and civic organizations, is the lack of a permanent management capacity including staff, equipment and office space. A major strength not noted above, but present in each of the NGOs communities referred to is the high degree of volunteerism and commitment exhibited by their members; this pertains as well to such organizations as human rights and election monitoring groups. There seems to be, nevertheless, a direct correlation between the degree of

volunteerism and the level of program impact. The correlation is a negative one. Without a permanent secretariat which can translate expertise and commitment into action, most of these organizations never move beyond low impact activities. Thus while training and technical assistance are important ingredients in developing institutional capacity, they are at best half of the overall requirements necessary to increase an organization's long-term impact. Without a modest level of staff and material support, no amount of management training and organizational development technical assistance will increase impact, let alone ensure survival.

From a programmatic perspective, NGOs which are involved in aspects of civil society promotion also lack skills, knowledge and experience in most technical subjects, in addition to a lack of institutional capacity. In order to be educators in the realm of democracy and good governance, there is first a need to understand fundamental principles and practices of democracy and good governance. It is not just a question of understanding why a multi-party political system is a necessary component of a functioning democracy, but what are the requirements that follow elections, and in general what responsibilities, as well as rights and benefits are an inherent aspect of citizenship in a democratic polity. Developing civic education or human rights materials must be combined with a training capacity to ensure that non-literate and literate people receive and maintain relevant messages. Having been shut out from participation in the political system until recently, has also meant that few organizations have experience, or developed corresponding skills in such areas as advocacy and lobbying, mediating conflict among members, or policy development and analysis. The democratization and governance skills and experience that most NGOs possess are rudimentary, although they have adequately served them for the initial set of responsibilities which they have been called upon to perform. However, if they are to truly serve as a vanguard in the development of civil society, they will have to become much more sophisticated than at present.

C. Summary and Conclusions

The first need of NGOs is to consolidate their own positions in both a development context and as lead institutions in their emerging civil societies. In fact, in supporting NGO work in the promotion of civil society, care should be given to not treating this endeavor as a discrete, new mystical aspect of life, separate from their normal work in grassroots development. For the intermediary NGOs whose programs cover large segments of civil society (e.g. peasant associations, women's groups, labor unions, etc.), the emphasis should be on increasing their capacity to serve as advocates of local organizations or client groups while working to increase local capacity to carry out these functions without their intermediation. As part of such an overall strategy, the specialized NGOs which have, and continue to acquire expertise in areas of civil society promotion, would work with the intermediary NGOs to build functional capacity in areas where they currently lack it. This is the easier of the tasks which face indigenous NGOs and their foreign partners. As indicated above, it is building institutional capacity, including the ability to sustain their activities which presents the greatest challenge to African NGOs. Building functional expertise in organizations that will not be around in another six months does not make for good policy. Nor does creating a host of new NGOs which specialize solely on an aspect(s) of democratic governance make good sense. Integrating participatory approaches, as well as training capacity in areas of civil society into NGO programs of social and economic development provides a wholistic approach to overall community and societal development. Replicating the mistakes of the past, i.e., denying the linkage between political participation and economic and social growth, by developing a separate program for political development will most likely preclude moving from a stage of democratic transition to consolidation due to the failure of economic and social development.

What will be important from A.I.D.'s perspective, will be to identify those NGOs which have true indigenous support and a keen sense of their mission in promoting democratic approaches, including participation, in their work with grassroots organizations or specific client groups. One of the results of political liberalization that has recently transpired in many African countries has been a tremendous growth in associational life, and particularly the creation of many new NGOs. Not all them will or should survive, any more than should all political parties, newspapers or private enterprises. Thus the need to closely assess the local milieu for those NGOs that have a real constituency and then combine this with a long-term strategy of institutional support to them. In this regard, one of the functions of a new Regional project with a purpose in assisting short to medium-term interventions geared to strengthening civil society, would be to conduct necessary NGO assessments for the purpose of determining which groups among them are worth investing in.

PROFILES: AFRICAN NGO NEEDS AND CAPABILITIES

GHANA

Institute for Economic Affairs

Contact: Dr. Charles Mensah, Executive Director

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IEA is one of the "premier" non-governmental organizations working in Ghana. It is well supported by the donor community including AID in a number of areas including D/G. Has organized two workshops for AID: Democracy and Human Rights and looking at the institution of the Chieftancy. 1992 constitution guarantees a role for the chieftancy through a House of Chiefs. How to harness chieftancy and incorporate it into the democratization process: teaching democracy at grassroots and as power brokers or arbiters between political parties and other social forces. Another area seen as important is the strengthening of the judiciary. U.S. has a comparative advantage in the areas of constitutional reform (Ghanain constitution is modeled along U.S. constitution) and the judiciary. Workshops for justices in the interpretation of the constitution bringing scholars from Harvard and India; with a new crop of judges just appointed the need for training is great (remedial and continuing education). Tribal courts are restricted to dealing with inter-chiefdom civil disputes. Need for inculcating political tolerance among **political parties** thus the need for mediation and conflict resolution (IEA and the **Carter Center** are working on a program of conflict resolution between government and opposition party). Working with political parties on fundraising strategies (current laws make no provision for public financing of parties), recruitment and education of party members. **Parliamentary program** includes macro-economic and market economy training and education given the fact of an entirely new parliament taking over after 1992 elections. Commonwealth parliamentarian group ineffective because they jet in and out with little or no continuity or follow-up to one-off training workshops. **NGO community** relatively weak. **Christian Council** and **Catholic Secretariat** have played major roles in mediation between government and opposition. **Ghana Institute of Public Management & Administration (GIMPA)**, among the more effective public sector institutions providing public service training. Major mass organizations include: **National Council of Women & Development** (party supported), **National Union of Ghanain Students** and unions (**Trade Union Congress**, **University Teachers Association of Ghana**) and **Association of Recognized Professional Bodies of Ghana** including **Chamber of Commerce**, **Ghana Bar Association**, **Association of Ghana Industries**, **Medical Association**, etc. Interestingly the **Committee for the Defense of the Revolution** has been recognized as an NGO as has **31st December Women's Movement** (President's wife) which are good examples of GONGOs.

Analysis: As an independent think tank, IEA is a good example of what such an organization can do in a "liberalized context. It is well run, has good leadership, and has been able to maintain an independent and neutral position in a fairly politicized environment (especially since the 1992 elections). For Ghana in particular, IEA is the type of national organization that could be drawn upon for a range of research, training, and consultancy expertise in a wide range of political and economic development areas. **IEA could also serve in a subregional capacity with its expertise in being able to work with similar research, policy, and advocacy centers, institutes, etc. on a national level.**

Ghana Association for Private Voluntary Organizations in Development (GAPVOD)

Contact: Dr. Emmanuel Laryea, President

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GAPVOD is the Ghana Umbrella organization representing roughly 100 NGOs (25 international; 50 local; and 25 community based) formed in 1980 and currently has UNDP funding. Nine sectoral committees (e.g. health & population, women in development, emergency relief, etc.) with thought being given to adding one in D/G. Two GAPVOD members are on the constitutional consultation committee. Currently a Bill before parliament to set a National Advisory Council on NGOs. NGOs have rejected it because the framework for consultation has been flawed due to inappropriate composition of the Council is loaded in governments favor. There is currently no explicit law on NGOs and legal status is gained through registration under the Companies Act or as a Trusteeship; neither of which confer any benefits (e.g. tax exemptions, etc). Ministry of Social Welfare is responsible government agency and issues a certificate of recognition to NGOs.

Sees the slow evolution of an independent or voluntary sector that contains elements of civil society; Cooperatives, town and village development committees, churches, professional associations, mutual aid societies (Susus and other traditional bodies), and developmental NGOs. Asafo or traditional structures formed by communities for shared labor and communal work similar to the Naams in Burkina Faso; Nogo philosophy of self-help is the foundation of community and mutual aid). Colonialism had an effect (negative) on the traditional societies and associational life.

Sees USAID/Ghana as not NGO friendly rather majority of assistance to US PVOs which do not relate well with Ghanaian NGOs; rather preferring to work directly at grassroots level. Other donors much more supportive. USAID only dealing with private sector institutions. Sees NGO bill as a means to capture GAPVOD and independent NGO movement.

Analysis: GAPVOD has had an extremely checkered history with intense government interference. Was unable to discern whether current leadership which almost ousted in a power play by other members which allegedly were in the governments camp, is considered legitimate by rest of NGO community. The weakness of GAPVOD and the attempt by government to push through a bill which essentially subordinates the NGO community to government interests is not surprising given the history of the past decade. Without substantial support, the NGO movement will not advance and will most likely slow the growth of a vibrant civil society.

Christian Council of Ghana

Contact: Reverend D.A. Dartey, General Secretary

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Council made up of 14 orthodox churches with local councils at locality level, including 300 churches country-wide; Catholics and spirituals are affiliated with the Council. At last Annual General Meeting the major decision taken was to explore in a systematic way the "Churches Contribution to the Democratic Process in Ghana." Biggest issue is promoting a democratic culture in Ghana, i.e., helping individuals to take on the the understanding of citizenship and the corresponding set of rights, duties and obligations. "Culture of Silence" is biggest threat to building this democratic culture because of the disgust of the people with the political games and thus their withdrawal from the civic arena. Rule of law and good governance is therefore lacking because the countervailing force of Civil Society lacking. Awareness building is major role of civil society organization: making people aware of the constitution and its provisions. The Council has a Church, Ecumenism and Democracy project (3 years) to undertake

awareness building in a number of areas through the mobilization of church resources; series of leadership workshops at the locality level; using study materials developed in three local languages with congregations in civic education alongside bible studies. The Council has: written to the National Assembly concerning proposed legislation on the Serious Fraud bill which gives executive preventive detention powers; is monitoring human and civil rights situation in the country; facilitating dialogue between parties which follows its mediating role after elections.

Needs: Limited financial resources lead to low quality staff and insufficient numbers; additional equipment especially for materials production; mobility is major problem thus limits ability to do much work outside of Accra. Volunteerism in Ghana is extremely high and spirit of solidarity is as important as that of funding. NGO community weak with too much government intervention, i.e., GONGOs including GAPVOD and 31st December Women's Movement. Financial independence is the greatest guarantee for a strong and independent NGO and NGO sector, e.g., Planned Parenthood Federation.

Analysis: An impressive record of involvement in human rights, electoral process, mediation and conflict resolution and civic education. This role played by the Churches in Ghana may be somewhat more activist than in other countries but it is only a matter of degree not qualitative. Dynamic leadership, willing to work and collaborate with the Catholics and Spirituals and to much of their work on a voluntary basis. Definitely the kind of organization that merits assistance in the consolidation phase.

Ghana National Chamber of Commerce

Contact: John B.K. Amanfu, Executive Secretary

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Depreciation of the Cedi has meant a loss of purchasing power for NGOs as well as general population. Private Enterprise Foundation (USAID-supported) groups major private sector associations under one umbrella for the purpose of influencing government policy formulation. Private sector is not growing; investment code is being suspended and being reviewed. CoC, as part of private sector advisory group (government agencies & private sector) to advise government and parliament on laws (e.g., trade, investment, import, foreign exchange) which constrain private sector development, with intention of getting old laws repealed. **Needs:** More workshops, seminars, etc. to get government and private sector interacting. Study tours overseas to get Ghanaian business men to interact with American business.

Analysis: The Chamber of Commerce, as in many countries is not particularly strong given years of central control and parastatal run enterprise. Now mainly represents the larger business concerns. Need to continue to support its independence and capacity to lobby government for more favorable policies.

Ghana Bar Association

Contact: Nutifafa Kuɛnyehia, President

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In terms of improving economic and investment climate, need a consistent application of laws and speedy resolution of cases brought before the courts. Success of Ghanaian experiment in democracy will depend on the judiciary and its capacity to counterbalance a strong executive and one-party legislature. The Bar Association has committees on human rights, legal literacy and Women's and Minority Rights. Human rights litigation is a specialized branch of litigation. Need to translate laws into local languages as a means to help disadvantaged groups understand their rights. The Association lacks adequate resources to undertake these types of activities on a meaningful scale. Of interest, the Non-formal education division of the Ministry of Education is quite effective and has excellent outreach capacity for a

continuing legal education program. Equipped with knowledge, people can more fully participate as citizens in democratic process. **Frederick Ebert Foundation** sponsored open forum on embezzlement and fraud and how the public can address its grievances. Also sent a strong letter of concern to the Parliament concerning the Serious Fraud law and its unconstitutionality.

Analysis: The Bar Association and its president both have excellent reputations. With additional resources much more could be done. As there is no full-time professional staff devoted to working on the various committees, volunteer efforts are all that can be expected and there is simply not enough time for all the needs that could be addressed. Basic need is for a full-time secretariat with one or two professional staff to complement the volunteer efforts of the Bar Association members.

Law Department, University of Ghana at Legon/Center for Human Rights

Contact: Prof. Afusa Amah, Dean & Prof. Victor Dankwa Asst. Dean

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The Center is a newly formed human rights organization formed with the law department of the University. Believes that the constitution and the rights embodied therein need to be brought down to the level of the people in an abridged form and in local languages. The Center has sponsored seminars on women's rights, AIDS and health; and the African Charter on Peoples and Human Rights which will eventually be published in booklet form. Judiciary/courts are becoming bogged through a combination of increased cases being brought for judgement, antiquated court reporting, and the large number of newly appointed and inexperienced judges. A new ECOWAS Studies Center is being set up at the Center to look at legal implications of subregional integration. The Center has a research and documentation capacity. It will be responsible for training HR Commission staff from the national to local levels.

Analysis: Still relatively new. As the establishment of such centers within the university context is not unique to Ghana (Uganda and Tanzania also have them among others), a question must also be asked about their ultimate autonomy and freedom of action given the fact that these are public (state) institutions. There is thus a need to look into greater detail at this phenomenon.

Ghana Journalists Association

Contact: Cabral Amah, President

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Media is real opposition in Ghana; political parties are too fragmented and lack resources. Most press groups are seat of the pants operations, small scale, etc. A cooperative printing press is the most pressing need. Most private printers prefer to publish for government for financial not political reasons, i.e., not economically rewarding as size of jobs are too small. Association has 800 members and a secretariat with five staff. It organizes educational activities, seminars for members on topics such as responsible reporting, economic reporting, etc.; currently preparing a code of ethics for journalists. Frederick Ebert Foundation providing support to the Association; the majority of funding comes from the members and the board of directors in particular. Serious fraud bill challenged in local papers.

National Media Commission's purpose is to isolate the state-owned media from state domination through a 15 member commission with representation from all sectors. Important needs are the sharing of experience between media organizations in the Subregion (ECOWAS) including the holding of subregional workshops. Exchanges between African and European/American journalist and inviting journalists of international stature, e.g. Walter Cronkite to speak in Ghana or in the subregions.

Analysis: A dynamic leader and from all appearances, a relatively strong organization. Will be interesting to see how the Media Commission works out. Definitely an organization worthy of support, as most such associations in other countries also turned out to be.

Human Rights Commission

Contact: Emile Short, Commissioner

Tel: 664-785

HR commission created along with Media and Civic Education Commissions under the January 1992 constitution. Ombudsman function taken over by H.R. Commission. Has jurisdiction over governmental, private sectors and individuals. Purpose is to prosecute mal-administration and promote, protect, and guarantee fundamental human rights and freedoms. Handles such issues as wrongful dismissal (there is no industrial court) especially for disadvantaged and vulnerable groups and minorities; open forums to educate people on the commission's work (intends to open offices all over the country); and violation of human rights such as student riots and police brutality. The Commission is only responsible to parliament and must report to it on an annual basis.

Analysis: The verdict is still out as far as other respondents were concerned on the HR commission and the other two commissions set up under the constitution as they are just in the process of being set up. Most people interviewed in Ghana did hold out a positive outcome for the commission as those appointed to the position of commissioners were held in high esteem. The issue will be the level of funding that the Commissions are provided with. One easy way to undermine them would be through inadequate or little funding.

Committee on Human and Peoples Rights in Ghana

Contact: Joe Nana Ghartey, President

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One of seven human rights NGOs in Ghana (jointly sponsored Human Rights week in Ghana in 1993) who are considering the establishment of a common H.R. NGO umbrella organization. Has held seminars, workshops and National Conferences on the subject and is scheduled to hold "active learning process" workshops in all 200 electoral constituencies over the next three years, i.e., before the next elections. Has published and distributed over 40,000 copies of the provisions of the constitution dealing with human rights. One of most important areas of intervention is with the judiciary and particularly in improving the efficiency of legal proceedings. Court reporters (recording of proceedings) and judges (drafting of decisions) draft all documents in long-hand which slows down judicial/court process and leaves room open for corruption particularly among court clerks, in terms of the rent seeking involved with completing court proceedings on a given case.

Analysis: Appears to be a well respected H.R.O. among the many that exist. The point of concern however, is the relatively large number of human rights organizations and the ability of each to sustain its own operations, not to mention the potential for duplication of work.

Department of Political Science, University of Ghana/Legon
Contact: Dr. Kwame Ninsin, Dean
Tel: (233-21) Main University Number

Essentially, what has transpired in Ghana has been a rejuvenation and strengthening of the state sector vis-a-vis the private and voluntary (civil society) sectors as a result of adherence to a stabilization and structural adjustment program and the increased flow of donor funds in which the State has acted as an intermediary (gatekeeper) receiving and directing this funding (benefits) where it deems best. The benefits, in terms of development projects or public goods, of its adherence to these programs has gone largely into rebuilding state institutions and increasing centralized control; some see this as a new means to distribute patronage under the new regime. Because NGOs and civil society in general have a very weak financial base or no independent material base, they have been and still are dependent on either donors or government to provide them with funding for their activities, some of which are potentially conflictual with state objectives. Ghana has a tradition of vibrant self-help efforts including village development and youth associations as well as urban-rural solidarity associations affiliated around ethnic and regional allegiances. Whether such groups are modern or informal, their economic and financial base is weak and fragile.

Chieftancy can be viewed as a linkage institution, straddling state-non-state sectors. It has the potential to mediate, articulate and represent interests of both sectors however it has used its position for primarily self-aggrandizement rather than in these other roles. Under colonialism the chieftancy was first coopted and used for the purpose of extending colonial control and penetrating society. Much could be said of the period of independence as well. **Independent press** has emerged as a powerful force against the power of the state, however the press can only expose and make transparent the excesses of state power, it can not initiate direct action to hold state institutions accountable to society or the rule of law. **Judiciary** started out weak in the initial period following the elections, but has become increasingly independent and rendered 4 decisions all of a constitutional nature that were counter state interests. **Parliament** it is still too soon to evaluate the national assemblies role in checking state power, although the new constitution places great power in it. **Independent Commissions**: also too soon to tell whether they will serve the greater interest or the states interests although the potential for the latter is great. **Frederick Ebert Foundation**: provided effective assistance to the Consultative Assembly that was charged with the drafting of the new constitution.

Analysis: In addition to African institutional resources which could be drawn upon under a rapid response facility, thought needs to be given to identifying individuals with requisite skills as well. Among the institutional resources are African universities and specifically Departments of Law, Political Science, and Media/ Journalism. The other important university-based institutional structures are the various centers and institutes such as the "institutes of development studies" (found at many universities) and centers for human rights, continuing and non-formal education and mediation, for example. They are normally set-up as autonomous entities within the university with their own boards of directors or management committees and are thus insulated from the state institutions to which the university itself is subordinate. In this sense, the Universities could be viewed as civil society institutions in addition to an institutional resource and thus included in a program of targeted support to enhance their capacity to function in this regard. Universities are also, as would be expected, a locus of diverse expertise in a number of areas relevant to both civil society and improved governance support. Developing a roster of such expertise at some point would be prudent. Dr. Ninsin in this regard, is a superb example to begin with.

International Federation of Women's Lawyers (FIDA)
Contact: Emilia Agyapona, Executive Secretary
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This is the Ghanain branch (founded in 1974) of FIDA whose head office is in Brussels; virtually all of the countries visited on this trip had a FIDA office (e.g. Tanzania, Uganda, Senegal, and South Africa). Has operated a legal aid program since 1985; has a legal literacy program which has translated and published those provisions of the new constitution as well as relevant laws pertaining to women's rights in several local languages. Legal aid services confined to Accra because of the voluntary nature of member contributions. Of the 200 FIDA members, only 25 or so are active on a regular basis. Needs funding for outreach to the different regions including full-time staff and transportation.

The National Commission on Women in Development (NCWID) is supposed to be the organization coordinating (controlling) all women's groups activities including advocacy and lobbying vis-a-vis government. Because it is a government-initiated organization it has little credibility with other women's organizations and has been extremely ineffective in promoting the women's agenda in Ghana.

Analysis: Each of the FIDA organizations interviewed have been impressive. The need is there for the types of services provided and exceed in fact the capacity of a largely volunteer run organization to address. This is certainly the type of organization that would merit attention under a project supporting civil society institutions. NCWID is a holdover from earlier days in Ghana when government tried to structure and channel NGO demands through an organization "owned" and operated by government. There seemed to be few women's organizations in Ghana compared to those in other countries around Africa, and there is certainly a tremendous need for an umbrella type organization controlled by NGOs to be established.

Catholic Bishop's Conference/National Secretariat
Contact: Monseigneur Thomas K. Mensah, Secretary General
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Brief discussion with the Secretary General. The Conference has a "Justice and Peace Commission" under which most of its human rights, election monitoring, mediation activities are managed. Has written a number of pastorale letters on issues of human rights and democracy and in several instances jointly undertaken with the Christian Council (with whom they have undertaken mediation efforts between the political parties.

SENEGAL

Conseil des ONG en Appui au Developpement (CONGAD)

Contact: Malamine Savane, Secretary General

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Recognized umbrella organizations representing NGOs, local and international, operating in Senegal. Provides a range of services for its members including: training and technical assistance in NGO capacity building, representation and advocacy vis-a-vis GOS and international donor community working in Senegal, information collection and dissemination, and central procurement of commodities and supplies for members. It has a number of internal commissions formed along sectoral areas (e.g. health, NRM, and enterprise) and has recently formed one on democracy including NGOs working in this sector.

Hosted a subregional conference (Niger, Mali, Burkina, Ivory Coast, Cap Verde, Benin, Guinea Bissau, and Gambia) on Democracy and Development for other national level consortia and member NGOs. The conference's primary focus was on increasing popular participation and focussed on ways to increase democratic approaches and structures of NGOs and grassroots organizations and the transparency, accountability and responsiveness of NGOs as intermediaries vis-a-vis their member clients, governments and donors. Discussion centered on how NGOs in this latter role could increase the capacity and broaden the base of local organizations to participate more fully as members of civil society. There will be a follow-up meeting in Cotonou in early 1994 of the heads of the national NGO consortia to see what additional actions can be undertaken to promote civil society and democracy on the subregional and national levels.

Analysis: CONGAD is probably one of the strongest of the Umbrella organizations formed in Africa. It has been a strong advocate vis-a-vis government for improved laws and regulations favorable to NGOs working in Senegal; and has lobbied both central government and individual ministries for development policies favorable to its members and their clientele. It provides a range of training opportunities for members including capacity building; operates a resource and dissemination center; and has managed grants (e.g. BandAid, Africa 2000) for a number of donors to its members and non-members alike. It is and has been involved in the promotion of NGOs as a development force in Senegal and is now involved in promoting NGOs as a lead sector in the promotion of civil society.

Sud Communication

Contact: Babacar Toure, President

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Sud Communications prints the largest independent daily newspaper in Senegal. The following points and issues were discussed with the owner/editor of Sud: (i) Democratizing access to the news in terms of permitting space for the independent media vis-a-vis state-owned and promoting "pluralism" in the media, as well as other than print media alternatives for the largely illiterate population (print media is an elite media); (ii) ownership or access to the means of media production is one of the biggest constraints to the independent media in Africa. Printing facilities, access to loans for the procurement of supplies and equipment, etc. are out of the question for most small-scale media, primarily print media owners; (iii) radio is perhaps the most important of the media outlets that can involve the majority of the population in increased governance issues and as a tool for civic education. There are no independent radio stations in Senegal as is the case in most of Africa. The need for radio programs in local languages is as important as having independent stations, once a degree of liberalization has taken place in terms of freedom of speech and press being guaranteed by law; (iv) training of journalists and editors is an

equally important need for improved media/press performance including: investigative journalism; layouts and desk-top publishing; economic reporting on such issues as structural adjustment, markets and pricing at the national, regional and international levels; and training of journalists in how to report in local languages, i.e., guidelines and techniques related to translation requirements; (v) the need to develop civic education materials in local languages that can be used by media; (vi) the need to identify and build up regional and subregional University capacity in the area of journalist and media training and education programs. In this regard, the University of Dakar's School of Journalism has a subregional capacity. Also of real importance are University literacy departments such as that of the University of Senegal, which have traditionally been involved in adult and non-formal education and are increasingly becoming involved in the production of civic education materials in local languages; and (vii) the issues of the management and marketing of media organizations as enterprises. At a certain point after the liberalization of the media sector, more journals and newspapers close their doors as a result of poor management than as a result of being closed down by government.

Societe Africaine d'Education et de Formation pour le Developpement (SAFEFOD)

Contact: Dr. Yoro Syla, President

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A Senegalese NGO started in 1992 with a PanAfrican interest. Has a developmental focus, (e.g., food self-sufficiency, health & hygiene, natural resource management, etc.), viewing training and education as the means to achieve its goals. Specifically looking at the rejuvenation and modernization of local languages through functional literacy as a way to integrate various social actors. Has undertaken the production of training manuals in such areas as decentralization and land tenure in local languages. Through a convention with the Ministry of the Interior, has produced an abridged version of the new electoral code in six local languages and has produced radio and TV programs as well as posters and brochures on the same as part of its diffusion program; and trained 700 animateurs in conjunction with the Directorate of Literacy, to serve as extenders of the new law to the various parts of the country. Developing programs to increase local participation of grassroots groups for local governance, to prepare for the coming decentralization program.

Analysis: An example of a new NGO that has been created to meet a need -- literacy training and education in local languages -- and primarily in areas related to democratization and improved governance. Founded by a group of researchers and students at the University. Interestingly it has found it useful to work with governmental agencies, both policy-making and implementation, in order to advance its agenda. Literacy department within Ministry of Education has committed staff, but no one ever thought to take advantage of their knowledge and expertise and thus they made little contribution. This is a lesson to be kept in mind in terms of not just writing off all Ministries and their personnel as dead wood and a waste of time to collaborate with. SAFEFOD, while involved in the larger area of development, spends most of its time in the D/G field because that is where donor money is.

Federation of ONGs Senegalais (FONGS)

Contact: Abdoul Sy, Secretair General

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The FONGS is not an umbrella organization of Senegalese NGOs. Rather it is a movement of grassroots village associations, federated into 24 associations located at either the district, regional or national levels. It has over 100,000 active members representing some 1.5 million peasants throughout the country. Started in 1967, FONGS essentially is a catalyst NGO whose approach is to help peasants identify, reflect and act on problems at their immediate level. It has found however, over the years that many local level

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or micro problems cannot be solved locally because of the policy and legislative environment dictated from government at the national or macro level. This has led it into the area of advocacy, policy analysis and formulation, etc. It has also accepted the need to join together with other movements or mass organizations and to concertize their agenda's with such organizations in order to make government more responsive to their positions and to more transparent in the development and application of policy. In this regard, FONGS has organized a Comite National de Concertation Ruraux which includes the Union of National Cooperatives, National Federation of Women, Animal Raising, Fishing and Garden Market economic associations (Groupe d'Interet Economique), for the purpose of lobbying government on policies favorable to member groups and their members. The Comite has already commissioned research into the Structural Adjustment Program on Agriculture and its impact on rural peasants; and the coming decentralization/regionalization program which the government has formulated with little or no input from the non-state sector.

Analysis: The importance of a national organization like the FONGS is in its grassroots, movement-based nature including the tremendous outreach and linkages to large segments of the voiceless population. Like similar organizations such as the **Greenbelt Movement** in Kenya and **ORAP** in Zimbabwe, FONGS demonstrates the potential role that an essentially "developmental" NGO can play as a civil society organization. Support to such NGOs should be considered as important as that to professional associations, labor unions, and media organizations. FONGS is a particularly good example, but most African countries have such organized grassroots movements with a national level impact.

SOUTH AFRICA

National Association of Democratic Lawyers
Contact: Nomazizi Ramaphosa, Executive Director
Tel: (27-11) 331-9726/7

Institute for Local Governance and Development
Contact: Gerald Hloma, Regional Coordinator
Tel: (27-11) 403-4250

South Africa National Civic Organization
Contact:
Tel:

Urban Foundation
Contact:
Tel:

South African Council of Churches
Contact:
Tel:

TANZANIA

Tanzanian Chamber of Commerce, Industry and Agriculture

Contact: Mr. Kalanje, Executive Director

Tel: (255-51) c/o USAID/Tanzania

TCCIA is four years old which provides a good indication of the strength of the private sector itself in Tanzania ... in short it is extremely weak, except for the informal sector. The executive director is the only full-time professional on the staff at the moment. The Chamber is an Apex organization representing the Dar es Salaam Chamber of Commerce (Asian businessmen), the Association of Tanzanian Employers (ATC), and the Tanzanian Farmers Association (TFA) which are affiliates. TCCIA belongs to the Preferential Trade Agreement (PTA), the Eastern and Southern African countries that form subregional trade zone; and the International Chamber of Commerce.

TCCIA provides the following functions: (i) Representational: with other national, regional (SADAAC, PTA, etc.) and international bodies; (ii) Advocacy: vis-a-vis concerned GOT Ministries and Members of Parliament in lobbying for favorable policy and legislation to its members; (iii) Information: business products, markets and appropriate technology; availability of financial resources; a computer data base linked into the PTA trade information network, South African Chambers of Commerce network and the Commonwealth network of Chambers of Commerce; and a business library/resource center; and (iv) Training: seminars and workshops primarily limited to Dar es Salaam (export trade and entrepreneurship development). Issues certificates of origin for members' goods; provides mediation in business disputes between members; and is working on a code of ethics for members.

Has lobbied government and been consulted frequently on such issues as the investment code and the way in which government has handled the privatization of the large parastatal sector in Tanzania. Not always consulted however: no involvement in the development of the Commercial Code.

Analysis: Not a particularly strong organization given its relative newness and the previously widespread intervention of the GOT in the economic sector. Its regional coverage is still relatively limited with only 8 (of 25) regional offices; it appears that it has had trouble retaining staff; and it suffers, like most African Chambers from a limited financial base. On the positive side, it does not have the long history of government intervention as has been the case in so many other Chambers of Commerce in Africa. USAID/Tanzania would be well-advised to look at ways to support this organization.

Tanzania Media Women's Association (TAMWA)

Contact: Ms. Leila Hashim, Editor

Tel: c/o USAID/Tanzania

TAMWA's antecedents date to 1979 when concerned women with careers in the media, primarily journalists, came together in an informal group and produced a number of programs on "school girl pregnancies" under the Women's Research and Documentation Project. In 1988, the organization was officially registered as a Tanzanian NGO. More than an organization promoting positive images of women in the media. Its underlying philosophy is national and global transformation, social change and grassroots empowerment of women. Believes strongly in networking, both at the Africa regional and international levels, as a means to support improvements in the work it does in Tanzania.

Sauti Ya Siti is the quarterly newsletter of TAMWA, printed in both English and Swahili with two basic functions: (i) to help newly literate (in Swahili) women maintain and improve their level of literacy; and

(ii) to serve as a forum to keep Tanzanian women informed of issues of importance to their daily lives including their rights and developmental issues. Primary problem is one of distribution in rural areas. It provides a good illustration of a community education medium.

Publishing Unit launched in 1990 to provide more in-depth coverage of complicated issues and has published 11 booklets on a range of topics (e.g. NGO management, reproductive health, violence against women, etc.) in Swahili and soon in English. Booklets and pamphlets are distributed in schools, rural libraries, women's NGOs, and community groups.

Video Unit promotes the use of video for education, development and empowerment. The mainland has been without television to date although it is soon planned, thus increasing its potential coverage. To date, TAMWA (TAMFILM) has produced five documentary videos, has a growing video library (e.g. Grameen Bank, AIDS plays, etc.) and has run several script writing workshops.

Radio Unit This unit has produced hundreds of radio programs ranging from human rights to sexual violence using drama, songs and story-telling to reach the 85% of rural people that cannot be reached by its newsletter. Relies on Radio Tanzania (there are as of yet no independent radio stations) and hopes to start its own "community radio" station given the expertise that the unit is gaining in radio production.

Health Unit launched in 1990, with education and information dissemination its primary goal aimed as much at lawmakers and politicians as women (thus providing an advocacy function). Campaigns include: AIDS, child labour, pregnancy and child birth, etc. Has also undertaken community level interventions including latrine building project and outreach work on AIDS with youth groups. Long-term goal is to build a Women's health center.

Culture Unit largely liaises with all other units but has undertaken research using participatory approach.

Research Unit with the aim of improving the quality of journalism in the country. Topics have included: Women and AIDS, NGOs in Southern Africa, Swahili culture, and sexual harassment.

Women's Crisis Center (Dar es Salaam) grew out of research on the same and seminar which recommended the setting up of the Center to among other objectives: eliminate all forms of violence against women, develop a strong women's movement, develop a strong network of NGOs working on Women's issues, and carry out para-legal training. Collaborating NGOs include: Women's Lawyers Association, Legal Aid Committee, Women's Research and Documentation Project, Parent-Teachers Associations, etc. Women receive legal advice, counseling, and referrals.

Other Units include: Environment, Photographic, Mobilization, Publicity, Economic, Training and Children's Units; as well as Documentation Center and Library, and an International Desk.

Analysis: Since the change in Regimes in 1987, there has been a tremendous opening up of political space for NGOs and the media. TAMWA has become one of the premier NGOs in Tanzania and has promoted the strengthening of the NGO movement as well, including the rejuvenation of TANGO, the umbrella organization. Its funding source has diversified greatly, with some 12 different international donors as well as locally generated revenues coming from a number of its unit activities. It has developed an NGO "management training" program and networks extensively within the subregion and in the larger regional and international setting. Its potential is great, its leadership dynamic and has and can continue to play a significant role in political as well as socio-economic development.

Legal Aid Committee of the Board of the Faculty of Law
University of Dar es Salaam
Contact: Mr. Ibrahim Juma, Chairman
Tel: (255-51) 48336/43501 Fax: 48135

The LAC is an autonomous entity (formed in 1967) of the Board of the Faculty of Law. It is made up of academic members of the Faculty of Law who volunteer their time for a number of different programs, (all dealing with the provision of free legal aid to the poor) which the LAC provides including: (i) legal counseling for the poor in the slums of Dar with follow-up services for cases which the Committee agrees to take, (ii) a legal "correspondence" service for people who live outside of Dar and need counseling and advice, (iii) normal solicitors work including various types of legal filings, birth certificates, passports, etc., (iv) Legal Aid Camps where Committee members visit different Regions (15 of 25 to date) and hold camps in towns and villages to provide legal advice and counseling as well as holding public lectures on such issues as land tenure, labour rights, human rights, police-citizens relations, Family Law, the rights of women and children, and (v) para-legal training for local leaders and NGO staff.

Analysis: A totally voluntary run organization that depends solely on the efforts of its committee members. The University itself is unable to provide it with much support other than the use of law faculty premises. And yet it has taken many cases including a number of controversial ones (successfully lobbied against the Land Act of 1992) in the past five years and seems to enjoy a significant degree of respect within the larger legal community. Wants to involve both law students as well as alumnae in its programs thus broadening its base. A real need for exchanges with other university law faculties and something that should be encouraged under a possible program. The LAC could use a vehicle as transportation is the greatest constraint to its outreach (Camp) program, a computer for the developing of educational materials, etc.

Welfare Through Law
Contact: Hamida Hassani Sheikh, Secretary General
Tel: (255-51) 67883

Essentially a human rights organization which focusses on taking legal cases for the poor, civic education, lobbying against unconstitutional laws or those which are proposed, and the holding of seminars. Has held seminars and workshops on: Human Rights and Democracy, Elections, Law Enforcement and Human Rights and Human Rights protection and promotion. A number of these workshops were funded by American Embassy and the Tanganika Law Society.

Has a small secretariat with only a secretary and thus depends solely on volunteer professional commitments from its Board and Management committee. Would like to be able to hire permanent professional staff, set-up a resource center and undertake research into areas such as family law, civil and human rights, and develop civics education materials and outreach capacity. Welfare through Law is registered with the Administrator General under the Ministry of Justice which holds stricter standards than other Ministries which can register Tanzanian NGOs.

Sees the following issues as being of critical importance: (i) lack of information about political parties and their platforms (ii) lack of access by political parties to government controlled media, especially radio, (iii) the need for education by the political parties themselves, and (iv) civic education within the military and the police. Feels that long-term abuse of civil and human rights under previous one-party rule has left a culture of acceptance of such practices and thus a major need for a program of civic education to begin breaking down passivity and acceptance.

Other organizations and individuals to see include: Dr. Peter at Faculty of Law; Frances Nyalali, Chief Justice and the head of the Nyalali Commission which reviewed the issue of multipartyism and constitutional changes; Mr. Njema, at the Permanent Commission of Inquiry which serves as an Ombudsman; Judge Mwalu Sanya, the High Court at Dodoma; Federation of Tanzanian Workers which has recently begun to break its ties with the CCM; Mr. Ben Lobula, head of a human rights group (HuriMog) in Arusha and member of the Electoral Commission; and the Tanganyika Law Society (which is supposed to be rather apathetic, although the lawyers in Tanzania are extremely powerful group).

Analysis: As with many NGOs, the success of this organization is due to the dynamic leadership of its Secretary General. The majority of its activities are financed from its members or through their voluntary labor. Such an organization is most likely considered somewhat radical in the local context, but has real potential for making a significant input into the evolving political opening with additional funding.

Tanzanian Association of NGOs (TANGO)

Contact: Joseph Angwazi, Executive Director

Tel: (255-51) 35216 Fax: 35216

Umbrella organization comprised of and representing NGOs (local and international) working in Tanzania. Founded in 1988 with 23 members. Today, the number has increased to 120, with the majority based in Dar es Salaam, Kilimanjaro and Arusha. Ford Foundation provided an initial \$97,000 three year grant in 1989 to get TANGO up and running and has recently renewed its assistance to TANGO with another three year grant of \$150,000. TANGO provides services in the areas of: training and technical assistance in NGO institutional development as well as in specialized technical fields such as AIDS, women in development, etc.; representation and advocacy, vis-a-vis government and donors; and the holding of workshops and seminars.

TANGO has recently been approached by a number of political parties for the purpose of serving as a channel for funding proposals to donor agencies. Not an encouraging sign. Government-NGO relations are relatively benign, and although the NGO registration laws are antiquated and burdensome, there has of late been little friction in being able to obtain official government sanction. Of particular note, the Societies Ordinance of 1954, under which NGOs are registered, has been determined to be unconstitutional, along with 40 other laws and codes by the Nyalali Commission in 1991. NGOs and Government are currently discussing a new law as well as mechanisms to serve as a means for government-NGO dialogue. The Council for Social Development (TACOSODE) is the government supported umbrella organization which vies with TANGO for NGO allegiance without much success. Such organizations are quite common in former British Africa (e.g. Zambia, Malawi and Kenya), and in most cases have given way to NGO member initiated organizations.

TANGO and TAKOSODE co-sponsored a conference on the Role of NGOs in the Tanzanian Democratic process financed through a 116(e) Human Rights grant. The REDSO Governance Advisor participated in this workshop upon the American Embassy's request. In 1976 Cooperatives and local governments were abolished in the Socialist Transformation and replaced by parastatal marketing boards and party run Ujaama village councils. Because of Governments intensive involvement in all areas of social and economic life, there was little room for NGOs to undertake traditional welfare and social service role.

Analysis: TANGO is a relatively weak umbrella organization as is the NGO community as a whole given the historical role played by the party/government in Tanzanian life. The tremendous increase in the numbers of NGOs since 1988 provides an indication of the liberalization that has taken place, but is also some reason for concern given the weakness of NGOs and the realization that donor funding is now

flowing in greater amounts than ever before. TANGO sees the greatest need of NGOs is for capacity building assistance. This includes those NGOs which are working in the area of democratization and governance. Churches, as in other countries, are not members of TANGO, and consider themselves a distinct entity within Tanzania society, even as they play a major role in the democratization process.

Women's Research and Documentation Project

Contact: Alice Nkhoma Wamunza, President

Tel: (255-51) 48235/42919 ext. 2174

Workshops held on Economic reporting (seen to be one of the greatest needs among journalists), investigative, legal and political reporting; and media as business. Both Frederick Ebert and Frederick Neuman Foundations heavily involved in the media fields. USIA in Washington also sponsoring many regional activities to which Tanzanian journalists can participate. Administration of justice program working closely with chief justice; and political empowerment of women. The AOJ program has been involved in facilitating work leading to the adoption of the D.C. Superior Courts management system, i.e., computerized case management; court recording equipment and books for law library.

Feels that USAID needs to have a less structured goal/objective oriented style when it comes to the D/G area in order to try out experimental and innovative activities. This (project development) cycle as much as anything prevents the ability for quick reaction and experimentation. Finding a mechanism which can promote and facilitate regional and subregional conferences and networking among like-minded organizations. Civic education working with Institute of Curriculum Development and Institute of Adult Education to develop civics course in secondary schools. Political science department unit at the University has received support to undertake research on Tanzanian political culture to feed into the civic education component of the curriculum.

U.S. Organizations: National Institute of Citizen Education in the Law (working on issues of street law), based in Washington D.C. **American Bar Association**, contact Tony Carroll.

UGANDA

Foundation for Human Rights Initiatives

Contact: Livingstone Sewanyana, Executive Director

Tel: (256-41) 530-095

Fairly new human rights organization dealing with prisoner, women, civil and political rights. Working in a number of areas: (i) obnoxious and repressive laws are still on the books; lobbying and advocacy to seek repeal of these laws and the promotion of new and better ones; (ii) community empowerment; (iii) working to form a united movement of NGOs in human rights; (iv) Women's empowerment; (v) constitutional issues: human rights chapter of draft constitution is inadequate; (vi) looking at ways to contribute to free and fair elections; (vii) civic education following elections and looking at how various HR organizations contribute to democratic development; (viii) looking at developmental rights, i.e., shelter, food, education, health, etc. (ix) Public interest litigation; and (x) looking at the implications of H.R. activists running for public office. Consortium of 13 NGOs joined together to form NOCEM to undertake and better coordinate civic education and election monitoring activities. Community empowerment program includes para-legal training (community primary legal care) and conflict resolution. As of 1991, there were about 100 members of the Foundation (with funding from NOVIB and ICCO/Dutch NGOs).

Foundation Projects include: (i) paralegal training in two districts; (ii) publication of Human Rights Defender (journal) and Human Rights Dateline (newsletter); (iii) penal code reform project (prisoner rights); (iv) Constitutional Rights project (H.R. chapter in constitution); (v) technical assistance project focussing on communications center within the foundation; (vi) Citizen's Advice Bureau for those who are abused in one way or another (e.g., harassment, wrongful dismissal, etc.). Apparently the Churches are allied with parties. Civil society institutions: the Church, community-based organizations (e.g., mothers unions, parents associations), cooperatives, the Resistance Committees (the movement), local administration (the Chieftancy System), and the schools. **Needs:** include capacity building (e.g., training in sectoral areas, management, infrastructure); intermediation between civil society institutions (NGOs) and the Government as there exists a great deal of distrust between the two and with little government appreciation of NGO work. **East African Support Unit** based at Arusha (International Conference Center-William Overbeke) is supposed to be a newly created subregional NGO support/umbrella like organization.

NGOs: major discussions within NGO community concerning legitimization, participatory approaches, and accountability and the difference between community-based organizations, NGOs involved in service delivery and networks. 1989 the NGO board created within the Ministry of Internal Affairs to oversee and coordinate NGO affairs. Certification of legal status requires registration with the Resistance Committees at the two lowest levels (RC 1 and 2), with the District Administrator, and then with the NGO Board. Can take upto one year and is good for only one year. Even Churches are required to register. Recently tax exemptions for NGOs have been lifted and is causing a major problem vis-a-vis donors as government wants to tax all program and project materials coming into the country. **DENIVA**, the NGO umbrella organization is still weak while trying to work on the problems of NGO registration and taxation. View is that since NGOs are relatively they lack professionalism, are still fairly ineffective, and cannot attract donor funding. Thus capacity building for NGOs is one of the greatest overall needs. Rule of law support, in terms of the disparity between local knowledge and application of law vis-a-vis Commonwealth standards. Not enough judges, transportation, equipment and in general an acute shortage of funds and skilled manpower. Level of knowledge and understanding of human rights among the police

is "horrendous." Much of the abuses that take place are as much a result of lack of resources and knowledge as of pure intent.

Analysis: The foundation appears to have adequate financial support and to be one of the more effective and strong NGOs working in the D/G sector. There have been however, some reports of empire building to the detriment of the overall NGO movement by the current Executive Director who also is the Chairman of Deniva. Otherwise the types of activities that are being undertaken are responsive to existing needs and should be supported.

Uganda Law Reform Commission

Contact: Vastina Rukimirana, Head of Commission Secretariat

Tel: (256-41) 242-898

A tremendous problem with the codification, revision, and publication of Ugandan law as result of numerous regimes over the past two decades leading to outmoded, conflicting and outdated laws. Last publication of laws took place in 1964. AID funding "Revision of Ugandan Law Project" including technical assistance to the Ugandan Law Reform Commission. Problem of talking about human rights when no one has a copy of laws, including magistrates.

Analysis: Here is an area of tremendous need where comitted staff are working with virtually no support, either funding or manpower, and where providing a computer, photocopier and other basic equipment would make a tremendous difference in the capacity of this important Commission to undertake its work.

National Resistance Council (NRM) Secretariat

Contact: Jotham Tumwesigye, Political Commissar

Tel: c/o USAID/Uganda

One of the most powerful of the NRM members and thus of government. Seemed disposed to the coming elections for the constituent assembly and to the outcome of the constitution as concerns the issue of whether multi-partyism will replace the Movement and system of Resistance Councils. "Whatever the people want." RCs provide a unifying force which counter the divisive nature of ethnicity and religion. Political parties will lead to a division of society into religious, regional and ethnic blocks, taking the country back to the horror of the past two decades. Felt that both NGOs and the media were free to do and say as they chose but have not exercised this freedom responsibly, especially the latter. Need assistance in the judiical area at all levels including RC 1 which hears local disputes but are overstepping their boundries. Needs major assistance in elections but does not see the donors as stepping in as would be expected considering Uganda has been faithfully servicing its international debts.

National Organization of Civic Education and Monitoring (NOCEM)

Contact: Solomy Bossa, Chairperson

Tel: (256-41) 251-717

A consortium of 13 NGOs working in democracy & human rights field, but specifically formed to participate in upcoming constituent assembly elections; with USAID support for office space and seminars. AAI assisting with the development of a training manual for election monitoring. AAI went its own way in developing the content of Uganda elections materials which were not well received by NOCIM members. Thus NOCIM would like funding for the production of its own materials. It has produced its own radio programs in 6 local languages and english in areas of human rights and electoral education. **NGO environment:** New tax on NGOs; new NGO coordinatng body is in the Prime

Ministers office and they have had consultation with higher-ups in the PM's office. Overall NOCEM has had good relations with the bureaucracy except with District Administrators. NOCEM is developing a "Code of Conduct for election monitoring. Has had interactions and shared experience with both the Kenyan and Zambian H.R.'s NGOs dealing with civic education and election monitoring. Good relations with the Elections commission.

Analysis: NOCIM is in many ways like the Foundation for Democratic Practices (FODEP) in Zambia, or more accurately its predecessor ZEMTT. There is obviously a great need for the organizations that will be involved in election monitoring to coordinate their activities and maintain the same standards of conduct during the elections. The issue will be what becomes of NOCEM after the elections (it has only enough funding from AID for office space for six months and no permanent secretariat).

Uganda Christian Prisoners Aid Association

Contact: M.B. Asubo, Chairman

Tel: (256-41) 251-717

This is an organization of former political prisoners under the several previous regimes, whose purpose is to fight for improved conditions in the prisons as well as work with the prison personnel to increase the understanding, and improve attitudes and behavior related to their treatment of prisoners (done through training).

Ministry of Justice

Contact: Peter Kabatsi, Soliciter General

Tel: c/o USAID/Uganda

International Federation of Women Lawyers (FIDA)-Uganda

Contact: Josephine Kalema, Executive Secretary

Tel: (256-41) 251-717

The Uganda branch of FIDA with some 80 members of which one-half are active in the organizations activities. Programs include: Legal education, will writing (inheritance issues), running a legal AID clinic, and women and childrens rights programs. Is a member of NOCEM. Also actively engaged in lobbying efforts in terms of provisions within the draft constitution dealing with women's and children's rights.

Resistance Committee (RC) One & Two

Contact: Mr. Baker Mulinde, Representative

Tel: c/o USAID/Uganda

Joint Christian Council

Contact: Reverend James Ndyahika, General Secretary

Tel: (256-41) 272-500

Formed in 1973, with 17 member christian communities (only 7th day adventists not a member) and one of the only countries in Africa where Protestants and Catholics have officially joined together to undertake common activities (highly ecumenical). Committes include: Social (e.g., health services, refugees and women), Christian - Muslims relations; and monitoring and civic education (with a two year mandate). AAI provided \$6,000 for a civic education conference and training of 44 trainers); EEC supporting activities related to constituent Assembly elections; and World Council of Churches for travel to other

countries to gain experience in election monitoring and civic education area. The Churches through the Joint Council will be represented at the Constituent Assembly.

Analysis: This is an extremely important organization given the Churches great influence in this predominately christian country (i.e., 7.4 million Catholic, 6.4 million Anglicans; and 1.8 million muslims). The further ability to reach people throughout the country through local parishes. The danger, as reported by a number of respondents is that the churches are politicized and are identified with certain political parties.

Uganda Law Society

Contact: Solomy Bossa, President

Tel: (256-41) 251-717

Approximately 1,000 members of which 300 are active. Members of NOCEM and operate a range of volunteer activities from legal clinics to lobbying and advocacy for improved laws and proper provisions in the new constitution.

I. THE SURVEY'S APPROACH AND METHODOLOGY

A. The Organizations Surveyed

Sources: The names of potential US respondents were drawn from three major sources:

- the InterAction directory;
- the National Endowment for Democracy directory;
- referrals by respondents

The names and brief descriptions of African regional institutions were drawn from team members working on the rapid response facility, from team members working on the governance rapid response facility, and from the "institutions" file at the Africa Bureau Information Center.

Bearing in mind the multi-faceted aspect of civil society, an effort was made to cast as wide a net as possible in our search.

B. The Questionnaire

The questionnaire was partly inspired by a previous survey of conducted by USAID in Lesotho. There is a wide variety of uninventoried skills relevant to the reinforcement of civil society. Accordingly, the interview process for this survey was fairly conversational, with the questionnaire merely providing guidance. Faxing the questionnaires would therefore not have been appropriate. In the future, however, the information generated by this survey could form the basis for a more pointed questionnaire: for instance, a list of skills relevant to civil society could be created, and respondents could simply check off the ones they possess.

A copy of the questionnaire is included in appendix A.

C. Outcome

Most organizations interviewed were eager to respond to the questionnaire. The quality and accuracy of the response usually depended on the rank and degree of availability of the respondent reached. A future, more exhaustive search, bearing an AID seal, would probably generate fuller responses.

II. SUGGESTIONS FOR THE USE OF THESE PROFILES

The array of skills possessed by the organizations surveyed is such that, even for such a small, representative sample as this, it could be of value to use database software (perhaps D-Base II) to manage the information and make it rapidly accessible. The profiles included in this database should be updated annually: it is easy to lose track of people and organizations beyond this time-span.

In the interest of simplicity and synergy, the civil society and governance databases should be merged. Indeed, many of the records are shared between the two, and the distinction between the two fields is both artificial and impractical. It would seem difficult to have good governance without a healthy civil society: for instance, why insist on budget transparency if there are no citizens' groups who examine the budget?

III. SUGGESTIONS FOR A FUTURE SURVEY AND ASSESSMENT

Subject matter: A future assessment could increase not only the number of organizations interviewed, but also the depth of the interview.

The Rapid Response Facility should be particularly careful not to duplicate any work already done by the National Endowment for Democracy and its core grantees. It has a tremendous breadth of experience working with a wide variety of African NGOs: African human rights groups, media institutions, research centers, civic education organizations, private sector associations, and trade unions. Further conversations would be necessary to prevent any duplication.

Timing: This information is provided for the purpose of computing future consultant-days needed for a similar search.

On an average day, for this survey, we were able to contact or follow up on 10-12 institutions. Approximately 3-5 of these contacts resulted in a full response to the questionnaire. A few days were needed to gather addresses, develop the questionnaire, start the flow of contacts, and record responses.

Method: The information provided by this initial survey should be sufficient to form the basis for a more pointed questionnaire in the future. A list of relevant skills could be provided on the questionnaire, and the respondent could simply check off the applicable ones, providing additional information where necessary. This would make responses more uniform and more manageable. Moreover, it could save time, either by providing more guidance to a phone conversation, or by making it possible to fax out the questionnaire.

Please note that responses to the questionnaire are purely subjective. Thus, it could be of interest, in the future, to examine outside assessments of the organizations surveyed. Colleges, for instance, are reviewed and appraised by the American Association of Colleges, States and Universities. One respondent suggested that, for universities in particular, no true assessment could be made of existing capacities without an actual visit on campus.

Sources: Many addresses and resources collected for use in this survey were not used for lack of time. These addresses and resources are contained in a separate file submitted with this report.

Additional sources of addresses are the Research Centers Directory, the Yearbook of International Organizations, and the Encyclopedia of International Associations, all of which are available in the library at the State Department. The Africa Bureau Information Center, additionally, has a file containing information about various institutions.

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**PART I: U.S. INSTITUTIONS:
A REPRESENTATIVE SAMPLE**

**A STUDY OF USAID'S CAPACITY FOR RAPID RESPONSE
IN SUPPORT OF AFRICAN CIVIL SOCIETY**

AN ASSESSMENT AND PROFILE OF U.S. PVO

This assessment of U.S. PVOs uses information collected during the U.S. component of the study and in an assessment undertaken for USAID/Lesotho in April 1993. Some 60 PVOs, including professional associations, traditional voluntary agencies, policy centers, and universities were interviewed between October and December 1993; and three dozen US PVOs and non-profit organizations¹ (NPOs) were interviewed during February and March 1993, as part of USAID/Mission country assessment exercise. The purpose of these studies was to gain a better understanding of the programmatic and management capabilities of the US PVO community in order to determine their interest and capacity to participate in the proposed rapid response facility. While the Lesotho assessment was not limited to PVOs working exclusively in the area of democracy and governance, the organizations interviewed represent an important segment of the PVO community as evidenced by over two decades of participation in African development, both independently and as development partners with AID. The following sections provide a review of relevant assessment findings, conclusions, and recommendations, as well as an updated profile of those PVOs whose mandate specifically includes aspects of democratization (e.g. human rights promotion, election monitoring, civic education).

1. A Typology of the U.S. PVO Community

US PVOs can be generally categorized into two groups: (i) traditional voluntary agencies (VolAgs), and (ii) technical and management assistance (TA) organizations. A subset of the TA PVOs, which for a lack of a better appellation will be called "non-profit contractors," is also discussed. It does need to be clearly emphasized that these categories are not rigidly defined, and PVOs exhibit considerable fluidity as their missions and objectives evolve in what is far from a static world. On the other hand, the following typology is more than a set of generalizations, and in fact, provides a framework for assessing a given PVO's potential effectiveness and impact for undertaking a specific type of development task and/or project or program activity. There has emerged over the past thirty years, and particularly during the last decade, a discernable pattern within the U.S. PVO community, and one that has been driven both by financial considerations, and the increasingly accepted role of Northern NGOs in the development efforts of Southern countries. The following discussion provides further clarification of these PVO types.

a) **Traditional Voluntary Agencies**

Voluntary Agencies are denoted by their long-term, programmatic approach to development with direct implementation of programs funded to a significant degree from private sources. Many VolAgs date back to World War II and were started for primarily emergency relief and rehabilitation purposes; later during the 1950s and 1960s, they developed social welfare and community development programs; and finally, evolved into more sophisticated development

¹ The principal distinction between a U.S. PVO and Non-Profit Organization is the legal requirement (Section 501(c) of the U.S. Tax Code) that at least 25% of a PVOs funding come from the private and voluntary contributions, i.e., non-U.S. Government sources.

agencies, moving to indigenize their programs which have increasingly focussed on an integrated package of interventions at the local community level. A significant characteristic of these PVOs is the international nature of their funding with donor offices in more than one Northern country. When A.I.D. financing is sought it is in many instances, centrally or regionally-funded for the purpose of supporting a specific sectoral program in several countries (e.g. child survival or income generating programs). Centrally or regionally funded grants are generally made on a matching basis with the PVO providing a minimum of 25%, but more normally 50%, of total program requirements from non-USG sources.

Interviewed for this study and falling into the VolAg category were such PVOs as Catholic Relief Services (CRS), Plan International, and Save the Children Federation (SCF) - United States. Those with on-going programs in Lesotho that match this profile are CARE, World Vision, and Adventist Development Relief Agency (ADRA). Newer PVOs, i.e., dating from the 1960s and 1970's, with programs in Lesotho such as Opportunities Industrial Centers (OIC); or with no Lesotho program such as Technoserve and Africare, would also fall into this category, as their primary orientation is programmatic, long-term and with the intent of indigenizing their operations and treating them as national affiliates.

b) Technical and Management Assistance PVOs

Technical and management assistance (TA) PVOs normally operate on a short-term, project basis with the provision of TA and training based on support to programs of indigenous public, private and non-governmental organizations rather than starting up and implementing their own development programs. The characteristic that distinguishes these PVOs from that of the VolAgs, is the transfer of skills, knowledge and technology to intermediary institutions, rather than the direct implementation of programs that aim to reach the grassroots. As such, their presence in developing countries is defined by the capacity of the targeted host country institution to acquire the capability to undertake or provide a given program or service. The tendency of donors and PVOs alike, has been to underestimate the timeframe needed to accomplish this task, thus turning what were intended to be shorter-term projects into what can be characterized as longer-term programs. In any event, the fundamental characteristic in this relationship between a USAID and a TA PVO is one of mutuality, in which both parties achieve their individual objectives through a process of collaborative development.

While private donations provide a significant portion of funding for these PVOs, an equally large amount comes from grants made by a number of official U.S. Government agencies including the Agency for International Development. As concerns A.I.D. funding for TA PVOs, grants are primarily made from individual USAID Missions. When a USAID decides to fund a PVO, the justification is made to a significant degree on whether the PVO's program will support the Mission's country program strategy. USAID funding of such programs is made with the understanding that the level and duration of these grants is limited, and corresponds to a discrete set of objectives which normally correspond to the strengthening of an indigenous institution(s). As noted above, the duration of such programs ends up longer than any of the parties initially anticipated. Unless USAID funding is continued beyond a project completion date, or the PVO

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can attract other donor funding, the activity will come to an end regardless of the host institution's capacity to provide sustainable and improved services.

Among the PVOs interviewed for this study which fall into the TA PVO category are organizations such as: Project Hope and the Center for Education and Population Activities (CEDPA) in health; Appropriate Technology International (ATI) and Volunteers in Technical Assistance (VITA) in enterprise development; World Education in non-formal education; and Agricultural Cooperative Development International (ACDI) and Winrock International in agriculture. PVOs which focus primarily on the promotion of democratization include the African American Institute (AAI), Institute for Development Research (IDR), National Democratic Institute (NDI) and the International Republican Institute. Finally, there are a significant number of PVOs, both old and new, which have specialized in the area of NGO institutional support. In this regard, such PVOs as Synergos, South North Development Initiatives, Private Agencies Collaborating Together (PACT) and World Learning (formerly Experiment in International Living) have focussed a majority of their energies towards strengthening NGOs and NGO consortia through the provision of management assistance.

c) The Non-profit Contractor

A subset of TA PVOs has gradually come to accept a role as the manager or implementor of USAID projects, with increasingly little ability or capacity to raise funding or to initiate their own programs in a targeted country or countries. These PVOs all started with a particular organizational mission, which included a sectoral expertise or specialization, and with a significant source of funding independent of USAID. For a number of reasons, including decreased private donations and/or a change in their mission, these PVOs have increasingly become specialized in the management of A.I.D.-financed projects. Without USAID funding many of these organizations would have ceased to exist some time ago. What distinguishes them from the larger category of TA PVOs is their almost exclusive role as executors of USG, and primarily A.I.D. projects, and perhaps in the near future, entire programs. In many ways these TA PVOs perform no differently than for-profit firms that exist exclusively to provide a USAID with a set of technical and management services that it can not provide itself. In short, TA PVOs have developed a specialized set of skills and experience which qualify them, with varying degrees of A.I.D. involvement, to serve as surrogate managers of A.I.D.-initiated and funded projects.

This portrayal of the Non-profit Contractor is in no way intended to be judgmental. The fact is that unless the demand for such services existed, there would be no such corresponding supply. The demand exists within the domain of U.S. foreign assistance because: (a) congressional legislation has mandated greater collaboration with, if not direct support of PVOs, (b) there is an assumption that certain development activities are better suited to, or more appropriately carried out by, PVOs than for-profit firms, and (c) in many cases, it is easier, quicker and ultimately less expensive to traverse the A.I.D. contracting process using PVOs, through Cooperative Agreements or Grants, as executors of certain activities than it is for private firms or even A.I.D. itself. And finally, PVOs will readily point out that there is a fundamental

distinction between any of their members and contracting firms that warrants different treatment by A.I.D. in its programming decisions. PVOs which fall into this category include New TransCentury Foundation, the International Cooperation Department of American ORT Federation, the Projects in International Development and Training Division of World Learning, Planning Assistance, and the International Executive Service Corps.

In conclusion, when assessing which U.S. PVOs to target for a certain type of assistance, or with the intention for selection to undertake a particular role, it is useful to have an idea of their backgrounds including their capabilities and skills.

2. Principal Findings

It should be noted that all the PVOs interviewed for this study have significant and current African development experience. They are all registered with A.I.D. as PVOs or non-profit organizations, except for two (Synergos and South North Development Initiatives) which are currently in the registration process. While the organizations interviewed for this study are by no means the only U.S. PVOs with African experience, they do represent a significant majority of the U.S. PVO community that has experience in working with indigenous NGOs, expertise in one or more of A.I.D focus sectors (e.g. natural resource management, enterprise development, AIDS and family planning), and extensive experience in working with A.I.D. as the recipients of grant assistance.

Findings are presented in terms of (a) type of PVO, i.e., Apex organization, traditional voluntary agency, technical or management assistance organization including non-profit contractor, (b) sectoral expertise or specialization including democratic governance, (c) African experience including the two major sub-Saharan regions as defined by REDSO coverage, i.e., East and Southern Africa and West Africa, (d) experience in working with indigenous NGOs either as partners, or as targeted beneficiaries of specific programs or projects, (e) recipients of AID funding, through either Cooperative Agreements, Handbook 13 Grants (formerly Operational Program Grants) or Subgrants, (f) experience in A.I.D. umbrella project management, and (g) interest and capability (matching requirement) to become involved in new programming areas and/or countries. The following provides brief summaries of these individual aspects of the interviewed PVOs:

a) **Type of PVO**

Of the 38 PVOs interviewed (for the Lesotho assessment), five are Apex organizations, ten are considered traditional voluntary organizations, and 23 have profiles that characterize them as technical and management assistance organizations. Of this latter group, it would be accurate to state that from one-third to one-half of these organizations act as non-profit contractors, i.e., bid on and are awarded grants, cooperative agreements, or contracts to manage A.I.D. projects. It would also be accurate to state that the great majority of the TA PVOs have become increasingly dependent for their survival on their ability to win these A.I.D. awards. The four new PVOs included for this current study, i.e., African American Institute (AAI), the Institute

for Development Research (IDR), and the National Democratic and International Republican Institutes (NDI and IRI), range along the VolAg - TA PVO continuum, with AAI at the VolAg end of the spectrum and IDR at the TA/non-profit contractor end. NDI and IRI are somewhat special given their affiliation with the two political parties.

The Apex organizations: PACT, InterAction, NCBA, World Council of Credit Unions (WOCCU) and ACDI, are membership organizations and serve as representatives of and advocates for their members vis-a-vis public and private sector organizations, and in a range of different forums, both domestic and international. Except for InterAction which represents virtually all of the U.S. PVO and Non-Profit community, the other Apex organizations are operational technical and management assistance providers and implement development projects in specialized areas throughout Africa.

b) Sectoral Expertise

Questions were asked of the PVOs to ascertain whether their programs or expertise fell within the principal sectoral focus areas of interest to A.I.D., i.e., agriculture and natural resource management, enterprise development, primary health care including AIDS and family planning, democratic governance. Of the 38 PVOs interviewed for the Lesotho assessment, eight have sectoral experience in AIDS; seven in population and family planning; eight in agriculture and related fields; nine in natural resource management; 15 work in the field of enterprise development; and six PVOs indicated programming in the area of democracy and governance. As noted below, a number of the PVOs were operational in more than one sector or subsectoral activity.

Findings show that a number of these PVOs, especially the traditional voluntary agencies have built up experience in more than one sector in line with their approach to integrated community development. As might be expected, the TA PVOs have opted for a strategy of specialization, and have thus focussed on building up expertise in one specific sector or sub-sector. Seven PVOs stated that their missions mandated specific support for women and/or had developed discrete projects to address women in development issues. In a similar vein, seven NGOs considered themselves to be either exclusively specialized in, or with a major emphasis on, NGO institutional development. None of the PVOs interviewed indicated that they had programs or expertise in the area of basic education, although five were directly involved in areas of non-formal and vocational education and literacy. In addition to the five PVOs (InterAction, PACT, World Learning, Synergos, and SNDI) with an expertise in the promotion of some aspect of democratization, another dozen PVOs felt that their work with indigenous NGOs and/or local organizations to increase grassroots participation in local and national development, should also be considered in the domain of democracy and governance. Finally, the consortium of three PVOs, AAI, NDI and IRI, which together participate in the Africa Regional Elections Assistance Fund (AREAF) Project are well known organizations with democratization missions.

c) Relevant African Experience

Information was solicited to determine both previous PVO experience in Africa as well as their current presence in the West & Central and East & Southern African Subregions. Specifically, the study team wanted to gain a better understanding of PVO knowledge of the development issues and context in these subregions including their ability to start-up and support programs in them. Roughly the same number (21) of PVOs currently have on-going activities, (e.g., consultancies, programs, projects) in one or more countries in each of the subregions. In fact, there is not a country in sub-Saharan Africa in which at least one US PVO or NPO is not currently present, and finding at least six PVOs/NPOs in a country, such as was the case in Lesotho, is not untypical.

d) NGO Strengthening Experience

In addition to the nine PVOs noted above that considered NGO institutional development to be either their overall organizational mission, or a significant program component, all other PVOs have worked with indigenous NGOs in some manner of collaborative development in one or more of their country programs. Traditional VolAGs were much more likely to focus institutional strengthening with local organizations at the grassroots level where their program activities take place, and where such organizations offer the best means for channeling local participation into their "self-help" activities. There does appear to be a trend among many of the VolAGs to begin looking for ways to work through local NGOs in order to support grassroots community development. Some like CRS, now have stated mandates to strengthen local partners (Diocesan Development Committees) to carry out development programs rather than through a direct role in program management and implementation.

The Cooperative Development Organizations² (CDO), such as NCBA, and WOCCU work almost exclusively now with either credit union or cooperative movements in Africa. This was not always the case, however, and reflects the major changes in privatization that have taken place in many African countries over the past decade. Indigenous cooperative and credit union movements on the one hand, and parastatal agencies on the other, have increasingly been given independence and autonomy from government organs set up to control their activities. As such, the CDOs have come to play a much greater role in the direct provision of technical assistance and training for the institutional development of these essentially newly reborn indigenous NGOs. The experience with the TA PVOs demonstrates a similar pattern of increased work with non-governmental organizations throughout Africa. This is a direct outcome of African governments all over the Continent reducing their roles in economic, social and political life, due to a combination of economic crisis, donor requirements and internal demands. With a decreased government capability to provide public services, an increased role for the private, including the NGO sector, in service delivery in particular, and national development in general,

² Cooperative Development Organizations are actually another category of the U.S. non-profit, non-governmental PVO community with their own distinct registration classification and status with A.I.D. There are a total of seven CDOs known as the "Seven Sisters."

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has taken place. This has meant an increased emphasis among U.S. PVOs to target their local counterparts for long-term support.

e) A.I.D. Recipients

Except for the two newest U.S. PVOs, Synergos and SNDI, all other PVOs interviewed have received A.I.D. funding at some point over the past ten years, and virtually all of them are the current recipients of either a Grant or Cooperative Agreement (CA). PVOs are either funded from A.I.D./Washington for some type of regional or worldwide initiative, or from individual USAIDs for support of their country programs. Traditional VolAgs with on-going programs in a given country, or with the intent to start-up a program, are far more likely to receive funding through a Grant than a Cooperative Agreement, as the former carries with it less A.I.D. involvement in program implementation than does a CA. A noticeable trend since the early 1980s has been the increased use of the Cooperative Agreement instrument for the funding of PVO activities, because it provides USAID's with a means to become far more involved in program or project implementation than a grant. This reflects the overall decline in VolAg programs and A.I.D. support of them, and a corresponding increase in TA PVO funding which indicates (a) PVO programs in support of indigenous NGO programs and/or (b) the use of U.S. PVOs to support USAID country programs. In short, the U.S. PVO community has extensive experience in working with A.I.D. funding under the full range of contracting instruments, and thus, has the knowledge and skills to comply with the corresponding funding requirements.

f) A.I.D. Umbrella Management

As the "Umbrella" project model provides a possible management mechanism for use in both regionally-funded projects and individual USAID country programs, it was deemed useful to determine how many of the PVOs had experience with this model, either as recipients of subgrants, or as managers of resources made available by A.I.D. in support of PVO/NGO activities. Six of the PVOs interviewed (PACT, ORT, World Learning, World Education, TransCentury, Planning Assistance) have served in the capacity as managers of Umbrella projects since the launching in 1983 of the first two Umbrella Projects (Senegal and Zaire) in Africa. In addition, CARE and WWF-US have participated in a consortium (with World Learning) responsible for the management of a regional Umbrella project (PVO/NGO NERMS). It should be noted that Planning Assistance, while having significant African experience, has had its experience in Umbrella management in Bolivia. Several of these PVOs have in fact managed more than one Umbrella project (PACT, TransCentury and World Learning) and it appears that two new Namibian Umbrella projects (one in basic education and the other in natural resource management) currently in the competitive stage will go to one of the eight PVOs noted above (most likely World Education and WWF-US respectively). With the exception of CARE and WWF-US, the management of Umbrella projects have mainly fallen to the TA PVOs and particularly what has been termed in this study, the non-profit contractors. As noted above, AAI, NDI and IRI essentially participate in a regionally-funded project contracted through a Cooperative Agreement.

An additional ten of the PVOs interviewed (Winrock, CARE, ORT, Save-US, WWF-US, NCBA, World Education, VITA, Africare, and CRS) were the recipients of subgrants from Umbrella projects, whether managed internally by a USAID (co-finance model) or by a PVO intermediary (external management model). In summary, then, there is fair experience in both the management of Umbrella projects and in the receipt of subgrants from them within the US PVO community.

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Summary US PVO Capabilities

The assessment findings as portrayed above, makes it clear that US PVOs/NPOs would be keenly interested in exploring a further developmental role for themselves in some aspect of civil society promotion in Africa. Matching this interest is a corresponding set of skills and experience that could potentially make a valuable contribution to the democratic development efforts of any African country and in support of any USAID country program. The findings clearly indicate that U.S. PVOs: (i) possess sectoral competence in those areas of Mission focus including democratic governance; (ii) have a long track record of effective program and project management, including innumerable A.I.D.-funded activities; (iii) have demonstrated extensive experience in working with indigenous NGOs as partners in service delivery as well as providers of technical and management assistance to build indigenous institutional capacity; (iv) are extremely familiar with and have a significant presence in the two principal sub-Saharan regions; (v) have wide-spread experience in working with A.I.D. under a range of contracting arrangements and in numerous collaborative development efforts, including participation in Umbrella projects in both a management capacity, and as the recipients of subgrants; and finally, (vi) have expressed an honest desire, if modest capability, to contribute to the overall costs of a country program or project in the area of democratic governance.

As public and private sector institutions have and continue to undergo major restructuring in the face of changing world circumstances, so too is the U.S. PVO community. Gone are the days of generous donations from private contributors to PVO programs. There is less money, and thus, more competition for the reduced pie that is left. Official funding under the FAA, and particularly the DFA, has become a much greater source of PVO program funding than ever before. At the same time, NGOs in the "South" and their Northern partners have begun to define a much different relationship for both parties in the development efforts of Southern countries. These trends and patterns should not be overlooked when assessing the development context of a given country and the role of U.S. PVOs in it. The conclusion, or writing on the wall, if you will, is for a supportive rather than a lead role for U.S. PVOs. The old days in which traditional voluntary agencies set up and implemented their own programs is a decreasingly uncommon phenomena in the developing world. This is reflected in the small number of VolAgs that are actually left, or that continue to operate as in the past. The flip-side to this is of course the tremendous growth of the TA PVOs, and as an extreme, the non-profit contractors. This evolution of the PVO community is not an accident and should be taken into consideration when devising a strategy which posits a significant role for U.S. PVOs in promoting democratic governance in African countries.

This assessment has taken the position that the skills required by African NGOs to participate in the development of their democratic transitions and later consolidations only partly relate to functional areas such as civic education and election monitoring. What has been identified as the primary need is institutional strengthening and the development of such skills as policy analysis, constituency relations and advocacy. For most US PVOs these are areas that they have developed expertise in over the years and are well placed to transfer to their African counterparts, or to work with them to develop. While there is need for US PVOs with

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functional area skills such as could be provided by the Chamber of Commerce or the African-American Labor Institute, great care must be taken to ensure that these organizations have a good understanding of the African context and a track record of successful partnerships with African NGOs. In short, programmatic or functional expertise in aspects of democratic governance should not automatically qualify a US PVO for support under a D/G project.

As discussed in Section B above, the "comparative advantage" of US PVOs does not lie in either a sectoral expertise or a specific set of skills in the area of democratic governance, per se. Rather, they bring a "bundle" of experiences, knowledge and approaches gained over decades of grassroots African development. The primary strength which they possess, and which qualifies them as lead players in the promotion of African civil society, is the value they place in participatory approaches and the strengthening indigenous African institutions to deal with their governments on a basis of parity.

**U.S PVOS AND AFRICAN REGIONAL NGOS:
A PROFILE AND ASSESSMENT OF USAID'S PARTNERS IN DEVELOPMENT**

**A STUDY OF USAID'S CAPACITY FOR RAPID RESPONSE
IN SUPPORT OF AFRICAN CIVIL SOCIETY DEVELOPMENT**

(January 7, 1994)

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CONCLUSIONS AND RECOMMENDATIONS

The following report provides a cursory survey with individual profiles on and summary assessment of U.S. institutions and African regional organizations with a potential capacity to support Civil Society in Africa through a Rapid Response Facility.

The sample of US institutions is representative of the types of organizations that could be relevant to a Rapid Response Facility on African Civil Society. Detailed profiles of these institutions were drawn up from interviews conducted with some 70 organizations during the study period. The African regional institutions includes some 30 organizations interviewed during the field-based component of this study as well as a review of documentation found within the ABIC library. While a good cross-section of such regional organizations was interviewed, the assessment should be considered more illustrative than that of the U.S. organizations in terms of the types of organizations the Rapid Response Facility could call upon. The names, addresses and very brief descriptions of these organizations were drawn from the experience of the team members working on the design of the Rapid Response Facility. Additional field visits would be recommended in a future design phase to further assess the capacity of these African institutions.

A number of institutions were felt to be equally relevant to the Civil Society and Governance databases. Accordingly, their profiles are included on both databases. We did not reformat the profiles drawn from the governance database, because this would have required us to delete some useful information. These profiles may be identified by the header: "Rapid Response-Governance". For convenience, the information most relevant to the civil society database is UNDERLINED AND IN SMALL CAPITAL LETTERS in these profiles.

I. THE SURVEY'S APPROACH AND METHODOLOGY

A. The Organizations Surveyed

Sources: The names of potential US respondents were drawn from three major sources:

- the InterAction directory;
- the National Endowment for Democracy directory;
- referrals by respondents

The names and brief descriptions of African regional institutions were drawn from team members working on the rapid response facility, from team members working on the governance rapid response facility, and from the "institutions" file at the Africa Bureau Information Center.

Bearing in mind the multi-faceted aspect of civil society, an effort was made to cast as wide a net as possible in our search.

B. The Questionnaire

The questionnaire was partly inspired by a previous survey of conducted by USAID in Lesotho. There is a wide variety of uninventoried skills relevant to the reinforcement of civil society. Accordingly, the interview process for this survey was fairly conversational, with the questionnaire merely providing guidance. Faxing the questionnaires would therefore not have been appropriate. In the future, however, the information generated by this survey could form the basis for a more pointed questionnaire: for instance, a list of skills relevant to civil society could be created, and respondents could simply check off the ones they possess.

A copy of the questionnaire is included in appendix A.

C. Outcome

Most organizations interviewed were eager to respond to the questionnaire. The quality and accuracy of the response usually depended on the rank and degree of availability of the respondent reached. A future, more exhaustive search, bearing an AID seal, would probably generate fuller responses.

II. SUGGESTIONS FOR THE USE OF THESE PROFILES

The array of skills possessed by the organizations surveyed is such that, even for such a small, representative sample as this, it could be of value to use database software (perhaps D-Base II) to manage the information and make it rapidly accessible. The profiles included in this database should be updated annually: it is easy to lose track of people and organizations beyond this time-span.

In the interest of simplicity and synergy, the civil society and governance databases should be merged. Indeed, many of the records are shared between the two, and the distinction between the two fields is both artificial and impractical. It would seem difficult to have good governance without a

healthy civil society: for instance, why insist on budget transparency if there are no citizens' groups who examine the budget?

III. SUGGESTIONS FOR A FUTURE SURVEY AND ASSESSMENT

Subject matter: A future assessment could increase not only the number of organizations interviewed, but also the depth of the interview.

The Rapid Response Facility should be particularly careful not to duplicate any work already done by the National Endowment for Democracy and its core grantees. It has a tremendous breadth of experience working with a wide variety of African NGOs: African human rights groups, media institutions, research centers, civic education organizations, private sector associations, and trade unions. Further conversations would be necessary to prevent any duplication.

Timing: This information is provided for the purpose of computing future consultant-days needed for a similar search.

On an average day, for this survey, we were able to contact or follow up on 10-12 institutions. Approximately 3-5 of these contacts resulted in a full response to the questionnaire. A few days were needed to gather addresses, develop the questionnaire, start the flow of contacts, and record responses.

Method: The information provided by this initial survey should be sufficient to form the basis for a more pointed questionnaire in the future. A list of relevant skills could be provided on the questionnaire, and the respondent could simply check off the applicable ones, providing additional information where necessary. This would make responses more uniform and more manageable. Moreover, it could save time, either by providing more guidance to a phone conversation, or by making it possible to fax out the questionnaire.

Please note that responses to the questionnaire are purely subjective. Thus, it could be of interest, in the future, to examine outside assessments of the organizations surveyed. Colleges, for instance, are reviewed and appraised by the American Association of Colleges, States and Universities. One respondent suggested that, for universities in particular, no true assessment could be made of existing capacities without an actual visit on campus.

Sources: Many addresses and resources collected for use in this survey were not used for lack of time. These addresses and resources are contained in a separate file submitted with this report.

Additional sources of addresses are the Research Centers Directory, the Yearbook of International Organizations, and the Encyclopedia of International Associations, all of which are available in the library at the State Department. The Africa Bureau Information Center, additionally, has a file containing information about various institutions.

**PART I: U.S. INSTITUTIONS:
A REPRESENTATIVE SAMPLE**

**A STUDY OF USAID'S CAPACITY FOR RAPID RESPONSE
IN SUPPORT OF AFRICAN CIVIL SOCIETY**

AN ASSESSMENT AND PROFILE OF U.S. PVO

This assessment of U.S. PVOs uses information collected during the U.S. component of the study and in an assessment undertaken for USAID/Lesotho in April 1993. Some 60 PVOs, including professional associations, traditional voluntary agencies, policy centers, and universities were interviewed between October and December 1993; and three dozen US PVOs and non-profit organizations² (NPOs) were interviewed during February and March 1993, as part of USAID/Mission country assessment exercise. The purpose of these studies was to gain a better understanding of the programmatic and management capabilities of the US PVO community in order to determine their interest and capacity to participate in the proposed rapid response facility. While the Lesotho assessment was not limited to PVOs working exclusively in the area of democracy and governance, the organizations interviewed represent an important segment of the PVO community as evidenced by over two decades of participation in African development, both independently and as development partners with AID. The following sections provide a review of relevant assessment findings, conclusions, and recommendations, as well as an updated profile of those PVOs whose mandate specifically includes aspects of democratization (e.g. human rights promotion, election monitoring, civic education).

1. A Typology of the U.S. PVO Community

US PVOs can be generally categorized into two groups: (i) traditional voluntary agencies (VolAgs), and (ii) technical and management assistance (TA) organizations. A subset of the TA PVOs, which for a lack of a better appellation will be called "non-profit contractors," is also discussed. It does need to be clearly emphasized that these categories are not rigidly defined, and PVOs exhibit considerable fluidity as their missions and objectives evolve in what is far from a static world. On the other hand, the following typology is more than a set of generalizations, and in fact, provides a framework for assessing a given PVO's potential effectiveness and impact for undertaking a specific type of development task and/or project or program activity. There has emerged over the past thirty years, and particularly during the last decade, a discernable pattern within the U.S. PVO community, and one that has been driven both by financial considerations, and the increasingly accepted role of Northern NGOs in the development efforts of Southern countries. The following discussion provides further clarification of these PVO types.

a) **Traditional Voluntary Agencies**

Voluntary Agencies are denoted by their long-term, programmatic approach to development with direct implementation of programs funded to a significant degree from private sources. Many VolAgs date back to World War II and were started for primarily emergency relief and rehabilitation purposes; later during the 1950s and 1960s, they developed social welfare and community development programs; and finally, evolved into more sophisticated development agencies, moving to indigenize their programs which have increasingly focussed on an integrated package of interventions at the local community level. A significant characteristic of these PVOs is the international nature of their funding with donor offices in more than one Northern country. When A.I.D. financing is sought it is in many instances, centrally or regionally-funded for the purpose of supporting a specific sectoral program in several countries (e.g. child survival or income generating programs). Centrally or regionally funded grants are generally made on a matching basis with the PVO providing a minimum of 25%, but more normally 50%, of total program requirements from non-USG sources.

² The principal distinction between a U.S. PVO and Non-Profit Organization is the legal requirement (Section 501(c) of the U.S. Tax Code) that at least 25% of a PVOs funding come from the private and voluntary contributions, i.e., non-U.S. Government sources.

Interviewed for this study and falling into the VolAg category were such PVOs as Catholic Relief Services (CRS), Plan International, and Save the Children Federation (SCF) - United States. Those with on-going programs in Lesotho that match this profile are CARE, World Vision, and Adventist Development Relief Agency (ADRA). Newer PVOs, i.e., dating from the 1960s and 1970's, with programs in Lesotho such as Opportunities Industrial Centers (OIC); or with no Lesotho program such as Technoserve and Africare, would also fall into this category, as their primary orientation is programmatic, long-term and with the intent of indigenizing their operations and treating them as national affiliates.

b) Technical and Management Assistance PVOs

Technical and management assistance (TA) PVOs normally operate on a short-term, project basis with the provision of TA and training based on support to programs of indigenous public, private and non-governmental organizations rather than starting up and implementing their own development programs. The characteristic that distinguishes these PVOs from that of the VolAgs, is the transfer of skills, knowledge and technology to intermediary institutions, rather than the direct implementation of programs that aim to reach the grassroots. As such, their presence in developing countries is defined by the capacity of the targeted host country institution to acquire the capability to undertake or provide a given program or service. The tendency of donors and PVOs alike, has been to underestimate the timeframe needed to accomplish this task, thus turning what were intended to be shorter-term projects into what can be characterized as longer-term programs. In any event, the fundamental characteristic in this relationship between a USAID and a TA PVO is one of mutuality, in which both parties achieve their individual objectives through a process of collaborative development.

While private donations provide a significant portion of funding for these PVOs, an equally large amount comes from grants made by a number of official U.S. Government agencies including the Agency for International Development. As concerns A.I.D. funding for TA PVOs, grants are primarily made from individual USAID Missions. When a USAID decides to fund a PVO, the justification is made to a significant degree on whether the PVO's program will support the Mission's country program strategy. USAID funding of such programs is made with the understanding that the level and duration of these grants is limited, and corresponds to a discrete set of objectives which normally correspond to the strengthening of an indigenous institution(s). As noted above, the duration of such programs ends up longer than any of the parties initially anticipated. Unless USAID funding is continued beyond a project completion date, or the PVO can attract other donor funding, the activity will come to an end regardless of the host institution's capacity to provide sustainable and improved services.

Among the PVOs interviewed for this study which fall into the TA PVO category are organizations such as: Project Hope and the Center for Education and Population Activities (CEDPA) in health; Appropriate Technology International (ATI) and Volunteers in Technical Assistance (VITA) in enterprise development; World Education in non-formal education; and Agricultural Cooperative Development International (ACDI) and Winrock International in agriculture. PVOs which focus primarily on the promotion of democratization include the African American Institute (AAI), Institute for Development Research (IDR), National Democratic Institute (NDI) and the International Republican Institute. Finally, there are a significant number of PVOs, both old and new, which have specialized in the area of NGO institutional support. In this regard, such PVOs as Synergos, South North Development Initiatives, Private Agencies Collaborating Together (PACT) and World Learning (formerly Experiment in International Living) have focussed a majority of their energies towards strengthening NGOs and NGO consortia through the provision of management assistance.

c) **The Non-profit Contractor**

A subset of TA PVOs has gradually come to accept a role as the manager or implementor of USAID projects, with increasingly little ability or capacity to raise funding or to initiate their own programs in a targeted country or countries. These PVOs all started with a particular organizational mission, which included a sectoral expertise or specialization, and with a significant source of funding independent of USAID. For a number of reasons, including decreased private donations and/or a change in their mission, these PVOs have increasingly become specialized in the management of A.I.D.-financed projects. Without USAID funding many of these organizations would have ceased to exist some time ago. What distinguishes them from the larger category of TA PVOs is their almost exclusive role as executors of USG, and primarily A.I.D. projects, and perhaps in the near future, entire programs. In many ways these TA PVOs perform no differently than for-profit firms that exist exclusively to provide a USAID with a set of technical and management services that it can not provide itself. In short, TA PVOs have developed a specialized set of skills and experience which qualify them, with varying degrees of A.I.D. involvement, to serve as surrogate managers of A.I.D.-initiated and funded projects.

This portrayal of the Non-profit Contractor is in no way intended to be judgmental. The fact is that unless the demand for such services existed, there would be no such corresponding supply. The demand exists within the domain of U.S. foreign assistance because: (a) congressional legislation has mandated greater collaboration with, if not direct support of PVOs, (b) there is an assumption that certain development activities are better suited to, or more appropriately carried out by, PVOs than for-profit firms, and (c) in many cases, it is easier, quicker and ultimately less expensive to traverse the A.I.D. contracting process using PVOs, through Cooperative Agreements or Grants, as executors of certain activities than it is for private firms or even A.I.D. itself. And finally, PVOs will readily point out that there is a fundamental distinction between any of their members and contracting firms that warrants different treatment by A.I.D. in its programming decisions. PVOs which fall into this category include New TransCentury Foundation, the International Cooperation Department of American ORT Federation, the Projects in International Development and Training Division of World Learning, Planning Assistance, and the International Executive Service Corps.

In conclusion, when assessing which U.S. PVOs to target for a certain type of assistance, or with the intention for selection to undertake a particular role, it is useful to have an idea of their backgrounds including their capabilities and skills.

2. Principal Findings

It should be noted that all the PVOs interviewed for this study have significant and current African development experience. They are all registered with A.I.D. as PVOs or non-profit organizations, except for two (Synergos and South North Development Initiatives) which are currently in the registration process. While the organizations interviewed for this study are by no means the only U.S. PVOs with African experience, they do represent a significant majority of the U.S. PVO community that has experience in working with indigenous NGOs, expertise in one or more of A.I.D. focus sectors (e.g. natural resource management, enterprise development, AIDS and family planning), and extensive experience in working with A.I.D. as the recipients of grant assistance.

Findings are presented in terms of (a) type of PVO, i.e., Apex organization, traditional voluntary agency, technical or management assistance organization including non-profit contractor, (b) sectoral expertise or specialization including democratic governance, (c) African experience including the two major sub-

Saharan regions as defined by REDSO coverage, i.e., East and Southern Africa and West Africa, (d) experience in working with indigenous NGOs either as partners, or as targeted beneficiaries of specific programs or projects, (e) recipients of AID funding, through either Cooperative Agreements, Handbook 13 Grants (formerly Operational Program Grants) or Subgrants, (f) experience in A.I.D. umbrella project management, and (g) interest and capability (matching requirement) to become involved in new programming areas and/or countries. The following provides brief summaries of these individual aspects of the interviewed PVOs:

a) Type of PVO

Of the 38 PVOs interviewed (for the Lesotho assessment), five are Apex organizations, ten are considered traditional voluntary organizations, and 23 have profiles that characterize them as technical and management assistance organizations. Of this latter group, it would be accurate to state that from one-third to one-half of these organizations act as non-profit contractors, i.e., bid on and are awarded grants, cooperative agreements, or contracts to manage A.I.D. projects. It would also be accurate to state that the great majority of the TA PVOs have become increasingly dependent for their survival on their ability to win these A.I.D. awards. The four new PVOs included for this current study, i.e., African American Institute (AAI), the Institute for Development Research (IDR), and the National Democratic and International Republican Institutes (NDI and IRI), range along the VolAg - TA PVO continuum, with AAI at the VolAg end of the spectrum and IDR at the TA/non-profit contractor end. NDI and IRI are somewhat special given their affiliation with the two political parties.

The Apex organizations: PACT, InterAction, NCBA, World Council of Credit Unions (WOCCU) and ACDI, are membership organizations and serve as representatives of and advocates for their members vis-a-vis public and private sector organizations, and in a range of different forums, both domestic and international. Except for InterAction which represents virtually all of the U.S. PVO and Non-Profit community, the other Apex organizations are operational technical and management assistance providers and implement development projects in specialized areas throughout Africa.

b) Sectoral Expertise

Questions were asked of the PVOs to ascertain whether their programs or expertise fell within the principal sectoral focus areas of interest to A.I.D., i.e., agriculture and natural resource management, enterprise development, primary health care including AIDS and family planning, democratic governance. Of the 38 PVOs interviewed for the Lesotho assessment, eight have sectoral experience in AIDS; seven in population and family planning; eight in agriculture and related fields; nine in natural resource management; 15 work in the field of enterprise development; and six PVOs indicated programming in the area of democracy and governance. As noted below, a number of the PVOs were operational in more than one sector or subsectoral activity.

Findings show that a number of these PVOs, especially the traditional voluntary agencies have built up experience in more than one sector in line with their approach to integrated community development. As might be expected, the TA PVOs have opted for a strategy of specialization, and have thus focussed on building up expertise in one specific sector or sub-sector. Seven PVOs stated that their missions mandated specific support for women and/or had developed discrete projects to address women in development issues. In a similar vein, seven NGOs considered themselves to be either exclusively specialized in, or with a major emphasis on, NGO institutional development. None of the PVOs interviewed indicated that they had programs or expertise in the area of basic education, although five

were directly involved in areas of non-formal and vocational education and literacy. In addition to the five PVOs (InterAction, PACT, World Learning, Synergos, and SNDI) with an expertise in the promotion of some aspect of democratization, another dozen PVOs felt that their work with indigenous NGOs and/or local organizations to increase grassroots participation in local and national development, should also be considered in the domain of democracy and governance. Finally, the consortium of three PVOs, AAI, NDI and IRI, which together participate in the Africa Regional Elections Assistance Fund (AREAF) Project are well known organizations with democratization missions.

c) Relevant African Experience

Information was solicited to determine both previous PVO experience in Africa as well as their current presence in the West & Central and East & Southern African Subregions. Specifically, the study team wanted to gain a better understanding of PVO knowledge of the development issues and context in these subregions including their ability to start-up and support programs in them. Roughly the same number (21) of PVOs currently have on-going activities, (e.g., consultancies, programs, projects) in one or more countries in each of the subregions. In fact, there is not a country in sub-Saharan Africa in which at least one US PVO or NPO is not currently present, and finding at least six PVOs/NPOs in a country, such as was the case in Lesotho, is not untypical.

d) NGO Strengthening Experience

In addition to the nine PVOs noted above that considered NGO institutional development to be either their overall organizational mission, or a significant program component, all other PVOs have worked with indigenous NGOs in some manner of collaborative development in one or more of their country programs. Traditional VolAgs were much more likely to focus institutional strengthening with local organizations at the grassroots level where their program activities take place, and where such organizations offer the best means for channeling local participation into their "self-help" activities. There does appear to be a trend among many of the VolAgs to begin looking for ways to work through local NGOs in order to support grassroots community development. Some like CRS, now have stated mandates to strengthen local partners (Diocesan Development Committees) to carry out development programs rather than through a direct role in program management and implementation.

The Cooperative Development Organizations³ (CDO), such as NCBA, and WOCCU work almost exclusively now with either credit union or cooperative movements in Africa. This was not always the case, however, and reflects the major changes in privatization that have taken place in many African countries over the past decade. Indigenous cooperative and credit union movements on the one hand, and parastatal agencies on the other, have increasingly been given independence and autonomy from government organs set up to control their activities. As such, the CDOs have come to play a much greater role in the direct provision of technical assistance and training for the institutional development of these essentially newly reborn indigenous NGOs. The experience with the TA PVOs demonstrates a similar pattern of increased work with non-governmental organizations throughout Africa. This is a direct outcome of African governments all over the Continent reducing their roles in economic, social and political life, due to a combination of economic crisis, donor requirements and internal demands. With a decreased government capability to provide public services, an increased role for the private, including

³ Cooperative Development Organizations are actually another category of the U.S. non-profit, non-governmental PVO community with their own distinct registration classification and status with A.I.D. There are a total of seven CDOs known as the "Seven Sisters."

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the NGO sector, in service delivery in particular, and national development in general, has taken place. This has meant an increased emphasis among U.S. PVOs to target their local counterparts for long-term support.

e) A.I.D. Recipients

Except for the two newest U.S. PVOs, Synergos and SNDI, all other PVOs interviewed have received A.I.D. funding at some point over the past ten years, and virtually all of them are the current recipients of either a Grant or Cooperative Agreement (CA). PVOs are either funded from A.I.D./Washington for some type of regional or worldwide initiative, or from individual USAIDs for support of their country programs. Traditional VolAgs with on-going programs in a given country, or with the intent to start-up a program, are far more likely to receive funding through a Grant than a Cooperative Agreement, as the former carries with it less A.I.D. involvement in program implementation than does a CA. A noticeable trend since the early 1980s has been the increased use of the Cooperative Agreement instrument for the funding of PVO activities, because it provides USAID's with a means to become far more involved in program or project implementation than a grant. This reflects the overall decline in VolAg programs and A.I.D. support of them, and a corresponding increase in TA PVO funding which indicates (a) PVO programs in support of indigenous NGO programs and/or (b) the use of U.S. PVOs to support USAID country programs. In short, the U.S. PVO community has extensive experience in working with A.I.D. funding under the full range of contracting instruments, and thus, has the knowledge and skills to comply with the corresponding funding requirements.

f) A.I.D. Umbrella Management

As the "Umbrella" project model provides a possible management mechanism for use in both regionally-funded projects and individual USAID country programs, it was deemed useful to determine how many of the PVOs had experience with this model, either as recipients of subgrants, or as managers of resources made available by A.I.D. in support of PVO/NGO activities. Six of the PVOs interviewed (PACT, ORT, World Learning, World Education, TransCentury, Planning Assistance) have served in the capacity as managers of Umbrella projects since the launching in 1983 of the first two Umbrella Projects (Senegal and Zaire) in Africa. In addition, CARE and WWF-US have participated in a consortium (with World Learning) responsible for the management of a regional Umbrella project (PVO/NGO NERMS). It should be noted that Planning Assistance, while having significant African experience, has had its experience in Umbrella management in Bolivia. Several of these PVOs have in fact managed more than one Umbrella project (PACT, TransCentury and World Learning) and it appears that two new Namibian Umbrella projects (one in basic education and the other in natural resource management) currently in the competitive stage will go to one of the eight PVOs noted above (most likely World Education and WWF-US respectively). With the exception of CARE and WWF-US, the management of Umbrella projects have mainly fallen to the TA PVOs and particularly what has been termed in this study, the non-profit contractors. As noted above, AAI, NDI and IRI essentially participate in a regionally-funded project contracted through a Cooperative Agreement.

An additional ten of the PVOs interviewed (Winrock, CARE, ORT, Save-US, WWF-US, NCBA, World Education, VITA, Africare, and CRS) were the recipients of subgrants from Umbrella projects, whether managed internally by a USAID (co-finance model) or by a PVO intermediary (external management model). In summary, then, there is fair experience in both the management of Umbrella projects and in the receipt of subgrants from them within the US PVO community.

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Summary US PVO Capabilities

The assessment findings as portrayed above, makes it clear that US PVOs/NPOs would be keenly interested in exploring a further developmental role for themselves in some aspect of civil society promotion in Africa. Matching this interest is a corresponding set of skills and experience that could potentially make a valuable contribution to the democratic development efforts of any African country and in support of any USAID country program. The findings clearly indicate that U.S. PVOs: (i) possess sectoral competence in those areas of Mission focus including democratic governance; (ii) have a long track record of effective program and project management, including innumerable A.I.D.-funded activities; (iii) have demonstrated extensive experience in working with indigenous NGOs as partners in service delivery as well as providers of technical and management assistance to build indigenous institutional capacity; (iv) are extremely familiar with and have a significant presence in the two principal sub-Saharan regions; (v) have wide-spread experience in working with A.I.D. under a range of contracting arrangements and in numerous collaborative development efforts, including participation in Umbrella projects in both a management capacity, and as the recipients of subgrants; and finally, (vi) have expressed an honest desire, if modest capability, to contribute to the overall costs of a country program or project in the area of democratic governance.

As public and private sector institutions have and continue to undergo major restructuring in the face of changing world circumstances, so too is the U.S. PVO community. Gone are the days of generous donations from private contributors to PVO programs. There is less money, and thus, more competition for the reduced pie that is left. Official funding under the FAA, and particularly the DFA, has become a much greater source of PVO program funding than ever before. At the same time, NGOs in the "South" and their Northern partners have begun to define a much different relationship for both parties in the development efforts of Southern countries. These trends and patterns should not be overlooked when assessing the development context of a given country and the role of U.S. PVOs in it. The conclusion, or writing on the wall, if you will, is for a supportive rather than a lead role for U.S. PVOs. The old days in which traditional voluntary agencies set up and implemented their own programs is a decreasingly uncommon phenomena in the developing world. This is reflected in the small number of VolAgs that are actually left, or that continue to operate as in the past. The flip-side to this is of course the tremendous growth of the TA PVOs, and as an extreme, the non-profit contractors. This evolution of the PVO community is not an accident and should be taken into consideration when devising a strategy which posits a significant role for U.S. PVOs in promoting democratic governance in African countries.

This assessment has taken the position that the skills required by African NGOs to participate in the development of their democratic transitions and later consolidations only partly relate to functional areas such as civic education and election monitoring. What has been identified as the primary need is institutional strengthening and the development of such skills as policy analysis, constituency relations and advocacy. For most US PVOs these are areas that they have developed expertise in over the years and are well placed to transfer to their African counterparts, or to work with them to develop. While there is need for US PVOs with functional area skills such as could be provided by the Chamber of Commerce or the African-American Labor Institute, great care must be taken to ensure that these organizations have a good understanding of the African context and a track record of successful partnerships with African NGOs. In short, programmatic or functional expertise in aspects of democratic governance should not automatically qualify a US PVO for support under a D/G project.

As discussed in Section B above, the "comparative advantage" of US PVOs does not lie in either a sectoral expertise or a specific set of skills in the area of democratic governance, per se. Rather, they bring a "bundle" of experiences, knowledge and approaches gained over decades of grassroots African development. The primary strength which they possess, and which qualifies them as lead players in the promotion of African civil society, is the value they place in participatory approaches and the strengthening indigenous African institutions to deal with their governments on a basis of parity.

AFRICAN-AMERICAN INSTITUTE

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Category: Non profit

Contact person(s): Stoney Cooks

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): none

Offices in Africa: Senegal, Nigeria, South Africa

Country Programs in Africa: Election observation in Congo, Djibouti, Eritrea, Madagascar, Uganda. Observer training for the OAU. Other programs include a Women's Program in Nigeria (to encourage the participation of women in the political process); a Trade and Investment Program; the administration of a number of human rights grants from NED; and work with the State Department's international visitors' program.

African affiliates: Infotech Consultants (Liberia); Liberian Human Rights Chapter; Archdiocese of Monrovia; African Democratic Heritage Foundation (Nigeria); Constitutional Rights Project (Nigeria); Human Rights Africa (Nigeria); Civil Liberties Organization (CLO)(Nigeria)

II. DEVELOPMENT BACKGROUND

Development sectors: Election monitoring and observation; trade and investment; women in development.

Work with indigenous NGOs or groups in Africa: With the referendum in Eritrea, AAI anticipated that there would be another election, so it tried to build up a relationship internally with a number of organizations. A relationship was thus developed with the university, and with the Regional Center for Human Rights in Asmara. One problem is that Eritrea does not have any laws about NGOs trying to raise money externally.

Overall, AAI is trying to identify and later work with local NGOs. It has made subgrants to the Namibian Broadcasting Company [to design an audio civic education piece and to do an evaluation of the process] and in Guinea Bissau to a civic education group. With the constitutional assembly election coming up in Uganda, a group is coming forward but it has no real status as of yet, legally or with a

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bank. It is possible to find individual groups for specific projects, but it is also difficult because this has created competition. AAI needs to put someone on the ground over the short term.

With each exercise, AAI builds up expertise. Next year, AAI hopes to bring together election administrators to discuss the "lessons learned" from previous elections. It may do this through regional NGOs such as GERDDES. Cooks noted that in Chad they very much want to hear about what happened in Ghana and Kenya. We would consider them imperfect elections, but this is precisely why the people in Chad want to know what went wrong and why. AAI has had a sub-agreement of sorts to do this.

There is funding for seminars, workshops and civic education under the cooperative agreement.

Specific programs promoting democratic development and the strengthening of civil society:

Through a consortium with NDI and IRI, AAI works on election processes by fielding observer teams during African elections. It has also conducted training and workshops for african NGOs and worked to strengthen regional networks. Indirectly, it has worked with national and regional NGOs as local partners.

Previous work with AID: AREAF is a cooperative agreement. AID also contracts with USIA on the international visitors program.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:
Yes, very interested. Cooks cautioned that AID and State don't necessarily communicate very well. The AREAF consortium does not have the capacity to do assessments because they must be project-related. They would very much be interested in building on this cooperative agreement to do other work.

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AGA KHAN FOUNDATION

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Category: PVO

Contact person(s): Pat Scheid, Program Officer

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): South Asia

Offices in Africa: Kenya, Tanzania

Country Programs in Africa: Kenya, Tanzania, Uganda

African affiliates: Works with local NGOS, also local Aga Khan Foundations

II. DEVELOPMENT BACKGROUND

Development sectors: Health, education, and rural development.

Work with indigenous NGOs or groups in Africa: Aga Khan is a grant-making foundation that provides funds to local institutions who then turn around and run direct services. They are not an implementation agency, and in Africa, they do not provide extensive technical assistance per se. They do have local Aga Khan Foundations to which they provide funds. Otherwise, they don't necessarily work with or fund African intermediaries.

Specific programs promoting democratic development and the strengthening of civil society: Doesn't really see itself involved in that area.

Previous work with AID: Most of its previous work with AID has been under a PVC, matching grant, or child survival program. They use AID money to co-finance programs.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Doesn't see itself involved in that area.

Expected future level of activity in Africa: Increasing. Just signed an agreement to expand activities in Uganda and Tanzania.

AGRICULTURE COOPERATIVE DEVELOPMENT INSTITUTE (ACDI)

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Category: Cooperative

Contact person(s): Joshua Walton, Regional Vice President for sub-Saharan Africa

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Latin America, Caribbean, Asia-Pacific, Middle-East, North Africa

Offices in Africa: Regional offices in Kampala, Uganda

Country Programs in Africa: Cape Verde, Ethiopia, Malawi, Uganda

African affiliates: African Village Academy (Ethiopia); National Women's Association for Development (Ethiopia); Ugandan Cooperative Alliance; Malawi Rural Finance Company; Zambian Cooperative Federation; National Dairy Association of Zimbabwe; Caisxa Economica (Cape Verde); Institute for Water Resources Management (Cape Verde).

II. DEVELOPMENT BACKGROUND

Development sectors: ACDI focuses on agriculture, small enterprises, banking, and natural resources management.

Work with indigenous NGOs or groups in Africa: The actual work depends on the type of organization, but mostly ACDI is teaching them better business management. At the grassroots level, they do training in member rights and work with both the employees and the members of the cooperatives (sometimes they are the same people) to be more effective as an association and to maintain discipline in the club. They also try to instill the mechanics of democratic decision-making.

Specific programs promoting democratic development and the strengthening of civil society: The group in Uganda, for example, is a private sector organization independent from the government. It has advocated dismantling the government run and owned marketing boards, and has also come with ideas on how to do this. It has had a significant impact in affecting agricultural policy, mostly because it is the only cooperative bank operating in rural areas. As a result, it has a great deal of influence with the Ministry of Finance.

Most of the cooperatives they work are educating their own people about the democratic process and how to look after their own rights within the cooperative. The one-member-one-vote system means that members control the organization and its representatives. There is also a bottom up philosophy

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because the groups are organized at the local level, the leaders of which report to regional organization. Those leaders report to the national level.

Previous work with AID: 95% of its funds come from AID. About half are grants and cooperative agreements, while the other half are from RFPs that they won. The Missions also do a lot of buy-ins to CDOs, and may ask ACIDI to 9 months of training, for example.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Yes, very interested. He would like to know what kind of structures we recommend putting in place. There is a real role for linking economic and political democracy.

Expected future level of activity in Africa: Increasing. He indicated that 1994 will be ACIDI's biggest year in Africa, because of the projects they have in the pipeline.

AMERICA'S DEVELOPMENT FOUNDATION

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Category: Non profit, US PVO, 501(c)(3)

Contact person(s): Mike Miller, President

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): Caribbean, Central America, Former Soviet Union.

Offices in Africa: None

Country Programs in Africa: Benin, Burkina Faso, Cote d'Ivoire, Ethiopia, Mali, Mozambique, Rwanda, Zaire

African affiliates: Ethiopian Human Rights and Peace Center; Zairian Association in Defense of Human Rights; GERRDES-Afrique (regional); Mouvement Burkinabe des Droits de l'Homme et des Peuples (MBDHP); Mouvement Ivoirien des Femmes Democratres (MIFED) (Ivory Coast); Voice of the Voiceless (Zaire); Zairian League of Human Rights; Center for Civic Action and Democratic Initiatives (CCADI) (Rwanda); InterAfrican Union for Human Rights (UIDH) (regional); Action Committee for Women and Children's Rights (CADEF) (Mali); National Institute for Juridical Assistance (INAJ) (Mozambique).

II . DEVELOPMENT BACKGROUND

Development sectors: ADF is dedicated to assisting the international development of democracy. It works in partnership with private, nongovernmental organizations committed to strengthening democratic values and processes.

ADF aims specifically at strengthening civil society because it believes that building a diversity of autonomous political, economic, social and cultural institutions creates the foundation for democracy. ADF assists the institutional development and program activities of a wide array of independent organizations running programs in civic education, electoral processes, and human rights.

Work with indigenous NGOs or groups in Africa: ADF provides technical assistance and training for its partner organizations in Africa in order to strengthen their organizational capacity. This includes strategic planning, organizational development, financial management, program design, resources development, and monitoring and evaluation.

Specific programs promoting democratic development and the strengthening of civil society: All of the organization's activities are aimed at promoting democratic development, especially the strengthening of civil society.

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Previous work with AID: ADF has managed both AID umbrella projects and sub-grants to southern NGOs, and has been a subcontractor on several AID grants. Its total funding is roughly half AID, half NED.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:
Yes, very interested.

Expected future level of activity in Africa: Increase foreseen

V. INTERVIEWER'S COMMENTS

In its capacity as an administrator for NED grants, ADF has limited funds to do the kind of work that it would like to undertake. It acts a grant manager, but is unable to provide as much technical assistance as it would like. In fact, it really has a hard time just making sure that the subgrantee has completed all the reporting and audit requirements. This is very important, because it is ultimately responsible for the grant expenditures. As an NED subgrantee develops more infrastructure, it tries to "graduate" it from NED to AID funding.

ADF also expressed dismay at the lack of funding for democratic initiatives in Africa in AID.

AMERICAN JEWISH WORLD SERVICE

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Category: Non profit

Contact person(s): Bobbie Diamond, Program Officer

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Caribbean, Central America, FSU, Asia.

Offices in Africa: None

Country Programs in Africa: Botswana, Ethiopia, Madagascar, Malawi, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Togo, Zambia, Zimbabwe.

African affiliates: Cajiwa Development and Coordination Association (CDCA-Zimbabwe).

II. DEVELOPMENT BACKGROUND

Development sectors: Their projects are aimed almost exclusively at rural areas. AJWS acts as a funder, and puts no staff in the field.

Work with indigenous NGOs or groups in Africa: Cajiwa is a cooperative organization involved in community development, mostly with women and youth. Project funds go toward technical training, including helping them manage their own efforts in income generating activities. The funds go back to the cooperative to make the organization self-sustaining over the long-run. The training also teaches them how to conduct a small business, how to operate machinery.

The project in Senegal involves women's literacy as it relates to child welfare, health and nutrition. The project in Nigeria is aimed at school children and provides snacks and certain medicines for them. They are trying to set up a women's cooperative to start a poultry farm to supplement the children's school snacks over the long-term. The program also addresses the importance of school and good nutrition for children. The hope is that the project will be self-sustaining over the long-run. All their projects are community-focused to get the project going for the long-term. They usually plan the project for a 3 year period, and many have been renewed after that.

Previous work with AID: None. Their projects are too small for AID money, and the organization itself is very small, with a staff of 12.

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III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:
The organization tends not to do politically-oriented projects because they are a non-sectarian organization, so it's not likely they would be interested in participating.

Expected future level of activity in Africa: It is possible that their 3 projects will increase to 4 or 5.

Rapid response-civil society

AMERICAN FEDERATION OF STATE, COUNTY AND MUNICIPAL EMPLOYEES (AFSCME)

1625 L Street, NW, Washington, DC 20036

Tel: (202) 737-1736

Fax: (202) 429-1102

Category: Union

Contact person(s): Jack Howard, Assistant to the President

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Have programs in all areas of the world.

Offices in Africa: None

Country Programs in Africa: South Africa and frontier states; Zaire: trade union education, technical assistance to trade unions (institution-building).

African affiliates: AFSCME works with PSI (Public Services International), which has approximately 100 affiliates. AFSCME also works through the World Union Board.

II. DEVELOPMENT BACKGROUND

Development sectors: Institution-building, trade union development

Specific programs promoting democratic development and the strengthening of civil society: AFSCME provides trainers or technical assistants for periods of 2 to 3 weeks. Occasionally, additional training work is done through the World Union Board. It also makes grants to Transafrica.

Previous work with AID: AFSCME is a sub-grantee of AID through the AFL-CIO; all of its international activities are AID-funded.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Yes-would consider it.

Expected future level of activity in Africa: Increase foreseen because of the elections in South Africa.

V. INTERVIEWER'S COMMENTS

Most of the organization's international activities are carried out through PSI, which is based outside Geneva (address: BP 9, Seiney-Voltaire Cedex S-01211, France. Tel: 33-50-40-64-64.

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CATHOLIC RELIEF SERVICES

209 West Fayette Street, Baltimore, MD 21201

Tel: (410) 625-2220

Fax: (410) 685-1635

Category: Non profit, US PVO

Contact person(s): Pat Johns, Director for Africa

I . AREA OF ACTIVITIES

Offices in Africa: Regional offices in Nairobi, Lome, and Harare, plus many other country offices.

Country Programs in Africa: 25 countries

African affiliates: Catholic church in any given country; host governments; indigenous PVOs.

II . DEVELOPMENT BACKGROUND

Development sectors: CRS's work is concentrated in emergency relief, health, agricultures, environment, water and training.

Work with indigenous NGOs or groups in Africa: The local counterpart implements the actual activities, while CRS provides the resources and training. CRS sees itself a minor partner in the whole process. The training it conducts depends on the activity that the group is undertaking. It can be highly technically oriented. CRS doesn't do organization building as its main emphasis.

Specific programs promoting democratic development and the strengthening of civil society:
Not able to answer that question.

Previous work with AID: Much of CRS's work is carried out through Title II programs. CRS also receives many grants from AID to do its own work.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:
He thinks they would be interested. In Angola, they were one of the key groups promoting reconciliation.

Expected future level of activity in Africa: Expanding. They see Africa as the neediest region.

V. INTERVIEWER'S COMMENTS

Pat Johns is new to the position, and thus wasn't able to give me some of the more detailed background.

CENTER FOR FOREIGN JOURNALISTS

11690-A Sunrise Valley Drive, Reston, VA 22091

Tel: (703) 620-5984

Fax: (703) 620-6790

Category: Non profit

Contact person(s): Alice Nappy, Director of Development

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): China, Russia, Eastern Europe, Latin America

Offices in Africa: None

Country Programs in Africa: Nigeria, Ethiopia, South Africa, Zimbabwe

African affiliates: Institute for Advanced Journalism (South Africa); Zimbabwe Women's Media Association.

II. DEVELOPMENT BACKGROUND

Development sectors: Their programs involve training of foreign journalists. They usually work with a partner group, such as the Zimbabwe Women's Media Association, that helps them identify candidates for training workshops.

Work with indigenous NGOs or groups in Africa: They have sponsored conferences and workshops in Africa for African journalists, and brought Africans to the United States. The purpose is usually to teach them basic journalistic skills, but sometimes they work with subsets of journalists (e.g. women journalists) and workshops training journalists how to cover specific areas, such as development and environmental issues.

One of their best programs was a series of workshops in Nigeria, where they brought some people to the United States for follow-on training. For a conference training anglophone women journalists in Africa, the Zimbabwe group helped get the word and identify participants. A year later, CFJ sent over 2 people (a desktop specialist and a woman who had covered development for the Christian Science Monitor) to do additional training with some of the participants. They spent up to a month on-site, providing technical assistance. CFJ indicated that it would really like to more of this type of follow-up because they really want to build these organizations.

In South Africa, Allister Sparks indicated that he wanted to set up an organization to train South African journalists. They began by providing some in-kind and technical assistance, then funnelled money to him from NED. Now he has an established group, and NED can work directly with him. He has also brought journalists from Zambia, Zimbabwe and Namibia to South Africa for training. Since starting up, he has obtained money from other sources.

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Rapid response-civil society

Specific programs promoting democratic development and the strengthening of civil society:

A lot of projects they are doing fall within the realm of democratization.

Previous work with AID: Minimal -- "hasn't really cracked that nut yet." For the workshops with African women publishers, they managed to "squeeze" \$5,000 out of AID. They do a lot of work with USIA, and have bid on many projects or been approached by USIA.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:

Yes, very interested.

Expected future level of activity in Africa: Not sure. Their projects are very much dependent on funding, and there isn't a great deal of interest in Africa -- everybody is talking about Eastern Europe. They certainly would like to do more work in Africa.

V. INTERVIEWER'S COMMENTS

CFJ appears to be interested in this facility, especially because they haven't had much success with AID in the past. They have a very specific area of expertise that other groups don't really have.

CENTER FOR INTERNATIONAL PRIVATE ENTERPRISE

1615 H Street, NW, Washington, DC 20062

Tel: (202)-463-5901

Fax: (202)-887-3447

Category: U.S. institution, non profit, professional association

Contact person(s): John Sullivan, Executive Director

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Central America, South America, Eastern Europe, CIS

Offices in Africa: None

Country Programs in Africa: Botswana, South Africa, Nigeria, Kenya

African affiliates: Institute of Economic Affairs (Ghana); African Council of Hawkers and Informal Business (South Africa); NACCIMA (Nigeria); BOCCIM (Botswana); Media Business Training Trust (South Africa); FABCOS (South Africa)

II. DEVELOPMENT BACKGROUND

Development sectors: CIPE works with private sector associations and on projects related to the training of media journalists.

Work with indigenous NGOs or groups in Africa: see documents sent

Specific programs promoting democratic development and the strengthening of civil society:
Provides grants and technical assistance to business associations, public policy institutes and educational centers in developing countries and Central and Eastern Europe.

Previous work with AID: Has an office in Hungary that runs a project for AID

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:
Yes, definitely open to more active participation

Expected future level of activity in Africa: CIPE currently is not heavily active in Africa, but as it phases out of Latin America, they expect activity in Africa to increase somewhat.

Rapid response-civil society

CENTER FOR DEMOCRACY

1101 15th Street, NW, Suite 505, Washington, DC 20005

Tel: (202) 429-9141

Fax: (202) 293-1768

Category: 501(c)(3), non profit, educational, bi-partisan

Contact person(s): Caleb McCarry, Vice President for Latin America Programs

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): Latin America, Caribbean, Eastern Europe, CIS

Offices in Africa: None

Country Programs in Africa: None currently, but have worked in South Africa, Nigeria, and Namibia

African affiliates: None

II . DEVELOPMENT BACKGROUND

Development sectors: The Center's goals are to help establish and strengthen democratic institutions, encourage dialogue in conflictual situations, and facilitate and support the accomplishment of long-range objectives in democracies at various stages of development.

Work with indigenous NGOs or groups in Africa: Their project in Moscow deals extensively with justice and rule of law issues. They have a strong relationship with the European Parliament and the Council of Europe and have sought to engage Europe in their activities. Other programs in Eastern Europe have involved organizing international conferences of parliamentarians.

In South Africa in 1986-87, Alan Weinstein (President) played a key role in working with the ANC, then in exile, and the government to release Goran Mbeki. In Nigeria, they did a pre-election visit. They worked with several NGOs on the ground in this instance.

Specific programs promoting democratic development and the strengthening of civil society: CFD works primarily in three areas: election assessments, long-term election observation missions, and legislative development (espec. in Latin America).

Previous work with AID: They have a project from the Latin America Bureau for Costa Rica.

III . FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Yes, would be interested.

Expected future level of activity in Africa: Doesn't know.

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CENTER FOR DEVELOPMENT POPULATION ACTIVITIES (CEDPA)

1717 Massachusetts Avenue, NW, Suite 201

Tel: (202) 667-1142

Fax: (202) 332-4496

Category: PVO, non profit

Contact person(s): Ralph Stone, Director of Training

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): Central America, South America, Eastern Europe, Middle-East, North Africa, South Asia.

Offices in Africa: Kenya

Country Programs in Africa: Ghana, Kenya, Mali, Uganda, Nigeria, Senegal

II . DEVELOPMENT BACKGROUND

Development sectors: Women's groups and women's health.

Work with indigenous NGOs or groups in Africa: CEDPA has an institution-building program which aims to develop indigenous NGO institutions to be part of the development process. They do this mostly through management training and workshops on strategic planning. They bring senior level people to the US to train them in strategic thinking, personnel, finance, and gender issues. Over the five week course, they will spend a week on the strategic planning process, helping them establish organizational direction and vision. They also teach them how to expand their resource base, build coalitions, network with other NGOs. The purpose of strengthening NGOs is to help them play a greater role in the development process.

A second area they focus on is women's leadership, helping them advocate for their issues. CEDPA has a Women in Management training program to help them do project design and proposals.

They follow up a lot of their sessions in the US with in-country training for other NGOs, sponsored by the local partner. They are the people CEDPA depends on to carry out its work.

Specific programs promoting democratic development and the strengthening of civil society: Moving into that area. Indirectly, CEDPA is already there because it is working to build indigenous NGOs.

Previous work with AID: Has a cooperative agreement for a family planning project. Is a subcontractor on AID projects with other organizations.

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Rapid response-civil society

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:
Absolutely yes.

Expected future level of activity in Africa: Increasing. Envision regular training programs in Africa.
Hoping to do something in West Africa. Work is currently sporadic, dependent on funding.

Rapid response-civil society

**CENTER FOR THE STUDY OF HUMAN RIGHTS,
COLUMBIA UNIVERSITY**

1108 International Affairs Building, Columbia University, New York, NY 10027

Tel:

Fax: (212) 864-4847

Category: academic institution

Contact person(s): Paul Martin, Executive Director

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): China

Offices in Africa: None

Country Programs in Africa: Liberia, Uganda, Zimbabwe, Nigeria, Mali

African affiliates: Liberian Human Rights Education Project; Foundation for Human Rights Initiative in Uganda.

II . DEVELOPMENT BACKGROUND

Development sectors: Human rights research, education and activism.

Work with indigenous NGOs or groups in Africa: They work with individuals and institutions to promote constitutionalism and human rights.

For Liberia, they brought someone here to study. He has since returned to the university, doing research, outreach and logistical work on human rights. Not really an organization per se, though he does some work in the courts. The grant from NED is to establish a) a human rights resource center that will increase public understanding and commitment to human rights in Liberia through education, training, and publications, and b) a legal aid clinic to provide free legal services and counseling to victims of human rights abuses.

The Uganda project is new. The NED grant is for a program to encourage strong human rights protection in Uganda's new constitution.

Specific programs promoting democratic development and the strengthening of civil society: They promote education and training of indigenous groups. They teach them the general concept of human rights, try to help them build linkages with other human rights groups in Africa and internationally, teach them organizational skills in fundraising, networking, media relations, and data management.

Previous work with AID: None

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Rapid response-civil society

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Given AID's history, no. he hasn't found AID focused on politics, and thinks the people in the field are burned out and incapable of making the adjustment.

Expected future level of activity in Africa: Would like to work with regional centers to do a training program in Africa for Africans that would focus on both education and activism. Hopes to encourage local participation.

Rapid response-civil society

CHRISTIAN CHILDREN'S FUND

1717 Massachusetts Avenue, NW, 6th floor, Washington, DC 20036

Tel: (202) 462-2161

Fax:

Category: Non profit

Contact person(s): Art Simon

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): Asia, Latin America, Europe, FSU

Offices in Africa: Gambia, Ethiopia, Kenya, Senegal, Sierra Leone, Uganda, Zambia

Country Programs in Africa: Gambia, Ethiopia, Kenya, Senegal, Sierra Leone, Uganda, Zambia

African affiliates: staff in national offices are always nationals

II . DEVELOPMENT BACKGROUND

Development sectors: They work extensively in basic health and education, and income-generation for families.

Work with indigenous NGOs or groups in Africa: Many of the local projects are done through existing organizations or parents' committees.

The Kenya office, for example, runs about 80 projects. The national staff will supervise and monitor the project, while the parents' committee will supervise its actual implementation. CCF does offer funding and training for projects. Most of the training is done locally, and is very basic. It involves teaching basic bookkeeping skills so that the committees can keep track of their money, teaching them how to organize and run things, teaching them how to develop project designs, etc. They may also do training in specific areas, depending on the project area. The parents' committees are formal, ongoing entities, though small-scale in nature.

Specific programs promoting democratic development and the strengthening of civil society: None that he is aware of, though he pointed out that everybody will argue that helping parents decide their childrens' needs is democratic development. None of their projects are specifically designated in that way.

CCF's national offices have done policy advocacy in the area of pushing governments to adopt the Convention on the Rights of the Child. They have also tailored most of their projects to implement the convention. They aren't aware of how active the parents' committees are in this area because it isn't monitored in the same way that the projects are.

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Rapid response-civil society

Previous work with AID: Until a year ago, CCF had a policy of not accepting government funds. Their first grant from AID -- a subgrant from World Learning to help kids affected by the Chernobyl disaster in Belarus -- came through just a few weeks ago. They have an assessment team in Angola right now and they may submit a proposal to AID.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: It is hard to tell because it depends on how it is cast.

Expected future level of activity in Africa: CCF's activities in Africa will definitely increase because its Board has identified Africa as a short to medium-term priority.

CODEL, Inc.

475 Riverside Drive, Suite 1842, New York, NY 10115

Tel: (212) 870-3000

Fax: (212) 870-3535

Category: US PVO

Contact person(s): Ms. Caroline Njuki, Coordinator for Africa

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Latin America, Caribbean, Asia-Pacific

Offices in Africa: None

Country Programs in Africa: Botswana, Cameroon, Ghana, Kenya, Liberia, Nigeria, Senegal, Sierra Leone, Swaziland, Tanzania, Uganda, Zaire, Zimbabwe, Zambia

African affiliates: CODEL works through its member organizations, 35-40 throughout the world.

II. DEVELOPMENT BACKGROUND

Development sectors: Called them a "jack of all trades" -- they work in water, environment, agriculture, and public health. They try to seek out projects emphasizing women and children.

Work with indigenous NGOs or groups in Africa: CODEL funds small-scale projects initiated by community based organizations under criteria which include environmental considerations, active participation of women and ecumenical cooperation. They conduct leadership training, and have provided technical assistance to groups establishing cooperatives and credit loans. They work specifically with project holders to help strengthen them as organizations.

Specific programs promoting democratic development and the strengthening of civil society: Their project holders do democratization activities, such as sensitizing people re/ equal rights, law, and governance.

Previous work with AID: more than 15 years working with AID

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Yes, depending on how the facility is conducted. CODEL's project holders identify what they want to do.

Expected future level of activity in Africa: Hope it will increase because indigenous NGOs need a lot of assistance to become as strong as northern NGOs.

V. INTERVIEWER'S COMMENTS: Njuki wasn't terribly forthcoming about CODEL's activities.

Rapid response-civil society

DELPHI INTERNATIONAL

1090 Vermont Avenue, NW, Suite 700, Washington, DC 20005

Tel: (202) 898-0950

Fax: (202) 842-0885

Category: US PVO

Contact person(s): Peter Von Rood, President

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): Central America, South America, Eastern Europe

Offices in Africa: None

Country Programs in Africa: Guinea

African affiliates: Guinean Organization for Human Rights

II . DEVELOPMENT BACKGROUND

Development sectors:

1. Core of their work is international exchange (via USIA)
2. Training of women and youth groups for leadership roles
3. Community development and civic education -- empowerment of women, training mayoral candidates, etc, all of which leads to democratic institution building.

Work with indigenous NGOs or groups in Africa: Delphi has experience in funding local NGOs (via grants from NED to groups throughout Latin America and the Caribbean), providing them with technical assistance, and providing them with more long-term strategic planning.

Their real expertise is even more specific -- providing linkages with comparable organizations. It began with their educational exchange programs (USIA visitor's program) where they linked up international visitors with their counterparts here in the US. Has really made a difference, because these local NGOs, which are generally very weak, now suddenly have a source of moral support in the US. Sometimes this has gone beyond moral support to technical assistance, etc. Delphi ends up being the facilitator that got the two groups together.

Specific programs promoting democratic development and the strengthening of civil society: They see themselves as facilitators and want to "work themselves out of a job." For example, one of their first grants from NED, back in 1986, was to a women's group in Dominican Republic. Delphi taught them how to raise money on their own, and they succeeded (over time) in getting companies to fund them because the companies saw that they were filling a gap. The group no longer requires government funding.

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Rapid response-civil society

They are working on an AID grant in Eastern Europe. They work with local, newly created NGOs to help them better organize their activities. Assistance is both technical and helping them develop leadership and management capabilities.

Previous work with AID: A lot of work with USIA, plus the AID grant for Eastern Europe. Delphi has also been a subcontractor on AID grants to Georgetown and Development Associates.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:
Yes.

Expected future level of activity in Africa: Delphi hopes to increase its activities in Africa.

V. INTERVIEWER'S COMMENTS

Spoke first to Ms. Florence Dennis, who is responsible for the Guinean project. She then had me speak to Mr. Von Rood.

Rapid response-civil society

ETHIOPIAN COMMUNITY DEVELOPMENT COUNCIL

1038 South Highland Street, Arlington, VA 22204

Tel: (703) 685-0510

Fax: (703) 685-0529

Category: PVO

Contact person(s): Mr. Tsehaye Teferra

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): None

Offices in Africa: Addis Ababa, Ethiopia (just opened up Sept. 1993)

Country Programs in Africa: Researching African refugees in Ethiopia.; human rights and democracy; civic education; developing school and college textbooks; micro-business enterprising.

African affiliates: REST, Ethiopia. (medical/humanitarian organization).

II. DEVELOPMENT BACKGROUND

Development sectors: See "African programs"

Work with indigenous NGOs or groups in Africa:

Specific programs promoting democratic development and the strengthening of civil society:

Previous work with AID: None

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:
Yes

Expected future level of activity in Africa: Increase foreseen- the organization has only just started to work in Africa. Previously it only had activities in the US.

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Rapid response-civil society

GRASSROOTS INTERNATIONAL

48 Grove Street, Suite 103, Somerville, MA 02144

Tel: (617) 628-1664

Fax: (617) 628-4737

Category: US PVO

Contact person(s): Ms. Amy Brodigan, Program Coordinator

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Caribbean, Mexico, Middle-East, South-East Asia

Offices in Africa: None

Country Programs in Africa: Eritrea, South Africa

African affiliates:

National Union of Eritrean Women -- train them for income generating activities

Eritrean Agricultural Commission -- funding

Eritrean Public Health Program -- funding

Eritrean Relief and Rehabilitation Association -- provide them with seeds, medicine,

SPEAK magazine (South Africa) -- is a women's collective magazine that focuses on health, provided funding

Rural Women's Movement -- running local campaigns to increase women's political participation

Surplus People Project -- works with displaced people, primarily in Transkei, to help resettle them

Project for the Study of Violence (South Africa) -- studies the effect of violence on adolescents and provides support to them

II. DEVELOPMENT BACKGROUND

Development sectors: 1. Women's groups 2. Peasant groups

Work with indigenous NGOs or groups in Africa: In all cases, they provide funding to indigenous organizations and this has been their mission for their 10 years in existence. No funds go toward locating US staff in the field. They believe that funding indigenous organizations is at the root of promoting democracy in Africa.

Specific programs promoting democratic development and the strengthening of civil society:

See under list "African affiliates."

Previous work with AID: None. They have a policy of not accepting government funds

Rapid response-civil society

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:
Probably not, because of their policy.

Expected future level of activity in Africa: She will send.

HUNGER PROJECT

One Madison Avenue, New York, NY 10010

Tel: (212) 532-4255

Fax: (212) 532-9785

Category:

Contact person(s): Dr. Fitugu Tadess, Director, Africa Division

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Asia, Australia, Europe

Offices in Africa: Senegal

Country Programs in Africa: None

African affiliates: CONAPOR.

II. DEVELOPMENT BACKGROUND

Development sectors: The Hunger Project concentrates on development education and communication. It is not an operational or funding organization.

Work with indigenous NGOs or groups in Africa: None.

Specific programs promoting democratic development and the strengthening of civil society: None.

Previous work with AID: Not applicable.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Probably not.

Expected future level of activity in Africa: Not applicable.

INTERNATIONAL REPUBLICAN INSTITUTE

121 New York Ave, NW, Suite 850

Tel: (202) 408-9450

Fax: (202) 223-6042

Category: AID-registered NGO. **Founded:** 1984. **Permanent staff:** 70
Volunteer Staff: None. **Membership:** None.

Contact person: Ed Stewart

I. AREA OF ACTIVITIES

Regional Coverage: Africa, Middle-East, Eastern Europe, CIS, S.E. Asia, Latin America

Offices in Africa: One office in Johannesburg (with NDI/Joint Center)

Country Programs in Africa: *Angola:* party-building. *South Africa:* project with NDI and the Joint Center for Political and Economic Studies to strengthen the electoral process in South Africa in preparation for the April 1994 elections. *Kenya, Lesotho, Guinea:* election observer missions. *Guinea, Guinea Bissau, Kenya:* civic education programs (AREAF funded). *Kenya:* work with the League of Women Voters. *Zimbabwe:* working with opposition political parties to strengthen their capacity to participate in the political system.

In the future, IRI hopes to link up political party leaders and election administrators through an African Democratic Network.

African affiliates and/or partner organizations: Many NGO partners

II. DEVELOPMENT BACKGROUND

Development sectors: IRI focuses on 3 main areas:

1) Party building: IRI works either across the board to build political parties, or with like-minded right of center parties in a given country. The latter has been the case in Latin America. In Africa, this ideological development has not occurred, therefore, they work with parties across the board.

2) Parliamentary training: IRI has done a great deal of parliamentary training, but none in Africa. It has also developed a program with the Center for International Private Enterprise on public policy choices for the economy. The programs are aimed at politicians, not bureaucrats.

3) Local governance: IRI has trained political parties to assume the role of local government officials. IRI carried out the project in conjunction with civic organizations and the issues facing local governments. In Haiti, IRI plans to work with NGOs to extend political parties to run for office in the new layers of government that are being created. In this way, IRI is preparing them to assume their constitutional role.

Rapid Response-Civil Society

The lesson that IRI learned from SEED (Supporting Eastern European Democracy Act) was that it did not know much about AID, nor was it capable of quickly assessing the political situation in a given country. Now it has a network of people that it can bring to bear to do quick assessments.

Other areas of activity are rule of law (IRI helped to develop an amnesty law for Haiti); and conflict resolution/ civic education (an area they are in the process of developing in Africa).

Work with indigenous NGOs or groups in Africa: See "Country Programs in Africa." When asked how often IRI works with NGOs in carrying out its programs, IRI responded that a lesson learned was that a project is much stronger if it has a local partner and the group has partial ownership. In addition, IRI is not the "know-it-all" American telling these people what to do. Between 50 and 75% of its programs are carried out by local partners.

In Latin America, it has provided NGOs with financial, logistical and organizational assistance. The groups tend to bring their needs to IRI's attention, and then IRI discusses with them its experiences from work in other countries. In Vietnam, IRI worked with an NGO to do training on economic reform and private enterprise. IRI is now following up on that to do a rule of law project. IRI wants to work with the groups to build local capacity and to have credibility.

After 10 years, some of these groups in Latin America are strong enough to survive on their own. Indeed many have begun to work with each other. IRI has been able to phase out some of its activities in Latin America, but only after 10 years of work. In evaluating its projects, it has found quite frequently that there is no immediate evidence that democracy was improved or strengthened. The interviewees expressed a concern that AID's approach to evaluation is too quick, and does not allow for a long-term time frame.

Previous work with AID: Over half of IRI's budget comes from AID. Almost all of the work in African countries is through AREAAF

III. FUTURE INTERESTS/ ACTIVITIES

Expected future level of activity in Africa: An increase in African activities is expected

Documents sent: A copy of a newsletter has been sent by fax. The annual report is not available.

Rapid response-civil society

INSTITUTE OF CULTURAL AFFAIRS

629 East Fifth Street, New York, NY 10009

Tel: (212) 673-5984

Fax: (212) 505-1548

Category: Non profit, AID-registered, US PVO

Contact person(s): Mr. Vaughn O'Halloran, International Liaison Officer

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Central America, South America, North America, Europe, Eastern Europe, North Africa, East Asia, South Asia, South-East Asia

Offices in Africa: Cote d'Ivoire, Kenya, Zambia

Country Programs in Africa: Cote d'Ivoire, Kenya

African affiliates: Brobo Women's Cooperative (Cote d'Ivoire); National Council on Population and Development; 50 women's groups (Kenya); Zambia Organic Farmer's Association.

II. DEVELOPMENT BACKGROUND

Development sectors: Tends to be a broad range of organizations rather than sector specific.

Work with indigenous NGOs or groups in Africa: Helped to establish a Nigerian consortium -- Nigerian Integrated Rural Accelerated Development Organization. ICA's specialty is to do institutional development and capacity building.

Specific programs promoting democratic development and the strengthening of civil society: Their work is in training people, using the "participatory planning methodology." They believe that it is important to give people, especially those at the local level, the tools to work and plan together. They feel that it is the key to development.

Previous work with AID: A couple of contracts -- doesn't use AID funds very often because it is very difficult to use in conjunction with southern NGOs, and government funding carries perceptions.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Depends on how it is set up. Very interested in building civil society, personally. ICA sees that as what it does.

Expected future level of activity in Africa: probably same

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V. INTERVIEWER'S COMMENTS

O'Halloran wasn't terribly forthcoming or descriptive about ICA's programs. From the InterAction directory, ICA "functions as an informal federation of not-for-profit nationally autonomous units in over 100 locations within 32 nations." Further, "ICA provides consulting services in the following areas of project planning, design and implementation; program monitoring, evaluation and funding; human resource development and leadership training; conference and focused workshop design and facilitation; information systems development and training."

He also asked for information on ARD's project.

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INSTITUTE FOR DEVELOPMENT RESEARCH

20 Park Plaza, Suite 1103, Boston, MA 02116

Tel: (617) 422-0422

Fax: (617) 422-0494

Category: Non profit

Contact person(s): Ms. Jane Covey

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Latin America, South Asia, South-East Asia

Offices in Africa: None

Country Programs in Africa: regional

African affiliates:

II. DEVELOPMENT BACKGROUND

Development sectors: NGO institutional development

Work with indigenous NGOs or groups in Africa: 1) In Kenya, Uganda and Zimbabwe, IDR is doing a case study of how NGOs influence government policy.

2) In Zambia, they are working with FODEP to see how it can transform from an election monitoring organization to doing civic education. IDR is helping them restructure to make that transition.

3) Establishing regional relationships. It hopes to work with Mwango to make it an intermediary to a broad range of groups in southern Africa. In that capacity, they are doing strategic planning, management, and organizational development and also helping them on the policy side.

4) In South Africa, CEDPA is providing research support and educational materials in the area of strengthening NGOs.

Previous work with AID: Subcontractor on a program in Asia to strengthen NGOs. IQC for Zambia.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Feels that whatever AID finally does, it should not undermine existing African intermediaries. IDR always works with intermediaries and feels that is critical to their mission.

Expected future level of activity in Africa: Don't know. Africa programs are newer than Asia.

Rapid response-civil society

INTERNATIONAL INSTITUTE FOR RURAL RECONSTRUCTION

475 Riverside Drive, New York, NY 10115

Tel: (212) 870-2992

Fax: (212) 870-2981

Category: US PVO

Contact person(s): Mr. Eric Blitz

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Central America, East Asia, South Asia, South-East Asia

Offices in Africa: Nairobi

Country Programs in Africa: Ethiopia, Ghana, Kenya, Tanzania, Uganda

African affiliates: Ghana Rural Reconstruction Movement

II. DEVELOPMENT BACKGROUND

Development sectors: They do a lot of work in agriculture, women's groups, youth groups, farm and other cooperatives/credit unions, plus some business and workers' groups. They do the full range of community-based participation and development, particularly in rural areas. Their approach is based on the mass education movement in China during the 1930s. They try to build capacity from the base level, mainly with peasants. Their goal is the empowerment of people, and their training is based on past experience.

Work with indigenous NGOs or groups in Africa: All their work is with indigenous NGOs. They run 8-10 training courses in Phillipines, other workshops in Kenya. They work at the community level with movement leaders. They are not into organizational or strategic management, rather they are more content oriented, supporting self-governance.

Specific programs promoting democratic development and the strengthening of civil society: Expertise is really in NGO development and training.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Yes, because 1) they have a wide network of contacts of NGOs in Africa -- people who have gone through IIRR training and 2) they are a US PVO and could be a participant in an AID-funded project. They don't however want to be a prime contractor because they aren't interested in expanding outside of their area.

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Expected future level of activity in Africa: Increasing. They want to broaden support to indigenous NGOs, especially those based in and working directly with rural communities.

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JOINT CENTER FOR POLITICAL AND ECONOMIC STUDIES

1090 Vermont Avenue, NW, Suite 1100, Washington, DC 20005

Tel: (202) 789-3500

Fax:

Category: Non profit, 501(c)(3)

Contact person(s): Milton Morris, Vice President for Research

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): East Asia (Japan)

Offices in Africa: South Africa

Country Programs in Africa: Botswana, Ghana, Senegal, South Africa, Sudan, and Uganda

African affiliates: Afrique Espoir (Senegal); Botswana Democracy Project; CERDET (Senegal); Goree Institute (Senegal); Institute for a Democratic Alternative for South Africa (IDASA); Institute for Multi-Party Democracy; (MPD)(South Africa); Institute of Economic Affairs (Ghana); Sudan Democratic Gazette

II . DEVELOPMENT BACKGROUND

Development sectors: The Joint Center sees its mandate, based on its own historical experience, as facilitating excluded segments of society to participate in the political process. It has a particular interest in governance and capacity building as it relates to public participation.

Work with indigenous NGOs or groups in Africa: The funding from NED does not provide for much in the way of technical assistance or institutional development, but the Joint Center would be interested in linking up with African NGOs, in particular those that focus on research. The South Africa project involves a sub-grant to MPD to serve as local partner to plan two conferences. MPD staff will contribute to the plan and provide on the ground logistics.

Specific programs promoting democratic development and the strengthening of civil society: The Joint Center acts as a US administrator for grants from the National Endowment for Democracy to organizations in Africa. In this capacity, their staff monitor and evaluate the specific program's objectives, review and prepare both financial and program reports, and ensure grantee compliance with federal regulations.

The Joint Center is also working on a project in South Africa, funded by the AID Mission there. In partnership with NDI and IRI, the Joint Center is helping South Africans to prepare for elections, especially those segments of the population that have no experience in the electoral process. Additionally, they will assist in the development of a competitive political process. This falls somewhere in between governance and civil society.

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Previous work with AID: The South Africa project is AID-funded, and the some of the NED projects have been AID-funded.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Yes. They are also interested in the governance facility.

Expected future level of activity in Africa: Unknown.

V. INTERVIEWER'S COMMENTS

The Joint Center qualifies a "Gray amendment" organization. Its mission as a "think tank" is to focus on issues of concern to black Americans.

Rapid response-civil society

LUTHERAN WORLD RELIEF

390 Park Avenue, New York, NY 10016

Tel: (212) 532-6350

Fax: (212) 213-6081

Category:

Contact person(s): Paul Nelson (in Washington office) 543-6336

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Latin America, Middle-East, Pacific-Rim, South Asia, South-East Asia, East Asia

Offices in Africa: Kenya, Niger

Country Programs in Africa: Angola, Botswana, Burkina Faso, Ethiopia, Kenya, Liberia, Madagascar, Mali

African affiliates: national church bodies, where they exist

II. DEVELOPMENT BACKGROUND

Development sectors: 1) National Lutheran church bodies (Tanzania and Namibia), 2) Natural resource sector

Work with indigenous NGOs or groups in Africa: Providing technical assistance and helping with long-term organization building has been a strong theme for Lutheran World Relief in the last 5 years.

Specific programs promoting democratic development and the strengthening of civil society: Democratic development wouldn't necessarily be in the title of an LWR project, but if it involves working with a group of people to participate in the decisions being made that affect them, then that is working in participatory democracy.

Previous work with AID: LWR has had negative experiences with AID. Had a matching grant with AID to support small-scale NGOs. The auditing requirements, in particular, became very cumbersome and LWR walked away from the matching grant from AID, deciding it was not worthwhile.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: LWR is very interested in the whole idea of promoting civil society, but if it went back to AID, it probably would not be in this area.

Expected future level of activity in Africa: Doesn't know.

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V. INTERVIEWER'S COMMENTS

Expressed concern about working with AID, and that these concerns are widely held within LWR.

Paul Nelson would be willing to participate in further discussions, or reviewing proposals at a later date, even if LWR not participating in the facility.

Rapid response-civil society

NATIONAL ENDOWMENT FOR DEMOCRACY

1101 15th Street, 7th floor, Washington, DC 20005

Tel: (202) 293-9072

Fax: (202) 223-6042

Category: 501(c)(3), non profit, foundation

Contact person(s): Thomas O'Connor, Deputy Director of Program

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): FSU, Eastern Europe, Latin America, Caribbean, Asia

Offices in Africa: None

Country Programs in Africa: Botswana, Burkina Faso, Cote d'Ivoire, Ghana, Guinea, Ethiopia, Kenya, Liberia, Malawi, Mali, Nigeria, Senegal, Sierra Leone, Sudan, South Africa, Uganda, Zaire, Zambia

African affiliates: Many grant recipients

II. DEVELOPMENT BACKGROUND

Development sectors: Promoting democratic development across many sectors -- political parties, private sector associations, trade unions, media/journalism, human rights, research centers

Work with indigenous NGOs or groups in Africa: NED is strictly a grant-making foundation. Sometimes technical assistance is part of a grant to a local NGO, in the sense that it may do training workshops, etc. NED does not specifically work them to help the organization develop its mission over time. It does do some TA in the area of financial management, and this is aimed at enabling the grantees to fulfill their reporting requirements.

Specific programs promoting democratic development and the strengthening of civil society: NED provides funds to its "core grantees" -- the National Democratic Institute for International Affairs (NDI), the International Republican Institute (IRI), the Free Trade Union Institute (FTUI), and the Center for International Private Enterprise (CIPE). The core grantees have a fair amount of freedom in deciding how they interact with local organizations. Their project proposals are approved by the Board, and cover a wide variety of projects.

NED also gives grants to indigenous NGOs, using American groups as "pass-throughs." The American group administers the grant and ensure compliance with programmatic goals and financial responsibilities. The grant recipients vary, but include human rights groups, research centers, media institutes or publications, civic education organizations, and institutes promoting democracy.

NED approves projects, whether to core grantees or to independent organizations, based on how well they match NED priorities and the merit of the particular project. Each year, NED decides the countries that it wants to build programs in and then sets target funding levels. Program officers go the

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targeted country, meet with a broad sector of people and organizations, and basically put the word out that they are looking to fund NGOs. NED receives proposals from local organizations or the core grantees and then decides whether or not to fund them.

There is a specific formula by which NED allocates its budget to the core grantees. A percentage is reserved for independent grantees. Grants are made at quarterly Board meetings, the end of a long review process.

Previous work with AID: Has worked with AID for three programs: Nicaragua, Eastern Europe (SEED I and II), and South Africa. The AID-funded projects get approved in the same way that the regular funds are approved.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: NED is not out looking for a AID money. It is concerned about the weight of the AID reporting and monitoring requirements. Already, any grant for more than \$25,000 must be audited, per OMB Circular 133. NED has found that, sometimes, the audit can cost as much as the grant. NED is currently trying to get the threshold raised to a level that will give it more flexibility.

If approached by AID to do this project, NED would not automatically reject it. Working with AID would have to conform to the process it already has in place. This could include reviewal and approval by its Board of Directors and conformity to NED country and funding priorities.

There are many organizations with which NED works that AID would not be able to touch because they are too political or because the groups themselves would not be able to accept such close contact with the US government. NED sees itself as complementing AID work, because it can get into areas that AID cannot. He gave as an example, the Burmese government in exile. AID cannot do anything with or for them, while NED has three grants to pieces of this government-in-exile. NED is doing a great deal of work in China, where AID can do nothing.

Expected future level of activity in Africa: Doesn't know exactly. Does expect that the AID program in South Africa will run out and not be extended.

V. INTERVIEWER'S COMMENTS

NED has solid experience as a grant-making foundation that is involved in a wide variety of sectors. It has had problems working with AID in the past and may be reluctant to do so in the future.

NATIONAL DEMOCRATIC INSTITUTE FOR INTERNATIONAL AFFAIRS

1717 Massachusetts Avenue, NW, fifth floor, Washington, DC 20036

Tel: (202) 328-3136

Fax: (202) 939-3166

Category: Non profit

Contact person(s): Ned McMahon, Senior Program Officer for Africa, Eric Bjornlund

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): Latin America, Caribbean, Eastern Europe, Central Europe, South Asia, FSU

Offices in Africa: South Africa (Cape Town and Johannesburg)

Country Programs in Africa: (1992) Angola, Burundi, Cameroon, East Africa Region, Ethiopia, Kenya, Namibia, Niger, South Africa, Southern Africa Region, Togo, Zambia

African affiliates: GERRDES-Afrique, plus country chapters in francophone Africa; Center for Development Studies

II . DEVELOPMENT BACKGROUND

Development sectors: NDI works in political party training, election processes, legislative training, local government, civil-military relations, and civic education.

Work with indigenous NGOs or groups in Africa: Whenever it has gone into a country in Africa for election-related work, it has identified local people/groups to work with. As a result, it has built up a many relationships. These groups have a half-life -- if NDI walks away from them, they quickly disappear. NDI very rarely actually funds local groups. It is very careful about developing too close a relationship with a given group because they are very fragile and NDI doesn't want to risk being too closely associated with a group that doesn't have broad support. It has used GERRDES quite a bit, and is now considering using making a grant to GERRDES to do regional election training. It works with groups to build them over time, but this is not an explicit part of their work. NDI is most concerned with upgrading and professionalizing their work.

NDI doesn't see long-term institution building as its area of expertise. Rather it focuses more on short to medium-term institution building. One of the weaknesses however, with the short-term nature of AREAF is that it can be difficult to staff the projects. It is very labor-intensive work and usually requires someone on the ground for months before the election.

Specific programs promoting democratic development and the strengthening of civil society: NDI feels that its specialty is the election process itself. It is also placing more emphasis on the pre-election process to ensure that parties compete on a level playing field with no harassment from the government.

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It also has done a great deal of training with legislative groups -- i.e. the parties that have subsequently taken office in a legislative election. They have also done work with local and municipal governments as national governments have been forced to decentralize their power.

From the 1992 annual report, NDI has done:

Political party training -- Angola, Niger, and Zambia

Election processes -- Botswana, Cameroon, Cote d'Ivoire, Congo, Ethiopia, Liberia, Namibia, Niger, Senegal, South Africa, Togo and Zambia

Legislative Training -- Namibia

Civic Education -- Liberia, Namibia, South Africa

Through the AREAF cooperative agreement, NDI has done a great deal of training in Africa. AREAF has also allowed it to do a certain amount post-election programs, but only if they are related to the election process.

Previous work with AID: AREAF is a cooperative agreement with AID. NDI has implemented AID programs in Eastern Europe and South Africa, and has responded to requests from missions in Africa.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:

Yes. NDI is glad to see AID is finally realizing that they need to move more quickly, and feels that AID is cumbersome and slow. With AREAF it took two years just to get them to listen to the idea, and then a full six months just making the proposal. That is time spent away from implementing programs. Having a statutory relationship with the AID country mission can also be problematic because NDI brings in international teams and it doesn't want to be seen as taking orders from the American Mission/Embassy. The relationship can't be imposed, and is usually worked out through discussion. NDI is very comfortable with its relationship with NED. Feels that they have flexibility and fast response. One of AREAF's strengths is that it is centrally run. Rather than dealing with many different sets of personalities and procedures, they work with one group.

Expected future level of activity in Africa: NDI wants to do a parliamentary training workshop in West Africa.

V. INTERVIEWER'S COMMENTS

NDI was very positive about AID's desire to create more flexible funding sources. There are two areas in which they could participate. With the civil society facility they could work to build NGOs like GERDDES -- groups that could do training in civil society, or work to build election monitoring groups, civic education groups, etc. In other words, they could work to build groups that are active in election processes, the type of work that is really their specialty. The problem is that they haven't done this a great deal in the past. Building local capacity is not their main focus, rather it seems to be a side-effect. In the governance facility, they would work with legislatures and/or local governments. They have done this a fair amount in Eastern Europe and Latin America, but only in Namibia in Africa. As political parties are built up in Africa and more legislative elections are held, they could work with the legislatures. This is a fairly natural outgrowth of their work with political parties.

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NATIONAL COOPERATIVE BUSINESS ASSOCIATION

1401 New York Avenue, NW, Suite 1100, Washington, DC 20005

Tel: (202) 638-6222

Fax: (202) 638-1374

Category: Cooperative Development Organization

Contact person(s): John Paul, Jim Colli

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): Central America, Pacific-Rim, South-East Asia

Offices in Africa: Burkina Faso -- regional office.

Country Programs in Africa: Burundi, Mali, Niger, Rwanda, Sao Tome and Principe, and South Africa

African affiliates: None

II . DEVELOPMENT BACKGROUND

Development sectors: They work to encourage communities to organize themselves in a cooperative manner for economic activities.

Work with indigenous NGOs or groups in Africa: In working with community cooperatives, they try to teach them what a cooperative is, help the groups do feasibility studies, and help the groups get access to credit. Most of their experience has been in getting farmers to join together to buy inputs or store commodities until the price rises. Sometimes, they have helped villages set up stores to sell basic items that they can't produce, such as tea or sugar. NCBA usually puts 3-4 people in the capital, and maybe 25 or so agents in the field who actually work with the communities. The training is on the ground and in the form of advice on how to go about their work.

Specific programs promoting democratic development and the strengthening of civil society: None. In conversations with people at AID, they have been interested in the democratic aspect of how cooperatives organize and operate. The approach is to find out what the village thinks it needs and then go from there. The cooperatives they have established have economic activities as their main purpose. The approach is flexible and could be adapted to different types of organizations.

Previous work with AID: Most of NCBA's money comes from AID, usually through cooperative agreements.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Very interested in receiving more information when the project is at a more advanced stage.

Expected future level of activity in Africa: Don't know. Most of its activity is already in Africa.

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OUTREACH INTERNATIONAL

221 W. Lexington, Suite 280, Independence, MO 64050

Tel: (816) 833-0883

Fax: (816) 833-0103

Category: US PVO

Contact person(s): Nancy Eisler

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Caribbean, Latin America, Central America, Asia

Offices in Africa: None, though they do have human development specialists located throughout Africa with whom they work.

Country Programs in Africa: Ghana, Kenya, Zambia, Zaire, Nigeria

African affiliates: Literacy and Evangelism Fellowship (Kenya); Freedom from Hunger (Ghana and Togo); RLDS Church (based in Independence).

II. DEVELOPMENT BACKGROUND

Development sectors: Participatory human development is their area of expertise, and they don't really have a specific sector in which they work. They integrate many issues to create a more complete picture. [Interaction profile says they do work with farmers cooperative programs].

Work with indigenous NGOs or groups in Africa: They are only beginning to tap the surface of the subject, and are networking with other organizations. They don't do much work with actual organizations in Africa (though they have in the Phillipines), rather they focus on empowering villagers at the local level to organize and tap into the resources that exist. Some of their work has resulted in NGOs forming, and sometimes they provide funding to specific organizations that already exist and whose goals are similar to their own.

Specific programs promoting democratic development and the strengthening of civil society: Their aim is to empower people by building self-help programs that will be self-sustaining over the long-run.

Previous work with AID: Recently registered with AID

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Open to receiving more information.

Expected future level of activity in Africa: Hope to expand.

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OXFAM AMERICA

26 West Street, Boston, MA 02111

Tel: (617) 482-1211

Fax: (617) 728-2594

Category: Non profit

Contact person(s): Rob Buchanan, Programs

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Asia, Latin America, Caribbean

Offices in Africa: 4 regional offices

Country Programs in Africa: Burkina Faso, Cape Verde, Gambia, Guinea Bissau, Eritrea, Ethiopia, Mali, Mozambique, Namibia, Somalia, Zambia

African affiliates: work with "local project partners" -- not really affiliates

II. DEVELOPMENT BACKGROUND

Development sectors: Rural, agriculture. Oxfam is not an operational agency. Rather it supports local NGOs who do the projects.

Work with indigenous NGOs or groups in Africa: They do some work in capacity building by working with the NGOs to help them meet their own needs, whether it is providing outside training or expertise in a particular area. It is not strictly a funding relationship, but can involve training, linking them with similar organizations in Africa or those organizations at the same stage of development, and building North-South linkages.

Specific programs promoting democratic development and the strengthening of civil society: Oxfam sees this as a big part of strengthening indigenous organizations because it leads to more participation and more monitoring or government power. This in turn leads to more democracy and fewer abuses by the government.

They didn't specifically work in democracy building, but have expanded into that area more directly. In the Horn, they have talked about funding an educational program where they would bring people, especially rural, into the discussion on the new constitution. They hope to work with a group in Ethiopia on that. Oxfam was also one of several sponsors of a conference on reforming the Ethiopian economy. Their programs are mostly agricultural-related and in rural areas. They want to extend the policy debate to these areas because, in Africa, there is a tendency for urban elites to dominate the political debate.

Previous work with AID: None. They have a policy of not accepting government money.

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III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:
None.

Expected future level of activity in Africa: Probably increasing as their funding base increases.
Always difficult to tell.

V. INTERVIEWER'S COMMENTS

Oxfam expressed a concern that, when funding is available, groups appear out of nowhere and justify themselves in order to get money. They are "working the system" and are not legitimate groups.

PACT

1901 Pennsylvania Avenue, NW, Suite 501, Washington, DC 20006

Tel: (202) 466-5666

Fax: (202) 466-5669

Category: Non profit, AID-registered, US PVO

Contact person(s): Mr. David Williams, Regional Director for Africa/Eastern Europe/CIS or Ms. Heather Clark, Deputy Director

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): Central America, South America, North America, CIS, South-East Asia

Offices in Africa: South Africa, Madagascar

Country Programs in Africa: South Africa, Madagascar

African affiliates: will send list -- works with many groups

II . DEVELOPMENT BACKGROUND

Development sectors: PACT works with broad range of NGOs. PACT does not claim to have technical expertise in any one sector, like agriculture or conservation. When it does do sector-specific projects, it then goes out and looks for consultants who have the needed expertise.

Work with indigenous NGOs or groups in Africa: PACT's mission is to strengthen NGOs in the broadest sense of the word. It serves as an intermediary between the funder and the local group and provides assistance to professionalize and upgrade what they do.

There are two South Africa projects. The first is to strengthen the NGO sector across the board. Consequently, they are working with black led, progressive NGOs that will be central to the transition because they will be working with, but won't be a part of, the new government. The NGOs focus on housing, legal/human rights issues, civic, community development. The second is specifically within the micro-enterprise sector, and is aimed at both credit and technical assistance NGOs. PACT program is more focused on strengthening the institutions in South Africa that work directly with the small-scale entrepreneurs. [As opposed to Gemini program, which works directly with the entrepreneur.]

For the Madagascar program, PACT is a grant manager to a consortium of local conservation organizations. The purpose is to identify a strategy through which conservation and development efforts can be effectively integrated to support the residents and organizations to take care of the environment while having some potential for economic and social development. He said, "no one really knows how to do it. AID is giving a \$19 million umbrella grant to develop the approach."

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Specific programs promoting democratic development and the strengthening of civil society: The South Africa program is definitely aimed at strengthening civil society.

Previous work with AID: Mostly cooperative agreements and grants. The cooperative agreements have either been for interim activities or for a country-specific program where PACT actually participated in its design.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Yes, especially if the facility requires many different skills and contractors with comparable capabilities. PACT could play the role of intermediary grant manager, i.e. a contractor to a facility to manage grants to southern NGOs.

Expected future level of activity in Africa: Expect to spread out in southern Africa, though the dollar amounts may actually go down.

V. INTERVIEWER'S COMMENTS

David was very interested in the assessment that ARD is doing and the project in general. It has a specific role to play, and could work with African NGOs in a variety of capacities -- including funding and technical assistance. He also stressed that PACT doesn't have sector specific expertise, per se. For example, with the Madagascar program, they hired consultants who are conservation experts. PACT is very good at being an intermediary, training NGOs and providing technical expertise with resources that they procure. PACT manages resources for purpose of strengthening NGOs, in response to a local need. PACT is not an operational organization; its approach is much broader.

PLANNING ASSISTANCE

1832 Jefferson Place, NW, Washington, DC 20036

Tel: (202) 466-3290

Fax: (202) 466-3293

Category: non profit NGO

Contact person(s): Joseph Coblenz, Associate Director, Food Security/AID Programs.

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): Caribbean, Central America, Mexico, South America, Middle-East.

Offices in Africa: Gambia

Country Programs in Africa: Benin, Gambia, Ghana, Guinea, Madagascar, Mali, Niger, Nigeria, Rwanda, Togo

African affiliates: None

II . DEVELOPMENT BACKGROUND

Development sectors: 1) health 2) population/family planning 3) food security/food aid management

Work with indigenous NGOs or groups in Africa: PA's expertise is in technical assistance and long-term strategic planning. Their contribution is to do collaborative and management planning with both government bodies and NGOs, depending on the project. The purpose is to help them plan their work better.

Specific programs promoting democratic development and the strengthening of civil society: Workshops in family planning, for example, have included both PVOs and government officials. On the government side, they work more with municipal officials than any other group because that is the level that seems to work best. Municipal officials have more roots in the community and deal more directly with the people who are actually in need.

Their strategic planning aims at many things -- annual planning and budgeting, organization and staffing, directing resources and contributions, and financial management. Within that, their emphasis is monitoring and evaluation.

He feels that the whole of idea of improved governance is very much a part of democracy.

Previous work with AID: PA has received AID grants and implemented AID programs through centrally-funded facilities and cooperative agreements.

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III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:
Yes, as long as it is within their realm of expertise.

Expected future level of activity in Africa: Increasing. PA is marketing its ideas in several places. Gets funding from many different sources.

V. INTERVIEWER'S COMMENTS

We had a very good conversation. PA could definitely fit in on both the civil society and the governance facilities. Unlike many other PVOs with whom I have talked, these guys do work with governments on a regular basis. They would probably best fit into a project strengthening local institutions, rather than national ministries

When there is finally something in writing, he would like to see it. He thinks the idea of creating a centrally funded facility is a good one.

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SYNERGOS INSTITUTE

100 East 85th Street, New York, NY 10028

Tel: (212) 517-4900

Fax: (212) 517-4814

Category: US PVO, not-for-profit

Contact person(s): Mr. Bruce Shearer, Executive Director, or Mr. David Winder, Director of Programs.

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Latin America

Offices in Africa: None

Country Programs in Africa: Mozambique, Zimbabwe

African affiliates: Organization of Rural Associations for Progress (ORAP)(Zimbabwe); Association for Community Development (ADC)(Mozambique).

II. DEVELOPMENT BACKGROUND

Development sectors: Synergos Institute's expertise is in helping southern national foundations develop alternative financing mechanisms for grassroots development. They work mostly with foundation-type institutions and organizations.

Work with indigenous NGOs or groups in Africa: They help the local institution negotiate funding from outside sources by acting as a bridge between them and the funder in the US, Japan, and Europe. They provide technical assistance in structuring the organization and do training in the management of foundation-like organizations.

Specific programs promoting democratic development and the strengthening of civil society: Their affiliates in Mozambique and Zimbabwe play an important role in strengthening community participation. They try to broaden participation in the components of civil society. The organizations always have an independent board of trustees and operate independently of the government.

Previous work with AID: AID-registered.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Yes, very interested in further discussions because they see the work of this facility as very important.

Expected future level of activity in Africa: Potentially increasing, with a continuing focus on southern Africa and strengthening national foundations.

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V. INTERVIEWER'S COMMENTS

Betty Biemen called me back to say she would send me more information. She also asked for some information from us on the project.

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UNITED WAY INTERNATIONAL

901 North Pitt Street, Alexandria, VA 22314

Tel: (703) 519-0092

Fax: (703) 519-0097

Category: Nonprofit, US PVO

Contact person(s): Ms. Shannon Duling, Assistant Director, Administration and Affiliate Support

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Caribbean, South America, North America, Eastern Europe, CIS, Europe, South Asia, South-East Asia, East Asia, and Australasia.

Offices in Africa: None

Country Programs in Africa: Mauritius, Nigeria, South Africa

African Affiliates: Community Chest (South Africa)

II. DEVELOPMENT BACKGROUND

Development sectors: United Way International's purpose is to set up United Way type organizations all over the world. Their sector is the non profit sector, in general, and charities in particular. They work a lot to build the non profit sector to sustain it over the long term. They work specifically to promote the concept of volunteerism.

Work with indigenous NGOs or groups in Africa: Their project in Moscow has been going on for 3 years. They found that there was no concept of volunteerism. They worked to get a charity law into the parliament. They then did an inventory of non profits in Moscow and trained the heads of those that seemed to be the most viable. They also set up a volunteer resource center in Moscow to provide non profits with materials, video, and training. They are beginning to move into Byelorussia and Ukraine.

Their work with the South African group has been to provide technical assistance and training to promote the idea of volunteerism and to strengthen the local Community Chest organizations in South Africa. They try to show the business community and the community at large why non profits/charities are important for the community.

Specific programs promoting democratic development and the strengthening of civil society: Sees the strengthening of the non profit sector, their principal role, as very much a part of strengthening civil society.

Previous work with AID: The Moscow program is funded largely as a subgrant of an AID grant to World Learning. They are also running an AID program in Jamaica.

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III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:
Yes, it seems to be within the realm of their mission.

Expected future level of activity in Africa: Doesn't know exactly. They are expanding, but she doesn't know of any new initiatives for Africa.

V. INTERVIEWER'S COMMENTS

She would like to see information on the project. I will send the 2 page overview of the project.

**US CATHOLIC CONFERENCE,
OFFICE OF INTERNATIONAL JUSTICE AND PEACE**

3211 4th Street, NE, Washington, DC 20017

Tel: (202) 541-3199

Fax: (202) 541-3339

Category:

Contact person(s): Robert Dumar, Liaison for Africa

I . AREA OF ACTIVITIES

Regional coverage (outside of Africa): Latin America, Asia, Eastern Europe, Middle-East

Offices in Africa: None

Country Programs in Africa: None

African affiliates: National conferences of bishops in each country

II . DEVELOPMENT BACKGROUND

Development sectors: He serves as a liaison to the African bishops, often voicing their opinions on US policy, alone and through coalitions, to the US government.

Work with indigenous NGOs or groups in Africa: They do very little on the ground in Africa, and nothing in terms of assistance. Their actual work with the African bishops varies, depending on how organized they are. For example, the bishops in southern Africa are very organized and speak as a unit. The bishops will express their opinion on a particular issue, and the US conference will follow their lead.

This occurred on the question of sanctions. In Mozambique, the bishops wanted to put more pressure on the UN to increase the number of monitors, and the US conference notified the UN and the US government of this viewpoint. In Sudan, there is a definite oppression of the church, and the bishops have been more active in pushing the US government to act more forcefully against the violations of human rights. The US conference worked with other groups to raise awareness.

Specific programs promoting democratic development and the strengthening of civil society: Indirectly, they are involved in democratic development, especially where there are human rights violations. The US conference has a limited capacity to work with the bishops because there is just one person to serve as liaison to all of Africa. The US conference doesn't have the resources to really organize the national bishops' conferences in Africa, but is very responsive to them when asked for direction. Their work, again, is as liaison.

Previous work with AID: None. They are oriented towards policy, not program implementation

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III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: He is interested. He definitely wants to know what's going on. The US conference serves as a conduit to African churches, but isn't in a position to administer or provide funds.

Expected future level of activity in Africa: They will respond to needs, but the staffing won't increase.

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WORLD RELIEF CORPORATION

450 Gundersen Drive, Carol Stream, IL 60188

Tel: (708) 665-0235

Fax: (708) 653-8023

Category: Non-profit

Contact person(s):

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Latin America, Asia, Eastern Europe, U.S.

Offices in Africa: Senegal, Liberia, Mali, Sierra Leone, Zimbabwe, Sudan, Zaire.

Country Programs in Africa: same countries

African affiliates: National evangelical church groups

II. DEVELOPMENT BACKGROUND

Development sectors: Micro-enterprise development, health, water resources, agricultural training, institutional development for local indigenous groups of all sectors.

Work with indigenous NGOs or groups in Africa: Serves people without regard to religion. The main objective of the organization is to strengthen local capacity by increasing management capabilities, financial skills, technical skills, etc. Small projects are used as a vehicle for training.

Specific programs promoting democratic development and the strengthening of civil society: See above. The organization also wishes to work in conflict resolution.

Previous work with AID: 3-4 child survival grants for Mozambique, Senegal, Liberia, Mali, Sierra Leone.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: If the facility deals in conflict resolution and institution-building, yes.

Expected future level of activity in Africa: Difficult to tell.

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WORLD VISION

220 I Street, NE, Washington, DC 20002

Tel: (202) 547-3743

Fax: (202) 547-4834

Category: Non profit

Contact person(s): Joe Muwonge, Program Manager, International and Multilateral Development Programs

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Asia, Latin America, Pacific Rim.

Country Programs in Africa: Angola, Botswana, Burundi, Central African Republic, Chad, Ethiopia, the Gambia, Ivory Coast, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mozambique, Nigeria, Senegal, Sierra Leone, South Africa, Swaziland, Tanzania, Uganda, Zaire, Zambia, Zimbabwe.

African affiliates: World Vision collaborates with numerous local affiliates.

II. DEVELOPMENT BACKGROUND

Development sectors: World Vision largely does relief and development, but also focuses on child survival, environmental concerns, water and sanitation, and public health. It has close to 5,000 projects worldwide, and about half of them are geared toward community development.

Work with indigenous NGOs or groups in Africa: In many cases, World Vision is a funding agency for local NGOs to carry out their own activities. In other areas, they are an operational agency, implementing programs in communities. The trend is to work with groups.

They provide a whole range of services, depending on the partner agency. World Vision may begin the whole process and once established, groups approach them with proposals to carry out work. Sometimes they need help in improving the proposal -- making it more clear, working out the budget, etc. World Vision also provides ongoing technical assistance to the communities to deal with the financial responsibilities.

World Vision phases itself out as NGOs become more established. On a small community project for example, building a well involves a small number of people and is relatively easy to get going. They work with the community, while helping to build their capacity. They also will assist in the planning and design, all the while getting them operational. World Vision also helps them do evaluations of the projects. The size of the program depends on how quickly World Vision can phase itself out. (This is quite different from emergency relief operations, where the timing is so important.)

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Specific programs promoting democratic development and the strengthening of civil society: Democratic development doesn't go far unless local communities are empowered enough to say what they want. People must be able to articulate programs in their own interest.

Previous work with AID: World vision is a large recipient of AID contracts, including food aid and emergency relief.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Very. World Vision's hallmark is its fostering ability, to get local communities to take charge of their own affairs.

Expected future level of activity in Africa: World Vision will continue to respond to emergencies in Africa.

WORLD EDUCATION

210 Lincoln Street, Boston, MA 02111

Tel: (617) 482-9485

Fax: (617) 482-0617

Category: Non profit

Contact person(s): Jill Harmsworth, Vice President, Small Enterprise and Partnership Development

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Asia

Offices in Africa: None

Country Programs in Africa: Kenya, Mali, Mozambique, South Africa

African affiliates: Titoto Home Industries (Mombassa, Kenya)

II. DEVELOPMENT BACKGROUND

Development sectors: They focus a great deal on small enterprise development. This grew out of their emphasis on strengthening indigenous NGOs. They found that the groups needed funds to become sustainable, and income generating activities made the most sense.

World Education is not an operational organization. It does not have offices in the field, and its staff usually consists of nationals. All programs are implemented by NGO partners in the field.

Work with indigenous NGOs or groups in Africa: In the area of strengthening NGOs, their work is tailored to each organization. They have done umbrella type programs (Mali and Kenya, plus a new initiative in Namibia), and have done more tailored work with specific types of NGOs.

For example, Titoto Home Industries is a Kenyan NGO that started in the 1950s, and has since become a large intermediary organization that does training in income-generating activities for women's groups regionally. It also focuses on women's health, running and developing credit programs. World Education uses the women's group as a model and then hooks on individual loan.

Titoto started as a social welfare women's organization focused on services. They encouraged women to organize and endeavor small-income projects like weaving baskets, mats, etc. Part of the service was a store-front in Mombassa where they could sell their goods. In the late 80s, World Education pilot tested a program with them on group needs assessment. The result was a program designed to develop more sophisticated income generation activities and training. They upgraded the activities the women were doing and went to donors for funds. The program didn't work, so World Education helped Titoto do a program evaluation/analysis to try to understand why it didn't work. Titoto found that the women didn't really separate household funds from group funds, so they recommended more business training for the women to help them understand the importance of this distinction. through

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this, they did more one on one work with Titoto in the area of fundraising, staff development. It is a case study of how an NGO grew over many years.

Specific programs promoting democratic development and the strengthening of civil society: The Urban Revitalization Project in Mali was labeled as a democratic initiative. After the riots in Mali that led to the overthrow of Moussa Traore in 1990, community groups saw their neighborhoods in great disrepair. The donor community wanted to help in the election process, and saw that preventing a total breakdown in the economy was one avenue. They defined the project as employment generating to help the election go more smoothly, i.e. promoting a stable environment. World Education reluctantly got involved. The AID mission funnelled money through World Education for community self-help projects - roads, pipes, drainage ditches, latrines in schools, etc. The "democratic development" aspect of it was getting each of the communities to decide what they wanted done. (Each neighborhood was allocated a certain amount of money). The problem was that many of the existing community associations and leaders were too heavily linked to the old regime, so World Education had to make sure that party politics and, in effect, the old status quo were not involved in deciding what projects should be undertaken.

Previous work with AID: In this division, most of its work with AID is in the form of cooperative agreements, and some grants.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: It's feasible that World Education would be interested in participating in the facility provided that it meshes with what they are already doing in the area of institution building with NGOs in Africa. World Education would want to be flexible in responding to NGO needs. they don't want to be involved in an operation where they might be perceived by Africans as the long arm of the US government. How their African partners perceive them is very important, and it needs some distance between it and the government.

Expected future level of activity in Africa: Increase foreseen

V. INTERVIEWER'S COMMENTS

Jill stressed that it is important to build in opportunities for leaders of African NGOs to go elsewhere in the world to see how they have built up over time. Coming to the US may not be as useful as going to the Philippines, for example, where the NGO movement is very strong. Building south-south linkages may be more relevant than north-south linkages.

Another concern was that many of these groups in Africa are very elitist, and have strong roots in the community.

Finally, she thought it was important to build African intermediaries to take over some of the training aspects, such as has happened with Titoto. This is the "working ourselves out of job" approach.

WORLD LEARNING

*Washington Office
Projects in International Development and Training
1015 15th Street, N.W.
Washington D.C. 20006
Tel: (202) 408-
Fax: (202) 408-5397*

*P.O. Box 676, Kipling Road, Brattleboro, Vermont 05302
Tel: (802) 257-7751
Fax: (802) 254-6674*

Category: US PVO, non profit

Contact person(s): Robert Chase, Vice President, Projects in International Development and Training (PIDT)

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Latin America, Asia, NIS

Offices in Africa: Uganda, Malawi, Rwanda

Country Programs in Africa: Uganda, Malawi Rwanda

II. DEVELOPMENT BACKGROUND

Development sectors: Natural Resource Management, AIDS

Work with indigenous NGOs or groups in Africa: Extensive work with NGOs through both projects and programs in sectoral areas such as AIDS and NRM and in institutional development, e.g., strategic planning, monitoring and evaluation, financial management, etc.

Specific programs promoting democratic development and the strengthening of civil society: Recent award of Cooperative Agreement by USAID/Rwanda to manage the Democratic Initiatives and Governance Project which includes a civil society support component. Capacity building for NGOs and grassroots organizations increasing participation in sectoral decision making.

Previous work with AID: Extensive work in managing AID-funded "Umbrella" projects at both the country (e.g., Somalia, Liberia, Malawi, Zaire and Rwanda, Uganda) and regional (PVO/NGO NERMS Project) levels. Management of large participant training projects and many other sectoral activities in most AID regional programs.

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III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Either as the manager of an Umbrella type mechanism or as a recipient of a grant to work with and strengthen indigenous NGOs. Interest is great.

Expected future level of activity in Africa: Anticipated to remain significant as Africa has traditionally been a principal focus for the organization.

V. INTERVIEWER'S COMMENTS

Did not respond by phone, but sent a number of brochures.

WORLD SHARE

6950 Friars Road, San Diego, CA 92102

Tel: (619) 525-2200

Fax: (619) 525-2298

Category: US PVO, non profit

Contact person(s): Ms. Elisa Sabatini, Director of International Programs

I. AREA OF ACTIVITIES

Regional coverage (outside of Africa): Central America, Mexico, US

Offices in Africa: None

Country Programs in Africa: None

African affiliates: None

II. DEVELOPMENT BACKGROUND

Development sectors: They work in food distribution, and use it as a way to foster community development. In Guatemala, portions of Title II food aid are sold to support programs 36 local NGOs in maternal/child health, natural resource conservation, communal banking and rural infrastructure.

In Mexico, World SHARE receives Section 416(b) commodities which are sold to build community development projects. This program is being phased out, and in its place, they will set up a program based on their US model. Individuals may purchase bags of food at a discount in exchange for 2 hours of community service.

Work with indigenous NGOs or groups in Africa: None.

Specific programs promoting democratic development and the strengthening of civil society: They do try to build the NGO sectors in Mexico and Guatemala by working with them, by providing funding, technical assistance and overall supervision of the program implementation in order to help build the organization.

Previous work with AID: Title II food aid recipient.

III. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa: Probably not, because they are not looking to move into Africa.

Expected future level of activity in Africa: None.

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V. INTERVIEWER'S COMMENTS

Spoke to Ms. Sabatini's assistant. Ms. Sabatini will get back to me.

**AFRICAN BASED U.S. INSTITUTIONS:
INTERVIEWED DURING FIELD VISITS**

SENEGAL

African-American Labor Center (AALC)

Contact: Glenn Lesak, Regional Director

Tel: (221) 22.54.70

Fax: 23.26.55

The Senegal Office is one of nine AALC subregional offices resident in subSaharan Africa (Egypt is the tenth) and covers, in addition to Senegal, Guinea, Sierra Leone, Liberia and Cape Verde regularly (and has titular responsibility for Mauritania, Gambia and Guinea Bissau). In Senegal AALC works with the two largest confederations, CNTS and UNSAS, with the former having some 62 affiliates and 900,000 members while the latter has 21 affiliate unions. AALC sponsors some 9 to 12 seminars in Senegal for the unions covering such issues as women in trade union movement, labour code reform and its impact on the labor union movement, etc. It also works with the national level confederations to analyze and lobby legislation affecting the labor union movement including: social security, right to strike, minimum wage, and labor code reforms. Has begun working with the national confederations on AIDS and family planning education and has been involved for some time with voter education but only insofar as it affects elections for the union movement.

In Guinea, Sierra Leone and Cape Verde where the labor union movements are much weaker than in Senegal, the issue has been primarily supporting the union movements in their bid for autonomy from either one party states or newly formed multiparty democracies. This includes training and technical assistance for the purpose of capacity building of these new confederations or in several cases the emergence of new unions/confederations in opposition to the previously state dominated organization.

Analysis: While AALC has not done much (e.g. training, workshops, etc.) in the promotion of democracy & governance with the labor union movements in the countries in this sub-region, it has the interest and capability to do so. More importantly, the labor union movements in these countries, especially Senegal, and to a lesser extent Guinea and Sierra Leone, have significant outreach in terms of membership and thus offer a means for disseminating information relevant to various areas of civil society promotion, i.e., civic education, policy advocacy, mediation and negotiations, etc. They also represent a major force in holding governments accountable and responsive to significant sectors of the population. AALC would be interested in undertaking a civic education component to its work, but would need funding for materials development, and related technical assistance and training requirements. (Hans Siedel and Frederick Ebert Foundations are both involved in assistance to Labour Union movements in Senegal and a number of other countries in the sub-region).

Ford Foundation: Senegal

Contact: William Duggin, Representative & Akwasi Aidoo, Program Officer

Tel: (221) 23.96.19

Fax: 23.29.65

Ford Foundation: Kenya

Contact: Charles Bailey, Representative & Dr. Jonathan Moyo, Governance Advisor

Tel: (221) 338-123/722-725

Fax:

Ford Foundation: South Africa

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Contact: John Gerhart, Representative
Tel: (27-11) 403-5912

The Dakar office of the Ford Foundation serves the Sahelian subregion. Ford Foundation in Nigeria serves the rest of West and Central Africa, while the Kenya and Zimbabwe offices serve Eastern and Southern Africa. The South African office works only in South Africa. The two principal FF programs of interest to this study are those of Rights and Social Justice and Governance and Public Policy. The former program aims at improving intergroup relations and enhancing opportunities for historically disadvantaged or otherwise vulnerable groups. Programs include those aimed at (i) Women, (ii) Minorities, Refugees, and Immigrants and (iii) legal services for the poor. In its West African and Eastern and Southern African Programs, Ford is primarily groups that are trying to improve access to social justice and legal services such as the International Federation of Women Lawyers (FIDA) in Nigeria, South African Council of Churches, and Legal Assistance Trust in Namibia .

The Governance and Public Policy program supports activities to improve the way governing institutions function, public policies are formulated, individuals are trained for public service, and citizens participate in the democratic process. In addition, the programs works to strengthen philanthropy and the nonprofit sector. Specific programs and activities supported through grant funding include: (i) Governmental Structures and Functions; (ii) Local Initiatives; (iii) Civic Participation; (iv) Dispute Resolution; (v) Public Policy Analysis; (vi) Strengthening Public Service; and (vi) Philanthropy. (i) A cross section of institutions and organizations funded a for what purposes include: International Commission of Jurists (Kenya) and Social Science Council of Nigeria in Governmental Structures and Functions; (ii) African Womens Development and Communications Network (FEMNET) in Kenya, Tanzania Non-Governmental Organizations (TANGO) in Local Initiatives; (iii) Foundation for Contemporary Research (South Africa) and Zimbabwe Tobacco Industrial Workers Union in Civic Participation; (iv) Independent Mediation Trust in Dispute Resolution; and (v) Zimbabwe Institute of Public Administration and Management and Young Women's Christian Association of Kenya in Public Policy Analysis.

Analysis: Ford Foundation is important because of its knowledge of all major subregions in Africa and its work in areas that are relevant to both civil society promotion and improved governance within state sector institutions. Having provided grants to numerous organizations, public, private and voluntary, it can advise AID as to likely organizations that will be good "investments" in terms of providing project support. Finally, Ford has managed to attract a number of superbly qualified Africans, including political scientists, as resident staff of its different regional missions. They are likely to provide perspectives that American staff cannot.

SOUTH AFRICA

African American Labor Center
Contact: Daniel O'Laughlin, Southern Africa Regional Representative
Tel: (27-11) 403-3246/48 Fax: 403-1101

Ford Foundation-South Africa
Contact: John Gerhart, Country Representative
Tel: (27-11) 403-5912

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Private Agencies Collaborating Together (PACT) - South Africa

Contact: Marilyn Richards, Country Representative

Tel: (27-11) 403-3010 Fax:

International Republican Institute (IRI)

Contact: Leigh Johnson, Program Officer/South Africa

Tel: (27-11) 339-2904 Fax: 339-5204

National Democratic Intitute (NDI)

Contact: Anna Wang, Project Officer

Tel: (27-11) 339-2904 Fax: 339-5204

African American Institute (AAI)

Contact: Ferrari, Country Representative

Tel:

Africare

Contact: Lois Hobson, Country Representative

Tel: (27-11) 838-3295/884-1390

UGANDA

African American Institute (AAI)

Contact: Colin Clark, Uganda Representative

Tel: c/o USAID/Uganda

AAI is the primary AREAF member assigned to Uganda for the constituent elections. Has supported a number of individual human rights organizations as well as NOCEM the overall umbrella organization. Relations with AID have been somewhat strained but seem to have strong support from the American Ambassador. Believes that it has developed a strong set of relations with the Ugandan NGO community and knows what is going on and has developed its program according to its understanding of the local situation.

Analysis: The friction with AID arises from the very different conception between the two organizations as to who AREAF's client is in Uganda. The mission feels that it is the client, while AAI feels that it is responsible for developing a program responsive to the local community of NGO and human rights organizations. It certain that AAI has a degree of flexibilty in dealing with the community that AID because of its official status could not have. This is an aspect to be valued. On the other hand, there should be more of an attempt to collaborate with concerned mission staff.

World Learning, Inc (formerly Experiment in International Living)

Contact: Mr. Willie Salmond, Country Representative

Tel: (256-41) 242-429/233-237

Probably the largest of the U.S. PVOs operating in Uganda. Have been in Uganda since the mid-1970s and has built up a great deal of credibility and an excellent reputation as a result of its presence during some of the worst years of fighting, abuses, etc. Has a number of AID-funded programs the largest of which is an AIDS program in which it provides grant and technical assistance to a number of Ugandan

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organizations working in AIDS prevention and education. Also is significantly involved in natural resource management with AID and other multi-lateral donor funding.

Analysis: This is one of the few countries where World Learning actually has its own program as opposed to acting as the manager of AID umbrella projects (e.g. Malawi, Rwanda). Although it is managing the USAID/Rwanda D/G project it was chosen for its ability to manage AID projects through a Cooperative Agreement, not because of its knowledge of African democracy and governance. Could it be involved in a similar type of activity in Uganda? Yes.

**PART II: AFRICAN REGIONAL INSTITUTIONS:
AN ILLUSTRATIVE SAMPLE**

**A STUDY OF USAID'S CAPACITY FOR RAPID RESPONSE
IN SUPPORT OF AFRICAN CIVIL SOCIETY**

African Regional Organizations Capabilities in Civil Society Promotion

A. Profile

To the extent that we live in a global community, it is possible to talk of the growth and development of an international civil society, and in the context of Africa, a regional one. Certainly, the evidence portrays the existence and steady growth of a range of institutional forms in Africa including: (i) broad-based movements, including the church (e.g., Six "S" a subregional federation of peasants associations in six Sahelian countries; The African Women's Development and Communications Network/FEMNET which is coordinating the participation of African women in the upcoming 1995 Women's World Conference; the All African Council of Churches, a member of the World Council of Churches); (ii) regional networks of professional associations (e.g. African Jurists, Public Administration and Management, Professional Media Women); (iii) NGO regional and subregional networks and consortia (e.g., Forum of African Voluntary Development Organizations/FAVDO, The Center for Eastern and Southern African NGOs/MWENGO, Development Innovations and Networks/IREN); (iv) democracy and human rights centers and institutes (e.g., Goree Institute, GERDDES, IDASSA); and (v) a number of specialized NGOs and non-profit policy, research and training institutes (e.g., the Africa Group in Ethiopia, CODESSRIA in Senegal, INADES-Formation in Ivory Coast, African Economic Research Consortium in Kenya).

If the issue is framed in terms of organizations which have a regional capacity to support the growth and development of civil society in individual African countries (in addition to regional organizations themselves), then there are numerous national level NGOs, that could make a significant impact as well. Such national level organizations include universities (e.g., Departments of Journalism or Communications; Institutes of Development Studies, and research centers), specialized civic organizations (e.g., IMMSA in South Africa, the Institute of Economic Affairs in Ghana, the Centre Ivoirien de Recherches et d'Etudes Juridique in Ivory Coast), institutes for public administration and management (e.g., the Ghanaian Institute of Public Administration and Management, Kenya Institute of Administration), and multipurpose NGOs and NGO consortia (e.g., CONGAD in Senegal, ORAP in Zimbabwe, Tanzanian Media Women's Association). Particularly on a subregional basis, these national level NGOs and civic organizations could definitely work with counter parts in neighboring countries to improve skills through the sharing of experience gained in their own successful programs.

B. Assessment of Capabilities

As noted in the preceding section, a growing number of regional NGOs has emerged, in many ways mirroring the differentiation and specialization that has gone on within the NGO sectors at the country level. While most of the specialized civic organizations (e.g., Goree Institute, CERDET, GERDDES) have been established within the past two to three years, they have been able, for a number of reasons, to attract significant amounts of donor funding. Thus they have begun to rather quickly build significant institutional capacity around a core group of professionals. None of these specialized organizations are membership based. The older and more established group of regional economic and social development research institutes and policy centers (e.g., CODESSRIA, AERC), have developed an extensive network of individual and institutional contacts with expertise in a wide variety of economic and political science areas; primarily within national university systems and autonomous research and policy centers. The newer regional professional associations (e.g., Southern African Media Association, FEMNET, Women in Law and Development in Africa) and a number of the older ones, (e.g., AAPAM, AALAE, African Association of Women in Research and Development) have also found a niche in the newly growing field

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of democracy and human rights, and have received or maintained adequate funding to set-up a permanent secretariat (or a separate division within the older associations).

In contrast to these more specialized regional organizations are the regional multipurpose NGOs including federations, NGO consortia, and research and training organizations. Virtually all of them, including the newer regional and subregional consortia, have increasingly geared their programs towards some aspect of democratization, particularly in terms of defining new roles for national NGO sectors as members of civil society. Historically they have focussed on building the institutional capacity of national level NGOs, consortia and networks to be better able to participate in national development. As has been the case of NGO communities in general, the issue has become one of defining national development broadly to incorporate a political dimension as well. Of all the regional organizations with a potential in civic action, these multipurpose NGOs have had the most difficult time in translating this new emphasis on democratization into concrete programs capable of garnering donor support. Although the regional and subregional federations and consortia generate some funding from member organizations, it is limited, thus making them extremely dependent on donor support. In this regard, northern NGOs (e.g., OXFAM, World Council of Churches, USA for Africa, PACT), consortia (e.g., InterAction, the Canadian Council for International Cooperation) and foundations (e.g. Ford, MacArthur, Frederick Ebert), have been the primary source of financial and technical assistance for these organizations.

Finally, those national level NGOs which have established successful programs in their own countries have done so by proving their capacity to develop innovative programs that are well-managed and have moved into a stage of institutionalization with a broadened leadership base and a secure source of funding. In some ways, these national level organizations have as much if not more to offer other NGOs than the purely regional NGOs.



AFRICAN REGIONAL INSTITUTIONS INVENTORY AND PROFILE

THE GAMBIA

Center for Democracy and Human Rights Studies, The Gambia

Contact: Executive Secretary

Tel: (220) 94525

Fax: 94962

Created in 1989 by an act of the Gambian Parliament to promote in cooperation with other African and international organizations the observance of human rights and democratic principles in all parts of Africa. It is an independent organization governed by a council of experts, and has observer status with the African Commission on Human and People's Rights. The Center's programs include: (i) Activities to increase awareness in Africa of international human rights procedures and to increase the flow of information between African and international human rights groups; (ii) the publication of reliable and objective research about human rights in Africa; (iii) A documentation center containing books, reports, journals, and brochures dealing with human rights issues in Africa. Produces a quarterly newsletter in French and English, "African Human Rights Newsletter," as well as a series of occasional papers on human rights in Africa; and (iv) education and training programs, including: a training course for human rights activists; a seminar for francophone magistrates which focused on the rules of law, international human rights standards, professional ethics, and courtroom management; and a course for senior law enforcement officers on the role of the police in protection of human rights.

Analysis: Respondents in other countries did not seem to be aware of the Center's operations. Its location in the Gambia could make it less accessible than similar centers or Institutes in the Ivory Coast or Senegal. On the other hand, it seems to be one of the few democracy and human rights centers claiming a PanAfrican capability based in an Anglophone country in West Africa. Given its location it may be more useful to think of it as a subregional organization at the most, but one which has both an Anglophone and Francophone orientation. Its courses for magistrates and law enforcement agents seem relevant. Since the Center was not visited by a study team member, it should be at some point in the future.

GHANA

Potential Organizations Not Contacted Based in Ghana:

Association of African Universities

Contact: Professor Donald Ekong, Secretary General

Tel: (233-21) 774495

Fax: 774821

International African Law Association

Contact:

Tel:

Pan African Journalists Union

Contact:

Tel:

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IVORY COAST

Groupe D'Etude et De Recherches Sur La Democratie et le Developpement Economique et Social en Afrique (GERREDES)

**Contact: Ayo Saikou Alao, President
(Works at African Development Bank)
Tel (225) 44.63.05**

Fax: 44.67.09

GERREDES was founded as an NGO in May 1990 for the promotion of monitoring the process of democratization as a part of African countries' development and through the applied research. Its headquarters are in Cotonu, Benin and with a sub-office in Abidjan. Made up of 1,500 members with national offices in over 20 countries in west and central Africa. Most programs are initiated and implemented through the volunteer efforts of its members. GERREDES AFRIQUE is the panAfrican organization and GERREDES Nationaux represents the twenty national programs.

GERREDES research programs and activities are implemented by the Center for the Study and Research on Democracy and Development (CIRD). These include: (i) studies on a variety of human rights, electoral systems, relationship between democracy and development, etc; (ii) election monitoring with over 500 volunteers available for participation; (iii) conferences promoting non-partisan democratic politics; (iv) the publication of the journal "Democracy and Development;" and (v) civic education and mediation programs.

Analysis: GERREDES is currently one of the preeminent democracy and human rights organizations in Africa. It has received significant funding (e.g. National Endowment for Democracy grant recipient) from a variety of donors. While it is primarily involved in francophone Africa, it is making attempts to establish national programs in Eastern and Southern Africa as well; it thus has the capacity to make significant interventions throughout the continent. It has maintained a neutral stance in most election exercises with some questions raised in the Cameroonian elections by USAID and the Embassy. It has close working relationship with NDI among others. Some questions about the sincerity of its top leadership have been raised on occasion, which should be looked into in later stages of design or in project start-up.

Institute African pour le Developpement Economique & Sociale (INADES-Formation)

**Contact: Jean-Luc Masson, Directeur de la Recherche, Evaluation-Pedagogie
Tel: (225) 44.31.28**

Fax: 44.06.41

Is an international (Pan-African) non-profit (association) NGO with a goal in promoting social and economic development focusing on increasing the free participation of people in the transformation of their societies. Its PanAfrican office is in Abidjan and with national offices and programs in Ivory Coast, Burkina Faso, Burundi, Cameroun, Ethiopia, Kenya, Rwanda, Chad, Togo and Zaire.

Overall objective is the training of the rural adult population. Specific objectives include: (i) improving agricultural production, marketing and management (ii) assisting their clients to understand their common problems through analysis and reflection; and then helping them to chose the interventions which will address those identified given the resources available to them (iii) helping their clients to organize themselves in order to provide a common voice vis-a-vis decision makers concerning policies which affect

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them. In summary, INADES serves as a catalyst for grass-roots organization, capacity building and advocacy.

INADES prefers to work through NGOs and existing local organizations to achieve its objectives at the grassroots level. It is engaged in training of peasants and NGO staff including an acclaimed group correspondence program in the areas of agriculture and animal husbandry, rural animation, extension and management (small projects, farm management, cooperative and group management). It also undertakes research, studies and evaluations for a wide range of public and private organizations. Interventions and activities include: sets of educational and training manuals used in correspondence courses; a quarterly review, AGRIPROMO, as well as numerous periodicals which are published by national offices; audio-visual materials; study trips and exchanges; and workshops and seminars. Strong capacity in the development local language training materials.

Analysis: In June 1992 at its General Assembly meeting a colloquium on Democracy and Development was held in which it was decided that INADES would move into the area of democratic development and particularly in the field of civic education. Each of the national programs have been charged with developing action plans during 1993 with a focus on ways to increase transparency, governance and democratic practice in the client organizations and communities with whom they work. INADES has also had AID experience through projects initiated through REDSO in the late 1980s. Definitely deserves further consideration and discussions in a later phase of the design process for the civil society componet.

Potential Organizations not contacted in Ivory Coast:

Association des Instituts de Formation et Perfectionnement en Management en Afrique

Contact:

Tel:

Association Internationale pour la Democratie Aid-Afrique

Contact: Ms. F.A. Khaudjhis-Offoumou

Tel: (225) 22.18.63 Fax: 22.48.57

Centre Ivoirian de Recherche et d'Etude Juridique (CIREJ)

Universite Nationale de Cote d'Ivoire

Contact: Dr. Zakpa Komenan

Tel: (225) 44.84.29

KENYA

African Association for Public Administration and Management (AAPAM)

Contact: O.A. Wafula, Program Officer

Tel: (254-2) 521844 Fax: 521845

AAPAM is an international professional association for African public administrators and managers and serves as a forum for the articulation and dissemination of ideas on human capacity building. It has a membership of over 500 top administrators and 50 corporate members which includes institutions and schools of public administration and management and parastatals in Africa. Primary membership in

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Anglophone Africa but is looking to increase membership in francophone in coming years with the establishment of an office in Dakar. For the last 30 years, and formally since 1971, it has been in the forefront of efforts to strengthen the administrative and management capacity of African public administrators, i.e., through human capacity building.

Objectives include: (i) provides a forum for the exchange of ideas; (ii) brings together top African administrators & managers to discuss topical managerial problems; (iii) fosters professionalization (iv) assists, encourages and contributes to the study of problems and techniques of public administration and management; (v) promotes research; and (vi) fosters affiliation and maintains liaison with other international organizations with similar interests.

AAPAM activities include: (i) publication and distribution of annual Roundtable reports; (ii) publication and distribution of books on public administration and management, quarterly newsletter, biannual journal and occasional papers; (iii) sponsors research and publication of findings on topics of interest; (iv) supports training seminars, workshops; (v) collection, exchange and dissemination of documentation to members; and (vi) consultancy services to professional training centers, governments and other relevant bodies.

Research and Seminars include: (i) Research program/Senior-Policy seminars on institutional capacity building enhancement in African public administration; (ii) enhancing public policy management capacity in Africa; (iii) women in top management; (iv) enhancing the capacity of local governance; and (v) public enterprises performance and privatization. From November 29-December 4, 1993, AAPAM will sponsor its 15th Annual Roundtable Conference in Banjul, with the theme: "Political Pluralism and Good Governance in Africa: The Implications for the Public Service." Throughout 1993, AAPAM has sponsored a series of conferences in various African countries on issues related to public policy and management in Africa, including strengthening electoral administration; strengthening public policy management capacity; women in top management; and cultural aspects of labor management. A major research undertaking during 1993 was a comparative study on "ethic values and accountability in public administration."

Analysis: Issues that AAPAM is addressing through research and training are increasingly relevant to those of governance, i.e., local government and decentralization, impact and consequences of political pluralism on civil service, etc. Reaches individual policy makers directly and through member institutes which can be drawn upon for research, training and consultancies.

All African Conference of Churches (AACC)

Contact: Mutombo Mulami, Secretary for International Affairs

Tel: (254-2) 441483/441339 Fax: 443241

AACC has a membership of 140 African churches in all countries except six Sahelian and North African Countries (muslim) and 21 Christian Councils or umbrella organizations in 20 different African countries. International Affairs Division has three principal programs: peace and reconciliation, human rights and election monitoring. Wants to get more involved in civic education and would be willing to work with members to develop generic and tailor made materials in this area.

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Analysis: AACC's network and coverage is one of the widest of any panAfrican organizations working in Africa. Individual members and councils have been in the forefront of democratic transitions, peace and mediation efforts, and human rights in most African countries. AACC can play a major role in increasing the capacity of its individual members to participate more effectively in current areas of operations and in additional ones as well. Assistance would have to be channeled through the National Christian Council-USA as AACC can not accept funding directly from governments. What about a US PVO which is the recipient of a Cooperative Agreement?

African Women's Development and Communication Network (FEMNET)

Contact: Dr. Joyce Mangwat, Executive Director

Tel: (254-2) 440299

Fax: 443868

FEMNET is a regional membership organization founded in 1988 (outgrowth of African Women's Taskforce founded in 1984) to ensure that women participated effectively in end of Women Decade activities, and in followup to the Decade. Goals include: (i) strengthening the role and contribution of African NGOs focusing on women's development; (ii) creating an infrastructure and channel through which NGOs will reach each other and share crucial information, knowledge, and experience in order to improve their input in women's development; (iii) maintaining close working contact with UN agencies, OAU and other agencies with similar objectives; and (iv) publicizing the Networks activities and services through publications, awards, exhibitions and the mass media.

Organized by subregion of which there are five. Three basic programs: (i) Networking with member organizations through production of a quarterly newsletter (FEMNET news) published in English and French that has addressed various women's issues; (ii) The African Girl Child project which has focused on addressing the disparities in girl's education (UNICEF funded and collaboration); and (iii) gender responsive planning and programming project. Members in 36 African countries with representative National Focal Points.

Currently responsible for coordinating 1995 Women's World Conference in 1995 including regional preparatory workshop to take place in Dakar in 1994. 1993-1995 program plan includes: (i) setting up an information and documentation center and increased participation and representation in regional and international meetings; (ii) women's empowerment program with focus on women's legal rights, female education and health, women's participation in the maintenance and promotion of peace; (iii) encouragement of the formation of lobby groups in all member countries to champion women's empowerment; and (iv) capacity building for affiliates and top level staff and leaders of National Focal Points.

Analysis: A well established although financially strapped organization with extensive contacts throughout the continent that is already involved with a number of empowerment, advocacy, training and research activities directly and through member organizations.

African Confederation of Cooperative Savings and Credit Association (ACCOSCA)

Contact: Victorine Kpohazoude, Chief Research and Development

Tel: (254-2) 721944/721928

Fax: 721274

An Apex organization for savings and credit cooperative movements in Africa and a member of the World Council of Credit Unions. ACCOSCA has 28 affiliated movements in subSaharan Africa. Excluding Nigeria (with over 12,000 credit unions), there are a total of 5,000 credit unions in 27 countries with some five million members. Has subregional offices in Abidjan and Moshi, Tanzania. National Cooperative Business Association (NCBA) and the Cooperative League of the USA (CLUSA) are the U.S. sister Apex organizations of ACCOSCA. **Conrad Adenaur Foundation is a major ACCOSCA donor.**

Objectives include: (i) delivery of essential services and technical information to the national credit union associations (affiliates) to improve their operations, maintain financial viability and foster growth towards self-reliance and self-sufficiency; (ii) provide financial assistance and services to national movements; (iii) representation of African movement with other pan-African and international organizations and African governments; and (iv) identify and develop leadership at all levels of the movement.

Wants to become more involved in assisting national movements create a more enabling environment by lobbying for a legislative framework which encourages credit union growth and autonomy. ACCOSCA assists members, through its legal modernization program to know what types of reform legislation to lobby for vis-a-vis their governments.

Analysis: Potential for reaching a large number of people in 28 countries indirectly through the individual credit union movements, themselves made up of primary unions in both rural and urban areas (roughly 50/50 percent). Members themselves are demanding increased democracy and improved governance within their own organizations. Wants to develop civic education materials and needs technical assistance to do so.

African Association for Literacy and Adult Education (AALAE)

Contact: Paul Wangoola, Secretary General

Tel: (254-2) 222391

Fax: 340-849

AALAE is an African regional umbrella organization for national level adult literacy NGOs with member organizations in over thirty SubSaharan countries. As with other regional professional NGOs, provides a number of services including research, training, and representation to and on behalf of member organizations. It has conducted research in the field of community education and adult learning which has led it into the areas of local governance and capacity building.

Analysis: Could be very useful in developing civic education materials in local languages through the training of national level adult literacy NGO staff in both methodology and content. Also could undertake research into community education and learning as a means for the dissemination of learning related to democratization and governance issues at the grassroots level.

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African Economic Research Consortium (AERC)

Contact: Anne Gordon Drabek, Dissemination Coordinator

Tel: (254-2) 228057/225234

Fax: 219308

Is a non-profit professional research association funded by a number of foundations, bi-lateral and multi-lateral aid agencies and national governments. Principal objective of AERC is to strengthen local capacity to conduct independent research into problems pertinent to the management of economies in sub-Saharan Africa. This is accomplished through the improvement of economic policies as a necessary precondition for sustained economic growth; and promoting locally-based research conducted largely by highly qualified and motivated resident national economists. Strategy includes a flexible approach to improving the technical skills of local researchers, allows for regional determination of research priorities, strengthens national institutions concerned with economic policy research, and facilitates closer ties between researchers and policymakers.

Program elements include: (i) Research supported by AERC through grants to informally constituted teams belonging to two current research networks: International Trade and Balance of Payments Management; and Domestic Resource Mobilization and Macro-economic Management; (ii) (annual) conference, (national level) seminars, (periodic) workshops, and (occasional) meetings; (iii) institutional support and training through the award of modest grants to assist teaching departments, research centers and economic associations; to support graduate research by African students; and to help finance institutional attachments for African and non-African scholars; and (iv) Publications and Dissemination including a Research Paper series and Special Papers series.

Analysis: AERC is willing to share its inventory of African researchers on a country basis. Possibility of using these individual professionals to assist African NGOs that want to become involved in the independent analysis of economic policies promoted by their governments and foreign aid agencies. Possibility of training of NGO staff.

Potential Organizations Not Contacted in Kenya:

Institute of Development Studies, University of Nairobi

Contact: Professor Njuguna Ng'ethi, Director

Tel: (254-2) 334-244/500-432 (Hm)

Women, Environment and Development Network (WEDNET)

African Association of Political Science

African Academy of Sciences

NAMIBIA

Potential Organizations Not Contacted Based in Namibia:

Southern Africa Media Association

Contact: Gwynn Lister

NIGERIA

Potential Organizations Not Contacted Based in Nigeria:

West African Management Development Institutes Network

Contact:

Tel:

SENEGAL

Forum of Voluntary Agencies in Development (FOVAD)

Contact: Mazid N'Diaye, Secretary General

Tel: (221) 25.55.62

Fax: 25.55.64

FOVAD is the only regional umbrella organization representing African NGOs. It is acknowledged as such by the U.N. system and its specialized agencies, the World Bank, bi-lateral donors and many northern NGO consortia such as InterAction. Its members are national consortia from other African countries such as CONGAD in Senegal, CONGACI in Ivory Coast, GAPVOD in Ghana, and TANGO in Tanzania. It's overall mission is to support individual member development and present a common position on issues of importance to African NGO vis-a-vis African governments and international donors. FOVAD provides services including: (1) undertakes research on issues relevant to NGO community; (2) provision of technical assistance and training to members in area of NGO capacity building as well as technical issues identified by and common to its members; (3) collection and dissemination of information to member organizations; and (4) representation and advocacy of members in regional and international fora and vis-a-vis governments and donors. Publishes newsletter and special studies.

In its 1993 General Assembly held in Harare, FOVAD members decided to adopt "civil society" and its promotion, as the major theme of its next three year plan. In 1994, a major conference on civil society is planned to take place in South Africa following elections there. Its focus will be what democracy and good governance mean from the perspective of the grassroots. USAID might want to keep track of this conference through direct contact with FOVAD or InterAction.

Sees lack of consensus and overall leadership within African NGO community as its greatest weakness. Without common voice vis-a-vis donors, NGOs tend to gravitate to and accept donor agenda as defined by where their funding is directed. Danger in the recent focus of democracy and governance by donors in subverting NGO priorities, and specifically how they define the types of activities that they should be engaged in in this new area.

Analysis: FOVAD is relatively new but has become a recognized representative of African NGOs. It is a member of the International Council of Voluntary Agencies (ICVA), the World Bank's NGO Steering Committee, and has strong ties to InterAction and several other national umbrella organizations in the North. Its Executive Director, Mazid N'daiya, is a well known member of the African NGO community, and is a dynamic force in continental affairs. Working with and through FOVAD to enhance African NGO capacities in the area of civil society promotion makes good sense.

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Reseau Africain pour le Development Integre (RADI)

Contact: Dame Sall, Executive Director

Tel: (221) 25.75.47 Fax: 41.28.91

A sub-regional NGO (also works in Burkina Faso and Guinea) which works with grassroots organizations in capacity building for local development. Has undertaken training for grassroots organizations in Senegal on government's new decentralization policy and its potential impact on local organizations. Also runs a rural para-legal clinics assistance program for villagers designed to inform them of their rights in such areas as land reform, human, civil, and women's rights.

Analysis: RADI has established itself as one of the more capable subregional NGOs in the Sahelian area. While its programs in Senegal are significantly stronger than in the other countries where it has offices, it appears to have useful ties in them and certainly works in areas, i.e., NGO and grassroots capacity building, and on issues, para-legal assistance which respond to identified needs in civil society strengthening.

Goree Institute

Contact: Mr. Andre Zaiman, Director

Tel: (221) 21.70.81 Fax: 22.54.76

Regional democracy institute started in 1987 by members of IDASA, South African democracy institute, itself formed by liberal white South Africans. Focus is the integration of democracy, development and culture. Looks at the relationship between state, civil society and private productive sectors. For the latter two sectors, state must provide "space" for them to develop and grow which has taken place during political liberalization process in most African countries and needs to consolidated following democratic transitions.

Currently in a capacity building stage including establishment of its office and a "Sabbatical Residence"; the setting up of an electronic library capable of storing documents, studies, etc.; electronic mail connecting it with international data bases including Library of Congress; and desktop publishing capacity. Currently a staff of three but intends to add research and program directors. Seems to have a diverse funding base including N.E.D. grants. Has found it relatively easy to gain funding for programmatic activities but less so for institutional and operating costs.

Programs are little more than one year and include: (1) comparative African empirical research around issues of political culture and change (2) training of civil society organizations in areas of strategizing, policy formulation and advocacy and in general institutional strengthening (3) education especially in bringing together Africans at the Sabbatical residence for extended periods of time to undertake research, reflections and workshops on a range of topics related to democratic governance including policy analysis, formulation and making; and (4) dialogue and culture which promotes inter-subregional contact among civil society institutions and universities; and looking at non-traditional ways to extend democracy education through appropriate cultural methods and mediums including traditional performing arts.

Analysis: The institute has impressive physical facilities, including its setting on Goree Island, seems well run with dedicated staff and has a programmatically coherent set of objectives and activities. Has hosted several workshops to date bringing together members of organizations with similar objectives.

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The residential center is an ideal location for small (10 to 20 persons) groups to reflect and discuss issues of common interest. And its research agenda including a comparative study (using Kenya, South Africa and Nigeria) of political culture and change could have great value in establishing an empirical basis in these areas as well as in identifying competent African researchers. It offers a potentially important resource for a centrally funded activity.

Council for the Development of Economic and Social Research in Africa (CODESRIA)

Contact: Moriba Toure, Deputy Executive Secretary

Tel: (221) 25.98.22/3 Fax: 24.12.89

CODESRIA is a pan-African NGO set-up in 1973 which serves African research institutes, social science faculties of African Universities and professional organizations. Principal objectives are facilitating research, promoting research-based publishing and creating multiple fora geared towards the exchange of views and information among African researchers. Specifically, CODESRIA aims to: (i) develop the social sciences in Africa by mobilizing the African social science community to undertake fundamental as well as problem oriented research from a perspective which is more relevant to the needs of the African people; (ii) to develop scientifically a comparative and a continental perspective expressing the specificity of the development process in Africa; (iii) to promote cooperation and collaboration among African universities, research and training institutes, as well as professional associations; (iv) to promote the publication and the distribution of research results of African researchers; and (v) to promote and defend the principle of independent thought and research and the liberty of researchers.

CODESRIA undertakes the following activities: (i) comparative interdisciplinary research both at the continental and national level; (ii) financial support for training of African researchers; (iii) documentation and retrieval of information on research for individual researchers and institutions; and (iv) collaboration with and support of other African non-governmental social science organization (sub-regional and/or panAfrican professional organizations. Multinational Research Working Groups from various disciplines and different countries work on a common theme as well as National Research Working Groups from a select number of countries are supported in various thematic areas. CODESRIA also holds yearly thematic conferences (e.g. Democracy and Human Rights in Africa: The Internal and External Contexts held in Harare in May 1992); has a grants and fellowships program; a "Reflexion on Development Program" funded by Rockefeller Foundation for senior African researchers; and a training program related to research;

CODESRIA publishes: a Journal, Africa Development; a bulletin, The CODESRIA Bulletin; a Book Series; a Working Paper Series; a Monograph Series; and the publication of a Index of African Social Science Periodical Articles and a Directory of Research Projects and Training. Through its Documentation Center CODESRIA operates a number of major information and data bases and publishes: the Directory of Research and Training Institutes in Africa; the Register of Research projects in Africa; the Roster of African Social Scientists and the Index of Social Science Periodicals.

CODESRIA, through its networking with professional Associations organizes and hosts the annual meeting of twelve African social science NGOs including: the African Association of Political Science; Association of African Women for Research and Development; Associations of Central and West African Economists; etc.

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Analysis: Although a number of respondents have stated that CODESRIA's effectiveness has declined over the past several years, there has been a serious internal review of its capacity and an acknowledgement by its new management that it needs to become less dogmatic and more inclusive in the future. It certainly is one of the, if not the, premier research cum policy institute in Africa with an extensive pan-African network of both individuals and institutions. It has held seminars, conferences and workshops in many areas of democracy/governance and civil society over the past five years and has published works and studies on the same. Its D/G program is now financed by Rockefeller Foundation and it is keenly interested in playing a larger role in this area. Recently started a "Summer Institute in Democratic Governance" in conjunction with Cheikh Anta Diop University. The aim of the Institute is to promote research and debates on issues relating to the management of development and conduct of public affairs (governance) in a democratic perspective.

Association of African Women for Research in Development (AAWARD)

Contact: Veronica Mullei, Executive Secretary

Tel: (221) 25.98.22/3 Fax: 24.12.89

AAWARD is a panAfrican non-governmental organization devoted to the critical appraisal of and research on issues pertaining to the multiple roles of African Women in the continuing struggle for change in African society and North-South relations. It is only a few years old and is currently based in the CODESRIA offices in Dakar. So far it has sponsored research activities in a number of areas, held several workshops and conferences on women's issues, and provides information through its resource center. ECHO, a quarterly newsletter is published in French and English.

Analysis: It is difficult to say how effective AAWARD is, has been or could be, although it seems to have solid donor funding (e.g., CIDA, NORAD, Africa Canada Partnerhip) and good outreach to women's organizations, primarily consortia, umbrella organizations and professional associations throughout the major subregions of Africa. It also seems to be well-known by other Women's organizations visited during the Mission to six other African countries made as a part of this study.

Environment and Development in the Third World (ENDA TM)

Contact: Jacques Bugnicourt, Executive Secretary

Tel: (221) 21.60.27/22.42.29 Fax: 22.35.92

ENDA is a panAfrican NGO with both direct interventions in various areas of economic and social development, and in the area of development research, technical assistance and training, and publications and information dissemination. The majority of ENDA's programs are in West Africa with national offices in Mali and Guinea Bissau as well as offices in Zimbabwe and Madagascar. ENDA programs fall into the following categories: (i) rural and urban environmental development; (ii) hunger and poverty; (iii) appropriate technology especially geared towards alternative energy sources; (iv) development communications; (v) support to indigenous peoples; and (vi) human and civil rights. Democratization, governance and civil society promotion are all themes built into its normal programming. In collaboration with the Economic Commission for Africa and the Centre PanAfrican de Prospective Sociale, ENDA recently held a seminar in Cotonou on "Citizenship and Poverty: African Perspectives," and will hold one for Anglophone Africa in Addis Ababa in February 1994.

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Analysis: ENDA represents a specific type of panAfrican NGO which promotes grassroots development, including capacity building for NGOs and local organizations. Other organizations in the same category are **INADES Formation** (headquartered in Ivory Coast) and the **Pan African Institute of Development** (headquarters in Cameroon and office in Zambia). They are all involved in research, training, provision of technical assistance, and advocacy. Most receive significant funding from international donors, both bilateral and multilateral, and undertake a significant degree of contracting as well. While ENDA does not appear to have extensive programs in democratization and governance per se, it has been working in the area of NGO and grassroots capacity building and empowerment for two decades. The leap from these areas into the field of democracy and governance is not as great as many think and thus they should be considered as a possible resource institution in the future.

International Organization of Consumer Unions (IOCU)

Joint ENDA/IOCU

Contact: Amadou Cheikh Kanoute, Program Director for West Africa

Tel: (221) 22.35.92

The IOCU is an international non-profit organization based in London with two subregional offices in Africa, Dakar covering West and Central Africa; and Zimbabwe covering Eastern and Southern Africa. The overall aim of the IOCU is to "support, educate and protect consumers throughout the world." In Africa, IOCU and ENDA are jointly undertaking a program of support to consumer unions to achieve IOCU objectives. Specific activities undertaken by the joint effort include: (i) training of journalists as to their role in consumer protection and the issues to which they should be sensitive. A four day workshop for 30 journalists from 11 West and Central African countries was held in Dakar in mid-1993; (ii) working with national unions to create a legal environment to protect consumers (in line with UN guidelines of 1985) and to ensure that individual country rights conform to standards of UN regulations and to which individual countries agreed to through relevant conventions; (iii) working with regional and subregional bodies such as ECOWAS to define their roles in the promotion of consumer protection; (iv) create an enabling environment for and assist consumer organizations to emerge; and (v) work with concerned government agencies to ensure standards exist and are enforced. The types of issues covered by consumer organizations include: dangerous and fake drugs, including drug recalls and ensuring expiry dates are labeled (Nigeria); issues of quality of goods with ingredients and contents well-marked; etc.

Analysis: Consumer rights are certainly an important area of governance and national level consumer unions are an important civil society organization which can ensure that governments are responsive to consumer problems and address relevant issues through appropriate legislation and enforcement. The ENDA/IOCU joint partnership in Africa appears to be an effective one and merits consideration as a regional organization with which to work. {The national organization in the U.S. is based in New York: Rhoda Karpatikin (914) 667-9400}. Important national consumer organizations in Africa include: the Consumer Association of Ghana, Kenya Consumer Organization, and the Nigeria and Senegal Consumer Associations.

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Le Centre d'Etude et de Recherches sur la Democratie Pluraliste dans le Tiers Monde (CERDET)

Contact: Jacques Nzouankeu, Director

Tel: (221) 24.47.81

Fax: 25.29.36

CERDET is a panAfrican non-profit organization founded in 1985, in Dakar. Its primary mandate is to examine judicial, political, economic, social, cultural, and religious obstacles to democratization in the third world but with a particular focus on Africa, and propose solutions. Of particular interest is CERDET's focus on intermediary structures including private and public institutions, the judiciary, the press, and political parties. CERDET attempts to link the efforts of intermediary structures with the goals of grassroots organizations more representative of the general populace. Its 1993 research agenda includes:

1. the role of the existing public sector in the democratization process and the development of alternative models of public affairs administration;
2. the decentralization of African states and empowerment of local institutions, with judicial and technical support;
3. the integration and protection of ethnic and other minorities without a threat to overall national unity; and
4. the promotion of federalism, particularly in larger unitary African countries.

The Center's publications to date include a teaching manual on democracy to be used in secondary schools; an encyclopedia of articles, bibliographies, and studies on democracy and human rights in the third world; and a review of research findings intended to encourage the development of relations between grassroots organizations and political players. CERDET also publishes a biannual journal of research, information, and opinions called "Alternatives Democratique dans le Tiers Monde." From December 13-17, 1993, CERDET will host a colloquium on "Decentralization in Africa: a comparison of Objectives and Politics."

Analysis: In contrast to such regional democracy/human rights organizations as GERRDES, GOREE Institute, CODESRIA, etc., CERDET does not seem to have the same level of recognition outside of Senegal. It does however, seem to have the focus, capability and interest, in addition to dynamic leadership and a committed if small staff, to participate in a D/G program. Further follow-up with CERDET should be undertaken should the design of a rapid response facility(s) materialize.

African Consultants International

Gary Engleberg & Lilian Baer

Contact: (221) 25.36.37

Fax: 23.29.65

ACI is a subregional consulting firm which provides services to foreign firms and individuals working in the development arena. It also provides a range of training services and has a network of individual consultants and trainers available in a diverse area of technical expertise including primary health care and family planning; agricultural extension and agro-forestry; organizational development, WID, credit, language and cross-cultural instruction. ACI specializes in: (i) training and conference design; (ii)

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training of trainers; (iii) training materials development; (iv) team building and group dynamics; and (v) implementation, supervision, and evaluation of training programs and conferences. Services provided to foreign firms and individuals include: (i) organizing professional visits; (ii) setting up new offices or providing required administrative and logistical support; (iii) cross-cultural orientation; (iv) setting up of workshops and conferences; and (v) a documentation center with data banks of development institutions and consultant registry for the subregion.

Analysis: ACI is reviewed for its knowledge of the region and capacity to provide a subregional administrative and logistical capability to one or both of the centrally-funded facilities. The principals of the firm, two former Peace Corps Volunteers, have lived and worked in Senegal for over 15 years and have provided services for AID, World Bank, etc. If the intended facilities do not have an actual African presence, it would be worthwhile exploring with ACI, or other such firms their interest in providing local services for these projects.

Centre African D'Etude Superieures en Gestion (CESAG)

Contact: Dr. Boukary Sawadogo, Director of Programs, Studies and Training

Tel: (221) 22.80.22

Fax: 21.32.15

CESAG is the management institute covering West and Central African countries just as the Eastern and Southern African Management Institute (ESAMI) is the counterpart organization covering the other two African subregions. It provides a range of training, educational and research services in public and private sector management to the countries of the Economic Community of West African States. It has programs in the following areas: (i) graduate level and continuing education programs including 18 month masters programs in business administration, health management and auditing; (ii) consulting services and research; (iii) in conjunction with the European Center for Development Policy Management courses in state governance and the institutional analysis of policy making capacity; (iv) rural organizational management including work with Group d'Interet Economique or small and micro-enterprises, entrepreneurial training; (v) Not-for-Profit (organizational) management and entrepreneurship; and (vi) policy formulation, analysis and management.

CESAG has exceptional training facilities with residential units for 64 trainees; an audio-visual studio which can make videos (currently making a video for CONGAD on NGO management issues); a state of the art auditorium with seating for 300; and numerous training rooms for breakout sessions.

Analysis: According to a number of different respondents, the quality of CESAG programs has decreased over the past several years due to inadequate funding and a loss of some of its core teaching cadre. It still serves however as an important regional management institute and has established relations with other national level management institutes in the subregion. Its physical facilities are impressive and could be utilized for any number of training, workshop, conference and seminar requirements. Follow-up at some point would be beneficial should a design actually come to fruition.

Potential Organizations Not Contacted Based in Senegal:

African Jurists Association

Contact: Maitre Benoit Ngom, President

Tel: (221) 21.19.48

Fax: 21.19.48

Documentation received concerning this organization

Association of Professional Media Women

Contact: Madame Savane, President

Tel:

Center for Information Studies (CESTI)

Contact:

Tel:

IRED

Contact:

Tel:

SOUTH AFRICA

Potential Organizations Not Contacted in South Africa:

Development Resource Center/Independent Study

Contact: David Bonbright

Tel: (27-11) 838-7504 Fax: 838-6310

IMMSA

Contact: Charles Nupin

Tel: (27-11) 726-7104

South African Institute of Race Relations

Contact: John Kane-Burman, Executive Director

Tel: (27-11) 403-3600

IDASSA

Contact: Dr. Alex Mabrane, Director

Tel: (27-21) 47-3127

Center for Development Studies, University of Western Cape

Independent Forum for Electoral Education (IFEE)

Contact: Robert Mopp

Tel: (27-21) 453-207

Institute for Multi-Party Democracy

Contact: Oscar Dhlomo

Tel: (27-31) 304-3836 (31) 304-0556

Institute for Advanced Journalism (Center for Foreign Journalists)

Contact:

ZIMBABWE

Women in Law and Development in Africa (WILDAF)

Contact: Florence Bulegwa, Executive Director

P.O. Box UA 171, Union Avenue, Harare, Zimbabwe

Tel: (263-4) 729151 Fax: 731-901/2

Is a PanAfrican NGO based in Harare, which is made up of a network of individuals and institutions linking law and development. Undertakes training in legal areas, networking, research, lobbying, policy advocacy and formulation for women's groups throughout Africa. Has provided a series of training programs for women's leaders on various legal issues concerning development issues.

Analysis: This is an organization that needs to be contacted at some point to ascertain its capabilities in more detail than was able to be done second hand in this study. Harare is a regional center of relatively

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great importance (perhaps more so than South Africa) and other organizations their also need to be interviewed.

MWENGO

Contact: Ezra Mbogori, Executive Director

Tel: (263-4) 38025 (Hm)

Fax: 702570 (c/o Mrs. Kaitano)

The Center for NGOs in Eastern and Southern Africa, MWENGO, overall mission is to harness the capacities of NGOs in the region to articulate and implement an African development agenda rooted in ongoing experiences and analyses, with a sensitivity to both the realities and aspirations of african societies. Formed in 1991 as a membership organization open to indigenous NGOs, networks, and umbrella organizations in the region. Two principal areas identified: (i) the question of NGO identity and legitimacy; and (ii) policy research and advocacy. Activities include: (i) Research and publications: to develop a set of evaluation criteria and baseline indicators for assessment of NGO performance; to develop a publication series for purposes of disseminating useful information and analysis; to increase the capacity of NGOs and garssroots organizations through training in research and advocacy skills; (ii) Networks Management: Undertake an analysis of existing networks and umbrella organizations to enable a more effective interaction and division of labor among them. Issues that MWENGO will focus on are: (i) Who lobbies for the poor? (ii) pluralism: What implications and roles for NGOs? The Key issue of **participation** to increase **voice** for grassroots organization in developmental policy formulation; (iii) Advocacy; and (iv) Partnerships.

Analysis: MWENGO is just in the process of establishing its offices in Harare and thus has not undertaken any major activities at this point. It's potential however is great, as its leadership is superb and the process of consultation with NGOs in the region leading to its creation fostered real committment to its goals. The need for such a subregional NGO is real and demonstrates the evolution of an regional NGO sector in Africa. MWENGO and the developmental NGOs that it represents, will primarily focus on "little democracy/little governance" issues with participation, empowerment, capacity building at the grassroots level as well as enhancing the understanding and capacity of NGOs for democratic self-governance.

Potential Organizations Not Contacted Based in Zimbabwe:

NGO Management Network for East and Southern Africa

Contact:

Tel:

OTHER AFRICAN REGIONAL ORGANIZATIONS FOUND IN ABIC LIBRARY

African Network for Integrated Development, rue 39 X 44 Colobane, B.P 12085, Dakar, Senegal. An umbrella organization grouping various NGOs. Tel: (221) 224495. Contact: M. Madzide N'Diaye.

Africa Leadership Forum (Ota, Nigeria). Headed by former Nigerian head of State General Olusegun Obasanjo. According to the African-American Institute, this organization is widely acknowledged as the premier African organization examining strategies for increased popular participation in elections and the post-election consolidation phase and resolution of regional conflict.

Association Togolaise des Juristes Démocrates. A special interest group which seeks to further human rights.

Address: 82 Boulevard de la Victoire, B.P. 277, Lomé, Togo.

Tel: (228) 216092. Fax: (228) 216734. Contact: Ms. Dyanama Ywassa. (ref: Bakary).

CERDET: Centre d'Etudes et de Recherches sur la Démocratie Pluraliste dans le Tiers Monde. See Article in African Voices, Summer 93 for profile. Founded in 1985, seeks to examine judicial, political, economic, social, cultural, religious, and philosophical obstacles to democratization in the Third World, particularly in Africa.

Address: CERDET, B.P 12092, Dakar (Colobane), Senegal.

Tel: 221-244781 Fax: 221-252936

CESAG: Centre d'Etudes Supérieures Africain en Gestion, Dakar, Senegal. Has a bad reputation as an institution, but has many competent persons. Contact: Boukary Sawadogo, Directeur des Programmes.

Centre International des Civilisations Bantou (CICIBA). A university research institute which focuses on the Bantou civilization (Central Africa).

Address: B.P. 770, Libreville, Gabon. Tel: 701677/ 763523.

CIREJ (Centre Ivoirien de Recherches et d'Etudes Juridiques.) Université Nationale de Côte d'Ivoire, 01 B.P. 3811, Abidjan 01. Tel: (225) 448429. Contact: Dr. Zakpa Komenan

Centre de Promotion des Droits de l'Homme, B.P. 2588, Bujumbura, Burundi. Fax: (257) 233139.

CLUSA: Cooperative Leagues of the USA, Ouagadougou, Burkina-Faso. Does much grassroots-level work (training, coops etc.) Contact: Papa Sené.

Commission Béninoise des Droits de l'Homme, B.P. 04-0607, Cotonou, Benin, Tel: (229) 301514. Fax: (229) 300077. Contact: M. Saïdou Agbantou.

ENEA: Ecole Nationale d'Economie Appliquée, Dakar, Senegal. Has activities in decentralization and rural development.

ESAMI: East and Southern African Management Institute, Arusha, Tanzania

Rapid response-civil society

FAVDO: Federation of African Voluntary Development Organizations, Dakar, Senegal. According to the African-American Institute, it is the principal Africa-wide consortium of non-governmental and voluntary organizations. The Director of FAVDO has expressed a keen interest in the democratization process and would assist in the identification of appropriate NGOs for participation in project activities.

GERDDES: covers Ivory Coast, Benin, Senegal. Promotes democracy through conferences, seminars, and election observation. President: Sadikou Alao. Address: 01 BP 82112, Abidjan, Côte d'Ivoire. Tel: 225-446305. Fax: 225-44-6709 or 225-44-8327.

GERDES: Groupe d'Etudes et de Recherches sur la Démocratie, l'Economique et le Social. BP 10105, Douala, Bessengue, Cameroon. Contact: Celestin Monga or Fabien Eboussi-Boulaga.

Gorée Institute (Center for Democracy, Development and Culture in Africa; works in human rights issues, organizes many conferences, seminars and training programs.) B.P. 6413, Dakar-Etoile. Tel: (221) 21 70 81. Fax: (221) 22 54 76. Resource person: Dr. André Zaiman.

Human Rights Africa for Continental Defence of Rights and Liberties. 34, Aje Street, P.O. box 2959, Yaba Lagos, Nigeria. Tel: (234) 1 860 73 7. Resource Person: M. Tunji Abayomi.

Institut Africain Pour La Démocratie/Africa Forum for Democracy. An organization funded by UNDP, whose mission is similar to that of GERDDES. Does not seem to be quite operational yet. Address: c/o UNDP regional Director for Africa, Dakar, Senegal. Contact: M.P.C. Damiba.

Institute of Development Management, P.O. box 1357, Gaborone, Botswana. Tel: 52371 (?) serves 3 countries: Botswana, Lesotho, Swaziland. Evaluated UN and ILO training.

Institute of Development Management, Morogoro, Tanzania. Can do low-level in-house training for things such as first-line extension work, clerical, office management

Ligue Ivoirienne des Droits de l'Homme (LIDHO), /o M. René Degni-Ségui, Faculté de Droit, Université nationale de Côte d'Ivoire, B.P. V-179, Abidjan, Côte d'Ivoire.

PAID: The Pan-African Institute for Development, Douala, Cameroon. According to the African-American Institute: founded in 1964, it is an Africa-wide development research and training not-for-profit NGO with four regional institutes located in Burkina-Faso, Cameroon, and Zambia. PAID assumes an integrated approach to rural development, possesses a wealth of experience in participatory training programs, especially in decentralized local government planning, and has extensive experience in organizing programs of popular participation. The PAID network will be helpful in all phases of the electoral process.

PVO QUESTIONNAIRE – STRENGTHENING CIVIL SOCIETY

I. GENERAL PROFILE

Category:

Name of organization:

Address:

Phone:

Fax:

Contact person(s):

II. AREA OF ACTIVITIES

Regional coverage (outside of Africa):

Offices in Africa:

Country Programs in Africa:

African affiliates:

III. DEVELOPMENT BACKGROUND

Development sectors:

Work with indigenous NGOs or groups in Africa:

Specific programs promoting democratic development and the strengthening of civil society:

Previous work with AID:

IV. FUTURE INTEREST/ACTIVITIES

Interest in participating in an AID-financed rapid response facility supporting civil society in Africa:

Expected future level of activity in Africa:

V. INTERVIEWER'S COMMENTS

Annual Report/Other Documents

ALPHABETICAL INDEX OF US INSTITUTIONS

African-American Institute
African-American Labor Center
Africare
Aga Khan Foundation
Agriculture Cooperative Development Institute
Alcorn State University
America's Development Foundation
American Jewish World Service
American Federation of State, County and Municipal Employees
Association of Concerned Africa Scholars
Catholic Relief Services
Center for Democracy
Center for Foreign Journalists
Centre for Development Population Activities
Center for International Private Enterprise
Center for Public Policy and Diplomacy at Lincoln University
Center for the Study of Human Rights, Columbia University
Central State University Institute for International Affairs
Christian Children's Fund
CODEL, Inc.
Congressional Human Rights Foundation
Delphi International
Dillard University
Ethiopian Community Development Council
Fisk University
Florida A&M University
Freedom House
Grambling State University, International Studies Program
Grassroots International
Human Rights Program, Harvard Law School
Hunger Project
Institute of Cultural Affairs
Institute for Development Research
Institute for Urban Research, Morgan State University
International Executive Service Corps
International Foundation for Electoral Systems
International Institute of Rural Reconstruction
International Republican Institute
Johns Hopkins University Institute for Policy Studies
Joint Center for Political and Economic Studies
Lawyers' Committee for Human Rights
Lutheran World Relief

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National Association of Schools of Public Affairs and Administration
National Association of State Development Agencies
National Black Caucus of State Legislators
National Cooperative Business Association
National Democratic Institute for International Affairs
National Endowment for Democracy
National Peace Foundation
Office of International Training, Clark Atlanta University
Organization Development Institute
Organizing for Development-an International Institute
Outreach International
Oxfam America
PACT
Planning Assistance
Southern University System
Synergos Institute
Transafrica
United States Institute of Peace
United Way International
United States Catholic Conference
United Way International
World Education
World Learning
World Relief Corporation
World Share
World Vision

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