

ISGM

**INSTITUTIONAL STRENGTHENING AND
GRANT MANAGEMENT PROGRAM**



**A PROGRAM OF THE
USAID/REDSO/ESA
HORN OF AFRICA SUPPORT PROJECT
(HASP)**

QUARTERLY PERFORMANCE REPORT
1 July 1999 - 30 September 1999



Pact, Inc.
Contract # 623-C-00-98-00026-00
October 10th, 1999

SECTION I CONTRACTOR'S REPORT

1. Background

On September 20th, 1995, the United States Agency for International Development Regional Economic Development Services Office for East and Southern Africa (USAID/REDSO/ESA) and the Intergovernmental Authority on Development (IGAD) signed a Project Grant Agreement (amended 11 September 1997) to collaborate on implementation of the Horn of Africa Support Project (HASP) designed to promote the participation of African partners in activities that support the US Presidential Greater Horn of Africa Initiative (GHAI), comprising five principles:

African ownership
Strategic coordination

Regional perspectives
Linking relief & development

Promoting stability

On September 2nd, 1998, USAID signed a \$10 million contract with Pact, Inc., a US-based Private Voluntary Organization (PVO) for services in managing the Institutional Strengthening and Grant Management Program (ISGM) of HASP. The contract covered work in ten countries comprising the Greater Horn of Africa (as defined by USAID): Rwanda, Burundi, Tanzania, Kenya, Uganda, Sudan, Somalia, Ethiopia, Eritrea, and Djibouti. Total grant funds available approximate \$4.5 million.

Expected Results of ISGM

- (i) Institutional strengthening of regional African organizations/consortia/associations involved in food security and/or conflict prevention, mitigation, and response activities (CPMR) in the GHA region;
- (ii) Promotion of innovation in the region through support of relevant and innovative regional activities in food security and CPMR; and,
- (iii) Increased strategic coordination through the strengthening or creation of structured sub-sector and sector networks and partnerships.

3. Current Activities: July 1, 1999 - September 30, 1999

(i) First cycle grantees selected and pre-award reviews conducted.

During this reporting cycle, Pact processed and presented to USAID a Negotiation Memoranda for five round one applicants grantees totaling \$967,883 (See Table 1.) All five were subsequently approved for funding by REDSO. In accordance with Section C of our contract, Pact notified all applicants of the results of the stage one review and of the recommendations of the Advisory Council and USAID's approval of their recommendation.

The Advisory Council originally recommended funding for seven round one applicants. Pact conducted multiple pre-award site visits to ensure applicant grant worthy status and ability to implement the grants programs as proposed. In general, it was found that of the 7 organizations only 5 had sufficient legal standing, financial and administration systems,

KEY RESULTS THIS QUARTER

- 5 grantees recommended for funding for programs in 9 GHA countries, with funding valued at nearly 1 million dollars.
- Pre-award site visits conducted for each organization recommended for funding
- Participants from 18 NGO's and civil society organizations in the GHA region gather to share experiences on food security and conflict prevention and begin to develop a GHA organizational capacity assessment tool.
- 2nd call for RFA opened on September 1st, with a submission deadline of October 15th.
- Informational meetings conducted in 5 countries (Kenya, Ethiopia, Uganda, Rwanda and Tanzania) to promote interest in the RFA; increase response to the 2nd round announcement; and to identify potential ISGM partnerships.
- Financial Administrators from the GHA region trained to mentor and monitor NGOs on management of USAID grants and the implementation of ISGM programs.

and staff in place for managing the award. New Development Perspectives, a start-up organization did not meet award requirements and it was deemed that even with the proposed strengthening, it would likely fall short. ISGM nevertheless will continue to work with this organization to help them develop appropriate systems with a look towards assisting their reapplication for a grant in a future RFA round. Networks Sudan, another young organization, required additional assistance in establishing a legal foundation for its operation. To date, they have operated under umbrella support from other organizations while pursuing registration as an NGO in Kenya. Since Kenya is not currently recognizing new NGOs, their registration is pending. Working with its financial and administrative network of experts, Pact identified a process whereby Networks Sudan can register as a not-for-profit organization under the companies act. Since it will be a corporation limited by guarantee, and managed by an appointed board, it will function as an NGO while have legal personality permitting the opening of bank accounts and the signing of legal documents, such as grants. The ISGM grant is therefore pending until Networks can finalize its legal structure.

Table 1. Grantees

Organization	Focus countries	\$ Grant amount	Period of performance	Subject of Grant
<p>National Assoc. of Women's Organizations (NAWOU)</p> <p>Mission: To promote a coordinated network of women's organizations for efficient use of resources in order to improve the status & living conditions of women.</p>	<p>Uganda Kenya Tanzania Ethiopia Eritrea Burundi Sudan Somalia Rwanda</p>	\$143,338	10/99-1/00	<p>Support for a regional conference to:</p> <ul style="list-style-type: none"> • Share experiences on critical issues which affect food production, security, and household nutrition; • Identify social, cultural, and political constraints in the improvement of household nutrition and how they affect child development; • Identify possible intervention used by governments, NGOs and women in the region to improve food security, household nutrition and child development which can be adopted for the region; • Assess the potential and capacity that exist in the region with reference to women to improve household level nutrition and child development; • Lay strategies for food production and marketing opportunities in the region; • Develop an E. Africa regional action strategy
<p>Center for Conflict Resolution (CECORE)</p> <p>Mission: To empower individuals, organizations, institutions & the community to manage conflicts effectively by applying alternative & creative means in order to promote a culture of tolerance & peace.</p>	<p>Uganda Rwanda Burundi Tanzania Kenya Sudan</p>	\$239,766	10/99-11/00	<ul style="list-style-type: none"> • Investigate the role of media in conflict situations, identify traditional methods of conflict resolution and identify best practices of those who have spearheaded peace initiatives in the region; • Hold a conference to develop training materials (based on best practices), and hold a workshop to train media professionals in the GHA region in conflict prevention and post conflict reconciliation interventions and training strategies; • Produce a practical resource handbook and video for the media and others working in situations of violence; • Establish an electronic communication network to serve the needs of the relevant media, peace and conflict resolution workers and other regional stakeholders.

Organization	Focus countries	\$ Grant Amount	Period of Performance	Subject of Grant
<p>Forest Action Network (FAN)</p> <p>Mission: To increase social & economic equity & improve human well-being, especially the poor, through the support of collaborative & sustainable management of tress, forest & other natural resources.</p>	<p>Kenya Uganda Ethiopia Tanzania</p>	\$243,500	10/99-9/01	<ul style="list-style-type: none"> • Develop conflict mgmt skills of local communities & stakeholders through advocacy, strengthening local indigenous management structures, & other participatory methods so that they can mange their resources sustainably. • Sponsor exchange visits and community workshops to build the capacity of local communities and other stakeholders in conflict identification and management to address issues arising from access, ownership and use of natural resources; • Conduct a regional workshop to create awareness and share information on conflict situation and develop new solutions and management systems; • Increase capacity among FAN staff to provide useful conflict management intervention strategies at local, national and regional levels.
<p>Africa Alliance of YMCA's (AAYMCA)</p> <p>Mission: Promote the strengthening of local initiatives aimed at fostering social justice, economic opportunity and international understanding of Africa, through leadership development and enhancement of institutional capacity.</p>	<p>Kenya Uganda Tanzania Rwanda Ethiopia</p>	\$250,000	10/99-10/01	<p>Intensifying the organizations capacity to be involved with refuge work in GHA region by:</p> <ul style="list-style-type: none"> • Establishing an expert advisory committee to enhance YMCAs ability to network & develop appropriate responses to refugee problems; • Increasing community participation in 5 National YMCA's (initiate pilot projects focusing on alleviation of refugee problems); • Improving governance of 5 National YMCA's (and their local branches) confronted with displaced person problems • Reducing financial dependency and requirement from external sources for supporting refugee populations (through training, advocacy, project feasibility studies and pilot income-generation activities).
<p>Federation of Women's Lawyers (FIDA)</p> <p>Mission: To establish friendly international relations on the basis of equality and mutual respect of all people; to enhance and promote the welfare of women and children, to promote the study of comparative law; to promote the principles and aims of the United Nations in the legal and social aspects.</p>	<p>GHA Region</p>	\$91,279	10/99-2/00	<p>Support for a regional conference to:</p> <ul style="list-style-type: none"> • Strengthen the capacity of FIDA Africa to influence peace processes and interventions in conflict situations and to enhance the networking among country chapters and affiliates. Coordinate activities among FIDA Africa for the next 2 years; • Provide a forum for women lawyers to share experiences and network about human rights violations in conflicts. Increase awareness and understanding about the effects of armed conflict in society; • Develop a common strategy to access respective governments and regional bodies such as the OAU, and lobby for the development of peaceful mechanisms of addressing conflict; • Develop strategies for securing commitments from policy makers in government and inter-governmental agencies t o include women in peace initiatives and to develop gender responsive policies, programs/instruments.

PENDING Organization	Focus countries	\$ Grant Amount	Period of Performance	Subject of Grant
Vetwork Sudan Mission: To promote and enhance contribution of livestock towards improvement of national and regional food security, livestock trade and exchange, and conflict prevention, mitigation and response capacity.	Sudan Uganda Kenya	Pending \$239,914	11/99-11/00	<ul style="list-style-type: none"> • Provide sustainable animal health and veterinary services to improve animal health, animal protection, food security and livestock cross border trade by: • Strengthening Vetworks professional and technical capacity to efficiently implement activities, undertake strategic planning, program evaluation and governance; • Training community animal health care workers and veterinary coordination communities in service provision. Provide professional and technical backup services; • Provide vaccines in sufficient quantities to allow for generation of funds; • Increase private sector involvement in food security interventions & promote role of women.

(ii) Workshop held for Regional Food Security and Conflict Prevention Actors.

20 participants from 18 NGO's and civil society organizations (based in 7 Eastern and Southern Africa countries) gathered July 26-31, to share experiences on food security and conflict prevention efforts in the region. The workshop provided a platform for the participants to network and to begin to develop strategies for capacity building in public, private and civil society alliances.

Regional Food Security and Conflict Prevention Workshop Results include:

- Identification of roles organizations play in building peace in specific regions.
- Identification of the desired outcomes sought in food security and conflict prevention work and an analysis of the capacities organizations need to successfully undertake this work.
- Analysis on how institutional capacity building is best strengthened/undertaken within and by organizations.
- Identification of three dominant aspects that define life in the GHA (below) and identification of capacities required for organizations to address these dominant aspects:
 - Significance of livestock in terms of livelihood and culture.
 - Substantial diversity of ethnic groups, cultures and socio-political structures.
 - Presence or absence of unity.
- Discussion on needs and benefits of substantive Monitoring, Evaluation and Reporting.
- Discussion and introduction of the Organizational Capacity Assessment (OCA) process as a tool for monitoring, evaluating and reporting against program objectives and benchmarks.

(iii) Promotional tours undertaken to identify regional partnership opportunities and promote interest and increased response to 2nd round opening of RFA.

During this quarter promotional tours for the RFA were undertaken (in Tanzania, Uganda, Rwanda, Ethiopia, and Kenya) to increase response to the 2nd round opening of the RFA (Sept 1- Oct 15). ½ day informational meetings were held with over 50 organizations participating. Pact also met with several organizations to identify potential partnership opportunities. Some critical results from these trips include:

- Expansion of the RFA dispersal network in Tanzania to include TANGO (an association of 200 registered NGO's, CBO's and PVOs).

Promotional tours resulted in the identification of new regional partners; and increased the overall number of compliant responses to the RFA by 17%.

- Improved understanding of ISGM goals and programs on part of dispersal center staff.
- A need for additional training to strengthen NGOs capacity for proposal writing and fundraising.
- Improved coordination with bilateral missions on ISGM program

(iv) Training of Financial and Administrative Mentors

To facilitate the creation and strengthening of a regional network of skilled mentors and advisors capable of performing, overseeing and conveying to NGOs the full range of USAID grant administration and program monitoring activities; a workshop was held on September 13-17 in Nairobi Kenya. Financial Administrators/Trainers from around the region who were identified as potential "mentor/monitors" attended the 5-day session. The session was conducted in part to address PACT Kenya's concern that as the ISGM program grows, the number of grantees receiving funds and requiring support could outweigh the number of PACT ISGM personnel available to provide this support. The goals of the workshop were (1) to expand the pool of actors available to effectively mentor and or monitor an NGO receiving a USAID grant, and (2) to network these NGOs and mentors/monitors to create long-term sustainable support systems.

Results from the workshop include:

- Skill strengthening of 9 "mentor/monitors" (the FAME network) in USAID grant management and program monitoring systems.
- The development of a 6-month action plan to launch the FAME network & prepare for upcoming financial review, monitoring and strengthening requirements.
- The establishment of a FAME Forum electronic network system.

(v) Expansion of Consultant, Organizational, and FAME Databases; and Publication of Electronic Newsletter

During this quarter consultant and organizational databases were significantly expanded and improved:

Organizational Database

The *Organization Database* catalogs key organizations in the Greater Horn of Africa that work in the areas of food security and conflict resolution. Currently, the database lists over 300 organizations from the ten GHA countries. Information about each organization (i.e. organizational name, focus area of work, contact person, postal and email addresses) is listed on a web page (www.pactke.org/mgo.htm) making the information accessible worldwide.

Consultant Database

The *Consultant Database* is currently an internal database that Pact has established to identify resource persons, consulting firms, or training institutions that provide services in the fields of food security and conflict prevention. Currently the database lists approximately 200 resource persons working in the ten GHA countries. The list includes name, focus area of work, postal and email address. The database is continually updated and expanded.

FAME (Financial and Administrative Mentors) Database and Electronic Forum

The *FAME electronic network system* is a small database composed of individuals who participated in the NGO mentor training course, and an associated electronic chat room (the *FAME Forum*) which allows the mentors to "talk", ask questions, and exchange information relevant to their work in support of NGOs and in finance, administrative, and grant management issues. The FAME forum has been popular among participants, and is expected to expand as a discussion forum through regular topical postings.

<http://webboard.pactke.org:8080/~pactke>

Electronic Newsletter Published

The 2nd edition of Pact's Electronic Newsletter was made available on our web page in August 1999. The newsletter highlighted the importance and how to's of networking.

(vi) **Continued Contact with ISGM Advisory Council.**

There has been continued formal and informal contact with the ISGM Advisory Council, and several members played a very proactive role in promoting the 2nd round RFA, and in shaping the document released. The next Advisory Council meeting is scheduled for January in Addis.

(vii) **Initial Strategic Communication Activities Undertaken**

Mr. Dan Spealman was fielded from the Pact Headquarters to work with Mr. Titus Syengo, the ISGM Information Technology Specialist, during June and July (as mentioned in our last quarterly report/also see report Annex IV). Among other activities, the following were accomplished during this reporting period:

- Installation, set-up, and trouble shooting of computer network and software for Pact Kenya.
- Initial design and implementation of the Pact/ISGM Web site and discussion platforms.
- Team building that included training in software, and training in strategic communications strategies.
- The adaptation and implementation of an initial assessment to begin to identify information needs and the current networking situation in the region.
- Strategic formulation of future activities.

Syengo & Spealman initiated focus group discussions with NGOs, selected Advisory Council members, and other specialists in the region. Some early conclusions include:

- NGOs want to share best practices.
- There are a number formalized networks that successfully enhance information sharing, but some of them are inaccessible to smaller NGOs.
- More information needed on how to approach donors successfully.
- More information needed on what NGOs are doing and where.
- NGOs have difficulties in tailoring messages to various audiences, especially the grassroots, and measure its effectiveness at that level.
- There is a wide range of technical ability amongst the NGOs.
- Nearly all NGOs have a great deal of faith in the importance of the Internet for sharing information, even if they have not used it personally; at the same time they acknowledge its limitations in reaching the grassroots.
- The NGOs are supportive of the proposed activities that Pact/ISGM would undertake to help meet some of their needs.

Plans for the future must remain flexible and adapt as more information is gathered through the assessment process that has just begun. Pact/ISGM however, is beginning to move forward on meeting key information, communications, and networking needs of the region by:

- Providing training in a wide range of information sharing and networking strategies and skills, including: Internet and e-mail usage, the use of certain hardware and software, internal sharing of information, external communications strategies, networking/collaborating, and information brokering.
- Increasing the number of on-line discussion forums and leveraging these for full effectiveness.
- Utilizing multiple means to deliver services to grantees and other key organizations. Services include: direct training and technical assistance, workshops and conferences, hiring third party providers, utilizing NGOs to provide mentoring, and utilizing a youth service learning strategy to deliver these services.
- Updating and enhancing the Web site to increase its usefulness, interactivity, and the amount of information that is available on it.
- Expanding the NGO directory both in terms of the amount of data within it and the types of data within it; making this information more accessible and utilizing it as tool for networking.
- Leveraging grants to build and strengthen networks, coalitions, mentoring arrangements, and NGOs that can serve as information nodes. Making use of organizations that can act as information and networking nodes in a certain area. These nodes can deliver training, distribute and collect knowledge, serve as partners in the

assessment strategy, provide access to equipment and resources for other nearby NGOs, and provide a lasting means of delivering the services identified herein.

- Applying the assessment process to all grantees in order to ensure that grant negotiations are informed by the NGOs' needs in regards to information sharing skills and technologies.

(viii) Initial program establishment of Pact's Monitoring, Evaluation and Reporting Systems.

Ms. Radya Ebrahim and Robert Morin, regular Pact consultants, assisted the Pact Kenya office for three weeks in July and August to help design and establish the foundation for Pacts Monitoring, Evaluation and Reporting systems and to help with the initial pre-OCAT workshop. Initial work was undertaken to develop the following systems:

- Preliminary design of elements for a core ME&R system meeting all contractual requirements;
- Initial development of an ME&R implementation plan;
- Initial identification of regional and global human and training resources required to implement the Performance Monitoring and Evaluation Plan;
- Contribution to OCA Development Workshop.

Consultant's findings and recommendations included:

- Capacity of many partner NGOs in monitoring, evaluation and reporting need to be strengthened as part of the ISGM activities;
- Capacity of MWENGO as a trainer of monitoring and evaluation reporting systems needs to be strengthened
- Pact/Ethiopia monitoring tracking system should serve as a model for Pact Kenya, Mr. Synego should visit Ethiopia to see system in place.
- Training materials specific to monitoring and reporting in food security and conflict need to be developed.
- The objectives framework for HASP need to be reviewed (there appears to be a lack of clarity between strategic and operational SO objectives) so that all key stakeholders are aware of their respective responsibilities and levels of accountability.

(ix) Staffing and Procurement.

Staffing

Ms. Rushy Dualeh was hired August 30th, as a short-term technical assistant to support the Information Management Office Assistant. Her contract period is three months (renewable). Since starting work she has been focusing on updating the ISGM website, maintaining NGO and consultant databases and electronic newsletters.

Procurement.

Pact was able, with hardship, to continue basic procurement through vendors willing to defer VAT payment in the expectation of Pact receiving an exemption certificate. During this reporting period, Pact completed equipment procurement and purchased a battery back-up system to continue basic office functioning during power outages and rationing (currently 3 days a week) (*see item x below*).

(x) Issues requiring immediate support/ attention by USAID

VAT

The VAT issue remains unsolved after months of discussion and continues to negatively threaten the speed at which Pact can attain results. Although Pact was able to continue slowly forwarding basic procurement (using a limited number of vendors willing to defer VAT payment in the expectation of Pact receiving an exemption certificate) this is a hardship situation that is counter to both Pact's and USAID policies in selecting the best vendors with the best price, and has the potential of crippling project results. Should Pact have to continue to act in this manner there could be an impact to the project timeline and budget requiring additional USAID funding. Pact again urgently requests that USAID use all means available to them to expedite the exemption certificate through the system. Pact has also noted difficulties in receiving written USAID approval for conducting business—Pact sends a written request and receives a verbal approval that is not followed up by a written authorization (or written

authorization does not come in a timely manner). Pact respectfully requests timely written authorization in response to PACT/ISGM written requests. A case in point is the battery backup system. When it became apparent that power cuts were severe and likely to continue, Pact identified potential sources willing to provide an appropriate system free of VAT. An emergency request was forwarded to REDSO for procurement approval. This request was reviewed and clarifications were requested so that approval could be expedited. Despite providing clarifying details, Pact received no official response to the written request for over ten days. At that time, we were told verbally that no approval was required for this procurement as it was central to our operations. During the interim, Pact operated at a reduced capacity. This case further exemplifies the need for REDSO to better empower the procurement assistants and program managers so that they can make critical decisions on program issues in a timely manner.

Policy on Clearance of Personnel Hiring

Pact is forwarding the following policy statement for authorizing personnel employment. This policy meets with normal USAID performance-based contracting procedures and with Pact international policies and practices. Pact assumes that no official written approval of this policy statement is necessary as it appears to us as standard practice. *Unless USAID provides specific comment otherwise, Pact assumes this policy satisfies USAID/REDSO requirements.*

The following is based on Pact policy and the PACT/USAID Contract # 623-C-00-98-00026-00

1) Long Term Employees – Key Personnel Under the Contract

PACT ISGM Program Director, USAID COTR and USAID CO signatures required. USAID COTR approves the technical merit of the candidate (Pact shall submit to the COTR the name, resume, and bio-data sheet). Pact may list the proposed salary of the candidate on the submittal form, but language in the document should simply request the COTR's technical approval of the individual and the CO's approval of the salary scale. If the COTR approves the candidate s/he will forward the request to the Contracting Officer for final approval of salaries.

2) Long Term Employees – Non Key Personnel and Local Support Staff

Only the PACT ISGM Program Director's signature is required. Salaries for these individuals must not exceed the level of salaries paid to equivalent personnel by the USAID mission (without express written permission from the COTR); nor exceed the contractor's established policy and practice or result in an overall increase of the estimated program budget. Pact must also ensure that the proposed salaries are inline with the firms (and USAID's) personnel policies and with the negotiated agreement between Pact and USAID. An exception is made for any positions considered as *key personnel* for the contract--which require USAID COTR and CO written concurrence.

3) Short Term Technical Assistance / Consultants – Expatriate and African Staff

Only the PACT ISGM Program Director's signature is required. Salaries for these individuals must not exceed the level of salaries paid to equivalent personnel by the USAID mission (without express written permission from the CO); nor exceed the contractor's established policy and practice or result in an overall increase of the estimated program budget. Pact must also ensure that the proposed salaries are inline with the firms (and USAID's) personnel policies and with the negotiated agreement between Pact and USAID.

4. Performance Update

Performance is deemed to be on track with contract. See attached table for details.

5. Statement of Work - Administrative Information:

Contract Data: Total estimated cost \$10,000,000.00.

1. Expenditures (last three months):	\$ 439,501
2. Cumulative expenditures to date:	\$ 942,629
3. Remaining unexpended balance:	\$9,057,371

4. Performance Table

Objective	Targets planned for quarter	Progress During Reporting Period
<p>Objective #1: Institutional Strengthening of regional African organizations-consortia-associations involved in food security and/or conflict prevention, mitigation and response activities (CPMR) in the GHAI-region.</p> <p>Required Results All organizations qualifying for activity grants strengthened, as needed, such that they have the internal ability to prudently manage USG funds and achieve results in support of HASP and GHAI food security and CPMR results; and of these:</p> <p>(a) At least 10 GHAI Region African Institutions working on regional food security and CPMR activities achieve institutional sustainability.</p>	<p>Arrange for/perform institutional strengthening/TA.</p> <p>Undertake Seminars and Workshops</p> <p>Develop Consultant Database</p> <p>Develop M&E performance plans, consisting of baseline indicators and annual targets. Info to be maintained in database</p>	<ul style="list-style-type: none"> ➤ Finalized scope-of-work and planned organizational capacity assessment workshop. ➤ Workshop held on July 26-31 for Regional Food Security and Conflict Prevention Actors. 20 participants from 18 NGOs and civil society organizations (based in 7 Eastern and Southern Africa countries) shared experiences on food security and conflict prevention efforts in the GHAI region. The workshop provided a platform for the participants to network and to begin to develop strategies for capacity building in public, private and civil society alliances. ➤ Financial Administrators/Trainers from 9 GHAI consulting firms identified as potential "mentors/monitors" attended a 5-day workshop session to expand the number of actors who could effectively mentor an NGO receiving a USAID grant and to network these NGOs and mentors to create long-term sustainable support systems. ➤ Consultant Database developed to identify resource persons, consulting firms, or training institutions that provide services in the fields of food security and conflict prevention. Currently the database lists approximately 200 resource persons working in the ten GHAI countries. The list includes name, focus area of work, postal and email address. ➤ Finalized scope-of-work for short-term assistance for establishing a program PM&E plan. ➤ Consultants undertake preliminary design of elements for a core ME&R system meeting all contractual requirements and focusing on strengthening ME systems of grantees; ➤ Initial development of an ME&R implementation plan; ➤ Initial identification of regional and global human and training resources required to implement the Performance Monitoring and Evaluation Plan

Objective	Targets planned for quarter	Progress During Reporting Period
<p>Objective #2: Promotion of innovation in the region through support of relevant and innovative regional activities in food security and CPMR</p> <p>Required Results Up to 40 grants awarded to increase the number of innovative regional activities related to food security and conflict prevention, mitigation, and response managed and implemented by African organizations and/or to provide institutional strengthening services/activities; and of these:</p> <p>(a) At least 20 must involve innovative techniques/inputs/approaches/ protocols for addressing food security and conflict issues developed, transferred, replicated and/or utilized by grantees</p> <p>(b) At least 10 small grants should fund nascent organizations in the region.</p> <p>(c) Up to 2 special studies related to the long-term sustainability of the grant making and institutional strengthening activities.</p>	<p>(i) First Grant Cycle. Desk reviews and pre-award audits/surveys: determine whether necessary in consultation w/ COTR, arrange/perform as necessary</p> <p>Analysis of Applications in accordance w/ US regulations, including proposed costs and activities, developing solutions for those non-compliant, obtaining necessary approvals, representations and certifications, ensuring M&E systems are in place, and affirmative determination of grant-worthiness.</p> <p>Negotiation of grant applications, written/oral resulting in revised technical of addenda to technical application, to be shared w/ COTR. Assurance of compliance determined in consultation w/ COTR and/or CO as necessary</p> <p>Development of grant model /format and applicable terms and conditions, and any subsequent changes, approved by CO</p> <p>Award of grants recommended by Advisory Council, as directed by COTR, with prior written approval of CO</p> <p>(ii.) Second Grant Cycle <u>Solicitation is advertised:</u> up to 10 periodicals/newspapers in region, internet postings and faxed to regional organizations and national umbrella groups semi-annually.</p> <p><u>RFA/APS issued /distributed</u> to all requesting organizations</p>	<p>(i) First Grant Cycle.</p> <ul style="list-style-type: none"> ➤ Notified applicants of their selection by the Advisory Council and USAID's approval of their recommendation. ➤ Conducted multiple pre-award site visits to ensure rapid start up of grants and grant worthy status of applicants. ➤ Found that of the 7 reviewed organizations only 5 qualified for grants. Pact determined 1 organization could not meet baseline required, but will continue to work with this organization to help them develop appropriate systems, and 1 grant pending legal registration of the organization. ➤ Pact Processed and USAID signed Negotiation Memorandums with 5 grantees totaling US\$ 967,883. <ul style="list-style-type: none"> ○ 4 grants involve innovative techniques/inputs/approaches/protocols for addressing food security and conflict issues. ○ 1 grant for a nascent organization (CECORE); with one award pending (Vetworks) ➤ Developed grant model /format and applicable terms and conditions, and any subsequent changes, approved by CO <p>(ii.) Second Grant Cycle.</p> <ul style="list-style-type: none"> ➤ Completed the draft of the RFA for round two. Incorporated suggestions made by the Advisory Council and first round applicants. ➤ 2nd round RFA opened on September 1st. ➤ Undertook promotional tours for the RFA in 5 countries. ½ day informational meetings were held with over 50 organizations participating. ➤ Met with organizations throughout region to identify potential partnership opportunities.

Objective	Targets planned for quarter	Progress During Reporting Period
<p>Objective #3: Increased strategic coordination through the strengthening or creation of structured sub-sector and sector networks and partnerships.</p> <p>Required Results</p> <p>(a) Up to 5-10 Sectoral and Sub-Sectoral Networks established/strengthened which increase interaction among stakeholders (this could include facilitating the development NGO desks/liaisons with inter-governmental bodies).</p> <p>(b) Up to 5 conferences/seminars/ information products developed and implemented to share lessons learned between interested stakeholders and institutions receiving either through grants or through institutional strengthening services.</p>	<p>Communications support with Grantees</p> <p>NGO Database creation and development and maintenance of files and databases</p> <p>Newsletter: to Advisory Council, COTR, IGAD, USAID mission GHAI representatives, grantees, IS recipients and other interested parties, and web-sites.</p> <p>Seminars and Workshops</p>	<p>(a) <i>Sectoral and Sub-Sectoral Networks</i></p> <ul style="list-style-type: none"> ➤ Mr. Titus Syengo, the ISGM information technology specialist, with assistance of Mr. Dan Spealman, from Pact Headquarters drafted an initial information management and strategic communications program for the project, designed and posted a project Internet and Intranet site, and created electronic networks linking food security and CPMR networks. ➤ Focus group discussions initiated with NGOs, selected Advisory Council members, and other specialists in the region to begin initial identification of NGO information needs and the current networking situation in the region. ➤ Organizational Database created cataloging all known organizations in the Greater Horn of Africa, which work in the areas of food security and conflict resolution. Currently the database lists approximately 300 organizations from the ten GHA countries. Information about each organization (i.e. organizational name, focus area of work, contact person, postal and email addresses) is listed on a web page making the information accessible worldwide. ➤ FAME (Financial and Administrative Mentors) Database and Electronic Forum developed. The Fame electronic network system is a small database composed of individuals who participated in the NGO mentor training course, and an associated electronic chat room (the <i>FAME Forum</i>) which allows the mentors to "talk", ask questions, and exchange information relevant to their work in support of NGOs and in finance, administrative, and grant management issues. ➤ ISGM Newsletter. The 2nd edition of Pacts Electronic Newsletter was made available on our web page. <p>(b.) <i>Conferences/Seminars/Information products developed and implemented</i></p> <ul style="list-style-type: none"> ➤ Workshop held on July 26-31 for Regional Food Security and Conflict Prevention Actors. 20 participants from 18 NGO's and civil society organizations (based in 7 Eastern and Southern Africa countries) shared experiences on food security and conflict prevention efforts in the GHA region. The workshop provided a platform for the participants to network and to begin to develop strategies for capacity building in public, private and civil society alliances. ➤ Financial Administrators/Trainers from 9 GHA consulting firms identified as potential "mentor institutions" attended a 5-day workshop session to expand the number of actors who could effectively mentor an NGO receiving a USAID grant and to network NGOs and mentors to create long-term sustainable support systems.

ISGM

**INSTITUTIONAL STRENGTHENING AND
GRANT MANAGEMENT PROGRAM**



**A PROGRAM OF THE
USAID/REDSO/ESA
HORN OF AFRICA SUPPORT PROJECT
(HASP)**

**QUARTERLY PERFORMANCE REPORT
October 1, 1999 - December 31, 1999**



Pact

**Pact, Inc.
Contract # 623-C-00-98-00026-00
January 10th, 2000**

SECTION I CONTRACTOR'S REPORT

A. Narrative

1. Background

On September 20th, 1995, the United States Agency for International Development Regional Economic Development Services Office for East and Southern Africa (USAID/REDSO/ESA) and the Intergovernmental Authority on Development (IGAD) signed a Project Grant Agreement (amended 11 September 1997) to collaborate on implementation of the Horn of Africa Support Project (HASP) designed to promote the participation of African partners in activities that support the US Presidential Greater Horn of Africa Initiative (GHAI), comprising five principles:

African ownership	Regional perspectives	Promoting stability
Strategic coordination	Linking relief & development	

On September 2nd, 1998, USAID signed a \$10 million contract with Pact, Inc., a US-based Private Voluntary Organization (PVO) for services in managing the Institutional Strengthening and Grant Management Program (ISGM) of HASP. The contract covered work in ten countries comprising the Greater Horn of Africa (as defined by USAID): Rwanda, Burundi, Tanzania, Kenya, Uganda, Sudan, Somalia, Ethiopia, Eritrea, and Djibouti. Total grant funds available approximate \$4.5 million.

Expected Results of ISGM

- (i) Institutional strengthening of regional African organizations/consortia/associations involved in food security and/or conflict prevention, mitigation, and response activities (CPMR) in the GHA region;
- (ii) Promotion of innovation in the region through support of relevant and innovative regional activities in food security and CPMR; and,
- (iii) Increased strategic coordination through the strengthening or creation of structured sub-sector and sector networks and partnerships.

KEY RESULTS THIS QUARTER

- 109 GHA organizations submit applications to 2nd-round RFA (an increase of 25% from round1).
- Pact/MWENGO Team reviews applications, renders initial scores, and develops short list. Short listed organizations respond to questions of clarification by mid-December.
- Pact/MWENGO forwards 20 application packages to ISGM Advisory Council members for review in January meeting which is arranged and will be held in Addis Ababa, Ethiopia.
- Participants from GHA NGO's and civil society organizations jointly develop an organizational capacity assessment (OCA) tool for use by food security & conflict transformation organizations.
- Facilitators trained to lead implementation of organizational capacity assessments specific to GHA/ISGM. Baseline OCA's will begin in February 2000.
- Three 1st round grantees improve skills in communication & networking; develop web pages and Strategic Communication Action Plans.
- Scholarships provided to 7 NGO's to improve proposal writing & fundraising skills.
- Six 1st round grantees receive institutional strengthening support in finance, administration, & grant management issues through Pact trained Financial and Administrative Mentors.

3. Current Activities: October 1, 1999 - December 31, 1999

(i) Second round RFA applications reviewed

During this reporting cycle, Pact/MWENGO released and promoted the RFA for the second grant round. The submittal period closed on October 15th and 109 organizations responded (an increase of 25% from Round 1).

Pact conducted a preliminary review of each application and found that of the 109 submittals approximately 39 were found to be generally responsive to the RFA (i.e. dealt with either regional food security or regional conflict resolution issues or closely related fields). All applicants with programs that were considered non-compliant with the ISGM program and objectives, or deemed to be fatally flawed, were notified.

The 39 remaining proposals were then forwarded for an in-depth *Stage One Review* by a five-member team from Pact/MWENGO. Andrea Freeman, Pact Washington Program Officer was fielded to participate in this effort. All team members individually scored the applicants based on the specific RFA criteria. Organizations were selected for a final *Stage One Short-list* based on points awarded by the five reviewers and a determination that the programs advanced ISGM goals and promoted regional responses. Reviewers developed clarification questions for short-listed organizations. Through clarifications Pact provided an opportunity for all applicants with programs having the potential to contribute substantially to ISGM objectives, to address any perceived but correctable shortcomings.

Pact Program Director and Grants Manager visited several of the short-listed applicants to ensure the legitimacy of these organizations, their ability to undertake the work proposed, and their eligibility for funding consideration (by ensuring that organizations had well appointed offices, basic systems in place, and programs on the ground). Pact also responded to any questions the applicants may have had on the RFA process or letters of clarification.

Short-listed organizations submitted responses to clarifications by mid-December. All 20 organizations responded to the clarification questions by revising their original submission or by addressing the questions/concerns separately. Pact forwarded the twenty application packages, including the original and revised submissions, and if applicable the responses to the clarification questions, to USAID/REDSO CTO and each ISGM Advisory Council member. The final Stage One review will be completed during the ISGM Advisory Council meeting scheduled for the week of January 17th, 2000, in Addis Ababa, Ethiopia.

LIKELY ISSUE:

After reviewing responses to the clarification questions, Pact envisions that more than twelve programs remain in the competitive range. Since any subsequent awards depend on available funding, Pact will not be able to fund all programs deemed competitive. It is recommended that REDSO fund several of the programs through other funding sources and/or exercise one or more of the options in the Pact contract to increase the funding for grants.

(ii) Update on 1st round grantees.

Institutional strengthening of 1st round grantees through FAME mentors.

Four Pact trained Financial and Administrative Mentors (FAME) were hired during this recording period to work with first round grantees to provide institutional strengthening support in finance, administrative and grant management issues.

- Mr. Simiyu Wambalaba made two visits to Uganda to help CECORE draft procedures and get their program up and running.
- Mr. Stanley Ngaine assisted NAWAOU and FIDA in Uganda.
- Mr. Simon Mukuri assisted AAYMCA's and FAN.
- Mr. George Orr assisted Vetworks Sudan in obtaining legal standing.

Communication and Networking workshop for Grant Recipients

In November, Mr. Dan Speakman from Pact headquarters and Mr. Titus Syengo, the ISGM Information and Systems Manager traveled to Uganda to liaise individually with CECORE, FIDA-Uganda and NAWOU and assist in development of electronic communication tools, web pages and list services. The one-on-one meetings helped solve a number of technical problems they had with their communication systems and identified local resource persons to provide additional support to the NGOs.

Additionally, the Pact team also facilitated a 4 day communications networking/internet workshop for new grantees in Uganda to provide training in a wide range of information sharing and networking strategies and skills, including: Internet and e-mail usage, the use of certain hardware and software, internal sharing of information, external communications strategies, networking/collaborating, and information brokering. 9 people participated from 3 NGO's. Training materials were designed for assisting NGOs with little or no experience in strategic communications to arrive at a preliminary communications strategy. This strategy assists NGO's in determining their information and communications requirements.

During the workshop Pact trained the first round grantees (in Uganda) on Internet browser use and how to access and use other Internet-based services. Pact also worked closely with the NGOs on Web design using FrontPage and helped each design a draft web site for their organization. By the end of the workshop, each participating organization developed an action plan for their Strategic Communications Strategy, had preliminary Web page designs, acquired skills for Web-based research, and learned how to manage mailing lists.

Financial Management Training for Grant Recipients

Jack McCanna, Pact Grants Manager, Andrea Freeman, Pact Headquarters, and Chris Ngovi, Pact Administrative and Finance Officer, conducted a two-day informational session with each of the 1st round grantees to review the grants in detail and discuss the financial and program reporting required of grant recipients. The training resulted in a comprehensive understanding of the ISGM grants and the procedures required for monitoring financial aspects of the grant.

Other notable grantee activities.

Update on Vetworks Sudan

As discussed in our last quarterly report, Pact is assisting Vetworks Sudan in establishing a legal foundation for its operation. In December, Vetworks finalized their legal standing as a not-for-profit organization limited by guarantee under the *Companies Act*. The last requirement is for a signature by a government of Kenya official (who was on leave over the holidays). Once this individual signs the documents, Vetworks will be able to open a bank account and sign legal documents (such as the ISGM grant). As per instructions of REDSO procurement specialist, Pact will submit the grant package to REDSO for action once this signature has been secured.

National Assoc. of Women's Organizations

NAWOU recently conducted a regional conference in Kampala, Uganda from December 6-11, 1999. This conference addressed issues affecting food production, security, and household nutrition. The workshop was well received and apparently there is some interest from USAID/Uganda to fund some follow-on activities. NAWOU is currently finalizing the workshop proceedings, which is due on January 31st. Anticipated outcomes for the workshop include a regional action strategy to identify possible interventions and strategies for governments, NGOs, and women in the region, to: improve food security and production, household nutrition and child development, and to increase food marketing opportunities in the GHA region.

Federation of Women's Lawyers

FIDA is currently preparing for a regional conference (scheduled for Feb 9-11 in Kampala, Uganda) on critical issues surrounding conflict and human rights in the GHA region. Anticipated outcomes of the workshop include development of a common strategies for lobbying governments and regional bodies for the development of peaceful mechanisms for addressing conflict; and securing commitments from policy makers to include women in peace initiatives and to develop gender responsive policies and programs.

(iii) Organizational capacity assessment tool developed specific to GHA region and ISGM

Ten participants from 9 NGO's and civil society organizations in 3 countries, gathered on November 1-3, in Nairobi, to jointly develop an organizational capacity assessment (OCA) tool for use by GHA food security and

CPMR organizations. Pact/MWENGO will use this tool to establish a baseline (and progress against this baseline) for the capacity of ISGM grantees, and as guidance to design in participation with the assessed organizations strengthening programs and interventions geared to improving capacity and ensuring that organizations are better able to meet their mandate and accomplish their goals. Participants identified key elements required for efficient functioning and growth of their organizations, including elements relating to: governance, financial management, management practices, service provision, project management, human resources management, business development, empowerment, benefits, external relations, and sustainability.

Radya Ebrahim and William Booth, regular Pact consultants, were fielded to facilitate this workshop.

(iv) Facilitators trained in implementation of OCAT.

Following the development of the GHA OCA tool, sixteen people were invited to Nairobi to learn how to facilitate the efforts of an organization in undertaking a capacity assessment process utilizing this tool. Radya Ebrahim, William Booth, regular Pact consultants, and Berhanu Birke, from Pact Ethiopia, were fielded to facilitate this workshop.

In the future these trained facilitators will be hired to work with the GHA grantees to determine organizational strengths and weaknesses in light of the key functions they have identified as being critical to the development of their organization. Facilitators also help organizations document the findings of their internal analysis, and help develop a work plan for training support and services needed for the organization to build skill and capacities in areas highlighted. Once an organization has completed a capacity assessment Pact will then help the organization obtain support in line with the newly developed work plan; and will support the organizations to monitor their development/progress over time. The initial GHA OCA's are now scheduled to begin in January 2000.

(v) Scholarships provided for 7 NGOs to attend a Workshop on Fundraising & Resource Mobilization.

The Institute of Fundraising and Direct Marketing (based in Nairobi) offered a training course on fundraising and resource mobilization during October. Pact identified 7 NGOs who were working in border areas in Kenya/Tanzania, Kenya/Ethiopia, Kenya/Uganda and Kenya/Somalia and who had expressed an interest in the ISGM program, or who had submitted applications during round one but were refused based on the flaws in their proposals. Key individuals from these NGOs were sponsored through scholarships to attend the workshop with the expectation that subsequent 2nd round applications, and proposals to other donor programs, would be improved. Two applied under Round Two, one application was forwarded to the Advisory Council for review. The remaining organizations expressed an interest in applying under a future round of ISGM and applying learned skills to other funding opportunities.

(vi) Strategic Communication Activities

In addition to the Communication Workshop Mr. Dan Spealman and Mr. Titus Syengo, continued their work in general strategic communication activities. Among other activities, the following were accomplished during this reporting period: Trouble shooting of computer network and software for Pact Kenya; Finalization of assessment process to evaluate information needs, current skill levels and training needs of regional NGOs operating in Greater Horn; and Strategic formulation of future activities.

(vii) Monitoring, Evaluation and Reporting Systems.

Robert Morin, regular Pact consultant, assisted the Pact Kenya office in the development of the electronic tracking system (MERIT). During his consultancy in November, Morin completed a systems study of the MERIT system for both CORE and ISGM and finalized the strategy for moving forward, with Titus Syengo and Berhanu Digafe (from Pact Ethiopia) to implement a more flexible MERIT 2000+ system. While the programming will be completed by mid-April, it will be functional by the end of February. Through MERIT 2000+, Pact/MWENGO will be able to generate a variety of reports that will be posted on the Intranet. This will facilitate the flow of information and provide critical performance information useful for project management.

(viii) Staffing and Office Relocation.

Staffing

Pact

During this recording period two new staff members joined the Pact team. Ms. Lynn McCoy joined the team in October, she will serve as a part time ISGM Technical Coordinator, backstopping the ISGM Program Director and providing oversight in monitoring, evaluation and reporting. Ms. Judy Maturi joined the Pact team in mid December. Ms. Maturi serves as the Pact Office Manager

MWENGO

During the month of December, MWENGO decided to not continue their contract with Naomi Kipuri as institutional development specialist. (While Naomi also served as Deputy Chief of Party, she is not listed as key personnel under the ISGM grant). The reason for terminating Naomi's contract were many, however, it was basically her inability to the required technical and managerial leadership needed to direct the institutional strengthening component, and her failure to liaise effectively with MWENGO staff in Harare and to provide synergies between MWENG-led efforts in the region and the ISGM program. MWENGO is currently recruiting for this position.

Office Relocation

... December, Pact relocated its Nairobi office to Denis Pritt Road. The new office location offers improved conference facilities, adequate office space for personnel, and improved telecommunications.

(ix) Issues requiring immediate support/ attention by USAID

VAT

The VAT issue remains unsolved after months of discussion and continues to impact negatively on program implementation. While Pact has finalized all major procurement under the program, this is still a current issue for the on-going procurement of goods and services, the shipment of project-related documents, and the status of its expatriate personnel.

Funding for Future Grants

Based on an analysis of applicant interest and response to the ISGM RFA, and the likely number of awards issued under Round Two, it is apparent that the funds available in the ISGM base contract for grants will be exhausted under Round Three. Pact/MWENGO recommends addressing this through the exercising of options to increase the grant fund in the ISGM contract, and/or through better coordination with other grant sources at REDSO so that quality regions programs can be funded through other funds while strengthening support provided by Pact/MWENGO.

4. Performance Update

Performance is deemed to be on track with contract. See attached table for details.

5. Statement of Work - Administrative Information:

Contract Data: Total estimated cost \$10,000,000.00.

1. Expenditures (last three months):	\$ 281,301
2. Cumulative expenditures to date:	\$1,225,667
3. Remaining unexpended balance:	\$8,774,333
4. Outstanding Grant Advances:	\$ 234,014

4. Performance Table

Objective	Targets Planned for this Quarter	Progress During Reporting Period
<p>Objective #1: Institutional Strengthening of regional African organizations-consortia-associations involved in food security and/or conflict prevention, mitigation and response activities (CPMR) in the GHAI-region.</p> <p>Required Results</p> <p>All organizations qualifying for activity grants strengthened, as needed, such that they have the internal ability to prudently manage USG funds and achieve results in support of HASP and GHA food security and CPMR results; and of these:</p> <p>(a) At least 10 GHA Region African Institutions working on regional food security and CPMR activities achieve institutional sustainability.</p>	<p>Arrange for/perform institutional strengthening/TA.</p> <p>Undertake Seminars and Workshops</p>	<p>Institutional Strengthening--Organizational Development</p> <ul style="list-style-type: none"> ➤ 9 NGO's jointly develop an organizational capacity assessment (OCA) tool (i.e. a participatory monitoring and evaluation tool) for use by GHA food security and conflict transformation organizations. ➤ Facilitators trained to lead implementation of organizational capacity assessments specific to GHA/ISGM. ➤ 1st round grantees receive institutional strengthening support in finance, administration, & grant management issues through Pact trained Financial and Administrative Mentors. ➤ 2-day informational session conducted with each 1st round grantees. Training resulted in a comprehensive understanding of the ISGM grants and procedures required for monitoring financial aspects of the grant. ➤ Scholarships provided to 7 NGO's to improve proposal writing & fundraising skills.
<p>Objective #2: Promotion of innovation in the region through support of relevant and innovative regional activities in food security and CPMR</p> <p>Required Results</p> <p>Up to 40 grants awarded to increase the number of innovative regional activities related to food security and conflict prevention, mitigation, and response managed and implemented by African organizations and/or to provide institutional strengthening services/activities; and of these:</p> <p>(a) At least 20 must involve innovative techniques/inputs/approaches/ protocols for addressing food security and conflict issues developed, transferred, replicated and/or utilized by grantees</p> <p>(b) At least 10 small grants should fund nascent organizations in the region.</p> <p>(c) Up to 2 special studies related to the long-term sustainability of the grant making and institutional strengthening activities.</p>	<p><u>Receipt of applications</u> acknowledged and log maintained in format.</p> <p><u>Initial Screening and processing of applications:</u> initial screening of applications; ineligible applicants informed and COTR/Advisory Council given list of unsuccessful applicants</p> <p><u>Technical review and evaluation of eligible applications</u>, in accordance with process and criteria.</p> <p><u>Shortlist and rejection list submitted to Advisory Council</u> for review, in accordance with process established between Pact, Advisory Council and COTR at first Advisory Council meeting</p> <p>Create and maintain an official summary record of application review/evaluation</p>	<p>Second Grant Cycle</p> <ul style="list-style-type: none"> ➤ 109 GHA organizations submit applications to 2nd-round RFA (an increase of 25% from round 1). ➤ Pact/MWENGO Team reviews applications, renders initial scores, and develops short list. Short listed organizations respond to questions of clarification by mid-December. ➤ Pact/MWENGO recommends 20 organizations for ISGM Advisory Council review. ➤ Created official summary record of application review/evaluation

Objective	Targets Planned for this Quarter	Progress During Reporting Period
<p>Objective #3: Increased strategic coordination through the strengthening or creation of structured sub-sector and sector networks and partnerships.</p> <p>Required Results</p> <p>(a) Up to 5-10 Sectoral and Sub-Sectoral Networks established/strengthened which increase interaction among stakeholders (this could include facilitating the development NGO desks/liasons with inter-governmental bodies).</p> <p>(b) Up to 5 conferences/ seminars/ information products developed and implemented to share lessons learned between interested stakeholders and institutions receiving either through grants or through institutional strengthening services.</p>	<p>Communications support with Grantees</p> <p>NGO Database creation and development and maintenance of files and databases</p> <p>Seminars and Workshops</p>	<p>(a) <i>Sectoral and Sub-Sectoral Networks</i></p> <p>➤ Pact consultant's liase individually with CECORE, FIDA-Uganda and NAWOU to assist in development of electronic communication tools, web pages and list services. The one-on-one meetings helped solve a number of technical problems they had with their communication systems and identified resource persons the NGOs would work with.</p> <p>➤ 4-day communications networking/internet workshop for new grantees in Uganda provides training in a wide range of information sharing and networking strategies and skills. Training materials were designed for assisting NGOs with little or no experience in strategic communications to arrive at a preliminary communications strategy. Pact trained first round grantees (in Uganda) on Internet browser use and how to access and use other Internet-based services. Pact worked closely with the NGOs on Web design using FrontPage and helped each design a draft web site for their organization. By the end of the workshop, each participating organization developed an action plan for their Strategic Communications Strategy, had preliminary Web page designs, acquired skills for Web-based research, and learned how to manage mailing lists.</p>

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(HASP)**

GM

QUARTERLY PERFORMANCE REPORT
January 1, 1999²⁰⁰⁰ - March 31, 2000



Pact

Pact, Inc.
Contract # 623-C-00-98-00026-00
April 10th, 2000

The Council APPROVED FULL FUNDING of the following 6 proposals:
(subject to Council observations/recommendations and pre-award surveys)

1. RESOURCE CONFLICT INSTITUTE (RECONCILE)
Title: Pastoral Water and Tenure in East Africa
2. RURAL ENERGY AND FOOD SECURITY ORGANIZATION (REFSO)
Title: Introduction of Improved Crop Varieties and Improved Farming Practices (also Institutional Strengthening For REFSO)
3. LAWYERS' ENVIRONMENTAL ACTION TEAM (LEAT)
Title: Legal And Institutional Arrangements For Enhancing Food Security Through Sustainable Management of Transnational Natural Resources in the Greater Horn Of Africa Region
4. FARM AFRICA (KENYA)
Title: Facilitating Sustainable Development in the Pastoralist Borana Rangelands of Kenya and Ethiopia (Activity Implementation and IS)
5. Kenya Rainwater Association
Title: Strengthening Regional Rainwater Mechanisms and Promotion of Adaptive Strategies for Food Security in GHA.

The Council approved Institutional Strengthening Grants only (of no more than \$10,000) for the following 3 organizations (subject to Council observations/recommendations and pre-award surveys):

1. PERIMART INTERNATIONAL (PERIMART INT'L)
2. BAHR EL GHAZAL (BYDO)
3. RWANDA WOMEN COMMUNITY DEVELOPMENT NETWORK (RWANDA W-NET)

The Council APPROVED FULL FUNDING depending on AVAILABILITY OF FUTURE FUNDING for the following 3 organizations (subject to Council observations/recommendations and pre-award surveys):

1. WAJIR SOUTH DEVELOPMENT ASSOCIATION (WASDA) (*Advisory Council priority*)
Title: Integrated Livestock Development and Conflict Management for Pastoralist Communities.
2. JOINT RELIEF AND REHABILITATION SERVICES (JRRS) (*Advisory Council priority*)
Title: Water Harvesting Technologies for Supplemental Irrigation in Ethiopia, Kenya and Uganda (Activity Implementation).
3. SUSTAINABLE AGRICULTURE COMMUNITY DEVELOPMENT PROGRAMME (SACDEP) – KENYA
Title: PELLUM Sub-regional (E.A.) Strengthening and Outreach Project
4. AFRICAN PEACE FORUM KENYA (APFO)
Title: Peace and Security in the GHA
5. INTERMEDIATE TECHNOLOGY DEVELOPMENT GROUP, EAST AFRICA (ITDG)
Title: Wider Dissemination and Adoption of Community Based Livestock Health Approach.

In addition to reviewing grant proposals the Advisory Council provided recommendations/comments on how to facilitate future proposal reviews and expressed a concern that the workload was more than anticipated. The Advisory Council members passed a resolution requesting a stipend in this regard. At Pact's request, USAID/REDSO will follow this up with their legal offices.

- The Next Council Meeting is tentatively scheduled for September in Kampala, Uganda. Members agreed that the 5-day period was sufficient time for the review of the proposals.

(ii) First round of OCA'S completed

During this reporting period Pact/Mwengo fielded consultants to undertake organizational capacity assessments (OCA's) of 5 grantees: REFSO, CECORE, FIDA, AAYMCA, and FAN. The consultants worked with the grantees to determine the organizational strengths and weaknesses of each NGO. Findings were documented,

and work plans for training support and services needed were developed. Most organizations were found to be struggling with management of financial resources and procedures--annual budgeting, financial projections, and capacities for internal financial review and external audits seemed to be areas for improvement. Organizations also were encountering difficulties in developing their human resource base--lack of staff appraisal and promotion policies, lack of human resource development/staff training opportunities and lack of diversity and gender policies were encountered. Once an organization has completed a capacity assessment, Pact/MWENGO provides support in line with the newly developed work plans to ensure the successful growth of the NGO. An OCA is scheduled for Networks in April 2000.

(iii) Regional Index Created

In addition to the Organization Capacity Assessment Tool, Pact Kenya has created a unique tool for use in ISGM--the "Regional Index." Utilization of this index will help to clarify the degree of *regionality* of an organization and will gauge the capacity of an organization to undertake work at a regional level. This tool was designed to help Pact/Mwengo assess organizations targeted for HASP/ISGM, i.e. *regional* African organizations that have the ability to promote innovation in the region through support of relevant and innovative regional activities.

(iv) Management Capacity Assessment Tool Created

A Management Capacity Assessment Tool (MCAT) has also been created by Pact Kenya for use in ISGM. This tool formalizes the pre-award assessment process and provides a quantitative basis for determining the relative risk involved in issuing a grant to the organization.

(vi) Special Study Postponed by USAID Request

A *Special Study* mandated by the ISGM contract was planned to be carried out this quarter, and a draft SOW (in line with contractual requirements) was developed and forwarded to USAID for review. USAID has not yet cleared the SOW as there was some question concerning the associated costs of the study relative to the information being acquired. The study was to have focused on identifying why local NGOs have difficulties tapping into USAID and other donor funding. Pact/MWENGO is awaiting instructions from USAID/REDSO before moving forward.

(vii) Budget Realignment Request

Pact submitted to REDSO a request for a budget realignment reflecting the payment of a sitting fee for Advisory Council members.

(viii) Update on First Round Grantees

Africa Alliance of YMCAs (AAYMCAs)

During this quarter the National Offices (Kenya, Uganda, Tanzania, Rwanda, and Ethiopia) selected staff who would be responsible for the co-ordination programs. One of the first joint activities was undertaking a joint planning workshop. Results from the workshop include the establishment of an Advisory Committee to enhance networking and oversee project implementation. The Committee will also be responsible for monitoring and evaluating of project proposals. The grantee also launched a Needs Assessment Survey of the participating National Offices in early February as per schedule. Two consultants have been contracted to facilitate in the survey.

Pact financial staff has visited AAYMCA to review the financial report for AAYMCA for its first quarter, no significant issues were encountered.

Center for Conflict Resolution(CECORE)

During this quarter CECORE activities focused primarily in undertaking desk research on the role of media in conflict situations. CECORE staff also participated in Website and Internet training (provided by Pact staff) and the grantee developed its own website. CECORE prepared TORs for researchers to undertake field research on African Traditional Methods of Conflict Prevention and Resolution in Uganda, Kenya, Tanzania and Rwanda.

Efforts have begun in Uganda and Kenya. CECORE is currently preparing for a Workshop to Validate Research on Media which is scheduled for June, 2000.

Pact financial staff and a FAME mentor visited CECORE to review their financial report for the first quarter, and conduct post-award administration of the grant. Some inconsistencies in regards to tracking procurement have been noted and CECORE has been requested to resubmit their information, in-line with the grant agreement.

FIDA

During this quarter FIDA-UGANDA, in their role as Regional Vice President for Africa, held a January 2000, regional conference designed to strengthen their members skills and capacities to influence peace process and interventions in conflict situations, and to enhance networking among women attorneys. Participants from 14 African countries were attended (Uganda, Ghana, Kenya, Nigeria, Cameroon, Tanzania, Rwanda, Ethiopia, Egypt, Malawi, Zambia, Zimbabwe, South Africa and Botswana). Results from the workshop included the development of a common strategy to access respective governments and regional bodies such as the OAU and lobby for the development of peaceful mechanisms of addressing conflict. Strategies were also developed for securing commitment from policy makers in government and intergovernmental agencies to include women in peace initiatives and to develop gender responsive policies, programs and instruments in that respect.

Pact financial staff and a FAME mentor visited FIDA to review their financial report for the first quarter, and conduct post-award administration of the grant. Some inconsistencies were noted and FIDA has been asked to resubmit their information, inline with the grant agreement.

Forest Action Network (FAN)

During this quarter FAN hosted a conference titled **“Regional Workshop on Natural Resource Based Conflicts in the Horn of Africa-Experiences and Strategies for Intervention”** on the 27th to 30th of March, 2000. Thirty participants from Kenya, Uganda, Tanzania, Ethiopia and Southern Sudan attended. Workshop activities included presentation of one case study from each participating country focusing on prevalent conflicts and attempts made to manage it. Regional papers focusing on natural resources based conflict(s) in the various countries of the GHA and how events in one country contributes/impacts on conflict situations in others within the region were also presented. Results from the workshop included the development of guidelines on how to influence policies at various levels on natural resources management; and strategies to be used at community, national, regional and international levels for successful conflict management interventions within the region. Action Plans for implementation of exchange visits and community level capacity building on conflict identification and management mechanisms were also developed. During this quarter FAN also developed and distributed Calendars focusing on Conflict Management within the Greater Horn of Africa(GHA) region. A total of 1000 calendars were printed and distributed to government departments, organizations and individuals working in natural resource based conflict and management.

A FAME mentor has hired to visit FAN and conduct post award administration of the grant. Pact financial staff has reviewed the financial report for FAN for its first quarter, some small inconsistencies in regards to per diem have been noted and FAN has been asked to clarify their policies. in line with the grant agreement.

National Association of Women's Organizations (NAWOU)

During this quarter NAWOU finalized proceedings on the regional conference they hosted entitled **“Women's Capacity to Promote Sustainable Food Security and Household Nutrition”** this conference formed a link in the chain of conferences held in Lagos, Dakar and Rome(between 1981-1996) and highlighted the development of regional strategies of action for promoting food security and household nutrition.

Pact financial staff and a FAME mentor visited NAWOU to review their financial report for the first quarter, and conduct post-award administration of the grant. Some inconsistencies in regards to their expenditures/disbursements summary, travel and per diem, and tracking procurement have been noted. NAWOU has been requested to resubmit their information, inline with the grant agreement.

Network Services Trust-Sudan

During the quarter, Vetnetwork Sudan successfully completed its pursuit of obtaining legal foundation status making them eligible for support from ISGM. Vetnetworks is the sixth and final grantee under the first round solicitation. In February 2000, Vetnetwork Sudan signed a Grant Agreement from USAID under RFA No.00026/1 through the Pact Institutional Strengthening and Grant Making (ISGM) program. The overall objective of the Institutional Strengthening project is the improvement of existing qualifications, experiences and skills and development of salient capacities which are to be subsequently deployed to efficiently and effectively implement animal health, animal production and livestock trade and exchange activities; privatization of veterinary services and of supply of veterinary drugs, biological products, and animal feeds and management of conflicts associated with ownership of livestock. Pact will also assist Vetnetwork to further strengthen their skills through an organizational assessment process, which is planned for April 2000.

Pact financial staff visited Vetnetworks to provide financial guidance in preparing for grant implementation, Pact provided information to help Vetnetworks understand their award and the requirements of the award.

(ix) Financial Management Training

All financial management training took place on a one-to-one basis this quarter with Pact financial staff and FAME mentors visiting each grantee to support financial monitoring of grants.

(x) Strategic Communication Activities

Ms. Rushy Dualeh and Mr. Titus Syengo made several site visits to grantees to support the improvement of NGO skill level in strategic communications. Pact staff visited NAWOU to support the introduction of email and creation of a website for the organization. The NAWOU web site address is <http://www.nawou.or.ug/>. Pact also visited FAN to study the FAN *Information and Communications Systems* and recommend improvements. Currently FAN has a running Web site <http://www.ftpp.or.ke>, but they are in the process of redesigning it. The new site address is www.fanworld.org

The 3rd edition of Pacts Electronic Newsletter was made available on our web page in January.

(xi) Monitoring, Evaluation and Reporting Systems.

Work continued on programming the MERIT 2000+ ME&R system.

(xii) Staffing

Ms Florence Omosa from MWENGO has joined the Pact/Nairobi office this month as Deputy Director for ISGM.

(xiii) Issues requiring immediate support/ attention by USAID

- a) Pact/MWENGO is awaiting further instructions/a determination on how REDSO would like to progress forward on the "Special Study."
- b) Pact/MWENGO is awaiting REDSO comments/authorization on the contract modification/budget realignment request.
- c) The VAT issue remains unsolved after months of discussion and continues to impact negatively on program implementation. While Pact has finalized all major procurement under the program, this is still a current issue for the on-going procurement of goods and services, the shipment of project-related documents, and the status of its expatriate personnel

4. Performance Table

Performance deemed to be on track with contract (barring the *special study* issue). See attached table for details.

5. Statement of Work - Administrative Information:

Contract Data: Total estimated cost \$10,000,000.00.

- | | |
|--------------------------------------|--------------|
| 1. Expenditures (last three months): | \$ 250,828 |
| 2. Cumulative expenditures to date: | \$ 1,476,495 |
| 3. Remaining unexpended balance: | \$ 8,523,505 |

4. Performance Table	Objective	Activities Planned this Quarter	Progress During Reporting Period
Objective #1: Institutional Strengthening of regional African organizations-consortia-associations involved in food security and/or conflict prevention, mitigation and response activities (CPMR) in the GHAI-region. Required Results All organizations qualifying for activity grants strengthened, as needed, such that they have the internal ability to prudently manage USG funds and achieve results in support of HASP and GHIA food security and CPMR results; and of these: (a) At least 10 GHIA Region African Institutions working on regional food security and CPMR activities achieve institutional sustainability (monitored by the contractor using a participatory monitoring and evaluation)	Arrange for/perform institutional strengthening/TA. Undertake Seminars and Workshops Develop Consultant Database Develop M&E performance plans, consisting of baseline indicators and annual targets. Info to be maintained in database	(i) Institutional Strengthening—Organizational Development ➤ 1 st round grantees undertake organizational capacity assessments ➤ One-on-one financial reviews conducted at all first round grantee offices ➤ Consultants begin final design phase and implementation of M&E program/MERT 2000+ ➤ Regional Index and Management Capacity Assessment Tools developed.	
Objective #2: Promotion of innovation in the region through support of relevant and innovative regional activities in food security and CPMR Required Results Up to 40 grants awarded to increase the number of innovative regional activities related to food security and conflict prevention, mitigation, and response managed and implemented by African organizations and/or to provide institutional strengthening services/activities; and of these: (a) At least 20 must involve innovative techniques/inputs/approaches/ protocols for addressing food security and conflict issues developed, transferred, replicated and/or utilized by grantees (b) At least 10 small grants should fund nascent organizations in the region. (c) Up to 2 special studies related to the long-term sustainability of the grant making and institutional strengthening activities.	<u>Advisory Council meeting</u> <u>Notification of unsuccessful applications:</u> including basis for funding rejection, ensured delivery to applicants <u>Desk reviews and pre-award audits/surveys:</u> as necessary. <u>Special Studies:</u> Develop SOW for study 1 and Execute study 1	<i>Second Grant Cycle</i> Advisory Council meeting held Notification of unsuccessful applications. Desk reviews and pre-award audits/surveys commence for second round grantees. Special study SOW developed. Study on hold pending USAID determination.	

Objective	Activities Planned this Quarter	Progress During Reporting Period
<p>Objective #3: Increased strategic coordination through the strengthening or creation of structured sub-sector and sector networks and partnerships.</p> <p>Required Results</p> <p>(a) Up to 5-10 Sectoral and Sub-Sectoral Networks established/strengthened which increase interaction among stakeholders (this could include facilitating the development of NGO desks/liaisons with inter-governmental bodies).</p> <p>(b) Up to 5 conferences/ seminars/ information products developed and implemented to share lessons learned between interested stakeholders and institutions receiving either through grants or through institutional strengthening services.</p>	<p>Communications support with Grantees</p> <p>NGO Database creation and development and maintenance of files and databases</p> <p>Newsletter: to Advisory Council, COTR, IGAD, USAID mission GHAI representatives, grantees, IS recipients and other interested parties, and web-sites.</p> <p>Seminars and Workshops</p>	<p>(a) <i>Sectoral and Sub-Sectoral Networks</i></p> <p>➤ Pact staff provides training to grantees to support the improvement of NGO skill level in strategic communications. Support the introduction of email and creation of a websites for NAWOU and FAN.</p> <p>➤ ISGM Newsletter. The 3rd edition of Pacts Electronic Newsletter was made available on our web page</p>

ISGM

**INSTITUTIONAL STRENGTHENING AND
GRANT MANAGEMENT PROGRAM**



**A PROGRAM OF THE
USAID/REDSO/ESA
HORN OF AFRICA SUPPORT PROJECT
(HASP)**

**QUARTERLY PERFORMANCE REPORT
April 1, 2000 - June 30, 2000**



**Pact, Inc.
Contract # 623-C-00-98-00026-00
July 10th, 2000**

SECTION I CONTRACTOR'S REPORT

1. Background

On September 20th, 1995, the United States Agency for International Development Regional Economic Development Services Office for East and Southern Africa (USAID/REDSO/ESA) and the Intergovernmental Authority on Development (IGAD) signed a Project Grant Agreement (amended 11 September 1997) to collaborate on implementation of the Horn of Africa Support Project (HASP) designed to promote the participation of African partners in activities that support the US Presidential Greater Horn of Africa Initiative (GHAI), comprising five principles:

African ownership	Regional perspectives	Promoting stability
Strategic coordination	Linking relief & development	

On September 2nd, 1998, USAID signed a \$10 million contract with Pact, Inc., a US-based Private Voluntary Organization (PVO) for services in managing the Institutional Strengthening and Grant Management Program (ISGM) of HASP. The contract covered work in ten countries comprising the Greater Horn of Africa (as defined by USAID): Rwanda, Burundi, Tanzania, Kenya, Uganda, Sudan, Somalia, Ethiopia, Eritrea, and Djibouti. Total grant funds available approximate \$4.5 million.

2. Expected Results of ISGM

- (i) Institutional strengthening of regional African organizations/consortia/associations involved in food security and/or conflict prevention, mitigation, and response activities (CPMR) in the GHA region;
- (ii) Promotion of innovation in the region through support of relevant and innovative regional activities in food security and CPMR; and,
- (iii) Increased strategic coordination through the strengthening or creation of structured sub-sector and sector networks and partnerships.

3. Current Activities: April 1, 2000 - July 1, 2000

(i) Second cycle grants selected, pre-award reviews and OCA's initiated.

During this reporting cycle, Pact is processing and anticipates presenting to USAID (by 7/28/00) Negotiation Memoranda for 8 round two applicants totaling \$1,183,524 (*See Table 1.*) In accordance with Section C of our contract, Pact notified all applicants of the results of the round two RFA process; the recommendations of the Advisory Council; and USAID's approval of their recommendation.

The Advisory Council originally recommended full funding for seven round two applicants and for another three applicants based on the availability of funds.) The Council also recommended institutional strengthening grants for three applicants (*see Tables 1 & 2*). Pact was advised to award grants, up to the available funding, for organizations within the "preferred" seven. We estimate current funds are sufficient for five full awards and three institutional engagement grants. (The number currently negotiated, or nearing the completion of negotiations.) Pact conducted pre-award visits for: RECONCILE, Perimart, BYDO, KRA, WASDA, LEAT FARM

KEY RESULTS THIS QUARTER

- 8 pre-award assessments completed for applicants with programs established in 8 GHA countries
- Six completed negotiations, with nearing completion, for awards totaling more than 1.1 million.
- 60 participants from 10 countries attend an ISGM regional conference on conflict prevention and peace building and create the first GHA Conflict Prevention, Mitigation and Response Network.
- Financial and accounting staff from 4 GHA NGO's trained in accounting methods and financial software applications.

Africa and Rwanda Women's Net, with two assessment trips to border regions (FARM Africa and WASDA); to ensure applicant grant-worthy status and ability to implement the grants programs as proposed. In general, the completed assessments have been positive for all five of the ten organizations recommended for full funding. Pact/MWENGO provided limited technical assistance and training, related to accounting, computerized accounting packages, and financial management for KRA and CIFA/Farm Africa, with additional assistance planned for July for RECONCILE and LEAT. From the pre-award review, and due to the assistance provided, Pact determined that all organizations assessed have sufficient legal standing, financial and administration systems, and staff in place for managing the award. Pre-award visits for BYDO and Perimart (both recommended for institutional strengthening grants) determined that the organizations could not yet be considered fully grant-worthy, thus it was resolved that Pact Kenya would serve as the grant custodians until financial management systems and appropriate financial controls could be established (through the support of ISGM).

Organizational Capacity Assessments

During this reporting period ISGM fielded consultants and staff members to undertake organizational capacity assessments (OCA's) for another 6 grantee applicants (RECONCILE, CIFA/FARM AFRICA, PERIMART, KRA, WASDA, and BYDO) and one current grantee (VETWORKS). The consultants worked with each organization to determine their organizational strengths and weaknesses. Most organizations were found to be struggling with management of financial resources and procedures--annual budgeting, financial projections, and capacities for internal financial review and external audits seemed to be areas for improvement. Organizations also were encountering difficulties in developing their human resource base--lack of staff appraisal and promotion policies, lack of human resource development/staff training opportunities and lack of diversity and gender policies were encountered. The ISGM team is now working with these institutions to develop *Institutional Strengthening Agreements* for training and support services to meet the needs and desires of each organization.

Table 1. Round-two applicants with assessments completed and negotiations nearing completion.

Organization	Focus countries	Estimated \$ Grant amount	Period of performance	Subject of Grant
Bahr El Ghazal (BYDO)	Sudan	\$10,000	6 months	Institutional strengthening of the organization—Engagement grant to nascent NGO.
FARM AFRICA (KENYA)	Ethiopia, Kenya	\$248,216	2 years	Facilitating Sustainable Development in the Pastoralist Borana Rangelands of Kenya and Ethiopia through increasing mgmt skill and food security techniques for CBO's. (Activity Implementation and Inst. Strengthening)
Kenya Rainwater Association (KRA)	Uganda, Ethiopia, Eritrea, Kenya, Sudan	\$225,000	2 years	Promotion of best practices of rainwater harvesting through network creation and support. (Activity Implementation and Inst. Strengthening).
Lawyers' environmental action team (LEAT)	Tanzania, Kenya	\$246,690	2 years	Legal and institutional arrangements for enhancing food security through sustainable management of transnational natural resources in the Greater Horn Of Africa Region
Perimart International (PERIMART INT'L)	Kenya	\$10,000	6 months	Institutional strengthening of the organization—Engagement grant to nascent NGO.
Resource Conflict Institute (RECONCILE)	Uganda, Kenya	\$203,618	2 years	Management and policy of water resources in pastoral areas in East Africa.
Rwanda Women Community Development Network (RWANDA W-NET)	Rwanda	\$10,000	6 months	Institutional strengthening of the organization—Engagement grant to nascent NGO.
Wajir South Development Association (WASDA)	Somalia, Kenya	\$230,000	18 months	Support for animal health work structure.

Table 2. Round-two applicants currently undergoing pre-award determination reviews and program negotiation

Grantees pending Pre-Award Determination	Focus countries	Estimated \$ Grant Amount	Period of Performance	Subject of Grant
African Peace Forum Kenya (APFO)	Kenya, Uganda, Eritrea, Ethiopia, Djibouti, Sudan, Burundi, Rwanda	\$119,080	2 years	Early warning/response system for conflict identification and management.
Intermediate Technology Development Group, East Africa (ITDG)	Tanzania, Uganda, Kenya	\$214,271	2 years	Wider dissemination and adoption of new technologies for community based livestock health
Joint Relief And Rehabilitation Services (JRRS)	Kenya, Somalia	\$100,000	9 months	Water Harvesting Technologies for Supplemental Irrigation in Ethiopia, Kenya and Uganda.
Rural Energy and Food Security Organization (REFSO)	Uganda, Kenya	\$250,000	2 years	Improvement (and dissemination) of agricultural varieties and technologies
Sustainable Agriculture Community Development Program (SACDEP)	Kenya, Uganda, Eritrea, Ethiopia, Tanzania, Sudan, Rwanda	\$238,207	2 years	Strengthening and outreach of food security network program

(ii) Regional Conference on Conflict Prevention and Peace Building.

60 participants from NGO's and civil society organizations based in 10 Eastern and Southern Africa countries, gathered on May 16-18, to share experiences on conflict resolution and peace building efforts in the region. The workshop provided a platform for the participants to network and to begin to develop strategies for peace building in the GHA. Participants explored the dimensions and manifestations of conflict and its impact in the GHA and Great Lakes regions; discussed roles and responses to conflict--sharing lessons learned; and initiated dialogue on appropriate sustainable responses and strategies for prevention, and management of conflict and peace building. One key result of the workshop was that participants decided to specifically create a Conflict Prevention, Mitigation and Response Network with MWENGO serving as the secretariat in during early network development.

Regional Conflict Prevention and Peace Building Workshop Results include:

- Identification of roles organizations play in building peace in specific regions.
- Identification of the responses and strategies for prevention, and management of conflict and peace building efforts.
- Creation of the first GHA Conflict Prevention, Mitigation and Response Network

(iii) Financial and Accounting Staff Trained in Accounting Methods and Financial Software Applications

Financial and accounting staff from 4 NGO's (KRA, Farm Africa, CECORE, FAN) were trained in accounting methods and utilization of Quickbooks, a financial software application. Information was provided on how to develop the monthly financial reports required of ISGM grantees. Participants also discussed how to establish financial systems for a new NGO. Ms. Sheila Kailasanath was fielded from the Pact home office and was paired with a FAME mentor and local staff to conduct these trainings. The FAME Mentor and/or ISGM team members can now continue to follow the training curriculum and will be able to repeat the workshop on an as needed basis.

(iv) Update on First Round Grantees

Africa Alliance of YMCAs (AAYMCAs)

During this quarter there was a discussion between the AAYMCA and Pact on how to proceed with funding based on the recent problems and allegations of impropriety of the Uganda branch, one of the intended recipients of funding under the ISGM award. Pending an external audit of Uganda branch, AAYMCA has frozen fund transfers to the Uganda branch. The ISGM Grants Manager visited AAYMCA and discussed this issue and the need for a budget realignment in which funds intended for Uganda will be reallocated to other chapters. Additionally, the ISGM team conducted a spot audit and confirmed that all funds disbursed to date under the ISGM grant are used for program purposes and are properly accounted.

Also during this quarter the grantee's consultants completed a Needs Assessment Survey of *Tanzania, Rwanda and Kenya* YMCAs and ISGM completed an OCA; both highlighted the need for increased competencies in financial management and institutional organization.

The participating National chapters (Rwanda, Kenya and Tanzania) prepared project proposals to be reviewed by the AAYMCA Advisory Committee during their *Program Review and Planning Meeting*.

Center for Conflict Resolution(CECORE)

During this quarter CECORE activities focused primarily in preparations to host a workshop to validate their desk research the *Role of Media in Situations of Conflict* (best practices in peace building) and *African Traditional Methods of Dealing with Conflict Prevention Mitigation and Response* (best practices of mediators, negotiators and local peace initiatives carried out by women groups, youth, elders and others). A substantial amount of information has been collected by CECORE through their Resource Center and from other information centers/sources such as, libraries, research centers, etc. The findings were examined at a *Validation Workshop*, held on June 27-29, which brought together researchers, academics, media practitioners, mediators, civil society groups (especially those at the grass root and community level) and other stakeholders. Results from the workshop are being used in the creation of a Training Manual/Resource Handbook and Resource Video.

Prior to the workshop ISGM fielded a FAME mentor to review the organizations financial administration of the grant and help them prepare (financially) for hosting the workshop. During this visit it was determined that there are no outstanding issues and all funds provided under ISGM are properly accounted.

CECORE is also working on establishing a regional Electronic Communications Networking (ECN) Resource Center with a Database, Website and other necessary systems to serve the Media, Peace and Conflict Resolution Workers and other stakeholders in the region. Once the Center is in operation, CECORE staff with the help of a consultant will collect, collate and disseminate information pertaining to the situation, availability and use of the ECN for the media, and other stakeholders. Procurement of the equipment and development of the Website was completed this quarter (ISGM strategic communication staff assisted CECORE in the creation and development of their webpage).

Other activities this month included: The presentation of a paper and joint discussions on how the media can be involved in peace building (for the June 3rd International Press Freedom Day); attendance at the Regional Conference on Conflict Prevention and Peace Building (hosted by MWENGO/ISGM); an invitation by the American Center (formerly USIS) in Kampala to participate in discussions leading to a Kigali conference on Women's roles in Conflict; and participation in research, concentrating on the cattle rustling and proliferation of small arms and light weapons in the region, especially between Uganda, Kenya, Sudan, Somalia and Ethiopia.

FIDA

During this quarter FIDA-UGANDA, released the proceedings from their regional conference designed to strengthen their member's skills and capacities to influence peace process and interventions in conflict situations, and to enhance networking among women attorneys. This completed the ISGM grant activities and therefore the FIDA grant was closed-out effective June 30th, 2000. The Pact grant management team worked rapidly to finalize the completion of the audit (with management comments) and to de-obligate funds.

Forest Action Network (FAN)

During this quarter FAN released the proceedings from their regional conference held in Addis Ababa on Natural Resource Based Conflicts in the Horn of Africa-Experiences and Strategies for Intervention. They also identified individuals for community training in conflict resolution skill development. The idea is to identify individuals who are respected within their community and are capable of mobilizing the community to resolve conflicts. During a follow-on workshop and training session, the selected individuals were provided skills to enable them to anticipate, identify and understand conflicts before they arise; to promote the concept of alternative conflict resolution methods; and to enable them to build the capacity of the rest of the community in conflict management.

Pact financial staff visited FAN as part of their regular monitoring of grantees and provided on the job training.

National Association of Women's Organizations (NAWOU)

During this quarter NAWOU distributed proceedings on the regional conference they hosted entitled "Women's Capacity to Promote Sustainable Food Security and Household Nutrition." Additionally, the ISGM strategic communication staff assisted NAWOU in the design and publication of their webpage.

This completed the ISGM grant funded activities and the NAWOU grant was closed-out effective June 30th, 2000. The Pact grant management team worked rapidly to finalize the completion of the audit (with management comments) and to de-obligate funds.

Vetwork Services Trust-Sudan

During the quarter, ISGM worked with Vetwork Sudan to complete an organizational capacity assessment and institutional strengthening agreement and supported start-up activities such as assisting in the development of procurement and financial management systems. The ISGM strategic communications staff completed an assessment of information management needs and started working with VETWORKS on webpage design.

(v) ISGM Team Building and Work Plan Development.

The ISGM staff held an internal team building with participants from PACT (Kenya) and MWENGO (Harare and Nairobi staff) on May 22nd-24th. A consultant, identified and fielded by MWENGO, facilitated the workshop. One of the key results of the session was a construct for a new 1-year workplan format, which is currently being drafted for July 2000 through June 2001. This document will be available in mid-July and highlights lessons learned in program implementation to date, and benchmark activities for the upcoming year.

(vi) Strategic Communication Services

Newsletter Published

The 5th edition of Pact's Electronic Newsletter has been finalized and will be made available on our web page on July 10th, 2000. The newsletter highlights information on conflict prevention, mitigation and response in the GHA region. Additionally it has been decided that 100 hardcopies of the newsletter will be published and sent to key stakeholders (points on information distribution) in the ten GHA countries. The hardcopy newsletter will be sent out at the end of July.

Site Visits

As mentioned above, site the ISGM Strategic Communication Team provided mentoring and support services to CECORE, NAWOU, and VETWORKS, during this quarter.

(vii) Monitoring, Evaluation and Reporting Systems.

M&E Short Course Curriculum Developed

Ms. Radya Ebrahim and Robert Morin, regular Pact consultants, assisted the Pact Kenya office in initiating a curriculum for a short course in grants monitoring, evaluation and reporting. This course will be required for all ISGM grantees and will provide the basics on how to develop an M&E program to monitor their grant. The first course is scheduled to take place in late September 2000.

Merit 2000+

Robert Morin with Berhanu Digafe (fielded from the Pact Ethiopia office) and Titus Syengo continued the implementation of the MERIT 2000+ system for ISGM

(viii) Staffing and Procurement.

Staffing

Ms. Florence Omasa (ISGM Deputy Director) attended a one-week COTR training course at USAID Kenya to become more familiar with USAID regulations and procedures. Ms. Lynn McCoy (ISGM Technical Coordinator) returned to part-time work after maternity leave (she currently provides about 10 hours a week to ISGM).

(ix) Issues requiring immediate support/ attention by USAID

- a) Pact/MWENGO is awaiting further instructions/a determination on how REDSO would like to progress forward on the "Special Study."
- b) Pact/MWENGO is awaiting REDSO comments/authorization on the contract modification/budget realignment request.
- c) The VAT issue remains unsolved after months of discussion and continues to impact negatively on program implementation. While Pact has finalized all major procurement under the program, this is still a current issue for the on-going procurement of goods and services, the shipment of project-related documents, and the status of its expatriate personnel

4. Performance Update

Performance is deemed to be on track with contract. See attached table for details.

5. Statement of Work - Administrative Information:

Financial data for this quarter is currently pending and will be reported once information is received from the Pact home office.

Contract Data: Total estimated cost \$10,000,000.00.

- 1. Expenditures (last three months): \$
- 2. Cumulative expenditures to date: \$
- 3. Remaining unexpended balance: \$

4. Performance Table				Progress During Reporting Period	
Objective	Targets planned for quarter	Progress During Reporting Period		Progress During Reporting Period	
Objective #1: Institutional Strengthening of regional African organizations-consortia-associations involved in food security and/or conflict prevention, mitigation and response activities (CPMR) in the GHAI-region. Required Results All organizations qualifying for activity grants strengthened, as needed, such that they have the internal ability to prudently manage USG funds and achieve results in support of HASP and GHAI food security and CPMR results; and of these: (a) At least 10 GHAI Region African Institutions working on regional food security and CPMR activities achieve institutional sustainability.	Arrange for/perform institutional strengthening/T.A. Undertake Seminars and Workshops Develop M&E performance plans, consisting of baseline indicators and annual targets. Info to be maintained in database.	6 round two applicants and 1 round one grantee undertake organizational capacity assessments. Institutional Strengthening Agreements (identifying training and support services required) initiated for 7 NGOs. One-on-one financial monitoring/mentoring conducted at 4 round first round grantee offices. Consultants finalize design phase and implementation of M&E program/MERIT 2000+ Financial and Accounting Staff from 4 NGOs trained in accounting methods and financial software applications Consultants undertake design of elements for a core ME&R system meeting all contractual requirements and focusing on strengthening ME systems of grantees.			
Objective	Targets planned for quarter	Progress During Reporting Period		Progress During Reporting Period	
Objective #2: Promotion of innovation in the region through support of relevant and innovative regional activities in food security and CPMR Required Results Up to 40 grants awarded to increase the number of innovative regional activities related to food security and conflict prevention, mitigation, and response managed and implemented by African organizations and/or to provide institutional strengthening services/activities; and of these: (a) At least 20 must involve innovative techniques/inputs/approaches/ protocols for addressing food security and conflict issues developed, transferred, replicated and/or utilized by grantees (b) At least 10 small grants should fund nascent organizations in the region. (c) Up to 2 special studies related to the long-term sustainability of the grant making and institutional strengthening activities.	(i) First Grant Cycle. Close-out of completed grants including audit and de-obligation of funds. (ii.) Second Grant Cycle. Desk reviews and pre-award audits/surveys conducted and analysis of applications in accordance w/ US regulations, determination of grant-worthiness. Negotiation of grant applications, written/oral resulting in revised technical or addenda to technical application. Award of grants recommended by Advisory Council.	(i) First Grant Cycle. Close-outs conducted at 2 first round grantees. (ii.) Second Grant Cycle. Conducted 8 pre-award site visits to ensure rapid start up of grants and grant worthy status of applicants. Determined that 6 organizations assessed have sufficient legal standing, financial and administration systems, and staff in place for managing the award. Pre-award visits for BYDO and Perimart (both recommended for institutional strengthening grants) determined that the organizations could not yet be considered fully grant-worthy, thus it was resolved that Pact Kenya would serve as the grant custodians until financial management systems and appropriate financial controls could be established (through the support of ISGM). Pact is processing Negotiation Memorandums with 6 grantees (5 fully funded and 3 for institutional strengthening) totaling US\$ 1,183,524. <ul style="list-style-type: none"> 5 grants involve innovative techniques/inputs/approaches/protocols for addressing food security and conflict issues. 3 grants are for nascent organizations. 			

Objective	Targets planned for quarter	Progress During Reporting Period
<p>Objective #3: Increased strategic coordination through the strengthening or creation of structured sub-sector and sector networks and partnerships.</p> <p>Required Results</p> <p>(a) Up to 5-10 Sectoral and Sub-Sectoral Networks established/strengthened which increase interaction among stakeholders (this could include facilitating the development of NGO desks/liaisons with inter-governmental bodies).</p> <p>(b) Up to 5 conferences/ seminars/ information products developed and implemented to share lessons learned between interested stakeholders and institutions receiving either through grants or through institutional strengthening services.</p>	<p>Communications support with Grantees</p> <p>Newsletter: to Advisory Council, COTR, IGAD, USAID mission GHAI representatives, grantees, IS recipients and other interested parties, and web-sites.</p> <p>Seminars and Workshops</p>	<p>(a) <i>Sectoral and Sub-Sectoral Networks</i></p> <ul style="list-style-type: none"> ➤ The ISGM Strategic Communication Team provided mentoring and support services to 3 grantees during this quarter ➤ ISGM Newsletter. The 5th edition of Pacts Electronic Newsletter was made available on our web page (7/10). <p>(b.) <i>Conferences/Seminars/Information products developed and implemented</i></p> <ul style="list-style-type: none"> ➤ Workshop held on May 16-18 on conflict resolution and peace building efforts in the region. 60 participants from NGO's and civil society organizations based in 10 Eastern and Southern Africa attend. The workshop provided a platform for the participants to network, share lessons learned, and develop strategies for peace building in the GHA.