15 September 2009

Melissa Krauss
GiveWell Foundation
320 7th Avenue #232
Brooklyn, NY 11215

Subject: Outreach International
             Economic Empowerment Grant

Dear Ms. Krauss:

Enclosed please find documents sent to assist your organization in preliminarily assessing Outreach International as a grant recipient for its work in Sub-Saharan Africa. In addition, I urge you to review our website at www.outreach-international.org.

Outreach International is proud of its thirty year history of success in helping the world's poor help themselves through sustainable comprehensive community development. As we seek to double our impact in the next five years, we hope to partner with organizations such as GiveWell in thriving children, empowering families, building community, and nurturing the environment.

Because of our long-term commitment to villages and sub-villages in over twelve nations, we are engaged in economic, environmental, education, health, and virtually all aspects of community life. We also seek to overcome the devastating and debilitating effects of poverty through empowerment of the village in local decision making. I have seen the results first hand and am amazed at the transformation that can occur.

I trust that these documents will be helpful in your first round of assessment. I am able to supply you a much larger range and depth of documents if you wish. Feel free to contact me at any time.

Thanks for your consideration. All the best to you and GiveWell.

Kenneth L. McLaughlin, JD
Director of Corporate Development

Outreach International

Date: 15 September 2009
To: Givewell Foundation
From: **Outreach International**
Subject: Grant – Economic Empowerment in Sub-Saharan Africa

Presentation of the Organization

Established in 1979, Outreach International (OI) is a US-based community development organization whose mission is to help the world's poor help themselves. OI currently operates in 12 nations on 4 continents. OI is recognized by the IRS as a 501(c)(3) tax-exempt charity. It directly employs 65 people including 14 in the USA. OI also provides funding for 300 persons who serve the poor, primarily in education. In 2008, OI directly impacted the lives of 54,000 people and benefitted thousands more through indirect means. See www.outreach-internation.org.

OI conducts its work through use of a well-tested, highly successful process known as Participatory Human Development (PHDP). This approach 1) employs indigenous staff working at the grass roots level 2) addresses deep rooted rural issues through authentic village participation 3) applies outside learnings within the villages and 4) allows women, children, and men to create their own identity as they break from poverty. PHDP is not a quick fix, and typically takes 5 years to reach the phase-out stage in any given rural area.

OI's goal is to create change that lasts through building local capacity for local solutions to poverty – solutions like clean water, basic sanitation, good schools, decent housing, new small business enterprises, stable food supplies, empowered women, and sound environmental practices.

OI currently operates on a US$ 2.8 million annual budget (2009). Its three main sources of funding are US$ 2.5 million from individual donors (90%), US$ 200,000 in grants (7%), and US$ 100,000 in-kind contributions (3%). Additional revenue for community development comes from in-country sources including other NGO's and local funding entities. This financial data is reflected on OI's balance sheets.

COUNTRY OR REGIONAL LEVEL

There are factors that debilitate or facilitate the Participatory Human Development Process (PHDP) and should therefore be considered in deciding whether or not to undertake a PHDP program in a given country. These are:

1. **Political Stability.** The political situation of a country should be stable enough to allow for a sustained implementation of the program. The peace and order situation should not subject the field staff to unnecessary and genuine physical risks. While PHDP had been tested to work in politically critical situations like martial law, it is necessary and practical for OUTREACH to judiciously utilize its resources where they can be maximized to bring the greatest good.

2. **Economic Resource Base.** Although poor, the potential program area should have at least potential untapped resources, natural or otherwise, i.e., land, forest, water, local funding, etc., which the people can tap and organize around.

3. **Potential Support Groups and networks.** Support groups and potential networks provide clout, easier integration with community and access to local resources.

4. **Team of HDFs.** As much as possible, a PHDP field program should be started with a team of workers for mutual support.

5. **In-House Training Resources.** Are there trained HDSs or trainers who can be trained or hired as mentors for the field program? If there are none, can the program afford to hire a trainer from outside to provide full-time training?

6. **Poverty Situation.** The country is preferably poor and/or has poverty groups who are the clientele of the PHDP work. There should be an abundance of community issues that the people can be organized around.

7. **Environment.** Given choices, it is more productive to use limited resources in places where environmental and climate conditions are conducive to development efforts, i.e., agriculture, etc.

COMMUNITY LEVEL

The factors in selecting the community or PHDP site itself are:

1. **Distance to resource institutions.** The PHDP site area is preferably near to locally available resource institutions, i.e., government and non-governmental organizations. This is to minimize mobilization costs on the part of the people, facilitate issue mobilization and resource accessing of local resources, thereby providing the people more organizing and learning opportunities.

2. **House distribution.** To maximize the time and effort of the HDF, houses in the project site should not be scattered too far from each other.

3. **Resources.** The community should have resources as much as possible, i.e., rivers, skills, indigenous technologies, forests, lakes, swamps, land, etc. that can be tapped for the development of the community

4. **Peace and order.** The peace and other situation of the community must be stable enough to allow for sustained PHDP work and the worker's safety.

5. **Presence of Issues.** The lifeblood of PHDP is community issues. The site should have several issues ranging from simple issues towards complex ones. A village with a common

problem that affects all residents is preferable as this can be utilized as a unifying issue to consolidate the community groups into one organization towards the middle part of the PHDP work.

6. **Openness of people and officials to development intervention.** A site whose people and leaders (in the village, town, and province) are openly against change agents and development intervention from outside is not an ideal project area.

7. **Accessibility of the area to transportation.** PHDP opens the door of a community to the outside world as it learns to mobilize resources for its development. People relate to other groups more often than ever in their life and so does the outside world to them. This can be greatly hindered when the area is not accessible to transportation throughout the year. An inaccessible site also uses up much of an HDF's time and effort.

8. **No regular presence of other NGOs.** Unless OUTREACH can arrange a complimentary relationship with an existing NGO that is working full-time in the village, it is best to avoid this village for another one. This is to avoid conflicting interventions and the unnecessary confrontations that are likely to happen.

9. **Strategic location to allow expansion and spin-off effects to other areas.** The project site is

preferably located in an un-isolated location where neighboring villages and other groups can readily observe the impact of the program thereby allowing for radiation effect, expansion and advocacy of PHDP

10. **Not a development basket or a village that had been subjected to many development interventions and influences in the past.** These development interventions are often a failure, resulting in many negative attitudes (cynicism, opportunism, etc.), values and tendencies among the residents. It is not impossible to undertake PHDP in these communities but there are more impediments to hurdle on the part of the HDF.

11. **Minimum of 150 households.** PHDP work is quantitative as much as it is qualitative. People need numbers to have clout and influence on authorities. The more there are, the more power they can exert, assuming that other factors are present.

12. **Mobility pattern.** There are communities where residents are not in the community during substantial periods of the year. If the mobility pattern is unstable much PHDP opportunities are lost and the time needed to organize will take longer. The mobility pattern of the people should be more or less stable for work continuity.

OUTREACH INTERNATIONAL

Form 1 (Area basic information sheet)

This form will be filled up by the team conducting ocular survey for Preliminary Social Investigation for PHDP area selection. The team should leveled off and agree on each criteria .

(Please fill up required information)

CRITERIA FOR AREA SELECTION	NAMES OF AREAS AND INFORMATIONS		
Accessibility (distance from center in km., available transport, if none how to reach the area, how much time required to reach the area, and fare cost)			
Distance to resource institutions (in km., available transport, time required, fare cost)			
Peace and order situation (is there any presence of violence, communal, rebel groups, untoward incidence like crimes, etc.)	•		
Number of households	•		
Development Players (name of NGO's, programs and services)	1.	•	
Openness of Local officials	•		
Presence of local resources (what are the local available resources)	•		•
Presence of issues/ manifestations (what are the issues in the villages)			•

Available programs and services (from Government Agencies and NGOs)			
Mobility Pattern (If the residents are permanent or leaving the area for some period of time to work or for other reasons)	•		
Strategically located for expansion (there are adjacent areas for expansion)			
Not a development basket (not been under extensive organizing project)			
Communication facilities			

Form 2 **(Rating sheet)**

(Please rate each area based on the information from form 1, by using the scale of 1-3, 3 as the highest and 1 as the lowest, 3- very good, 2-good, 1- poor)) The team should also review the information in each area per criteria before rating . Then put on the highest score to the area which shows highest rate based on available information in each criteria.

CRITERIA FOR AREA SELECTION	NAMES OF AREAS AND	
Accessibility (distance from Rayadada in km., available transport, if none how to reach the area from the office, how much time required to reach the area)		
Distance to resource institutions (in km., available transport, time required)		
Peace and order situation (is there any presence of violence, rebel groups, untoward incidence occurrence like crimes, etc.)		
Number of households		
Development Players (name of NGO's, programs and services)		
Openness of Local officials		
Presence of local resources (what are the local available resources)		
Presence of issues/ manifestations (what are the issues in the villages)		

Available programs and services (from Government Agencies and NGOs)		
Mobility Pattern (If the residents are permanent or leaving the area for some period of time to work or for other reasons)		
Strategically located for expansion (there are adjacent areas for expansion)		
Not a development basket (not been under extensive organizing project)		
Communication facilities		
TOTAL		

Assessment and General Findings:

Which is more potential for PHD Program based on assessment?

Note: Assessment and general findings should not only be based on the ratings but also by the significance of the criteria. This should be agreed by the team. There should be discussion and agreement on accessibility, number of households and others. Major consideration should be availability of resources and resource institutions, openness of the people and local officials, peace and order and mobility pattern of the residents.

Project Evaluation

Since its beginning Outreach International has evaluated field work. However, Outreach International functioned for many years with a non-standardized evaluation process which substantively varied by nation and staff skill set. In addition, evaluation historically focused on staff outputs rather than programmatic outcomes/results.

In the last quarter of 2008, Outreach International began transitioning to a more systematic evaluative process. In its sum, it is to measure project effectiveness as it relates to the use of Participatory Human Development. Evaluations are also to include learnings that can be shared externally, thus reflecting Outreach International's increased interaction with other NGOs, particularly when Outreach International is retained as a contractual consultant.

Evaluative factors are to include the following:

1) Quantitative data for indicators such as coverage, participation, and actual beneficiaries.
2) Qualitative data through stories, significant social changes, and increased skills, knowledge, behavior, and perception of development as it relates to ownership, participation, and sustainability.

See "Framework for the Planning, Evaluation, and Reporting System of Field Programs."

Quarterly reports are now systematized and required. Additionally, terminal reports are now required and becoming available as projects are completed. Thereafter, update reports will be expected of the field staff as they re-visit villages in which projects occurred.

As these processes are refined, the Field Operations Team will collaborate with the Communications Team to create a uniform template for all documents (electronic and print) to be included in the evaluation process.

Financial activity is accounted for and monitored internally through a field staff accountant and local accountant who report to the Field Operations Director and Chief Financial Officer. When project funds are procured through a grant, financial records are created to meet the precise specifications of the grantor organization.