

**Office of Private and Voluntary Cooperation  
Bureau for Democracy, Conflict, and Humanitarian Assistance**

**PVC Communications Plan**

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**April 2002**

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## *Appendix*

### Analytic Tasks in FY2002

## ***Abbreviations***

ACVFA	Advisory Committee on Voluntary Foreign Assistance
CDO	Cooperative Development Organization
CS	Communications Specialist
CSTS	Child Survival Technical Support
DCHA	Bureau for Democracy, Conflict, and Humanitarian Assistance
DI	Dimensions International, the PVC website and Volag contractor
IFCB	International Forum on Capacity Building
INTRAC	International NGO Training and Research Center
M&E	Monitoring and Evaluation
M&ES	Monitoring and Evaluation Specialist
NGO	Nongovernment organization
PC	PVC-Civil Society Coordinator
PVC	Office of Private and Voluntary Cooperation
PVC-CC	PVC Communications Committee
PVO	Private and voluntary organization
TM&E	Technical Advisor, Monitoring and Evaluation
UNDP	United Nations Development Program

## Definitions

- *Target groups*: The target groups comprise PVC's stakeholders and other potential target audiences.
- The *primary target groups* are U.S. PVOs, USAID and Congress.
- The *secondary target groups* are Southern NGOs, foundations, corporations, universities, and other donors.
- PVC's *stakeholders* are those agencies and organizations that mutually benefit from the work of PVC. They include PVOs, Southern NGOs, and USAID.
- *New entry PVOs* are registered U.S. PVOs that have not previously received a grant from either PVC or USAID.<sup>1</sup>
- The *analytic agenda* is based on a select number of key development challenges identified by PVC in consultation with PVOs and Southern NGOs. Examples of issues that might define PVC's analytic agenda include scale and sustainability, network strengthening, NGO capacity building, policy advocacy, and development programming in pre- and post-conflict settings.

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<sup>1</sup> This definition may change pending the outcome of PVC's strategic planning process.  
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## Introduction

The following communications plan prepared for the Office of Private and Voluntary Cooperation (PVC) is intended to form the basis of PVC's outreach strategy under a new five-year strategy.

The plan, which has been developed in consultation with senior PVC staff, is organized in four parts.<sup>1</sup> It begins by discussing the purpose and main objectives of the plan, and how its outcomes will be measured. Part two focuses on the importance of strengthening PVC's identity (what PVC stands for and its core capacities) in the context of USAID's reorganization and the new strategy. It provides a set of recommendations to shore-up and consolidate PVC's identity. These range from guidelines for developing a PVC 'in-reach strategy' and internal knowledge network to the presentation of draft logos, tag lines, and program descriptors. A number of recommendations are also made with regard to the expansion of the PVC website and future publications.

Part three outlines some of the factors that have influenced the plan's overall design. It begins by defining PVC's target groups (PVOs, New entry PVOs, USAID and Congress) and summarises the range of perceptions about the work of the office. It then identifies the principal messages and mechanisms that will form the core of the outreach strategy for each target group. An overview of staff and committee appointments required to implement the strategy is also provided.

Part four provides a detailed blueprint for implementing the communications plan, which is set out in individual tables for each target group. Details on target group, purpose, level of effort, staff required and timelines are provided for each recommended action. The plan concludes with a recommended list of next steps.

### 1. Communications plan objectives and measuring results

#### 1.1 What is the purpose of the communications plan?

Communications and outreach have been identified as an integral part of PVC's new five-year strategy. It is the focal point of intermediate result (IR) 3.2: "*The wider and more effective dissemination of approaches, best practices and standards*" and critical to the achievement of IR 3.1: "*The Increased capacity to address critical knowledge gaps and an analytic agenda in collaboration with civil society organizations.*"

The underlying rationale behind the communications plan is that U.S. PVOs, cooperatives and Southern NGOs possess a wide, rich and growing understanding of community-based development issues and programs. While PVC has helped to build this knowledge base – particularly in its support for innovative programming – it has given less emphasis to deriving 'lessons learned' or ensuring that learning from the field is widely disseminated among the PVO, NGO and cooperative communities in order to improve development impact. The communications plan is, therefore, intended

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<sup>1</sup> The feedback from PVC staff on the draft communications plan was overwhelmingly positive. Individual meetings lasting between 30 minutes and two hours were held with seven staff over the course of two weeks. Consultations took place with the following staff members: Tom Carter, Martin Hewitt, Tom Kennedy, Adele Liskov, Peggy Meites, Noreen O'Meara and Kevin Rafferty. Karl Schwarz submitted written comments.

to assist PVOs, NGOs, and cooperatives identify, share and apply best practices thereby contributing to the improved effectiveness of USAID development assistance.

## 1.2 How will the results of the communications plan be measured?

The effectiveness of the communications plan will be measured against the percentage of target groups reached by the plan that is:

*baseline? what gps?*

- Knowledgeable about the analytic products (for example, commissioned studies, technical consultation reports, learning from the field, best practices).
- Finds these products relevant and useful. *How measured?*

*Not detailed enough -*

This information can be collected as part of the annual PVO questionnaire and survey carried out by the Technical Advisor on Monitoring and Evaluation.

As well as ensuring the effective dissemination of program approaches, the communications plan has also been designed to facilitate the consultative process that will develop and sustain PVC's analytic agenda. It is USAID policy to have effective working relationships with PVOs and CDOs. A structured process for dialogue among the three will contribute to effective relationships as each party comes to better understand the priorities and activities of the other two.

Currently, interaction between USAID, PVOs and CDOs ranges from the regularly scheduled meetings of ACVFA to *ad hoc* meetings on a particular development issue and individual meetings between a PVO or CDO and its USAID program or grant officer. The communications plan is designed to regularize the previously *ad hoc* meetings around substantive development issues and PVC's analytic agenda. Success in this area may be measured by the:

- Establishment and maintenance of an effective consultative process measured by the number of PVC-led consultations with PVOs, NGOs CDOs on specific development issues.
- Publication and dissemination of PVC's analytic agenda via the PVC website.
- The percentage of PVC grants that generate findings useful for addressing one or more themes on PVC's analytic agenda measured in the annual PVO questionnaire.

## 1.3 Setting medium and long-term objectives

The objectives and intermediate results outlined in the new strategy cannot be achieved immediately. As one PVC staff member put it during the consultations: "If the grant programs do not generate credible and well-documented results, there will be little or no substance to communicate to the PVO community and USAID."

It may take a minimum of between one and two years before well-documented results begin to emerge from the priority areas identified under PVC's new five-year strategy. In the meantime, there are a number of immediate objectives that can be measured on a quarterly, semi-annual or annual basis. These are:

- Implementing a strategy to strengthen PVC's identity.

- Enhancing PVC's profile by improving and harmonizing its publications.
- Increasing the utility of PVC outputs, improving information dissemination, and raising PVC's profile as a resource for PVOs, CDOs and Southern NGOs by developing the website and disseminating key program results.
- Putting in place a well-organized and sustainable dissemination and outreach framework that will be up and running to implement IR3.1.
- Commissioning and dissemination of technical papers on key issues of concern to PVOs and USAID.<sup>2</sup>

## 2. Strengthening PVC's identity

The past six months have been a tumultuous time for PVC. In the wake of the program review, a number of changes have been introduced – some grant programs and staff will be transferred out of PVC, while new programs have, or will, be introduced. In parallel, PVC has developed an exciting new set of strategic objectives that will be implemented over the next five years.

In this context, it is important to shore-up and consolidate PVC's identity – what PVC stands for, the essence of PVC and its core capacities – and effectively communicate the new strategy. This will help PVC to establish its place within the Bureau for Democracy, Conflict and Humanitarian Assistance, while at the same time differentiating it from other offices within USAID (i.e. establishing what is unique about PVC and what PVC does best).

The rationale behind the introduction of new grant programs – such as improving development outcomes by strengthening Southern NGO capacity – also needs to be effectively articulated. This will help to increase the awareness that these changes have been motivated by a desire to introduce more effective programming and better development practice rather than as a result of a reorganization that has been imposed externally from above. In other words, it is important for PVC to define itself and the new strategy and grant mechanisms; otherwise these will be defined by others.

The next section outlines a number of concrete steps to strengthen PVC's identity and generate an improved awareness about the office and its programming goals. It is designed to help PVC avoid being stereotyped and constrained by technical divisions that were present under past grant programs. Taken together they will also strengthen PVC's name recognition, credibility and leadership within the wider development community.

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<sup>2</sup> This includes a number of ongoing projects, such as the *Matching Grant disseminating key program results* project (see page 11-13) and two IQC task orders. The first is a series of three studies on scale and sustainability, partnerships, and conflict management and the second, a synthesis of key findings from 12 Matching Grant final evaluations (see *Appendix, Analytic Tasks* in FY2002).

The specific mechanisms recommended and discussed are:

- Developing a PVC in-reach strategy and internal knowledge network.
- Drafting a mission statement.
- Designing a logo and tagline.
- Designing new program descriptors.
- Harmonizing PVC's publications.
- Upgrading the PVC website.
- Disseminating key program results.

## 2.1 Developing a PVC 'in-reach' strategy

PVC's communications plan and outreach strategy must be firmly grounded in the culture and organizational practices of the office. During the consultations with PVC staff, a number stressed that there was a need to change the 'culture' of PVC and to encourage greater openness in sharing information – be it about a grant program, upcoming event, or the strategic planning process.

As a first step to implementing the communications plan, it is recommended that PVC put in place an office-wide 'in-reach' strategy. This would help to encourage staff members to be open about their programs and activities, and thereby facilitate inter-office dialogue, raise greater awareness about the different program activities, and ultimately, strengthen the unity of the office and consolidate PVC's identity. A new culture of openness and information sharing would also provide a solid foundation for launching the knowledge-based approach of the new five-year strategy.

A simple and effective in-reach strategy could be supported by a website with restricted access to PVC staff only. The website could be used as a central place for collecting and disseminating information with the goal of providing equal access to all PVC staff.

Information maintained on the website might include:

- Minutes from PVC staff meetings.
- Bimonthly reporting on grant programs from program analysts.
- Links to mid-term and final evaluations for all grants programs.
- Schedules for grant reviews.
- Minutes from PVC consultations (InterAction, ACVFA, DCHA, etc).
- Notes from DCHA and other senior staff meetings.
- Drafts of the strategic planning documents.
- Potential themes for the PVC analytic agenda.
- Links to important articles relevant to the work of PVC.
- A bulletin board for discussion of common issues.

The website would also be an important leveller – providing greater opportunity for the wider staff to participate in dialogue and decision-making. This may help to encourage greater accountability among the staff.

*Not very personal - I wouldn't want to share info this way*

## 2.2 Developing a mission statement

PVC's organizational mission statement is the cornerstone of the communications plan. On the one hand, it will provide PVC's target groups with a clear and concise statement about what PVC is trying to accomplish and, on the other, it will assist in generating a shared sense of purpose among the staff. The mission statement should flow from the core mission and vision of PVC outlined in the new strategic plan. However, given the technical and narrow nature of strategic objectives and intermediate results it is recommended that PVC formulate a mission statement that:

- Uses clear and compelling language.
- Incorporates objectives that correspond to the overarching interests of the new Bureau for Democracy, Conflict and Humanitarian Assistance. At the time of writing, these include strengthening civil society, conflict mitigation, and humanitarian relief.

## 2.3 Designing a logo and tagline

In the wake of the reorganization, PVC's new strategy, the introduction of new grant programs and the phasing out of others, now is an opportune time to re-launch the PVC brand with the design of a logo and tagline.<sup>3</sup>

The purpose of a logo and tagline is to facilitate name recognition and strengthen an organization's identity. A strong identity also builds credibility and leadership. The logo and tagline should be based on what is best and unique about PVC. The existing tag "building partnerships with private voluntary organizations for sustainable development" does not meet this purpose and most likely does not identify PVC accurately given the new strategic direction of PVC. It is recommended that a professional designer be commissioned to draft a number of different design approaches, which can be discussed and agreed by the proposed PVC Communications Committee (see pages 18 and 19). Once this is complete, the new logo and tagline should be placed prominently on all PVC documents.

### 2.3.1 Draft logo and tagline designs

Informal interviews with a number of PVC's stakeholders suggest that PVC is seen as unique within USAID because of its mandate to work with PVOs (*partnerships*). It is also seen as unique in providing 'thinking money' to PVOs, allowing them to experiment with innovative techniques and programs (*innovation*). Based on these ideas about PVC's 'unique identity', a number of logo and tagline ideas are displayed in Figure 1. The final logo and tagline would need to be agreed to by the proposed PVC Communications Committee.

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<sup>3</sup> Branding is defined here as 'what you communicate about your organization'.  
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Figure 1:  
Draft logo and tagline ideas.



Figure 2:  
'Wrap' design using draft program descriptors and grant program categories.

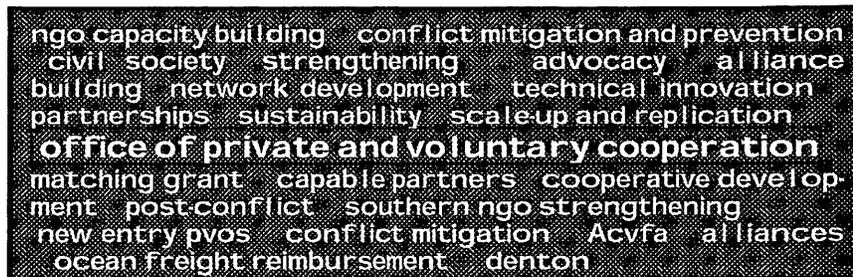
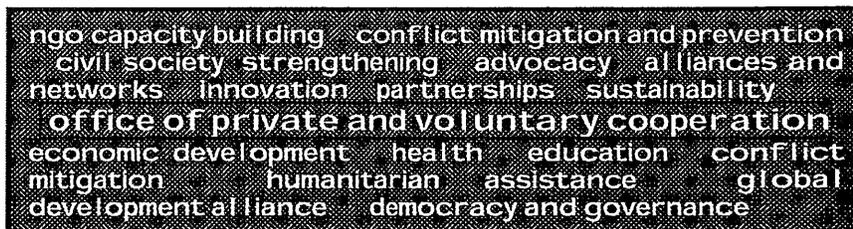


Figure 3.  
'Wrap' design using draft program descriptors and USAID pillars.



## 2.4 Designing new program descriptors

In the past, PVC has been vulnerable to being defined and identified by its technical programs and grant categories (e.g. child survival, matching grant, ocean freight reimbursement, etc.). A key challenge under the new strategy is deciding how PVC's 'lines of business' will be organized so that it is easy for target groups to understand its unique and innovative programming and, at the same time, avoid an over-emphasis on technical areas. It is recommended, therefore, that PVC introduce a new set of program descriptors based on crosscutting themes. These might include:

- **Southern NGO capacity building**  
Support indigenous NGO capacity building and more effective development programming. This should be based on a recognition by PVC and PVOs that Southern NGOs can build *their* capacity and vice versa.
- **Sustainability, innovation, scale-up and replication**  
Encouraging sustainability, innovation, scale-up and replication by facilitating partnerships between U.S. PVOs and Southern NGOs and brokering alliances between the private and voluntary sectors.
- **Alliance building, networks and advocacy**  
Encouraging the dissemination of best practice, scale-up and replication by supporting NGO networks, facilitating partnerships between U.S. PVOs and Southern NGOs, and brokering alliances between the private and voluntary sectors.
- **Conflict mitigation**  
This could be the over-arching purpose or a crosscutting theme depending on the outcome of the strategic plan.
- **Civil society strengthening**  
Improving the enabling environment for development by strengthening civil society and Southern institutions through partnerships, networks and advocacy.
- **PVO-NGO partnerships**  
Encouraging sustainability, innovation, scale-up and replication by facilitating partnerships between U.S. PVOs and Southern NGOs. This should be based on a recognition by PVC and PVOs that Southern NGOs can build *their* capacity and vice versa.
- **Knowledge networks**  
Deriving 'lessons learned' and ensuring that learning from the field is widely disseminated among the PVO, NGO and cooperative communities in order to improve development impact.

Depending on the outcome of the new strategy, these cross-cutting themes may be set in the context of specific political conditions (pre- or post-conflict), particular countries (Afghanistan, Sudan, Burundi), or particular sectors (agriculture, health, education).

Some draft program descriptor designs are provided in Figure 4. If approved by the PVC Communications Committee these might also form the basis for reorganizing the PVC website (see below).

Figure 4. Draft text-based PVC program descriptors

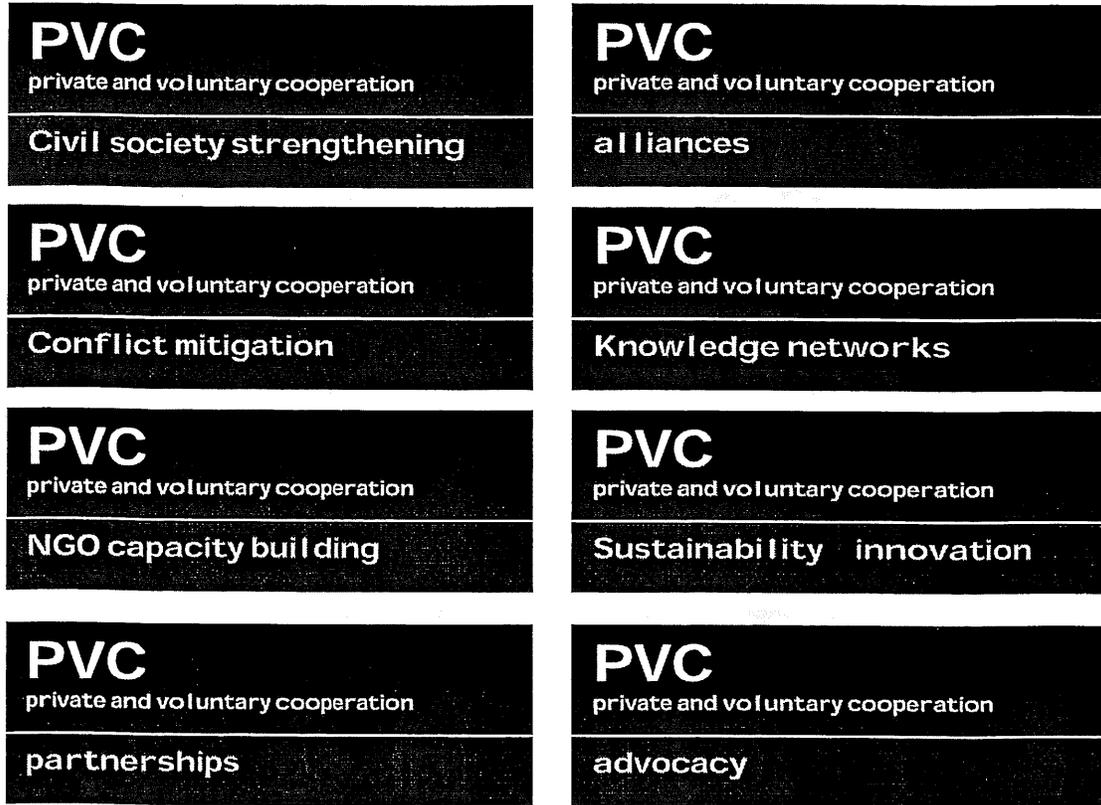


Figure 5. Example of picture representations of programs

It might be advisable for PVC to move away from text descriptions of the various programs and instead commission a designer to provide picture representations for each program. For a good example of this technique, see the Democracy Office program web page (<http://www.usaid.gov/democracy/office/programs.html>). A sample from that page illustrating the different program descriptor symbols (e.g. a set of scales for the Rule of Law program) has been attached.

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## DG Office Activities

### DG Office Home

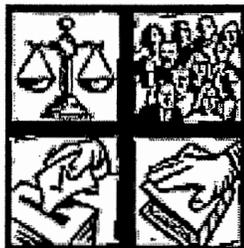
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### More on DG Office activities in our Program Review

The Office of Democracy and Governance organizes its work and thinking around four key concepts that it considers to be the building blocks of democracy: rule of law, elections and political processes, civil society, and governance. These concepts are not meant to be the best or only ways to approach democracy, and they are certainly not mutually exclusive. In fact, the categories serve practical management reasons in addition to offering a conceptual framework. The DG Office also engages in many activities that cross-cut the four sectors, including programs aimed at increasing women's full and effective political participation.

### Rule of Law

Democracies require a stable structure of law, an impartial judicial system, and clear ways for ordinary citizens to get legal protection. In the rule of law area, USAID often works on several fronts: Encouraging legal reform may involve everything from drafting new constitutions to training judges. Training needs of prosecutors, inhumane prison conditions, outdated commercial codes, and the absence of published legal opinions are problems USAID has tackled as well. Giving women and the disadvantaged better access to justice is another priority for USAID and the DG Office. [\(...more\)](#)



### Elections and Political Processes

Elections and political processes afford citizens an opportunity to organize peacefully for political



change. USAID, together with its non-governmental partners, helps assure that elections are well administered and that citizens have an opportunity to participate actively in the electoral process. The Agency and its partners also help political partners develop the organizational capacity to represent popular concerns, present relevant programs, and function responsibly in or out of power. ([...more](#))

### Civil Society

Civil society is the political "space" where citizens can debate, join groups, and mobilize for change without being threatened or intimidated. USAID encourages the expansion of civil society by supporting stronger NGOs, free and independent labor unions, women's groups, business associations, civic efforts of religious entities, and an independent press. Legitimate governments can extend their legitimacy by being accountable to civil society, which is often the ultimate check on the abuse of power. ([...more](#))



### Governance

The mere act of governing is not democratic unless the institutions and individuals charged with governance are accountable to the people, manage transparent operations, and are accessible to everyone. USAID programming in the governance area ranges from helping parliaments modernize to strengthening local and regional governments as a way to decentralize power. Anti-corruption initiatives and programs to solidify civilian control of the military are relatively new areas of activity in this sector. ([...more](#))



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## 2.5 Harmonizing PVC's publications

With the exception of the *2001 Volag*, the *2001 PVO Executive Contact List* and the *2001 BHR/PVC Portfolio*, there is no visible office branding of PVC's publications. When you place *A Resource Guide for PVOs*, the *2002 Volag*, the *ACVFA Summary Reports*, and the *Synergy in Microfinance Programs: Lessons from the Field* on a table there is nothing to indicate that they are published by the same office. Neither is there an obvious link between the design of these publications and the PVC website. To harmonize PVC's publications and strengthen PVC's branding it is recommended that:

- The publication design and use of color be updated (the *2001 Volag* is a good model).
- A common design template be used for all documents (e.g. common layout, fonts, house-style, logos, etc).
- Each publication be distinguished from the other by the use of a unique color.

### 2.5.1 Introduction of a standard production schedule

To ensure enough time to improve the presentation of PVC's published material (this includes layout and editing), it is important to put in place a standard production schedule. This would be applied to any written material that will be read outside the office (for example, the Volag overview, reports to Congress, annual reports, DIP guidelines, RFAs, R4s, etc). In particular:

- A list of all written materials that are expected to be produced over the next 12 months should be drawn up with approximate dates of publication and maintained by the proposed PVC Communications Committee.
- At the beginning of each quarter, the final list of publications and date of preparation is agreed to with the PVC staff concerned PVC Communications Committee.

**Table 1. Production schedule for published material**

Timeline	Task/Responsibilities
Week 1	Submission of first draft of document to PVC Communications Specialist (CS) (two weeks to edit for style, format design, etc)
Week 3	Edited document returned to relevant team leader(s) to agree to any major edits, sort queries, requested rewrites (text that has been marked as unclear). Submitted to PVC Communications Committee for comments.
Weeks 4-5	Submission to designer for design, layout, choice of photos, choice of colors, etc.
Week 6	Submission to CS for proofreading (check consistency, etc).
Week 7	Submitted to relevant team leader(s) with final pencil queries (double-checking specific questions). Submission to Director and Deputy Director for final review and sign-off
Week 8	Final publication

For web pages and *ad hoc* reports (e.g. program reviews) there should be a similar process, but with a shorter turnaround time.

A PVC style sheet – detailing a consistent style for document formats, spelling, etc. – is being produced in cooperation with DI following use and USAID guidelines.

## 2.6 Upgrading the PVC website

As past presentations by DI have demonstrated, the PVC website is a focal point for information on the office. It is unique in that it is a resource which is tapped by all of PVC's target groups. In the immediate term, it is recommended that the PVC website be expanded to serve as a resource center for PVOs, CDOs, Southern NGOs, USAID and the wider development community. This would include:

- Updating and rewriting the text and program descriptions.
- Establishing a capacity building page based on information already available in PVC's published documents. Also provide an introduction and links to DOSA and IFCB websites.
- Disseminating PVC program results (see pages 11-13).
- Providing links to other USAID Bureau's work on capacity building (Democracy Office papers, Europe and Eurasia NGO Sustainability Index, etc) and links to outside organizations engaged in similar work (e.g. INTRAC, UNDP, World Bank).
- Providing a clearer link with CSTS and/or integrate the data and information developed by CSTS.
- Country specific program information in a colorful map-based framework (see Figure 6 'Global Health Countries').

Once the new strategic plan is finalized, it is recommended that the website content describing PVC and its programs be rewritten and reorganized based on the new priorities and crosscutting themes (see draft program descriptors above).

Depending on usage figures and feedback from the annual PVO questionnaire, the PVC website could be expanded in the medium-term to include:

- Good ideas*
- A forum for PVOs, Southern NGOs, USAID Missions, Regional and Pillar Bureaus to exchange ideas, best practice, problems, and issues.
  - An expanded publication section (possibilities include reviews/abstracts/links to important work and ongoing research carried out by PVOs, within USAID, other donors, universities, etc.).
  - A central bulletin board with a calendar of upcoming events, presentations within and outside of USAID.
  - Updates on changes within PVC and USAID.

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The United States Agency for International Development

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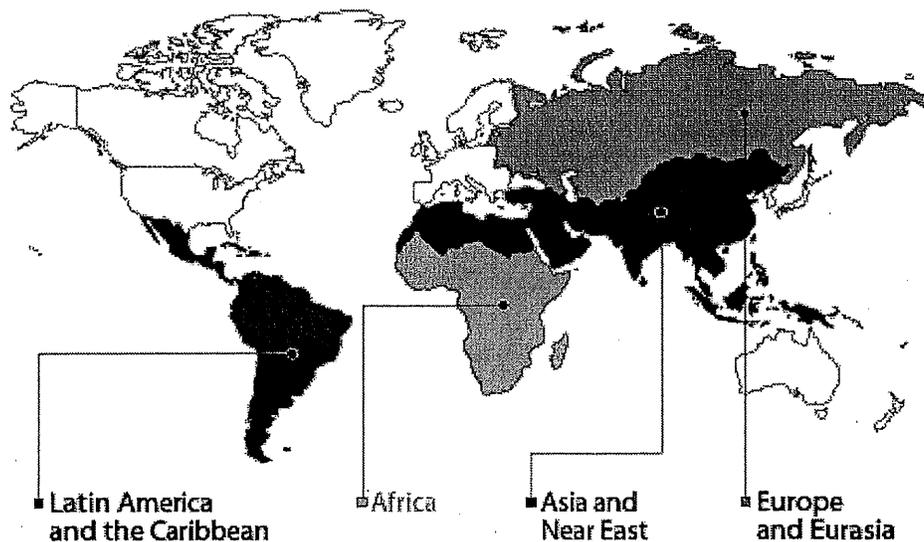
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## GLOBAL HEALTH:

# Countries

The U.S. Agency for International Development has global health programs in more than 60 countries around the world. USAID efforts focus on **three categories of priority countries**. [[pdf file, 3K](#)]

- **Joint Programming countries** are those with the highest potential for worldwide health impact -- a significant level of resources will be committed to achieving results in these countries.
- **Joint Planning countries** are countries with lesser global impact, but which have important health sector activities.
- Certain countries are termed **Special Circumstance countries** because of investments made to date, policy considerations, or crisis conditions.
- Joint Programming and Planning Teams (JPPT): [Africa \(AFR\)](#) [[.pdf file, 29K](#)], [Asia and Near East \(ANE\)](#) [[.pdf file, 16K](#)], [Europe and Eurasia \(E&E\)](#) [[.pdf file, 13K](#)], [Latin America and the Caribbean \(LAC\)](#) [[.pdf file, 14K](#)]



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## 2.7 Disseminating key program results

PVC has indicated interest in improving information dissemination and raising its profile as a resource for PVOs, CDOs and NGOs. A detailed scope of work designed to document and disseminate results from the Matching Grant (MG) program has been set out below. If agreed by the Director, this would become a focal point of the communications plan until the new five-year strategy is agreed.

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### 2.7.1 Scope of Work: disseminating key program results

This project proposes to expand the PVC website to include a new section under the Matching Grant program entitled 'Learning from the Field'. The starting point would be the 2001 mid-term and final evaluations. Important learning culled from the MG program would be highlighted in user-friendly language. The site will feature links to PVC/PVO contacts and technical documents. The information would be stored and retrieved using a database supported web tool (such as a 'Results Tracker'). We intend to start with the MG program and depending on demand, the section could become the platform for all PVC programs. Later in the year, the results from the two IQC task orders on scale and sustainability, partnerships, and conflict management would also be added (see *Appendix, Analytic Tasks in FY2002*).

The dissemination will also include an email list serve. This would be used to email post-evaluation learning to all MG grantees and those PVOs that have submitted grant applications in the last two years.

### 2.7.2 Purpose

- Illustrate innovative and groundbreaking aspects of the MG program.
- Highlight technical issues relevant to current and prospective grantees to encourage shared learning, a better understanding of PVC's priorities, and improve grant management.
- Establish PVC website as a useful resource for PVOs, CDOs and NGOs whether or not they are grantees.
- Improve understanding of PVC's diverse grant programs and how they contribute to USAID's overall mission.

Contd.

### 2.7.3 Target groups

- PVC grantees.
- Prospective PVO applicants (New entry PVOs).
- USAID technical staff and Missions.
- The wider international development community.

### 2.7.4 Website content

#### I Introductory page:

- *Overview* of the section (why set up, purpose, outline of content, etc).
- *Table of contents* – list of the four themes/pillars (Sustainability, Partnerships, Technical Innovation, and Organizational Capacity Building) with a brief description and a link to the theme/pillar page.
- *MG Profiles* - link to a page that has list of current grantees, program descriptions, and links to their web pages.
- *PVO Resources* - link to PVC papers on the web, other online resources on capacity building (e.g. IFCB, INTRAC, CIVICUS, UNDP, World Bank resources/papers).
- *Online Discussion Page* - would recommend this as a possible future development, it would allow PVOs to react to lessons learned and problems identified on the theme/program pages; ideally PVC staff might contribute to the debate also.

#### II Theme/Pillar pages:

Each theme or program page would contain a discussion of the issue at hand, for example an innovative aspect(s) of a program detailed in a final evaluation or mid-term report. These would be lively discussions (hoping to avoid the dry, technical language of evaluations). However, there would also be a link to the full report for those who want the detail.

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### **2.7.5 Level of effort and staff responsibilities**

Under guidance from the Matching Grant Team Leader and the Technical Advisor, Monitoring and Evaluation, the Communications Specialist and Monitoring and Evaluation Specialist would share overall responsibility for the project. The Communications Specialist would be expected to do the bulk of the writing, including follow-up interviews with grantees, picture sourcing and liaison with DI.

### **2.7.6 Suggested production schedule for theme/program pages**

1. On submission of a Matching Grant final evaluation or mid-term report, a short consultation would take place between the Communications Specialist, Monitoring and Evaluation Specialist and the Technical Advisor, Monitoring and Evaluation and the appropriate program manager and the key themes to be developed on the website identified. Typically this would occur when the evaluation meeting takes place.
2. Communications Specialist would draft copy, source pictures, audio or video for website.
3. Communications Specialist submits to Technical Advisor, Monitoring and Evaluation, Monitoring and Evaluation Specialist and Matching Grant staff for review and comments.
4. Revised content submitted to DI for a web page mock-up.
5. Matching Grant staff approve content or suggest revisions.
6. Revisions made, if required.
7. Content submitted to Technical Advisor, Monitoring and Evaluation, Matching Grant Team Leader and relevant program manager for final approval.
8. DI submits content to LPA for uploading on PVC website.

\* All in all each theme/program page would be expected to take one month from start to finish.

### **2.7.7 Launch date**

Depending on DI's schedule, design of the website and content for the introductory page should take about one month. The target start date is May 2002.

### 3. Outreach strategies for PVC's target groups

The purpose of this section is to propose a series of specific communications and outreach strategies beyond the first step of strengthening PVC's identity. It begins by defining PVC's target groups and summarizes the range of perceptions about the work of the office. It then identifies the principal messages and mechanisms that will form the core of the outreach strategy for each target group. An overview of staff and committee appointments required to implement the strategy is also provided.

#### 3.1 Defining PVC's target groups

The design of the communications plan has been influenced by PVC's target groups, the varying perceptions of PVC, and the new five-year strategy.

PVC's primary and secondary target groups can be divided into a number of subcategories in each group. These are:

- **Voluntary organizations**
  - U.S. PVO grantees (current and former)
  - New entry PVOs
  - PVO networks
  - The broader U.S. PVO community
  - Southern NGOs
  - Southern NGO networks
  
- **USAID**
  - The Administrator
  - Bureau for Democracy, Conflict, and Humanitarian Assistance
  - Pillar Bureaus
  - Regional Bureaus
  - Missions
  
- **Congress**
  - Subcommittee on Foreign Relations
  - Other
  
- **The wider development community**
  - Foundations
  - Corporations
  - Universities
  - International donors and United Nations agencies
  - Consultant firms that manage USAID contracts

### 3.2 How is PVC perceived by its target groups?

For the purposes of the communications plan, research into perceptions about PVC has focussed on the U.S. PVO sector and USAID. In future, further soundings from a wider range of groups – Southern NGOs, USAID Missions, foundations, corporations, etc. – are recommended. It is also suggested that the annual PVO questionnaire be used as a further sounding board and as a source for regular feedback.

#### 3.2.1 The voluntary sector

The results of an informal sounding among U.S. PVOs revealed a number of mixed messages about PVC. On the positive side, PVC is widely recognized as playing a unique and important role in assisting PVOs to develop their capacity and supporting innovative development programming. On the more negative side, the following comments were made:

- PVC could play more of a leadership role in supporting new thinking on development.
- There should be greater dialogue with PVOs on technical issues.
- The grant-making process should be transparent.
- Grants are awarded to the same U.S. PVOs year after year.
- The grant application process is time consuming and expensive with a high rate of failure.

#### 3.2.2 USAID

Informal discussions within USAID revealed that while individual technical officers throughout the Agency recognize the work of PVC and often turn to it for advice and recommendations on PVOs, there is no general appreciation or awareness of the work of the office. In particular, there is a lack of understanding of how the work of PVC and its support for capacity building and innovation differentiates from other technical program areas (e.g., issue of how PVC's microfinance and child survival programs differ from their equivalents in the Pillar Bureaus). Four other, more negative, views were also recorded:

- The question of PVO 'graduation' and the view that PVC awards grants to the same U.S. PVOs year after year.
- The perception that PVC grant programs are 'subsidizing' U.S. PVOs.
- PVC is seen as a 'political office' rather than a 'development' office.
- The absence of a rapid response grant mechanism.

#### 3.2.3 Past perceptions and the new five-year strategy

The new five-year strategy with a revised set of strategic objectives directly addresses a number of the concerns raised above. For example, under a new set of grant programs and mechanisms, new PVO partners will be engaged in PVC programs (*graduation/subsidy*), Southern NGO capacity building will become a priority (*politics vs. development*), and there will be a new emphasis on the dissemination of approaches, best practices and standards based on an analytic agenda developed in collaboration with civil society organizations (*leadership role, consultations*). In this context, the communications plan has developed a series of messages and mechanisms to inform

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PVC's target groups about these changes and address a number of the concerns that have been raised (see below).

### 3.3 Outreach strategies for target groups: an overview

While individual outreach strategies have been designed and detailed for each of PVC's target groups (see page 17 and pages 19-27), there are a number of crosscutting goals and mechanisms that form the core of the plan and are applicable to all the target groups. There are four *key outreach goals*:

- Inform the voluntary sector, USAID and wider development community about PVC's new strategy and grant mechanisms, particularly PVC's role as a catalyst for new learning on development.
- Assist PVOs, NGOs, and cooperatives identify, share and apply best practices thereby contributing to the improved effectiveness of USAID development assistance.
- Highlight the unique aspects of PVC programs: innovation, scaling-up, networks and advocacy (for example, the SEEP/CORE HIV/AIDS Task Force).
- Improve the understanding of PVC's diverse programs and how they contribute to USAID's overall mission.

For PVC to be credible and for the communications strategy to be effective it cannot be based on a 'success story' approach. Instead it is imperative that it be driven by PVC's analytic agenda and based on credible results. With this in mind, the six *key outreach mechanisms* to be used are:

- An expanded PVC website that will be used to establish PVC as a useful resource for U.S. PVOs, CDOs, Southern NGOs, USAID and the wider development community.
- A series of PVC-PVO partnership roundtables and technical consultations on the analytic agenda and other emerging issues.
- The establishment of a targeted email listserve to inform U.S. PVOs, Southern NGOs and USAID technical officers about PVC-related developments (final evaluations, studies commissioned on technical issues, the work of PVC-supported networks upcoming roundtables, etc.).
- The publication of a semi-annual newsletter to highlight programmatic issues relevant to current and prospective grantees and USAID.
- The publication of an annual report to provide a thematic overview of PVC programs on crosscutting themes.
- Developing media outreach to ensure coverage of PVC in relevant publications, such as *Monday Developments*.

The following sections summarize the key outreach goals and mechanisms for each of PVC's principal target groups. For a detailed implementation plan for each strategy and target group— including action, purpose, level of effort and timelines – see Tables 2-7 (pages 19-27).

**3.3.1 U.S. PVOs outreach strategy**

*The key goals:*

- Dispel misconceptions about the grant process.
- Enhance collaborative relationship on technical issues and PVC's analytic agenda.

*Key outreach mechanisms:*

- Appoint a PVC-Civil Society Coordinator.
- Establish a PVC-NGO Consultative Group.
- Develop PVC website as focal point for PVC-PVO cooperation and dissemination of learning.
- Establish an email list serve to highlight technical issues.

**3.3.2 New entry PVO outreach strategy**

*Key outreach goals:*

- Encourage applications and participation from new entry PVOs.

*Key outreach mechanisms:*

- Appoint a PVC-Civil Society Coordinator.
- Include a new entry PVO on the PVC-NGO Consultative Group.
- Organize a separate, one-time consultation with new entry PVOs in 2002.
- Establish a section on the website dedicated exclusively to new entry PVOs and their issues (PVO registration, grant application tips, etc.).

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**3.3.3 USAID outreach strategy**

*Key outreach goals:*

- Improve understanding about PVC's support to PVOs and Southern NGOs, and the impact of PVC's grants.
- Highlight unique aspects of PVC programs (Innovation, scale-up, networks and advocacy).
- Highlight instances when PVC has brokered/introduced new PVOs to Missions.

*Key outreach mechanisms:*

- For *DCHA*: Host consultations on new PVC strategy and ensure DCHA representation on PVC grant review committees.
- For *Regional and Pillar Bureaus*: Appoint PVC Liaisons to Regional and Pillar Bureaus.
- For *Missions*: Use an email listserve to target technical officers at Mission level and highlight relevant technical issues (program evaluations, tools, innovations).

**3.3.4 Congressional Outreach Strategy**

*Key outreach goals:*

- PVC support for innovative development and programming.
- The importance of US and Southern voluntary sector in helping to alleviate poverty in developing countries.

*Key outreach mechanisms:*

- Continue hosting the annual Hill Event to acknowledge PVO grant awardees.
- Appoint PVC Liaison to LPA and Congress to devise specific outreach strategies for Congress as appropriate.

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### 3.4 Options for staff and committee appointments

PVC's communications plan must be firmly grounded in the culture and organizational practices of PVC. This will likely mean some changes in the way PVC functions as an office and a number of suggestions for staffing and committee appointments are outlined below. The overall purpose here is to ensure that a permanent communications framework is established and maintained by PVC. Clear lines of staff responsibility and accountability will also help to maintain momentum over the long term.

Table 2 (see page 19) provides a detailed set of recommendations for the staff and committee appointments required to implement the strategy. This includes the appointment of a full-time PVC-Civil Society Coordinator and PVC liaisons to USAID's Regional and Pillar Bureaus. It also recommends the establishment of a PVC-NGO Consultative Group. An overview of the different positions and committee appointments is set out below.

#### **3.4.1 PVC-Civil Society Coordinator**

The PVC-Civil Society Coordinator will play a central role in implementing PVC's communications strategy and improving the ability to organize and coordinate the range of activities outlined in the outreach strategy. Specifically:

- Establish one point of contact between PVOs, PVC and USAID for organizing technical consultations.
- Develop expertise on key PVC initiatives (capacity building, conflict, etc.) or new responsibilities (e.g. Burundi, Sudan, etc.).
- Provide technical/sector input on PVC publications and website content.
- Keep PVC staff informed about developments in PVO community.
- Help represent PVC at conferences and report back to staff.
- Develop PVC's analytic agenda and in-house expertise.
- Engage in wider development debates.

#### **3.4.3 PVC-NGO Consultative Group**

Members of the PVC-NGO Consultative Group would include representatives from PVOs, Southern NGOs and PVC-supported networks (CORE and SEEP) and meet four times a year. Its focus will be on technical consultations and PVC's analytic agenda.

#### **3.4.2 PVC liaisons to USAID Regional and Pillar Bureaus**

The PVC liaisons to Regional and Pillar Bureaus would be assigned to attend meetings and network within their respective Bureaus. This will work to:

- Improve awareness and understanding about PVC's activities and programs.
- Increase complementarity of PVC grant programs with other Agency-wide initiatives.
- Inform PVC about relevant issues and vice versa.

#### **3.4.4 PVC Communications Committee**

The PVC Communications Committee would comprise the PVC-Civil Society Coordinator, the Communications Specialist, a representative from DI, and a minimum of one other member of PVC staff. It will be charged with:

- Approving the final communications plan and major outputs (new logo, mission statement, program descriptors, publication designs, website content, etc.).
- Serving as an editorial board.
- Ensuring wider PVC staff participation in communications activities.

#### 4. Detailed communications and outreach implementation plans

The following section sets out a series of tables outlining a detailed outreach strategy and implementation plan for each of PVC's primary target groups.

##### 4.1 Staff and committee appointments

<b>Action</b>	<b>Purpose</b>	<b>Level of effort</b>	<b>Timeline</b>
Appoint a PVC-Civil Society Coordinator (PC)	Establish one point of contact between PVOs, PVC and USAID for the purposes of organizing technical consultations Improve ability to organize and coordinate the range of activities outlined in the outreach strategy Keep PVC staff informed about developments in PVO community. Help represent PVC at conferences and events on NGO-relevant issues and report back to staff Develop PVC's analytic agenda and in-house expertise on issues. Optimize PVC grant programs and engage in wider debates taking place in the development community on NGO issues <sup>4</sup> Develop expertise on key PVC initiatives (capacity building, conflict, etc.) or new responsibilities (Burundi, Sudan, Afghanistan) Provide technical/sector input on PVC publications and website content (see below) and Establish PVC credibility as a resource center for PVOs	Create a full-time position	April 2002
Appoint a PVC Communications Committee (PVC-CC)	Approve communications plan and major outputs (new logo, mission statement, program descriptors, publication designs, web content) Serve as an editorial board Ensures wider PVC staff participation in communications activities	Communications Specialist (CS), PC, RS, a representative from DI and a minimum of one other interested PVC staff	April 2002
Appoint a PVC-NGO Consultative Group	Members would include representatives from PVOs, Southern NGOs and PVC-supported networks (CORE and SEEP) Focus on technical consultations (i.e. not lobbying) Periodically invited to PVC staff meetings Signals PVC commitment to consultation and participation	Part of PVC-Civil Society Coordinator's responsibilities	April 2002
Appoint PVC liaisons to USAID Regional and Pillar Bureaus	Improve understanding of PVC and increase coordination of PVC grant programs with other Agency-wide initiatives Inform PVC about relevant issues and vice versa	Two PVC staff days per month (estimate)	April 2002

##### 4.2 General PVC outreach strategy

<sup>4</sup> See for example working papers published by the Institute of Development Studies (<http://www.ids.ac.uk/ids/>), INTRAC (<http://www.intrac.org/>) Civicus (<http://www.civicus.org/>), UNDP's Reforming Technical Cooperation for Capacity Development (<http://capacity.undp.org/>), etc.

**Table 3: General PVC outreach strategy encompassing a broad range of activities common to all target groups**

Target Groups	Action	Purpose	Level of effort and staff required	Timeline	Status
All	Draft Mission Statement	Clear understanding of the office and its purpose, indicate new priorities Will appear on all PVC documents and website	CS to draft PVC-CC to approve final	Draft submission two weeks after completion of the rationale for the PVC strategic plan	One time
All	Design Logo and program descriptors	Strengthen identity of office and unity of programs and appear on all PVC documents and website	CS to draft ideas PVC-CC to approve and decide on in-house designer or outsourcing	Commission designer by 4/02 PVC-CC to approve final designs	Periodic review
All	Revise description and overview of PVC strategy and priorities on the website	Improve understanding of PVC's diverse programs and how they contribute to USAID's overall mission	CS to draft PVC-CC to approve final	To begin once strategic plan finalized and new grant categories in place	Ongoing as PVC evolves
All	Update and expand analysis of what works and why for each grant program on website, add pictures	Illustrate innovative and groundbreaking aspects of PVC's programs, highlight staff expertise When this information is collected it will be used for multiple purposes: - Monthly updates of PVC activities to the Administrator and LPA -Ability to send specific information to target groups (see USAID outreach)	Fortnightly, short bullet-point reporting by Team Leaders on developments emailed to CS CS to draft in cooperation with Team leaders and Monitoring and Evaluation Specialists	To begin 4/02 Any revisions will be cleared through PVC-CC	Ongoing

Contd

<b>Table 3: General outreach strategy (contd)</b>					
<b>Target Groups</b>	<b>Action</b>	<b>Purpose</b>	<b>Level of effort and staff required</b>	<b>Timeline</b>	<b>Status</b>
All	Expand website to include a new section entitled 'Notes from the field', would be based on matching grant program to begin with and use final evaluations 2001-2 as the starting point	Highlight programmatic issues relevant to current and prospective grantees, establish PVC website as useful resource for all PVOs/NGOs.	CS to draft in cooperation with Matching Grant Team Leader and the two M&E Specialists	Project with MG program to begin 4/02 (see pages 11-13)	Ongoing, should be expanded to include all PVC grant programs
All	Expand publications page on website to include links to current research on PVOs within USAID, UNDP, World Bank, INTRAC, Civicus, etc.	Establish PVC website as useful resource for all PVOs/NGOs.	CS to draft DI to upload	To begin 4/02	Ongoing
All	Redesign and harmonization of PVC publications Incorporate new logo, mission statement and priorities Design new color scheme Revise text to make it more accessible	Reinforce PVC identity	CS to draft ideas PVC-CC to decide on in-house design or outsourcing	Compile publication schedule for 2002 and review on quarterly basis, beginning 4/02	Ongoing
All	Develop media outreach to ensure coverage of PVC in relevant publications, e.g. <i>Monday Developments</i> Unfortunately <i>Frontlines</i> ceased publication in April 2001, it may restart in 2002, but no date has been announced	Raise profile of PVC and increase awareness of its activities among PVOs, USAID and other donors	CS to draft articles or notify publications of PVC events	Already commenced	Ongoing

Contd

**Table 3: General outreach strategy (contd)**

Target Groups	Action	Purpose	Level of effort and staff required	Timeline	Status
All	Publication of a semi-annual newsletter ' <i>Innovations</i> ' Issues might include: - case studies of program issues - showcase of new techniques, innovations - sections on mentoring, partnerships, advocacy, alliances - section targeted towards New entry PVOs and southern NGOs - discussion of future trends developing across programs and forecasting -News from Capitol Hill - Digest of 'Partnership Roundtables' - Grant news - Calendar of events, seminars,	Increase profile of PVC and raise awareness of its activities among PVOs, USAID and other donors Establish PVC as useful resource for all PVOs/NGOs May encourage new entry PVOs to apply for grants	CS to draft For layout PVC-CC to decide on in-house design or outsourcing	Commence 3rd Quarter, 2002	Ongoing
All	Publication of an Annual Report	This would provide a thematic overview of PVC programs, crosscutting issues – poverty alleviation, civil society, NGO capacity building – not narrow technical program reporting	CS to draft PVC-CC to approve	Begin preparation 3 <sup>rd</sup> Quarter 2002 Publish January 2003	

4.3 U.S. PVO outreach strategy

**Table 4. U.S. PVO outreach strategy (for specific strategy tailored to new entry PVOs see Table 5)**

Target Groups	Action	Purpose	Level of effort and staff required	Timeline	Status
All PVOs	Appoint a PVC-Civil Society Coordinator (see Table 1)	Establish one point of contact between PVOs, PVC and USAID for the purposes of organizing technical consultations Improve ability to organize and coordinate the range of activities outlined in the outreach strategy Keep PVC staff informed about developments in PVO community Help to represent PVC at conferences and events on NGO-relevant issues and report back	Full-time position CS to deputise	Start 4/02	Ongoing, would report developments during staff meetings
All PVOs	Establish a PVC-NGO Consultative Group (Table 2) Members would include Northern and Southern NGOs and PVC-supported networks	Focus on technical consultations (i.e. not lobbying) Keeps PVC informed of issues on the ground Periodically invited to staff meetings Signals PVC commitment to consultation and participation	Part of PVC-Civil Society Coordinator's responsibilities	Selection of committee at next PVC retreat June 2002	Ongoing
All PVOs	Develop PVC website as focal point of PVC-NGO cooperation Write up results of consultations Disseminate learning Set up an online discussion group based around pertinent issues of the day.	Strengthens PVC credibility Addresses issue of equal access (e.g. PVOs or Southern NGOs without offices in are disadvantaged) Would encourage participation of broader range of PVOs, NGOs and alliances	CS in consultation with PVC-Civil Society Coordinator would author web content and monitor discussion DI would manage website	Begin 4/02 and launch officially at PVC retreat in June	Ongoing

Contd

**Table 4. PVO outreach strategy (contd)**

<b>Target Groups</b>	<b>Action</b>	<b>Purpose</b>	<b>Level of effort and staff required</b>	<b>Timeline</b>	<b>Status</b>
All PVOs	Set up an email list serve to update PVOs on PVC and USAID activities more widely	Fulfils mandate of PVC as interlocutor between PVOs and USAID	CS in consultation with PVC-Civil Society Coordinator would author web content and monitor discussion DI would manage list	Begin 4/02	Ongoing
All PVOs USAID	Coordinate/liase between USAID office and PVOs (i.e. represent PVOs and help arrange meetings with USAID staff/offices	Fulfils mandate of PVC as interlocutor between PVOs and USAID	Responsibility of PVC-Civil Society Coordinator PVC staff contribute on request	Begin with appointment of Coordinator	Ongoing
All PVOs USAID	Host a regular series of 'PVC-PVO Partnership Roundtables' on emerging issues of the day with invited members from DCHA, Pillar Bureaus, other donors, etc. Topics could arise from final evaluations, PVC-PVO consultations, the work of PVC-supported networks, urgent issues (e.g. PVOs and Afghanistan) Have proceedings transcribed and placed on the website Use as the basis for setting up an online discussion group hosted on the PVC website Use as the basis of developing a publications series (glossy reports on important topics)	Showcase PVC expertise and establish PVC credibility as a resource center for PVOs Promote the work of the office inside DCHA and other Pillar Bureaus Allow PVC to develop its role as the focal point between PVOs and USAID Encourage PVC staff to keep up with changing ideas about development and best practice Facilitate greater collaboration within DCHA and between PVC and PVOs Use as basis for expanding content on the PVC website	Responsibility of PVC-Civil Society Coordinator PVC staff contribute using a rotational system with each program hosting at least 2 seminars per year (one during the RFA conference and one at another time) In addition to the PVC-Civil Society Coordinator's time, it would likely require one month of a staff member's time per seminar (mainly to prepare PVC's technical presentation) CS to assist	Begin with appointment of Coordinator	Ongoing

#### 4.4 New entry PVO outreach strategy

<b>Target Groups</b>	<b>Action</b>	<b>Purpose</b>	<b>Level of effort and staff required</b>	<b>Timeline</b>	<b>Status</b>
All PVOs	Appoint a PVC-Civil Society Coordinator	Establish one point of contact between PVOs, PVC and USAID for the purposes of organizing technical consultations Improve ability to organize and coordinate the range of activities outlined in the outreach strategy Keep PVC staff informed about developments in PVO community Help to represent PVC at conferences and events on NGO-relevant issues and report back to staff	Create a full-time position	April 2002	One-time
New entry PVOs	Include a new entry PVO as a member on the PVC-NGO Consultative Group	See TABLE 2 This would increase PVC awareness about obstacles facing new entry PVOs	Part of PVC-Civil Society Coordinator's responsibilities	April 2002	Ongoing
New entry PVOs	Organize a separate, one-time consultation with New entry PVOs in 2002, summarize results in a report and make it available on the website, use as the basis for further outreach activities Use lists developed by CS	Encourage new entry PVO applications and improve their standard Encourage PVC to resolve obstacles faced by PVOs applying for PVC grants	PVO Coordinator, Team leaders and CS	Prior to the next RFA	One-time
New entry PVOs	Establish a section on the website dedicated exclusively to new entry PVOs and their issues (PVO registration, grant application tips, etc) This would be a spin-off from the consultation above	Encourage new entry PVO applications and improve their standard	PVO Coordinator and CS	Prior to next RFA	Ongoing
New entry PVOs	Organize a special presentation for New entry PVOs at each RFA conference	Encourage new entry PVO applications and improve their standard	PVC staff	Next RFA conference	Ongoing

#### 4.5 USAID outreach strategy

**Table 6. USAID outreach strategy**

Target Groups	Action	Purpose	Level of effort and staff required	Timeline	Status
DCHA	<p>Consultation on new PVC strategy</p> <p>Input on civil society and conflict components of PVC grant program</p> <p>Stress on complementarity and pooling resources where appropriate but maintaining niche expertise (PVO-NGO capacity building, USAID's PVO contact point)</p>	<p>Highlight PVC areas of expertise, establish niche, improve coordination and cooperation within DCHA</p> <p>Coordinate implementation issues</p>	<p>Team Leaders or Program Analysts to attend</p>	<p>Begin as soon as practical</p>	Ongoing
DCHA	<p>Ensure DCHA representation on PVC grant review committees</p>	<p>Encourage cooperation</p> <p>Improve quality of grants</p>	<p>High level of effort required (historically this has been a problem due to workload issues)</p>	<p>Begin 2003</p>	Ongoing
Regional And Pillar Bureaus	<p>Appoint PVC Liaison to each regional and pillar bureau</p>	<p>Inform PVC about regional and pillar bureau activities, issues and vice versa</p> <p>Raise issues of concern to the PVO-NGO community</p>	<p>Two PVC staff days per month (estimate)</p>	<p>Begin 4/02</p>	Ongoing
Missions	<p>Target technical officers at Mission level</p> <p>Using an email list serve, highlight successful/innovative work carried out by the office in the relevant technical area (e.g. agriculture, child survival, microfinance) or develop profiles on PVO work in specific countries</p>	<p>Improve Mission understanding of work of PVC</p> <p>Encourage Mission buy-ins on programs</p>	<p>CS</p> <p>Spin-off from fortnightly reporting by Team Leaders (see Table 2)</p>	<p>Begin 4/02</p>	

4.6 Congress outreach strategy

<b>Table 7. Congressional Outreach Strategy</b>					
<b>Target Groups</b>	<b>Action</b>	<b>Purpose</b>	<b>Level of effort and staff required</b>	<b>Timeline</b>	<b>Status</b>
Subcommittee on Foreign Relations Individual Members of Congress (PVO constituencies)	Hill Event	Generate recognition of PVC grants and innovative work supported by the office Reaffirm commitment to U.S. PVOs and poverty alleviation	LPA to organize CS to prepare written material PVC staff equivalent 2 weeks	September or October 2002	Annual
Congress	Appoint PVC Liaison to LPA and Congress	Help CS devise specific outreach strategies for the Hill	Two PVC staff two days per month (estimate)	04/ 02	Ongoing

## **5.1 Next steps**

To begin implementing the PVC communications plan, the following steps are recommended:

1. Communications Specialist presents final outreach strategy to PVC staff and DI.
2. Staff input and level of effort agreed, committee memberships agreed.
3. Budget and contractual issues agreed.
3. Plan implementation begins in May 2002.

