

UNCLASSII

Annual Budget Submission

FY 1990

**Bureau for Food for Peace
and Voluntary Assistance**

**OFFICE OF
PRIVATE VOLUNTARY
COOPERATION**

June 1988



Agency for International Development
Washington, D.C. 20523

UNCLASSIFIED

BUREAU FOR FOOD FOR PEACE
AND VOLUNTARY ASSISTANCE
OFFICE OF PRIVATE AND VOLUNTARY COOPERATION

FY 1990 ANNUAL BUDGET SUBMISSION

Office of Private and Voluntary Cooperation

ACTION PLAN

I. STRATEGY RECAP AND POLICY AGENDA

The program of the Office of Private and Voluntary Cooperation (PVC) is designed to: (a) continue to implement the objectives of the A.I.D. PVO and CDO Policy Papers; and, (b) carry out legislatively-mandated functions of the Agency relative to its PVO and CDO programs. These responsibilities include:

- o PVO Registration: Certify and maintain a registry of U.S. PVOs to determine eligibility for PL 480 commodities, ocean freight reimbursement, and grants; provide guidance to Missions regarding certification on non-U.S. PVOs; maintain registry of non-U.S. PVOs receiving A.I.D. funding.
- o Program Grants: Direct and manage a worldwide grant program in support of PVO field programs in sectors and countries consistent with A.I.D. policies and priorities (Matching/Partnership and Cost-Share Grants; PL 480 Enhancement Grants).
- o Child Survival: Direct and manage support to U.S. PVOs to implement the Agency's emphasis on health interventions to reduce infant and child mortality.
- o Cooperative Development: Direct and manage a program of (a) central program support grants to key U.S. cooperative development organizations (CDOs); (b) competitive grants for new initiatives in cooperative business development and trade; and (c) support for the expanded involvement and investment of U.S. cooperatives on a matching basis. Provide technical support and guidance to A.I.D. regional bureaus and field missions on development and use of cooperatives in meeting A.I.D. development goals.
- o Public Outreach: (a) Under Section 123(e) of the FAA, direct and manage a grant program for domestic education programs about international development and the U.S. stake in solving problems relating to third world hunger and poverty; (b) provide administrative and technical support for the Advisory Committee on Voluntary Foreign Aid, enhancing its effectiveness as a conduit for increased cooperation between the public and private sectors in U.S. Foreign Assistance Programs.

o PVO Commodity Freight Transport Programs: (a) Under Section 13(b) and (c) of the FAA, direct and manage a grant program for the reimbursement of PVO costs incurred in transporting donated goods overseas; (b) Approve and certify applications for transport of humanitarian goods and supplies under the Denton Amendment (Section 20 of Title X of the U.S. Code) which provides for free space-available transport of humanitarian goods via the U.S. military to any area of the world. Process involves securing requisite input from A.I.D. field missions and the Department of State, and collaborating with the Department of Defense.

o Information and Program Support Services: (a) Operate an automated PVO information system to meet internal Agency information needs, as well as reporting requirements to the Congress and the public on PVO activities, A.I.D. funding levels and PVO capabilities; (b) Track overall PVC worldwide grants and projects in support of PVO project officers and managers, provide technical assistance regarding PVO financial management, organizationally and project-specific, and maintain PVC's implementation plan and budgetary figures.

o Ensure PVO Independence from A.I.D.: Implement the private resource requirements of the current legislation -- the 20% non-U.S.G. funding requirement in the FY 1989 Appropriations legislation -- and conduct research to recommend funding requirements and policies to ensure PVO financial independence.

II. PROGRESS AND IMPLICATIONS

A. Program Grants to Support PVO Field Programs

The objectives of PVC grant support are manifold:

- to provide grant support for the multi-country programs of U.S. PVOs through a single, consolidated grant arrangement;
- to assist in the institutional growth of U.S. PVOs;
- to maintain direct grant relationships with a significant number of PVOs to enable PVC to better carry out its leadership, information and service roles within A.I.D.;
- to increase A.I.D.'s management efficiency by consolidating multiple grant relationships and simplifying PVO and A.I.D. administrative requirements;
- to support and complement the needs and priorities of A.I.D. bilateral programs;

- to mobilize private resources for development;
- to provide useful access to a natural constituency supportive of A.I.D.

Specific program evaluations, as well as comprehensive reviews of PVC's grant portfolio, indicate that we have been successful in meeting many of these objectives. Our FY 1989 and FY 1990 programs will continue to reflect these multiple objectives.

The predominant form of support for the multi-country programs of PVOs continues to be the Matching/Partnership Grant Program. In FY 1987 nearly \$21 million supported the field programs of 34 PVOs. In FY 1989 and FY 1990, we expect the programs to continue at this same level of support. Demand for resources from the Matching Grant program far outstrips availabilities as PVOs have grown in sophistication in implementing international development programs. In FY 1988, new requests from 22 PVOs exceeded \$64 million LOP while funding was available for 16 PVO programs totalling \$7.8 million. We will continue to balance the competing priorities of funding organizations with well established programs with the new requests from organizations which have broad bases of public support with active development programs.

Matching Grants and Partnership Grants are awarded to PVO programs which support A.I.D. priorities and complement bilateral programs. As such these programs must be consistent with A.I.D. geographic interests, country development strategies and Agency policies and priorities, particularly the "four pillars." To be eligible for this form of support, a PVO must have demonstrated its effectiveness in mounting successful development programs. In addition, PVC's grants encourage the mobilization of private resources for development by requiring PVOs to match each dollar of A.I.D. funding with a dollar contributed from the American public.

Through FY 1988, four Partnership Grants have been awarded to CARE, Save the Children Foundation, Technoserve, and Freedom from Hunger Foundation. These grants enable A.I.D. to improve management efficiency by consolidating our support to those PVOs which have a strong development track record and multiple funding relationships with the Agency. These grants fund programs which implement a jointly developed strategy in support of shared A.I.D./PVO development priorities in several countries over a five year period.

To focus our Matching Grant program to better achieve our multiple objectives, the grant selection criteria emphasize programs which result in organizational development of PVO programs such as expanding a successful program into new

countries, strengthening management systems and increasing technical expertise. We are particularly interested in good programs which integrate resources to increase development impact such as coordinating Food for Peace activities or Peace Corps activities with PVO development programs. Our requests for proposals now require detailed implementation and evaluation plans, management and technical staff capabilities, and information on how the program will be institutionalized locally and will sustain itself after PVC funding ends. In addition, funding for an independent evaluation of each program is incorporated into each grant agreement.

In FY 1988, the PVC Office assumed management of two existing grant programs (The Outreach, and Enhancement Programs) which are designed to increase the development impact of PL 480 Title II food aid. To this end, we will support, at a level of \$5 million a year in FY 1989 and 1990, the strengthening of the programming and management capabilities of several PVOs which have Title II food programs in _____ countries.

As a result of our shift to evaluating PVO programs sectorally, we are increasingly able to generalize about PVO comparative advantages (and weaknesses) in the fields of small enterprise development, primary health care delivery, water and sanitation, forestry and animal production.

In FY 1987 we completed a series of 12 cases studies on the long-term institutional development impact of PVO programs, and in FY 1988 disseminated the findings to the Regional Bureaus and Missions and the PVO community. The lessons of these studies bear directly on the task of fostering the indigenous the private voluntary sector, and are most timely in view of the current interest in North-South relationships of U.S. and indigenous PVOs. We will continue to examine the process of accelerating institutional development in our FY 1989 and 1990 evaluation plan.

B. Competitive Child Survival Grants

In FY 1985 through FY 1987 FVA/PVC's competitive PVO Child Survival grants program provided \$31 million to twenty PVOs for specific child survival activities (e.g. immunizations, ORT, birthspacing and focused nutrition interventions) in twenty countries. In FY 1988 PVC was allocated \$12.7 million which provided support for eleven PVOs working in eleven of A.I.D.'s

child survival emphasis countries. As this centrally funded program has become established and known to the PVO community and A.I.D. Missions, there has been a sharp increase in demand on its resources. Each year PVO applicants request funding which is two to three times in excess of funds available. The technical quality of the proposals has also improved as the PVOs have acquired experience in this area, strengthened their professional staff capability and benefited from technical assistance provided by A.I.D.

In FY 1989 and FY 1990 the Child Survival grants program will pursue three objectives: 1) to provide follow-on grants to successful projects initiated in prior years and 2) to meet the growing demand from the PVO community to initiate new Child Survival projects and 3) to strengthen PVO capabilities in project design, management and evaluation of project impact on health status. These three objectives will require additional funding for the Child Survival Program.

The first projects funded under the Child Survival Action Program in FY 1985 and FY 1986 required considerable time to get organized and most were located in under-served, low-income areas where financial sustainability poses a major challenge. Initial field assessments and reports indicate that most of these projects are now progressing well; however, many will require some follow-on funding to continue the delivery of services and to improve the prospects for long-term sustainability. FVA will evaluate these projects in order to assess their effectiveness and to determine which projects merit continued support.

FVA will also support carefully selected new Child Survival projects and provide continued support for the worldwide Rotary International Polio-plus program and for PVO Vitamin A interventions. Given the increased PVO interest and capabilities to design and implement Child Survival and primary Health projects, FVA plans to work with PVOs to further strengthen the technical capability of PVOs to address child spacing, focused nutrition interventions, and the Human Immunodeficiency Virus infections during the FY 1989 and FY 1990 funding cycle. Among these new projects we plan to provide opportunities for selected new PVOs to participate in the Child Survival Program.

C. Cooperative Development Program

Sections 111 and 123 of the Foreign Assistance Act direct A.I.D. to give priority to the development and use of cooperatives in developing countries. The Cooperative Development Program supports this directive by providing central program support to six U.S. cooperative development organizations (CDOs), funding for innovative and promising new initiatives in cooperative business and trade, and matching funds to encourage U.S. cooperative businesses to expand their involvement and investment in overseas development.

Responsibility for administering this program was transferred from the Private Enterprise Bureau to FVA in FY 1987, and several significant changes in the program are being introduced. CDOs are a distinct subcategory within the PVO community. There are a number of similarities between the PVO and CDO grant objectives and processes, as well as significant differences. New grant criteria and management procedures effectively preserve the CDOs' position as a separate, yet integral part of the PVO program.

In FY 1988, the draft cooperative development strategy was revised to incorporate comments by A.I.D. field missions and CDOs. The strategy emphasizes promotion of productive enterprises, international trade, decentralization of development, and education and training. A few countries in each region are identified for focused attention where conditions enhance the chances for success or significant impact. Factors used in selecting countries for special attention include a favorable national policy climate, the presence of CDOs with experience in the country, and consistency between the areas of cooperative development emphasis and A.I.D.'s country development strategy (CDSS).

The centrally-funded grants will be used to support this strategy, which recognizes that most of the resources for increasing development and use of cooperatives will continue to come from the Missions' bilateral programs, and from increasingly prominent alternatives such as local currencies generated from food aid and other programs. We will rely heavily on FVA/PVC staff consultations with other A.I.D. units - especially Missions in the focus countries - to identify areas within their programs and budgets to support increased cooperative development activity. During FY 1988, PVC refined procedures and provided guidance to field missions for accessing the central support grant to streamline funding for their cooperative development activities.

Also in FY 1988, new criteria and guidelines for central program support to CDOs were developed to emphasize the development impact, quality and consistency of their programs with A.I.D.'s priorities, rather than historic levels of funding. The criteria also emphasize the market-orientation and trade focus of the cooperative development strategy; the development of the CDO's program and organizational capacity, including new services and solutions of development problems; and strategies to broaden its resource base and reduce dependence on A.I.D.

A new component of the program inaugurated in FY 1988 encourages innovative efforts by the U.S. cooperative community which may lead to significant new business and trade

development. This funding for new initiatives is an extra stimulus to creativity and innovation, as evidenced by the initial response. In FY 1989 and FY 1990, PVC will continue to support new initiatives which demonstrate the feasibility of creative approaches to business and trade development and serve to mobilize additional resources within the U.S. cooperative community.

D. Public Outreach

In FY 1987 the Public Outreach unit was created, consolidating the Development Education program and the administration of the Advisory Committee on Voluntary Foreign Aid (ACVFA), to more effectively foster American private support for international development. Combining these programs in one office has provided PVC, as well as the PVO community, with a vital resource producing and disseminating the latest information on development.

The Advisory Committee on Voluntary Foreign Aid

In keeping with its historic adaptability to new developments, in FY 1987 the ACVFA conducted an extensive reevaluation of its role and functions in light of changing dynamics within the PVO community. It outlined a new approach to its mandate involving lower profile meetings with increased emphasis on analysis, fact finding, and the formulation of substantive advice to the Administrator on issues of critical long-term importance to both the PVO community and the Agency. In its FY 1987-88 meeting cycle, the ACVFA analyzed the theme of "PVO Effectiveness" resulting in a "white paper" which built upon the 1987 PVC Development Effectiveness Study. For FY 1989-90, the ACVFA will continue to enhance its outreach by selecting topics of importance to the Agency and the PVO community, conducting fact finding meetings which result in recommendations to improve the effective use of PVOs as a development resource.

The Development Education Program

The Biden-Pell Amendment of 1980 authorizes A.I.D.'s support of PVOs and other non-profit organizations to facilitate discussion, analysis and review of issues related to international development. Biden-Pell grants are awarded according to an organization's ability to increase public awareness of the economic, technical, political and social factors relating to development and the impact of foreign policies and programs on the LDCs and the U.S. While the methods, materials and strategies used vary depending upon the particular institutions and target audiences they are trying to reach, development education activities share some common goals: 1) they seek to improve understanding, of the relationship that hunger and poverty have on environment,

population, trade and other global issues, 2) they help Americans understand the connections between their own communities and the developing world and 3) they emphasize not just the problems of underdevelopment but possible solutions, thus contributing to both a more positive image of the third world and creating support for public and private assistance efforts.

The Development Education program strategy for FY 1989 and FY 1990 will include: 1) a competitive, cost-share grant program to support ongoing educational efforts geared to a variety of U.S. audiences and interests; 2) specifically-targeted grants which promote new networks for the purpose of involving hard-to reach constituencies; 3) mechanisms which support the institutionalization of development education through information/resource collection and exchange; and 4) evaluation and dissemination of lessons learned.

E. PVO Commodity Freight Transport Programs

Beginning in FY 1988, PVC combined the long-standing Ocean Freight Reimbursement program and the three-year old Denton Amendment into a sole activity, the PVO Commodity Freight Transport Programs.

Ocean Freight Reimbursement: Continued budget constraints in FY 1988 have necessitated the maintenance of a \$3.5 million program, a significant reduction from the high of \$7.5 million in FY 1983. Even though meaningful strides have been made in increasing the development impact and refining the country focus of the program, additional improvements can be achieved during FY 1989 and beyond by making further revisions in the annual proposal solicitation package. The data collection effort for the program will also be modified to include more routine gathering of information on those areas of special interest to the Agency.

Denton Amendment: Applications for use of the Denton Amendment, which provides for free, space-available transport via the U.S. military, have increased five-fold since its enactment in FY 1985. We expect this trend of expansion will continue into FY 1990. During FY 1988, PVC has: (1) refined the program guidance package as developments warranted, (2) expanded the computerized tracking system to more effectively monitor the various phases of the application approval, transport and in-country monitoring process, and (3) awarded a long-term contract for inspection of the goods. During FY 1990, we expect to expand and refine these systems. Special attention will be placed on improving the system for documenting and disseminating the program's successes.

F. Information and Program Support Services

Program support efforts will increase through the use of the newly installed ARS Enhancement System, a 386-based micro-computer network. Program budget and implementation reports have been designed to further enhance the newly created tracking system for program expenditures, target dates for action, and paper flow. The pilot program to implement an office-wide implementation plan has been successful and has dramatically improved PVC coordination with the A.I.D. Office of Procurement, and the Office of Financial Management. This has increased available staff time for program management and lessened the administrative burden surrounding the expanded PVC portfolio, which now includes the Child Rehabilitation program for Nicaragua, an expanded Child Survival and Health Office, the Cooperative Development program and the Title II Enhancement program.

PVC's responsibilities vis-a-vis the Regional Bureaus and Missions PVO portfolios has increased dramatically with the full implementation of the PVO Management Information System. As better data becomes available, the expectations of PVO officers Agency-wide have risen dramatically. The data placed into the PVO Management Information System has grown in volume by almost 50% over last year, with literally thousands of entries which allow PVC to report PVO expenditures by sector, country and worldwide. PVC has designed several new automated reporting formats and tested the Management Information System to assess efficiency and accuracy. Input procedures have been created which simplify the entry process while simultaneously reverifying old entry data. Reports generated through the new system are becoming increasingly popular, Agency-wide, and it is clear that the PVO Management Information System, the first tracking system for PVO programs, is a success. PVC plans to improve communications with PVOs through a pilot program to create a computer communications link (Bulletin Board) with the PVO community.

PVC also maintains information on A.I.D. funding to Indigenous PVOs (IPVOs). Reflecting a new Agency and Congressional interest in IPVO programs, a top priority for this year is to improve the Registry of IPVOs and create a tracking system for A.I.D. grants to those organizations.

In addition, PVC will continue to assist the PVO community to understand and comply with new program policies, requirements and procedures as legislated, required by OMB procedures or adapted as a matter of Agency policy.

III. KEY PROGRAM TARGETS

PVC will sharpen its focus, within the Office's broad goals for the coming year, on a limited number of priorities. These priorities are:

- o to disseminate and continue analysis of the processes for accelerating PVO institutional development and sustainability;
- o to increase understanding within A.I.D. and among PVOs of opportunities and means for effective A.I.D./PVO collaboration;
- o to increase the strategic planning and management capability and the sector expertise of PVC supported PVO programs;
- o to increase the efficiency with which we manage our expanded portfolio;
- o to develop a cooperative development strategy and strengthen the Agency's cooperative programs;
- o to develop a Title II enhancement strategy and strengthen the development impact of Title II resources.

IV. Work Plan

A. New Projects

PVC manages six competitive grant programs: matching and partnership grants, child survival grants, ocean freight, cooperative development programs development education, and PL 480 enhancement. Although these programs are not new, in any given year, approximately one-third of the portfolio is new.

B. Design Issues

In FY 1989, PVC assumed management responsibility for the Title II Enhancement program. It will require several years' experience to refine the criteria for the PL 480 enhancement grants and to relate them productively to existing Title II programs to increase the outreach and development effectiveness of Title II resources.

C. Evaluation Plan

Evaluation has an important role to play in assessing PVO performance and in helping AID achieve its development goals. Planned PVC evaluations will carefully document the range and effectiveness of private voluntary sector initiatives. Evaluation is incorporated into all PVC competitive grants.

In addition, PVC is focusing attention on issues of longer-term institutional development impact of PVO programs, the sustainability of PVO programs and related cost questions. We will continue our studies of PVO health activities and broaden their scope to include the child survival initiatives now underway. Our work on private enterprise development is focused on the question of employment and credit, in line with Agency attention to this issue. Beginning in FY 1988, gender concerns are being incorporated into all evaluations under PVC's Matching Grant and Cooperative Development Programs.

Key Issues for Evaluation: The key questions to be evaluated by PVC in FY 1989 and FY 1990 will be:

- a) How can long-term development work be sustained and institutionalized after PVO projects end?
- b) How cost-effective are PVO projects and what are the recurrent costs associated with them?
- c) How effective have PVOs been in meeting health needs (including child survival, primary health care, nutrition, etc.) in LDC projects?
- d) How can PVOs most effectively increase employment and private enterprise development?
- e) How effectively do PVOs factor gender concerns into their programs, and how may PVC strengthen their institutional capability to do so?

D. Research Schedule

Not applicable.

E. Management Improvements

The A.I.D. Policy Paper on PVOs designates FVA as the principal information center on PVO matters for the Agency. To ensure efficient administration of its responsibilities, PVC has developed an information system on PVO projects, performance, registration and sources of income that will serve the needs of AID/W, field missions, and other interested users. In FY 1989 and FY 1990, PVC will continue to use a contractor to augment the daily operations of the PVO-MIS and the program support operations as described earlier in the Action Plan.

To ensure better program and administrative management through the utilization of information contained in the PVO-MIS, PVC will implement the following strategy:

- a) develop a marketing strategy to more effectively communicate PVO performance, capabilities, expenditures to A.I.D. field Missions;
- b) institutionalize the evaluation function within the PVOs themselves and foster sharing of learning among PVOs;
- c) disseminate evaluation findings widely among PVO, A.I.D. and other users through publications, conferences, and/or technical assistance; and,
- d) utilize evaluation results to better inform A.I.D./w and Missions' funding decisions on PVO programs.

Pipeline/Mortgage Problems: PVC grants are either incrementally funded annually over the 3 (or 5) year LUP for matching (partnership), Cooperatives, OICI and Rotary polio-plus grants or fully funded for development education, child survival, Vitamin A, Title II Enhancement, and ocean freight grants. There are no significant pipeline problems. To ease the mortgage problem, since FY 1985, PVC has moved to equal annual funding increments and forward funding to the extent that tight budget resources permit. In any given year, nearly two-thirds of the matching/partnership grant program budget is to finance the out year mortgage of the ongoing portfolio. PVC is, therefore, extremely vulnerable to any significant reduction in annual funding.

Gray Amendment

In FY 1987, PVC's awards to Gray Amendment organizations totalled \$1,969,823 which constituted 83.6% of the FVA Bureau's total Gray Amendment performance. During FY 1988, PVC continued to provide over a half million dollars to an 8(a) firm for administrative and operational support of its Registration and PVO Management Information Systems. In addition, an 8(a) firm has been awarded a three year contract to provide administrative and operational support to PVC's project portfolios. It is anticipated these contracts will continue their successful performance and will be extended into FY 1989 and FY 1990.

Long-Term Goals and Measurable Objectives	FY 1988-89 Benchmark Achievement	FY 1990 Benchmark Achievement
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A. Program Grants:

GOAL I: Increase effectiveness of AID/PVO collaboration.

1. Evaluate impact of PVO programs in key development sectors.

In FY 1988-89, continue evaluation of long-term institutional development impact of PVO programs and through workshops disseminate results widely. Develop a report for AID and PVO managers, highlighting key lessons learned from the institutional development evaluation series.

2. Promote complementary use of PL 480, Section 416, Peace Corps and PVC resources.

Incorporate Peace Corps into Farmer to Farmer program and Title II enhancement programs in Africa for at least 2 PVOs.

3. Promote greater development impact in use of Title II food aid.

PVC and Title II PVOs jointly design a strategy for increasing developmental use of food.

Continue to expand programs using complementary resources

Stronger Title II programs are implemented and tested in the field.

Goal II: Improve the efficiency of management of operational portfolio.

1. Streamline competitive grant programs review, selection authorization and program processes.

Revise RFPs and review procedures for grant programs incorporating recommendations from the FY 1988 program review. Selectively forward fund and lengthen awards from 3 to 5 years.

Complete review processing of all new FY 1990 PVO competitive grant program proposals by May 30, broadening participation to include new organizations as feasible.

Long-Term Goals and Measurable Objectives

FY 1988-89 Benchmark Achievement

FY 1990 Benchmark Achievement

2. Develop strategy for integrating monitoring and evaluation of ongoing portfolio.

Incorporate joint evaluation into all grants awarded. Develop monitoring strategy which combines use of travel budget and program support resources.

Review effectiveness of monitoring strategy and make appropriate revisions to strategy.

B. Child Survival Program

GOAL: Reduce infant and child mortality and improve maternal and child health.

1. Increase the number of PVOs working in Child Survival.

Conduct competitive grant programs for PVOs working in the health sector, inviting proposals for CS programs in selected target countries

Conduct competitive grant program for PVOs working in the health sector, inviting proposals for Health, Child Survival & Vitamin A Programs.

2. Strengthen PVO professional capabilities to design and manage Child Survival programs.

By FY 1989 all PVOs projects have hired qualified health professionals to assist with project design and management in the field.

By 1990 all PVOs participating in Child Survival have qualified health professionals on staff in headquarters and in field US projects.

3. Strengthen PVO capabilities to implement "state of the art" Child Survival interventions.

Provide external technical assistance to the PVOs and organize regional and country training workshops for field staff. Strengthen Child Spacing, Focused Nutrition, HIV control capabilities of PVO's.

By FY 1990, most PVOs participating in the Child Survival program are organizing their own in-house training workshops for field staff.

Long-Term Goals and Measurable Objectives

FY 1988-89 Benchmark Achievement

FY 1990 Benchmark Achievement

4. Improve the long-term sustainability of PVO Child Survival Projects.

PVO project proposals and implementation plans include analysis of recurrent costs and strategies for sustaining project costs after the end of AID funding.

PVOs successfully implement cost recovery strategies for recurrent costs and identify innovative mechanisms for community financing of health costs.

5. Strengthen PVO capability to monitor and evaluate CS projects.

Midterm evaluations of the CS projects funded in FY 1986 and 1987 are successfully completed. CS projects funded in FY 1987 and FY 1988 carry out baseline surveys and establish management information systems which are adequate to track interim and final progress towards stated objectives.

Final evaluations of the PVO projects funded in FY 1985 are carried out and lessons learned from these evaluations are disseminated. Select PVOs have developed the capability to assist other PVOs with the development of adequate management information systems.

C. Cooperative Development Program:

GOAL I: Increase effectiveness of U.S. cooperatives as partners in international development.

1. Use core support to encourage more effective activity consistent with A.I.D. priorities.

Proposal criteria and decisions on core grant funding levels reflect more effective CDO programs.

CDO programs show more effective activity, reflected by their growing project portfolio funded from resources other than the core grant.

Long-Term Goals and Measurable Objectives

FY 1988-89 Benchmark Achievement

FY 1990 Benchmark Achievement

2. Inform A.I.D. program planners and managers about advantages and conditions important to success of cooperative development.

Units on cooperative development included in A.I.D. orientation and training programs and system for regular dissemination of information, particularly to missions, enhanced.

Coop development units a regular component of A.I.D. orientation and training, and a system for dissemination fully operational.

3. Increase capacity and demonstrate new and creative approaches to trade development of productive enterprises.

A competitive program inaugurated to encourage innovative efforts in coop business and trade development. Criteria revised in FY 1989 to reflect first year of implementation experience.

Cooperative business and trade initiatives program fully operational; demonstrating the feasibility of creative coop business and trade approaches, and mobilizing additional resources.

4. Test and demonstrate use of local currency resources in cooperative development.

Viable models for local currency support identified and used in several focus countries.

Local currency support included as an integral component of 3 to 5 projects.

5. Involve additional U.S. cooperative businesses in international development.

Involvement of a new U.S. coop group in a project with trade potential.

Two to three new U.S. coop businesses engaged in development activity with trade potential.

GOAL II: Reduce dependency of U.S. COOs on A.I.D. core grant support.

1. Encourage/assist COOs to build a more diversified resource base for core support.

New core grant selection criteria gives priority to programs that broaden sources of support.

Most COOs with more than 20% of core funding from other than U.S.G. sources.

2. Help COOs build expanded portfolios of long and short-term projects which recover all related headquarters costs.

New grant proposals to include strategies for building balanced portfolios.

Most COOs have portfolios of three or more major long-term projects and ten or more short-term projects/year paying all related costs.

Long-Term Goals and Measurable Objectives

FY 1988-89 Benchmark Achievement

FY 1990 Benchmark Achievement

D. Public Outreach
Advisory Committee on Voluntary Foreign Aid.

Goal I: Promote enhanced cooperation between private and public sectors in U.S. assistance programs.

- 1. Develop year long topical agendas for quarterly meetings that:
 - a) yield analysis and current information of significant interest to the Agency and the PVO community;
 - b) explore issues that have important policy implications for the Agency and the PVO community
 - c) offer substantive policy recommendations to the Agency and the PVO community in the form of "white papers".

In FY 1988, the Committee concluded its analysis of PVO Effectiveness and issued a report that included substantive policy recommendations for the Agency and the U.S. PVO community. An extensive distribution plan to both U.S. and international organizations was designed and implemented to ensure wide dissemination for the Committee's report on PVO Effectiveness. A series of background interviews were held with Agency officials and leaders of the U.S. PVO community before determining the most significant and current discussion theme for the 1989 cycle. The Committee process for this cycle included full analysis and discussion leading to a final report.

In FY 1990, the Committee will continue to strengthen its capacity to provide substantive advice to the Agency Administrator by discussing and analyzing current issues of concern regarding the use of voluntary foreign aid. As the role of the U.S. PVO in international development is redefined the Committee will broaden its base of expertise by encouraging representation and participation by indigenous non-governmental organizations in public meetings.

Development Education:

Goal II: Heighten U.S. public awareness and understanding of the U.S. stake in international development..

- 1. Use project grants to support new and innovative approaches to educating American public about development education.
- 2. Explore opportunities for increasing impact of Biden-Pell program through implementation of a comprehensive assessment/strategic planning process.

New models are solicited through RFP process with capacity to reach broader cross-section of U.S. public.

New projects are underway.

Through consultation with A.I.D. officials and program participants, design and publish a Blueprint for Development Education which lays the foundation for the next five year period.

New/revised program components approved and operational.

Long-Term Goals and Measurable Objectives

FY 1988-89 Benchmark Achievement

FY 1990 Benchmark Achievement

Goal III: Strengthening the capacity of U.S. PVOs to implement development education programs.

1. Improve program effectiveness through design of a comprehensive evaluation strategy which provides a plan for addressing critical questions about project performance.

In FY 1989, evaluation guidelines, criteria and implementation plans are in place.

Two or more special studies will be produced offering insights regarding program effectiveness.

2. Support mechanisms for resource sharing and technical assistance within the major sectors of the development education community.

Drawing upon the conceptual framework for a nationally oriented resource center for development education (prepared in FY 87) begin to pilot some of the activities identified as program support needs.

Broader field testing of the activities of the resource center and leveraging of adequate private support to maintain services.

3. Upgrade the substantive knowledge of development education practitioners through professional development.

Conduct a development seminar for project directors which provides them with a thorough understanding of critical development issues.

extend the development seminars to broader group of development education practitioners.

E. PVO Commodity Freight Transport Programs:

GOAL i: Improve the operation and management of PVC's PVO commodity freight transport programs.

1. Ocean Freight.
Increase the developmental use of the goods being transported and country targeting by those PVOs participating in the program.

Continue refinement of developmental focus/ country targeting in the program.

A revised proposed solicitation package in place that will facilitate the focusing of resources on those developmentally-oriented agencies shipping to those poorer countries being assisted by the Agency.

Long-Term Goals and
Measurable Objectives

FY 1988-89 Benchmark
Achievement

FY 1990 Benchmark
Achievement

2. Denton Amendment

Have well-documented system in place for approving and tracking applications.

Multi-year inspection contract in place and operating smoothly.

Data base expanded as appropriate.

In-country monitoring system operational in all geographic regions receiving Denton shipments.

Monitoring systems refined and/or expanded as necessary.

Operational guidelines for the program refined as developments warrant.

Program successes documented and disseminated.

F. Information and Program Support:

Goal I: Increase effectiveness of Operational Management Information System.

Improve quantity and quality of data available on PVO programs for senior management through the use of the Management Information System.

In FY 1988, assess overall operations, procedures, including personnel, adjust report content and frequency in accordance with end-user comments. Verify and correct data content to improve overall accuracy. Automate graphics for improved senior management decision-making.

Expand the use of the system through increasing the end-user community, targeting reports to individuals with very specific needs, generate more accurate and useful summary reports, and institutionalize the creation and use of graphics for summary analysis.

Goal II: Improve communications with A.I.D. Missions, Regional Bureaus, Central Bureaus and the PVO Community.

Develop marketing strategy to improve communications with A.I.D. through better use of automated systems and through increased distribution of evaluations, reports, and studies, Agency-wide.

Institutionalize the distribution of reports, evaluations, and other pertinent documents concerning PVOs in general and PVC projects. Pilot full use of an automated system to improve A.I.D.-PVO communications.

Assess overall operations, procedures and personnel to improve support for increased communications demand. Design or redesign reports, publications and systems as necessary in accordance with management needs.

FY 1990 Annual Budget Submission
Bureau for Food for Peace and Voluntary Assistance

Table I: Long Range Plan By Appropriation Account (\$000)

Decision Unit: Office of Private Voluntary Cooperation

	FY 1987 ACTUAL	FY 1988 ESTIMATE	--FY 1989--		FY 1990 AAPL	PLANNING PERIOD				
			CP	ESTIMATE		1991	1992	1993	1994	
Agricultural, Rural Dev. and Nutrition	18,839	16,967	23,534*	24,850*	24,850**	25,000	26,000	26,000	26,000	26,000
Health	6,335	6,410	6,282	5,300	5,300	5,300	5,300	5,300	5,300	5,300
Education and Human Activities	1,505	4,600	4,693	5,900	5,900	6,000	6,000	6,000	6,200	6,400
Selected Development Activities	8,144	6,798	7,211	7,103	6,800	7,475	7,475	7,475	8,163	8,175
Child Survival	10,016	12,656	8,530	13,000	13,000	13,000	13,925	14,000	14,000	14,250
TOTAL DA ACCOUNTS	44,839	47,431	50,250*	56,153*	55,850**	56,775	58,700	59,663	59,663	60,625
GRANTS	44,839	47,431	50,250*	56,153*	55,850**	56,775	58,700	59,663	59,663	60,625
LOANS										

*Includes \$5,150 for Outreach/Enhancement program transferred from FVA/FFP (\$5,150 FN)

**Includes \$5,350 for Outreach/Enhancement program transferred from FVA/FFP (\$5,350 FN)

(1781P)

FY 1990 Annual Budget Submission
Bureau for Food for Peace and Voluntary Assistance

Table IV Annex: Project Budget Data by Grant Program
(\$000)

Decision Unit: Office of Private Voluntary Cooperation	<u>FY 1987</u> <u>ACTUALS</u>	<u>FY 1988</u> <u>ESTIMATE</u>	<u>FY 1989</u> <u>CP</u>	<u>FY 1989</u> <u>ESTIMATE</u>	<u>FY 1990</u> <u>AAPL</u>	<u>FY 1990</u> <u>REQUEST</u>
Matching/Cost-Share	23064	18936	21503	21503	21000	21000
Ocean Freight	3500	3580	3500	3500	3500	3500
Biden Pell	2970	3000	3000	3000	3000	3000
Child Survival	10000	9757	7597	12000	12000	12000
Rotary International	101	2999	1000	1000	1000	1000
Vitamin A	0	2000	2000	2000	2000	2000
Cooperatives	(4682)*	5259	4500	6000	6000	6000
OICI	552	2000	2000	2000	2000	2000
Outreach/Enhancement	<u>0</u>	<u>(5356)**</u>	<u>5150**</u>	<u>5150</u>	<u>5350</u>	<u>5350</u>
TOTAL	44839	47431	50250	56153	55850	55850

* Transferred from PRE to FVA/PVC

** Transferred from FVA/FFP to FVA/PVC after the FY 1989 CP preparation.

(1781P)

FY 1990 ANNUAL BUDGET SUBMISSION
TABLE IV ATTACHMENT 1
FORESTRY

APPROPRIATION ACCOUNT PROJECT NO. TITLE	LIFE OF PROJECT	FY 88 ESTIMATE	FY 89 ESTIMATE	FY 90 AAPI
1. Agriculture, Rural Development & Nutrition				
938-0267 CARE	G 2,238	480	318	318
Appropriation Total	G 2,238	480	318	318
2. Selected Development				
938-0267 CARE	G 162	-	162	162
938CFDN Conservation Foundation	G 450	150	150	150
Appropriation Total	G 612	150	312	312
Country TOTAL	2,850	630	630	630

FY 1990 ANNUAL BUDGET SUBMISSION
TABLE IV ATTACHMENT 2
INTEGRATED RESOURCE MANAGEMENT

APPROPRIATION ACCOUNT PROJECT NO. TITLE	LIFE OF PROJECT	FY 88 ESTIMATE	FY 89 ESTIMATE	FY 90 AAPL
1. Agriculture, Rural Development, Nutrition 938JPUC JOINT PVO University Rural Development Center	G 480	160	160	160
938OODL Coordination in Development (CODEL)	G 500	100	100	100
Appropriation Total	G 980	260	260	260
Country Total	980	260	260	260

FY 1990 ANNUAL BUDGET SUBMISSION
TABLE IV ATTACHMENT 3
BIOLOGICAL DIVERSITY

APPROPRIATION ACCOUNT PROJECT NO. TITLE	LIFE OF PROJECT	FY 88 ESTIMATE	FY 89 ESTIMATE	FY 90 AAPL
Agriculture, Rural Development, Nutrition 938XWWF WORLD Wildlife (WWF)	G 1,750	350	350	350
Appropriation Total	G 1,750	350	350	350
Country Total	1,750	350	350	350

FY 1988 ANNUAL BUDGET SUBMISSION
 TABLE IV ATTACHMENT 4
 CHILD SURVIVAL

<u>PROJ NO & TITLE</u>	<u>APPN</u>	<u>LOP FUND.</u> (000)	<u>ORT</u> %	<u>IMM</u> %	<u>NUT</u> %	<u>HRB</u> %	<u>OTH/CS</u> %	<u>TOTAL CS</u> %	<u>NON-CS</u> %
938-0500 Child Survival	CS	9,757	25	30	23	10	12	100	0
938-0537 Rotary International Polio-Plus	CS	6,000	0	100	0	0	0	100	0
938-0158 Matching Grants	HE	1,310	15	15	20	20	0	70	30
(Africa only)	ADF								
938-0284 Vitamin A	FN	2,000	0	0	100	0	0	100	0
	ESF								

(Add continuation sheets as necessary)

Definitions - See attachment b

ORT - Oral Rehydration Therapy HRB - High Risk Birth
IMM - Immunization NUT - Nutrition
OTH/CS - Other Child Survival

Instructions - Notes

- (1) List only new projects which appear on Table IV for either FY 88, FY 89, or FY 90.
- (2) List total planned LOP funding as shown on Table IV, by functional account, even if only part of project pertains to child survival.
- (3) Percentages under Child Survival categories are percentages of total LOP funding, i.e., percentages would total 100% only if project pertains entirely to those child survival interventions. In the case of the Child Survival Fund, all funding attributions must total 100% distributed among the child survival interventions.
- (4) All new activities in FY's 88, 89, and 90 which include funding for Child Survival activities should appear on the table.
- (5) A project with funding in two functional accounts would be listed under each functional account. LOP funding would be that for the specific functional account.

FY 1989 ANNUAL BUDGET SUBMISSION
 TABLE IV ATTACHMENT 4
 CHILD SURVIVAL

<u>PROJ NO & TITLE</u>	<u>APPN</u>	<u>LOP FUND.</u> (000)	<u>ORT</u> %	<u>IMM</u> %	<u>NUT</u> %	<u>HRB</u> %	<u>OTH/CS</u> %	<u>TOTAL CS</u> %	<u>NON-CS</u> %
938-0500 Child Survival	CS	7,597	25	30	23	10	12	100	0
938-0158 Matching Grant	HE	1,330	15	15	20	20	0	70	30
(Africa only)	ADF								
938-0234 Vitamin A	FN	2,000	0	0	100	0	0	100	0
	ESF								

(Add continuation sheets as necessary)

Definitions - See attachment b

ORT - Oral Rehydration Therapy HRB - High Risk Birth
IMM - Immunization NUT - Nutrition
OTH/CS - Other Child Survival

Instructions - Notes

- (1) List only new projects which appear on Table IV for either FY 88, FY 89, or FY 90.
- (2) List total planned LOP funding as shown on Table IV, by functional account, even if only part of project pertains to child survival.
- (3) Percentages under Child Survival categories are percentages of total LOP funding, i.e., percentages would total 100% only if project pertains entirely to those child survival interventions. In the case of the Child Survival Fund, all funding attributions must total 100% distributed among the child survival interventions.
- (4) All new activities in FY's 88, 89, and 90 which include funding for Child Survival activities should appear on the table.
- (5) A project with funding in two functional accounts would be listed under each functional account. LOP funding would be that for the specific functional account.

FY 1990 ANNUAL BUDGET SUBMISSION
TABLE IV ATTACHMENT 4
CHILD SURVIVAL

<u>PROJ NO & TITLE</u>	<u>APPN</u>	<u>LOP FUND.</u> (000)	<u>ORT</u> %	<u>IMM</u> %	<u>NUT</u> %	<u>HRB</u> %	<u>OTH/CS</u> %	<u>TOTAL CS</u> %	<u>NON-CS</u> %
938-0500 Child Survival	CS	13,000	25%	30%	23%	10%	12%	100%	0%
938-0158 Matching Grant	HE	1,330	15%	15%	20%	20%	0%	70%	30%
(Africa only)	ADF								
938-0284 Vitamin A	FN	2,000	0%	0%	100%	0%	0%	100%	0%
	ESF								

(Add continuation sheets as necessary)

Definitions - See attachment b

ORT - Oral Rehydration Therapy HRB - High Risk Birth
IMM - Immunization NUT - Nutrition
OTH/CS - Other Child Survival

Instructions - Notes

- (1) List only new projects which appear on Table IV for either FY 88, FY 89, or FY 90.
- (2) List total planned LOP funding as shown on Table IV, by functional account, even if only part of project pertains to child survival.
- (3) Percentages under Child Survival categories are percentages of total LOP funding, i.e., percentages would total 100% only if project pertains entirely to those child survival interventions. In the case of the Child Survival Fund, all funding attributions must total 100% distributed among the child survival interventions.
- (4) All new activities in FY's 88, 89, and 90 which include funding for Child Survival activities should appear on the table.
- (5) A project with funding in two functional accounts would be listed under each functional account. LOP funding would be that for the specific functional account.

FY 1990 ANNUAL BUDGET SUBMISSION
TABLE IV ATTACHMENT 5
BASIC EDUCATION

APPROPRIATION ACCOUNT	LIFE	FY 88	FY 89	FY 90
PROJECT NO. TITLE	OF	ESTIMATE	ESTIMATE	AAPL
	PROJECT			

N/A

FY 1990 ANNUAL BUDGET SUBMISSION
TABLE IV ATTACHMENT 6
AIDS

APPROPRIATION/ACCOUNT PROJECT NO. TITLE	LIFE PROJ	FY 88 EST	FY 89 EST	FY 90 AAPL
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N/A

AIDS (Not included within Mission OYB)
WHO Support

FY 1990 Annual Budget Submission
Bureau for Food for Peace and Voluntary Assistance

Table V: Proposed Program Ranking (\$000)

Decision Unit: Office of Private Voluntary Cooperation

<u>Program Rank</u>	<u>New/Cont</u>	<u>L/G</u>	<u>Approp</u>	<u>Incr</u>	<u>Cum</u>
1. On-going Matching Grants: Base	O	G	FN, H, EH, SD	14000	14000
2. Cooperatives: Base	O	G	FN	3900	17900
3. Biden-Pell: Base	C	G	FN	2000	19900
4. Ocean Freight: Base	C	G	H, SD	3500	23400
5. Child Survival: Base	C	G	CS	10000	33400
6. New Matching Grants: Base	N	G	FN, H, EH, SD	5000	38400
7. Outreach/Enhancement: Base	O	G	FN	4000	42400
8. On-going Matching Grants: Current	O	G	FN, H, EH, SD	1900	44300
9. Cooperatives: Current	O	G	FN	1300	45600
10. Biden-Pell: Current	C	G	FN	1000	46600
11. Child Survival: Current	N	G	CS	4050	51310
12. Outreach/Enhancement: Current	O	G	FN	1150	52460
13. Cooperatives: Enhancement	C	G	FN, SD	840	53306
14. Child Survival: Enhancement	N	G	CS	344	53650
15. Outreach/Enhancement: Enhancement	N	G	FN	200	53850
16. OICI: Base	O	G	EH	2000	55850

(1191P)