

DIVERSITY
in
DEVELOPMENT

U.S. Voluntary
Assistance
to
Africa

 **InterAction**

American Council for Voluntary International Action

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in
DEVELOPMENT

U.S. Voluntary Assistance
to
Africa

SUMMARY of FINDINGS



The American Council for Voluntary International Action

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FOREWORD

In February of 1985, InterACTION agreed to undertake a survey of the activities of U.S. private voluntary agencies in Africa.

We believed, first, that it would provide valuable information for individual PVOs as they reexamine their policy making and planning during a period of great ferment in Africa. Second, it would enable the PVO community to communicate its role in Africa and elsewhere more effectively to policy-makers, the media, funders, and the general public. We hoped, third, to help private and public funders understand the important roles and potential of the PVO community. Congress, foundations, other private donors and USAID were, and are, actively considering funding options for Africa. USA for Africa, Live Aid/Band-Aid, and other groups are now also providing financial resources. Finally, we wanted to institutionalize InterACTION's capacity to collect, bank, and analyze data of importance to the PVO community.

We believe the survey is succeeding in accomplishing all of these goals.

This study is the product of a team effort. Homer Williams, director of Data Services, was project manager. He spent innumerable hours, days, weekends, and nights organizing the data, getting it onto the computer, and analyzing it. He was ably assisted by two graduate students, Aglae St. Lot and Jose Roman, and by Evelyn Banks who entered the data. Carol Skyrme, as primary interviewer, conducted the personal interviews with skill and tact.

Dr. Joseph Short, whose twenty years of experience with Africa and the PVOs has given him a wealth of insight, is responsible for interpreting the meaning of the mass of data and for writing this narrative summary report.

This study could not have been produced without the financial support of the Africa Bureau of USAID and of PACT. We thank them for their patience and support.

Nor would we have succeeded but for the unstinting and full cooperation of the staffs and executives of the private voluntary organizations who took the time to respond to the complex questionnaire and made the project information and financial data available. We dedicate the report to these 150 PVOs--and to the people of Africa who will, through their own efforts and in partnership with the PVOs, improve the quality of their lives.

Peter J. Davies
President
InterACTION

October 1985

INTRODUCTION

Catholic Relief Services . . . World Vision . . . UNICEF . . . CARE . . . Africare . . . Save the Children! In the days after NBC-TV Nightly News aired videotapes of the starving in Ethiopia in late 1984, the names of scores of agencies flashed into national attention.

These organizations, the media reported, were rushing food and supplies to the millions of starving people in Ethiopia and other parts of famine-stricken Africa. They were raising funds and donating pharmaceuticals, advising athletes and entertainers on how they could help. They were pressing governments for swifter action in releasing food aid supplies, and they were advocating humanitarian aid to all in need. Occasionally it would be noted that these agencies were continuing to do in Africa what they had been trying to do for years: encourage self-help development, relieve suffering, and promote understanding and friendship between the peoples of Africa and the United States.

These fleeting media glimpses, usually in times of crisis, momentarily spotlight a few organizations within a large galaxy of nonprofit and nongovernmental organizations that have worked to assist countries of Africa and other Third World countries for years, in some cases for more than half a century.

What makes an organization "private" and "voluntary"? This report focuses on "private voluntary organizations," known as "PVOs." These are nonprofit organizations, established and directed by private citizens, with a stated philanthropic purpose that includes providing emergency relief and longer term assistance to developing countries. PVOs rely significantly on voluntary contributions from the general public. For many, funding from the U.S. government and UN agencies in the form of grants, contracts, or in-kind commodities like food and medicine are also important components of their total budgets.

A profusion of perspectives. In addition to the more familiar groups, PVOs include missionary societies (for example, Christian Brothers Conference), civic associations (Rotary International), cooperative associations (Cooperative League of the USA, now National Cooperative Business Association), religious associations (Southern Baptist Convention), and membership councils (National Council of Negro Women).

The survey upon which this report is based deals with PVOs that conduct aid programs in Africa. It does not include aid supplied directly by the U.S. or other governments, nor that provided by the many UN agencies active in Africa. Most foundations and all universities and colleges were excluded, although many have significant programs in Africa. Many European organizations are also providing assistance to African countries and are actively cooperating with U.S. PVOs. They are not covered in this survey, nor are the indigenous African PVOs, many of which are working closely with U.S. agencies.

A list of participating organizations is indicated at the end of this summary report. A perusal of this list will give the reader some sense of the disparate stars in this galaxy and of the limits of using "private voluntary organizations" as the umbrella term for these organizations. The most distinctive common characteristic of the PVOs is that they are "voluntary," in the sense that American citizens freely choose to start, direct, and fund them, as well as to volunteer to lead or work for them, even though almost all are run by professional staff. This, as we will see, accounts for the profusion of programs and perspectives that characterize PVO aid to Africa.

Survey sample. Of the estimated 500 to 600 U.S. PVOs with programs in the developing countries, 300 were presumed to have an aid program for Africa and were invited to participate. One hundred and fifty PVOs completed questionnaires, and 77 of these were interviewed personally. It was understood that the survey could have several valuable uses: to provide information for policy-making and planning by individual agencies; to inform the American public about a "community" of organizations, only one or a few of which they themselves might know or support; to help private and public funders understand the important roles played by PVOs; to make it possible for PVOs to communicate their role in Africa more effectively; and to allow InterACTION, the new national coalition of PVOs, to establish an information base upon which to build in the future.

As the survey progressed, it became even clearer that a primary contribution would be outlining the broad contours of PVO aid to Africa and imparting understanding of the community that is providing that assistance. The famine and development crises

have not only rocked African governments, they are also challenging U.S. PVOs to reexamine their theories, assumptions, and programs in Africa. This survey is not an evaluation or assessment of the impact of PVO aid to date. However, it has yielded information that can assist PVOs to reexamine and, when necessary, to adapt their programs. Above all, the survey findings will serve well if they serve Africa and improve the quality of life for its people through the partnership of U.S. PVOs with African governments, private indigenous groups including churches, and the African people themselves.

Two-part report: a summary and a compilation. This summary report highlights the main findings of the survey of U.S. voluntary assistance to Africa; it reflects information and opinions that could be acquired only by extensive, nationwide interviewing in the PVO community. The second volume, a compilation of primary data, contains over 2,700 individual sketches of projects and programs in Africa assisted by U.S. PVOs; they are classified by agency, country, functional activity, and other factors. A study of that data will doubtless suggest many inferences and further lines of inquiry that were not within the scope of the survey itself.

Scope and time period. The survey encompassed PVO aid to continental Africa and related islands for a composite fiscal year 1984. Each PVO reported according to its own fiscal year. The project data is mainly based on projects active in the first half of calendar 1985 when the bulk of data was collected. Fiscal year 1984 was the most recent time period for which verifiable quantitative data was available; it was also the last semblance of a "normal" year of aid to Africa before the massive outpouring of public contributions for famine relief to drought-stricken Africa, which began in November 1984 and continued into the summer of 1985. Positing that this would dramatically affect PVO aid levels and programs, and the PVOs themselves, 1984 became the best baseline year for looking forward to the changes that are inevitably taking place.

Use of a composite fiscal year 1984 is also most suited for establishing the general magnitudes and types of aid provided by PVOs in a recent period of time. Some findings and impressions about the nature, directions, and scale of PVO aid to Africa related to this protracted period of emergency are provided in a later section.

The significant half. Importantly, although only about half the potential participants are included, the survey sample accounts for at least 80-90 percent of annual PVO aid to Africa.

Nevertheless, there are many other PVOs now providing assistance to Africa or potentially able and willing to do so, that did not take part in this survey.

Key issues. Because the African food and development crises have been riveted momentarily on the public mind by unprecedented media coverage during late 1984 and 1985, this is a particularly opportune moment to expand public knowledge about PVO activities on behalf of the people of Africa.

- Who are the private voluntary organizations? What are they like, this community of U.S. agencies ready and eager to aid Africa with both private and U.S. government resources?
- What do PVOs, with their long experience in Africa, perceive as the most pressing African needs? How would they address these through American assistance, especially their own?
- What are PVOs actually doing to assist Africa? With what purposes, and what country and activity priorities in mind?
- What changes are being propelled by the food and development crises in 1984-85? What are the trends in PVO aid to Africa for 1985 and beyond?

These are among the questions addressed in the sections that follow.



-5-

THE PVOs: WHO THEY ARE

What makes the PVO galaxy so interesting and important is its remarkable diversity. Although cooperation, community, and solidarity are cherished values among PVOs, so is the right of voluntary association.

The PVO birthrate. There has been a notable and continual proliferation of PVOs throughout the century and particularly since 1940. This is a sign of good health for America's pluralistic society. Certainly it indicates the readiness of Americans to join together to help others. This proliferation, with Africa as a case in point, often reflects the wish of the founders of new PVOs to serve the unmet needs of particular populations (such as women); to focus on specific functions (fostering small enterprises); to compensate for the deficiencies of existing organizations or programs (many development-oriented PVOs were founded in the sixties and seventies); to find personal meaning and express personal creativity; or to influence or spread social, political, or religious ideas (e.g., the notion of equitable development or increased Christian witness).

Almost one-third of the PVOs in this survey, mostly mission and other religiously motivated groups, were established from the nineteenth century forward to 1939; at least 15 new groups have started in each decade since World War II. In the sixties and seventies, significantly in response to the birth of the new nations, at least 45 new PVOs were inaugurated. It appears that the eighties will see little slackening of the PVO birthrate. Among the new PVOs concerned with Africa are American Jewish World Service, Grassroots International, International Community for the Relief of Starvation and Suffering, Global Water, and AirServ International.

Also, many PVOs, either established before the decolonization of Africa or with unrelated mandates, have since added African

assistance programs. CARE, for instance, began as an aid program for Europeans affected by World War II; now the dollar value of its aid to Africa is second only to that of Catholic Relief Services.

A remarkable diversity. One way to portray the fact and implications of PVO diversity, and indeed to introduce a few of the practitioners, is to sample some of the PVO programs that enable Americans to learn about or to aid Africa. Such programs offer Americans a wide variety of opportunities:

- *To learn more about Africa, for example, by reading the African-American Institute's periodical, *Africa Report*, or to take a brief work camp experience there with Operation Crossroads Africa.*
- *To find a "peace and justice" approach to South Africa, by contributing to the South African and Namibian refugee programs of the Africa Fund of the American Committee on Africa.*
- *To eradicate vitamin A deficiencies that blind thousands of African children, by support of Helen Keller International and the International Eye Foundation.*
- *To help black Americans and others form partnerships with African people to advance rural development, through Africare or World Neighbors.*
- *To show the love of Jesus Christ through word and deed, with SIM International, African Enterprise, or one of the scores of church-related or religiously inspired voluntary agencies.*
- *To help African enterprises become more productive and contribute to local economies, through Partnership for Productivity or Technoserve.*
- *To promote the use of technologies that are suitable to small-holder food production or processing, for example, through Meals for Millions.*
- *To serve as volunteer professionals in Africa, as with International Voluntary Services.*
- *To find practical and culturally sensitive solutions to Africa's population problems, with the Pathfinder Fund or PIACT/PATH.*

-
- *To get pharmaceuticals and other donated medical or dental supplies to Africa, through MAP International or Dental Health International.*
 - *To fly emergency aid into Ethiopia or other famine-stricken areas, with Operation California or AirServ International.*
 - *To get food to people in immediate need of it, as through Food for the Hungry International.*
 - *To promote cultural exchanges of people between the United States and Africa, through AFS International, AMIDEAST, the Experiment in International Living, or the Phelps Stokes Fund.*
 - *To aid education, literacy programs, vocational and technical training, through World Education, American ORT Federation, or Laubach Literacy International.*
 - *To advance cooperation among the PVOs themselves and between them and African organizations, through membership groups--PACT (Private Agencies Collaborating Together), CODEL (Coordination in Development), or InterACTION (American Council for Voluntary International Action).*

Plus or minus? PVOs are as diverse in size and methods as in their programs, and certainly they are diverse in their opinions. Is this a net plus or minus? Positively, this diversity also reflects enterprise, ingenuity, citizen involvement in critical world issues, and a multiplicity of manageable organizations of small to moderate size capable of reaching different segments of American society. Some persons are concerned, however, that diversity translates as fragmentation, excessive competition, and as the inability of PVOs individually or together to influence public policies.

Not surprisingly the PVOs themselves believe that their diversity reflects more strengths than weaknesses, partly because they share so many common characteristics, values, and outlooks.

Some Major Characteristics

Size. The combined total annual budgets of the 150 PVOs in this survey amounts to perhaps \$2 billion; together they have thousands of staff in the United States and abroad. They range in size from Catholic Relief Services (CRS) with a 1984 budget of \$437 million to an array of small groups with budgets under \$100,000 staffed almost entirely by volunteers. Even CRS,

however, would barely make it into the lowest ranks of U.S. Fortune 500 corporations. With notable exceptions, most PVOs have budgets well under five million dollars.

Constituencies. PVOs have huge actual and potential constituencies. They have active "constituents" (volunteers, donors, members and others) numbering an estimated 10-20 million people, and considering the close church and affiliate connections of many groups, they have organizational ties to, and regular communications with, millions more.

The extent of their reach only makes it surprising that they do not have more influence on official aid policies and more financial resources at their service than they actually do. Still, they have millions of individual contributors, not to mention foundation, corporate and other private donors. World Vision has 1.2 million individual donors; CARE has 1.1 million; Save the Children, 230,000; Oxfam America, 180,000; and Catholic Relief Services has 350,000 donors on its mailing list and another estimated 6-7 million donors who contribute through their parish offerings.

Volunteers. PVOs use a great--though uncounted--force of volunteers in the United States and abroad. Some of these are highly professional and hold board positions; others take ad hoc assignments (for instance, university area specialists may assist in African project design or evaluation work). Especially in the early stages of new agencies, volunteers often perform staff functions. A few PVOs, like International Voluntary Services (prototype for the Peace Corps) and Dental Health International, deploy volunteer professionals to Africa and elsewhere. Interplast, for instance, sends volunteer plastic surgeons to perform reconstructive surgery and to train host country professionals.

National and branch offices. Geographically, PVO offices are concentrated on the eastern seaboard, especially in New York City and Washington, D.C. Almost half, however, are scattered across the country. Among them are Project Concern International (San Diego), World Concern (Seattle), Compassion International (Colorado Springs), World Neighbors (Oklahoma City), Food for the Hungry (Scottsdale, Arizona), Institute of Cultural Affairs (Chicago), and Habitat for Humanity (Americus, Georgia). Some PVOs, like the American Friends Service Committee and CARE, have regional offices nationwide. This geographical extension has deepened the PVO community presence in the United States; it facilitates fund-raising, media coverage, personnel recruitment, and educational and public communications efforts.

U.S. PVOs together also have numerous branch offices throughout Africa. Catholic Relief Services alone has field offices in 18 African countries.

Scope of overseas aid. The U.S. PVOs administer well over 1.2 billion dollars in annual aid to the developing countries. Most of the groups in this survey provide aid in one or more developing regions besides Africa. Among those that have focused entirely on Africa are the African-American Institute, Africare, African Enterprise, Africa Fund, African Medical and Research Foundation, and the Paul Carlson Medical Program for Zaire.

Transnational organization. Many PVOs have close organizational ties to others inside and outside the United States. One unique type of transnational agency, the African Medical and Research Foundation (AMREF), is headquartered in Nairobi where its director general resides. The U.S. AMREF and seven national offices in Canada and Europe are represented on the governing board, but operationally serve as fund-raising, public relations, and liaison offices. The U.S. office believes that being headquartered in Africa is one of its key assets.

Several agencies have branches in Europe or Australia (CARE and Foster Parents Plan International). Save the Children Federation, Concern America, and Oxfam America were partly instigated by European groups of the same name but are now autonomous affiliates with them. The Institute of Cultural Affairs describes itself as having an "informal federation of not-for-profit, nationally autonomous units" in more than 30 nations including several in Africa.

Strengthening local churches. The institutional networks of missions and churches are extensive, as are their national, regional, and world councils. Africa Inland Mission International, Adventist Development and Relief Agency (ADRA International), and Church of the Brethren are but a few of the religious organizations that work through their affiliated churches to implement their programs in Africa. Church World Service works through indigenous counterpart agencies.

African PVOs. One significant trend, exemplified by PACT (Private Agencies Collaborating Together), an international consortium of private development agencies, is U.S. PVO collaboration with such indigenous African organizations as the Somali Unit for Research on Emergencies and Rural Development, the Tanzania Community Development Trust Fund, the Zimbabwe Project, or the Zambia Council for Social Development. Along similar lines, Partnership for Productivity is a network of

increasingly self-sufficient local organizations. Most PVOs, in fact, prefer to work through or with local PVOs or other non-governmental counterparts like unions, women's associations, and cooperatives.

PVO staffs. "Good people" are the single most important factor in whether relief and development assistance succeeds, say the PVOs in almost complete unison, referring in part to their own staffs of Americans, Africans, and others. Together they have several thousand staff working directly in their overseas aid programs, and PVOs are probably the world pace-setters in hiring local nationals and advancing them to senior positions. The African-American Institute has long been a leader in hiring African staff and having African board members. Of the African Medical and Research Foundation's 260 staff, 85 percent are African. African Enterprise has African staff in all its field offices. International Rescue Committee tries to employ as many refugees to work in its refugee programs as possible and has 500 Ethiopians working in its camps in the Sudan. World Vision has as many as 10,000 local staff in the developing countries and most of its country directors in Africa are Africans. Many without African staff emphasize that their mode of operation is to work in partnership with groups led and staffed by Africans.

If PVOs can confidently be said to be pace-setters in Africanization, it is not entirely clear how fast the pace is, because no one has examined what levels of participation and influence Africans actually have. Yet to an exceptional degree, PVOs can claim to have the invaluable asset of many African colleagues and, frequently, African leadership at the field and project level.



Staff expertise. PVOs value having generalists who are capable of project design and management, especially as carried out collaboratively with local people. The vast majority expect their key program officers to have advanced overseas experience, language competency, and country knowledge. They seek "community development skills" and high sensitivity to local cultures, or least this is the ideal. Among 77 groups interviewed four types of specialist knowledge are especially favored in hiring: health and nutrition professions (36 groups cited); project design and management (30 cited); agriculture (26); and education and training (25).

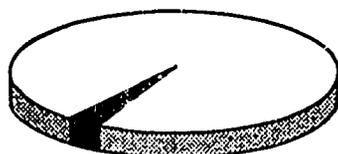
Funding Sources

U.S. PVOs and their Africa aid programs are financed mainly by private contributions and from tax-supported government programs. Some PVOs neither seek nor accept U.S. government funds; others are predominantly funded from taxpayer resources; still others have a balanced mix of the two sources. Goodwill Industries of America is one of several PVOs with income-generating business activities. Quite a number, like Foster Parents Plan International, draw funds from abroad. Yet others may receive funds from international organizations, as CARE has from the United Nations High Commissioner for Refugees.

U.S. government resources for PVOs. Many PVOs operate with government grants and contracts, as well as with funds from private fund-raising, income-generating activities, and other sources. In the U.S. government fiscal year 1984 (October 1, 1983 to September 30, 1984), PVOs received about \$224 million in grant and contracts from the U.S. Agency for International Development (USAID) for their worldwide aid activities. Twenty groups participating in this survey received from 50 to 80 percent of their cash resources from USAID in 1984; and if in-kind contributions of food and other commodities are factored into the calculation, several others received more than half their revenues from government sources. More than half the annual budget of several of the largest PVOs is underwritten by the U.S. government, mainly through the provision and financing of food aid under Title II humanitarian aid provisions of the PL 480 Food for Peace program.

The implications of government funding for PVOs have been debated continually, but the point often gets lost that *PVOs act on behalf of, and perform services for, the taxpayer as well as the private donor.* During the seventies, in fact, Congress expressly mandated the executive branch to fund the development and relief programs of PVOs. This service aspect has never been more evident than in the response of numerous PVOs to the drought emergency in Africa where PVOs account for a large share of the total flow of U.S. government funds, food, and commodities as well as private donations to relieve the famine. Even so, PVOs receive relatively few public dollars. During fiscal year 1984, the \$224 million they received in USAID cash grants and contracts constituted only two percent of all U.S. foreign aid.

PVOs receive relatively few public dollars.



Many PVOs interviewed accept little or no public funding for their programs; many more are ambivalent about the policy and operational implications of their doing so; and a small but resolute minority believe not only that any government funding threatens their independence but that the aims and structure of official foreign assistance are at cross-purposes with their beliefs about development and how to help achieve it. Numerous PVOs point out that their nongovernmental character frees them of some of the suspicion and antagonism sometimes directed at official U.S. agencies and enables them to have a valuable people-to-people role. Nevertheless, many PVOs also applaud the administrations that have chosen to give PVOs a major role in programming tax dollars for Africa and believe this is a confidence well placed.

Development and/or Relief?

Seventy-five of 77 PVOs interviewed said that their organizations aspire mainly to aid "development." Thirty said they also want to be able to "relieve suffering" immediately by providing food aid, temporary shelter, or emergency medical treatment.

If PVO thinking once had a strong welfare or relief cast, *it is now thoroughly oriented to a development philosophy.* The outlook and sentiment are so strong that only three groups interviewed professed wanting to focus their programs entirely on the relief of immediate suffering, and only 30 wanted both a development and relief focus. The interviews show clearly that while more than half the sample actually have mixed programs of relief and development aid, almost half of these wish they could focus entirely on development. Many are anxious lest the massive emergency demands of the continent-wide African famine significantly divert them from addressing the root causes of the famine: poverty and powerlessness. As one PVO executive director put it, "We couldn't just turn away from the immediate crises, and our constituency insisted that we respond; but I worry for our development programs."

Views of development. What do PVOs mean by "development"? There is no neat or consensus definition. Yet there is a large measure of agreement about its main elements; about what has too often been missing in development theory and practice; and about the aspects of development most appropriate for PVOs to pursue. Repeatedly, the PVOs make clear that development is an integrated process of change--economic, technological, social, political, institutional, and even spiritual--directed at the well-being of all, and requiring changes in both behavior and will.

Economic growth, productivity, entrepreneurship, income-generation and enterprise are major emphases for PVOs. Nonetheless, they stand firmly against the narrow economic notions of development epitomized in measuring development solely by the growth of gross national product (GNP). "Appropriate" technological change to suit predominantly peasant agricultural societies is a prescription and program focus confidently embraced by numerous PVOs; smaller scale technologies--for example, helping to introduce a new plow in Ethiopia that needs one instead of two oxen--also fit better with PVO predilections and management capacities.

Social change. Executives of the agencies interviewed feel that they are at their best, or ought to be, in working sensitively for social change. This often takes the form of targeting attention and aid to disadvantaged social sectors: the rural poor, an ethnic sub-group, women, or the handicapped. For example, OEF International, founded by the League of Women Voters, focuses on the needs of women. American Leprosy Missions, founded in 1906, is one of the earliest organizations serving the handicapped.

PVOs also wish to seek social changes transnationally. All emphasize the people-to-people, one-to-one contact. Many emphasize ways of forming true partnerships with African people and of avoiding too much cultural intrusiveness, much less anything that smacks of "cultural imperialism." Alas, PVOs are far from perfect and one suspects from the interviews that a few of them may not yet have freed themselves altogether of paternalism and cultural condescension.

Development also means political change to most PVOs, although they will usually avoid saying so and insist that PVOs are "nonpolitical" (and in many critical ways they are). But if "political" is understood in the broad sense as having to do with power relationships and how power is used, then the interviewees often expressly or implicitly offered political analyses or prescriptions for political change that is necessary for development to take place. Those who speak for PVOs often remark upon the imbalances of power and resource allocation between urban and rural Africa, within villages, between men and women, between an ethnic group controlling the government and other ethnic groups within the country, between small affluent minorities and the poor majorities, and between the superpowers and vulnerable African nations. A few consciously consider and attempt to change these imbalances, at least within the narrow confines of the projects they support or are involved in.

Many PVOs call for equitable development, by which is implied a necessary redistribution of power as well as of scarce

resources. "Participation" and "involvement" are the current code-words for political democratization that most of those interviewed say is a necessary concomitant of development. Most, being of reformist inclination, will not go so far as the minority which holds that "restructuring" of national and international political economies is also essential to development at the village level.

Finally, many U.S. PVOs believe that development involves change of a spiritual and religious nature.

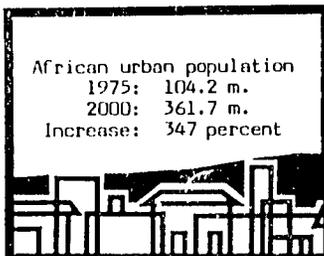
There are other characteristics of the development sought and supported by PVOs. It should be locally directed and controlled. It is based on "self-help" and "self-reliance." It lasts and is "sustainable" locally without being propped up by outside support. One detects in the interviews a prevalent frustration that ostensibly "successful" development projects sometimes collapse after PVO support stops.

Development at the grassroots. Where is this kind of development most needed? Besides saying that development is a universal process, ebbing and flowing even in the most affluent countries, PVOs typically answer with one of their favorite metaphors: "at the grassroots." This term, however, expresses one of the strongest convictions of the community: that the poor majorities, at the base of society, must participate in any development process worthy to be called such; that development aid must reach directly to people where they live and work. PVOs are more than ever attuned to the importance of macro-factors like the national economy and the communications infrastructure in shaping what happens at the village level; but most are skeptical of what have been called "top-down" development strategies that they say have at best a "trickle-down" in benefits for the poor.

One PVO has turned this metaphor downside-up to make its point that development aid, to be effective and efficient, must go directly to the poorest. Called the Trickle Up Program, it annually makes hundreds of \$100 grants to individuals or groups who wish to start small income-generating enterprises.

The grassroots, as the PVOs see it, are quite literally in the countryside of the poor nations where, in the case of Africa, most poor people must find their future. PVOs focus their aid to Africa almost exclusively on rural areas.

One surprising discovery of this survey is not that PVOs as a group place priority on rural development; rather it is that they give so little emphasis



to urban needs. Only 5 of 77 groups interviewed indicated any predilection to focus on the needs of the urban poor, despite the fact that between 1960 and 1982 the urban population of sub-Saharan Africa jumped from 11 to 22 percent of the total. These 5 PVOs mentioned urban needs like employment, education and training, or housing for the squatters in such cities as Nairobi, Lagos, and Lusaka.

Motivation

What motivates those who work for PVOs? One respondent wished that we had asked more direct questions about the values that motivate PVOs and volunteered this answer: "We're in this for humanitarian reasons, to provide a better quality of life for people." And then, as if to speak for a large number of the agencies, he said, "Our vision is rooted in the gospel." And a churchwoman said, using more secular terms, "We are trying to give voice to right-sharing of world resources, global interdependence, a vision of a harmonious world, and American compassion not geared to self-interest."

Although PVOs in the United States surely have many motivations, both altruistic and self-interested, the moving force for a large number within the overall community is religious conviction and values, primarily Christian, but also Jewish as in the instances of American Jewish Joint Distribution Committee and American ORT Federation.

Numerous missionary societies are included in this survey; several of the largest Africa-aid providers are church-related: Lutheran World Relief, Catholic Relief Services, Adventist Development and Relief Agency International, and Mennonite Central Committee. Some, like Church World Service, are interdenominational. Others are nondenominational but religiously inspired (World Vision, SIM International). Several of these, like African Enterprise and the Summer Institute of Linguistics, have names that do not suggest their religious objectives. Some provide services to religious bodies: CODEL promotes a coordinated approach to development among its 40 mission societies and church-related members; MAP International provides medical supplies to church installations. Yet other ostensibly secular PVOs like World Neighbors and Food for the Hungry have strong church support and religious orientation. Finally, the leaders, staffs, and donors of even the more secular of the PVOs are often clerics, church people, or simply American citizens influenced by the strong Judeo-Christian traditions in this country.

Purposes and Goals

PVOs state their organizational purposes in a wide variety of ways:

- *To improve the quality of life in rural Africa through the development of water resources, increased food production, and the delivery of health services (Africare).*
- *To understand and address the underlying causes of violence, injustice, deprivation, and inhumanity, as well as to aid their victims (American Friends Service Committee).*
- *To introduce and expand voluntary sterilization services as an integral part of health and family planning programs in developing countries (Association for Voluntary Sterilization).*
- *To enable deprived children, their families, and their communities to meet their basic needs and to achieve economic and social betterment (Foster Parents Plan International).*
- *To provide livestock, poultry, training, and related agricultural services (Heifer Project International).*
- *To provide resettlement, relief, and medical services for refugees and displaced people (International Rescue Committee).*
- *To enable Black American women's groups to support the full participation of women in productive and equitable societies (National Council of Negro Women).*
- *To assist institutions in providing nonformal training programs emphasizing vocational, agricultural, and small business skills (OIC International: Opportunities Industrialization Centers International).*
- *To promote a coordinated approach to planning for overseas development programs and to improve the capability of private agencies (PACT).*
- *To stimulate economic development by targeting the entrepreneurial sector and providing assistance in credit, management, and training (Partnership for Productivity).*

- *To be an evangelizing and church-planting mission with a commitment to the broad spectrum of human needs including health care, development programs, and emergency relief (SIM International).*
- *To improve the living standards of low-income people through the enterprise development process (Technoserve).*
- *To provide technical services in agriculture to institutions overseas (Winrock International).*

The interviews with 77 PVOs, however, revealed that at least some PVO aid goals for Africa fall in several clusters. Each respondent was asked to rank eight goals characterizing the actual importance of each to his or her PVO along a scale from "very important" (7) to "important" (4) to "very unimportant" (1). Numerical answers were averaged for 77 PVO responses and each goal statement was ranked accordingly. This group as a whole rated the following six goals "important" to "very important" for their respective organizations:

- *To improve the skills, knowledge, and capacity of recipients to solve problems and manage programs (Rank 6.3). This is unquestionably the favorite goal formulation among most PVOs.*
- *To provide technical assistance and technologies to promote economic and social development (5.1). This goal and the one above signify the instrumentalist and capacitating orientation of the PVOs, and are closely linked to the third.*
- *To build new institutions and networks designed and operated primarily by the poor themselves (4.7). This to the PVOs is the bedrock of aiding self-help: assuring local participation in and control of development, and sustaining progress.*
- *To increase income and employment opportunities for poor people (4.6). Twelve PVOs rated this very important as a goal.*
- *To promote positive relationships between First and Third World peoples: partnerships, solidarity, or mutual respect (4.5). Although this is a strong, underlying orientation of PVOs, respondents were clearly of mixed mind about how to rank it as a goal, relative to others. Twenty-seven gave it a high rating; 15 said that it is relatively*

unimportant. The 77 together rank it as relatively important.

- *To alleviate immediate suffering from hunger, sickness, lack of shelter or the like (4.0).* Of PVOs interviewed, 49 rank this as important to very important; 29 say it is relatively unimportant as a goal of their organization. Relief and mixed development relief groups predictably dominate in the former, and wholly development PVOs in the latter.

Two other goal statements are rated as less than important by the 77 PVOs as a group, but earn high rankings from sizeable sub-groups in the sample:

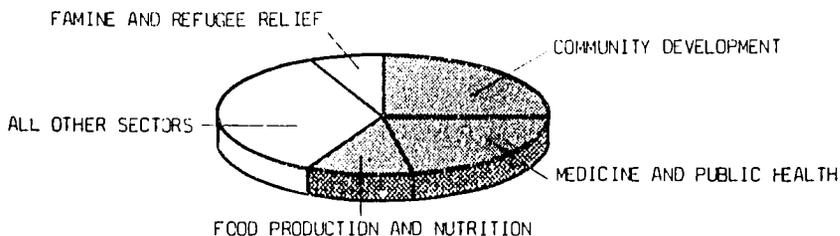
- *To contribute to the capacities of African governments to serve the development and emergency needs of their peoples (Rank: 3.7).* Nineteen PVOs said this was highly important while 24 said it was not important. Many PVOs, for example, African Medical and Research Foundation, work closely with African governments and try to influence them. Others, though recognizing the power and importance of governments, prefer to work with and through village groups or indigenous voluntary agencies working at local or national levels.
- *To empower the poor to challenge and change the dominant political and economic structures (3.1).* Forty-six PVOs consider this goal statement less than important or very unimportant, and 31 say that it is important or very important. Those who rank this goal as important see the need for major social and political change if development worth the name is to occur; they believe that there is a need for major power and resource redistribution in favor of the poor, and that PVO projects should at least be exemplary microcosms of this desired social and political change.

PERCEPTIONS OF AFRICAN NEEDS

The combined knowledge and experience of Africa among PVO staff and leaders is truly formidable. The extent of this expertise may be unsurpassed among U.S. institutions. Partly because of this it is valuable to know how PVOs perceive African needs in the 1980s.

Rural and Community Development

Asked to identify the most pressing African needs that are potentially addressable by PVOs, 54 of 77 PVO executives answered "rural development" and, within this, "community development." Most of Africa's people are still living in the countryside as subsistence farmers and herders and as such participate only modestly in money economies. To the PVOs, rural development encompasses many different, "integrated" changes in rural life. For example: more small-holder food production (National Council of Negro Women), agricultural education and training (Baptist



PVOs address the needs they perceive as most urgent: community development, health, and food production. Although large-scale famine and refugee relief programs account for a major part of PVO expenditures, they are only a small portion of total projects.

World Alliance), village potable water supplies (Concern America), family planning and reproductive health care (Family Planning International Assistance), training for village leadership (Institute of Cultural Affairs), energy and soil conservation (Mennonite Central Committee), credit systems in rural areas (Technoserve), and encouraging and aiding rural people to solve their own problems (Meals for Millions).

Rural needs are seen as "community" needs, and the reality and metaphor of this is the "village" or perhaps an extended family of herders. For instance, the well-known child sponsorship groups--Christian Children's Fund, Foster Parents' Plan International, and Save the Children--now concentrate their aid on communities of people, as well as on individual children and their families.

Other Sectoral Priorities

PVOs and development aid administrators generally recognize that development is a seamless web; yet for practical reasons they classify functional areas for development as "sectors." Recognizing the limits of the kind of taxonomy used in the analysis of the more than 2,700 projects in this survey, PVOs cited three sectoral needs as most pressing for their attention: (1) agriculture and food production--Africa is the only continent with declining per capita food production, (2) primary and public health--assuring rudimentary health services to the rural poor is still a major challenge, and (3) education and training--particularly that which is relevant to rural living and change. The need for family planning programs was also frequently noted.

Among the relatively new sectoral priorities are concerns about water resources, conservation of natural resources, enterprise development, and appropriate technology. Several agencies are giving increasing attention to needs connected with land reclamation, desertification, deforestation, and soil erosion.

Although women do most of the agricultural work in Africa and have great and particular needs, only 6 of 77 PVOs cited women as a special target population for PVO action, in contrast to the 54 that cited food and agricultural needs. This may mean that PVOs do not have women's issues much under consideration in their aid planning, or that PVOs remain accustomed to old ways of identifying sectors of need.

Institution-building. It is clear from the interviews that organizational and leadership development might well be considered a sector in and of itself. Along with food production and agricultural development this was one of the most frequently

mentioned clusters of need. It includes management and leadership skills, development and aid strategies that assure broad participation by the people affected, and technical capacities such as how to size up a market or keep accounts. As one executive summed it up, "A food production or health project may really be a means to another end: helping a community to get better organized and skilled to do a series of such projects."

Relief. The respondents assuredly recognize the current emergency needs for food aid and other relief supplies in many countries of Africa; yet only a relatively few chose to cite relief needs as urgent. As we have emphasized, most groups are development-oriented. They want to focus on actions that will *prevent* famine. Further, relatively few PVOs administer significant amounts of food aid and only a few more emphasize relief. Moreover, there is a quiet though sometimes fierce debate within the PVO community over the appropriate use of food aid, particularly in relation to simultaneous efforts to promote food self-reliance. Nevertheless, the major portion of PVO aid to Africa is still in the form of food aid.

Needs PVOs Cannot Address

PVOs feel that several of Africa's most pressing needs are largely beyond their aid capabilities. Most frequently cited by the PVOs are these:

- Outlooks, policies, and programs on the part of African governments that are favorable to development (28 of the 77 PVOs interviewed cited this). The evident sentiment is that African government policies, specifically as they affect the rural poor, are too often unfavorable.
- Reasonable political stability and generally favorable political conditions within the African countries (15 mentions). Repression, civil strife, military coups, or war in South Africa, Uganda, Ethiopia, Somalia, Ghana, Nigeria, and elsewhere preempt or destroy the development process.
- Large-scale food aid and material aid in many parts of Africa. At least 26 PVOs in the sample acknowledge this as a major need, but add that they are not equipped to meet it.
- Transportation, communications, and "infrastructural," or other generally capital-intensive development.

African Countries by Region
Showing Number of U.S. PVOs Active, Level of Aid, and Number of Projects

Country*	Pop.*	GNP* per cap)	Emergency Conditions	# of PVOs	# of Projects	% of Total Projects	% of Funding
NORTHEAST AFRICA							
Djibouti	0.3	n.a.	Drought/Civil	4	26		
Ethiopia	36.0	140	Drought/Civil Strife/Floods	37	267		
Somalia	6.5	250	Drought/Cholera	25	43		
Sudan	21.8	400	Drought/Civil Strife	32	103	17	40
EAST							
Burundi	4.6	240	Soil Erosion/Cholera	11	37		
Kenya	20.2	340	Cholera	61	322		
Rwanda	6.3	270	Deforestation/ Soil Erosion	17	48		
Tanzania	21.7	240	Erratic Rain Drought/Cholera	34	100		
Uganda	14.7	220	Civil Strife	35	86	22	13
SOUTHEAST CENTRAL							
Madagascar	10.0	290		10	25		
Malawi	7.1	210		20	69		
Mozambique	13.9	n.a.	Drought/Civil Strife Cyclone	12	22		
Zambia	6.8	580	Drought	29	107		
Zimbabwe	8.6	740		32	166	15	6
SOUTHERN							
Botswana	1.1	920	Drought	18	33		
Lesotho	1.5	470	Drought	14	28		
Namibia	1.1	1,760		2	4		
South Africa	32.5	2,450	Cholera	13	26		
Swaziland	0.6	890		15	16	4	4
WEST CENTRAL							
Angola	7.9	n.a.	Displaced Persons/ Civil Strife	11	18		
Central African Rep.	2.7	280		6	11		
Chad	5.2	n.a.	Drought/Civil Strife	11	30		
Congo	1.7	1,230		1	4		
Gabon	1.0	4,250		5	5		
Zaire	33.1	160		26	90	7	10

African Countries by Region
Showing Number of U.S. PVOs Active, Level of Aid, and Number of Projects

Country*	Pop.*	GNP* per cap	Emergency Conditions	# of PVOs	# of Projects	% of Total Projects	% of Funding
WEST							
Benin	4.0	290	Transiting/Returnees	10	24		
Burkina Faso	6.9	180	Drought/Cholera	19	82		
Cameroon	9.7	800	Cholera	21	39		
Cape Verde	0.3	360	Drought/Floods	3	12		
Equatorial Guinea	0.3	n.a.	Cholera	5	10		
Gambia	0.8	290		18	39		
Ghana	14.3	320		32	162		
Guinea	6.1	300		3	3		
Guinea-Bissau	0.9	180		8	10		
Ivory Coast	10.1	720		8	11		
Liberia	2.2	470		23	38		
Mali	7.7	150	Drought/Cholera	22	84		
Mauritania	1.9	440	Drought/Cholera	11	34		
Niger	6.5	240	Drought	13	46		
Nigeria	91.2	760		27	70		
Senegal	6.7	440	Drought in the North	24	100		
Sierra Leone	3.6	380		24	63		
Togo	3.0	280		15	38	32	22
NORTH AFRICA							
Algeria	22.2	2,400		4	4		
Egypt	48.3			19	84		
Libya	4.0	7,500		0	0		
Morocco	24.3	750	Drought	9	21		
Tunisia	7.2	1,290		4	10	4	3

NOTES: Not included (with 21 projects among them) are the following: Comoros, Mauritius, Reunion, Sao Tome & Principe, Seychelles.

Population figures are for mid-1985 in millions.

GNP per capita is for 1982.

Figures used in this table are from the Population Reference Bureau, W.H.O., the Office of the United Nations Disaster Relief Coordinator, and InterAction.

Major Factors Affecting PVO Effectiveness

A parallel line of inquiry asked what factors are most important in determining the effectiveness of PVO aid programs to Africa. Easily the most important is the human factor, notably the abilities, skills, attitudes, and personal or spiritual "commitment" of PVO field staff and local African leadership. (Of the 36 respondents who cited this, 8 are among the 15 largest aid-providers.)

Local participation and local organizational infrastructure together got 22 mentions. Where African villagers, for instance, genuinely participate in, control, or as PVOs say, "own" a development project or process, the odds of success are deemed much higher. PVOs also believe that they can enhance their effectiveness by working with and through efficient local organizations.

Other factors. Another important variable related to the effectiveness of PVOs is financial and material resources, but it was cited surprisingly infrequently (9). Again African government policies and cooperation are considered important (7). Several other determinants of effectiveness were noted: in-country communications and transportation, planning and design of projects, and clarity of purpose and reasonable expectations.

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WHAT PVOs DO IN AFRICA

When asked what they do in Africa, PVOs are apt to reply: "We support relief and development projects." "Projects" are primary units of measure, focus, and discourse among most but not all PVOs.

Projects Defined

The word "project" connotes a finite set of activities, goals, and resources among a relatively small group of people, started and completed within one to three years. The classification, however, is not very precise; for example, a project to CARE or American ORT can be a relatively large and costly undertaking; an Africare or Oxfam America project in Africa is more the prototype of the small community development project from which the usage largely derived in the first place. Others organize their activity and records around "programs"--clusters of projects or units of organization more suitable to their activities; the African-American Institute, for example, provides fellowship programs for African students. Table 3 at the end of this section illustrates the kinds and sectors of projects assisted by PVOs.

How PVOs Aid Projects

PVOs assist projects in myriad, diverse ways, which could not be examined in this survey. Some provide grants and loans to local groups; others provide food, medical supplies, clothes, vehicles, solar water pumps, or other material aid. Some provide technical assistance by deploying water engineers or agronomists; others send volunteer professionals. Some send teachers; others train them. Some direct and operate projects primarily with U.S. or other expatriate personnel; many work with or support counterpart groups; some work in close collaboration with governments;

others prefer to work with nongovernmental organizations. Some work from the capital out to the villages; others from the villages towards the capital; and so on.

PVO means are as diverse as their ends.

Patterns of Project Aid

These generalizations are drawn from over 2,700 projects aided or administered by PVOs in virtually all countries of continental Africa in 1985. As this volume went to press, much additional data was being compiled for inclusion in the more detailed report due for publication in late 1985. Only a few of the many inferences that may be drawn from the project data are cited in this summary report.

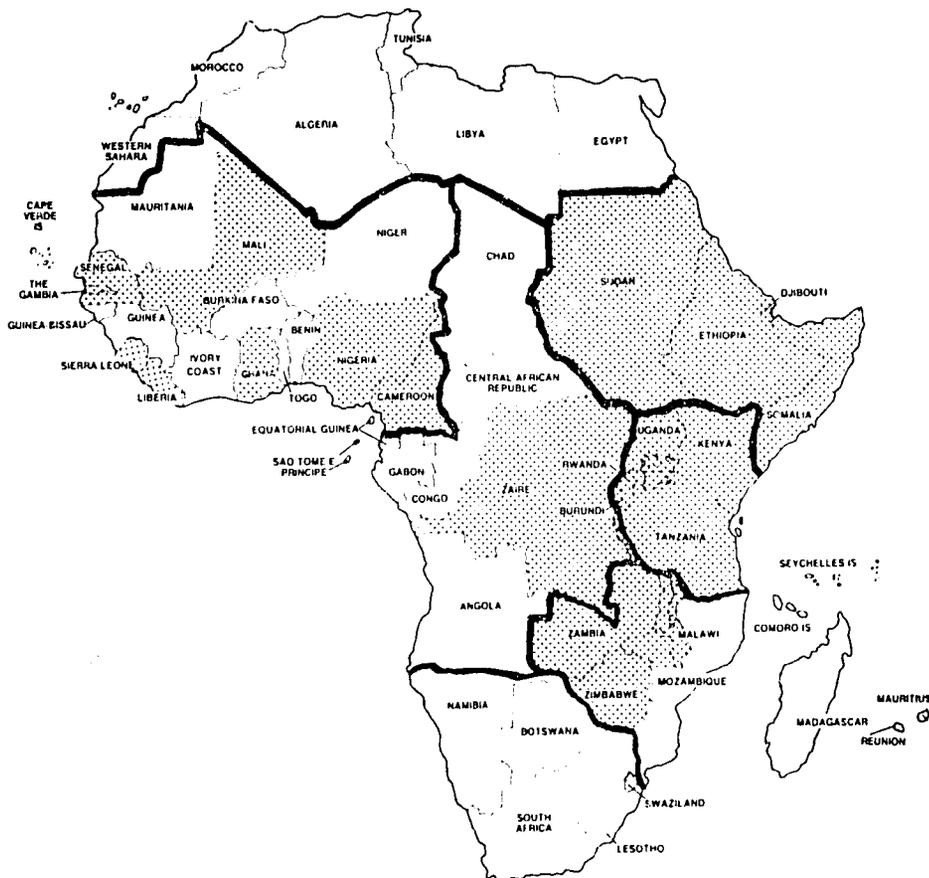
Scale. Projects range from the very small--a hundred dollars involving one or several individuals--to very large projects expending hundreds of thousands of dollars or several million in an entire region of a country. Typically, community development projects range in budget size from \$2,000 to \$40,000. The refugee, famine and disaster relief projects are the most capital intensive; for example, one Catholic Relief Services project involved the considerable expense of purchasing, transporting, and maintaining 22 heavy-duty pick-up trucks for Ethiopian food aid transport.

One should keep in mind that dollar amounts and project numbers are suggestive, when taken together, but must be used advisedly. Generally, the relief projects draw the most dollars; food aid projects, whether for relief or development, are costly, and as noted before, account for nearly half of all PVO project money. On the other hand, project counts can also be misleading unless one realizes that many projects, particularly in the largest category--community development--are quite small.

One must also remember and emphasize that there is no necessary correlation between project size and quality, certainly not in the minds of many PVOs who favor the small, qualitative development project.

Geographical distribution. PVO projects are found in virtually every country of continental Africa and its related islands. In a sample of 121 PVOs, 30-35 different agencies have projects in each of the following countries: Ethiopia, Ghana, Sudan, Tanzania, Uganda and Zimbabwe. Sixty-one agencies, more than half of the sample, have projects in Kenya. Least favored for PVO projects, with 1-3 groups present include the Congo, Guinea, Namibia, and the Seychelles. Only Libya has no projects.

African Countries Where U.S. PVOs Are Most Active



Projects and PVOs proliferate in:
 Kenya (322 projects: 61 agencies);
 Ethiopia (267 projects: 37 agencies);
 Ghana (162 projects: 32 agencies);
 and Zimbabwe (166 projects: 32 agencies);

In each of the 16 countries shown here,
 20 or more different U.S. PVOs are at work.

Data from 121 agencies.

Countries with the most projects are Kenya (322), Ethiopia (267), Zimbabwe (166), Ghana (162), Zambia (107), Sudan (103), Tanzania and Senegal (100 each), Zaire (90), Uganda (86), and Egypt and Mali (84 each); these projects alone account for more than half the total. Projects in selected countries with the lowest Physical Quality of Life Index (PQLI) ratings are as follows: Mali (84), Somalia (43), Mauritania (34), Chad (30), and Angola (18). (PQLI is a statistical composite based on life expectancy at age one, infant mortality, and literacy.)

Although it was not feasible to estimate the total dollar value of projects by country some revealing figures can be drawn by region for a sample of 71 PVOs (including 6 of the top 10 by size) representing project outlays totaling \$167 million. Outlays by region for the group in 1984 are shown below.

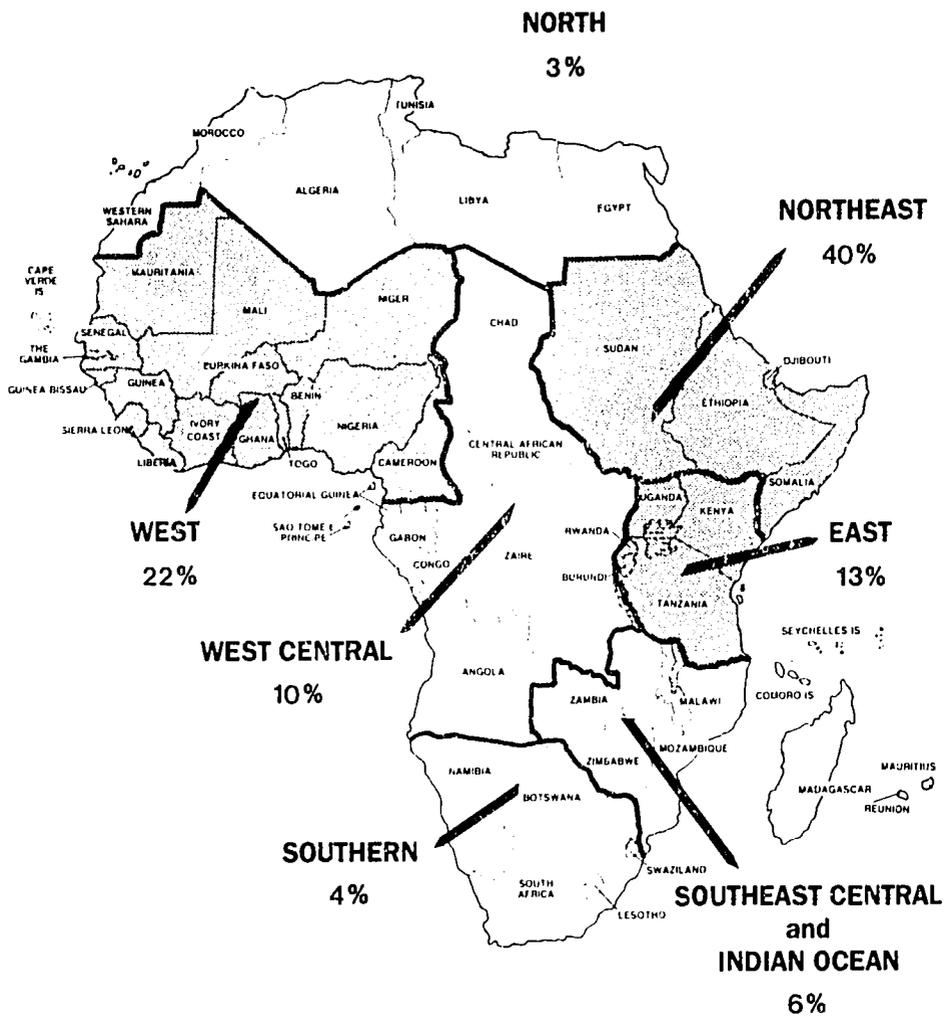
Table 2: PVO Expenditures in Africa by Region
(millions of dollars)

Region	Amount	Percent
Northeast	89	40
West	49	22
East	28	13
Southeast Central	13	6
West Central	21	10
Southern	9	4
North	8	3
Other (Regional)	2	2

The disproportionately large sum for the Horn was in part due to heavy spending on famine and disaster relief for Ethiopia; in 1984, however, much of that was actually due to a large refugee relief operation in Somalia administered by CARE and funded by the United Nations High Commissioner for Refugees (UNHCR).

PVOs are moderately though spottily active in North Africa, mainly in Egypt. They are considerably less active in francophone Africa than in the English-speaking countries; but they have 100 projects in Senegal and are reasonably active in the Sahelian, French-speaking countries. In some countries like Angola they work as much with refugees from other countries as with the local population. Only 13 of those surveyed, mostly church groups, are working in 26 projects in South Africa. In the midst of Ethiopia's famine and civil war, some PVOs and some projects directly aid people in the rebel-held areas of Eritrea, Tigray, and Wollo via the Sudan. Others, similarly motivated to help all people in need, work exclusively through government-sanctioned channels.

**Africa Showing Percentage of Aid
of 70 PVOs by Region
Fiscal Year 1984**



Sectors of projects. Among 2,736 projects in which PVOs were engaged in 1983-85, 636 were in community development; 389 in refugee, famine and disaster relief; 331 in medicine and public health; 324 in food production and agricultural development; 198 in education; and 173 in water systems. With the possible exception of the disproportionate involvement in relief projects due to famine across Africa, PVOs are working according to the desired priorities indicated in their interviews. As noted, the community development category overlaps the other nonrelief categories.

Relief projects are heavily concentrated in Ethiopia (120). Others with substantial relief programs are Kenya (28), Mali (18), Tanzania (17), Sudan (16), and Zimbabwe (15). Since Africa has millions of refugees, it is not surprising that refugee relief projects are also in evidence from Djibouti (Ethiopians) to Zimbabwe (Mozambicans); from Angola (Namibians) to Benin (Ghanaians) to Algeria (Saharouis of Morocco). Closer analysis shows food and other development projects for refugees within host countries, for example, for South African refugees within Zambia.

Trends. New project emphases are beginning to appear. For example, there are 112 small enterprise projects scattered through 54 countries, with 18 in Kenya and 11 in Ethiopia. More such projects are undoubtedly included in food production and agricultural development, and other sectoral categories. Thirty-nine forestry, soil conservation and other environmental projects are dispersed through 18 countries. Nearly half of the 211 population and family planning projects in this sample are found in three countries: Egypt (45), Nigeria (33), and Kenya (22).

A wider perspective. There are also myriad inferences to be drawn about individual PVO country and sectoral priorities, and the numbers, though suggestive, may be misleading. Catholic Relief Services is perhaps best known for massive relief programs in countries like Ethiopia, yet it also has wide geographic coverage in Africa with a spread of hundreds of small-scale projects in many sectors. World Vision, accounts for one-fifth of the 2,736 projects in this sample and favors small community development projects. Care and American ORT, on the other hand, are included here with relatively few projects, but most of these are large programs with sizeable budgets. Other agencies with many projects in Africa (over 70 each) are Africare, Christian Children's Fund, Mennonite Central Committee, Oxfam America, Southern Baptist Convention, United Methodist Committee, and the International Catholic Migration Service.

Table 3

Sectoral Classifications with Sample Project Descriptions
 Showing numbers and percentages of projects in each sector
 (Total Projects = 2736)

Community development: multi-purpose rural and urban development projects at the community level. Most cut across several sectors and encompass adult education and training programs including leadership training (536 projects, 23%).



Africare in Burkina Faso: Support literacy, social services, rice and vegetable production, livestock, credit, management assistance, farm-to-market roads, wells, village development, and forestry in a six-year project.

Lutheran World Relief in Niger: Assist three drought-affected communities to raise their standard of living through improved gardening techniques, literacy programs, and support of co-ops.

Save the Children in Zimbabwe: Promote a long-term community-based integrated development program in agriculture, water resources development, and sanitation/health working through local agricultural, health, and community development organizations.

Construction: includes capital and technical assistance for general construction projects like schools and hospitals, housing, roads, and bridges (105/4%).

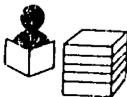


World Vision in Ghana: Support the construction of a seven-mile road linking three villages to a major road, thereby creating an avenue for development projects and health services.



Experiment in International Living in Uganda: Train young men in the building of low-cost durable houses, farm shelters, food storage facilities, and public buildings; help them form small construction firms.

Education: from pre-school through higher and professional, and including technical teacher training; exchanges, grants, and scholarships (198/7%).



Mennonite Central Committee in Botswana: Provide 8-10 teachers and teacher-trainers at various levels and provide financial assistance to needy students.

Table 3 -- continued

Education (continued)

American ORT Federation in Senegal: Establish a vocational training center in Dakar geared to the needs of local industry. Courses taught include masonry, metalwork, electricity, and plumbing.

Environment: reforestation, forestry, soil and wildlife conservation, land reclamation, tree planting; better land management practices; energy conservation, use of fuel-efficient stoves (39/1%).



Near East Foundation in Egypt: Reclaim the desert by using new methods of agriculture, cost-effective solar energy for irrigation, and appropriate construction technologies.

CARE in Somalia: Decrease deforestation, soil erosion, and desertification of agricultural land through improvement of land management practices, planting of trees, and promoting an awareness of the proper use of natural resources.

Family planning and population: training of family planning workers, reproductive health research, demographic studies, provision of supplies to family planning clinics (211/8%).



World Education in Kenya: Study the effects that participation in small-scale income-generation projects have on women's fertility attitudes.

PIACT/PATH in Kenya: Help the Family Planning Association of Kenya to develop culturally appropriate family planning materials for women who cannot read. Train staff in materials design and testing.

Family Health International in Egypt: Train 2500 midwives in improved pregnancy-related care: simple record-keeping, identifying and referring women at high risk.

Food production and agricultural development: projects at the micro or macro level designed to increase food production; train farmers in improved agricultural methods, use of fertilizers, animal husbandry, and development of local cash crops (324/12%).



Salvation Army World Service in Zambia: Use new plant varieties to stimulate agricultural production in villages; encourage cooperatives; assist in livestock disease prevention.

Winrock International in Kenya: Develop a range and livestock research program for the arid and semi-arid rangelands of Kenya; train a cadre of Kenyans to staff this program.

Oxfam America in Zambia: Build an irrigation canal and furnish seeds, fertilizers, and fencing for agricultural plots.

Table 3 -- continued

Medicine and public health: includes disease control, medical services and training; public health measures including education and sanitation (331/12%).



International Institute of Rural Reconstruction in Ghana: Help to identify and demonstrate the efficacy of herbal medicines, and assist in publishing a first aid booklet in plant medicine.

Helen Keller International in Zambia: Plan a survey of eye problems and blindness in a region of the country known as the "Valley of the Blind."

Nutrition: development of protein rich foods and kitchen gardens; training of women in use of nutritious foods, weaning foods; training of nutrition workers; school feeding programs (92/3%).



Christian Children's Fund in Uganda: Distribute supplementary high-protein food; teach cooking, nutrition, health, and child-care at nutrition centers.

Meals for Millions in Kenya: Train 25 field workers how to plan, implement, and evaluate a project that would improve the nutritional status of children.

Refugee, famine, and disaster relief: includes material and administrative aid; also includes programs that usually might be classified elsewhere, such as nutrition, medicine, and public health, but which are targeted primarily at refugees or those affected by famine or other disasters (389/14%).



Mercy Corps International in Ethiopia: Provide solar-powered refrigerators to rural, non-electrified areas of Northern Ethiopia for the storage of vaccines to be used for refugees at famine relief camps.

World Vision in Ethiopia: Purchase heavy-duty trucks, trailers, and pick-ups for overland hauling of essential supplies. Vehicles will ensure rapid delivery of relief goods to areas in five regions and to sites where aircraft cannot land.

Africa Fund in Algeria: Provide 800 pairs of trousers to help Saharouis refugees.



Small enterprises and income-generation: assistance to small industries, cottage industries, trade unions; appropriate technology (112/4%).



Partnership for Productivity in Burkina Faso: In a three-year project, train rural entrepreneurs in business start-up and management; help urban slum dwellers develop new and ongoing businesses; provide field workers with resources, materials, training, and technical assistance.

Table 3 -- continued

Small enterprises (continued)

International Catholic Migration in Zambia: Purchase foot-operated sewing machines and materials to set up a sewing club so women refugees can earn income.

Social welfare: community centers, clubs and hostels; orphanages; services to and training of the physically handicapped and mentally retarded; recreation and sports (72/3%).



United Methodist Committee on Relief in South Africa: Help families of political detainees in South Africa in the form of legal and emergency aid.

Goodwill Industries in Mali: Help the Federation of Associations for the Promotion of Handicapped Persons to strengthen its financial and institutional capability and its service programs to member associations in West Africa.

Water: development of water systems; well-digging and bore holes, water catchments (173/6%).



Catholic Relief Services in Benin: Provide two sets of well-digging equipment with spare parts; train volunteers in well construction and maintenance; improve health and sanitation practices.

Sister Cities International in Liberia: Assist Gbarnga city officials to increase availability of water to city residents and to design a more suitable liquid waste disposal system.

All other classifications: including some cooperatives; public administration including the training of civil servants, economic development and planning; development administration; media (52/2%).

World Concern Development Organization in Somalia: Fund one year of SIM's Somalian radio programs; costs include program preparation, airtime, and materials.

Young Men's Christian Association in Kenya: Establish pilot program to raise funds for Kenya YMCA from the private sector, especially international companies.

PROGRAM PRIORITIES

Financed by the American people through private donations and public taxes, U.S. private voluntary agencies administered well over \$460 million in aid to Africa in 1984. That was 40 percent of the \$1.2 billion in aid they provided to all developing nations that year.



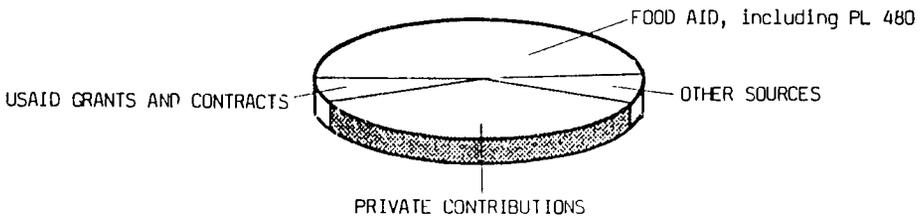
Forty percent of all PVO aid goes to Africa.

In addition, untold numbers of volunteers and PVO workers accepting concessional wages contributed time worth millions of dollars more.

Expenditure Patterns and Levels

- Nearly half of all PVO aid to Africa, or \$220 million worth, was food aid including ocean freight provided by the tax-supported PL 480 Food for Peace program. The largest providers of food were Catholic Relief Services, CARE, Lutheran World Relief, World Vision, and ADRA International.
- Ten percent of PVO aid, or \$50 million, was derived primarily from the Agency for International Development (USAID) grants and contracts.
- In all, tax-supported relief and development aid accounted for \$270 million, 60 percent of all PVO aid to Africa in 1984.
- Aid from private cash contributions amounted to about \$100 million, or 20 percent.

- The value of gifts-in-kind (like pharmaceuticals) was about \$40 million and "other sources" like foreign income and bank interest accounted for \$50 million.
- Total private aid to Africa (cash, in-kind, and services) was \$140 million or one-third of the total.



Private contributions account for about one-third of all PVO funding.

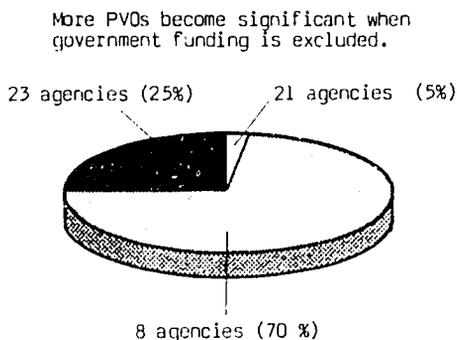
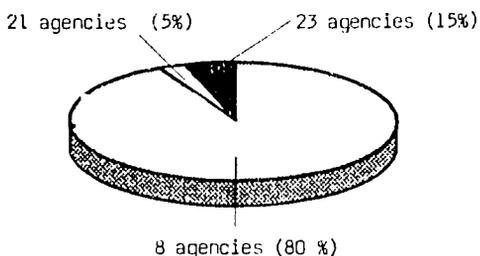
A few PVOs account for a very high percentage of all PVO aid to Africa; but more PVOs become relatively significant actors when PL 480 food aid and other taxpayer contributions are factored out.

- In 1984 only eight PVOs, each expending \$10 million or more counting food and other tax-supported aid, accounted for approximately 80 percent of all PVO-administered aid to Africa. They were Catholic Relief Services, CARE, World Vision, American ORT, African-American Institute, Lutheran World Relief, ADRA International, and the Mennonite Central Committee. Catholic Relief Services and CARE alone provided two-thirds of all aid.
- The next 23 PVOs, contributing in the \$1-\$10 million dollar range, provided 15 percent of the total. This group included Foster Parents Plan, MAP International, Save the Children, Christian Children's Fund, Oxfam America, Africare and U.S. Committee for UNICEF. Twenty-one groups in the under-one million dollar category contributed less than 5 percent of the total.
- However, when privately supported PVO aid is considered by itself (that is, when food aid and other taxpayer contributions are excluded), many more PVOs become significant in the scale of expenditures.

- In 1984 two PVOs--CRS and World Vision--accounted for 45 percent of aid to Africa from wholly private sources. Fifteen PVOs providing \$1-\$10 million accounted for another 45 percent of the aid; the remaining groups provided only 10 percent.

The eight largest PVOs account for about 80 percent of all expenditures in Africa.

Data from 52 agencies



Small is Beautiful

Although most PVOs are small, in relative and absolute dollar terms, little is really known about correlations between the size of PVO projects on the one hand, and performance and impact, on the other. The above expenditure figures, therefore, should be read with caution. The larger PVOs want to avoid the stifling effects of bureaucracy and be innovative, and the smaller ones want to have noticeable impact using limited resources. Large and small PVOs alike tend to concur that the African communities that they serve are best able to use relatively small infusions of capital or other major resources at one time.

But the questioning of the PVO community and of the scores of small, individual PVOs persists: If small is beautiful can it also be influential? PVOs are dogged by the skepticism that the resources they provide are just too small to be consequential. Many PVOs are eager to multiply the impact of their limited resources, and are proceeding on several tracks to accomplish this. Generally, however, PVOs are glad just to help achieve positive change for thousands of African communities and individuals. "We feel true joy in this," exclaimed one person.

Pioneering Ideas

Little is known about the subtle yet powerful ways in which PVOs have influenced the thinking of policy makers and professionals about development aid. Agencies like OEF International, the National Council of Negro Women, PACT, and the African-American Institute deserve a large measure of credit for bringing African women to the center of development aid discourse within the United States. Ideas for technology suitable to community-scale development have also been a strong suit of PVOs.



The important ideas of partnership and participation are being spread in several ways: by the example they set; by training programs that stress "collegiality" and full involvement of participants at every stage of a project, and by communication. Within an interview sample of 77 groups 68 said that they regularly work with indigenous counterpart groups, 65 co-develop project plans with African peers, 70 co-implement projects, and 65 co-evaluate projects.



Development Education

Over the past five years, PVOs have steadily put more resources into what they call "development education"--promoting knowledge and understanding of development and development aid, as they have experienced it in Africa and elsewhere. This is a central part of a strategy that will assure that there is a professional cadre and a well-informed public in the United States to devise foreign policies and encourage policies favorable to development.

The survey suggests, however, that only a few aid-giving PVOs are placing high priority on development education. In a sample of 77 groups, 6 give it major focus, 22 are "relatively active," and another 24 "moderately active." Seventeen agencies report they are giving very little effort to educate the American public about African and other Third World countries; 8 have no development education program at all. This may be changing, however; 13 want to increase their U.S. educational activity. Some groups believe that assistance to Africa and the education of Americans must go hand-in-hand; others opt for functional specialization in one of the two activities.

Evaluation and replication

Within their assistance programs as such some PVOs favor a multi-pronged strategy for leveraging wider impact. Ideally, projects are conceived, implemented, and evaluated to demonstrate "success" by such criteria as these: having economic benefits for the majority of the poor; showing that a supposed "appropriate technology" actually suits the capabilities of a community; continuing and flourishing after external aid is removed; having a high degree of community participation.

"Thinking evaluatively" and "project learning" are becoming shibboleths, and many PVOs express pride if not full confidence in their evaluational capabilities. Impetus for this survey came partly from the desire to give the community a fuller sense of itself and a data base for evaluations and impact analyses.

Effective evaluation by, with, and for the use of African participants is the ultimate PVO ideal. In the new parlance, they too are "stakeholders." Also, some PVOs are concerned with what they see as the narrow focus of project evaluation; they are calling upon their peers to be more concerned with impact evaluation--to look more to the ramifying consequences of one or more projects within a community and beyond. This ties into another common aspiration, much discussed among PVOs, to "replicate successful projects or models of development" from one place to another. Some projects deemed successful by PVOs are described briefly in Table 4.

Molecular forces. Many PVOs simply do not worry over leveraging, strategizing, or planning for greater influence from their relatively small expenditures of aid. They concentrate on small projects and qualitative human relationships with a few people. They may in this share the sentiment of William James: "I am done with great things and big things, great institutions and big successes and I am for those tiny molecular forces that work from individual to individual, creeping through the crannies of the world like so many rootlets"

Table 4
SAMPLING OF PROJECTS DEEMED SUCCESSFUL BY PVOS

Agency, Sector, Country	Project Description, Contributing Factors	Criteria for Success
African Enterprise Medicine and Public Health UGANDA	Measles is a killer disease in the ravaged country of Uganda. Volunteer medical teams from the U.S. immunized 22,000 children in three weeks. The purpose was three-fold: to give a "shot in the arm" to a country struggling to regain its ability to provide basic health care for its people; to protect against disease and decrease misery and death; and to provide a tangible Christian witness to the gospel of God's love in Jesus Christ.	"The Great Shoot-Out" has spread throughout the country: 189,000 children received nearly 450,000 inoculations against measles and other diseases; 200 doctors and nurses volunteered to serve.
CARE REFUGEE, Famine, and Disaster Relief SOMALIA	Set up a delivery and administrative system to facilitate the supply, transport, and delivery of food and relief commodities to 700,000 people in 35 camps. Key element: training of Somali personnel; training was often done by CARE-employed third-country nationals who understood the problems involved because they had confronted similar situations in their own countries.	Capability now exists in Somalia to deal with the delivery of emergency and non-emergency supplies. The model, with modifications, is now also in place in other African countries.
Catholic Relief Services Food and Agricultural Development KENYA	Establish a pilot project to break the cycle of poverty and malnutrition by enlisting the participation of 400 local mothers. Each was given sunflower seeds and shown how to plant and then harvest them as a source of seed oil--a valuable cheap source of protein for better nutrition. Careful monitoring of children's growth convinced the mothers of the value of the project.	Replicability and cost effectiveness: similar projects are now operating in Gambia and Burkina Faso.

Christian Reformed World Relief
Medicine and Public Health
LIBERIA

Provide management and technical expertise to the Christian Health Association of Liberia. Project has established lines of responsibility, good monitoring and feedback system.

Low cost per unit; strong national partnership and ownership.

Experiment in International Living
Community Development
UGANDA

Set up rural development program consisting of health posts, water projects and wells, agricultural production, nutrition, small enterprise development, women's poultry cooperatives, and homestead improvement.

Project is carried out by local development clubs and committees in 41 project areas.

Food for the Hungry
Food Production and
Agricultural Development
KENYA

Establish a two-acre fruit tree nursery to provide fruit trees so 179 families can have a better diet (nearest town is 18 miles away). People donated land for project.

The solar-powered electric fence keeps elephants out of the village. Nominal cost.

Foster Parents Plan
Nutrition
SENEGAL

Improve nutrition-status and raise family incomes by establishing small gardening plots in the community.

Low cost; benefits many; easy to duplicate.

Global Water
Water
CENTRAL AFRICAN
REPUBLIC

Assist government to develop nationwide program for water and sanitation and start placing hand-pumps in villages.

Significant numbers of people affected at low cost.

Grassroots International
Small Enterprises and
Income Generation
ETHIOPIA

Set up blacksmith shop. Contract for production of 1,000 plows, labor costs, scrap metal, hand tools, charcoal, diesel fuel, welding machine, generator, plus seed fund.

Has kept people productive, promoted self-sufficiency, prepared for next planting season and will allow reinvestment in local economy.

Heifer Project
Food Production
KENYA

Distribute heifers to small-holder dairy farmers; improve economic and nutritional status of rural population by assisting small farmers to obtain cross-breeding animals for milk and meat.

Cattle distribution has a major positive impact on food and income of recipient families. Widespread benefit; low cost.

International Human Assistance
Education
DJIBOUTI

Build vocational training facilities and begin commercial education and training for out-of-school youth with a focus on accounting, administration, and clerical skills.

Enthusiastic participation by local trainees and the relatively high rate of employment by trainees in both public and private sectors.

Table 4--continued

Agency, Sector, Country	Project Description, Contributing Factors	Criteria for Success
<p>International Rescue Committee Refugee and Famine Relief ETHIOPIA</p>	<p>Provide medical relief to Ethiopian refugees in the form of curative care, public health and sanitation measures, maternal/child health, supplemental feeding, and health training programs.</p>	<p>Mortality rates declined; refugees are taking more responsibility for health care after receiving training.</p>
<p>International Voluntary Service Small Enterprises BOTSWANA</p>	<p>Provide Botswelo center (a pottery, textile, and crafts workshop) with technical assistance.</p>	<p>Women basketmakers have significantly upgraded the quality of their products; master weavers are teaching others; they are seeking alternative markets.</p>
<p>Lutheran Church in America Food Production TANZANIA</p>	<p>Help community develop fish farming to increase intake of protein and for income generation. Expatriate workers have lived among the people and established their trust.</p>	<p>Participation: local farmers were involved in every aspect of the project. Easily replicated.</p>
<p>Partnership for Productivity Small Enterprises BURKINA FASO</p>	<p>In a five-year project, improve management of existing agricultural resources by disseminating guidelines of proven agricultural practices for commonly grown crops, credit, producer-group formation, and managing the family farm as a business.</p>	<p>Corn crops have quadrupled. Significant increase in rice, cow pea, and peanut production. High rates of loan repayment and adoption of innovations by farmers.</p>
<p>Margaret Sanger Center of Planned Parenthood of New York City Family Planning SIERRA LEONE</p>	<p>Design and carry out a Parent Education Program: Train 450 community leaders so they can provide information to parents and their children about issues of reproductive health and decision making. Design, test, and publish locally suitable training manuals.</p>	<p>Prototype project in Jamaica is now self-sustaining. Because model draws on existing personnel in private and government agencies, it can be easily institutionalized. Adapted for Nigeria and Zimbabwe.</p>
<p>Society of the Divine Word Water CENTRAL AFRICAN REPUBLIC</p>	<p>Dig water wells for 75 villages in Central Ghana; then go on to another area. Project is well organized and directed.</p>	<p>Meets needs of people.</p>

PVO RESPONSE TO THE FAMINE AND DEVELOPMENT CRISES

The outpouring of crisis contributions to PVOs since the fall of 1984 and the increased outlays of Food for Peace food aid are unquestionably having major impact on the levels, types, and distributions of PVO aid to Africa in 1985. This is likely to have lasting but, so far as can be seen now, indeterminant effects. In 1985, as well as 1986, total aid to Africa could easily rise from its 1984 level of more than \$460 million to \$600-800 million. If history is any guide, aid will drop back after the famine subsides, but not to the 1984 level.

Millions of Americans are for the first time becoming aware of the "development crisis" that underlies the famine crisis; if PVOs are skillful in engaging this new audience, these Americans will continue as development donors and volunteers. Similarly, PVOs are either initiating or expanding African programs.

Notably, development projects are being aided in famine-stricken countries where the American public might think that only food aid is feasible. For example, in Ethiopia, PVOs currently support 48 community development projects, 27 in food production, 14 water projects, 11 in enterprise development, and so on. Within the next two years, if all goes according to plan, the numbers of these types of projects will rise sharply as the aid response shifts from relief to rehabilitation and development.

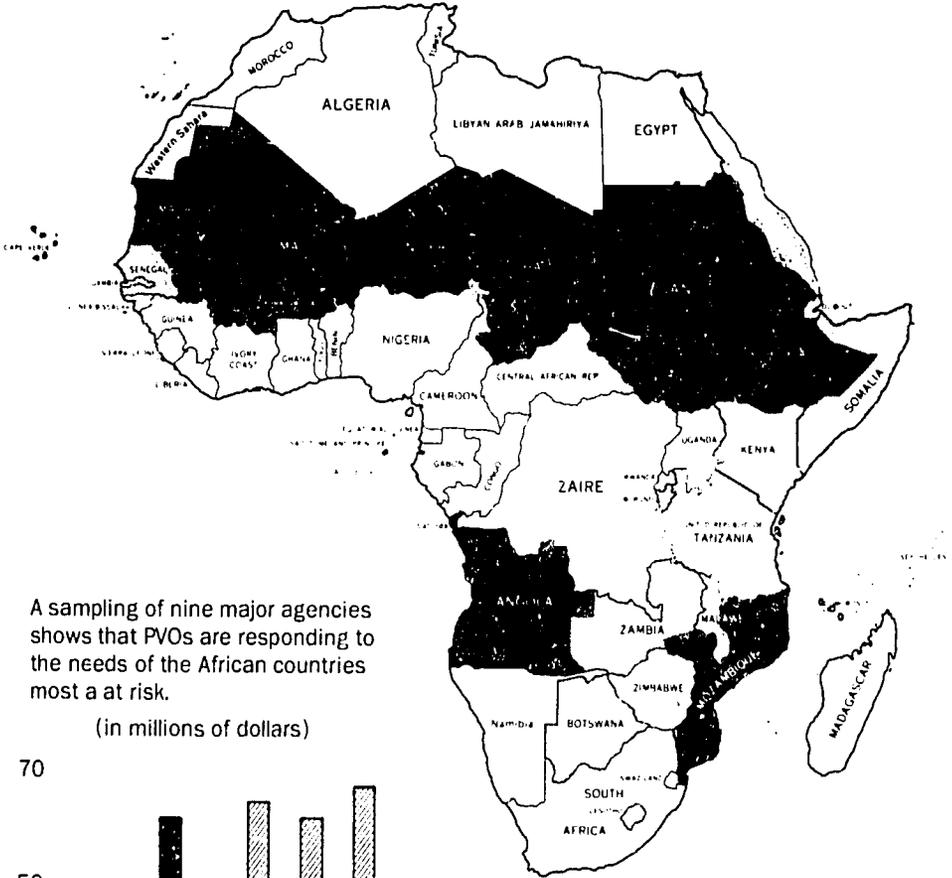
Major Increases of Africa Funding and Expenditure

From the end of calendar year 1984 into the summer of 1985, many PVOs experienced sharp increases in private contributions for famine-stricken Africa, due to massive media coverage and celebrity performances such as by the singers of USA for Africa and the Live-AID concerts.

In the nine-month period ending in July 1985, 33 members of InterACTION received a total of \$142 million in cash contribu-

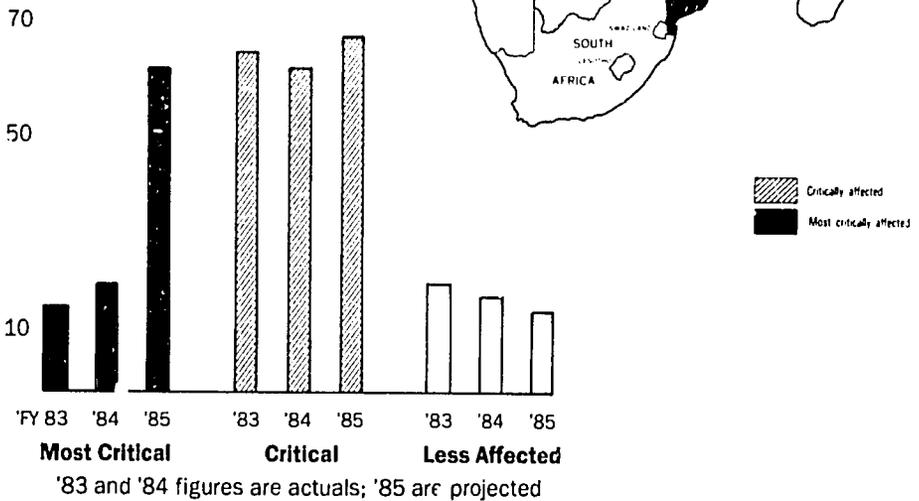
"Critically and Most Critically Affected" Countries of Africa

July 1985



A sampling of nine major agencies shows that PVOs are responding to the needs of the African countries most at risk.

(in millions of dollars)



tions, substantially more than they had received in the entire year of 1984. Private in-kind contributions flowed in at an unprecedented rate, and quantities of additional U.S. government food aid also began to flow into PVO channels in the first quarter of 1985.

A sampling of 12 representative PVOs, which accounted for African expenditures of \$105 million in 1984, projected an increase of 50 percent in their 1985 spending in Africa.

Meeting the Twin Crises

A second round of interviews with 25 representative PVOs sought to elicit some impressions of how the famine and development crises are affecting PVO thinking and program planning.

First, many PVOs are reassessing their roles and objectives in Africa, in some instances with full dress reviews of all policies and programs. One key question before them is how to balance relief versus development assistance at a time when there is in fact a great need for emergency help. The executive of one major PVO, which will likely spend \$60 million in Ethiopia during 1985 instead of the \$16 million budgeted, acknowledged that the agency has had to narrow much of its program focus to drought and famine relief, diverting it from development aid priorities. "Ethiopia has co-opted our organization's attention," said another. Others, however, said that increased funds and resources had enabled them to increase their relief spending dramatically without diminishing their ongoing development aid programs.

Some groups say they are preoccupied with how to shift into rehabilitation and development modes in countries like Mozambique and Ethiopia which have been ravaged by drought, famine, and civil strife for several years.

Higher assistance priority for Africa. Without question, most PVOs are giving increased priority to Africa. Of the 25 agencies interviewed, 23 expect to increase expenditures and emphasis for Africa in 1985-86, many to additional countries. American ORT, for instance, will move out from its presence in francophone Africa to add programs in northern and southern Africa. Christian Children's Fund will have its first all-region emphasis in programming, in an All-Africa year in 1986. Save the Children anticipates its most rapid growth in Africa, to include a projected 27 new programs there in 1985-86.

Sectoral priorities for these PVOs at least through 1986 appear to be: agriculture and food production (16 of the 25 cited this), food aid (14 cited); medical and general relief (12); water and other environmental programs (10), health (9), education (9).

These agencies expect to introduce 65 new projects or programs in 30 different countries over the next two years. The most favored countries for PVO expansion in this sample are: Zimbabwe (5 new programs expected), Mozambique (5), Ghana (4), and Malawi (4). By 1986, 19 of the 23 expect to be aiding Zimbabwe, 20 to have projects in Ethiopia, and 17 to have them in Kenya.

It is clear that the PVOs are making a long-term commitment to Africa. The commitment is one that moves once again from helping to alleviate suffering toward rehabilitation and development programs that address the root causes of drought and famine: poverty, poor sanitation, lack of clean drinking water, absence of primary health care, population pressure on limited resources, and environmental degradation. The PVOs are, as this study demonstrates, already focusing on these longer-term development issues and are substantially increasing their allocation of resources to Africa.



AFTERTHOUGHTS

Diversity cannot be rounded off or summed up. The challenge for this report has been to let the creativity, exuberance, earnestness, dedication, and even inadequacies of PVOs shine through.

The fact of PVO diversity is of little consequence for Africa in and of itself. But what it portends is important. It can mean inventiveness, new solutions, and risk-taking by PVOs in their programs for Africa. And it can mean that many different PVOs are engaging many different sectors of American society and forging more and stronger ties between the American and African peoples.

If there were not also an evident search by PVOs for community within this diversity, we would worry for Africa as well as for ourselves. The most frequently cited self-criticism PVOs gave was inadequate cooperation, or even rivalry among themselves, within African countries. It is reassuring that PVOs acknowledge this problem and propose solutions to it.

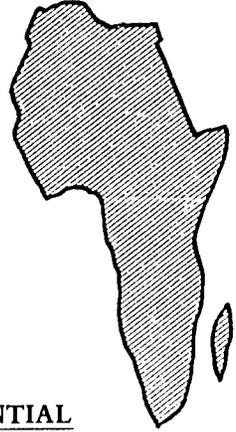
The search for community among voluntary agencies in the United States goes on in much the same way that African states simultaneously have sought national and pan-African objectives. The emergence of CODEL, of Private Agencies Collaborating Together (PACT), and of InterACTION itself--to name but a few examples of PVO coalitions--is strong evidence of the surge in efforts to build a community that also respects the strength of PVO diversity.

**Table 5
PARTICIPATING AGENCIES**

- *A.T. International
- Academy for Educational Development
- *Adeyist Development and Relief International (ADRA)
- Africa Fund
- *Africa Inland Mission International
- *African-American Institute
- *African Enterprise
- *African Medical & Research Foundation (AMREF)
- African Mission Services, Inc.
- *Africare
- AFS International Intercultural Programs
- *AirServ International
- America-Mideast Educational & Training Service, Inc. (AMIDEAST)
- American Association for International Aging
- American Baptist Churches in the USA, Board of International Ministries
- American Dentists for Foreign Service
- *American Friends Service Committee
- *American Jewish Joint Distribution Committee, Inc.
- American Leprosy Missions, Inc.
- *American ORT Federation, Inc.
- American Overseas Medical Aid Association
- American Public Health Association
- American Red Cross
- *Association for Voluntary Sterilization, Inc.
- *Baptist World Alliance, Relief and Development Division
- *Breakthrough Foundation
- *CARE
- Paul Carlson Medical Program, Inc.
- Catholic Medical Mission Board, Inc.
- *Catholic Relief Services
- United States Catholic Conference
- Center for Applied Linguistics
- *Christian Children's Fund, Inc.
- Brothers of Christian Instruction (F.I.C.), (La Mennais Brothers)
- Christian Reformed World Relief Committee
- Brothers of the Christian Schools (F.S.C.)
- Church of the Brethren General Board (World Ministries Commission)
- Church Women United/U.S.A.
- *Church World Service
- *CODEL (Coordination in Development, Inc.)
- Compassion International, Inc.
- *Concern America
- CUNA Foundation
- Darien Book Aid Plan, Inc.
- Dental Health International
- *Direct Relief International
- Society of the Divine Word (S.V.D.) (Divine Word Missionaries)
- Dooley Foundation/Intermed--USA, Inc.
- Evangelical Covenant Church
- Evangelical Free Church of America
- *Experiment in International Living
- Family Health International
- *Family Planning International Assistance
- Food for the Hungry, Inc.
- *Foster Parents Plan International
- *Friends of SOS Children's Villages, Inc.
- Friends of the Third World, Inc.
- Global Outreach
- *Global Water
- Goodwill Industries of America, International Department
- Gospel Missionary Union
- *Grassroots International
- Habitat for Humanity, Inc.
- *Heifer Project International
- *Helen Keller International
- *Holy Ghost Fathers (C.S.Sp.), Eastern Province
- Holy Land Christian Mission International
- INSA (International Nursing Services Association)
- *Institute of Cultural Affairs
- Institute of International Education
- Inter-Aid, Inc., International Christian Aid
- Interchurch Medical Assistance, Inc.
- International Book Project, Inc.
- International Catholic Migration Commission
- International Community for the Relief of Starvation and Suffering (ICROSS)
- *International Eye Foundation
- International Human Assistance Programs, Inc.
- International Institute of Rural Reconstruction
- International Liaison, Inc.
- International Lifeline, Inc.

- *International Rescue Committee
- *International Voluntary Services Interplast, Inc.
IRI Research Institute, Inc.
- Sisters of the St. John the Baptist, Inc.
- Laubach Literacy International
- Lions Clubs International
- LCMS World Relief
- *Lutheran Church in America
- Lutheran World Ministries
- *Lutheran World Relief
- *Map International
- Society of Mary (S.M.),
(Marianists--Brothers of Mary)
- *Meals for Millions/Freedom from Hunger Foundation
- Medical Benevolence Foundation
- *Mennonite Central Committee
- Mercy Corps International
- *National Cooperative Business Association
- *National Council of Negro Women, International Division
- Near East Foundation
- New Transcentury Foundation
- *North American Baptist General Missionary Society, Inc.
- *OEF International
- *OIC International
- Operation Bootstrap Africa, Inc.
- *Operation California
- *Operation Crossroads Africa, Inc.
- *Outreach International
- *Oxfam America, Inc.
- *Partnership for Productivity International
- *Pathfinder Fund
- *Phelps Stokes Fund
- *Planning Assistance
- *Population Council
- *Presbyterian Church (U.S.A.)
- *Presiding Bishop's Fund for World Relief/the Episcopal Church
- *Private Agencies Collaborating Together (PACT)
- Program for the Introduction and Adaptation of Contraceptive Technology/Program for Appropriate Technology in Health (PIACT/PATH)
- *Project Concern International
- *Public Administration Service
- *Rotary International
- Salesian Society, Inc., Salesians of St. John Bosco (S.D.B.)
- *Salvation Army, World Service Office
- *Margaret Sanger Center, Planned Parenthood of New York City, Inc.
- *Save the Children Federation, Inc.
- Albert Schweitzer Fellowship
- Sister Cities International
- Southern Baptist Convention, Foreign Mission Board
- Stelios M. Stelson Foundation, Inc.
- *SIM International
- *Technoserve, Inc.
- *Trickle up Program
- *Unitarian Universalist Service Committee
- *United Church Board for World Ministries, United Church of Christ
- *United Methodist Church
- *United Methodist Committee on Relief
- U.S. Committee for Somali Refugee Relief, Inc.
- *U.S. Committee for UNICEF
- United States-South Africa Leader Exchange Program, Inc.
- *Volunteers in Technical Assistance, Inc. (VITA)
- Wesleyan Church
- *Winrock International Institute for Agricultural Development
- *World Concern Development Organization
- World Education
- *World Neighbors
- *World Relief Corporation
- *World Vision Relief Organization
- World Wildlife Fund
- Brothers of St. Francis Xavier (C.F.X.), St Joseph Province
- *Young Men's Christian Associations of the United States
- Young Women's Christian Association, World Relations Unit of the National Board

* = interviewed



AFRICA:

- Is four times as large as the United States.
- Occupies one-fifth of the earth's land surface.
- Is 5,000 miles long and 4,600 miles wide.
- Spans seven time zones.
- Has twice as many people as the United States.
- Has a population growth rate of 2.9 percent compared with 1.7 percent for the world as a whole.
- Has an average infant mortality rate (IMR)* of 119; in the U.S., the IMR is 10.9.

IN AFRICA:

- 42 countries have achieved their independence within the last 25 years.
- Not one country on the continent has an IMR of 50 or below.
- Life expectancy is 47; in the U.S., it is 74.
- One in six Africans lives in Nigeria.
- 70 percent of the population works in agriculture.
- Rural women produce 80 percent of the food supply.

IN SUB-SAHARAN AFRICA:

- 25 of the 34 poorest countries in the world are found in this region.
- Ten countries are completely landlocked.
- Only one in every four people has access to clean water.

THE POTENTIAL

- Africa has the largest reserves of untapped natural resources in the world, with vastly under-utilized soils, waters, forests and minerals.
- Africa is not densely populated relative to its resources.
- According to a 1979 study by the U.S. Agency for International Development (AID), Africa's empty farmlands, if properly developed, could feed the entire continent and all of Western Europe.
- Zaire, Zambia and Zimbabwe alone, if developed properly, could feed all of Africa.
- Africa has enormous amounts of surface water, like the Senegal River and Lake Victoria, that have yet to be fully developed.
- There is great potential for the development of solar energy in many parts of Africa.
- Africa's people are an untapped resource, not only for Africa, but also for the world.
- Private voluntary organizations (PVOs) have been working in Africa for decades and have accumulated a large body of knowledge not only about the people, but also about the development process. Their work is a vital factor in enabling the African people to reach self-sufficiency.