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A Guide to
AID Peace Corps PVO
Collaborative Programming

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AGENCY FOR INTERNATIONAL DEVELOPMENT
Office of Private & Voluntary Cooperation

UNITED STATES PEACE CORPS
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August, 1984

A Guide to AID • Peace Corps • PVO Collaborative Programming

Providing

- **EXAMPLES** of successful collaboration
- **LESSONS LEARNED** from past experience
- **RESOURCES** which support collaboration

Sponsored by:

AGENCY FOR INTERNATIONAL DEVELOPMENT
Office of Private & Voluntary Cooperation
Washington, D.C. 20523

UNITED STATES PEACE CORPS
Office of Training & Program Support
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PREFACE

The impetus to publish this Guide came from the realization that the resources of the Agency for International Development (A.I.D.), the Peace Corps, and private and voluntary organizations (PVOs), when combined, create powerful programming and exchange opportunities whose possibilities should be more widely known and encouraged. The Guide examines past collaborative programming by A.I.D., Peace Corps, and PVOs, and explores the bases for future collaboration.

This is a joint publication of A.I.D.'s Office of Voluntary Cooperation in the Bureau for Food for Peace and Voluntary Assistance (FVA/PVC), which serves as the lead office in A.I.D. working with PVOs, and the Peace Corps' Office of Training and Program Support. Both Offices encourage collaboration with private and voluntary organizations. The New TransCentury Foundation aided in its compilation.

This Guide presents information on:

- what collaboration has occurred
- who is involved
- the countries in which collaboration has taken place
- where information is available for further collaboration

In the preparation, a significant number of A.I.D.-funded PVO projects were discovered which involved Peace Corps volunteers. A section of this Guide underscores some of the lessons learned from past collaboration. Guidelines for future efforts are suggested, growing out of experiences reported by veterans of past A.I.D.-Peace Corps-PVO joint programming in the field.

Another section of the publication outlines A.I.D. funding mechanisms and resources for collaboration available to PVOs and/or Peace Corps Volunteers. Included is information about several PVOs with whom A.I.D. (primarily the Office of Private and Voluntary Cooperation) has current funding relationships that could meet needs for information or technical services among other PVOs or Peace Corps volunteers.

A final section briefly describes information and technical resources available from the Peace Corps, makes note of those PVOs with whom Peace Corps has formal relationships, and addresses Peace Corps initiatives designed to create opportunities for collaboration. Interested readers may obtain more detailed information from sponsoring agencies, for which addresses are given.

This Guide may enable agencies to get started on collaborative programming possibilities. It promises to be of most benefit to personnel (in A.I.D., Peace Corps, or PVOs) new to joint programming. However, experienced staff may benefit from the rediscovery of past successes in collaboration. PVOs in particular may find that the additional human resources represented by Peace Corps volunteers complement A.I.D. or other available financial resources, and significantly expand the expectations of a given project.

It is anticipated that this publication will be updated from time to time, incorporating new experiences or documenting variations on the collaborative themes noted within its contents; a questionnaire is provided to assist in this process. Readers are encouraged to indicate past experiences not now noted in this publication and to offer additional suggestions for collaboration. Comments should be directed to A.I.D.'s Office of Private and Voluntary Cooperation and the Peace Corps' Office of Program and Training Support.

A.I.D. and Peace Corps hope that the Guide will encourage creative thinking about how individual agency resources can be effectively combined or shared, and foster a spirit of further collaboration.

Office of Private and Voluntary Cooperation
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

and

Office of Training and Program Support
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INTRODUCTION

BACKGROUND AND CONTEXT

After 1973, when the U.S. Congress voted its "new directions" legislation in support of a "basic human needs" approach to development, A.I.D. began to work more extensively in areas Peace Corps had been working in for years. As A.I.D. targeted more programs to meet the needs of rural villagers, collaboration between the two agencies seemed natural.

By 1978, joint directives from the two agency heads acknowledged "a common interest and concern in responding to the basic human needs in such areas as rural development, health and education," and called for a more systematic effort at collaborating. A survey done in 1979 showed what an analyst described as a "strong shift toward collaborative projects in the 'new directions' area." Joint guidance to field directors by A.I.D. Director M. Peter McPherson and Peace Corps Director Loret Ruppe in May of 1981 strengthened even more the bonds between the two agencies.* A directory of former Peace Corps volunteers or staff working for A.I.D. was published early in 1982; they numbered more than 10 percent of A.I.D.'s workforce. By FY 1982, A.I.D. and Peace Corps were collaborating in 30 countries, involving some 110 projects and 995 "volunteer years."

Parallel to this, A.I.D. funding to private and voluntary organizations (PVOs) increased dramatically; from \$254 million in 1964 to \$448 million in 1979, and \$660 million in FY 1983. In 1981, Congress for the first time

* "It is our intent to mold our resources together whenever appropriate. Some such efforts have been initiated by our predecessors, and we intend to encourage common programs more strongly. This emphasis is particularly important in a time of stringent budgetary and personnel constraints." A subsequent joint cable (June, 1981) underscored this intent to collaborate.

specified a range of funding "based on an historical trend of steadily increasing scale of PVO use of A.I.D. funds," by directing A.I.D. to make available at least 12 and up to 16 percent of A.I.D.'s development and disaster assistance funding to PVOs.* PVOs shared with Peace Corps an ability to work on a grassroots level, emphasizing local initiative. It is therefore not surprising that A.I.D., in trying to address the basic human needs of people in developing countries, looked to PVOs as well as to the Peace Corps. And it was probably inevitable that Peace Corps and PVOs, as major sources of knowledge and experience at dealing on a grassroots level with both the rural and urban poor of developing countries, should find each other fit partners in new development programs.

Increasingly around the world, PVOs began appearing as the third partner with A.I.D. and Peace Corps. Collaboration among these entities has occurred even when formal agency policies and procedures have been lacking. In larger-scale efforts, A.I.D. provided funding to a PVO -- usually through an Operational Program Grant (OPG) -- Peace Corps provided the human resources, and the PVO provided programming skill, administrative support, and sometimes direct supervision. More common were small instances of collaboration involving one to three volunteers.

Examples of collaboration in this Guide are drawn from the files of A.I.D., Peace Corps, and PVOs, as well as from conversations with or written communication from representatives from all three groups. The nature and extent of the collaboration can be wide-ranging, as the examples will suggest. Three selected illustrations of projects involving the three agencies are provided here:

* Foreign Assistance Act of 1961 as amended, Section 123; and A.I.D. Policy Paper, Private and Voluntary Organizations, September, 1982.

CARE: In Guatemala

CARE has one of the longest, most extensive track records among PVOs collaborating with Peace Corps volunteers. Its experience dates back to Peace Corps' earliest days prior to any Peace Corps field presence when CARE, under an overall formal agreement between CARE/New York and Peace Corps/Washington, recruited, trained and managed the first Peace Corps volunteers in Colombia. Most of CARE's recent collaboration, by contrast, has been based on more informal, field level arrangements between CARE country directors and Peace Corps field staff. Several projects in Guatemala illustrate recent use of Peace Corps volunteers in CARE projects.

A forestry project, funded by A.I.D., has involved 18 Peace Corps volunteer forestry extensionists since 1977. The PCVs received high praise from CARE because their commitment was very high and they came with the proper technical background. In this instance, CARE took the lead in inviting Peace Corps to participate.

In a Family Fish Pond Project elsewhere in Guatemala, it was Peace Corps which took the lead. Promotion and extension activities in fish culture directed toward the rural family were organized within the Ministry of Agriculture (DIGESA). Early in 1978, seven volunteer fisheries biologists began family fish pond extension activities in an area of the Central Highlands. When Ministry support for the project waned, the locale was changed, and a private Guatemalan development organization, Fundacion del Centavo, stepped in to support the project by providing salaries for four local promoters who served as PCV counterparts. The Fundacion also provided an area supervisor and an office. The aim was to demonstrate to the Government of Guatemala the feasibility and benefits of fish culture for the rural campesinos.

Enter CARE. Impressed by the groundwork laid and the experience gained, CARE investigated the possibility of expanding the effort and sought an Operational Program Grant from A.I.D. Eight Peace Corps volunteers became involved, and plans were to increase the number to 15. Building on the Peace Corps initiative, the expanded project was expected to establish fish ponds to serve 3,000 families in 35 communities.

Project HOPE: Ixchiguan Rural Development Projects in Guatemala

A departure from HOPE's health sector emphasis, the Ixchiguan project* was Project HOPE's first attempt at integrated rural development. The four collaborators involved were Peace Corps, A.I.D., Project HOPE, and an agency of the host government. The project was also the final attempt to set up such a program in the long neglected and remote western highlands of San Marcos near the Mexican border. The project was first brought to A.I.D.'s attention by Peace Corps with a petition to both agencies from the community of Ixchiguan to assist them in developing a project designed to lead to self-sufficiency, better health, and more local economic opportunities.

The then A.I.D. Mission Director was interested in supporting the effort, and suggested the funding go through a PVO. Establishing a role for, and a funding relationship with, a PVO was thought to be the easiest mechanism for getting the project operational. HOPE, an organization with an eight-year record in Guatemala, was approached to be that PVO. A.I.D. provided HOPE with funds for a three-month socioeconomic survey of the target area.

The difficulty in launching a project with so many actors became apparent even during the survey stage; adequate communication among all groups was difficult, at best. Project HOPE, as the legally responsible party (eventually the recipient of an Operational Program Grant from A.I.D.) was in the position of attempting to pull all the diverse elements together, breaking new ground and learning as it went. It had been placed in an awkward situation, dealing with four different agencies with four different budget mechanisms, methodologies, and philosophies.

The chief mechanism created to improve communication and coordination was a Guatemala City-based committee representing all four agencies. Unfortunately, because of political instability and increased guerrilla activity in the area, the participation of Peace Corps volunteers never became fully

* This project has been reported in depth in a study by Peace Corps Fellow H. Lyon: "Peace Corps-A.I.D. Collaboration: A Preliminary Study of the Ixchiguan Project, Integrated Rural Development, Guatemala." Draft: November 1980. AA/PPC/AID.

operational. However, Peace Corps subsequently sent a cable to their Latin American posts advising them of the Integrated Rural Development Project in Guatemala and conveying Project HOPE's interest in collaborating with Peace Corps to develop similar models.

New TransCentury Foundation: Water Project in Yemen

A collaborative project* involving A.I.D., Peace Corps, and the New TransCentury Foundation (NTF) illustrates persistence in developing a project despite formidable hurdles. After placing a successful bid with A.I.D. in 1977, New TransCentury began working with the Peace Corps Director in Yemen to design a rural water development project that would utilize PCVs as engineers, architects, and construction supervisors. At this time, however, the role of expatriate volunteers (including Peace Corps) working with various programs in Yemen became controversial in the eyes of the Yemen Arab Republic Government. There was concern about the contribution that young professionals with limited experience could make in a developing country. This controversy proved to be a major obstacle to getting all the necessary agreements signed to start the project.

When final agreements with the Ministry of Public Works were finally signed in early 1981, the NTF negotiator (who was to become the project director) had worked with three Peace Corps Country Directors and two A.I.D. Mission Directors. After delays of more than three years, the necessary ingredients had finally come together: the right people in the right place at the right time. This permitted the signing of agreements which made explicit the roles, duties and responsibilities of all parties. Now in its fourth year, the project maintains 12 to 15 Peace Corps volunteers who work under the supervision of and in conjunction with New TransCentury salaried staff, all of whom are former PCVs (two are former Yemen PCVs) or who have lived in Yemen or other Middle Eastern countries.

* This project is detailed as a case study in "Peace Corps Water/Sanitation Case Studies and Analysis," prepared for Peace Corps by Creative Associates (Washington).

The project director described staff-volunteer relations as excellent; morale high among the volunteers with few of the problems sometimes derived from working alongside expatriate, salaried staff. This may be explained, in part, by the fact that volunteers are granted considerable independence in the project and are offered great responsibility for the completion of individual water projects. Volunteers are making an important contribution to Yemen's development and are gaining valuable professional experience at the same time. They have a good opportunity to become skilled in Arabic and to gain a thorough understanding of the culture. Ministry of Public Works officials now recognize the value and importance of volunteers to the project.

APPLYING LESSONS LEARNED FROM PAST EXPERIENCE

The collaborative experiences noted in this publication form the basis for lessons learned and offer valuable programming insights to would-be collaborators. The examples suggest no single model for collaboration; the context in which joint programming occurs is likely to vary depending upon the source of the initiative, the country, the players, and the nature of a given situation. The variety possible in collaborative efforts is both an opportunity as well as a challenge. The opportunity is that a high degree of creativity can be brought to the programming process. The challenge is to develop a program which both satisfies the needs of all those who are part of the effort and makes a difference, ultimately serving the best interests of peoples of the developing world.

While the challenge and opportunity are unique in each collaboration, past experiences suggest some lessons that potential collaborators may find valuable. For example, both CARE's experience in Guatemala and New TransCentury's in Yemen underscore the importance of assuring that volunteers have the technical skills and expertise called for in the project. This requires PVOs and Peace Corps to work closely together in defining roles, specifying qualifications and developing job descriptions. Where such consensus is not reached prior to project initiation it can create difficulties as CARE experienced in an A.I.D.-funded roads project in Sierra Leone. An early A.I.D. evaluation of this project in 1980 stated that fewer miles of roads than planned had been constructed in the first phase of the project: "Although lower cost than experienced engineers, some of these early volunteers did not have sufficient skills to meet CARE's needs." Fortunately as the report adds, these initial difficulties were overcome because "Volunteer engineers currently being provided by the Peace Corps and the British VSO had higher skills and functioned more effectively."

Project HOPE's Ixchiguan project in Guatemala demonstrates the importance of a good communications and coordination mechanism. In situations where multiple agencies are involved--four, in this case--a mechanism such as the Project Committee established by Project HOPE is essential to keep everyone informed and to reconcile any differences. Similarly in a CARE Rural Pilot Schools Project in Honduras which involves 20 PCVs yearly, CARE, Peace Corps and the Ministry of Health meet monthly to discuss administrative issues.

The advisability of written agreements as a way to record commitments is illustrated by examples such as New TransCentury's Water Project in Yemen where the Peace Corps and A.I.D. actors changed several times between the project creation and its implementation.

THE INGREDIENTS OF SUCCESSFUL COLLABORATION: Suggestions for Future Initiatives

Drawing on the lessons of past experience, some ingredients of successful collaboration have been suggested by those experienced in collaborative projects.* Some of the ingredients are applicable to collaborative efforts originating at headquarters; others are more pertinent to efforts developed in the field. Not all of the suggestions fit a particular circumstance. Collaborators need to judge the appropriateness of each to a given opportunity.

The size of a collaborative undertaking is not a determinant of success. Past experience provides examples of success at all levels of collaboration. The real challenge, experienced collaborators report, is in maintaining strong support for the collaborative effort while preserving the separate and distinct identities and philosophies of each of the institutions involved.

* The suggestions offered here also incorporate those made in earlier studies on collaboration by John Earhart and H. Lyon when they served as Peace Corps fellows:

- A Report on Peace Corps-A.I.D. Collaboration. John Earhart, Peace Corps Fellow. December 1979. BUPPC, USAID/Peace Corps.
- Peace Corps-A.I.D. Collaboration: A Preliminary Study of the Ixchiguan Project, Integrated Rural Development, Guatemala. H. Lyon, Peace Corps Fellow. Draft: November 1980. AA/PPC/AID.

And, all parties to a collaborative effort should remember that a high degree of flexibility will be required, particularly in field situations where the environment is complex and, despite best intentions, issues and problems may arise.

1. Preference for project-level initiatives: Peace Corps-A.I.D.-PVO collaboration described in this publication reveal the preponderance of instances in which joint efforts originated in the field. From all sides there is consensus that project-level collaboration is best initiated by in-country representatives of Peace Corps, A.I.D. and/or the PVO. The process should include representatives from local government or private agencies which are parties to the collaboration.

Once negotiation of a collaborative project is launched in the field, all parties should keep their respective headquarters informed, and there should be continued liaison between Peace Corps/Washington, the appropriate office in A.I.D. and the U.S. headquarters of the PVO.

2. Full involvement in planning and evaluation: All parties to field-oriented collaboration, including all U.S. and local agencies, should be fully involved at the earliest possible time in the planning and programming for the project to enable a common understanding from the outset. This is especially critical if host country approval of Peace Corps participation is required, particularly in cases where PCVs are to be assigned to a U.S. PVO program instead of directly assigned to a host agency. There should also be agreement from the beginning on a cooperative approach to evaluating a collaborative field project.

3. Open exchange of information and documents: All of the parties to the collaboration should see all the documents that will be used in the planning process of the project. These may include the Project Identification Document and Project Plan and Paper from A.I.D., and Project Summary Sheet and Trainee Assignment Criteria (Peace Corps), and the PVO's application for an A.I.D. Operational Program or Co-financing Grant.

Even before a specific collaborative effort is launched, it is useful to establish mechanisms for general sharing of information about respective plans, priorities, and programs among A.I.D., Peace Corps and PVO representatives. Access to information is a key to generating ideas and opportunities for collaboration, and it can enhance a sense of partnership among U.S. development agencies which is conducive to successful collaboration.

4. Early agreement on recruitment and timing of volunteers:

There should be clear agreement from the beginning of the negotiation on what role the PVO will play in drawing up criteria, in the recruitment itself, in Peace Corps "stagings" prior to sending PCVs abroad, or in Peace Corps in-country training. For a collaborative project, it is generally useful for the PVO to be involved in developing job descriptions for volunteers, since it represents a vehicle for clarifying expectations. PVOs need to understand PC's recruitment cycle and whatever other requirements might proscribe its ability to recruit, particularly for very technical positions.

All parties should be clear about the appropriateness of using volunteers. PCVs should not be viewed as sources of cheap labor, nor should they take jobs local personnel could fill --pitfalls mentioned by veteran collaborators. Guiding questions: Is the expertise available elsewhere? Does the use of volunteers fill a short-term, discrete need, or is there a planned phase-in, including training, of local personnel? Responses to these questions may change or become clearer over time. For example, several years into a water project in Tunisia, CARE recognized that PCVs were filling supervisory roles which should have been filled by Tunisians and phased out the PCVs.

5. Collaboration in training PCVs and other project staff:

Some examples of collaborative ventures include several where the PVO was involved in in-country training. In some instances, PVOs have supplemented training provided by Peace Corps; another recommended avenue for PVO support is providing for host country or PVO counterparts to participate jointly in technical training with volunteers. Here again, early collaboration during planning stages enhances clarification of expectations, especially with respect to the role and capabilities of PCVs. Project planning may include provision for such supplemental training as part of A.I.D.'s support.

6. Clear lines of authority and responsibility for volunteers:

The greater the number of participants in the collaboration, the greater the need for determining who reports to whom for what purposes. Early agreement on the PCV role in the project is essential. One important question is: are PCVs to be primarily responsible to the host agency, to Peace Corps staff, or to the PVO? Situations to avoid are those described by a Peace Corps field person in one African country. "Volunteers," he said, "will sometimes go to the Peace Corps, sometimes to the PVO, and sometimes to the host agency with the same request and get different responses." A related issue for Peace Corps, which has arisen in some, but not all, collaborative projects, is the perceived or actual "privileged status" of volunteers working with a PVO project vis-a-vis other volunteers; on the other hand, morale problems can sometimes arise for PCVs working alongside paid PVO staff or when the PCVs' roles are not well defined or given adequate recognition. Early sensitivity to this issue can mitigate its negative potential. In addition, the issue of what happens if a PCV (or a PVO staff member) leaves before their tour ends should be addressed at the planning stage.

7. Written agreements: Written agreements detailing respective roles and obligations between all the parties involved are generally preferred over informal arrangements. Veterans of collaborative experiences suggest strongly that written agreements make for greater clarity of purpose, responsibility and lines of authority. As operating environments change, however, written agreements may and should be reviewed and amended to the mutual satisfaction of the collaborators. Lack of a written agreement does not necessarily cause a joint effort to fail; informal or ad hoc arrangements have worked well where the original verbal commitment was clear and where the required scale and time period of collaboration were not extensive.

Given different tours of field assignments for Peace Corps, A.I.D. and PVO staff, it is unlikely that all parties who designed a project would remain in their post; through the entire implementation of the project; written agreements can help ensure that all agencies recognize and follow through on their commitments to the project's end. Potential collaborators should consider and, as necessary, allow for written agreements among and between all parties, including A.I.D., Peace Corps, the PVO, and the host agency. Agreements should specify which agency is responsible for certain types of logistical support for the allowances, medical attention, etc. Other agencies may have to provide volunteers with project materials, transportation and other support. Clarity on these issues at the outset will prevent unnecessary misunderstandings later on.

8. On-going coordinating committees: The establishment of effective mechanisms for coordinating among all participating agencies is an often cited element of success; keeping channels of communication open and regularly exchanging information is important to flag problems or note successes.

Where many agencies are involved in a given effort in the field, and where appropriate, a national committee might be established in the project planning stage, with a permanent membership of representatives from A.I.D., Peace Corps, the PVO, the host government counterpart agency and/or the local PVO. Depending on the nature of the project and again, where appropriate, there may need to be a similar field-level committee in the geographic region of the project.

9. Program cycles and timing: There are significant differences between Peace Corps and A.I.D. regarding programming and budget cycles. There are also differences between the budget and planning mechanisms of government agencies and the PVOs and, of course, of the host agencies themselves. A.I.D.'s planning cycle tends to be longer and more complex than Peace Corps'. A PVO interested in collaborating with the two agencies needs to understand these differences, as well as Peace Corps' timing on the cycle of recruiting for and training volunteers with specific technical or language abilities. It is especially important that volunteers do not arrive in a country prematurely. Placement of volunteers should begin only once the project documents have been signed by all parties.

10. Good will: The good will of all participants in the planning, implementation, and perhaps evaluation phases is critical. Even when coordination instruments such as written agreements and oversight committees exist, the value of continued good will of the participants cannot be overestimated. All those involved in recent collaborative projects stressed the importance of positive personal relationships among the representatives of the participating agencies.

DIFFERENT ROLES IN COLLABORATION

A. A.I.D. AS CATALYST: THE CASE OF THE SOUTH PACIFIC

In many recent examples of collaboration between A.I.D., Peace Corps and PVOs, an A.I.D. field person played the role of initiator and catalyst.

The South Pacific represents a unique arena for such three-way cooperative ventures. There is no bilateral assistance from A.I.D. to the South Pacific. All funds are channeled through intermediaries, chiefly PVOs and regional organizations. Day-to-day management of A.I.D. programs in the South Pacific is conducted, not by A.I.D.'s South Pacific Regional Development Office (SPRDO) in Fiji, but by the field directors of U.S. PVOs stationed in nine widely scattered countries. A profusion of community-level organizations receive A.I.D. funds through a small grants program partly programmed and managed by Peace Corps volunteers in the region as well as the U.S. PVOs at work there. SPRDO monitors the PVO program and maintains contact with Peace Corps Country Directors in the region, and actively encourages PVO involvement of PCVs.

When A.I.D.'s program started in the South Pacific, very few U.S. PVOs operated there. A notable exception is the Foundation for the Peoples of the South Pacific (FSP). Both Save the Children Federation (SCF) and International Human Assistance Programs (IHAP), with the encouragement of A.I.D.'s regional development officer for the South Pacific (who had known and been impressed by the two PVOs' program in Korea), applied for and received Operational Program Grants which incorporated the use of Peace Corps volunteers.

1. International Human Assistance Programs (IHAP) IHAP had very positive experiences in cooperating with Peace Corps volunteers in Korea. Encouraged and supported by A.I.D., it initiated a community development project in the Solomons that has utilized volunteers from the start. Later, IHAP started a second program in Papua, New Guinea, and brought in Peace Corps volunteers during the implementation period. IHAP reported that the association with both A.I.D. and Peace Corps was smooth and would welcome the opportunity for other joint ventures elsewhere in the world.

2. Save the Children Federation (SCF). SCF was invited by A.I.D. to apply its development approach to the newly independent (1978) nation of Tuvalu, which has a population of 8,000 on eight islands spread over a half million square miles of ocean. While SCF was still considering the idea, its Westport, Connecticut headquarters received a visit from the Tuvalu non-resident Ambassador to the U.S. Before returning to Tuvalu three days later, he got a promise of volunteers from the Director of the Peace Corps in Washington and carried back an SCF proposal to A.I.D. for an Operational Program Grant.

For the past three years, Peace Corps has provided rural development volunteer couples to each of Tuvalu's outer islands. Each couple works under the technical supervision of the SCF country director based in the capital city of Tuvalu. A self-evaluation of the program by SCF at the end of its second year said "it is for the most part impossible to distinguish between initiatives undertaken by Peace Corps and those undertaken by Save the Children. In the eyes of local government officials and island communities, the two agencies are partners in one program." The SCF evaluators concluded that "it is beyond question that PCVs have contributed extensively to the overall success of the program and that the collaboration has been a positive one for SCF." Both agencies have seen the need to translate their oral accords into written agreements, which are revised and amended from time to time.

3. The Foundation for the Peoples of the South Pacific (FSP). FSP, headquartered in New York City, has the longest experience of any U.S. PVO in the South Pacific. Its presence there (since 1963) predated the independence of most of the countries in the region and preceded both Peace Corps and A.I.D. activity in the area. The staff of the organization has had a long acquaintance with Peace Corps/Washington. When Peace Corps first explored program possibilities in the South Pacific, it went to the Foundation for counsel. Over the years the Foundation has been involved with Peace Corps in a nutrition program in Fiji and most significantly in a fisheries program in the Solomons. Of a 55 member staff in the South Pacific, the majority are indigenous, 10 are PCVs, and 10 more PCVs are associated with the project. A common pattern is for Peace Corps volunteers to return to the South Pacific as staff for the Foundation when they finish their Peace Corps tours. Currently, two of the Foundation's country directors are former PCVs.

FSP received an additional grant from A.I.D. to extend its Ha'apai Water Supply Program in Tonga. The goal of the project is to improve the water supply and storage capabilities of 15 villages in the Ha'apai Island Group. The FSP Country Director is a former PCV who had served in Tonga. One PCV serves as a Water Supply Technician.

Another Peace Corps volunteer was assigned to FSP to help process grants to the victims of Cyclone Isaac in March of 1982. Peace Corps and FSP were able to come to an agreement on this project very quickly, and Peace Corps was able to provide a volunteer whose own project had been disrupted by the hurricane. USAID provided a small grant for the project.

All three PVOs reported generally smooth relationships. They ascribed the relative lack of rancor and friction to the fact that the governments of these island nations are very small and informal. The prevalent spirit is more cooperative than competitive and seems to rub off on all expatriate agencies and organizations that work there. Thinking retrospectively, Save the Children suggested that their involvement with Peace Corps in Tuvalu, though running well, might have gotten off to a smoother start had the effort been initiated and negotiated in the field.

A staff study mission by the House Committee on Foreign Affairs commended A.I.D. in the South Pacific for its use of PVOs and for "following a 'new directions' approach."* It said close collaboration between A.I.D. and Peace Corps had contributed to the implementation of both programs.

Referring to the 10 PVOs operating in the South Pacific Region, the study team said they varied in the effectiveness of their programs, "but do constitute a real 'third avenue of development' in the region." The report added: "Compared to most other bilateral and multilateral development programs in the Pacific, PVOs have been more successful in bringing development benefits to village people. By utilizing PVOs to carry out the U.S. assistance efforts, USAID had avoided the need for expensive personnel and support systems."

* Foreign Assistance Programs in the South Pacific: The U.S. Role, Report by staff study mission to the Committee on Foreign Assistance of the Committee on Foreign Affairs of the U.S. House of Representatives, GPO, 1981. (Report includes section on U.S. Foreign Assistance to Zaire, Kenya and Zimbabwe.)

B. PEACE CORPS VOLUNTEERS TAKE INITIATIVES

PVOs have sometimes served as "adoption" agencies for Peace Corps volunteers who become orphaned when their original assignments have fallen through. While the PVO may take the initiative to arrange for placement of the volunteer in its own project, often the volunteer seeks out the PVO. Many PCVs have become involved with U.S. PVOs, not in their primary assignments but in so-called secondary projects, which volunteers carry out on weekends and in other free time. Out of some of these secondary projects new initiatives involving both the PVO and Peace Corps, and sometimes A.I.D., have emerged.

In Paraguay, a PCV whose primary assignment had fallen through approached Catholic Relief Services about starting an indigenous handicraft development and marketing project. CRS agreed, and over a four-year period two other PCVs became involved.

The Sorsogan Crop Diversification Project in the Philippines, now managed by International Human Assistance Programs under a grant from A.I.D., was conceptualized by a PCV who then implemented the project with the help of other PCVs in their free time. He eventually helped IHAP make the application for A.I.D. funding. Four other PCVs have since been involved.

Another Peace Corps volunteer in the Philippines initiated collaboration with the Asia Foundation which, partially funded by A.I.D., has resulted in the construction and operation of the Mayoyao Fish Hatchery. It has involved five PCVs since its start in 1977. In yet another effort supported by the Asia Foundation in the Philippines, a PCV is helping to facilitate development of redeemed and tenured lands within a cultural minority community (Puti, South Cotabato). The project is providing the Allah Valley Muslim Association with technical training, personnel, and logistical support.

In Honduras, 11 volunteers are involved with World Relief, Inc. in the Mosquitia Development Plan to provide development assistance to resettled refugees. PCVs themselves who were working on school and health center construction in the area were instrumental in starting the formal collaboration.

There are many instances of individual PCVs, often in their own free time, lending a hand to community projects involving U.S. PVOs. Peace Corps staff have made a number of short-term assignments of PCVs to assist PVOs on projects. Some examples of both kinds of cooperation:

- A fisheries PCV helped **Africare** establish a co-op in Niger.
- One PCV assists in agriculture instruction at a Rural Development Institute in Liberia run by the **Protestant Episcopal Church** in the USA and funded by A.I.D.
- PCVs in Honduras, Guatemala, and Cameroon oversee crafts-producing grants from **Aid to Artisans, Inc.**
- A PCV architect is helping **High/Scope Educational Research Foundation** in construction of day care centers in St. Kitts-Nevis, a project funded by A.I.D.
- In Costa Rica, a PCV provided technical assistance to farmers in a **CARE** soybean project, and two PCVs helped farmers in an **ACCION International/AITEC** project.
- PCVs in Senegal aided **Church World Service** in identifying villages and activities in an integrated rural development project.
- Other PCVs in Senegal helped the **National Council of Negro Women** complete a survey of rural-urban migration by village women from the south of Senegal.
- Fifty-one Peace Corps volunteers in 21 countries coordinated 211 income-generating projects which have received grants from the **Trickle Up Program, Inc.**

C. U.S. PVOs' ASSISTANCE TO PEACE CORPS VOLUNTEERS

U.S. PVOs have been providing support to Peace Corps volunteers for many years. Some PVOs, under formal agreements with Peace Corps, serve as resources to Peace Corps volunteers worldwide. Other PVOs, without formal agreements, provide materials in response to volunteer requests. Darien Book Aid Plan, the International Book Project and Stelios M. Stelson Foundation, for example, have provided books and technical articles to PCVs for school libraries and other uses. Other PVOs have awarded small amounts of project funding to PCVs.

There are numerous examples of PVOs providing various kinds of assistance to individual volunteers and projects over the years.

The following are illustrative:

- In Mauritania, **Catholic Relief Services** and the **Lutheran World Federation** provide small funds and materials to PCVs for secondary projects. CRS has also provided funds and in-kind support for PCV projects in several other countries, including Zaire, Upper Volta, Senegal, Costa Rica, and Ecuador.
- Three PCVs working on water filtration devices and food storage in Chimborazo Province, Ecuador, have received support from **Medical Assistance Project**. Under VITA's Renewable Energy small grant project, one PCV in Upper Volta received a \$7,000 grant to start a stove business as a secondary project. Four stove models have been designed and tested, and 200 stoves built. Another PCV, a chief designer of the improved woodstove, also received a grant to continue this work.
- **Africa Inter-Mennonite Mission** has provided housing and equipment to PCVs building fish ponds in Zaire.
- **The Brothers Brother Foundation** provides vegetable seeds and farm tools to PCVs in Costa Rica and Fiji.
- A PCV in Rwanda doing conservation education received financial support from the **World Wildlife Fund**.
- **Church World Service** collaborates with PCVs regarding information exchange and rural development activities in the north of Senegal.

- Four PVOs in Senegal (the National Council of Negro Women, YMCA, Catholic Relief Services, and Africare) collaborate on the identification, submission, and approval of medium-level development projects funded through Peace Corps from the Ambassador's Self-Help Fund.
- A forestry PCV in Upper Volta got money from Foster Parents Plan International for tree nursery construction.
- Project Concern helps in training and giving technical support to Primary Health Care PCVs in The Gambia.
- Sister Cities has provided technical assistance through Midland, Michigan, to three PCVs working in a small community water project in Chimborazo Province, Ecuador.
- Heifer Project International provided a goat herd to a project in Pinchincha Province, Ecuador, which had been initiated by PCVs and in which PCVs continue to be the principal extensionists.
- Partners of the Americas, through their Kentucky and Idaho partnership with the Quito, Ecuador, chapter, supports two PCVs with office space and travel funds and with small self-help project grants. In Belize, Partners of the Americas has made many donations to health and 4-H sectors in which Peace Corps has been deeply involved.

D. EXAMPLES OF SMALLER SCALE COLLABORATIVE EFFORTS

- **Africare in Upper Volta, Niger and Mauritania**
Africare uses three agriculture extension PCVs in an A.I.D.-funded project to increase irrigated cereal production in the Guidimaka Region of Mauritania. In Upper Volta, where Peace Corps furnishes PCVs for PVO projects (at the request of the PVO and the host country), Africare uses PCVs in its forestry projects; two other PCVs were involved in Africare rural development and poultry projects. Exemplifying unprogrammed collaboration, two PCVs became involved with Africare in Niger as lab technicians on a health project; two others worked on an Africare irrigation project.
- **Foster Parents Plan International in Honduras**
Four fresh water fisheries technician PCVs are assigned to Foster Parents Plan to help promote fresh water fish cultures as a means of increasing family income and protein intake in communities where Foster Parents Plan is involved in rural development.
- **Asia Foundation in the Philippines**
Funded under an A.I.D. OPG, the Asia Foundation is involved with the Palawan Agro-Forestry Project. Five PCVs are used on this project, and five more on another Foundation project designed to improve socioeconomic conditions of upland communities. The Asia Foundation in both places subcontracts with an indigenous PVO, the Development Academy of the Philippines, for project management.
- **CLUSA in The Gambia**
A new project has CLUSA (Cooperative League of the USA), funded by A.I.D., teamed up with Peace Corps. Five PCVs are assigned, with technical assistance provided by two CLUSA advisors.
- **Agricultural Cooperative Development International in Tonga**
ACDI, operating with an OPG from A.I.D., has provided a manager to a secondary organization, Cooperatives Federation. Four PCVs currently work for the Federation and report to the manager, himself a former PCV in Somalia. Two, stationed on outer islands, serve as advisors to the local branches; a third volunteer advises on handicrafts development; a fourth PCV works in wholesale trade and marketing. Peace Corps has supported the Federation for eight years. PCVs will also work with a fish marketing advisor sent by the Volunteer Development Corps.
- **Aprovecho Institute in Senegal**
Five PCVs are working with Aprovecho Institute in a Senegalese National Stove Project funded by A.I.D..

- **World Radio Missionary Fellowship, Inc. in Ecuador**
PCV nurses have helped World Radio Missionary Fellowship, Inc. in its mobile medical clinics in Ecuador. Other PCVs there have assisted in a water drilling and pump installation project.
- **Heifer Project International and CARE in Belize**
In a rural education and agriculture project, three PCVs provided manpower, while CARE provided garden tools, an outdoor education center, books and equipment, and Heifer Project International provided small livestock.
- **Pathfinder Fund in Liberia**
While "limited" collaboration usually means that the project has involved relatively few volunteers, an exception is a health and family planning project in Liberia, which since 1976 has involved more than 140 PCVs. A.I.D. funds the Pathfinder Fund for the project, which is administered by the Ministry of Health. Pathfinder has no resident staff in Liberia, and the degree of interaction between the Boston-based Fund and the Peace Corps has been limited.
- **Partnership for Productivity in Upper Volta, Dominica, Botswana, and Liberia**
Partnership for Productivity uses two PCVs in Upper Volta and one in Dominica on small business development projects; another PCV is promoting a wood stove business in Upper Volta. A PCV assists in staff training in a PFP small business project in Botswana; and three PCVs are assisting in rural development in Liberia.
- **Catholic Relief Services in Tunisia**
In Tunisia, two PCVs worked with Catholic Relief Services in a joint project on rabbits. One PCV stayed for two additional years as a CRS volunteer and wrote a manual on rabbit raising.
- **YMCA in Western Samoa**
A PCV is assigned to a YMCA Project funded by A.I.D. where he trains unemployed youths in auto/truck mechanics.
- **CARE in Sierra Leone, Tunisia, Honduras and Ecuador**
Peace Corps initially provided four PCVs to work with CARE's Rural Penetration Roads Project in Sierra Leone. The number reached 10 before CARE began to phase out PCVs in favor of indigenous workers. In Tunisia, CARE used 35 PCVs on four water projects, utilizing hand pump technology adapted from Peace Corps projects in Chad. CARE has used 20 PCVs each year in a Rural Pilot School Project funded by AID in Honduras, and two PCV foresters in a small watershed conservation project funded by CIDA. Another forestry PCV is working with CARE in a reforestation project in the Loja Province of Ecuador.

- **Save the Children in Cameroon**

SCF is arranging with the Peace Corps to post a PCV couple to the Doukala area, where the community has reached a level of organizational self-reliance at which SCF's continued presence would lead to dependence. The PCVs will help SCF disengage over a two-year period. In Upper Volta, a PCV is assigned to a Save the Children project to promote woodstoves.

RESOURCES FOR COLLABORATIVE ACTIVITIES — AID

A.I.D. has several program funding models for small projects which permit quick response to community-level development initiatives. These "fast-funding" mechanisms, as they are called, include the Special Development Activity Fund (SDA), used primarily in the Latin America/Caribbean Region, and the more recent Small Project Assistance Program (SPA), which operates in countries where both A.I.D. and Peace Corps have programs. Predecessor mechanisms include the Improved Rural Technology (IRT) which targeted the Africa Region and the Accelerated Impact Program which was used primarily in the Asia Region.

Other resources and funding avenues with A.I.D. include Operational Program Grants, the P.L. 480 Program, and support available through A.I.D.'s Office of Private and Voluntary Cooperation (PVC).

Information on these programs follows; it is current as of 1984. Prospective users should check with the sponsoring agency for any new or additional information, as well as for more specific details on application and implementation procedures. Provided here is an overview only, to demonstrate the kinds of resources which might be tapped.

A. FAST-FUNDING MECHANISMS

1. Small Project Assistance Program (SPA) In April, 1983,

U.S.A.I.D. established a small project fund of \$40,000 for use by Peace Corps in each of the countries where both agencies operate. Created through a Memorandum of Understanding signed by A.I.D. and Peace Corps, the program is designed to encourage and support self-help efforts identified by local communities with the assistance of Peace Corps volunteers. This approach facilitates local self-help efforts and combines A.I.D. resources with the PCVs' knowledge of local conditions and established working relationships at the community level. The immediate objective of the SPA program is to demonstrate benefits which can accrue from a community helping itself.

Activities funded under this program are generally approved by the Peace Corps Country Director and managed by Peace Corps volunteers. Up to \$10,000 per project can be used to support local development efforts in the broad areas of food and agriculture, energy, and small business development or other income-generating activities.

(a) Activity identification. Activities are identified by Peace Corps volunteers, in conjunction with local groups.

(b) Activity proposals. A proposal is submitted to the Peace Corps Country Director describing the activity and indicating the level of funding required for its implementation. Sufficient information should be submitted to assess project suitability. In many cases responsibility for the selection and implementation of projects rests with the principal Peace Corps Country Director. The degree of A.I.D. Mission involvement is left to the mutual agreement of A.I.D. and Peace Corps in each country.

(c) Approval criteria. Proposal activities must meet the following requirements:

- i. The activity must be scheduled for completion within one year of commencement.
- ii. The contribution of SPA funds toward completion must not exceed \$10,000.
- iii. The activity must not encourage reliance on U.S. assistance.
- iv. The activity must be conceived and implemented in conjunction with a local community organization or group.
- v. The activity must involve development in the broad areas of food, energy, competitive enterprise development and/or income-generating activity.

Contact: Peace Corps Country Director

2. Special Development Activity Authority (SDA) Also known as Ambassador's Self-Help Fund, Selected Development Assistance Fund, Special Activity Fund, and Selected Development Activities, the purpose of SDA is quick financing of small self-help activities which will have immediate impact in the host country. Begun in Latin America in 1963 and in Africa in 1965, administering authority is delegated to A.I.D. Mission Directors in Latin America and to Ambassadors in Africa.

Each country has a total funding authority level of \$50,000 (which may be exceeded with A.I.D./Washington approval). In Latin America, project grants of up to \$5,000 may be made, while the maximum grant size in Africa is \$10,000. Most SDA projects average \$5,000 in size. Funding may be used primarily for commodity procurement; funds for training and personal services are possible in special cases where Mission approval is obtained. There are no specified time lengths for projects, but they are expected to be completed from 6-12 months from start-up date.

(a) Activity identification. Both Peace Corps volunteers as well as PVOs may propose projects for SDA support.

(b) Activity proposals. Requests for funding should be brief and should be submitted on application forms developed by local Missions and Embassies.

(c) Approval criteria. A local A.I.D. or Embassy committee reviews project applications based on the following criteria:

- i. Project consists of a small local development activity with immediate impact.
- ii. Project will assist segments of the local population which are beyond the direct reach of other A.I.D. projects or government financial support.
- iii. Project deals with a local entity, group or community at the cantonal or lower level.
- iv. Project is in the area of agriculture, education, health, transportation and/or is a productive income-generating activity.
- v. Project will have a maximum implementation period of six months.
- vi. No more than one half of the total project cost will be financed by the SDA.
- vii. The SDA contribution is in the area of \$5,000 or less.
- viii. The community counterpart contribution (in cash or in-kind) will be at least 50% of the project cost. (This contribution will be a donation and will not constitute a financial liability for the requesting group or organization.)
- ix. The project will generate public awareness and support for U.S. assistance efforts.
- x. In this project the SDA is not financing administrative, operational, or labor costs.

(d) Other considerations. The host government's written concurrence will be required. The recipient community or organization is responsible for providing A.I.D. with receipts of items purchased. Upon project completion, the community, organization, PCV, or PVO should provide A.I.D. with a brief written notification of project results.

Contact: in Latin America - A.I.D. Missions
 in Africa - Ambassador's Office

B. OTHER FUNDING MECHANISMS

1. Operational Program Grant (OPG). The OPG program was adopted by A.I.D. in 1974 as a mechanism for encouraging greater participation by private, voluntary organizations (PVOs) in international development. OPGs support development assistance activities in specific countries and, occasionally, regions. Typically funded for two-three years, projects for which OPG support is sought must be fully compatible with A.I.D.'s legislative mandate and country development priorities. Grants are generally awarded in amounts up to \$500,000, though higher levels of funding are possible.

(a) Activity identification. PVOs are responsible for identifying a program; A.I.D. may provide advice as well as access to available background information and studies, depending on the technical focus of the program. PVO-proposed projects which include a Peace Corps volunteer-provided technical assistance component are encouraged, provided that the arrangement is agreed to by the host government.

(b) Activity proposal. Discussions concerning the proposed activity may be conducted with either an A.I.D. Mission or with the PVO Liaison Officer in one of A.I.D.'s geographic bureaus in Washington. If and when there is clear interest on the part of A.I.D., the PVO would submit a proposal to the relevant A.I.D. Mission.

(c) Approval procedure.

- i. After the program concept has been agreed to in principle, the USAID Mission reviews the PVO's proposal; if under \$1 million (life of project funding), approval can be given at the Mission level.
- ii. A.I.D./W geographic bureau reviews and approves grant, if over \$1 million.
- iii. Congressional Notification (CN) is then submitted.
- iv. At the conclusion of the CN waiting period, A.I.D./W authorizes the grant.
- v. The designated A.I.D. Grant Officer negotiates the OPG with the PVO.

(d) Other considerations. A.I.D. funds a maximum of 75% of a project proposal for OPG funding. Ideally, if PCV involvement is under consideration by the PVO, discussions between the PVO and Peace Corps should begin during the concept phase. Written host country consent, if required, should be obtained by Peace Corps early on in a Peace Corps/PVO proposed relationship.

Contact: In the field: USAID Missions

In Washington: Depending on the region:

PVO Liaison Officer
Bureau for Africa, Asia,
Latin America and the
Caribbean or Near East
Agency for International Development
Washington, DC 20523

C. OTHER A.I.D. RESOURCES

1. Office of Private and Voluntary Cooperation

The Office of Private and Voluntary Cooperation (PVC) in A.I.D.'s Bureau for Food for Peace and Voluntary Assistance (FVA) is the focal point for coordinating the Agency's PVO activity. This office increasingly assists PVOs and A.I.D. Missions in developing PVO programs and suggesting new and innovative approaches. Some funding arrangements are possible from that office, to eligible PVOs, for programs with field-level focus. PVOs might consider the possibility of Peace Corps volunteers' involvement when seeking program support from PVC. The Matching Grant, which is PVC's field-oriented program, supports projects to be executed in a number of countries. A.I.D. funds up to 50% of the total project cost; other eligibility criteria apply. PVOs who wish to explore Matching Grant or other possibilities should contact

**Director, Office of Private and Voluntary Cooperation
Bureau for Food for Peace and Voluntary Assistance
U.S. Agency for International Development
Washington, D.C. 20523**

PVC can also provide information on other funding instruments potentially available to PVOs, including those from AID's FVA, Regional, or Technical Bureaus.

2. Small Enterprise Development Liaison

A.I.D. and Peace Corps have established a Small Enterprise Development Liaison position to ensure closer collaboration in assisting small enterprises and cooperatives in developing countries. The Liaison works with three Bureaus in A.I.D.--Private Enterprise (PRE), Food for Peace and Voluntary Assistance (FVA) and Science and Technology (S&T). Peace Corps' Office of Training and Program Support explores joint programming activities and information exchange. For further information contact

**Director, Rural & Institutional Development Office
Bureau for Science and Technology
U.S. Agency for International Development
Washington, D.C. 20523**

3. PVO Technical Assistance and Other Support Services

The Office of Private and Voluntary Cooperation (PVC) funds several PVOs to provide technical assistance, information, or other support services to development organizations. The following information describes the services available from PVC-supported PVOs and how access to them is gained:

● League for International Food Education (L.I.F.E)

915 Fifteenth Street, NW, Room 915
Washington, D.C. 20005
Phone: 202/331-1558

L.I.F.E., funded primarily by A.I.D.'s Office of Nutrition in the Bureau for Science and Technology, provides technical assistance and information on food technology and nutrition to organizations and individuals seeking solutions to world food problems. Founded in 1968, L.I.F.E. has a small Washington staff to coordinate activities of its consortium of eight cooperating professional organizations:

- American Association of Cereal Chemists
- American Chemical Society
- American Institute of Chemical Engineers
- American Institute of Nutrition
- American Oil Chemists' Society
- American Society of Agricultural Engineers
- American Society of Agronomy
- Institute of Food Technologists

INFORMATION DISSEMINATION

- a bi-monthly newsletter provides current technical information on food and nutrition, program case stories, announcements of conferences and training events, and reviews of books and other publications. Cost: free.
- L.I.F.E. also publishes various reference lists, special reports and other occasional publications, available free to developing country requestors, at nominal charge to others.

TECHNICAL SUPPORT

- Consortium volunteers respond to requests for general and specific information on nutrition and food problems. Technical support services, by mail, phone, or occasional on-site visit, are available free in developing countries to local or U.S. PVOs, Peace Corps staff and volunteers, and personnel from AID Missions, host country governments, industries and international agencies.
- L.I.F.E.'s reference center holds over 300 periodicals specializing in food and nutrition problems. The center offers reprint and duplication services, open to PVOs and others by appointment.
- L.I.F.E. also sponsors occasional workshops and conferences in specialized technical areas.

● National Council for International Health (NCIH)

2100 Pennsylvania Avenue, NW, Suite 740
Washington, D.C. 20037
Phone: 202/466-4740

NCIH is a non-profit professional organization working to strengthen U.S. participation in international health activities, primarily in developing countries. NCIH has over 135 public and private organization members and more than 2,000 individuals working in health, medical and international development professions.

Under a Cooperative Agreement with A.I.D., NCIH receives support for program to enhance technical and managerial capabilities of U.S. private sector agencies and development professionals engaged in international health. Under the agreement, NCIH activities include thematic, skill-oriented workshops, annual and regional meetings, and a project to match health needs of less-developed countries with U.S. private sector resources and skills.

INFORMATION SERVICES

- International Health News (bi-monthly) features regular columns and special articles on new and innovative programs, new publications and audiovisuals, educational opportunities, legislative updates, and profiles of individuals and organizations in international health.
- Special mailings announce meetings and seminars, request action on legislative issues, and review new publications and member services.
- Special publications include reports of NCIH-sponsored seminars and conferences, and references such as Directory of U.S. Based Agencies Involved in International Health Assistance, and the Guide to U.S. Government Agencies Involved in International Health.

TRAINING

- Annual Conference in Washington in June focuses on a particular theme of U.S. involvement in international health.
- Workshops and short courses, on subjects of a topical nature or aimed at "hands-on" training.
- Seminars and meetings, NCIH-sponsored or jointly with other agencies.

PUBLIC POLICY ADVOCACY

An active Public Policy Committee maintains liaison with key Congressional Committee staff, and updates members on relevant legislative issues.

COST AND ACCESS - Membership (including special conference rates and publication prices): \$200/year for U.S. PVOs and other non-profits; \$500/year for for-profits. Individual memberships: \$40/year (\$20 for students). Non-members pay non-member rates set for publications, workshops and Annual Conference.

● **Technical Assistance Information Clearing House (TAICH)**
American Council of Voluntary Agencies
for Foreign Service, Inc. (ACVAFS)

200 Park Avenue South
New York, New York 10003
Phone: 212/777-8210

TAICH, with support from A.I.D.'s Office of Private and Voluntary Cooperation, serves as an information center specializing in data on socio-economic development programs abroad of U.S. voluntary agencies, missions, foundations, and other non-profits. Information in the TAICH collection represents such fields as agriculture, health, education, and small enterprise development.

INFORMATION RESOURCES

- Automated data base of information on over 500 U.S. non-profit organizations and their overseas development assistance programs.
- Directories of U.S. voluntary and non-profit agencies working in more than 140 countries.
- Country Reports on U.S. non-profit programs in over 60 countries.

POPULAR PUBLICATIONS

TAICH Directory: U.S. Non-Profit Organizations in Development Assistance Abroad (1983). Information profiles on some 500 organizations with programs in the developing world.

TAICH Regional Directories: Central American and the Caribbean: Development Assistance Abroad (1983). Program information on 267 U.S. organizations operating in this region's countries. East Africa: Development Assistance Abroad (1984). 298-page directory of program information on 151 U.S. organizations.

Other Special Reports include Development Education Programs of U.S. Non-profit Organizations; Programs for Disabled Persons; Food Production and Agriculture: Development Assistance Abroad; and many others. Complete list available from TAICH.

COST AND ACCESS

- U.S. voluntary and government agencies: contact TAICH at listed address for cost and availability of publications/information service.
- Peace Corps volunteers: contact Peace Corps' Information Collection and Exchange (ICE) directly to arrange provision of publications or services needed.
- Other groups and individuals interested in TAICH Directories: contact distributor - UNIPUB, P.O. Box 433, Murray Hill Station, New York, NY 10157, 1-800-521-8110 (Michigan, call 1-313-761-4700). For Special Reports and other information services, contact TAICH directly, at address listed above.

● Volunteers in Technical Assistance, Inc. (VITA)

1815 North Lynn Street, Suite 200
Arlington, Virginia 22209
Phone: 703/276-1800
Telex: 440192 VITAUI
Cable: VITAiNC

VITA is supported by A.I.D.'s Office of Private and Voluntary Cooperation to maintain a technical information service that supports the efforts of organizations and individuals working in international development, including U.S. PVOs and Peace Corps volunteers. VITA operates on three tracks: traditional services, free to persons in developing countries; fee-basis development services; and business services, also on a fee-for service basis. Itemized components of these three tracks:

INFORMATION SERVICE MODULE

- package includes: information systems training; complete 20,000 document collection on microfiche; all necessary computer software, yearly subscription update service. Complete center on development technology is now available. Write for details.

TECHNICAL ASSISTANCE INQUIRY SERVICE

- researches requests for information in any technical area to assist in solution of problems encountered overseas.
Cost: Free to requestors from developing countries. Requests from developed countries -- technical search charge, \$25/hour (minimum \$25) plus photocopying and postage.
- computerized skills bank on 4,600 development technicians, for project-specific technical information or on-site technical assistance.
Cost: Technical information free to persons in developing countries; on-site fees negotiable.
- provides access to EXCHANGE and ACCESS data bases on technology transfer, enterprise development information.
Cost: no charge at present

PUBLICATIONS

- offers a wide range of "how-to" manuals in technical areas.
Cost: free to persons working on development projects in developing countries; prices established for developed country requestors. Catalog available from:
VITA Publications/PSI, 80 South Early Street, Alexandria, VA 22304.
- VITA News, quarterly magazine on development technology.
Cost: \$15/year donation requested, not required, for developing country requests; \$15/year required for developed country requestors. Publication exchanges/bulk rates available to organizations.

OVERSEAS CONSULTANT NAME REFERRAL

- provides access to a large roster of technically skilled people qualified to work in international development.
Cost: (for all users) \$325 per search for short-term posts (3 months or less); \$500 per search for longer-term posts (over 3 months).

INFORMATION SERVICES include a computerized data base of livestock information which provides a comprehensive country profile, by animal species, including:

- Production data: animal population and trends, annual production statistics, etc.
- Research and/or development activities: list of organizations working in the country; list of in-country or regional experts.
- Annotated bibliographies with cross-referencing capabilities with other countries and/or regions by subject matter, breed and environment/climate.
- A newsletter published three times a year serves as a communications link between Winrock International and non-profit organizations, USAID Missions, and other interested members of the international community.

TRAINING SERVICES encompass both training workshops and materials. One- to two-week hands-on workshops can be designed to inform and train field personnel responsible for training producers. Topics are selected according to the work and interest of potential participants. Manuals, bulletins, slide presentations, self-instructional packages, and training aids on specific areas of animal production are also available.

COST AND ACCESS

PVOs interested in services should contact Winrock International to discuss specific needs as well as cost issues.

Peace Corps volunteers with an interest in services should have contact with Winrock International initiated by the host agency with which the PCV is working. Cost sharing arrangements apply, and are worked out on a case-by-case basis.

Requests for services should include as much specific information as possible, to facilitate Winrock International's ability to respond promptly. In requesting technical assistance services, the following is useful:

- Background information: summary of past and present animal agricultural program activities in the country or region of focus
- Overview of the project for which assistance is being sought, including goals, objectives, target populations, climate characteristics of specific sites of implementation, other resources available in the geographic area.
- Cover letter, with reasons for requesting technical services.

RESOURCES FOR COLLABORATIVE ACTIVITIES — PEACE CORPS

The examples of Peace Corps-A.I.D.-PVO collaborative efforts cited earlier, as well as recent programming initiatives within Peace Corps, suggest a framework for the ways in which joint activities involving Peace Corps might occur.

Collaboration is possible through three basic mechanisms, some of which can be activated in the field; in others, headquarters would be more appropriate. These Peace Corps mechanisms include:

- Institutional Agreements
- Operational Agreements
- Informal Arrangements

● **INSTITUTIONAL AGREEMENTS** are written agreements between the Peace Corps and a PVO which generally outline how the overall goals of the two organizations overlap and reflect a commitment on the part of the two organizations to explore means of collaboration.

In fiscal year 1983, Peace Corps began negotiating Memoranda of Understanding (MOU) with PVOs. To date, 14 such MOUs have been signed. In several cases, MOUs were used to initiate a relationship with an organization willing to explore collaboration with the Peace Corps, but which had not done so in the past. This approach was reserved for PVOs which represented a skill or resource that directly benefitted Peace Corps' high priority program initiatives as articulated in its Forward Plan. Other MOUs were signed with organizations which had been collaborating with Peace Corps for many years. In these cases the MOUs recognized an existing relationship, while simultaneously declaring that the two agencies are committed to looking for additional ways to collaborate.

The determining characteristic of these agreements is that they are symbolic in nature, demonstrating an intent rather than committing either agency to providing a specific service or resource in support of a joint effort. The purpose is to encourage the field and the headquarters staff of the two agencies to develop additional and innovative ways to collaborate.

Currently, Peace Corps has signed Memoranda of Understanding with these PVOs:

- Aid to Artisans, Inc.
- American Society of Interior Designers
- Foundation of the Americas for the Handicapped
- Goodwill Industries of America
- Ibero-American Chamber of Commerce
- International Small Enterprise Development Center
- League for International Food Education (L.I.F.E.)
- National Extension Homemakers Council
- PanAmerican Development Foundation
- Partners of the Americas
- Partnership for Productivity International, Inc.
- Sister Cities International
- Trickle Up Program
- Volunteers in Overseas Cooperative Assistance (VOCA)

Peace Corps encourages PVO exploration of Memoranda of Understanding. Interested organizations should contact:

Office of Training and Program Support
U.S. Peace Corps
806 Connecticut Avenue, NW
Washington, D.C. 20526 USA

● OPERATIONAL AGREEMENTS are documents which specify what services(s) one agency will provide the other agency in pursuit of a common purpose. Although such agreements may or may not be legally binding and may take many forms, they are a more formal and specific means of declaring each institution's commitment to provide a specific service or measure.

● Operational Agreements at Headquarters

In Washington, Peace Corps' Office of Information Collection and Exchange (ICE) has signed such agreements with eight PVOs. They are known as information exchange agreements. ICE is the central technical information resource for Peace Corps in all appropriate technology areas. ICE's role is to support Peace Corps programs in the field with the most relevant and current technical materials available. Much of ICE's information comes from Peace Corps' 20 years of experience. ICE thus serves as a means of collecting the best results of Peace Corps field programs and sharing these results with Peace Corps staff and volunteers as well as with others working in development.

These information exchange agreements enable Peace Corps and PVOs to share information on a regular basis. Agreements executed to date with PVOs encompass services such as

- provision of ICE manuals to PVOs (limited to single copies)
- PVO provision of newsletters for distribution to PCVs
- discounts on PVO publications for Peace Corps staff and volunteers
- exchange of review copies of publications, PVO to Peace Corps and vice versa
- PVO provision of research services in answering technical inquiries made by PCVs
- PVO access to ICE's Resource Center for technical information or research purposes
- Peace Corps provision of the ICE Almanac to all PVOs sharing expertise or publications (ICE Almanac is an insert in the monthly newspaper, THE PEACE CORPS TIMES.) The Almanac highlights volunteer projects in the field and new resources available in ICE to support volunteer programs.

Though Peace Corps does have less formal arrangements with PVOs which serve the mutual interests of each organization, formal agreements between ICE and PVOs are encouraged, for several reasons:

- formal agreements confirm specifics and sustain relationships through the inevitable staff changes within Peace Corps or the PVO;
- exchanges in writing give the PVO priority access to ICE information and enhance ICE's ability to gain access to specialized technical assistance from the PVO;
- for PVOs with little field presence, Peace Corps can be an important link for disseminating the PVO's technical information, and written agreements ensure that such dissemination can take place on a regular and worldwide basis.

Since 1980, ICE has executed information exchange agreements with the following PVOs. As a general rule of thumb,

Peace Corps Volunteers with interest in tapping the service should contact:

Information Collection and Exchange
Office of Training and Support
U.S. Peace Corps
806 Connecticut Avenue, NW
Washington, DC 20526

PVOs interested in the services should make direct contact with participating PVOs at the following addresses for specifics on access and cost (if applicable):

PVO Participants in ICE Information Exchange Agreements:

● **LIFE (League for International Food Education)**

915 - 15th Street, NW, Suite 915
Washington, D.C. 20005
(202) 331-1658

- provides Peace Corps copies of monthly newsletter, LIFE, which features current information on food and nutrition, case studies of PVO projects, and related bibliographies.
 - responds to highly technical inquiries related to food (production, processing, education and nutrition planning).
-

● **TAICH (Technical Assistance Information Clearinghouse)**

c/o ACVAFS/P.A.I.D.
200 Park Avenue, South
New York, New York 10003
(212) 777-8210

- grants discounts to Peace Corps on TAICH Directories which provide information on U.S. non-profit organizations working in development assistance abroad.
-

● **VITA (Volunteers in Technical Assistance)**

1815 North Lynn Street, Suite 200
Rosslyn, Virginia 22209
(703) 276-1800

- makes review copies of VITA publications available to ICE.
 - researches and answers for Peace Corps volunteers a limited number of Peace Corps inquiries in appropriate technology areas; materials and publications provided as needed.
 - is one of four official distributors for a number of Peace Corps publications.
-

● **NRECA (National Rural Electric Cooperative Association)**

1800 Massachusetts Avenue, NW
Washington, D.C. 20036
(202) 857-9500

- Answers technical inquiries from PCVs on projects to generate electrical and mechanical power in rural areas.
-

PVO Participants in ICE Exchange Agreements (Contd.)

● IWTC (International Women's Tribune Centre)

777 United Nations Plaza
New York, New York 10017
(212) 687-0728

- provides copies of two newsletters to ICE for distribution to Peace Corps field offices -- The Tribune (French, English, and Spanish); IWTC News (French and English).
-

● ECHO (Educational Concerns and Health Organization)

RR #2, Box 852
North Fort Myers, Florida 33903
(813) 997-4713

- supplies copies of two newsletters for distribution to Peace Corps field officers --

ECHO Development News provides information on activities on the same subject

ECHO News provides information on activities of ECHO's experimental tropical farm located in south Florida

- responds to technical inquiries made by ICE.
 - furnishes small amounts of seeds to PCVs for experimentation in developing countries; PCVs report results of experiments to ECHO.
-

● APHA (American Public Health Association)

1015 - 15th Street, NW
Washington, D.C. 20005
(202) 789-5600

- provides discounted copies of two newsletters -- Salubritas and Mothers and Children.

MORE ON ICE

In addition to a resource center which houses technical information (as well as information on access to other resources) ICE has published over 80 manuals, reprints, packets and case studies based on Peace Corps experience. Topics range from well construction to bee-keeping to reforestation. All information is available through ICE free of charge; PVOs without exchange arrangements are entitled to one free copy of titles available. Those interested in multiple copies of titles should contact ICE for information on distributors who sell the materials.

Manual Series The Manual Series volumes present complete "how-to" information in selected technical areas, from initial project planning in the community to project implementation, using appropriate methods and locally available materials.

Reprints ICE Reprints are technical monographs selected from ICE's Resource Center. Reprints frequently serve as primary resources in developing country-specific publications.

Training Series These materials are curriculum resource materials developed for use in Peace Corps volunteer training programs. Their availability is limited primarily to Peace Corps staff and trainers, and to volunteers conducting training programs. Wider availability should be explored directly with Peace Corps.

Case Study Series This series is designed to help document Peace Corps' programming experience in specific project areas. They provide historical background of special interest to Peace Corps programmers designing new projects in the fields addressed by case studies.

Resource Packet Series Using a flexible format, this series is a compilation of already published information and supplementary material on various subjects, with frequent updates and additions responsive to changing field needs.

Contact: For information on individual titles available or for names and addresses of distributors:

Information Collection and Exchange
Office of Training and Program Support
U.S. Peace Corps
806 Connecticut Avenue, NW
Washington, D.C. 20526

In-Country Information Resources

The above arrangements are written and coordinated between Peace Corps/Washington and the U.S. headquarters of the PVO. In the field, Peace Corps offices have developed in-country information resource centers for use by PCVs. PVO access to these field-based centers may be possible and would be explored on a country-by-country basis, with the relevant Peace Corps field office. ICE in Washington can provide the names of the Peace Corps countries which have such resource centers, should PVOs wish to investigate such arrangements.

● Operational Agreements in the Field

Collaboration in Peace Corps Countries

Many of the examples cited earlier in this publication described substantive Peace Corps volunteer involvement in PVO field projects in countries where Peace Corps is already operating. Informal arrangements for such involvement have tended to be the norm. As noted in more detail in the section entitled *Applying Lessons-Learned*, there is a clear preference for written accords (formal Operational Agreements) in field-oriented collaboration. There is currently no standardized format for such Operational Agreements, but those aspects discussed in *Applying Lessons Learned* provide good reference points for some of the areas which might be addressed.

Collaboration in Non-Peace Corps Countries

Commonly, and not suprisingly, Peace Corps, PVOs and A.I.D. have collaborated, either formally or informally, in countries where all three groups have had official presence. The existence of infrastructures clearly assists and facilitates joint efforts.

Historically, in Peace Corps' early years, volunteers were fielded directly through PVOs because Peace Corps had no overseas staff or officers. As Peace Corps' field presence and capacity grew, PVOs were less relied upon to provide direct volunteer supervision, and volunteer placements became coincident with countries where Peace Corps had been invited to establish a program and an office. Current Peace Corps volunteer involvement in PVO programs occurs in countries where both organizations are operating.

Several years ago, Peace Corps received requests from PVOs for volunteer placements in countries where Peace Corps had no presence. In response, and in an effort to provide expanded opportunities for Americans to serve as PCVs, Peace Corps pursued alternative methods of assigning volunteers. In late 1981, Peace Corps Director Loret Ruppe communicated to PVOs information regarding guidelines for collaboration, procedures for initiating an agreement, and a sample general agreement for placement of volunteers in PVO programs in countries where Peace Corps had no presence.

Peace Corps welcomes the opportunity to discuss with PVOs programs in non-Peace Corps countries which might be suitable for volunteer assignments. Peace Corps programming criteria are available from the Office of Program and Training.

In general, though, the PVO would be required to prepare a program proposal which includes information such as:

- nature of the program
- number of volunteers needed
- skills required by the volunteers
- language skills required
- role/responsibilities of the volunteers
- provision for in-country support
- which PVO staff will supervise volunteers
- general PVO background information:
 - goals/purposes/objectives/philosophy;
 - countries in which the PVO operates, and types of programs undertaken;
 - basic financial information, as well as type and variety of funding relationships with donor groups.

Before submitting the proposal, PVOs should obtain details of Peace Corps' programming criteria to ensure that the proposed program is responsive to Peace Corps interests. Other pre-proposal concerns include seeking input from the host country government or host organization about the possible assignment of Peace Corps volunteers. Since host agency agreement is likely to figure in the planning phase, PVOs should consider the need to address this aspect early on.

The first step in the process for the PVO should be to contact:

Office of Training and Program Support
U.S. Peace Corps
806 Connecticut Avenue, NW
Washington, D.C. 20526 USA

Subsequent to a proposal and program review by Peace Corps, discussions with the PVO might then proceed to include

- types of in-country volunteer support (financial as well as supervisory) the PVO would be expected to provide
- Peace Corps' role in volunteer recruitment, selection and training, and other financial or support possible

If discussions result in concurrence to proceed, a formal agreement (memorandum of understanding) will be executed between the Peace Corps and the PVO.

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ALPHABETICAL LIST OF PERSONS INTERVIEWED

US PEACE CORPS

- Susan Baity, Desk Officer, Africa Region
- Randy Bostick, Country Desk Assistant, Africa Region
- Jerry Brown, Desk Officer, Africa Region
- David Browne, Desk Officer, Africa Region
- Donna Frelick, ICE Director, Office of Training and Program Support
- John F. Guerre, Former Coordinator, PVO Collaboration
Office of Training and Program Support
- Craig Hafner, formerly Associate Peace Corps Director, Sierra Leone,
during CARE/Peace Corps/AID collaboration on
road projects
- Elizabeth Hinshaw, Former Assistant, PVO Collaboration
Office of Training and Program Support
- Elena Hughes, Desk Officer, Africa Region
- Theresa Joiner, Desk Officer, Africa Region
- Phyllis Jones, Country Desk Assistant, NANEAP Region
- Cathy Judge, ICE, Office of Training and Program Support
- Dagnija Kreslins, Director, Office of Training and Program Support
- Francis Luzzatto, Policy and Planning, Office of Training and Program Support
- George Mahaffey, Forestry, Office of Training and Program Support
- Noreen O'Meara, Desk Officer, Inter-American Region
- Chris Pelton, Country Desk Assistant, NANEAP Region
- Eugene Rigler, Desk Officer, Inter-American Region
- Pat Rigley, Multilateral Programs, Office of Training and Program Support
- Melanie Smeallie, Country Desk Assistant, NANEAP Region
- Lisbeth Thompson, Desk Officer, NANEAP Region
- Robert Whitler, formerly Associate Peace Corps Director, Sierra Leone
- Melanie Williams, Desk Officer, NANEAP Region

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

- Gretchen Berry, Cooperatives Office, Bureau for Food for Peace and
Voluntary Cooperation
- Robert Craig, former Development Officer for South Pacific
- Louis Kuhn, Desk Officer for South Pacific, Asia Bureau
- Carole Millikan, Office of Private and Voluntary Cooperation,
Bureau for Food for Peace and Voluntary Cooperation
- Karen Poe, Peace Corps Coordination for A.I.D., Bureau for Program
and Policy Coordination
- Herb Wegner, Cooperatives Office, Bureau for Food for Peace and
Voluntary Cooperation

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**ALPHABETICAL LIST
OF PERSONS INTERVIEWED**

PRIVATE AND VOLUNTARY ORGANIZATIONS

Africare

C. Payne Lucas, Executive Director
Bob Wilson, Program Director

C A R E

Frederick W. Devine, Deputy Director
Tim Aston, Program Officer for Africa (former CARE Director in Tunisia during
CARE/AID Peace Corps collaboration on water projects)
Ellen Lieber, Director of Information Service
Harold R. "Buck" Northrup, Director, Overseas Operations
Raymond Rignall, Director of Programs
Carolyn Werley, Assistant Program Officer for Latin America

Catholic Relief Services

Kenneth Hackett, Regional Director for Africa
Dennis O'Brien, Program Officer, Mediterranean Basin/Middle East
Art Stegmayer, Assistant Regional Director, Central America & Caribbean

Church World Services

Oscar Bolioli, Latin America Region
Nancy Nicalo, Assistant for Development

Foundation for the Peoples of the South Pacific

Stanley W. Hosie, Executive Director

International Human Assistance Program (I H A P)

Dr. Suk Tae Limb, Overseas Program Manager
Jeannette North, Project Management Coordinator

New TransCentury Foundation

David A. Garner, Senior Associate and Project Director,
New TransCentury Foundation Water Project in Yemen

Partnership for Productivity

Andrew H. Oerke, President

The Pathfinder Fund

James Crawford, Regional Director for Africa

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ALPHABETICAL LIST OF PERSONS INTERVIEWED

PRIVATE AND VOLUNTARY ORGANIZATIONS (cont'd.)

Project H O P E (The People-to-People Health Foundation)

E. Croft Long, Vice President, International Division

Save the Children Federation

Phyllis Dobyns, Vice President for Program

Tim Casey, Assistant to Regional Director for Asia and the Pacific

Shep Harder, Assistant to Regional Director for North Africa & Middle East

Dr. Pratima Kale, Regional Director for Asia and the Pacific

Mel A. McCaw, Regional Director for Africa

Mark Rand, Assistant to Regional Director for Asia and the Pacific

Technical Assistance Information Clearinghouse (T A I C H) / American Council of Voluntary Agencies for Foreign Service

Mary Ellen Burgess, Executive Secretary

Volunteers in Technical Assistance (V I T A)

Henry R. Norman, Executive Director

Jack Downey, Director of Africa Operations

QUESTIONNAIRE



Information and advice from those with experience in joint arrangements will be most useful to PVOs, Peace Corps staff and AID personnel who have not yet been involved. Responses to the following questions will be compiled and incorporated into future guidance issued on this topic.

Please take a few moments to complete this brief questionnaire.

-
1. Are you currently (or were you) involved in a project which included AID/Peace Corps/PVO collaboration, not mentioned in this publication? If yes, please provide a short description, including:
- number and kinds of PCVs involved
 - how collaboration started -- where initiated, and by whom
 - extent of AID involvement
 - role of the PCV or PVO
 - how the project was managed
 - country of operation, and technical focus.

2. If currently, or at one time, involved in a collaborative project, can you provide added "Suggestions for Successful Collaboration" to augment those already outlined? Responses should address such issues as:
- source of initiative -- headquarters or field
 - written agreements or informal arrangements and how they served collaborators' needs
 - PVO role in recruitment and training of volunteers
 - lines of authority & responsibility
 - involvement of host country agencies
 - coordinating committees.

3. Do you have any additional thoughts about how a publication of this nature can best serve your needs? For example, what else might it include that would make it more pertinent to your interests? _____

NAME/TITLE _____
of Respondent

ORGANIZATION _____

ADDRESS _____

Return to: AID/PEACE CORPS/PVO COLLABORATION
c/o Office of Private & Voluntary Cooperation
Bureau for Food for Peace & Voluntary Assistance
US Agency for International Development
Washington, D.C. 20523