

UNCLASSIFIED

Annual Budget Submission

FY 1989

BUREAU FOR
FOOD FOR PEACE
AND VOLUNTARY ASSISTANCE

Office of
Private and Voluntary Cooperation

June 1987



Agency for International Development
Washington, D.C. 20523

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Office of Private and Voluntary Cooperation

ACTION PLAN

I. STRATEGY RECAP AND POLICY AGENDA

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

- o PVO Registration: Certify and maintain a registry of U.S. PVOs to determine eligibility for PL 480 commodities, ocean freight reimbursement, and grants; provide guidance to Missions regarding certification on non-U.S. PVOs; maintain registry of non-U.S. PVOs receiving A.I.D. funding.
- o Program Grants: Direct and manage a worldwide grant program in support of PVO field programs in sectors and countries consistent with A.I.D. policies and priorities (Matching/Partnership and Cost-Share Grants).
- o Child Survival: Direct and manage support to U.S. PVOs to implement the Agency's emphasis on health interventions to reduce infant and child mortality; includes a competitive grants program of PVO child survival activities in emphasis countries with full coordination with Missions, and technical support to strengthen PVO capabilities in project design, management, and evaluation of project impact on health status.
- o Cooperative Development: Direct and manage a program of support to U.S. cooperative development organizations (CDOs) to enable them to maintain active international departments, and project grants to support participation by the U.S. cooperative movement in areas of A.I.D. program emphasis, especially small business and international trade promotion. Provide technical support and guidance to A.I.D. regional bureaus and field missions on development and use of cooperatives in meeting A.I.D. development goals.
- o Public Outreach: (a) Under Section 123(e) of the FAA, direct a grant program for domestic education programs on world hunger and guide the Agency's development education policy and strategy formulation; (b) provide administrative and technical support for the Advisory Committee on Voluntary Foreign Aid, enhancing its effectiveness as a conduit for increased cooperation between the public and private sectors in U.S. Foreign Assistance Programs.

- o PVO Commodity Freight Transport Programs: (a) Under Section 123(b) and (c) of the FAA, direct and manage a grant program for the reimbursement of PVO transportation costs; (b) Approve and certify applications for transport of humanitarian goods and supplies under the Denton Amendment (Section 1540 of the 1985 Defense Authorization Act, as amended) which provides for free space available transport of humanitarian goods via the U.S. military to any area of the world. Process involves securing requisite input from A.I.D. field missions and the Department of State, and collaborating with the Department of Defense.

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

- o Ensure PVO Independence from A.I.D.: Implement the private resource requirements of the current legislation -- the 20% non-U.S.G. funding requirement in the FY 1987 Appropriations legislation -- and conduct research to recommend funding requirements and policies to ensure PVO financial independence.

As evident in the above listing of PVC responsibilities, the Office is both an implementing office and a resource for other A.I.D. offices and Missions as they plan specific actions or programs with PVOs. The PVC-administered grant program to support PVO field activities serves specific development objectives, while also providing the means for acquiring information on PVO capabilities so that PVC can better assist USAIDs.

II. PROGRESS AND IMPLICATIONS

A. Program Grants to Support PVO Field Programs

The objectives of PVC grant support are manifold:

- to provide grant support for the multi-country programs of U.S. PVOs through a single, consolidated grant arrangement;

- to assist in the institutional growth of U.S. PVOs;

- to maintain direct grant relationships with a significant number of PVOs to enable PVC to better carry out its leadership, information and service roles within A.I.D.;
- to increase A.I.D.'s management efficiency by consolidating multiple grant relationships and simplifying PVO and A.I.D. administrative requirements;
- to support and complement the needs and priorities of A.I.D. bilateral programs;
- to mobilize private resources for development;
- to provide useful access to a natural constituency supportive of A.I.D.

Specific program evaluations, as well as comprehensive reviews of PVC's grant portfolio, indicate that we have been successful in meeting many of these objectives. Our FY 1988 and FY 1989 programs will continue to reflect these multiple objectives.

The predominant form of support for the multi-country programs of PVOs continues to be the Matching/Partnership Grant Program. In FY 1986 nearly \$22 million supported the field programs of 39 PVOs. In FY 1988 and FY 1989, we expected the programs to continue at this same level of support. Demand for resources from the Matching Grant program far outstrips availabilities as PVOs have grown in sophistication in implementing international development programs. In FY 1987, new requests from 19 PVOs exceeded \$36 million while funding was available for 9 PVO programs totalling \$4.6 million. We will continue to balance the competing priorities of funding organizations with well established programs with the new requests from organizations which have broad bases of public support with active development programs.

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

Through FY 1987, three Partnership Grants have been awarded to CARE, Save the Children Foundation and Technoserve. These grants enable A.I.D. to improve management efficiency by consolidating our support to those PVOs which have a strong development track record and multiple funding relationships with the Agency. These grants fund programs which implement a jointly developed strategy in support of shared A.I.D./PVO development priorities in several countries over a five year period.

To focus our Matching Grant program to better achieve our multiple objectives, we have continued to revise the grant selection criteria: among other changes, the revised criteria place greater emphasis on programs which result in organizational development of in PVO programs such as expanding a successful program into new countries, strengthening management systems and increasing technical expertise. We are particularly interested in good PVO programs which address Africa's long-term problems and programs which integrate resources to increase development impact such as coordinating Food for Peace activities or Peace Corps activities with PVO development programs. Our requests for proposals now require monitoring and evaluation plans prepared in greater depth, more detail on management and technical staff capabilities, and more information on how the program will be institutionalized locally and will sustain itself after PVC funding ends. In addition, funding for an independent evaluation of each program is incorporated with each grant agreement.

As a result of our shift to evaluating PVO programs sectorally, we are increasingly able to generalize about PVO comparative advantages (and weaknesses) in the fields of small enterprise development, primary health care delivery, water and sanitation, forestry and animal production. The PVO Effectiveness Study which was widely distributed within the Agency, PVO and donor communities was an excellent analysis of our experience through FY 1986. As a follow-on to these sectoral evaluations, in FY 1987 and FY 1988 we will continue the evaluation of the long-term institutional development impact of PVO programs. The results of this series of evaluations promise to provide valuable insights into building sustainable development institutions.

8. Competitive Child Survival Grants

In FY 1985 and FY 1986 FVA/PVC's competitive PVO Child Survival grants program provided \$21 million to sixteen PVOs for specific child survival activities (e.g. immunizations, ORT, birthspacing and focused nutrition interventions) in seventeen countries. In FY 1987 PVC was allocated \$10 million to support PVO projects in eighteen of A.I.D.'s child survival emphasis countries in Africa, Asia Near East and Latin America and the Caribbean. As this new centrally funded program has become established and known to the PVO community and A.I.D. Missions there has been a sharp increase in demand on its resources. Each year there has been a rise in the number of PVO applicants and an increase in the total funding requests. In FY 1987 funding requests exceeded the funds available by a factor of almost three to one. The technical quality of the proposals has also improved as the PVOs have acquired experience in this area, strengthened their professional staff capability and benefited from technical assistance provided by A.I.D.

In FY 1988 and FY 1989 the Child Survival grants program will pursue two objectives: 1) to provide follow-on grants to successful projects initiated in FY 1985 and 1986 and 2) to meet the growing demand from the PVO community to initiate new Child Survival projects. We will only be able to pursue these dual objectives if additional funding is provided for the Child Survival Program.

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

FVA will also support carefully selected new projects which meet its technical standards. Given the increased PVO capabilities to design and implement C.S. projects and the increased interest among PVOs to participate in the Child Survival program, FVA plans to take advantage of opportunities to support well targetted new projects which will contribute to the achievement of A.I.D. Child Survival objectives for the emphasis countries in both FY 1988 and FY 1989. Among these new projects we plan to provide opportunities for selected new PVOs to participate in the Child Survival Program.

C. Cooperative Development Program

Sections 111 and 123 of the Foreign Assistance Act direct A.I.D. to give high priority to assistance in development and use of cooperatives. Central funding in furtherance of this objective includes core support grants to six U.S. cooperative development organizations (CDOs) and project grants supporting cooperative international trade development and cost-shared cooperative-to-cooperative assistance. Responsibility for administering this program was transferred from the Private Enterprise Bureau to FVA on completion of FY 1987 obligation actions.

CDOs are a distinct subcategory within the PVO community. There are a number of similarities between the PVO and CDO grant objectives and processes, as well as significant differences. We are in the process of establishing management procedures which effectively preserve the CDOs' position as a separate, yet integral part of the PVO program.

In FY 1987, we prepared a draft cooperative development strategy which emphasizes promotion of productive enterprises, international trade, decentralization of development, and training, focussing attention on a few countries in each region. Mission and CDO input will be incorporated into the final strategy. Factors used in selecting countries for special attention include a favorable national policy climate, the presence of CDOs with experience in the country, and consistency between the areas of cooperative development emphasis and A.I.D.'s CDSS.

The centrally-funded grants will be used to support this strategy, which recognizes that most of the resources for increasing development and use of cooperatives will come from the Missions' bilateral programs, and from increasingly prominent alternatives such as local currencies generated from food aid and other programs.

The core grants have been going through a period of phased reduction; the amounts planned for most of the CDOs in FY 1988 are 12% below the FY 1985 base level. During FY 1988, new criteria and procedures will be developed to better differentiate among the CDOs, so that future allocations can be based on such factors as the size and quality of their programs, including relation to A.I.D. needs and priorities, rather than historic levels. In addition, the core grants will be used to help the CDOs further diversify their resource base, to reduce dependence on A.I.D. support.

with the limited additional funds being requested, we will evaluate programs, explore opportunities, and support new initiatives. We will rely heavily on FVA/PVC staff consultations with other A.I.D. units - especially Missions in the focus countries - to identify areas within their programs and budgets to support increased cooperative development activity.

D. Public Outreach

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

In keeping with its historic adaptability to new developments, in FY 1987 the ACVFA conducted an extensive reevaluation of its role and functions in light of changing dynamics within the PVO community. It outlined a new approach to its mandate involving lower profile meetings with increased emphasis on analysis, fact finding, and the formulation of substantive objective advice to the Administrator on issues of critical long-term importance to both the PVO community and the Agency. For its FY 1987-88 meeting cycle the ACVFA will analyze the theme of "PVO Effectiveness" resulting in a "white paper" building on the 1987 PVC Development Effectiveness Study. For FY 1988-89 the ACVFA will continue to enhance its outreach by selecting topics of importance to the Agency and the PVO community, conducting thought provoking meetings and making recommendations to improve the effective use of PVOs as a development resource.

The Biden-Pell Amendment of 1980 authorizes A.I.D.'s support of PVOs and other non-profit organizations to facilitate discussion, analysis and review of development issues related to world hunger. Development Education grants are awarded according to an organization's ability to increase public awareness of the economic, technical, political and social factors relating to world hunger and poverty. The past eight years have exhibited rapidly expanding interest in the program with quality grant requests far exceeding funding. Development Education programs and workshops are now included in major international conferences further establishing the cross-fertilization of the Development Education network.

Our Development Education program strategy for FY 1988 and FY 1989 will include: 1) a competitive, cost-shared grant program to support a variety of demonstration projects; 2) specifically-targetted grants which promote new networks for the purpose of involving hard-to reach audiences; 3) continued support for previous grantees with proven track records of excellence in Biden-Pell programming and creative proposals for reaching new and expanded audiences; 4) mechanisms which support the institutionalization of development education through information/resource collection and exchange; and 5) evaluation.

E. PVO Commodity Freight Transport Programs

For years, PVC's Ocean Freight Reimbursement Program was the Agency's sole ongoing, non-P.L. 480 PVO freight program. However, in FY 1985, the Denton Amendment was legislated and responsibility for its administration was placed with PVC. As a result, the office has modified the operation of its PVO freight portfolio to include the Amendment's administration and now refers to these activities in the aggregate as PVO commodity freight transport programs.

Ocean Freight Reimbursement Program: In FY 1987, budget constraints required reduction in funding for this program from \$5.8 million in FY 1986 to \$3.5 million. Continued budget constraint requires continuation of this lower funding level in FY 1988 and FY 1989. PVC continues to seek maximization of our limited ocean freight funds. Revised program procedures instituted in FY 1986 have increased the program's focus towards carrying out development activities in those poorer developing countries being assisted by A.I.D. In FY 1988 and beyond, we expect to see a more diversified group of PVOs being awarded ocean freight funds. The development impact and the country focus of the program will continue to be refined by gathering more detailed information about, and applying more stringent criteria to, the goods being shipped and the activities they go to support.

Denton Amendment: Applications for use of the Denton Amendment, which provides for free, space-available transport via the U.S. military, have increased five-fold in the two years since its enactment (FY 1985). We expect this trend of rapid expansion will continue into FY 1989. As the program has grown, PVC has put into place an information/data base, a long-term contract for inspection of the goods, and a system for more routinized in-country monitoring of shipments. During FY 1989, we expect to expand and refine these systems as necessary.

F. Information and Program Support Services

PVC's responsibilities vis-a-vis Regional Bureaus and Missions PVO programming have expanded in line with expectations set forth in the PVO Policy Paper. With the full implementation of the PVO Management Information System, each of the three critical subsystems have been approved by the Agency's offices of Information and Resource Management. Despite staffing constraints, the management support contract awarded in FY 1986 has buttressed critical support needs and allowed the PVO MIS to become fully operational. As a result, the continuing effort to track Agency-wide PVO programs has been very successful. The PVO-MIS contains literally thousands of entries which allow PVC to track data relevant to A.I.D./PVO activities by country, PVO, funding mechanisms, and project. As we increase our processing capability, the number of our end-users will expand to include not only A.I.D./W but also Missions.

In addition, PVC will continue to assist the PVO community to understand and comply with new program policies, requirements and procedures as legislated, required by OMB procedures or adapted as a matter of Agency policy. An example is the revised Private Resource test guidance which explains the 20% non-U.S.G. resource requirement for PVO eligibility to receive development assistance as provided by the 1987 Appropriations legislation. PVC's efforts in assisting the PVO community to understand and comply with congressional privateness legislation included the full development of an OMB-approved form which complies with the 20% non-U.S.G. resource requirement for PVO funding eligibility. The simplified form, which clearly lays out the procedures for computation of the percentage, clarifies the legislation itself through item by item definitions and includible versus excludible funding relationships. In addition, PVC will codify its Cost-Share requirements for PVO programs and train PVOs regarding the guidance through a workshop.

Program support efforts have been consolidated and placed under the administration of the Information Division. This has enhanced the strategic management of office resources through the utilization of micro-computer software. Such efforts to better manage and more efficiently track program expenditures have successfully increased available staff time for program management and lessened the administrative requirements of grant-making and execution. Furthermore, as more detailed project-specific data is available through the information system, additional trend analyses and statistical and programmatic representations will further the impact of the data on both management's decision-making and project officers' monitoring of ongoing program implementation.

III. KEY PROGRAM TARGETS

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

- o to continue to refine and strengthen our Public Outreach, Matching Grant and Child Survival strategies and programs;
- o to increase understanding within A.I.D. and among PVOs of opportunities and means for effective A.I.D./PVO collaboration;
- o to increase the strategic planning and management capability and the sector expertise of PVC supported PVO programs;
- o to increase the efficiency with which we manage our expanded portfolio (i.e., Development Education, Matching, Partnership and Child Survival Grants, Cooperative Development Grants, the Ocean Freight Reimbursement Program and administration of the Denton Amendment).
- o to develop a cooperative development strategy and strengthen the Agency's cooperative programs.

IV. Work Plan

A. New Projects

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

B. Design Issues

None anticipated.

C. Evaluation Plan

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

In addition, PVC is focusing attention on issues of longer-term institutional development impact of PVO programs, the sustainability of PVO programs and related cost questions. We will continue our studies of PVO health activities and broaden their scope to include the child survival initiatives now underway. Our past work on private enterprise development is refocused on the question of employment and credit, in line with Agency attention to this issue.

Key Issues for Evaluation: As an outgrowth of earlier studies, key questions to be evaluated by PVC in FY 1988 and FY 1989 will be:

- a) How can long-term development work be sustained and institutionalized after PVO projects end?
- b) How cost-effective are PVO projects and what are the recurrent costs associated with them?
- c) How effective have PVOs been in meeting health needs (including child survival, primary health care, nutrition, etc.) in LDC projects?
- d) How can PVOs most effectively increase employment and private enterprise development?

D. Research Schedule

Not applicable.

E. Management Improvements

The A.I.D. Policy Paper on PVOs designates FVA as the principal information center on PVO matters for the Agency. To ensure efficient administration of its responsibilities, PVC has developed an information system on PVO projects, performance, registration and sources of income that will serve the needs of AID/W, field missions, and other interested users. In FY 1987 and FY 1988, PVC will continue to use a contractor to augment the daily operations of the PVO-MIS and the program support operations as described earlier in the Action Plan.

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

- a) systematically assess PVO performance and place findings in the PVO-MIS;
- b) institutionalize the evaluation function within the PVOs themselves and foster sharing of learning;
- c) disseminate evaluation findings widely among PVO, A.I.D. and other users through publications, conferences, and/or technical assistance; and,
- d) utilize the results to better inform A.I.D./W and Missions funding decisions on PVO programs.

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

F. Gray Amendment

In FY 1986, a half-million dollar annual contract to provide administrative and operational support for the Registration and Management Information System was awarded to an 8(a) firm. As a result of the contractor's successful completion of the first year's activities, PVC will incrementally fund the second year of the two-year contract in the amount of another half-million. An 8(a) firm will also be used to provide administrative and operational support to PVC's project portfolios. In addition, PVC's study of institutional development of PVO programs is being managed by an 8(a) firm.

Long-Term Goals and Measurable Objectives

FY 1987-88 Benchmark Achievement

FY 1989 Benchmark Achievement

A. Program Grants:

GOAL I: Increase effectiveness of AID/PVO collaboration.

1. Continue to revise strategy to address key weaknesses and strengths of PVO development programs identified in report for Congress on the Effectiveness of PVO Development Programs.

Identify the roles of PVOs and AID for addressing the weaknesses and building on the strengths of PVO programs and continue to refine PVC's program to carry out A.I.D.'S role.

Assess appropriateness of AID role and impact of PVC programs to improve PVO effectiveness, revise strategy accordingly.

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

In FY 1987-88, continue evaluation of long-term institutional development impact of PVO programs and through workshops and reports and disseminate results widely.

Develop a report for AID and PVO managers, highlighting key lessons learned from the institutional development evaluation series.

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

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

Continue to expand programs using complementary resources

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

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

Revise RFPs and review procedures for grant programs incorporating recommendations from the FY 1987 programs review. Design and conduct proposal workshops for MG/PG to replace concept paper. Selectively lengthen awards from 3 to 5 years.

Complete competitive review processing of all new FY 1989 Matching, Partnership, Development Education, Child Survival and Ocean Freight proposals by May 30, broadening participation to include new organizations as feasible.

Long-Term Goals and Measurable Objectives

FY 1987-88 Benchmark Achievement

FY 1989 Benchmark Achievement

2. Standardize monitoring and evaluation procedures for ongoing portfolio.

Conclude annual reviews and refunding actions for ongoing portfolio by June 30, and incorporate evaluation contract into all MG/PGs.

Conclude annual reviews and refunding actions for ongoing portfolio by June 30, and incorporate evaluation contract into all MG/PGs.

3. Develop and implement Guidelines for monitoring cost-sharing provisions of PVO grants and CAs.

Cost Share Guidelines approved by IG and staff training complete.

Cost-Share Guidelines fully operational and tracking system in place.

B. Child Survival Program

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

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

Conduct competitive grant programs for PVOs working in health sector, inviting proposals for CS programs in 18 target countries.

Conduct competitive grant program for PVOs working in the health sector, inviting proposals for CS programs in 18 target countries.

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

By FY 1988 all PVO CS projects have hired qualified health professionals to assist with CS project design and management in the field.

By FY 1989 all PVOs participating in Child Survival have qualified health professionals of staff in headquarters and in field CS projects.

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

Provide external technical consistency to the PVOs as required and organize regional and country training workshops for field staff.

By FY 1989 the majority of the PVOs participating in Child Survival are organizing their own in-house training workshops for field staff.

Long-Term Goals and Measurable Objectives

FY 1987-88 Benchmark Achievement

FY 1989 Benchmark Achievement

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

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

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

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

Midterm evaluations of the CS projects funded in FY 1985 and 1986 are successfully completed. CS projects funded in FY 1987 and FY 1988 carry out baseline surveys and establish management information systems which are adequate to track interim and final progress towards stated objectives.

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

C. Cooperative Development Program:

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

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

Criteria developed for evaluating core grant proposals and setting support levels.

Core grant proposals and award decisions reflect more effective CDO programs.

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

System in place for regular dissemination of information.

Units on cooperative development included in A.I.D. orientation and training programs.

Information routinely distributed.

Long-Term Goals and Measurable Objectives

FY 1987-88 Benchmark Achievement

FY 1989 Benchmark Achievement

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

Guidelines published and proposals received for innovative coop business and trade development projects.

One to two innovative projects in business and trade development underway.

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

Four to five focus country Missions funding coop development projects with local currency.

Viable models for local currency supported projects.

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

Concept papers or proposals from two or more new U.S. coops for cost-shared coop-to-coop projects with trade potential.

One to two new U.S. coop businesses engaged in coop-to-coop development activity with trade potential.

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

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

New core grant criteria include provisions to broaden sources of core support.

Two or more CDOs with more than 20% of core funding from other than U.S.G. sources.

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

Core grant proposals include strategies for building balanced portfolios.

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

Long-Term Goals and
Measurable Objectives

FY 1987-88 Benchmark
Achievement

FY 1989 Benchmark
Achievement

D. Public Outreach:

Advisory Committee on Voluntary Foreign Aid.

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

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

In FY 1987, the Committee reevaluated its role and functions, designing a new and more effective approach to the analysis of current issues of concern to the Agency and the PVO community. Choosing the overarching theme of "PVO Effectiveness", the Committee will produce a "White Paper" on this topic which will include recommendations to the Agency and the PVO community.

In FY 1988-89, the Committee will evaluate its new approach, fine tune it. Building on 1987-88 reforms, it will institutionalize its new role and seek to reach a broader audience with its message of enhanced AID/PVO cooperation and effectiveness. It will again select a theme of immediate concern to the Agency and the PVO community, issuing a policy paper and disseminating its findings at the end of the process.

Development and Education:

Goal II: Development and Education heightens public awareness of economic, technical, political and social factors relating to world hunger.

1. Demonstration projects reach major sectors of American public. Development education projects will target major sectors of American population and reach major opinion leaders within the sectors.

Continue competitive grants programs soliciting proposals from organizations which have access to new and important constituency groups.

Major groups engaged in project activity.

2. Improve project performance through design of evaluation guidelines, criteria and implementation plans.

In FY 1988, grant recipients participate in evaluation workshops to improve techniques for measuring effectiveness of development education projects.

Test impact of development education program using results from self-evaluations of development education projects and adding a broader analysis of overall program effectiveness.

Long-Term Goals and Measurable Objectives	FY 1987-88 Benchmark Achievement	FY 1989 Benchmark Achievement
<p>3. Institutionalize development education through Biden-Pell. Support mechanisms for resource sharing and technical assistance within the major sectors of the development education community.</p>	<p>Drawing upon the conceptual framework for a nationally oriented resource center for development education (prepared in FY 87) begin to pilot some of the activities identified as programs support needs.</p>	<p>Broader field testing of the activities of the resource center and exploration of an appropriate institutional setting for long-term involvement. Likelihood of private funding base will also be explored.</p>

E. PVO Commodity Freight Transport Programs:

GOAL I: Improve the operation and management of PVC's non-PL 480 PVO commodity freight transport programs.

1. Ocean Freight.

Increase development impact and target countries and diversify PVOs participating in the program.

Continue refinement of country targetting.

Gather more precise data on the goods being shipped and the programs they go to support.

A program tracking system in place to show goods shipped and country focus of programs.

2. Denton Amendment

Have well-documented system in place for the approval and tracking of applications.

Award multi-year inspection contract.

Multi-year inspection contract in place and operating smoothly.

Install pilot system in LAC Missions receiving shipments.

Refine pilot monitoring monitoring system and expand to other geographic regions.

Improve guidelines for screening applications

Assess data base and expand it appropriate.

Develop information/data base on shipments to respond to inquiries.

Long-Term Goals and
Measurable Objectives

FY 1987-88 Benchmark
Achievement

FY 1989 Benchmark
Achievement

F. Information and Program Support:

GOAL I: Increase effectiveness of operational Management Information System.

1. Improve data available for PVO programs decisions using PVO management information system (MIS).

In FY 1987, assess usefulness and effectiveness of the operational MIS system. Modify or redesign report formats as necessary, to generate reports on expenditure trends by region and by technical activity. Improve input procedures for greater efficiency. Institutionalize distribution network of end users to provide key Agency PVO managers with the data necessary to make program decisions. Develop a pilot approach to providing summary tables and graphics for senior management use.

Assess overall operations, procedures, including personnel, adjust report content and frequency in accordance with end-user comments.

Goal II: Develop and institutionalize program and budgetary support system.

Improve internal PVC management by simplifying grant-making and grant-operating procedures.

Systematic production and verification of PVC-specific automated program support data system, including a redesigned project portfolio and the budget worksheets. Pilot full use of office-wide implementation plan to improve PVC coordination with procurement and the Financial Management offices and to improve internal planning practices.

Incorporate comments from project divisions to adjust program support functions for improved efficiency and ease of use. Design or redesign budgetary reports as necessary in accordance with management needs.

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